Southern Voices
on Climate change

The Climate Change Advocacy Toolkits













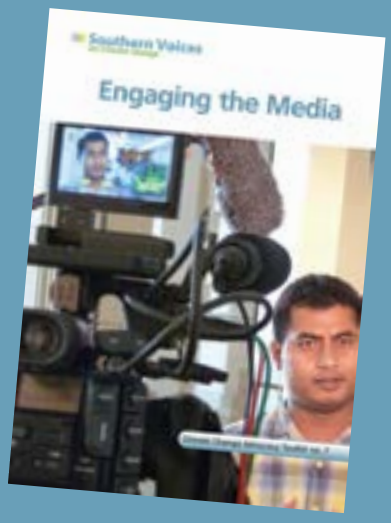






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The Climate Change Advocacy Toolkits

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- 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 were published in November 2014 by *Southern Voices on Climate Change*. Between 2011 and 14, 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**

Southern Voices
on Climate change

Start Here!

Introducing Advocacy and the Climate Change Advocacy Toolkits



Climate Change Advocacy Toolkit no. 1

Climate Change Advocacy Toolkit no. 1

Start Here!

Introducing Advocacy and the Climate Change Advocacy Toolkits

The purpose of this toolkit is to help readers understand the purpose of advocacy and the different approaches that can be taken. It will also guide readers on how to use the other toolkits to develop and implement an advocacy plan.

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The Climate Change Advocacy Toolkits

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`Action without vision is only passing time, vision without action is merely day dreaming, but vision with action can change the world'
Nelson Mandela

Why advocacy?

The world is overheating. Global temperatures are rising, affecting our climate. Poor and marginalised communities are feeling most of the effects of climate change and yet little is being done to support them. Governments are either afraid to take the bold steps that are needed, or they are being dominated by elite interests who are not interested in saving our planet or protecting its people. So what can we do? We need to ensure that governments in the North and South are held to account for their actions; that the voices of the poor and marginalised are heard by those in power; and that the policies and practices of governments and other actors change to respond to the changes in our climate. We need advocacy.

Why now?

Countries in the South are waking up to the realities of climate change, and as a result, many are starting to address climate change in their national planning processes. Southern Voices partners and other civil society networks and organisations in the South have played, and continue to play, a key role in raising awareness about the threat posed by climate change and in advocating for action. Many countries are in the process of preparing national climate change related policies and legislation, including new national policies or strategies on climate change, Nationally Appropriate Mitigation Actions, national energy policies, and Reducing Emissions from Deforestation and forest Degradation (REDD) policies and programmes. In many countries in the Global South civil society is critical to policy processes that aim to tackle climate change and protect the poorest and most vulnerable communities from its impacts.[1] These toolkits include a number of case studies where civil society has been particularly effective at influencing emerging national level climate change responses. A key priority has been to try and ensure the needs of the poorest and most vulnerable are not ignored.

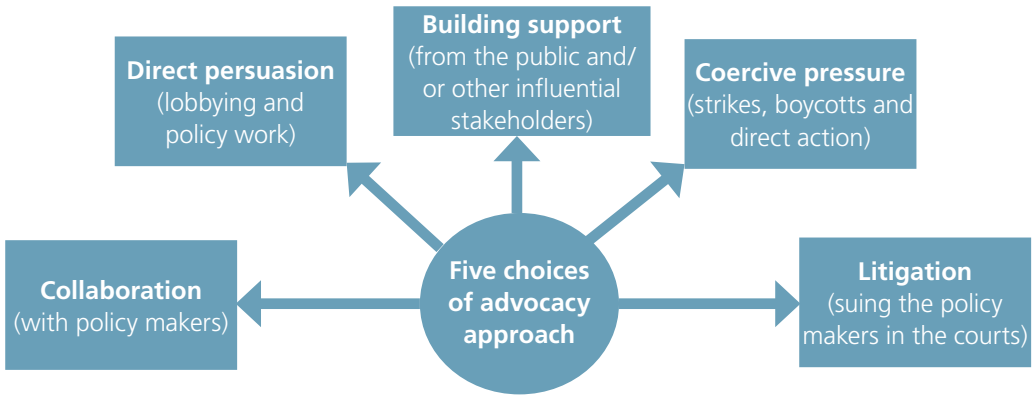
What is advocacy?

Advocacy is a process of influencing selected people or institutions in order to achieve desired policy, practice, social, behavioural or political changes that will benefit particular groups.

It is more than just protest (although you might use protest as one of your tactics in advocacy) – you protest against something but you advocate for something. It is also more than just raising awareness (although again, you might need to raise people's awareness as one of your advocacy tactics). In most cases, however, lack of awareness is not the main barrier to change – it is usually something far more deep-seated. In order to be effective in our advocacy, to make a real difference to the future of this planet and the people living on it, we need to understand the barriers to change and develop strategies to overcome them.

This means that advocacy can take many different forms. Most advocacy falls into one or more of the five approaches shown in the diagram below.

Figure 1. Five choices of advocacy approach (Ian Chandler, The Pressure Group Consultancy)



1. See Reid, H., G. Ampomah, M. Olazábal Prera, G. Rabbani and S. Zvigadza (2012) *Southern voices on climate policy choices: analysis of and lessons learned from civil society advocacy on climate change.* IIED, London.

Within each of these five broad approaches, there are many variations and strategic choices to be made.

In making your choice of advocacy approach, you also need to take into account the **risks**. Not every approach is legal or appropriate in every country or for every organisation. Vested interests and political elites can react against some forms of civil society advocacy, so care must be taken if you are putting yourselves or others in danger.

Defining some advocacy terms

Advocacy or campaigning? What's the difference? One area of confusion is that the two terms are used differently by different people and organisations:

- Some see advocacy and campaigning as synonymous terms, both being umbrella terms for all forms of influencing (including, for example, lobbying and public campaigning).
- Some will see advocacy and campaigning as broadly the same, except that they see advocacy as being more reactive and direct, and campaigning being more planned and proactive and involving multiple channels of influence.
- Others use the two terms very differently. For them advocacy relates to engagement in government and inter-governmental policy processes. Campaigning, on the other hand, they equate to generating support and pressure from public audiences – an approach that is more accurately referred to as `public campaigning'.

For the purposes of these toolkits, we shall use the first interpretation (i.e. advocacy and campaigning as words that can be used interchangeably).

A campaign is a project or organised course of action designed to achieve a specific response from a particular audience. Therefore we can have fundraising campaigns, election campaigns, advertising campaigns and advocacy campaigns. When we use the term 'campaign' in these Advocacy Toolkits, we mean a planned advocacy project (which may or may not involve engaging the public).

Public campaigning is a type of campaigning or advocacy that involves generating and mobilising support from the public (or segments of the public).

Lobbying is a type of campaigning or advocacy that involves direct engagement with decision makers (or other individuals of high influence), usually through face-to-face meetings.

Policy work is a general term for engaging in policy dialogues, including official government policy consultation processes. It can include research and analysis to identify policy recommendations.

Public awareness / Awareness raising: Increasing the knowledge of the public (or sections of the public) concerning the existence of a particular problem or issue.

Public education: Increasing the understanding of the public (or sections of the public) concerning the nature and/or causes of a particular problem or issue.

Alliance building: Generating, mobilising and coordinating support from other groups and organisations for a particular solution to a problem or issue.

Activism: Mobilising activity of supporters or affected communities in order to generate publicity and/or lobby and pressurise decision makers.

How to use the Climate Change Advocacy Toolkits

The Climate Change Advocacy Toolkits have been structured to help you plan and deliver effective advocacy

Each of the toolkits is based on the practical experience of civil society organisations associated with the Southern Voices programme around the world. They have been structured to help you plan and deliver effective advocacy to combat the causes and effects of climate change, to support and protect poor and vulnerable communities and ensure that their voices are heard by policy makers locally, nationally and globally.

Start with a plan…

Toolkit 2: Planning Advocacy sets out a simple framework and process for advocacy planning that will help you to keep focused, make informed choices and maximise your chance of success.

Develop your messages…

Toolkit 3: Framing the Debate helps you to focus, frame and deliver your messages so that they influence the perceptions and behaviours of your audiences.

Form (or strengthen) your networks…

You might choose to work on your own, but often you will be doing advocacy together with other civil society organisations. *Toolkit 4: Strengthening Advocacy Networks* gives some tips and examples of how to form and strengthen those networks and alliances.

Lobby the decision makers…

Toolkit 5: Influencing Decision Makers helps you to navigate your way around the corridors of power, plan your engagement with government policy makers and legislators, and conduct effective lobbying meetings.

Build support from the public…

Not all advocacy has to involve communicating with the public, but in most cases we will need to build popular support for our objectives to put pressure on the policy makers, as well as to change public behaviours. *Toolkit 6: Engaging the Public* provides some inspiring examples and a guide to developing effective public campaigns.

Engage with the media…

Getting positive coverage in the media can be a great asset to a campaign, and *Toolkit 7: Engaging the Media* shows us how.

Ensure local voices are heard…

It is important that policy makers hear the voices of those who are most vulnerable to the effects of climate change. *Toolkit 8: Supporting Local Voices* gives some techniques that we can use to support poor and vulnerable people to speak out.

Make sure promises are kept…

Getting policy commitments from governments is not enough – we have to ensure that these commitments are put into action so that results are seen on the ground and in the air. *Toolkit 9: Policy Implementation & Finance* provides tools for tracking policy implementation and budget allocations.

Background to the Climate Change Advocacy Toolkits and the *Southern Voices on Climate Change Programme*

The Southern Voices Programme is an extension of a project implemented by the Climate Capacity Consortium in 2009-2010 entitled `A stronger voice for developing countries in the international climate negotiations'. The consortium was formed in 2009 as a joint effort to promote the engagement of Southern civil society organisations in the international climate negotiations.

This was followed by the *Southern Voices on Climate Change Programme*,[2] which aims to increase the capacity of civil society organisations and networks in selected developing countries to carry out climate change advocacy and monitoring activities and raise public awareness at national, regional and international levels. This will help implement and develop climate change policies and programmes, and promote environmental integrity and sustainable development, ultimately benefiting poor and vulnerable people. Since 2011, the Programme has supported ten national, eight regional and two thematic civil society networks around the world. The Programme will finish during mid-2014, but will be followed by two thematic initiatives: 1) Southern Voices on Adaptation to Climate Change, and 2) 'Promoting pro-poor low carbon strategies'. Both continue to support Southern climate policy networks. For more information please see: www.southernvoices.net

When the *Southern Voices Programme* was first initiated, detailed guidance on how to conduct climate change advocacy was unavailable, and networks engaged in advocacy and awareness raising activities using a 'learning by doing' approach with support from members of the climate capacity consortium. In 2012, advocacy experiences from across the networks were compiled and synthesised into an international report `Southern voices on climate policy choices' (see footnote 1). Networks achieved a great deal from these efforts, as documented in the many case studies described in the report and the new ones presented in these Climate Change Advocacy Toolkits. The aim of these toolkits is thus to share these experiences with others and also provide guidance and a number of analytical and practical tools to help civil society actors plan and conduct their climate change advocacy activities better.

2. Supported by Danida, the official name of the programme is *Southern Voices Capacity Building Programme*.

Authors and contributors

These toolkits were collated, written and edited by Hannah Reid, Ian Chandler, Raja Jarrah and Peter With.

The following Southern Voices Programme partners and collaborators provided essential inputs to the process, including case studies, toolkit text and advice on structure and content: Gifty Ampomah, Mónica López Baltodano, Ange David Emmanuel Baimey, Constantine Carluen, Vu Thi My Hanh, Manuel Guzmán-Hennessey, Henriette Imelda, Dil Raj Khanal, Mahamadoufarka Maiga, Sophie Makoloma, Lily Mejía, Vivian Lanuza Monge, Herbert Mwalukomo, Usha Nair, Susan Nanduddu, Ha Thi Quynh Nga, Rahima Njaidi, Nop Polin, Ashwini Prabha-Leopold, Golam Rabbani, María René, Andrea Rodriguez, Moussa Diogoye Sene, Mike Shanahan, Patricia R. Sfeir, Ung Soeun, Madyoury Tandia, Baba Tuahiru, Vositha Wijenayake, Shailendra Yashwant and Sherpard Zvigadza.

Toolkits in this series

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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

Cover photos

Climate change advocates attending the first ever public demonstration in Doha, Qatar during COP 18
© Southern Voices on Climate Change
A training session for journalists and NGO communicators to understand effective climate change messaging
© Climate Change Working Group, Vietnam
Southern Voices networks meeting at the PreCOP19 Climate Change Advocacy Workshop
© Southern Voices on Climate Change
SUSWATCH, a Southern Voices network, delivers an intervention during COP18
© Southern Voices on Climate Change
Staging events such as 'Fossil of the Day' held during UN Climate negotiations can help frame the issue to reach a wider audience
© CAN International
The media are powerful tools you can use to get your advocacy message across
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Involving villagers in decision making is key to strengthening pro-poor climate change policies
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CCN-Nigeria advocacy visit on adaptation to National Orientation Agency
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Southern Voices
on Climate change

Planning Advocacy



Climate Change Advocacy Toolkit no. 2

Climate Change Advocacy Toolkit no. 2

Planning Advocacy

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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Introduction to advocacy planning

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

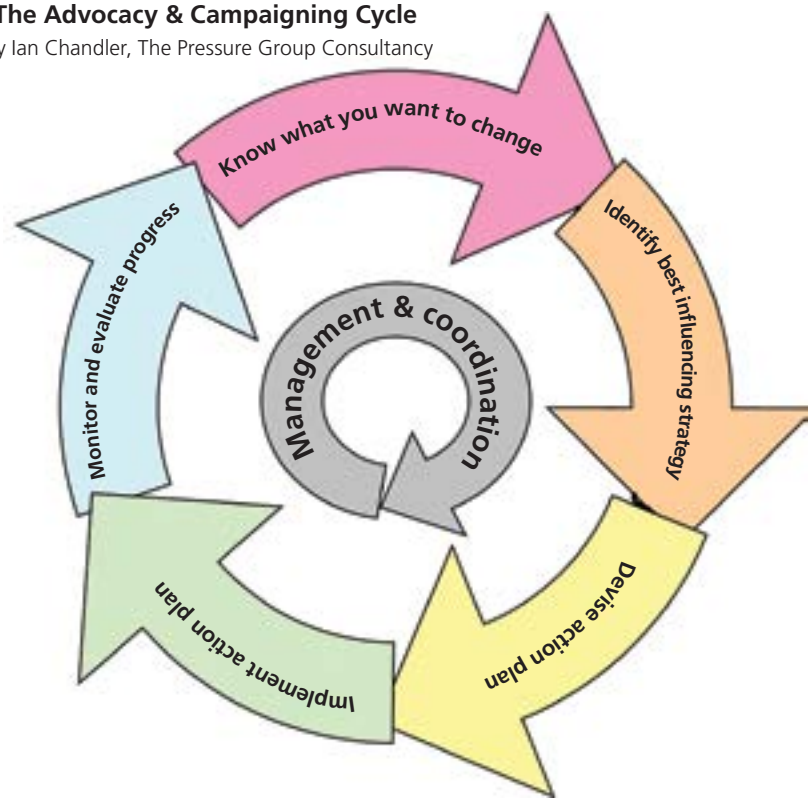
Imagine you want to visit a relative. First you need to find out where they live and then investigate the different ways of getting there – walking, cycling, bus, train or taxi. Do you want to go direct, or do you want to visit other places on your journey? Some ways may be quicker, others may be cheaper – 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.

'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 their (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.

Figure 1. The Advocacy & Campaigning Cycle
developed by Ian Chandler, The Pressure Group Consultancy



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 activity[1], and written so that they are SMART:

- **S**pecific – Setting out the actual change that you want to see and who needs to make that change.
- **M**easurable – 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.
- **A**chievable – 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.
- **R**elevant – It has to make a significant contribution to your overall aim.
- **T**ime-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

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

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 Aassociations, 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

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 mobilize 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.

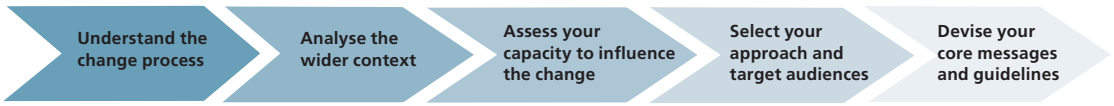
Source: Susan Nanduddu, DENIVA



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.

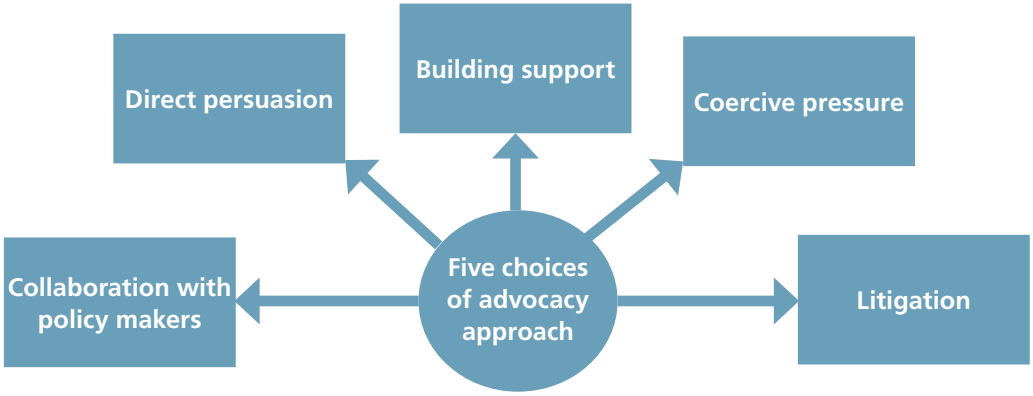
Assess your capacity to influence the change

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).

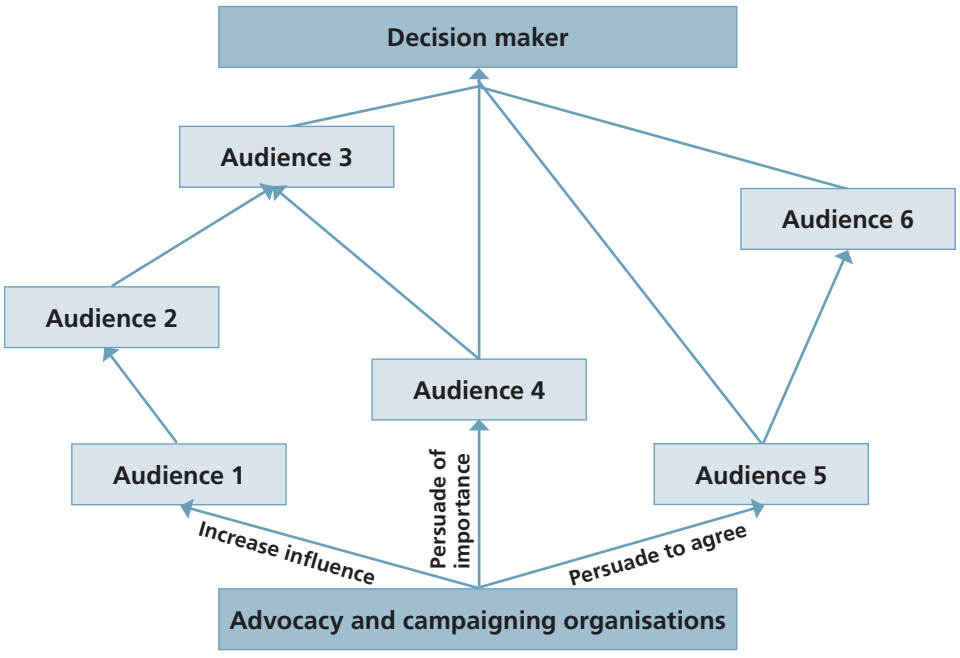
In most cases, you will probably be adopting a multi-track strategy of collaboration, direct persuasion and building support. If this is the case, you will need to go through a further process to identify your main target audiences so that you can focus your efforts where they will have most effect.

Stakeholder analysis[2] 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:

Figure 2. Example of an influence map



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/downlaods/CA/Books%20&%20 Articles/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.

Finding Out Fast: Investigative Skills for Policy & Development, edited by Alan Thomas, Joanna Chataway & Marc Wuyts (1998). London: Sage Publications for the Open University.

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Toolkits in this series

Toolkit 1: Start Here! Introducing Advocacy and the Climate Change Advocacy Toolkits
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
Toolkit 7: Engaging the Media
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

Cover photo: Climate change advocates attending the first ever public demonstration in Doha, Qatar during COP 18
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Southern Voices
on Climate change

Framing the Debate

Messages and Communications



Climate Change Advocacy Toolkit no. 3

Climate Change Advocacy Toolkit no. 3

Framing the Debate

The purpose of this toolkit is to help readers:

- **analyse the messages about climate change being used by government and other actors,**
- **devise new messages that shape the debate in favourable terms,**
- **develop a communications plan for their advocacy, and**
- **deliver messages in effective ways.**

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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 were published in November 2014 by *Southern Voices on Climate Change*. Between 2011 and 14, 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**

What are frames and why are they important?

Everybody, no matter what their role in life, is bombarded with messages every day. They might come from the news, from advertising, from family and friends, or from the world around us, but all demand our attention. We don't have the capacity or the will to analyse each of these messages from first principles, so our brains make mental shortcuts to help make sense of them. We associate this new message with a set of ideas held in our memory – a frame. This frame not only helps us to interpret the issue, it also tells us how to respond.

George Lakoff, a US academic working in cognitive linguistics, defines frames in this way:

> 'Frames are the mental structures that allow human beings to understand reality – and sometimes to create what we take to be reality ... They structure our ideas and concepts, they shape how we reason, and they even impact how we perceive and how we act. For the most part, our use of frames is unconscious and automatic – we use them without realising it.'

Frames are not neutral – they are a political tool. They are shaped by the terms that politicians, business leaders, journalists and campaigners use. They are established in our minds through constant repetition in the media and in everyday conversation. They change the way we think and act.

