**Tool 2.1.10 – Template Advocacy Strategy**

HD/Advocacy strategy for [Issue/context]

**[date]**

*\*This template is a guide only. Please adapt to relevant objectives, context, team needs etc. If you need support in developing your Humanitarian Diplomacy (HD) strategy[[1]](#footnote-2), please contact the policy and diplomacy team. Please replace text with your own text.*

Context/ Problems / Challenges

Purpose of this HD strategy

Eg: This strategy seeks ensure we are working together to achieve common objectives using common coherent messaging in a strategic manner that brings about concrete change. It should help us to: a) prioritize our use of scarce resources, b) maximize our tools and resources (i.e. the network of national societies as well as IFRC in various key locations) c) think strategically rather than reactively

This strategy is relevant for management, thematic leads, policy/humanitarian diplomacy and communications personal, field coordinators and anyone else who engages with external actors etc. All of these actors will be involved in implementation.

**What are the problems or issues we need to resolve?**

*It is important to include contextual analysis and specific problems and challenges (to operations, problems experienced by vulnerable people, reputational risks etc., strengths and weaknesses of NS/IFRC network/ movement operations etc.). This needs to be developed based on in country intel, reports of other organizations and dialogue with key allies. It can also reference sitreps or other documents. NOTE it is really important to keep this updated and to build the strategy around this analysis.*

*This should include some information on operations, such as a paragraph (or 3-4 bullet points) to describe the objectives of our operations/programs on this file.*

*It can be useful to note key partners (not quite same as stakeholders and targets, perhaps) + our added value within these partnerships.*

Objectives

**What would we like to change or achieve?**

*The overall objective of Humanitarian Diplomacy is: “persuading decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles”. IFRC Humanitarian Diplomacy Policy, 2009. Sometimes this may be split into categories such as profiling, policy and practice change, public behaviour change, resource mobilization etc, depending on the analysis of the situation / needs and priorities.*

1. **Objective 1 xxxxx**
   1. **Sub Objective 1**
   2. **Sub Objective 2**

*This can if relevant (and this level of detail is desired and feasible) include steps to reach the objective, including who needs to do what differently - our solution): eg Target [x at Local/ National level] will [do y (Law, policy, and/or practice change required)] by [z date].*

1. **Objective 2 xxxx**
   1. **Sub objective…**

Key Messages

**What do we want to say?**

*This could be here or developed in a separate document or a list of documents / links.*

Stakeholders and Targets for diplomatic engagement

**Who do we need to convince and who do we need to work with?**

*HD usually focuses on decision makers, in particular government actors and/ or donors. Who has the greatest amount of power to influence the issue? Useful to outline who are our allies and blockers? How can they be shifted/ neutralized/ harnessed? Can be useful to list in categories or as a table.*

**Targets**

1. *Supportive:*
2. *Neutral:*
3. *Blockers:*

**Allies and potential allies**

Milestones and “theory of change”

**What will create the change we want and how will this work? What are the steps and the key outcomes to get there?**

*If relevant this would include interim steps to reach the objectives, and why these would help to achieve the final objectives (i.e. theory of change). This can be useful to consider if tactics were or were not effective at a later stage.*

*How will we measure success? Note these do not have to be quantitative indicators. In some cases, we will form partnerships that are extremely useful but are not based on a document or MoU. Conversely, a joint statement with a powerful actor will not necessarily lead to change. However, we need to have as precise an idea as possible of what we are working towards, and how our engagement will lead to that. The outcomes should combine long-term aspirational outcomes and tangible, realistic outcomes. They should not aim to be activities (like workshops organised) but results (like behaviour change as a result of the workshops).*

*Examples may include:*

* *MoUs; additional funding (if relevant) for the topic itself or for the IFRC/National Societies;*
* *Policy change as represented in resolutions, statements, policy and legal documents;*
* *Behaviour change as represented by better cooperation on the ground; or*
* *Inclusion of the IFRC or NS into new, meaningful alliances or Working Groups.*

Summary of Action plan/ approach:

**What will we do?** *(Our activities – note plan of action table below)*

*This should be summarized in a couple of paragraphs. Things to consider:*

1. **What tactics**: eg. *Public/ private diplomacy, research /data collection and analysis, major report, policy notes, evidence-based advocacy, coalition building, example setting, public campaigns, press releases, social media, drafting laws/policies for them…*
2. **What evidence is required?** *We need good quality data and analysis to identify what changes in policy and practice will deliver on our objectives and in order to make the case to our targets for that change. We may need stories from the field or analysis of successes and failures. This may be a long-term project. Think about What type of information do we need? How/ where from? Is this currently being collected?*
3. **At what level/s:** *Local, national, regional, global. Can we identify specific individuals and how to target them?*
4. **Who will do this?** *Are we acting alone or with partners? (this can depend on each objective or sub-objective) . What champions? What is our role?**(facilitator, mobiliser, direct advocate etc.) Is this IFRC? IFRC and national societies? Movement as a whole? Which pieces will be undertaken by who*
5. **Who will implement**: *at each level, noting this should be complimentary actions not the same.*
6. **Policy positions:** *What are our key messages? Can we substantiate our recommendations with good evidence? How will these positions be communicated? Note that sometimes we will need to have messaging on key issues even if these are not our priority areas or objectives.*
7. **Communications:** *internal and external*
8. **Resources required:** *Is funding needed? What can we do with / without funding?*
9. **Ways of working**

* *Clarify target managers, who will have an overview of all engagement with x target, and ensure political sensitivity around engagement. Essential to make sure engagement is coordinated and not contradictors and doesn’t undermine other work*
* *Coordinating with others – regional directors, sub regional office, at GVA talk to person who does Multilateral, IASC etc at each ELVEL THE RIGHT PERSON*
* *Before engaging with xyz target you may need a strategy for engagement so not perceived as uncoordinated.*
* *Networks and communication channels should be established*

Time-line – key dates and opportunities (if relevant)

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| **YEAR** | **Event** | **Details / Location** |
| **January** |  |  |
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| **November** |  |  |
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| **December** |  |  |

| **Plan of Action** | | | | | |
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| **Objectives** | **Activity Details (including some suggestions)** | **Outcome/ rationale** | **Leading + implementation** | **Timing** | **Resources** |
|  | Collate evidence/ analysis |  |  |  |  |
|  | Develop internal positions |  |  |  |  |
|  | Develop key messages/ policy paper |  |  |  |  |
|  | Bilateral quiet advocacy |  |  |  |  |
|  | High Level visits or statements |  |  |  |  |
|  | Press around major events |  |  |  |  |
|  | Engagement with xyz Global process |  |  |  |  |

1. Humanitarian Diplomacy is: “persuading decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles”. IFRC Humanitarian Diplomacy Policy, 2009 [↑](#footnote-ref-2)