Whether our advocacy audiences are policy makers, political elites, the business community, international agencies or members of the public, we have to be clear what message we are trying to get across about climate change and how we can frame and present that message so that it is received and interpreted in the way we want it to be.

To do this, we have to recognise what the predominant frames are that relate to climate change and develop ways of dealing with them. These may vary from country to country, depending on how acutely the impacts of climate change are being felt, but the frames could include:

- **Tackling climate change will cost too much** – in terms of money, jobs, slowed economic growth, or standards of living. While we want to keep the focus on the human and environmental impacts of climate change, we can also point out that not tackling climate change will have a far greater economic and development cost.
- **Disaster events are 'acts of God' that will happen anyway.** It is true that disasters have always happened but we can explain that man-made climate change makes them more extreme, more unpredictable and more frequent. This implies that we need to take two courses of action side by side: slow down climate change by reducing emissions, and prepare to manage the inevitable disasters better.
- **Climate change is something that happens to other people**, other countries or other species. To respond to this, try to make the audience feel that the problem has personal relevance for them, their family or their home area. Find ways to frame what is a global issue in local terms. People tend to care more about issues like health, energy, food and water so try to explain climate change through these issues.
- **Climate change is not the fault of developing countries; therefore we should not have to do anything to limit our emissions.** The first half of the statement is manifestly true but the response to climate change needs to include a proportionate effort from everyone (`common but differentiated responsibilities…' is a principle of the United Nations Framework Convention on Climate Change – UNFCCC).
- **Climate change is responsible for all the environmental problems we are facing.** This is an attitude sometimes used to cover up mismanagement of natural resources, giving the impression that no action is possible (such as control of coastal development that destroys mangroves) until climate change is addressed.
- **Scientists disagree whether climate change is happening or what is causing it**, and so we don't need to take any action until the evidence is clearer. This is a frame that has been deliberately promoted by oil companies and other vested interests (especially in the industrialised countries of the North). To counter this frame, we have to emphasise that there is no scientific doubt that climate change is happening, that human action is contributing to it, and that its effects are being felt now.
- **Climate change is something to worry about in the future but not now.** This is another frame that is more common in the global North and among urban elites in the South who want to enjoy the benefits of unrestricted economic growth. Remind people that the effects of climate

change are already being felt, and that even if they seem manageable for now, they will get worse. Explain how we have a narrow window of opportunity to do something now to avert potentially catastrophic consequences in the future.

While responding to and challenging these negative frames, we also need to remember that:

- **Too much 'doom and gloom' can make people disengage.** Despite the dire outlook for many countries, it is important that activities to raise awareness about climate change provide hope in the form of solutions or success stories. Negativity is a major turn-off.
- **Much scientific climate change information is heavy on statistics, jargon and complicated scientific terms.** This makes it hard to remember and hard to understand. Help your audience by explaining everything carefully, even terms that you might be very familiar with such as mitigation or adaptation. This becomes particularly important for terms and concepts in global languages that are hard to translate or have no equivalence in local languages.
- **Climate change is an inexact science**, although its main conclusions are clear. It is difficult to predict accurately what to expect over short timescales and in specific locations, but in more general terms we have a pretty good idea of what might happen to sea levels, temperatures, rainfall and the frequency and strength of disaster events. Climate change means the likelihood of certain events happening will increase/decrease over time, but it is rarely possible to attribute particular weather events (like a drought) to climate change with 100 per cent certainty.

So, can we devise new frames that communicate issues around climate change in the way we want? To be effective, they have to be credible, taking into account people's current understanding and attitudes. They should also lead to the acceptance of taking meaningful action to combat climate change and its effects. It is best if you are able to construct your desired frame taking into account your particular national context and the state of debate about climate change. One suggestion is:

- **Responding to climate change is sustainable development.** Action on climate change adaptation and mitigation can reduce the vulnerability of the poor as well as benefit the whole society and the national economy.

Understanding what frames predominate and how you want to frame your messages will inform the development of a more detailed communications plan.

Communication plans

Have a core message of no more than 8 or 10 words for each campaign

In order to focus our communications and ensure that our messages are consistent and coherent, we need to set out a communications plan within our advocacy strategy. This communication plan can have a number of elements:

- The core message that we need to get across – sometimes called the 'message proposition'.
- Guidelines on how to get the core message across, including the use of visual images.
- Parameters on what not to say or communicate.
- Protocols on who can act as a spokesperson and what sign-offs are needed on campaign communications.

Core message

Your core message or message proposition is the most important argument, idea or fact that you need to get across to your different target audiences to win support for your advocacy objectives.

The message proposition should be expressed as a phrase of no more than 8 or 10 words. Defining the message in so few words forces you to keep it clear and focused. It's not a slogan, so you don't need to worry how pretty or memorable the actual words are – it's a definition of a message that you can communicate in lots of different forms, from long speeches and reports to simple images and sound-bites. Each time we communicate, we need to be getting across the idea contained in the proposition, using the method that is most appropriate for that particular audience.

Propositions are specific to each campaign. Developing a proposition needs to take into account your preferred frame, your advocacy objective and what you see as the main barrier to achieving that objective.

An example of a proposition for a particular campaign is: *Decentralised budgets for adaptation enable effective implementation*. Campaign communications to all audiences focus on promoting this concept: sometimes just by stating it, sometimes by trying to prove it with research evidence and case studies. By this constant reinforcement, the idea becomes more established in people's minds until it is accepted as a 'fact'. Opponents then appear to be out of touch with 'normal' thinking, and action to decentralise budgets becomes more likely. The advocates can then adopt a new proposition for the next phase of their campaign.

Communication guidelines and parameters

In addition to agreeing a message proposition, it helps to set some clear guidelines and parameters for your communications:

- To ensure that your campaign is seen as credible, your communications should be accurate, avoiding exaggeration. The guidelines can set out what figures, statistics and sources of data should be used.
- To ensure that your communications are understood, the guidelines can set out what terms should and should not be used, defining these terms as necessary.
- To ensure the safety of activists, the guidelines should be clear on when and how their photos and names can be used and what the protocols are for gaining their permission for their stories and images to be used.
- To ensure the dignity of affected communities, and to promote positive frames about development, guidelines can set out how those affected communities are to be described and pictured. Terminology and pictures that perpetuate negative stereotypes or further marginalise affected communities should be forbidden (see below).

Protocols may also set out approval and sign-off procedures for printed and online communications, the use of logos, and how organisations and networks can be represented to different audiences.

How to communicate uncertainty[1]

Scientists try to understand climate change by combining current and historical data with increasingly sophisticated computer models. They look for potential feedback effects that might dampen or exacerbate global warming. This is complex and unpredictable making climate change an uncertain science. But people generally prefer predictability, and uncertainty generally makes us uncomfortable. Most policy makers naturally want to know how their constituencies will be affected by climate change, but getting meaningful scientific information for specific localities is difficult because models (apart from those relating to sea-level rise) become less accurate at smaller scales. Communicating this uncertainty is not easy, but what follows here are some tips and guidance on how to avoid some common pitfalls.

Put the uncertainty into context. Help audiences understand what is known with a high degree of confidence and what is less well understood. For example, scientists are in agreement that human greenhouse gas emissions are warming the planet, and will continue to do so for many years, but local level trends and predictions for shorter timescales come with more uncertainty.

Don't give in to sensationalism. It is better to have an accurate story with nuance than a misleading one that has a good headline. This also applies to journalists whose editors may be pressing them for a front page headline. For example, it is incorrect to say that climate change caused Hurricane Katrina, because although scientists can link the severity of Katrina to increased warming in the ocean, it is difficult to distinguish how much of that warming is due to human activity and how much is the result of a natural cycle.

Invoke the 'precautionary principle'. Scientific certainty is not needed to justify action on climate change. If 98 per cent of doctors say your son is sick and needs treatment, and 2 per cent say he is fine, it is common sense to take precautions and go with the majority view, especially if the consequences of ignoring the majority view could be dreadful. It is the same with climate change.

Make the distinction between individual weather events and climate change. Climate is the average weather over a long time. A few extreme weather events don't confirm or refute climate change and it is usually wrong to attribute individual weather events directly to climate change.

Learn how to convey risk. Climate change scientists usually talk about levels of risk. How do you convey this to policy makers or the public? The Intergovernmental Panel on Climate Change uses lay terms to represent probabilities of risk. For example, it states that human actions are `very likely' to be the cause of climate change, meaning there is at least a 90 per cent likelihood that this is true. Similarly, `likely' means at least a 66 per cent likelihood, and `more likely than not' means greater than 50 per cent.

1. Source: Adapted from *Climate Change: How to Report the Story of the Century* by James Fahn (2009) on Scidev.net and also *The Psychology of Climate Change Communication: A Guide for Scientists, Journalists, Educators, Political Aides and the Interested Public* by the Center for Research on Environmental Decisions in 2009.

Support your core message with a story, using images when possible

Telling stories

All of our communications should be telling a story: a story that supports the idea set out in our proposition; a story that engages the audience's interest; a story that moves them to action.

There are many different stories we can tell. We can share the testimonies of people affected by climate change. We can tell the stories of pilot programmes to support adaptation and how people have benefited. We can make real the scientific predictions on future impacts of climate change and what will happen if policy makers do and do not act.

We have to have a clearly constructed argument at the heart of our story, but we also need to engage our audiences at an emotional or instinctive level.

A picture is worth a thousand words

Wherever possible, we should communicate our messages visually.

Images are very powerful at shaping our understanding. Although they are immediate, they require our brains to interpret them, so opening up the possibility of changed perceptions. They also engage us at a more emotional level, cutting through some of the rational filters that we subconsciously put in the way of new ideas.

With this power, they can reinforce or challenge the dominant frames. Because of this, we have to be careful how we use them.

In particular, we should be careful how we portray the people who are directly affected by climate change right now. Are we portraying them as passive victims of a global phenomenon, or are we showing them as active in resisting climate change and its effects? Do we give them dignity in our images, or do we turn them into stereotypes?

Using images to tell a story

Using photography and film can help tell a story to the public and policy makers, and make it 'real' by showing the impacts of climate change at a local scale. A film can provide a human face to a policy initiative and translate a complicated concept into simple terms. Short videos can also provide instruction on certain climate change related tasks.

Before starting, think about how you will use your photos or film to influence key people. This outreach plan will also help you decide exactly what images to capture. Most civil society organisations post their films on YouTube (make sure your film is associated with your agency's name and logo when you do this) and embed links to them on their websites. Give some thought on how you will draw your intended audiences to view these images.

In planning your project, start by making a list of interview questions you wish to ask your subject, and use the answers they provide to write the story that will accompany your film or photographs. That will help you choose which shots to take.

Technical tips for shooting film and photos

- Don't shoot into the sun. The sun should be behind you, not your subject.
- Where possible try to take pictures in natural light. Morning and afternoon light is better than midday light.
- Use the rule of thirds to make your image more powerful. This involves drawing two vertical imaginary lines dividing the screen up into thirds, and two horizontal imaginary lines dividing the screen up into thirds. Try to place key components of your photo (like someone's face) where the lines cross each other.
- Always check the focus and try to use a tripod where possible for steady images, especially in low light conditions.
- Write down the name, age, location and contact details of your subject, especially if you are covering several people. Match these with the time code on your camera so you know which text accompanies which shots.

Always get permission to photograph or video places or people or to use selected sounds or music

When developing a story using a series of photographs[2], each image should show something that tells part of a story about who your subject is, and how their life has been affected by climate change, accompanied by text providing details. For example, a series of photographs could include:

- where the subject lives (mountains, desert, coast),
- the main source of income in the subject's area (fishing, arable farming, pastoralism),
- the subject's home (near water, on a hillside),
- the subject in their environment,
- the subject with their family,
- the subject's work/school,
- the climate change challenges experienced by the subject and how they are coping (too little water, too much water, extreme weather events).

When filming, try to tell a story with each shot and get a good variety of shots. Take shots from a distance, middle distance and close-up for each item on your shot list. This will give your film context and make it more interesting. Make sure you hold each shot for at least 10 seconds to give you enough footage to use. Here are some further tips for filmed interviews:

- Check the sound is working before you start the interview.
- If possible, write a transcript of the interview to accompany the film.
- Sit next to the camera when interviewing and as close to it as possible. Ask your subject to look at you and not the camera when answering your questions.
- Make sure that when your subject answers your questions they include the question in their answer. This will allow you to edit out your questions later. For example: What is your name and age? My name is John Jones and I am 24 years old.
- Edit down longer material, such as speeches. Smaller packages or segments can be posted independently on YouTube.
- Keep your video short: 3-5 minutes is best.

Bring words to life

Clearly not all our communications can be through photos and video – we have to use words as effectively as we can to get our message across. Whether we are telling those stories in the spoken or the written word, it is our duty to make them as interesting, accessible and motivating as possible.

There is a danger in communicating about serious issues that we become boring, using precise literal language. Good communication, however, uses metaphors and analogies to make complex concepts real and understandable. Short sentences and the avoidance of jargon make our communications easier to understand. Contrasts and comparisons help audiences to realise the importance of our issues. Proverbs and maxims can support our arguments. Alliteration and rhyme make our messages memorable.

Finally, all advocates and campaigners should prepare and rehearse a short 'elevator speech' that builds on the message proposition to quickly and clearly explain the problem and your proposed solution.

2. Adapted from The Environmental Justice Foundation *No Place Like Home: Home Truths. Climate Witness Instruction Cards. Photographing.*

Further information and resources

Common Cause for Nature : A practical guide to values and frames in conservation, by Elena Blackmore, Ralph Underhill, Jamie McQuilkin, Rosie Leach & Tim Holmes (2013). UK: PIRC. www.valuesandframes.org/downloads

The Common Cause Handbook, Tim Holmes, Elena Blackmore, Richard Hawkins & Tom Wakeford (2011). UK: PIRC. www.valuesandframes.org/downloads

Talking Climate has excellent guides for communicating climate change, climate science and uncertainty in climate science, encouraging sustainable behaviour, altering public perceptions of climate change, uncertainty and the IPCC and why people remain sceptical about climate change: http://talkingclimate.org/ Resources include a video on *How to talk to a climate change denier*, and a guide on *Visual communication of climate change*, describing how to use images as a communication tool.

350.org provides useful guidance on educating a community about the basic science and implications of climate change, about the 350 global climate movement and how to get involved in local solutions. It provides a simple, visually compelling, PowerPoint presentation that explains climate change science and impacts for a general audience, and a second PowerPoint presentation that explains the technical and policy solutions to climate change. It also provides two factsheets: one on the science of climate change and one on solutions.
See http://local.350.org/projects/educate-presentation/

Climate Access provides a useful collection of resources for a broad range of climate change communication activities. It has a Resource Hub where existing reports can be accessed, a Campaign Gallery featuring examples of campaigns related to climate change and 'tip sheets' on different aspects of climate change communication. See www.climateaccess.org/

The Tree is useful for developing stories based on climate change disasters. It has lots of social media tools and a helpful list of some of the most significant climate science findings from the past year. You can subscribe to it here: http://treealerts.org/home-global/2013/09/61528/

The Carbon Brief website is a good resource for the latest climate change news, important rebuttals and information about the IPCC Fifth Assessment Report: www.carbonbrief.org/

Skeptical Science keeps the climate debate honest using up-to-date scientific data and peer reviewed papers. They have produced rebuttals of over one hundred examples of climate misinformation: www.skepticalscience.com/

The **Climate Asia** Communications Toolkit helps users to create their own climate change communication initiative: www.live.bbc.co.uk/mediaaction/climateasiadataportal/article/developstrategy

ClimateBites offers metaphors, soundbites, quotes, humour, cartoons, stories and graphics to help communicators talk about climate change: www.climatebites.org/

Climate Nexus provides some background papers that put climate science and policy into clear language to lay readers: http://climatenexus.org/resources/read/

The **Climate Change Media Partnership** provides a set of examples of print, radio, video and photo stories on its website: www.climatemediapartnership.org/category/reporting/

The Psychology of Climate Change Communication: A Guide for Scientists, Journalists, Educators, Political Aides, and the Interested Public, published by the Center for Research on Environmental Decisions in 2009 provides insights into how to effectively communicate climate change issues. See: http://guide.cred.columbia.edu/

Thinking, fast and slow, written by Daniel Kahneman and published by Farra, Straus and Giroux in 2013, provides insights into what goes on inside our heads: the psychological basis for reactions, judgments, recognition, choices and conclusions.

The **Environmental Justice Foundation** provides instruction cards on how to develop stories to help people share climate change experiences using photographs (see *No Place Like Home: Home Truths. Climate Witness Instruction Cards. Photographing*) and also film (see *No Place Like Home: Home Truths. Climate Witness Instruction Cards. Filming*). The Foundation can help provide your testimonies with wider coverage through international networks and on their own website. See: http://ejfoundation.org

For guidance on making short films see: http://toolkit.witness.org/ and www.movements.org/blog/entry/how-to-create-effective-advocacy-videos/ and http://insightshare.org/resources/right-based-approach-to-pv-toolkit

A Tool for Motivation Based Communication Strategy, by Chris Rose is a useful essay on running a successful campaign. It can be downloaded here: www.campaignstrategy.org

The Irish NGO network **Dochas** have produced a code of conduct on the use of images in development www.dochas.ie/code/

These books are for sale only but are recommended:

Winning the Story Wars, by Jonah Sachs (2012). Boston: Harvard Business Review Press.

You talkin' to me? Rhetoric from Aristotle to Obama, by Sam Leith (2011). London: Profile Books.

Lend me your ears: all you need to know about making speeches and presentations, by Professor Max Atkinson (2004). London: Vermillion/Random House.

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Toolkits in this series

Toolkit 1: Start Here! Introducing Advocacy and the Climate Change Advocacy Toolkits
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
Toolkit 7: Engaging the Media
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

Cover photo: A training session for journalists and NGO communicators to understand effective climate change messaging
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Southern Voices
on Climate change

Strengthening Advocacy Networks



Climate Change Advocacy Toolkit no. 4

Climate Change Advocacy Toolkit no. 4

Strengthening Advocacy Networks

The purpose of this toolkit is to help readers assess their current networks and either strengthen them for effective advocacy or form new advocacy alliances.

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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 were published in November 2014 by *Southern Voices on Climate Change*. Between 2011 and 14, 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**

Why work together?

When we are trying to change government policies or public attitudes to climate change, the forces against us can seem powerful. If progressive groups come together in networks and alliances, it can help make our voice stronger, but there are some drawbacks to joint advocacy, succinctly described in the following traditional Africa proverb:

`If you want to go fast, go alone. If you want to go far, go together'

Potential advantages	Disadvantages
• Generates more resources to accomplish your goal: alliance members can pool human, material and information resources and so achieve much more. • Increases credibility and visibility: a united voice is a louder and stronger voice, whereas if CSOs are saying different things, it is easier to ignore them. • Produces safety in numbers: it is more difficult for the state to crack down on several groups than it is to harass one. • Broadens your base of support: joining forces brings together the different constituencies that each member works with. • Creates opportunities for learning, as well as peer support and motivation. • Contributes to the long-term strength of civil society: the more networking that exists among actors in civil society, the more capable it is of holding decision-makers accountable.	• Distracts from other work: the demands of the coalition can lead to the neglect of other organisational priorities. • Slower decision-making processes. • Requires compromises to keep the coalition together, often resulting in diluted objectives, bland messages or fudged decisions. • Limits organisational visibility: each member may not be recognised sufficiently for what it contributes. • Poses risks to your reputation: if one member has problems, there can be guilt by association; one member can hurt the coalition as a whole.

Adapted from *A New Weave of Power, People & Politics – The Action Guide for Advocacy and Citizen Participation (2007).*

There are also many challenges to effective collaborative working[1]:

- Uneven workloads among network members can create resentment. Some network members may 'take' and not 'give'.
- Unequal power or resource distribution between people/organisations within the network, or competition between network members can cause tension.
- Undemocratic decision-making can make some members feel marginalised and withdraw.
- Members may need to sacrifice their own interests to promote the interests of the network, but at the same time they need to maintain their own institutional identity and autonomy. Balancing the two can be difficult.
- Managing networks can be difficult when members have different value bases and opinions.
- Communication between all network members can be challenging. Without good, on-going communication, some members may feel excluded.
- Money is often a source of distrust and a common reason for strife within a network.

Being prepared for these challenges, and having mechanisms to deal with them, is the best way to ensure that your advocacy network is enjoying all of the advantages and minimising the disadvantages of working together.

1. Adapted from *The ABCs of Advocacy*, DanChurchAid, 2010.

Forming a network

Whether organisations are coming together to form a semi-permanent network, or a shorter-term coalition or alliance around a particular issue, what is most important is that the members have a common understanding of what they want to achieve, and why it is better to work together to do so.

Tips for establishing an advocacy alliance[2]

1. Be clear about the advocacy issue proposed as a focus for the alliance. A written problem statement can be helpful for this purpose.
2. Develop membership criteria and mechanisms for including new members and sustainability.
3. Resolve what the alliance will and will NOT do. Agree as a group the alliance's purpose, scope and priorities.
4. If the group is large, select a steering committee of five to seven people who are representative of different membership interests or member organisations. Establish a process to ensure the steering committee is accountable and responsive to the wider group.
5. Avoid designating the steering committee or any single person as the sole spokesperson for the alliance. Rotating opportunities for visible leadership can avoid resentment about who gets credit and provides opportunities to build the capacity of different individuals.
6. Establish task forces to plan and coordinate different activities. Involve all members in at least one committee and encourage development of new leadership.
7. Assess progress periodically and make whatever changes are necessary.
8. Develop a code of conduct to ensure mutual respect and responsibility, including a mechanism for dealing with complaints and grievances, so that minor frustrations are defused and don't build up into major conflicts.

Founding document

Regulations in your country may require that associations be registered and have a legal foundation (alternatively, unregistered networks may be hosted by one of its legally registered members). Such a legal structure will need a formal constitution or articles of association. Even if the law does not require this, it may still be a good idea if the association is to have its own funds or employ staff.
A more informal network still needs some form of founding document – a Terms of Reference or a Vision & Mission statement – to help ensure that it runs smoothly with minimal internal conflict. Such a document needs to set out:

- Why the association has been formed and what members hope to achieve by working together.
- Who can be a member and what the conditions for membership are (e.g. agreement to certain values or policy positions, financial contributions, commitment to a minimum level of activity, etc.).
- How decisions are made and followed up.
- Who can speak on behalf of the membership.
- How individuals are appointed to leadership positions.

Network strategy

For an advocacy network or alliance to function, it needs to develop and adopt an advocacy strategy. The process it can follow is the same as any advocacy organisation, and is set out in *Toolkit no. 2: Planning Advocacy*. However, it is important that members of the alliance have ownership of the strategy. Therefore they need to actively participate in the planning process, which should be systematic and transparent.

2. Adapted from *A New Weave of Power, People & Politics*, 2007.

Case Study 1. Forming a civil society alliance on REDD+ in Nepal

REDD+ is a common concern for indigenous peoples, local communities and forestry sector civil society organisations in Nepal. During the initial phase of REDD readiness in Nepal, these actors were trying to influence REDD readiness and national REDD+ strategy formulation independently from each other. This meant efforts to ensure environmental and social safeguards and stakeholder rights were enshrined in the national REDD+ frameworks were not always effective.

Realising this, Nepal Federation of Indigenous Nationalities (NEFIN), Federation of Community Forestry Users Nepal (FECOFUN) and other forestry-based civil society groups organised a joint meeting in 2009 to discuss forming a REDD+ alliance to influence REDD readiness and REDD+ strategy formulation processes at the national level. The REDD+ CSOs & IPOs Alliance Nepal was subsequently formed. More than 40 organisations are now affiliated with this alliance.

The alliance aims to advocate for good governance, inclusiveness and equity in REDD+ mechanisms, and to develop member capacity, particularly on national safeguards for REDD+. Alliance members have met regularly to develop a common vision for REDD+. This vision and later position papers have been submitted to the government for consideration in REDD+ policy processes. The alliance is now concentrating on influencing the National REDD+ strategy formulation process. Government has recognised the role of the alliance and accepted it as a key actor in the REDD+ process in Nepal.

Key lessons learned during the formation and functioning of the alliance are as follows:

- A guidance document for the operation of the alliance was needed. Details on the following need to be clear: rotational secretariat operation; resolving internal conflict through consensus; regular meetings to plan ahead, address weaknesses and review progress; and, opportunities for member capacity building.
- Do not discriminate between alliance members and their representatives based on caste, gender, origin, religion etc.
- Ensure alliance members do not expect personal benefits from joining.
- It was important to focus on common issues and concerns and to develop a common vision / advocacy position on REDD+. The values (and capacity) of alliance members varied so the vision needed to be developed in a participatory way, respecting the concerns of all alliance members. Imposing choices that are not common to all members should be avoided.
- It was important to provide space for government and donors to share their opinions on REDD+.
- Implementing projects through the alliance or having alliance representatives in the government should be avoided to ensure independence and avoid conflicts of interest.

Source: Dil Raj Khanal, FECOFUN

Case Study 2. Coordinating advocacy activities in Honduras

In Honduras, several national civil society organisations share major concerns about climate change. In 2011, an alliance called 'Alianza Hondureña ante el Cambio Climático' (AHCC) was thus formed to inform civil society in Honduras about climate change, identify the challenges it faced (often related to food security, production and use of energy, water and access to resources and funding for climate change activities), coordinate advocacy activities and demand good results from government in international and regional negotiations and national planning. The alliance gained momentum in later years with increased membership and a stronger focus on government accountability.

Talking to the Honduran Government delegations attending different negotiations and meetings helped AHCC learn about their views. This was particularly important when civil society could not join the official delegations themselves. AHCC has also been running workshops and forums to raise civil society awareness about the international negotiations and press for government accountability in these negotiations. It has led discussion and analysis of national climate policies and strategies and government participation in the Central American Integration System, and it has created opportunities for civil society to participate in climate change related advocacy activities. A diploma on climate justice, for example, is helping strengthen civil society knowledge on this issue.

Key components of AHCC's successes (and key pitfalls to avoid) include:

- Strengthening partnerships between national and regional civil society organisations.
- Identifying a common need amongst organisations.
- Identifying key actors who could strengthen the alliance.
- Coordinating activities amongst alliance members.
- Realising an advocacy work plan.
- Ensuring opportunities for regional and national advocacy are not missed.
- Maintaining communication with key stakeholders throughout the process.
- Ensuring participation in the implementation of joint activities.
- Strengthening partnerships and coordination between civil society organisations and government institutions and representatives.
- Strengthening partnerships with regional networks to ensure regional information is up to date.
- Ensuring existing national and regional partnerships are not neglected.
- Ensuring information on regional and national negotiations is up to date.
- Empowering national grassroots organisations.

Source: Lily Mejía, ACICAFOC, SUSWATCH; Mónica López Baltodano, Centro Humboldt and SUSWATCH/CANLA

Case Study 3. Raising awareness on REDD+ in Ghana and the Central African Republic

In response to growing concerns about the poor involvement of civil society in REDD+ processes in Ghana in 2008, Forest Watch Ghana – a coalition of 40 non-government, civil society and community-based organisations – organised a two-day convention for civil society actors interested in forest governance, to create awareness about the REDD+ process and its implications for forest governance in Ghana. The result was better civil society involvement in ensuing national REDD+ activities.

Civil society organisations in the Central African Republic working on environmental and human rights also came together as *La Plateforme de la Société Civile Centrafricaine pour la Gestion Durable des Ressources Naturelles et l'Environnement* to lobby for the rights of local and indigenous communities. The Platform held several workshops on REDD+ in 2010 and 2011 that brought together local authorities, local NGOs and indigenous and local community representatives.

Source: *Is REDD-Readiness Taking us in the Right Direction? Case Studies from the ACCRA Caucus*, written in November 2011 by the ACCRA Caucus on Forests and Climate Change

Invest in your network to build trust between members and a shared understanding of objectives

Strengthening a network

Once established, the following tips will help strengthen a climate change advocacy network[3]:

- **Ensure comprehensive and timely communication within the network** to exchange information on new evidence, new policies, new stakeholders, etc. Establish simple but effective communication guidelines (e.g. working with focal points, sharing contact details, reporting back from meetings, making one person responsible for communication, etc.).
- **Build trust between network members.** Successful networks are built on trust, respect, and a commitment to working together. Civil society professionals tend to downplay the importance of trust, but solidarity and good team spirit form the basis of strong network advocacy activities.
- **Use participatory processes** to plan and develop a shared understanding of advocacy objectives and make decisions about network activities. These processes should determine network governance structures.
- **Invest in capacity-building for network members**, e.g. on lobbying and advocacy methods, or drawing up stakeholder and power analyses. Provide continuous feedback to network members during the planning and implementation phases of lobbying and advocacy activities.
- **Ensure your network remains open to change**, for example linking up with new stakeholders to strengthen the network's lobbying and advocacy efforts.
- **Monitoring**. Staying abreast of political and policy developments at all relevant levels, as well as of progress at the level of the member organisations, can allow timely adjustment of the network's advocacy strategies and thus enhance its potential impact.

Case Study 4. Coordinating network efforts and speaking with 'one voice' in Cambodia

Cambodia is particularly vulnerable to the impacts of climate change. It has ratified the UNFCCC and the Kyoto Protocol, and its National Adaptation Programme of Action (NAPA) was endorsed by the Council of Ministers in 2006.

Since 2009, the NGO Forum on Cambodia has mainstreamed climate change into its strategic advocacy planning. The Forum works all over the country and has the support of over 300 NGO members. It has developed a long-term strategy plan (2012-2017) for advocacy on climate change at national, regional and international levels. Members have also committed to revising their own advocacy strategies to focus on climate change issues at the grass roots level, while the Forum itself focuses on issues at higher levels, such as the NAPA, Cambodia Climate Change Strategy Plan, Pilot Program on Climate Resilience, National Development Strategy Plan, Climate Change Finance Framework, and National Policy on Green Growth.

The Forum and the Cambodia Climate Change Network – another national NGO network tackling climate change issues – have come together to agree on a common goal but separated out sub-themes and objectives on which to focus. The Forum will work to influence national and international climate change policies and practices that affect poor and vulnerable Cambodian communities, while the Network will focus on sharing information and building capacity on climate change. They will collaborate on policy advocacy work and ensure that together they speak with one voice.

The Forum's inputs to policy making processes to date have been appreciated by government and development stakeholders alike. Forming an alliance as opposed to individual organisations acting alone was central to this, because it ensured advocates spoke with 'one voice'. This needed resources (human and financial) to strengthen and extend the network. Developing a clear advocacy purpose and basing all recommendations on clear evidence also proved important. Lobbying government stakeholders was effective, but confrontation was not.

Source: Ung Soeun, NGO Forum on Cambodia, and Nop Polin, DanChurchAid/Christian Aid. For more information see: www.ngoforum.org.kh

3. Adapted from *Guidelines on lobby and advocacy* by ICCO, June 2010

Case Study 5. Network development in Zimbabwe

In 2007, members of what is now known as the Climate Change Working Group in Zimbabwe began as a loose group of environmental and developmental CSOs, individuals, academia and media with an interest in climate change issues. They were concerned about inadequate civil society consultation in the negotiations process, fragmented NGO participation in national and international sustainable development debates, and the inability of civil society to lobby effectively. ZERO Regional Environment Organisation, a local NGO with a long history of advocacy and leadership, led the group's formation. In 2010, more than 40 NGOs endorsed and mandated ZERO to formally adopt a secretariat role. It was important for network members that a local NGO took the lead in this way, with support from other national and international network members. A 2010 strategy meeting identified the following issues in Zimbabwe, which paved the way for planning future network advocacy activities:

- Lack of adaptation strategies.
- Lack of coordination on climate change issues amongst key stakeholders.
- Lack of education and awareness on climate change.
- Lack of national climate policy.
- Lack of funding for CSOs to engage in climate change issues and support adaptation actions.
- Lack of capacity and capacity building on climate change.
- Lack of active participation by the vulnerable.
- Lack of research.

To have a strong network we wanted a governance structure that was loose enough to retain flexibility so members did not feel trapped. They therefore agreed to establish a steering committee, thematic working groups, a secretariat and advisory organisations. Terms of reference have been drawn up for these structures. Thematic working groups – for example on water and energy – are led by different network member organisations, each of which reports to the Steering Committee. Poor institutional support has made implementing these proposed institutional arrangements difficult but they have at least helped to keep the network together and create a unity of purpose.

Membership has grown and now includes people from a wide array of sectors including environmental law, science and technology, advocacy/lobby groups, CBOs, policy/research organisations, media and business. Government stakeholders are also welcome to attend meetings. The Steering Committee defines membership eligibility, which is not limited to CSOs.

Since its inception, the network has acted as a constructive government watchdog, monitoring its commitments and activities. The Ministry of Environment, Water and Climate now recognises and values network activities. The network has contributed to policy formation, advocated on behalf of the most vulnerable, and pushed for certain government positions in the international negotiations. It has provided its members with a platform for lobbying government and opportunities to exchange information, undertake collaborative activities and build organisational capacity and profile. Over the years it has helped many network members attend UN climate change negotiations and in recent months it has successfully advocated on behalf of a national climate change policy and strategy. Key to the network's success over the years are the following:

- Ensure network members understand what is happening in the climate change arena, both at international and local levels and how the two link up. This will inform advocacy activities.
- Members must help shape the advocacy issues.
- Members need to know how to do advocacy and to embed prioritised advocacy work into their day-to-day funded work within their home organisations.
- Encourage members to attend government led meetings to say the same message over and over again.
- Be friends with government officials. It makes advocacy easy.
- Make sure members see benefits from being part of a network.

Source: Sherpard Zvigadza, ZERO

Case Study 6. Advocating for climate change legislation in Guatemala

Guatemala is highly vulnerable to climate change. The slow progress towards reaching a legally binding agreement under the UNFCCC continues to frustrate national development planning, and Guatemala spends almost a quarter of its GDP on emergency care and rehabilitation.

Recognising the need for a legal instrument to prevent, plan for and respond to climate change impacts in an urgent and coordinated way, the National Roundtable on Climate Change and Indigenous Council of Climate Change have been working on the issue for five years. Together they consist of more than 200 civil society organisations and academia. Climate change policy at the time was inadequate, because it changed every four years along with the government, so the two groups began working with the government to develop a draft of the proposed law known as *La Ley Marco Para Regular la Reucción de la Vulnerabilidad, la Adaptación Obligatoria ante los Efectos del Cambio Climático y la Mitigacion de Gases de Efecto Invernadero*. Following endorsement of the draft law from the Vice President, the two groups worked with the Congressional Committee on the Environment and secured commitment to take the draft law to parliament. Parliament met and discussed the law during two sessions, but missed the third due to a change in national government. Continued advocacy by the two groups targeting members of Congress (and their deputies, who were known to support the law) with the aim of enacting the law ensured it had its third reading and passed into law under the new government. The two groups are now working with the Ministry of Environment to prepare an implementation plan for the new law, known as *La Ruta de Instrumentalisación de la Ley de Cambio Climático*.

Central to the success of this advocacy initiative was coordination amongst the key networks and participation of a wide range of stakeholders and sectors in developing the draft law. Workshops and consultations introduced the draft law to these different stakeholders, and constant efforts were made to improve ties, share knowledge and secure support from regional groups, key government agencies, international networks, the media, the private sector, grassroots organisations and others. Determination was important – one must not faint at the first setback. Advisors and secretaries to the main political parties were particularly targeted along with government agencies with a mandate to participate in developing new climate change law.

Potential pitfalls to avoid include members acting alone, failing to act in accordance with the priorities of network member organisations, failing to update plans and advocacy strategies, not engaging with local media and having spokespersons with different messages.

Source: Vivian Lanuza Monge, Fundacion Solar and SUSWATCH; Mónica López Baltodano, Centro Humbolt and SUSWATCH/CANLA

Case Study 7. Regional networks in Latin America influencing the Green Climate Fund

The Green Climate Fund was created in 2010 to help developing countries adopt climate-resilient development pathways and adapt to the impacts climate change. Civil society in the global south has been working to influence the Fund's rules of operation through two networks: 'south-southlist' follows Fund activities, exchanges information and consolidates strategies; and 'participación fondo verde climático' articulates the views of the Latin American region.

Members of both networks participate in the Fund's Board meetings and also help prepare papers to inform Board meeting discussions on issues such as transparency, civil society participation, environmental safeguards and fiduciary standards. A recent paper recommending cross-cutting principles that the Board should adopt was widely disseminated and provides an example of how the networks strive to ensure the Board takes account of civil society views.

Practices that have helped promote the voices of civil society in influencing Green Climate Fund decision making include:

- Reading and learning together about how to identify advocacy opportunities;
- Working as a team and exhibiting a solid shared position;
- Being consistent, particularly with specific recommendations that are given, which are defended by all;
- Meeting the Board members and understanding their priorities, strengths and weaknesses. It is important to know who to go to with a request; and,
- Appreciating that Board members have little time to understand the concerns of others, so keeping recommendations to change text or adopt recommendations specific. Don't provide long documents; they will never be read.

For more information:
www.aida-americas.org/en/project/green-climate-fund-latin-americas-hope-relief
http://gcfund.net/home.html
www.intercambioclimatico.com/author/arodriguez/

Source: Andrea Rodriguez, CEMDA and CANLA; Mónica López Baltodano, Centro Humboldt and SUSWATCH/CANLA

Raising funds

A successful campaign is not always dependent on outside funding – there are many ways of mobilising resources

The ability to mobilise resources is a valuable skill for advocacy networks. Access to financial resources expands the options available to the advocacy network and gives members the freedom to try new, creative, or even higher-risk activities than would be possible with limited funds. But also remember it is entirely possible to launch a successful campaign without outside funding, using the resources and energy of network members alone. Trying to access financial resources can use up valuable time that could be spent on other activities, and securing donors might require compromises in what the network can do and reduce its flexibility.

Funding methods

Successful advocates have used many different methods to obtain the resources they need for their work. Examples include the following[4]:

- setting membership dues for the network or alliance generally based on a sliding scale;
- soliciting in-kind contributions;
- holding special fundraising events such as dinners, film festivals, picnics, raffles;
- cultivating large individual contributors (individuals, private sector, philanthropic/donor agencies, government-sponsored initiatives);
- seeking corporate donations (money, equipment, office space, supplies, services, technical expertise, administrative support, space for meetings and events);
- selling merchandise such as crafts, artwork, t-shirts;
- obtaining international, national or local government grants;
- promoting donations around a particular holiday;
- auctioning donated goods and services; and,
- selling advertising space in newsletters or other publications.

Dealing with donors

Consider donors a key audience for outreach work and remember donors like to see: a well-run and efficiently managed organisation or effort; financial stability and budget information; examples of successful efforts and achievements associated with any previous contributions; a good strategy and a reasonable chance of success; traits that distinguish the network from other organisations in the same field; why the work is important and necessary; and if the network is new, information on its strategy and goals. Working with media can help raise awareness about a network and thus secure funding. The following tips can also help with fundraising[5]:

- Find out what types of organisations a potential donor has funded in the past, how much it typically donates, and what its current interests are. An annual report, if available, will provide the needed information.
- To avoid donor control over the advocacy agenda or strategy, have the courage not to accept donations, grants or contracts for activities that distract you away from your specific advocacy objectives.
- Strive for a diverse funding base to avoid dependence on a few sources.
- Appoint qualified individuals to lead fundraising efforts.
- As in advocacy itself, relationships are central. Invest time and energy in getting to know potential contributors.

> "As the network, when we start discussing how to work together, the donors start paying attention on our works. Therefore, to develop and implement good facilitation strategies of a network is a key to approach donors, show them what we can do bigger as a whole, using up individuals and organisations' resources."
>
> Vu My Hanh, Challenge to Change. Member of Climate Change Working Group and Disaster Management Working Group (Vietnam)

4. Source: *The Policy Project. Advocacy Training Manual.* 1999. www.policyproject.com
5. *Idem*

Further information and resources

Bond have a collection of free resources on *Campaigning Together* at www.bond.org.uk/resources/campaigning-together

DanChurchAid's 2010 publication *The ABCs of Advocacy* (in English and Arabic – see www.danchurchaid.org) has a section on preparing an advocacy campaign that provides guidance on how to define the issue, do background research, prepare a plan and implement it. It also has guidance on building a coalition under which it addresses the following questions: What is a coalition? Why should we form a coalition? What are the essential elements of a coalition? How can we promote leadership in a coalition? How can we make fair group decisions? How can we manage conflict within the coalition?

Guidelines on lobby and advocacy by ICCO, June 2010, provides information for developing effective lobbying and advocacy strategies. www.icco-international.com/int/linkservid/84D40E76-B5C9-FAF9-4DF6BA11317B6B44/showMeta/0/

The Tearfund Advocacy Toolkit *Practical Action in Advocacy* by Graham Gordon (2002) has general (non-climate change specific) guidance and tools for networking (section C4.2). The second edition *Advocacy Toolkit* by Joanna Watson was published in 2014: http://tilz.tearfund.org/~/media/files/tilz/publications/roots/english/advocacy%20toolkit/second%20edition/tearfundadvocacytoolkit.pdf

The Ecumenical Advocacy Alliance has compiled a list of resources to help with advocacy (not climate change specific). This provides links to much general guidance on planning an advocacy campaign: www.e-alliance.ch/en/s/advocacy-capacity/resources/planning-the-advocacy-campaign-general-advocacy-guides/

The Policy Project provides detailed policy guidance and an online advocacy training manual (English, French, Spanish) to help advocacy networks develop effective family planning/reproductive health advocacy skills. Much guidance, however, is generic and thus relevant to climate change, for example section 1 addresses *The Power of Numbers: Networking for Impact*. www.policyproject.com/pubs/AdvocacyManual.cfm

Networking for Development, by Paul Starkey (1998). London: IFRTD (International Forum for Rural Transport & Development).

A New Weave of Power, People & 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.

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Toolkits in this series

Toolkit 1: Start Here! Introducing Advocacy and the Climate Change Advocacy Toolkits
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
Toolkit 7: Engaging the Media
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

Cover photo: Southern Voices networks meeting at the PreCOP19 Climate Change Advocacy Workshop
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Influencing Decision Makers



Climate Change Advocacy Toolkit no. 5

Climate Change Advocacy Toolkit no. 5

Influencing Decision Makers

The purpose of this toolkit is to help readers plan their engagement with government policy makers and legislators, and to conduct effective lobbying meetings.

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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 were published in November 2014 by *Southern Voices on Climate Change*. Between 2011 and 14, 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**

Influencing government decision makers is a crucial part of advocacy work on climate change

Introduction

Governments are the primary duty bearers, the ones who make the decisions on energy use, on adaptation programmes, on budget allocations. Influencing the policy makers and decision makers in government is a crucial part of our advocacy work on climate change and we need to do it effectively.

Some of that influence will be through direct engagement, and that approach is explored in this Toolkit, but this should be undertaken alongside other forms of influence – building support from stakeholders outside of government. These other approaches should have been identified in your advocacy planning (see Toolkit No. 2) and are covered in *Toolkit No. 6: Engaging the Public, Toolkit No. 7: Engaging the Media, Toolkit No. 8: Supporting Local Voices*, and T*oolkit No. 9: Policy Implementation & Finance*.

In planning your advocacy with governments, you need to understand their functional structure and where and how decisions are made. You also you need to understand the political dynamics – where the power actually resides. It is important to remember that the people in government – politicians, civil servants, others – do not have a single viewpoint in relation to your issues. We can have both allies and opponents in the same structure and we need to engage with them strategically.

Who to target?

Working out who to target is the first step to influencing key decision-makers. But this is not as easy as it seems. Different parts of government are involved with different policies and activities at different levels, in different ways and at different stages.

There are typically three main arms of government – the executive, the legislature and the judiciary. Some countries will also have a monarch. Their exact roles and the relationships between them vary from country to country.

The head of the **executive** is usually called the president or prime Minister. They might be directly elected by the public, elected by the legislature, appointed by the monarch, or established through military force. The president or prime minister will usually appoint ministers to take responsibility for different areas of government (e.g. finance, education, health, defence, environment, etc.), and each minister will usually have a team of appointed officials in their ministry to help them develop and implement policies and programmes. This includes the national budget, which sets out how resources are to be allocated to policies. In some countries, these ministers will also meet together in a 'cabinet' to determine and coordinate overall government policy.

The **legislature** usually consists of one or two bodies or 'houses'. Their members might be elected by the public, appointed by the monarch or other political elites, or be members through holding some other religious or political office or through hereditary privilege (or any combination of the above). Their function is usually to approve government budgets and make the laws. Some legislatures are able to initiate legislation, others can only approve legislation that is introduced by the executive. Some legislatures have the power to remove the executive if it has lost public support.

The **judiciary** operate at different levels. The highest level is usually called the Supreme Court and is made up of a number of senior judges, headed by the Chief Justice. How the judges and the Chief Justice are appointed will vary from country to country, as will their powers in relation to the executive and legislature. In theory, the judiciary are guardians of the constitution and are responsible for administering and interpreting the law, and holding the Executive to account for its actions. In many countries, however, the judiciary have little real power over the executive.

Although not technically part of government, in some countries the apparatus of the **ruling party** may have a powerful influence over the behaviour of government institutions and individual decision makers within them.

Provincial and local governments are often responsible for implementing national government policies, and in some cases have the authority to develop their own policies and programmes.

Engaging with the executive

Understanding how the executive is structured – which ministry and which departments/sections in that ministry you need to influence – is an essential foundation stone for effective advocacy.

Top down or bottom up?

Should you go straight to the top – to the minister responsible – and hope that you can persuade them to instruct their ministry officials to work with you? Or should you start by engaging with the junior officials and with their support work your way up the ladder of responsibility until you get to the minister, who can sign off what has been negotiated with the officials?

The choice you make will depend on your political assessment of the forces acting on the minister and the power that you are seen to wield. If you can get the support of the minister at an early stage, your life will be easier. However, it is often the case that support from the minister is not forthcoming until you have established your case more fully and built support from a range of other stakeholders. Meeting them too early can sometimes undermine your advocacy – it becomes a mere protocol meeting rather than a lobbying meeting, and then it may be harder to get a real lobbying meeting later.

Remember, ministers move on, in a change of government or a ministerial re-shuffle, whereas other ministry staff usually remain in post for longer.

Consultation processes

Sometimes ministries set up consultation processes to get input from civil society in the development of new policies or the review of existing ones. This is a key opportunity to have your voice heard (although sometimes these processes are used to contain and marginalise civil society voices and have no real influence).

The consultation process might involve a round-table discussion or a call for written submissions. Either way, your input has to be carefully planned to ensure your priority concerns are addressed and your arguments are compelling.

NB: Beware of setting advocacy goals or making advocacy demands that are simply about being able to participate in policy consultation processes. This is only a step on the way to being heard and having influence (and can be seen by policy makers and others as being too focused on your own status and not enough about the issue itself). Objectives should always be about actual changes that will impact on climate change and the lives of those affected – if not, there is a danger that you will be co-opted by government and lose credibility with other civil society groups.

Other targets

There may also be other institutions within government that have an interest in or influence over climate change policy implementation and thus worth targeting for advocacy activities. For example, in many countries the auditor general must ensure funds are managed and accounted for in a transparent way, a national statistics office is usually responsible for recording, analysing and providing data to support policy planning and implementation, and commissions or boards may have the responsibility of overseeing particular cross-cutting issues.

And of course we should remember that direct engagement with the executive is only one way of influencing them. Our advocacy strategy (see *Toolkit 2: Advocacy Planning*) should have identified other parallel approaches, including building support from other groups and stakeholders such as trade unions, the business community, faith leaders and the media. If we don't have support from outside, it is unlikely that policy makers will take us seriously.

The case studies below illustrate how *Southern Voices* members have tried to influence governments through direct engagement with relevant ministries.

- In *Ivory Coast*, campaigners worked with the government's national focal point on Disaster Risk Reduction and the Ministry of the Environment (as part of a broader strategy that included coalition work, publishing research findings and building support from other influential stakeholders).
- In *Zimbabwe*, after a lot of public campaigning, CSOs were eventually invited into consultation processes with the government to inform the development of climate change legislation.
- Campaigners in the *Democratic Republic of Congo* used a wide range of different influencing approaches including participating in official government processes and delegations, as well as initiating judicial action against government decisions.

Don't support advocacy documents written by international networks if they disregard national realities

Case Study 1. Promoting Disaster Risk Reduction (DDR) in the Ivory Coast

The involvement of the Youth NGO *Jeunes Volontaires Pour l'Environnement Côte d'Ivoire* (JVE) in debates on how to implement the national strategy for disaster risk management in the Ivory Coast has resulted from work over several years to engage civil society in disaster risk reduction (DRR) policy making in the country. Three years ago, JVE started working on DRR with the Global Network for Disaster Reduction (GNDR). This involved conducting a survey with help from more than 20 civil society organisations to produce a national report. A civil society workshop was held and a national committee established with representation from the National Focal Point, researchers and academics. The report was sent to key stakeholders, namely the National Focal Point on DRR and Environment Minister. This was followed by letters explaining JVE's position on the process and at various international meetings.

NGO involvement in national DRR processes has generally been weak, but JVE members have continued to work with GNDR to produce scientific papers, position papers and advocacy documents. These are shared with all stakeholders involved in DRR in the Ivory Coast through a dedicated database. Key components of the advocacy activities conducted are as follows:

- Ensure documents produced are good quality and include local data to boost arguments. Make sure documents don't include inconsistencies or errors.
- Don't support advocacy documents written with international networks if they disregard national realities.
- Establish partnerships with local and national stakeholders and put transparency at the heart of these relationships.
- Don't ignore the plans or policies of national authorities.
- Don't criticise others without offering alternatives.
- Respect the local customs of communities.
- Don't claim to represent or speak for others without their full approval.

Source: Ange David Emmanuel Baimey, JVE

Case Study 2. Advocacy for a new climate change law in Zimbabwe

Different stakeholders were increasingly implementing climate change activities in Zimbabwe, but ZERO Regional Environment Organisation realised that these activities were occurring without any guiding framework at the local level. Zimbabwe lacked any climate change policy or strategy. ZERO therefore began coordinating efforts to bring civil society organisations (CSOs) together to inform planning and climate change policy making.

CSOs became increasingly active in their planning and advocacy efforts. They held regular meetings to which government officials – especially negotiators – were often invited. The newly formed Climate Change Working Group invited many different CSOs to meetings so that perspectives on gender, agriculture, water, infrastructure, human settlements etc. could be heard.

The Working Group engaged strongly with the media through television and radio programmes and articles in the printed press. Newspaper supplements and billboard posters were prepared. Media interviews and public events such as environment expositions and exhibitions were used to air CSO views.

Soon, CSOs began to be invited to government information sharing meetings. CSOs had documented case studies and commissioned research and this helped inform planning and debates on the need for a climate law. Finally, the government of Zimbabwe agreed to start working on a comprehensive climate change response strategy. There is now a draft Climate Change Strategy for the country.

Key to the success of these civil society advocacy activities in Zimbabwe are the following:

- Make sure that CSO initiatives are known to government.
- CSOs need to be determined. The same messages need repeating again and again.
- CSOs must continue to document climate change issues to inform government processes. Government always needs information to inform policy making, and without evidence it is difficult to influence the process.
- It is important not to confront the government, compete with it or write/talk badly about government in public arenas or the media.

Source: Sherpard Zvigadza, Climate Change Working Group / ZERO, Zimbabwe



Case Study 3. Protecting the rights of forest dependent communities under REDD+ in the Democratic Republic of Congo

Civil society organisations represented by the Climate and REDD+ Working Group (GTCR) are working to influence the REDD+ process to ensure the rights of local communities and indigenous peoples who depend on forests for their livelihoods are recognised, along with the multiple benefits of the Congolese forests which go beyond just carbon sequestration. GTCR is a platform of about 200 organisations, established in 2009.

Advocacy activities include:

- Participation in current REDD+ governance bodies, including a REDD+ National Committee (CN-REDD+). Unfortunately the Committee does not operate effectively so civil society delegates have been unable to exert real influence over the process.
- Joining official Congolese government delegations to international conferences and negotiations on climate change. This has allowed civil society to become more deeply involved in international discussions, but has also meant that once part of the government delegation, civil society delegates were no longer free to take independent positions.
- Thematic Coordination (CT) groups were established as multi-stakeholder platforms to inform national REDD+ strategy development. Increasingly weak civil society participation in CT work, and persistent governance failures in REDD+ structures, led civil society organisations to suspend their participation in the CT in June 2012. CN-REDD+ is preparing to restructure and re-launch these groups, and GTCR has arranged a meeting to discuss the proposed plans and sent a letter requesting information with a view to influencing the process.
- The Forest Investment Programme (FIP) is a component of the Strategic Climate Fund created by the multilateral development banks. It aims to prepare countries for REDD+ finance. DRC is one of eight pilot countries under FIP. GTCR helped prepare DRC's FIP plan, and conducted field consultations to ensure investments take into account local perspectives.
- With funding from the United Nations Environment Programme, GTCR developed the first national social and environmental standards for REDD+ in DRC. There is concern, however, that the next phases under this process, which is now housed under CN-REDD+, will not maintain such strong civil society participation.
- Lodging an administrative appeal against a decree on the REDD+ project approval process signed by the Minister of the Environment, which excludes civil society and communities, and asking the Supreme Court to cancel the decree. This followed several unsuccessful attempts to see the text revised or cancelled.

Source: *REDD+ safeguards: more than just good intentions? Case studies from the ACCRA Caucus* written in June 2013 by the ACCRA Caucus on Forests and Climate Change

Engaging with parliament

The power of parliaments and their responsiveness to the views of citizens can vary widely from country to country. However, in most countries they still represent an established channel by which civil society can have its voice heard.

We can engage with parliament at three levels:

- Individual members (MPs, deputies, senators, representatives, etc.)
- Parliamentary committees addressing specific issues and policies
- The whole parliament sitting in plenary

Individual members of parliament may be allies, opponents or neutral. They can be influenced in their constituency or the capital

Members

Individual members of parliament can be influenced in their constituency or in the capital. They may be allies, opponents or neutrals.

- If allies, they can be good spokespeople or champions for your cause – tabling motions in parliament, questioning and lobbying ministers and talking to the media.
- If opponents, then you either persuade them to change their viewpoint or you ignore them, hoping that their view becomes more marginalised.
- Neutrals can be persuaded to become allies, but your opponents will also be trying to persuade them to adopt their point of view.

Parliamentary committees

It is usually through parliamentary committees that specific policies are monitored, overseen and debated in depth, because members of parliament generally do not have the time to look deeply into the implications of every single policy in a country.

Parliamentary committees, however, often have few resources available for research and monitoring. If a relevant committee exists in your country with a stake in climate change related policy, they may be interested in network activities relating to the monitoring and evaluation of climate change related policy implementation because this will help them to perform their own function of providing parliament with reliable information on the impact of policies.

Parliament in plenary

Although the detail may be worked on in committee, parliament as a whole has to approve the draft laws and policies put before it. These can lead to some high profile debates (plenary sessions tend to get more media attention than committee discussions).

Case Study 4. Creating a civil society-parliament liaison unit in Lebanon

Engagement between civil society and parliament is poor in Lebanon. In the hope of improving how civil society organisations can influence the legislative process, IndyACT designed and established a civil society-parliament liaison unit. Amongst other activities, the unit facilitates communication between CSOs and Lebanese MPs through the CSO liaison officer and produces a monthly newsletter sharing the legislative demands of Lebanese CSOs. It works to ensure MPs are open to stakeholder engagement and to make stakeholder participation the accepted norm for policy development. It helps CSOs implement their campaigns and builds CSO advocacy capacity through workshops. The unit also helps create a consolidated civil society network that can support common causes for the benefit of a more democratic, fair and just society. Key to success is working as a unit rather than seeking the personal support of any individual, and seeking a common framework for understanding rather than looking for legal representation on specific issues.

Source: Patricia R. Sfeir, IndyACT

Effective lobbying

`Lobbying is the art of educating and persuading your key audiences through direct, one-on-one contact. Lobbying is an 'inside' persuasion tool that must be combined with 'outside' pressure-making tools. Lobby visits, whether informal or formal, provide the opportunity to build relationships, listen and collect information, educate and provide information, and persuade. To be as effective as possible, practice and preparation are the key'.[1]

Effective lobbying involves three stages:

1. **Preparation**: What do you want to get from the meeting? What does your target want from the meeting? What will be your main arguments? How will you answer difficult questions?
2. The **meeting** itself: After the initial building of rapport and establishing your credentials, the main part of the meeting should be dialogue – an exchange of views. People don't change their viewpoint when passively listening – only when they are actively exploring the issue and the alternatives. Therefore in this part of the meeting you and your colleagues should be speaking for less than half of the time (in small chunks), allowing your target to talk for other half. By the end of the meeting, something must be agreed, even if it is just a mechanism for continuing the dialogue.
3. **Following up** from the meeting: Debrief among yourselves, write up notes, write to target thanking them for the meeting and confirming what was agreed, then plan your next steps.

Remember that lobbying is only one way of exerting influence as part of your overall advocacy strategy, and in most cases lobbying happens after and/or alongside other forms of influencing. Getting the target to agree to the meeting may have been as a result of previous advocacy efforts, and ensuring any agreements reached will be implemented will also require advocacy.

Policy briefs

Lobbying can be supported by producing policy briefs – short documents that clearly explain the issue and what you are calling for, including the evidence in support of your call.

Whilst government officials and politicians have the power to influence climate change policy and its implementation, they may not be familiar with the specifics of your advocacy issues. They are also usually very busy and do not have time to read long documents. Preparing a fact sheet, presentation or briefing paper can help explain your advocacy position using convincing arguments, supported by key facts, testimonies and case studies.

Policy makers are often more interested in the political ramifications of proposed changes than purely factual arguments, so the first step to writing a policy brief is to know your reader. How much do they know about the topic? How open will they be to the message? And importantly, what will they see in your message that has value for them?

A policy brief is a short document that summarises an advocacy position. It is important to keep it brief so it should not exceed two pages. It should be relatively easy to understand for a non-specialist audience, authoritative, unbiased, and based on evidence-based arguments. Factual accuracy is essential in policy briefs otherwise you lose all credibility and the decision maker won't turn to you again. It should contain a strong, clear, simple message.

Try to ensure it is not too long, too general, too cluttered or suffers from 'information-overload'. Avoid jargon, acronyms, bad language and verbose prose. Write out every acronym and abbreviation. Keep paragraphs and sentences short and break up text with sub-headings. Try to write more like you talk. A little repetition can help reinforce the key messages.

To make it visually appealing consider using boxes for case studies or back stories, photos, illustrations, cartoons, bullet points, sub-headings, quotes, bullet point lists, tables and figures. Good graphics can also aid understanding but be sure to use captions to explain their content. A good briefing paper should contain the following elements:

1. *Advocacy for Social Justice: A global action and reflection guide*, edited by David Cohen *et al.*, Kumarian Press 2001.

1. Executive summary of no more than 90 words. This should grab the reader's attention from the first sentence. Present your conclusions right at the start. Mentioning costs, a key statistic or a particularly gripping finding will help with this. Make it clear why the subject is relevant and timely and outline the main issues. A good executive summary should distil the essence of the brief, provide an overview for busy readers and entice them to go further.
2. Background and context for the problem. This introduction answers the questions 'why does something need to change?' If the brief is based on research, this section needs to explain the research objectives, findings and conclusions.
3. Personal stories related to the problem and real examples of what works and why. Pictures can help 'make it real'.
4. Concrete recommendations / solutions to the problem. These should be SMART: Specific, Measurable, Achievable, Realistic and Time-bound. Explain what needs to be done to address the problem and who needs to do it.
5. Requested action that the legislator should take to address the problem.
6. Contact information (names, organisational affiliations, phone numbers and email addresses).

Key ingredients of effective policy briefs[2]		
Evidence	Persuasive argument	● Clear purpose ● Cohesive argument ● Quality of evidence ● Transparency of evidence underpinning policy recommendations (e.g. a single study, a synthesis of available evidence)
	Authority	● Messenger (individual or organisations) has credibility in the eyes of policy-maker
Policy content	Audience context specificity	● Addresses specific context (e.g. national or sub-national) ● Addresses target audience needs (e.g. social versus economic policy)
	Actionable recommendations	● Information linked to specific policy processes ● Clear and feasible recommendations on policy steps to be taken
Engagement	Presentation of evidence-informed opinions	● Presentation of author's own views about policy implications of research findings ● But clear identification of argument components that are opinion-based
	Clear language / writing style	● Easily understood by educated non-specialist
	Appearance / design	● Visually engaging ● Presentation of information through charts, graphs, photos

Research by the Overseas Development Institute in 2008 showed how poor scientific understanding amongst policy makers was the most important reason for weak policy uptake. This is a key challenge for climate change advocacy where the issue is difficult to understand and the concepts of risk and uncertainty can be hard to explain. Often we do not know what climate change impacts to expect, where they will strike, and how they will affect people in particular areas. This can discourage officials from taking action. Learning how to explain climate change and make it relevant and urgent is therefore an important part of good lobbying.

2. Source: Overseas Development Institute Background Note, 2008, *Policy Briefs as a communication tool for development research,* by Nicola Jones and Cora Walsh.

Further information and resources

The Tearfund Advocacy Toolkit *Practical Action in Advocacy* by Graham Gordon (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), writing policies (tool 26), and lobbying and negotiating (tools 28-30). www.tearfund.org The second edition *Advocacy Toolkit* by Joanna Watson was published in 2014: http://tilz.tearfund.org/~/media/files/tilz/publications/roots/english/advocacy%20toolkit/second%20edition/tearfundadvocacytoolkit.pdf

The Community Toolbox has comprehensive guidance on writing letters to elected officials, seeking enforcement of existing laws or policies, lobbying decision makers, establishing lines of communication with the opposition's traditional allies, developing and maintaining ongoing relationships with legislators and their aides, general rules for organizing legislative advocacy and seeking a negotiator, mediator, or fact-finder. See: http://ctb.ku.edu/en/table-of-contents/advocacy/direct-action

ODI has a 2008 background note called *Policy briefs as a communication tool for development research* by Nicola Jones and Cora Walsh. See: www.odi.org/publications/425-policy-briefs-communication-tool-development-research

These two websites provide additional guidance on writing a good policy briefing: www.idrc.ca/EN/Resources/Tools_and_Training/Documents/how-to-write-a-policy-brief.pdf and http://melindaklewis.com/2009/09/30/what-makes-a-good-policy-brief/

The Green Alliance briefing *Climate Science Explained* provides a good example of a short three-page briefing on climate science aimed primarily at politicians: www.green-alliance.org.uk/uploadedFiles/Publications/reports/ClimateScienceBriefing_July11_sgl.pdf

The Ecumenical Advocacy Alliance provides some good examples of policy briefings in its advocacy resources section: www.e-alliance.ch/en/s/advocacy-capacity/resources/

Sian Lewis at the International Institute for Environment and Development compiled (in 2011) a helpful guide called *Working with policymakers: Opportunities for engagement & how to write a policy briefing*. See: www.iied.org

Monitoring Government Policies: a Toolkit for Civil Society Organisations in Africa by CAFOD, Christian Aid and Trocaire contains a unit on how to identify the key government policy stakeholders, and who to influence to try and change future policy direction.

DanChurchAid's 2010 publication *The ABCs of Advocacy* (in English and Arabic – see www.danchurchaid.org) explores how to build strong relationships with government officials and persuade them to implement proposed solutions. The section on lobbying provides guidance on the following questions: What is the legislative process? Where do we start lobbying (the entry points)? What else do we need to know about the legislative process? How do we analyse legislators? How can we prepare convincing arguments for legislators? How can we create opportunities to meet with legislators?

Guidelines on lobby and advocacy by ICCO, June 2010, provides information on what lobbying and advocacy entails and what can be achieved by it. It gives step by step guidance on developing lobbying and advocacy strategies to influence decision makers. www.icco-international.com/int/

The following manuals are available for purchase:

Advocacy for Social Justice: A global action and reflection guide, edited by David Cohen *et al.*, Kumarian Press 2001. This excellent and comprehensive advocacy manual has a good section on lobbying, as well as a number of interesting case studies.

A New Weave of Power, People & Politics: The Action Guide for Advocacy and Citizen Participation by Lisa VeneKlasen with Valerie Miller (2007) is a highly regarded and comprehensive manual for advocacy with a section on lobbying and negotiating in the corridors of power. Practical Action Publishing (2nd edition). ISBN 978-185339-644-1.

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Toolkits in this series

Toolkit 1: Start Here! Introducing Advocacy and the Climate Change Advocacy Toolkits
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
Toolkit 7: Engaging the Media
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

Cover photo: SUSWATCH, a Southern Voices network, delivers an intervention during COP18
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Southern Voices
on Climate change

Engaging the Public



Climate Change Advocacy Toolkit no. 6

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Engaging the Public

The purpose of this toolkit is to help readers plan and deliver effective public campaigns that seek to change people's awareness and behaviour and/or build public pressure on government and others to take action.

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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 were published in November 2014 by *Southern Voices on Climate Change*. Between 2011 and 14, 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**

Why engage the public?

Engage the public to inform, educate and change their behaviour and to push governments to take swifter and bolder action against climate change

Do you want to change how governments respond to climate change? Are you winning the technical arguments with ministry officials, but losing the big wars on climate change policy and budget allocation? Or are policies in place but not being implemented? If you answer yes to any of these questions, then it is likely that you need to engage the public and mobilise them to push national and local governments to take swifter and bolder action.

Do you want the public to reduce their carbon footprint or prepare themselves for climate change effects? Then you need to engage the public to inform, educate and change their behaviour.

Or perhaps you want both. Your goals for public engagement should come from your advocacy planning (see *Toolkit 2: Planning Advocacy*) and should be informed by your overall messaging (see *Toolkit 3: Framing the Debate – Messages and Communications*).

We also need to continually promote our messages about climate change:

- To impress upon people that the problem is real, serious, and will not go away, unlike more transitory news events;
- Because the state of knowledge is evolving fast and new information is becoming available all the time; and
- To counter the misinformation from the small but very vocal/powerful minority of people who deny that climate change is happening and/or obstruct attempts to do something about it.

One aspect of public engagement is through the mainstream media (radio, TV, newspapers and magazines). That aspect of public campaigning is sufficiently big and specialised to have its own toolkit (see *Toolkit 7: Engaging the Media*).

This toolkit describes some other ways of informing, educating and mobilising the public to take action, including using local/community media, social media, engaging youth, and protest.

Key questions when planning public engagement

Resources for public engagement are invariably limited, so in order to decide how best to allocate them, answer the following questions:

1. **What are you trying to achieve?** Your immediate objective could range from simply civic education to more ambitious mobilisation for action or to influence key decision-makers.
2. **Who are you trying to reach?** Different audiences will need different communication approaches and styles, including perhaps different 'messengers' for your materials.
3. **How will you reach them?** Based on your chosen audience you will need to select appropriate media, products and timings for your campaign.
4. **Why should people listen to you?** This needs to be a critical part of your key messages, so that you are sure they contain not only what you want to say, but also what they would be interested to hear.

You also need to be aware of the risks and constraints that you face. In some countries, being too critical of the government may be dangerous or counter-productive, so your messages and tactics may need to be crafted in a more positive way.

Engaging local communities

Reaching out to local communities to raise their awareness and understanding of climate change is an important aspect of our campaigning – both practically and ethically. Here we explore and give examples of different methods for engaging with those communities. (Going beyond awareness raising and helping them to input their views into local and national policy dialogues is covered in more detail in *Toolkit 8: Supporting Local Voices*).

Local radio

Media coverage varies from country to country and from district to district, but in general FM radio broadcasting in local languages is the most accessible and influential source of news and information for local communities. Depending on the ownership and style of the radio stations, there may be opportunities to be interviewed on news programmes, to be part of a panel discussion, or even to produce your own programme exploring the impact of climate change on local communities.

Case Study 1. Raising awareness amongst network members and the general public in Cambodia

Vulnerable farmers and communities in Cambodia have little knowledge that would help them adapt to climate change. Most are unprepared for extreme events and have limited adaptive capacity. Local authorities also lack the relevant knowledge, experience and expertise needed. The NGO Forum on Cambodia has therefore been working to raise awareness on climate change amongst the general public and its 300 NGO members. The Forum helped organise radio talks on climate change policy and issues concerning vulnerable communities. It also organised the Fourth Farmers' Forum, the third National Forum on Climate Change and a World Environment Day Campaign at national and sub-national levels.

Many forum activities focused on raising awareness and capacity amongst the 300 network members so they could better conduct their own climate change advocacy activities. Bi-monthly meetings helped share information amongst network members and plan advocacy activities.

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

Community media

More labour intensive and time consuming, but potentially more engaging, is the use of 'community media'. This covers a wide range of techniques including community theatre, public talks, community meetings and workshops, and educational posters. Messages can also be passed through traditional leaders, religious leaders and other networks.

Case Study 2. Exchange visits, participatory video and community theatre in Zimbabwe

Community Based Adaptation in Africa project activities in Zimbabwe involved a number of innovative ways to raise awareness about climate change. Community exchange visits helped communities share information about how they were coping with climate change impacts. Rural project communities from Munyawiri visited communities supported by the Zimbabwe Homeless People's Federation and Dialogue on Shelter in Chinhoyi. Communities from Harare also joined this visit. These urban communities later visited Munyawiri where the local community showcased the use of rope and washer pump technologies and conservation farming.

Participatory video was used for project monitoring and evaluation. Community members made videos that were shown to other communities and also to policy makers. They were also played at various national and international meetings and made available on YouTube.

Community theatre helped simplify climate information and allowed communities in Munyawiri to explain climate change in their local vernacular. The drama they developed helped spread the climate change message to other communities and policy makers. Advocacy messages were embedded in the drama.

Source: Sherpard Zvigadza, ZERO

Case Study 3. The *Draw The Line* campaign in Lebanon

The Mediterranean coastline is one of Beirut's most enviable features. But while most people enjoy strolling alongside the sea, or going for a swim, few would particularly like to live along it. According to environmental activists, much of Beirut could end up under water if climate change continues unabated. To draw attention to Lebanon's potentially watery future, one NGO, the League of Independent Activists (IndyACT), took a rather unusual step. For several weeks in 2007, the streets of Hamra, Achrafieh, Verdun and Ain al-Mreisseh were draped in red and blue plastic tape, reading `Sea water level' and `Draw the line 9 Dec 07' in English and Arabic, marking a rough estimate of just how high the Mediterranean could rise. IndyACT's campaign aimed to generate interest ahead of a larger multi-national walkathon later that year, touted as being the `biggest environmental action in Arab history'. Traces of the imaginary sea level line can still be seen in some locations today.

Source: Patricia R. Sfeir, IndyACT

Case Study 4. Raising awareness in India in the city of Allahabad, Uttar Pradesh

In June 2012, All India Women's Conference (AIWC) arranged a simple climate change awareness raising programme in the city of Allahabad in Uttar Pradesh, India. This targeted the general public, but particularly women and youth. Academics, doctors, lawyers, social activists and AIWC staff helped raise their awareness about climate change through discussions and seminars. Activities included a quiz and a painting competition, the winners of which were given tree saplings as prizes. Students presented a short drama and sang several songs on the theme of climate change. It was clear that youth were sensitive to the issue and enthusiastic about undertaking advocacy activities. Youth groups attending the programme agreed to engage in a number of subsequent climate change awareness raising efforts as well as mitigation and advocacy activities.

Source: Usha Nair, INFORSE South Asia / AIWC

Engaging different audiences

The table below[1] sets out a range of different methods of engaging with different audiences and their benefits and drawbacks.

Mobilisation Methods	Benefits	Drawbacks
Media campaigns: Use of radio and TV discussions (see Toolkit 7).	Reaches out to the wider public.	Access might be limited to some people in some cases.
Exhibitions in public places to raise awareness.	Photos, video and audio are very visual and people will stop and take notice.	Time-consuming. Often weather dependent.
Newsletters: Regular information sharing with those who are interested.	Keeps people up-to-date. Encourages regular and alternative actions.	Can be time-consuming and expensive to produce. Potentially limited readership and 'preaching to the converted'.
Production of materials (reports, briefings) usually with policy recommendations.	Gives credibility among supporters and decision-makers. Educates others.	Time-consuming and expensive to produce. Danger they will not be read.
Launching of study reports: Stakeholders are invited to listen to revelations from studies conducted on issues/problems.	Makes evidence publicly available and provides basis for the public to support a cause. Attracts media coverage and policy makers' attention.	Involves some additional cost and time commitment from others beyond report authors.

continued...

1. Table adapted from the Tearfund advocacy toolkit *Practical Action in Advocacy* by Graham Gordon (2002).

Mobilisation Methods	Benefits	Drawbacks
Community fora: Platform for sensitisation and education on issues of interest.	Very effective for grassroots mobilisation.	Involves multiple travels to communities with associated costs.
Drama/role play: Involves the creation of scenarios relating to specific problems, their causes and effects and the way out.	Improves understanding, sticks in people's minds and keeps them reflecting on it. They may play out what they have learnt when they are confronted with same situation.	Sometimes difficult to set in an environment that reflects reality.
Working with faith-based organisations to tap into their networks and benefit from more outreach opportunities.	Engaged religious leaders have large followings and captive audiences.	Excludes non-religious people.
Capacity building around the issue: Workshops organised for targeted stakeholders on specific issues.	Targeted stakeholders spread information relating to the issues and this helps to mobilise the public against or for the issues.	May involve costs.
Public meetings: Bringing people together for a debate during which decision-makers are open to public questioning.	Might get good publicity. Decision-makers hear views directly. Chance for discussion. No-one is excluded.	Time-consuming and expensive to set up. Possibility of disruption or confrontation.
Boycotts: Naming and shaming companies which have negative effects on climate change, including refusal to buy their products.	Can affect profits and bring pressure for change. Good media coverage and therefore good for raising awareness of the issue.	Ineffective if few people participate, or do it silently without publicity.
Internet campaigning such as signing petitions or sending letters to decision makers.	Easy to set up. Flexible and responsive. Can get many people involved.	Excludes those without internet access. May be ignored because impersonal.
Postcards and petitions: People sign a petition or write a message on a postcard to decision-makers.	Quick and easy to do. Many people likely to act. Can be a good starting point for mobilising the public.	Impersonal, so possibly ignored by decision makers.
Stunts or unusual activities which draw media attention to your cause, such as street drama/poetry/song performances.	Good media attention. Powerful for getting message across to public and decision-makers.	Can go wrong and look unprofessional. If very controversial, public may be hostile. Also, publicity can focus on the stunt, rather than the message you are trying to convey.
Writing blogs, tweets, and other internet-based commentaries (see tool below on writing for blogs).	Easily disseminated to a global readership, with potential for mass mobilisation.	Accessible only for people with internet. Potentially risky for authors in countries with restricted freedom of expression.
Meetings between decision-makers and groups of concerned people.	Decision makers hear concerns directly from those affected. Builds local support for a campaign.	Difficult to co-ordinate messages if the platform is too broad.
Sending text messages through mobile phones (SMS) or internet (tweets).	Very easy way of reaching many including key government officials/ policy makers and other relevant leaders with specific targeted message.	Easy to ignore, or dismiss as impersonal; short message not suitable for more complex statements.
Personal letters to decision-makers.	Letters to elected representatives often viewed by policy-makers as a measure of public concern. In some countries it is mandatory that letters to elected representatives receive a reply.	Decision-maker might receive many letters, so difficult to distinguish from other campaigns. In countries with poor governance, may create risk to individuals.
Vigils, fasting, demonstrations and protests: People gather at a symbolic place to make a visual protest to decision makers.	Can be very visual and powerful. Good media coverage.	Possible violence. Might lose access to decision-makers if confrontational. Can be ineffective if media attention is not maintained beyond the event.
Picketing: A group of campaigners pitching camp outside the premises where leaders could be holding a conference.	This draws public attention to the problem at hand and makes leadership/target feel guilty.	May require campaigners to be in the scorching sun/rain.

Making a good exhibition poster[2]

Posters are useful places to summarise key messages and information. They may be put up in a temporary exhibition, and/or made available for general circulation so people see them more regularly and absorb the information over time. To make a poster useful,

- Make it possible to read in less than five minutes. Avoid conveying too much information or detail.
- Write simply to make sure it is accessible to your audience. Avoid technical information, jargon and acronyms if the people reading your poster are not climate change experts.
- Break your poster up into sections and label all sections with titles. Bullet points and headings can help break up dense blocks of text.
- Lay out the poster segments in a logical order, so that reading proceeds in some kind of linear fashion from one segment to the next. One successful pattern is in columnar format, so the reader proceeds vertically first, from top to bottom, then left to right.
- Make your poster visually appealing with a good balance between text and images/charts. Use an attractive colour scheme and page layout.
- Ensure all figures/images have a legend/title so they can 'stand on their own' in case the viewer skips all other sections of the poster.
- Make the font big enough for people to be able to read all poster text from a distance of 1.5 metres or 4 feet. If there is not enough space to fit all your text in, shorten your text rather than reduce your font size.
- Include contact details (names, emails, websites) so people can reach you and find out more information if they want to.

There are a number of computer programmes for making posters. PowerPoint is most commonly used, but layout applications such as QuarkXPress, InDesign, and LaTeX are also options that allow you to wrap text around images and place text in specific text blocks on the page. Postergenius is good if you feel you need a lot of help. Scribus software is freely available to everyone (open-source)[3].

2. Adapted from: Steven M. Block. 1996. *Do's and Don'ts of poster presentation.* Biophysical Journal 71:3527-3529. Available at: www.stanford.edu/group/blocklab/dos%20and%20donts%20of%20poster%20presentation.pdf
3. http://visualisingadvocacy.org/resources/visualisationtools

Engaging youth

Many civil society organisations emphasise the importance of working with children and youth. This is because young people are the environmental custodians of the future and also because they will be on the receiving end of future climate change impacts. Increasingly, however, children and youth are recognised as being active agents in the development process as opposed to just the passive victims of extreme events.

While general good-practice guidelines for public campaigning apply to working with youth, there are some additional considerations to take into account that are illustrated in the two case examples from Vietnam below.

Case Study 5. Working with children and youth in Vietnam

Many civil society organisations in Vietnam now place emphasis on child/youth centred work. Key lessons learnt are as follows:

- Children are very creative; their ideas should be highly valued.
- Programmes involving children/youth are often low-cost and highly effective, with good participation levels leading to much higher community awareness.
- Experiences can be highly replicable.
- Child/youth focused approaches can strengthen disaster preparedness and response, promote creativity and active engagement in forming ideas and plans/solutions and monitoring results, give children/youth a sense of responsibility and involve them in decision-making.
- Educational materials for children should be dynamic, visual and creative, such as learning games and puzzles. Active participation in learning should be encouraged.
- Actively applying, updating and using online communication channels and information sharing activities can attract youth and student participation.
- An 'open youth network' approach without fixed governance structures can provide the flexibility to accommodate youth trends and links with social media.
- Regular support is required, however, because young people have limited skills in terms of developing strategies, activity planning and financial management. Youth often don't take full advantage of potential support from local authorities due to their lack of experience with complex administrative procedures.
- The spirit of volunteerism can lead to successful youth clubs, but clubs must be flexible because key leaders may leave for work, studies or family commitments

Source: *Experience of non-governmental organisations in Vietnam in responding to climate change: a summary.* Centre for Sustainable Development and CARE

Case Study 6. Introducing climate change into the curriculum in Vietnam

In Vietnam, as in many countries, information about climate change is produced primarily for adult audiences or scientific purposes. It is important that young people learn about climate change but existing materials limit opportunities for this.

A number of Climate Change Working Group (CCWG) members including Live & Learn, Plan International and Save the Children have been working with the Vietnamese Government Ministry of Education and Training (MOET) to specifically address this information gap. The approach to engaging with young people on climate change is based on a model with three key stages: awareness, action and advocacy. Under the model, students move along a continuum from being relatively unaware of climate change to becoming ambassadors for positive actions to address it. This was the first time that climate change had been integrated into the school curriculum in Vietnam. The model was refined based on results from pilot projects, and MOET found the approach so effective that it is now rolling it out in a number of provinces across the country.

Key lessons for others wishing to replicate this advocacy initiative include:

- Climate change education should be interactive rather than one-way communication. Develop colourful, engaging and easy-to-use materials to encourage active participation in exciting lessons. Lessons should be action-oriented and activities should be fun and simple for school teachers to deliver.
- Adapt material developed based on feedback from pilot schools.
- Train key teachers and roll out the programme more broadly. Involve the appropriate government ministry in all stages of planning.
- Establish forums where students can discuss how to change behaviour and raise awareness amongst other students, their families and neighbours.
- Provide young people with seed funding to develop and run projects in primary and secondary schools. Award prizes to the best projects.
- Help students develop projects advocating for behaviour change amongst their peers and the community by helping them apply the knowledge and skills they have acquired.
- Connect emerging projects and initiatives with each other to empower a larger community.

Source: Ha Thi Quynh Nga, CARE / CCWG

Using social media

Using social networks / social media can be an effective way to raise awareness about climate change. It is a simple, smart way to bring people together and share information. It allows everyone to voice their views because unlike traditional media outlets (television, radio, newspapers…) that rely on editors to select and alter which information is shared, it has no 'gatekeepers'. Information can be accessed through mobile phones, which is important in areas where there is no internet connectivity. Using social media is, however, more volatile than traditional media, and information comes and goes much faster.

Whilst working with social media is easy, there are techniques for doing it well. For example, it is important to know what platforms people prefer. Facebook is globally the most popular of all social media platforms (with over a billion active users), but in some countries other platforms dominate (for example, QZone in China). The use of each platform can also vary according to the age and status of the user. LinkedIn is very popular among the business community while Twitter is popular with celebrities, activists and some politicians. Who is using what, and on which type of device, can change rapidly, so it is good to find out the latest facts and avoid relying on old data.

General principles for using social media include:

- **Be genuine.** Let your personality show, use humour, and be transparent about who is posting content. Try not to simply broadcast; rather, when possible, speak as an individual, to individuals. This will help give you credibility as a trusted source.

- **Stay focused.** The people and organisations that follow you on social media have certain expectations about the type of content you post and the way in which you engage with them. If you stray too far from your objectives, you will lose their trust and attention.
- **Be reliable.** Share quality content from trusted sources, and avoid amplifying erroneous messages from unreliable sources. Reliability also means posting to your social media services regularly. Frequently sharing reliable, meaningful content helps establish you as an important source of information and ideas for your community.
- **Get social.** Above all else, social media is about conversation. Share and comment on other people's or organisations' posts to start new conversations, and join in the conversations that are occurring on your social media pages. The more you engage with your followers, the more they will understand that your priorities are their priorities too.

Writing a successful blog

A blog is a piece of writing (called a 'post') on the internet which can be open either to subscribers or to the general public. It may also be open for comments by readers, so it can be used to start off a dialogue. Often people draw attention to their blogs through a 'tweet' (on the website Twitter), which is a short message somewhat like a phone text message sent via the internet, or else through a social media site such as Facebook. Otherwise people may find your blog using a keyword search in an internet search engine.

Blogs and tweets are an increasingly popular way to attract the attention of readers, and they need a different writing style to writing for print. People read differently online – they scan content rather than reading word-by-word. Here are some tips for when writing a blog[4]:

- **Write using a conversational style and tone.** Try to write as if you are speaking to a family member. Avoid jargon and clichés. Even if you are writing on a specialised topic for a niche audience, anyone might stumble upon and read your blog, so it should be accessible to the general public.
- **Start with an engaging title.** The title is crucial to getting readers to read the first line of your post. If the title is boring, complicated or confusing, few people will read the post. Don't make the title too clever or cryptic because search engines won't find the post and most readers won't know what you're talking about. The title appears in search engine results, links from other bloggers and social media sites, so it affects whether people find your blog.
- **Include keywords in the title and ensure they are repeated throughout the text.** This will ensure search engines rank your blog higher when people are searching for something with these words.
- **Start with the conclusion and key points,** then fill in the details in later paragraphs, with one idea per paragraph. The first and second sentences should allow people to decide if they want to continue reading. Another (less conventional) way to structure a blog is to ask an intriguing question or tell a story so people are drawn in to read to the end.
- **Make your blog easy for readers to scan** quickly by using highlighted keywords, meaningful sub-headings and bulleted lists. You should aim for half the word count (or less) of conventional writing.
- **Use links** from the posts to your main website to help drive readers onto the site, to find out more, take action etc. Links to your own website can also improve the ranking of the website in search engines. Highlight the links in bold.
- **Post often.** This is much better than long and irregular postings. Blogs that attract the most readers are often the ones with frequent updates.
- **Ask readers to take an action / comment on your posts.** Add one action call per post. This could be finding out more about something on your website, or asking readers to respond to a question you pose in the final paragraph.
- **Promote your blog** through your website, on social media, in your email signature, through Facebook and on Twitter.

4. Source: Suzanne Fisher and IIED; see also the notes by Gitte Jakobsen on the *Southern Voices* website: http://southernvoices.net

Adopt appropriate tactics for protesting according to national laws to ensure personal safety

Protest

Sometimes it is not enough to have built public concern on climate change – you may also need to mobilise the public to act so that governments and other actors are made aware of the breadth and strength of public concern.

What actions are appropriate, legal and safe will vary from country to country, so you need to assess the risks of adopting any particular tactic. Some ideas are:

- People to wear a badge or other symbol to signify their support for action on climate change
- Putting up posters in their home or workplace
- Writing to or meeting their elected representatives to ask them to take action
- Marches, rallies, vigils and other demonstrations.

American academic Gene Sharp researched and compiled a list of 198 non-violent tactics for protest, inspired by (among others) the campaign for Indian independence led by Mahatma Ghandi and by the civil rights movement in the USA. This was published in 1973, so many of these ideas are out-dated or may not be suitable for your particular strategy or context, but hopefully they can stimulate some creative thinking among your team on campaign actions that you can organise (See Further information and resources).

Case Study 7. Showing solidarity for the victims of Typhoon Haiyan through fasting and vigils

Typhoon Haiyan hit the Philippines in November 2013. The strongest typhoon to make landfall on record, it left 1000s dead and many more homeless, and without food or a way to earn a living. At the same time, the UNFCCC opened the international climate change negotiations in Warsaw. In his opening speech, Naderev (Yeb) Saño, the lead negotiator from the Filipino delegation described the destruction and his own personal losses, and announced his intention to fast for the period of the negotiations. Many others joined him. Building on this momentum, Mr Saño declared his intention to fast every month in solidarity with vulnerable people affected by dangerous climate impacts. Faith groups also pledged a continued spiritual fast throughout the year ahead. Some 28 faith-based organisations from around the world – with a membership base of 1.3 billion people – joined the initiative. By choosing not to eat on the first day of every month, a growing movement of fasters, including many youth groups and environmentalists, are calling for world leaders to act to confront the climate crisis.

Following the typhoon, the Global Call for Climate Action (a coalition of more than 400 environmental, development and faith-based NGOs, youth groups and trade unions) reported that all across the world, people had converged in their communities for vigils to reflect on its impacts. They also called on world leaders to take action for climate justice to honour the many lives lost.

Further information: www.flickr.com/photos/350org/sets/72157637934198395/

Further information and resources

Participatory Advocacy: A toolkit for VSO staff, volunteers and partners, published by VSO is a good manual for engaging local communities in advocacy. It is available as a free download from: www.vsointernational.org/Images/advocacy-toolkit_tcm76-25498.pdf

The Advocacy Toolkit: Guidance on how to advocate for a more enabling environment for civil society in your context, (Constanza de Toma, Open Forum for CSO Development Effectiveness, 2011) is focused around CSO relationships with governments, but it does contain a number of campaign planning tools that could be used in climate change advocacy, as well as guidelines on using social media. It is available as a download from: http://cso-effectiveness.org/Toolkits

Powercube – Understanding Power for Social Change, Institute of Development Studies, UK: www.powercube.net

Practical Action in Advocacy by Graham Gordon, published by TearFund (2002) www.tearfund.org or www.sasanet.org/curriculum_final/downlaods/CA/Books%20&%20Articles/B4%2-%20Practical%20Action%20in%20Advocacy.pdf

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

198 Non-violent tactics by Gene Sharp (1973): www.aforcemorepowerful.org/resources/nonviolent/methods.php

The Green Memes *Most Amazing Online Organising Guide Ever* (2014) can be downloaded here: http://greenmemesteam.tumblr.com/guide

How to not suck online – download a simple poster with 16 important tips on social media use at www.howtonotsuckonline.com

Some tips for using Facebook at www.socialmediatoday.com/content/social-advocacy-politics-3-steps-optimizing-facebook-page-wall-posts-action

Some downloadable graphics and pictures about climate change at http://globalwarmingart.com

FrontlineSMS provides free software programmes to enable users to send and receive text messages with groups of people through mobile phones and laptops: www.frontlinesms.com

Global Voices is a community of more than 200 bloggers around the world who work together to make available translations and reports from blogs and citizen media from around the world: www.globalvoicesonline.org (English) and http://ar.globalvoicesonline.org (Arabic)

Tactical Technology Cooperative, an international NGO helping human rights, advocates the use of information, communications and digital technologies to maximise the impact of their advocacy work: www.tacticaltech.org

The following books are only available for sale:

A New Weave of Power, People and Politics: The Action Guide for Advocacy and Citizen Participation by Lisa VeneKlasen with Valerie Miller (Practical Action, 2nd Edition, 2007) is an excellent advocacy manual that includes a lot about engaging with local communities.

Advocacy for Social Justice: A Global Action & Reflection Guide by David Cohen and others, published by Kumarian Press in 2001, is a comprehensive manual that covers most forms of advocacy, including public campaigning.

How to win campaigns: communications for change by Chris Rose (Routledge 2010) gives a good overview of campaign planning and message development.

Rules for Radicals by Saul Alinsky (Vintage Books 1989, first published 1971) is a stimulating read but its approach to campaigning may be too confrontational for some.

If you want to explore more about how to monitor and evaluate your campaigning, then reading *Is your campaign making a difference?* by Jim Coe and Ruth Mayne, published by NCVO in London in 2008 would be a good place to start.

Authors and contributors

These toolkits were collated, written and edited by Hannah Reid, Ian Chandler, Raja Jarrah and Peter With.

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Toolkits in this series

Toolkit 1: Start Here! Introducing Advocacy and the Climate Change Advocacy Toolkits
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
Toolkit 7: Engaging the Media
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

Cover photo: Staging events such as 'Fossil of the Day' held during UN Climate negotiations can help frame the issue to reach a wider audience
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Southern Voices
on Climate change

Engaging the Media



Climate Change Advocacy Toolkit no. 7

Climate Change Advocacy Toolkit no. 7

Engaging the Media

The purpose of this toolkit is to help readers plan and conduct effective media work (radio, TV, newspapers and magazines) in support of their advocacy goals.

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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 were published in November 2014 by *Southern Voices on Climate Change*. Between 2011 and 14, 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**

Why engage the media?

The media can influence decision makers directly and also indirectly by shaping public opinion towards lobbying

Most civil society organisations work with the media to educate the public, promote our work or highlight important news and events. In advocacy, engaging the media and getting coverage of our advocacy messages can be a very important part of our strategy:

- The media can influence government officials and decision makers directly. Seeing climate change issues being covered in the media can encourage policy makers to give them more attention and can make them more responsive to your advocacy messages.
- The media can also influence policy makers indirectly by helping to shape public opinion and build public pressure. Whether or not you are able to reach policy makers directly through lobbying, getting coverage in the media for your advocacy messages is likely to strengthen your influence.

However, there are some risks involved in engaging the media for your advocacy. If governments feel that the media coverage is too critical of them, they may refuse to meet with you (or in extreme situations, subject you to harassment and intimidation, or worse).

Media can be used to:

- Raise the profile of climate change and potentially increase the importance that people give to it.
- Transmit information to a wide audience and help explain complicated issues such as climate change in a simpler way.
- Investigate the local/national implications of climate change that an individual would not have time or resources to research themselves.
- Influence public opinion through editorials and news coverage.
- Question the government, organisations and institutions on behalf of the citizenry and thus encourage public debate on climate change.
- Expose issues or problems that some people or organisations do not want public or want to avoid discussing.
- Give visibility to networks and organisations working on the ground.

Media plans

Your media plan should be in line with your overall advocacy strategy, so that the media engagement supports your advocacy objectives and influences the target audiences that you have selected. [See *Toolkit No. 2: Planning Advocacy* for more details on advocacy strategies and how to develop them].

Which media?

While you can try to cast your net widely and engage the media generally (through, for example, press releases – see below), it is usually more effective to target specific media. Your choice of media should be mainly driven by who you want to reach and which media they read/watch/listen to. You also need to consider what type of coverage you want (see below) and the ownership and political leanings of each media.

Every country is different, but a rough generalisation is that:

- Politicians and ministry officials will often read and be influenced by the main daily newspapers in your country.
- Urban middle classes will watch TV and read daily newspapers (and may also access news online).
- People living in rural areas are more likely to listen to FM radio than watch TV or read newspapers.
- Different language groups will access the media that are in their language.

Some media are government-owned or controlled and may be reluctant to cover stories and promote messages that they see as being critical of the government or ruling party. On the other hand, only targeting independent media that traditionally oppose the government may give the impression that you are acting as part of the political opposition. You will have to make your best judgement as to how you position yourself politically in your advocacy.

Types of coverage

It is important that you understand the type of story that your chosen media are interested in and their style of coverage. To do this, you have to read/listen/watch the chosen media regularly.

The types of coverage that you can get for your climate change message include:

Newspapers	**Radio & TV**
News article	News feature
Feature article	Documentary feature
Photo (stand-alone or in an article)	Themed programme
Photo spread/photo essay	Video clip in news or documentary feature
Quote in a news or feature article	Interview in a news/documentary feature
Editorial (in the name of the editor)	Panel discussion
OpEd (opinion piece – written by you)	Phone in programme
Letter in the Letters page	Storyline in a soap or existing drama
Joint campaign	New drama
Link to your website	

It pays to think creatively of how you can get your message across most effectively. Don't just rely on the standard news media.

Media spokespeople

Ensure your NGO network has a media spokesperson, preferably several from different member organisations (perhaps each covering a different issue), so they can be available when a journalist needs them, which is often at short notice. Spokespeople should inspire trust and transmit a clear message. These skills can be learned so consider providing media training for the individuals who will be used frequently. The better the media spokesperson, the more journalists will come to you.

Key principles for working with the media

1. Go to them, don't wait for them to come to you.
2. Build relationships with journalists, editors and producers.
3. Educate journalists so that they understand climate change and want to report it.
4. Understand what the media and journalists need, and provide it for them. In general, they want stories that their audiences want to hear/watch/listen to.
5. Be visual: TV and newspaper coverage depends on it.
6. Be interesting: This usually means stories about individual people and how they are affected by climate change or are responding to it.
7. Be topical: Consider – Why is this news? Why should the media cover it today?

Case Study 1. Mauritania: Attracting media attention using the 'hook' of an IPCC report

Following the release of the seminal Summary for Policy Makers Report by the Intergovernmental Panel on Climate Change (IPCC) in September 2013, Southern Voices partner Madyoury Tandia wrote an article on the daily forum *Nouakchottinfo* on the newly released report. Beyond the key report messages, this article focused on the vulnerability of coastal cities in Mauritania. It included information from case study findings from previous research on cities and climate change in Mauritania, especially on flooding in the city of Nouakchott in 2013 and the damage this had caused .The article was picked up by several other media outlets. It was extensively commented on by the editor of the daily *Nouakchottinfo* on a Radio France Internationale programme, and Madyoury Tandia was later invited to speak on Radio Nouakchott during its main midday news bulletin. Later invitations from two local radio stations also followed.

Source: Madyoury Tandia, Tenmiya, Mauritania

Engaging journalists and building relationships

You should cultivate a relationship with key journalists over time – it can be too late to get to know a journalist when you have some urgent climate change news you want to disseminate.

You also need to build their capacity to report on climate change issues.

Here are some tips:

- Identify which journalists are interested in climate change issues by seeing who is writing or presenting related articles.
  - You could make a list or database of all your media contacts (environmental and business journalists, editorial desk, bloggers and social media reporters) and their affiliations, special interests, addresses at work and at home, phone numbers, email addresses and Facebook/ Twitter addresses.
  - For each media outlet, find out who decides what news will be covered and when.
- Try to meet them to introduce yourself, find out what type of stories they are looking for, how they prefer to be contacted by you (do they prefer receiving information by email, fax, text message, tweets or phone?), and what are their daily routines and deadlines?
- Stay in touch by regularly sending them newsworthy information. This can be short bits of intelligence/information on the latest trends as well as well-developed stories. This way you will gain a reputation as being a good source of material who can also be trusted to provide information and interviews on climate change issues when necessary. Make sure your media contacts know when you are attending an international or regional climate change meeting, and keep sending them updates on progress and meeting outcomes. Relate international events to the local context.
- Organise a training workshop for journalists interested in climate change, where you can explain the issues and background science, help clear up any misunderstandings they might have, and suggest angles for stories. You could also offer incentives such as prizes for good climate writing.
- Take journalists to the field to give them grounded material on which to base their stories. Give them access to good visuals, local champions and new findings/reports.
- Invite them to meetings and conferences but remember that you may need to support their attendance as most journalists have limited resources.
- Most journalists are not experts. Help them report on the climate change angle of any story and repeat the same messages again and again. Give them the story rather than hope they will work it out for themselves – they will often appreciate you making it easy for them, even if they do not say so.
- Separate facts from opinions. If a reporter presents a person's opinion as a fact, this can result in misleading stories and mistrust between reporters and sources. Ask to see articles before publishing in order to verify facts.
- Remember to target and court editors and producers: journalists may be keen to write about climate change, but without the support of their editors and producers this is difficult.

Journalists can be our allies but they are not our friends. Do not say anything you don't want them to repeat (there is no such thing as 'off the record')

Case Study 2. Senegal: Training for community radio broadcasters in communicating climate risk

Recognising the need to communicate climate risk to local people in rural and peri-urban areas in Senegal, Energy-Environment-Development (ENDA) initiated a community radio project aiming to help local people prepare for and respond to climate related extreme events better. ENDA developed a training module to help community radio broadcasters design better radio programmes that could communicate climate risk. Environmentalists, educationists and some local decision makers also attended the training sessions held. The training included information on: basic climate change concepts; raising awareness on climate vulnerability and adaptation through effective broadcasting; developing programmes with practical climate change case study illustrations; and, monitoring and evaluating locally-developed climate change awareness raising programmes. Key learning points from this initiative include:

- Engage communication experts when developing climate risk communication modules.
- Include stakeholders from different sectors (agriculture, environment, water, energy, communication etc.) when conducting training on module use.
- Engage local decision makers in the process to secure locally-relevant and experience-based advice.
- Use participatory methods during module training in order to improve understanding of the communication tools. This requires sufficient time allocation for participatory exercises.
- Train local radio broadcasters and encourage them to design programmes in their local languages. This will enhance local audience understanding of the issues communicated. Linguistic services may be needed for this.
- Establish monitoring and coaching systems to continue directing and assisting communicators in programme design and implementation.
- Facilitate effective collaboration between local people, researchers and practitioners to help ensure the modules produced are user-friendly.
- Do not design communication programmes and hand them over to the local practitioners (radio broadcasters) for use. It is better if broadcasters lead the design process with outsiders providing technical support. This promotes a sense of 'ownership' and means activities on the ground will be more effective.

For more information (in French) see: http://endaenergy.org/2013/03/25/frequence-climat-sur-les-ondes-des-radios-communautaires/ and http://endaenergie.org/images/Matam_Crisk.pdf

Source: Gifty Ampomah, ENDA

Case Study 3. Vietnam: Creating a shared forum for journalists & NGOs

Uncertainty regarding what to expect under a climate change constrained future and what appropriate impacts and solutions are, makes communicating on climate change difficult. The Climate Change Working Group (CCWG) in Vietnam found that they did not have time to address this challenge due to busy schedules and pressure of other commitments. When people are relaxed and committed to working together, results improve and networking becomes friendlier and more productive. Based on this analysis, the Working Group established the Media Learning Group (MLG), to strengthen the network of media professionals and NGO advocates working in Vietnam and to improve the way climate change issues and projects are communicated.

MLG addresses the fact that NGO advocates and media professionals have not been working together effectively. Whilst NGOs have been working on many interesting and innovative impact-reduction and solutions-based projects at many different levels, the media has not been heavily involved. Rather, NGO communication has traditionally been oriented towards direct project beneficiaries and stakeholders, and NGO use of technical language when communicating with journalists was also problematic. At the same time, the media focused on traditional agendas, often following issues that audiences prioritised rather than the emerging and less familiar issue of climate change. Public understanding of climate change and related development issues thus remained poor.

MLG is working to address these challenges by promoting active learning amongst group members to build a new culture of working. MLG has created a learning platform with both online and offline components, with participation from climate-solution advocates and journalists. The group plans to hold peer panel reviews, sharing forums, field trips, trainings, workshops and networking opportunities. Members are encouraged to share their learning needs and suggest specific techniques and tools that they can offer to others. Each member is both a learner and facilitator. Coordination of MLG activities is flexible, informal and designed to promote active participation, interaction and self-reflection. MLG believes that this active learning approach and the integration of values relating to sympathy, trust and respect into existing working cultures will lead to a change in attitudes and practices.

Further information on CCWG Vietnam: http://southernvoices.net

Source: Vu Thi My Hanh, Climate Change Working Group, and Challenge to Change, Vietnam

Case Study 4. Zimbabwe: Training journalists on climate change

Persuading local media in Zimbabwe of the importance of climate change has always been challenging. The issue has been described as too scientific, full of technical jargon, lacking in glamour and outright boring. And yet development practitioners have noted that if well presented, stories on climate change may be as good, if not even better, than political, economic or health stories because climate change is a cross-cutting issue.

Addressing this challenge, the Climate Change Working Group, a coalition of over 40 civil society stakeholders involved in climate change issues, has for a number of years tried to engage the media more in climate change issues. The Working Group began by inviting the media to their regular meetings. This improved levels of understanding amongst journalists and raised coverage levels in the media. Working Group members began to regularly update the media on key international and regional meeting outcomes and several strong alliances between Working Group members and journalists were formed. Civil society also got better at working with local journalists at the UN climate negotiations themselves thus providing the relevant intelligence for good stories back home. This all served to stimulate demand from journalists too, and various satellite national radio stations outside Harare in addition to local daily and weekly newspapers began asking Working Group members for climate change story ideas.

The Working Group has been advocating for better 'climate journalism' in Zimbabwe, and in February 2011, 20 journalists from various media houses were invited to a formal Media Advocacy Training Workshop. Sessions covered climate change journalism; climate change science; climate change politics, power, money and justice; developing strong stories; and pitching to editors. The workshop left journalists better equipped to write stories and ask pertinent interview questions on policy issues. Journalists were taken on field visits to see the impacts of climate change for themselves and to speak directly with affected communities, and additional two-day capacity building workshops helped increase journalist awareness about climate change. Inspired by many of these activities, journalists have since formed the Zimbabwe Environmental Journalists' Association.

The result is a remarkable increase in the number of quality television and written reports on climate change in recent years. This in turn has fuelled progress in government-led activities to address climate change, such as the development of a national climate change strategy.

Source: Sherpard Zvigadza, ZERO, and *Southern voices on climate policy choices: analysis of and lessons learned from civil society advocacy on climate change* authored by H. Reid, *et al.* in 2012 and published by IIED in London.

Getting media coverage

What's the story? Making it interesting and newsworthy[1]

To make it newsworthy, your story should have a positive message and inspire action

There is an art to making the issues we are concerned about 'newsworthy' so they attract others' attention. Stories must compete with huge amounts of available information so they must be attractive.

To get into the news, a story must be new and it must be significant. Although the news about climate change is often bad, try to avoid 'doom & gloom' stories that project a sense of hopelessness. It is important that stories provide hope through success stories and inspire action to pursue lasting solutions.

Newsworthy information is anything that can be considered unique, mysterious, ironic, dramatic or humorous. Try to use words on which journalists thrive such as newest, first, ground-breaking and pioneering. To make a climate change story newsworthy you can consider making it about:

- Controversy and conflict. The media like stories with good guys and bad guys; it may be appropriate at times to put yourself in the 'good guy' role, but be prepared to identify who the adversary is.
- Injustice, deception, corruption and exploitation.
- Issues or events that involve a large number of people.
- Issues that might make us rethink our positions or beliefs.
- Issues that are currently making headlines or that many people are talking about.
- Personal stories that give a human face to a larger issue.
- Celebrities or prominent people who are personally affected by an issue.
- Holidays (such as World Environment Day) and anniversaries of important events.
- Local impact of national stories.
- Some kind of ranking (the biggest / highest / worst / last…).

And of course, a combination of more than one of the above increases your chances of engaging a journalist, who will be asking themselves "why would my audience by interested in this?"

Being visual

Pictures are far more powerful than words. Good ones tell the story and can communicate emotions that will be filtered out of a written report. So search for striking images to accompany your story. Television of course relies on pictures, and very often has no time for complex or detailed messages to go with them. So here too look for compelling images that tell a story, and try to avoid just being a 'talking head' on TV.

Making climate change easier to understand

Climate change can be perceived as technical and scientific when the underlying messages – that it is serious and something needs to be done about it – are straightforward. Climate change involves many uncertainties, especially when it comes to making predictions at local levels or over short timescales. Make it easier for the media to understand and report on climate change issues by providing journalists with access to the latest science and 'translated' into simpler language. Here are some tips for doing so:

- In going for more general appeal do not lose accuracy – never exaggerate or misrepresent the science;
- Bring the facts to life with images, analogies, metaphors and good quotes;

In trying to be fair and balanced, some journalists report the views of climate change sceptics as a counterweight to climate change stories. The science is not in doubt – the Intergovernmental Panel on Climate Change (IPCC) represents the consensus of 97 per cent of scientists worldwide and all national governments. Yet climate change 'deniers' often have a prominent place in reporting despite occupying marginal positions in scientific debates. Be prepared to comment on this: giving such minority views equal prominence to well-accepted science provides a 'false balance', and distorts the real urgency that is needed for this critical issue.

1. Adapted from DanChurchAid's 2010 publication *The ABC's of Advocacy* and also www.campaignstrategy.org which provides guidance on using pictures.

- Don't forget to explain climate change terms that you may be very familiar with, like adaptation and mitigation, in simple language that can be understood by the general public;
- Avoid using of acronyms such as UNFCCC or IPCC that might not be familiar to journalists or your audience.

Press releases

The most common way of getting media attention is to write a press release (although this is best thought of as 'necessary but not usually sufficient' and should go alongside other methods of promoting your story, such as phoning journalists, editors and producers directly).

Make sure the press release addresses these key questions:

- **Who** is the subject? The subject may be a person, group, community, or event.
- **What** is happening or has happened? Grab the reader's attention quickly with simple, compelling language.
- **Where** is it happening? If it is an event, where is it going to take place? If it is an issue, where are the people affected by the issue?
- **When** did or will it happen? For an event, make sure the date and time are very clear. For an issue, focus on how often or how long the problem has been occurring.
- **Why** is it newsworthy? Consider the perspective of the reader. What would be important or interesting to them?
- **How** are you involved? How is your advocacy affecting the situation? Does the information in the press release affect society?

An effective press release should:

- Have a catchy title. Some 80 per cent of press releases end up in the bin so you need to make your headline work.
- Encapsulate the story in the first sentence, and explain it in the first paragraph.
- Highlight three key facts, and include at least two strong quotes with 'sound bites' – short catchy phrases that are likely to be repeated.
- Be no more than two pages and ideally 500-700 words. You can include further statistics or background information in an annex, as 'notes for editors'.
- Journalists often base their articles on these and may or may not contact you for more information – so don't forget to include your contact details.

Climate change press releases

- For a range of press releases from the Climate Action Network: www.climatenetwork.org/news-releases
- Particularly good climate change examples:
  - www.climatenetwork.org/press-release/coal-smoke-obscures-climate-ambition-warsaw
  - http://wwf.panda.org/wwf_news/press_releases/?214250/Progressive-cities-forge-path-toward-renewable-future
  - www.oxfam.org.nz/news/extreme-inequality-ski-slopes-davos-0 (a good press release and image, but very long)
- For a generic (non-climate change specific) template: www.wikihow.com/Sample/Press-Release
  - And a contrasting marketing style: www.bloomberg.com/news/2014-01-29/mcdonald-s-seeks-to-out-latte-starbucks-amid-coffee-wars.html

Source: Ashwini Prabha-Leopold, CAN

Press conferences

Another tactic for getting journalists' attention for a big story is to hold a press conference. This is a good way of talking directly to a number of journalists and giving them an opportunity to ask questions and interview key spokespeople – especially if you have a high profile spokesperson (such as a local celebrity) who journalists would want to meet. However, they can be expensive to hold and journalists may not turn up (and if they do turn up but are disappointed with the story or the interviewees, this will damage your reputation). So only use them when there is a really big story.

An alternative is to organise a press conference on the phone or online – it's cheaper for you and for the journalist.

Case Study 5. Organising a phone press conference on the IPCC report

In 2013, Climate Action Network South Asia (CANSA) organised a phone press conference on a recently released IPCC report. Three experts were available to comment on report findings relevant to the South Asian region and answer questions from journalists who called in. Several technical challenges were encountered. It worked well with Indian journalists who called in on a toll-free number, but journalists in Nepal and Sri Lanka struggled to make the technology work for them and get through. The press conference taught CANSA many lessons about working with media in creative ways and allowed them to build relations with some key journalists, which will provide opportunities for outreach in the future.

Source: Vositha Wijenayake, CANSA

Should you pay?

In some countries, it has become the norm for NGOs and other civil society groups to pay the media to cover their stories. Often this has arisen because NGOs have not understood what the media needs and have given them very boring stories that editors did not want to publish as news. They then treated this as advertising and requested payment. Or it may simply be a corrupt practice.

Journalists may also ask for expenses to attend events. In some circumstances, this is normal and reasonable, but in others it is extorting money in exchange for stories.

Media interviews

Securing interviews with journalists should form part of any media strategy. A good interview will ensure the journalist keeps your contact details for the next time they want someone to comment on a climate change related issue. Conversely, if you don't do the interview the journalist may end up interviewing someone else – who may be less qualified or defend a view you do not share. The following tips will help ensure your interview is effective[2]:

Before the interview

- Find out what the topic is, which media outlet the interview is for, who the audience will be, who will be interviewing you, where and when the interview will be, how long it will be, and what format it will take (for example a one-on-one interview or a panel with several guests). It will help you to know how much the reporter knows about the topic and if they or their media outlet has a bias on the subject.
- Stick to your area of expertise. Recommend someone else if the enquiry isn't in your area.
- Practice with a colleague in advance. Think what difficult questions you might be asked and develop answers.
- Know in advance what key messages you want to get across and keep returning to these. Have three key points and anecdotes or facts to support them.
- Be clear on what you wish to present as facts and what are opinions, and check that your facts and statistics are correct.

2. Adapted from *The Media Interview: a list of do's and don't's* taken from the FAO media relations branch and *Top tips for media work: a guide for scientists* by the Science Media Centre.

During the interview

DO

- Stay on message and don't be distracted by attacks, questions or side issues. Answer the reporter's questions, but return to your message track. Simply responding to them doesn't always allow you to get your message across, so repeat your messages regularly. This will increase your chances of seeing it in the final news story.
- Be polite, well presented, and never lose your temper. You want the audience to have confidence in you and concentrate on the message you are conveying, not your personality.
- Be helpful. If you don't know the answer, say so and offer to find it out.
- If you are not sure of the question, ask the reporter to repeat it.

DON'T

- Don't bring up issues or subjects that you don't want to see in the story. Be prepared for anything you say to a reporter to be repeated; if you're not, don't say it.
- Never lie. If you cannot tell the truth, don't be evasive; if you cannot give information, say why.
- Avoid technical terms and jargon, including abbreviations or acronyms such as REDD or UNFCCC. Explain them if you have to use them.
- Avoid promoting your organisation too much, or denigrating the work of other organisations or individuals.

After your interview

- Keep track of what was said during the interview and watch closely for the story in print or broadcast; learn from it.

Resources for ensuring a good interview

The Food and Agriculture Organisation of the United Nations (FAO) has a very useful checklist The Media Interview: a list of do's and don't's taken from the FAO media relations branch. This provides guidance for different types of radio and TV interviews, including how to prepare for the interview, structure responses, manage the interview, and cope with difficult questions. See: www.fao.org Other useful sites include:

- www.foe.co.uk/sites/default/files/downloads/cyw_68_media_interview.pdf
- http://voices.yahoo.com/media-relations-101-conduct-successful-interview-62489.html
- www.cbsnews.com/news/press-interviews-7-tips-for-great-results/
- www.badlanguage.net/how-to-give-a-good-interview
- www.idrc.ca/EN/Resources/Tools_and_Training/Documents/how-to-do-a-tv-interview.pdf (for a TV interview)
- www.dpkpr.com/articles/top-10-tips-for-preparing-for-a-tv-interview/ (for a TV interview)

More information on CANSA: http://cansouthasia.net/

Source: Vositha Wijenayake, CANSA

Further information and resources

Campaign Strategy provides useful guidance on communicating using pictures on the basis that images are more powerful than words, and also on identifying your audience. See: www.campaignstrategy.org/twelve_guidelines.php?pg=intro

Climate Communication helps make climate change science available and comprehensible to the media and to the public. It encourages journalists seeking climate change information to contact them for help: www.climatecommunication.org

DanChurchAid's 2010 publication *The ABC's of Advocacy* (in English and Arabic) provides guidance on working with the media and answers the following questions: Why should we work with the media? How do we attract the media? How do we create relationships with the media? What tools can we use to approach the media? (This includes press tours, press briefings, pitch letters, press releases, press conferences, interviews, opinion editorials, press kits, photo opportunities, internet, and mobile phones and texting, and details are provided on each). What is electronic advocacy? Why do we need to track the media? See: www.danchurchaid.org

SciDev.Net has a number of useful articles on climate change and developing countries. For example, James Fahn's 2009 article *Climate Change: How to Report the Story of the Century* addresses how journalists can communicate uncertainty, sell their story, and give a global issue local relevance. See: www.scidev.net/global/environment/climate-change/ SciDev.Net's 2011 publication *A Guide for African Science Media Officers* includes guidance on writing and sending out a press release, the power of radio, getting science news on television, organising a media event and embracing new media.

Talking Climate has a useful guide on climate change scepticism and the media here: http://talkingclimate.org/guides/climate-change-scepticism-and-the-media/

The Climate Change Media Partnership provides journalists from the South with fellowship opportunities designed to improve media coverage of climate change issues in developing countries. Its website provides examples of print, radio, video and photo stories, and also a directory of experts who are able to talk to journalists about various aspects of climate change. Its resources section contains material to support journalists reporting on climate change issues: www.climatemediapartnership.org/

The Community Toolbox has comprehensive guidance on working with the media, making friends with the media, creating news stories the media wants, using paid advertising, meeting the media, and changing the media's perspective. See http://ctb.ku.edu/en/table-of-contents/advocacy/media-advocacy It also provides guidance on writing letters to the editor. See: http://ctb.ku.edu/en/table-of-contents/advocacy/direct-action/letters-to-editor/main

The Ecumenical Advocacy Alliance has compiled a list of resources to help with advocacy (not climate change specific). See: www.e-alliance.ch/en/s/advocacy-capacity/resources/

The Metcalf Institute for Marine and Environmental Reporting resources include *Communicating on Climate Change: An Essential Resource for Journalists, Scientists, and Educators*, compiled by Bud Ward in 2008. It provides guidance for editors, reporters, scientists and academics on communicating climate change. See http://metcalfinstitute.org

The Tearfund Advocacy Toolkit *Practical Action in Advocacy* by Graham Gordon (2002) has general (non-climate change specific) guidance and tools for writing a media release (tool 33) and radio interviews (tool 34). See: www.tearfund.org See also the second edition *Advocacy Toolkit* by Joanna Watson, published by TearFund (2014). http://tilz.tearfund.org/~/media/files/tilz/publications/roots/english/advocacy%20toolkit/second%20edition/tearfundadvocacytoolkit.pdf

Authors and contributors

These toolkits were collated, written and edited by Hannah Reid, Ian Chandler, Raja Jarrah and Peter With.

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Toolkit 9: Policy Implementation & Finance

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Cover photo: The media are powerful tools which you can use to get your advocacy message across
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Southern Voices
on Climate change

Supporting Local Voices



Climate Change Advocacy Toolkit no. 8

Climate Change Advocacy Toolkit no. 8

Supporting Local Voices

The purpose of this toolkit is to help readers identify ways in which they can support poor and vulnerable people to have their voices heard directly by policy makers.

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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 were published in November 2014 by *Southern Voices on Climate Change*. Between 2011 and 14, 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

The poor and vulnerable are most affected by climate change impacts and their voices need to reach decision makers

Climate change is a particularly pressing issue for the poor and vulnerable. They are often worst affected by climate change impacts, and yet they have contributed least to the problem and have the least capacity to do anything about it.

With decisions relating to climate change made largely by governments and those in power, civil society is increasingly looking to ensure that the poor and vulnerable are able to reach and influence decision makers and are not excluded from policy making processes.

It is not only a matter of justice and rights that policy making and the design, management and monitoring of projects and programmes should involve those who are affected, but also those projects and programmes will be more effective with community involvement. This includes activities related to adaptation, REDD, forest management, mitigation and energy policies.

Involving those who are most vulnerable in decision making can be challenging, however. Communities are not homogenous entities that speak with one voice. The very poorest and most vulnerable may not always be well-represented by networks and organisations speaking on behalf of civil society.

This tool provides a number of examples from *Southern Voices* partners that show how civil society has helped local communities reach and influence those in power. Some of these communities are very poor and vulnerable, but others are more organised and empowered.

Why voices of the poor and marginalised are not heard and how they can be strengthened

Policy makers and officials responsible for implementing policies and programmes may not want to engage with poor communities because they don't want to be challenged on how pro-poor their policies and actions really are. Or they may simply be dismissive of the poor's ability to engage in policy discussions, thinking that they have nothing to offer. This can lead policy makers and implementers to make decisions behind closed doors, or to invite their own choice of civil society 'representatives' to participate on consultation exercises, excluding the poor.

Poor communities may not feel able to engage with local and national officials because they lack confidence and skills, fear the repercussions, or have no structures that enable effective organisation and collective action.

It's all about power and decision making spaces[1]

Faces of power:

- Visible power – observable decision making mechanisms, institutionalised in formal and recognisable rules, laws, structures and procedures (usually controlled by those in power).
- Hidden power – powerful people and institutions maintain their influence by setting and manipulating agendas, marginalising the concerns and voices of less powerful groups.
- Invisible power – norms and beliefs, socialisation, ideology or culture that shape and limit how we understand our society and our role in it.

Spaces:

- Closed spaces: decisions made behind closed doors, often without providing opportunities for inclusion.
- Invited spaces: some people are asked to participate but within set boundaries.
- Created or claimed spaces: less powerful actors come together to create or claim a space where they can set their own agenda.

Levels of power include household, community, local, national and global.

1. Adapted from *Power: A Practical Guide for Facilitating Social Change and Programming on the Right to be Heard: A Learning Companion* (see Resources section).

As advocates and campaigners, there are many things that we can do to redress the imbalance of power between policy makers and poor, marginalised and vulnerable communities:

a. Support communities to organise themselves and establish structures for internal discussion and collective action.
b. Enable communities to learn about climate change, its impacts and their legal and human rights.
c. Build the capacity of communities to take advocacy action, including monitoring the impact of government policies and engaging in dialogue with influential actors.
d. Broker dialogue between communities and officials.
e. Convene meetings, conferences and other events where communities can speak directly to policy makers, politicians, officials and other influential actors.
f. Support communities to mobilise and take collective action, including protest.



Brokering and convening

When brokering dialogue between policy makers and poor and vulnerable communities, you are acting as an intermediary, a channel of communication. You should not edit or change what each party has to say (you need to be an 'honest broker'), although you may need to explain aspects that aren't clear and put them into context. A brokering role may be needed when the power imbalance is so great that vulnerable communities are unwilling to face the policy makers directly.

Convening dialogue involves bringing people together. This may be through hosting a workshop, a consultation event or a roundtable discussion. By organising and/or hosting the event, you have the ability to set the agenda and reduce the power imbalance between communities and officials (being careful not to exert your own hidden power over the communities).



Case Study 1. Bringing village folk and local policy makers together in Andhra Pradesh, India

In May 2012, All India Women's Conference (AIWC) arranged a simple climate change awareness raising programme in Komaragiri, a village in Andhra Pradesh, India. Local villagers comprising of fishermen, agriculture workers, weavers and the general public shared their observations about changes in their natural environment. Academics, a government agricultural officer and AIWC staff helped raise their awareness about climate change and explain how their observations could be linked to the health impacts and changes to sources of sustenance and livelihoods they had been experiencing. The next day, AIWC organised a seminar at the district headquarters in Kakinada. Government functionaries from local, state and national levels, academics, villagers, industrialists, health workers etc. attended and findings from the previous day's awareness raising programme were presented. The villagers were able to present their problems directly to policy makers and get details about various government schemes. People speaking the local language helped the villagers put their needs into words that the policy makers could understand.

Bringing villagers and local policy makers together allowed them to exchange views, present difficulties and suggest solutions together. Several initiatives emerged. The district administration asked for AIWC support to arrange waste management training in the village. Following this, the government announced incentives for farmers who managed the waste generated on their fields and several farmers received help to claim these benefits. Ensuring that policies were not forced on local people without first understanding their perspectives was central to the success of this initiative.

More information: www.southernvoices.net/inforsesouthasia

Source: Usha Nair, INFORSE South Asia / AIWC

Advocacy capacity building

The capacity of community leaders and organisations to do effective advocacy can be built through:

- training
- peer support
- legal advice
- funding
- information provision
- general encouragement and feedback

Bringing individual organisations together into larger networks can also strengthen their advocacy voice. There is no 'one size fits all' approach to capacity building – it depends on what the community organisations and leaders want and need, and what you can offer.

Case Study 2. Seeking government support to stop illegal forest use in Kilwa and Lindi districts, Tanzania

Local communities were getting increasingly frustrated by illegal logging using chainsaws in the forests on Kinyope Village land, encroachment and illegal charcoal production in Sanduku Village Land Forest Reserve, and the use of illegal permits to harvest forest resources in Kitope Forest Reserve. The National Community Forestry Conservation Network of Tanzania – MJUMITA – helped link communities and village authorities with government authorities at the district, regional and national level to address these problems.

MJUMITA helped revive the Village Natural Resources Committee in Kinyope Village following corruption allegations against previous committee members. MJUMITA also helped the community forest conservation network in Kinjumbi Ward report illegal harvesting in the Kitope Forest Reserve by a company in Kinjumbi Village to the appropriate authorities. MJUMITA helped villagers and the community forest conservation network in Somangasimu, Somangandumbo and Marendego villages secure legal advice regarding the prosecution of a villager accused of encroaching on forest reserve land and illegally producing charcoal. The accused was ordered to pay a fine, in accordance with village bylaws, and when he refused MJUMITA provided support to open a court case at Miteja Primary Court against him. MJUMITA worked with the media to ensure good coverage of these issues, and it reported on them in its quarterly newsletter and to various civil society coalitions working on forests and REDD in Tanzania.

Key steps for others wishing to replicate these advocacy initiatives elsewhere include the following:

- Establish an independent community network to work in parallel with existing formal governance institutions in the area.
- Train community networks on advocacy issues.
- Train village authorities and community networks on good governance practices.
- Establish sustainable and diplomatic governance monitoring tools to be used by the community networks to monitor the performances of village and district governments.
- Establish a sustainable funding mechanism to support community advocacy activities.

Key issues to avoid are as follows:

- Do not do advocacy on behalf of communities. It is better to help them do it themselves or do it with them.
- Do not pay communities to do advocacy, but rather train them and help them to understand that it should be done according to their own demands and on their own initiative.
- Do not support interventions that lead to misunderstandings between the communities and their leaders. Make sure the process is diplomatic.
- Do not give space for government leaders to personalize the process. It needs to involve the entire community.
- Ensure advocacy activities are part of a sustainable process rather than a one-off event.

Further information: www.mjumita.org and www.tfcg.org

Source: Rahima Njaidi, MJUMITA

Participatory research and action

Even if communities are unable or unwilling to speak directly to those in power, they can still be involved in researching the impact of government policies and participating in the development of policy recommendations.

See also *Climate Change Advocacy Toolkit No. 9: Policy Implementation & Finance* for more details on community monitoring of policy implementation.

Case Study 3. Mainstreaming local adaptation planning in Nepal

In Nepal, Local Adaptation Plans of Action (LAPAs) have been embedded within the National Adaptation Programme of Action (NAPA) to ensure that bottom-up adaptation planning is mainstreamed into government policy and planning processes. In late 2011, the Nepalese government adopted LAPAs as the official framework for adaptation planning in Nepal. This will help channel funding for climate change to the local level. Indeed, the NAPA states that 80 per cent of climate finance must go to local level implementation.

Nepal's long history of community forestry provided a precedent on which to base these achievements, and policies such as the Decentralisation Act of 1982 provided a supportive legislative framework in which to cluster bottom-up natural resource management and development activities and hence mainstream adaptation into national level planning.

The Ministry of Environment and the Ministry of Local Development led planning: seven pilots were conducted to inform the planning process and the Government of Nepal also developed a seven-step framework to integrate local adaptation into national adaptation planning. This provides a number of tools, including Participatory Rural Assessment, to ensure that local voices are heard, valued and genuinely influence decision-making to shape broader adaptation planning processes.

The Federation of Community Forestry Users, Nepal (FECOFUN) also worked to ensure local communities were integrated into planning processes by helping them develop community plans of action and putting pressure on local and district government agencies to recognize these plans and support their implementation. Use of participatory processes, local tools and local languages were central to these activities, but efforts were made not to raise community expectations.

Source: *National Framework on Local Adaptation Plans for Action*, Government of Nepal, Ministry of Science Technology and Environment, Singha Durbar, 2011; Nanki Kaur, IIED; Dil Raj Khanal, FECOFUN.

Popular education and mobilisation

Information is also power. By helping to educate local communities about climate change and government policies, you are giving them tools to adapt their own lives as well as setting them on the path to have their voices heard by policy makers.

See also *Climate Change Advocacy Toolkit No. 6: Engaging the Public* for more ideas on engaging local communities and mobilising protest.

Case Study 4. Feeding lessons from communities into policy making processes in Zimbabwe

Community Based Adaptation in Africa (CBAA) project activities in Zimbabwe in 2010 included efforts to feed lessons from grass-roots adaptation activities up to higher levels to shape policy and influence decision makers. Communities were trained to document project experiences using video, and the films that emerged, as well as results from a socio-economic survey conducted under the project, were presented to various government stakeholders at a series of meetings. The community also developed a drama describing the climate change related challenges they faced and the help they needed from government to address them. These activities helped inform the national climate change policy development process and encourage national leadership to develop policy based on bottom-up adaptation approaches. The project made it clear that communities have a wealth of knowledge about adaptation, and when involved in developing adaptation projects from the start, they can easily take issues to policy makers themselves given the opportunity to attend policy related meetings. Policy makers learnt that rather than being victims of climate change, communities can act as agents of change.

Source: Sherpard Zvigadza, ZERO

Case Study 5. Raising awareness in Nepal to support local adaptation planning

Climate change policy in Nepal states that 80 per cent of national level funding for adaptation should go to communities for local level adaptation activities. Communities are thus advocating for local governments to allocate sufficient support for community adaptation plans of action. FECOFUN – the Federation of Community Forestry Users, Nepal, which represents 18,000 community forestry groups, has been working with community forestry groups and drinking water groups to raise awareness about climate change and develop these plans. Central to this work is using participatory processes to develop understanding of climate change, identify local climate change impacts on food production and biodiversity, and identify traditional practices for increasing resilience. With support from FECOFUN, communities developed prioritised lists of activities which were then turned into action plans. These were then integrated into existing local government plans, with associated implementation and monitoring plans developed.
Pitfalls to avoid when replicating this work include:

- using participatory tools which are socially unacceptable or lack gender balance
- increasing local community expectations without guaranteed results
- using foreign languages when working with communities
- using high-tech tools and solutions during the discussions when local tools will suffice
- developing dependency on external resources or people

FECOFUN also worked with the media to encourage reporting on community experiences with developing and adopting these local adaptation plans. This put more pressure on local and district government agencies to recognize the plans and allocate resources for implementation.

Source: Dil Raj Khanal, FECOFUN

Further information and resources

Citizen Report Card Learning Toolkit – An e-learning resource to understand how to apply Citizen Report Card processes. www.citizenreportcard.com/

Citizen Voice and Action: A Field Guide www.wvi.org/local-advocacy/publication/citizen-voice-and-action-field-guide

Participatory Monitoring, Evaluation, Reflection and Learning for Community-based Adaptation: A revised manual for local practitioners. CARE International, 2014. www.careclimatechange.org/files/CARE_PMERL_a_revised_manual.pdf

PG Exchange Toolkit. A comprehensive online toolkit providing information on nine different categories of participatory governance practices, including more than 30 individual approaches and tools. Each section includes the benefits of using the approach, challenges and lessons, and a resources section linking to further toolkits. The toolkit covers public information, education and deliberation, advocacy and citizen voice, public dialogue, elections, policy and planning, public budgets and expenditures, monitoring and evaluating public services, and public oversight. http://pgexchange.org/index.php?option=com_alphacontent&view=alphacontent&Itemid=79

Power: A practical guide for facilitating social change by Raji Hungan & Jethro Pettit, published by the Carnegie UK Trust, available for free download here: http://carnegieuktrust.org.uk/publications/2010/power---a-practical-guide-for-facilitating-social-

Power Tools for Policy Influence in Natural Resource Management, IIED. A website introducing a number of 'power tools' to help marginalised people and their allies have a greater positive influence on natural resources policy, though also applicable to other sectors. www.policy-powertools.org/

Programming on the Right to be Heard: a learning companion, published by Oxfam in 2014, available for free download here: http://policy-practice.oxfam.org.uk/publications/the-right-to-be-heard-framework-a-learning-companion-254793

The Ecumenical Advocacy Alliance has compiled a list of resources to help with advocacy (not climate change specific). See here: www.e-alliance.ch/en/s/advocacy-capacity/resources/

Voice: Representation and People's Democracy is a resource book produced by Action Aid, available for free download here: http://www.actionaid.org/sites/files/actionaid/actionaid_voice_resource_book_2_page_spread.pdf

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Cover photo: Involving villagers in decision making is key to strengthening pro-poor climate change policies
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Southern Voices
on Climate change

Policy Implementation & Finance



Climate Change Advocacy Toolkit no. 9

Climate Change Advocacy Toolkit no. 9

Policy Implementation and Finance

The purpose of this toolkit is to help readers to track policy implementation, including budget allocations, to ensure that the poor and vulnerable are benefiting as specified in the agreed policy.

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Introduction

Civil society needs to monitor the transparency, accountability and effectiveness of national climate change initiatives

Getting governments to adopt new climate change policies and legislation is only half the battle. All too often, policies sit on a shelf in some ministry office gathering cobwebs. They might get dusted off every so often and a new commitment announced, but there is still little sign of them being implemented on the ground. If we are to make a real difference to climate change and the lives of those affected, we have to advocate for policy implementation.

Most funding for climate change activities from national budgets and international sources is channelled through government institutions and programmes. As a result, it is important for civil society to monitor (and influence) the delivery of national climate change initiatives to ensure that they are transparent, accountable and effective. This includes projects and programmes, finance strategies, policies and the functioning of structures and institutions.

Tracking national budgets for climate change expenditure has been an effective advocacy tool in some countries, whilst monitoring the implementation of national government climate change policies has worked in others. In some instances, civil society networks have conducted monitoring themselves, and in others they have worked with local communities to do so.

Establishing National Implementing Entities to access Adaptation Fund finance has been a key focus for some countries in the South because of the Fund's principle of 'direct access' that allows accredited national institutions to access funding directly without going through a regional or multi-lateral intermediary. This issue will become increasingly relevant as the Green Climate Fund is expected to develop similar funding principles.

Overview of challenges and approaches

The first step to addressing implementation is to identify the reasons why it's not happening or not meeting the expectations of civil society. Is it because:

- Funds have not been allocated in the national budget to implement the policy?
- Funds have not been devolved to the bodies responsible for implementation, such as local government?
- The implementing bodies are not using the funds in the way that national policy and budgets intended?
- The responsible ministries have not developed implementation plans?
- Ministries and other implementing bodies have weak capacity for implementation, in particular, a lack of appropriate staff and staff skills?
- There is no suitable body or structure established to carry out the effective implementation of the policy?
- There are no official monitoring mechanisms to provide data on what is being done, so the responsible officials are not being held to account by ministers or parliament?
- There is a lack of transparency on implementation plans, budgets and monitoring data so that the public are unable to hold governments to account?
- Any other reasons?

There probably will be multiple blocks to policy implementation, but we need to come up with a diagnosis before we can identify the cure.

Implementation and funding bodies

What are the bodies responsible for implementing climate change policy and legislation, and what are their mandates? Are there structures in place to coordinate activity or distribute funding? Who is responsible for monitoring progress and reporting to the government, parliament or the public?

You may have to advocate for the establishment of a new body or designation of an existing body (see Case Study 1 below) or you may have to advocate for existing bodies to be strengthened, given more funds or made more transparent. In Case Study 2, the main barriers were identified as lack of coordination between key ministries and inadequate finance. In Case Study 3, strengthening the capacity of the responsible government ministry was seen as the best way forward.

Case Study 1. Establishing a National Implementing Entity in Senegal

During the 9th meeting of the Adaptation Fund Board in Germany in March 2010, Senegal secured official accreditation for its nominated National Implementing Entity (NIE): the Centre de Suivi Ecologique (CSE). CSE now provides direct access to those in Senegal seeking support from the Adaptation Fund. Funding can be used to strengthen the institutional capacity of government bodies or other stakeholders and also to build the resilience of vulnerable populations.

The National Climate Change Committee (COMNAC) in Senegal is composed of government bodies, civil society organisations, the private sector and international institutions such as UNDP. COMNAC nominated CSE to be the NIE because CSE is not a state body and receives funding from multiple sources, including multilateral institutions and the private sector. CSE already had a good reputation for transparency, so CSOs and other stakeholders in Senegal supported its nomination.

In addition to their involvement in the NIE selection process, CSOs also provide advice and technical support, and play a 'watchdog' role over adaptation project implementation. For example, ENDA, as part of the Adaptation Fund Network, conducted research to identify suitable environmental, institutional, social and economic indicators for measuring the impact of projects.

Key steps for ensuring strong CSO involvement in the NIE selection process are as follows:

1. A dynamic civil society is needed. This should get engaged in the process of NIE accreditation and encourage the involvement of all stakeholders and beneficiaries.
2. Work with government to build a strong national climate change institutional framework.
3. Prepare an organisation for NIE nomination which has a good reputation for transparency and a high absorptive capacity, and can meet the Adaptation Fund's fiduciary standards. An existing governmental body is unlikely to meet these criteria.
4. CSOs should work to demonstrate the advantages of NIEs, in terms of ownership and capacity, to policy makers.

Further information: http://cdkn.org/resource/cdkn-inside-story-direct-access-to-the-adaptation-fund-lessons-from-accrediting-nies-in-jamaica-and-senegal and http://svr-web.cse.sn/

Source: Moussa Diogoye Sene, ENDA

Case Study 2. Overcoming the hurdles to funding energy efficiency in Indonesia

Poor coordination between ministries, sectors and government agencies responsible for climate change policy formulation and implementation is a common problem in many countries. Indonesia, for example, has an energy efficiency policy - the National Energy Conservation Masterplan - that holds great potential in terms of reducing the country's emissions, but the agencies with key roles in making potential benefits from this policy a reality had not come together to discuss the practicalities of this. As a result, implementation of energy efficiency activities was lower than anticipated.

In 2013, the Institute for Essential Services Reform in Indonesia (IESR) brought together some of the key stakeholders to try and find ways past the blockages to policy implementation. These stakeholders included financial institutions, technology suppliers, energy conservation experts, energy services companies and Ministry of Finance and other government agency officials. All were asked what they required to make policy implementation a reality. For example, the private sector was asked what they needed to support investment; the banks were asked what they needed to make loans. IESR facilitated discussions, providing them with opportunities to suggest solutions to unblocking some of the logjams.

The banks are now considering establishing technical assistance units for energy efficiency loans, an area where their lack of experience has limited loan approval. The Ministry of Finance has committed to establishing a revolving fund for energy efficiency which will be operational in 2014.

Key lessons include:

- The simple idea of bringing people together to unblock logjams can be very effective.
- The need to be flexible with lobbying activities. For example, if new government agencies are established this will require a re-focusing of advocacy efforts.
- The facilitating agency must have a vision of what they want to achieve. IESR are experts in the field so were able to offer suggestions to unblock logjams. They were able to do this because they were well prepared.
- Don't be a 'teacher' but rather offer suggestions to tackle logjams. Finger pointing or blaming and shaming doesn't work in Indonesia. Gaining government trust is a more effective way to influence things. A different ministry has since approached IESR for advice on a related issue so their role as trusted advisors is growing.

Further information: www.iesr.or.id/english/2013/02/developing-an-energy-efficiency-financing-scheme-in-indonesia/

Source: Henriette Imelda, IESR

Case Study 3. Partnering with government to help indigenous communities in Colombia adapt

Colombia's indigenous population is particularly vulnerable to climate change. Central government is responsible for formulating and implementing policy and adaptation actions, but it does not have the technical capacity to do this, so an alliance between Klimaforum Latinoamérica Network (KLN) and the Ministry of Environment and Sustainable Development was established to implement pilot adaptation activities with indigenous communities. This 2013 project was based on methodologies developed by KLN, but the Ministry funded and also provided technical support for its implementation. Co-financing from other sources is expected for 2014-2017.

To make this advocacy activity a success, KLN needed a strong understanding of vulnerability in the target area, and good knowledge of appropriate methodologies to use and NGOs to work with during implementation. Pilot project evaluation was essential to inform project adjustments and multiply activities at the local level. Maintaining a local focus for activities was also important: adaptation actions are based on local conditions rather than on national policy, and local people need to be included in adaptation planning.

For more information: http://klnred.ning.com/group/ic4

Source: Manuel Guzmán-Hennessey, KLN and CANLA; Mónica López Baltodano, Centro Humboldt and SUSWATCH/CANLA

Budget tracking

It is a sad fact that little is achieved in governments unless there is a budget attached. With a few exceptions, policies only have an impact when they are translated into the delivery of goods and services, or the enforcement of regulations, which all costs money. Monitoring government budgets relating to climate change commitments can thus be a good way to hold the government to account on whether or not it is serious about addressing climate change.

Even if a budget is allocated from the Ministry of Finance (or equivalent) or donor agency, a lot can happen as it flows down the pipeline to the lead ministry and then to the relevant departments and other implementing bodies. Money can be held up in bottlenecks (itself an indicator of other implementation problems), diverted to other issues, swallowed up by administration costs and consultant fees, or it can just get lost in vague budgeting processes.

Getting access to information

It is likely that your first task will be to get access to the information you need. Just asking can sometimes get results, but if not, parliamentarians can be allies and your country may have an Auditor-General or equivalent who could be approached.

Governments differ in the degree of transparency they adopt over budgeting and spending, especially when it comes to getting into the details. Publicly released figures are often just summaries.

A key challenge for monitoring expenditure on climate change is determining which activities are climate change related and which are 'development as usual'. For example, in Indonesia although there are plans to introduce climate-specific budget codes to help identify where climate change allocations are going, this has not yet occurred. In many instances, climate change projects look the same as development projects on the ground (for example, coastal protection or drought management projects), so you might be looking for a false distinction. You need to be clear about what you are trying to monitor: how much additional funding is being made available for new climate change initiative, or how much climate change is modifying the way existing budgets are being spent (for example, introducing climate change into the school syllabus may be mainstreamed into the existing education budget).

Analysing the figures

The second challenge is to analyse the budgets to see if they are adequate to deliver the promised programmes. Depending on what the budgets are intended to achieve, you could do some simple calculations to see the average allocation per district and what that could/should be spent on, or cost out a typical activity and see how many could be achieved with the budget available. A more sophisticated analysis is possible. The end result should be a credible budget assessment that you can use in your advocacy (to advocate for more or better targeted funds) and to identify what outputs and outcomes should be expected from current budget allocations (so you can track implementation).

Budget analysis, however, is a specialised skill, and it may be necessary to partner with those with these skills, such as academics, in order to ensure the analysis is good enough. Specialist help may be needed to identify if budget allocations are being reclassified as climate change related but with no actual change in practice, or if money for climate change activities is being diverted from valuable social programmes such as health or education. One approach, informed by experiences from Ghana, is for a core group of civil society organisations to follow the processes leading to the development of the annual government budget on behalf of wider civil society. This core group could find ways of feeding into the various departmental draft budgets before the final draft budget, with follow-up to see if their input has been adopted. After the budget is presented to parliament, the core group conducts an analysis of the budget from a climate change perspective, sharing their analysis amongst the wider civil society group for comments, and eventually publicising it at a press conference as well as submitting it to the relevant ministries.

Questions you can ask about government spending on climate change[1]	
Budget focus	Questions to ask
priority given to a climate change related policy	• What share of available funds is allocated to this policy compared to other functions? • Is this in line with the government's policy promises?
adequacy of spending on a climate change related policy	• How much has the government allocated to this policy? • Is it enough? • Are the government's allocations keeping up with inflation?
equity of spending on a climate change related policy	• Is per capita spending on this policy distributed fairly among different provinces? • Is spending targeted to those most in need?
efficiency of spending on a climate change related policy	• Are allocated resources actually being spent? • Is the right mix of inputs (early warning systems, coastal protection, salt resistant crops…), being used to deliver outputs (pro-poor adaptation, improved resilience…) in the most efficient way?
technical and financial additionality in budget lines	• Do the activities funded as climate change make technical adjustments for the effects of climate change, as opposed to following business as usual? • Are adequate funds allocated to cater for the adjustments necessary as a result of climate change?

Case Study 4. Analysing the national budget for climate change allocations in Malawi

Following an analysis of the draft 2011/2012 national budget in Malawi, it became clear that the allocation of public resources to climate change and environmental management programmes had stagnated over recent years and was inadequate. This inspired policy advocacy and lobbying activities for increased allocation of resources to the environmental sector before the budget was passed.
The analysis was initiated by the Centre for Environmental Policy and Advocacy, the Malawi Economic Justice Network and Christian Aid, and looked at allocations to the Ministry of Natural Resources, Energy and Environment, and the Department of Environmental Affairs, which are the key bodies responsible for coordinating issues relating to the environment and addressing the negative effects of climate change. The study also analysed public resources allocated to sectors identified in the National Adaptation Programme of Action (NAPA).

Analysing the draft national budget explored links between approved Government of Malawi policies and national budgetary allocations, and provided a basis for monitoring budget expenditure during the implementation period.

Many of these meetings brought together groups responsible for resource allocation with those responsible for making and implementing policies. The analysis helped parliamentarians to lobby for more resources for the key sectors identified in the NAPA.

Conducting the analysis had its challenges. Much of the budget material was overly summarised to the extent that it only highlighted planned outputs and objectives. It was therefore difficult to determine exact allocations to specific NAPA interventions. Many sectors also inadequately defined indicators for measuring the outcomes of their budget actions from one year to the next. This meant it was difficult to determine the extent to which critical NAPA interventions were implemented through sectoral budget lines over time. Comparability of budget allocations across programmes and/or institutions was also difficult because of frequent structural changes in the budget framework. This meant it was difficult to isolate trends in budget allocations over time. For instance, some sectors had been amalgamated in the 2011/12 financial year while others had been separated or changed altogether.

Source: *Southern voices on climate policy choices: analysis of and lessons learned from civil society advocacy on climate change* authored by H. Reid, *et al.* in 2012 and published by IIED in London.

1. Source: Adapted from *Monitoring government policies: A toolkit for civil society organisations in Africa* by CAFOD, Christian Aid and Trocaire.

Monitoring policy implementation

How do we know what is actually being done? How do we know what the impact is? To turn policies into action, governments usually need another layer of documents that are more time-bound and action-oriented. These explain what measures a government is putting in place to get the results it wants, and may include budget documents, regulations or programme plans. Gathering evidence on how a policy is being implemented usually requires understanding how these other instruments are being used. Government reports, independent evaluations, and past media coverage or monitoring activities are useful sources that can shed light on how well a policy has been implemented, but sometimes we may need to gather evidence ourselves or support communities to monitor what is happening on the ground.

Accessing information / Documents to monitor policy implementation[2]

It is not easy to monitor policy implementation when you cannot get access to relevant information. Here are some steps you can take to secure enough information to allow you to move forwards.

Information challenge	Possible actions
The policy documents exist but you can't gain access to them	• Invoke access to information laws (if they exist). • Lobby government information offices. • Make formal requests in writing to the government departments in question for access to the documents and keep a record of your efforts. • Ask the media to report on your denial of access to policy information. • Talk to other civil society organisations: do they have copies or know who does? • Talk to powerful stakeholders inside or outside government: do they have copies or could they help put pressure on someone who does? • Develop closer relationships with key people in relevant government departments and convince them that they can benefit from your work. • When you can afford to do so, support relevant government department programmes through cost sharing to build confidence and trust in you in order to secure documents/information. • Publish existing documents from other sources that are credible but expose critical issues. This can result in an attempted rebuttal through making the documents available.
You can access the policy documents, but they are incomplete or unreliable	• Supplement the documents with information from other sources, including reports or data from other government departments, civil society organisations, international bodies, universities, etc. • Develop or bring in external analytical abilities (for example a statistician from a local university) to study the data and assess what can/cannot be used. • Interview government officials to clarify and fill in what is missing from documents or explain discrepancies.
The policy information you need does not exist/ has not been recorded	• Develop your own survey or hold workshops, focus group discussions and make observations to gather relevant information. For example, Public Expenditure Tracking Surveys can be used to find out if public funds have been spent in line with government policies. • See if you can use existing information sources (such as household survey data) to extract the information you need. • Advocate for better information: call on government to begin recording the kind of data needed to monitor policy implementation. • Develop and publicise your own policy alternatives. This can trigger action from the relevant government institution.

2. *Idem*

Case Study 5. Tracking commitments to reducing emissions in Indonesia

In 2009, the Indonesian government pledged to reduce national emissions by 26 per cent, a commitment that would rise to 40 per cent if the international community provided more support. The National Agency on Planning and Development developed a National Action Plan as a result and established a Secretariat for plan implementation. Different ministries were assigned the task of realising these emissions reductions. For example, the Ministry of Energy and Mining Resources has to plan renewable energy and energy efficiency activities accordingly. The National Agency on Planning and Development developed a mechanism to do monitoring, evaluation and reporting, but data availability makes developing greenhouse gas emission inventories difficult.

The Institute for Essential Services Reform in Indonesia (IESR) has been working to ensure these commitments are met by tracking their implementation. They ran policy dialogues at which government was asked to report on national level activities, and at which some of the donors who had helped with local level capacity building for plan implementation helped explain what had been achieved. It emerged that progress had been made in the energy and forestry sectors, but that other sectors had been less transparent with their plans and activities.

Key lessons include:

- Building networks with key stakeholders – government and others – is essential. Understanding these stakeholders and their roles is vital, as is finding the right contacts and identifying the people responsible for key tasks.
- Fully understanding the international, national and local regulations in place and how they link to each other is essential for monitoring regulation implementation.
- Good relations between government and civil society facilitates open dialogue and hence advocacy opportunities. It is important not to misuse government trust. Pointing fingers and apportioning blame does not work in Indonesia. When NGOs criticised government, this reduced opportunities for dialogue and hence influence.
- Offering solutions rather than criticism is more constructive, but don't tell the government you are smarter than them or know better.
- Sharing credible and reliable information cultivates trust from government, but diplomacy is required to ensure their collaboration and cooperation.

Further information: www.iesr.or.id/english/2013/09/public-discussion-progress-of-implementation-on-national-action-plan-to-reduce-greenhouse-gases-emissions/

Source: Henriette Imelda, IESR

Case Study 6. Civil society monitoring of REDD in the Ivory Coast

In June 2011, the Ivory Coast was admitted to the UN-REDD Programme and discussions with stakeholders were initiated to develop a framework on REDD. The local NGO JVE (*Jeunes Volontaires pour l'Environnement*) felt civil society had not been sufficiently involved in the process so undertook to address this. JVE first organised a meeting of Ivorian civil society with a dozen members in attendance. This meeting took place on the symbolic date of 11/11/11 and NGOs attending issued a statement. Following this JVE requested technical information and support from its international secretariat based in Togo. With assistance from the Norwegian NGO NNV, the international secretariat provided funding to support monitoring activities in the Ivory Coast, facilitate networking and collect information on good practices relating to REDD.

Today JVE provides a benchmark for monitoring and advocacy activities in the REDD process. In a country with a history of conflict relating to land and forests it continues to draw attention the rights of communities and to ensure that REDD does not become a source of conflict. Effective information sharing, lobbying, using social media, seeking and exchanging views with others before any action, and maintaining accountability to groups represented have all been central to JVE's successes. Affiliations with political parties and dissemination of false or unverified information should be avoided at all costs.

Source: Ange David Emmanuel Baimey, JVE Cote d'Ivoire

Community monitoring

If our concern is to see change evident on the ground, benefiting local communities, then often the people best placed to monitor that impact are the local communities themselves. Not only can they gather first-hand evidence, but the act of being involved in monitoring policy implementation can help empower them to raise their voices and be heard by policy makers and implementers (see *Climate Change Advocacy Toolkit No. 8: Supporting Local Voices*).

Communities may need support to be able to do this – educating them about the issues and providing information on what they should be looking for, training in monitoring and documentation, financial support for local transport and recording equipment, encouragement and feedback, and sometimes legal and campaigning support if communities get harassed or victimised as a result of their monitoring activities. Setting up local climate change policy monitoring groups may help to spread the workload, provide peer support and make the process more sustainable in the long term.

Case Study 7. Participatory video in Zimbabwe

Community-based adaptation in Africa project activities in Zimbabwe involved a number of innovative ways to raise awareness about climate change. Participatory video was used for project monitoring and evaluation. Community members made videos that were shown to other communities and also to policy makers. They were also played at various national and international meetings and made available on YouTube.

Source: Sherpard Zvigadza, ZERO

Further information and resources

Monitoring government policies: A toolkit for civil society organisations in Africa by CAFOD, Christian Aid and Trocaire, explores the three main components of policy monitoring work: gathering evidence, analysing evidence, and influencing policy decisions. It begins by examining the concepts of policy monitoring, and identifying problems and corresponding solutions. It contains a section (including several tools) on analysing policy budgets and on gathering evidence on policy implementation using interviews and surveys. Download here: www.participatorymethods.org/resource/monitoring-government-policies-toolkit-civil-society-organisations-africa

Participatory Monitoring, Evaluation, Reflection and Learning for Community-based Adaptation: A manual for local practitioners. CARE International, 2014. www.careclimatechange.org/files/CARE_PMERL_a_revised_manual.pdf

The Ecumenical Advocacy Alliance has compiled a list of resources to help with advocacy (not climate change specific). See here: www.e-alliance.ch/en/s/advocacy-capacity/resources/

Further guidance for budget analysis

Budget Monitoring and Expenditure Tracking Training Manual, a resource developed by the Civil Society for Poverty Reduction in Zambia. By S. Membe (May 2004).

Budgets: Revenues and Financing in Public Service Provision. A guide to budgets, from the budget cycle, revenue and taxes to fiscal decentralisation and local revenue justice. ActionAid. www.actionaid.org/publications/budgets-revenues-and-financing-public-service-provision-hrba-governance-resources

Introduction to Applied Budget Analysis, compiled by Len Verwey and Marritt Claassens (2005) Cape Town: Idasa. This manual provides an overview of government budgeting. Designed for civil society groups who want to monitor budget processes, it introduces the main concepts and terminology of budgeting, defines an open budgeting system, outlines the main forms of participation in budget processes and introduces basic skills for budget analysis. www.u4.no/recommended-reading/introduction-to-applied-budget-analysis/

Monitoring government budgets to advance child rights: A guide for NGOs, compiled by Judith Streak (2003). Cape Town: Idasa.

The **Gender Budget Project** looks at whether government budgets promote women's equality or exacerbate women's inequality. www.unpac.ca/gender/learnmore.html – you can also download *Engendering Budgets: A Practitioner's Guide to Understanding and Implementing Gender-Responsive Budgets*, by Debbie Budlender and Guy Hewitt (2003).

The **International Budget Partnership** collaborates with civil society around the world to analyse and influence public budgets in order to reduce poverty and improve the quality of governance: www.internationalbudget.org – see especially *A Guide to Budget Work for NGOs*.

The **ODI Centre for Aid and Public Expenditure** helps to shape and drive the agenda for efficient and effective public development spending at country level: www.odi.org.uk/pppg/cape

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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
Toolkit 7: Engaging the Media
Toolkit 8: Supporting Local Voices
Toolkit 9: Policy Implementation & Finance

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