

Goal 16 ADVOCACY TOOLKIT

Tool 1: Undertaking a Gap Analysis

What is it?

An analysis to establish which Goal 16 targets are not yet being addressed ambitiously enough at the national level, who is working to address these gaps, how they are doing so.

Guiding methodology for this exercise

There are many ways of undertaking an initial gap analysis; no particular methodology or reporting format needs to be followed. Depending on the focus of your organisation, you may want to assess all of the Goal 16 targets or select a package of targets that relate to the same issue (e.g. addressing corruption or promoting access to justice) or even just one target.

You will need to have a good overview of the implementation process on Goal 16 in your country, so it may be worth inviting someone with expertise in this area to participate in this process (law and justice institutions, Interministerial SDGs Working Groups, National Sustainable Development Councils, Individual coordination mechanisms for Goal 16 if it exists in your country)

Guiding questions to consider while doing this exercise

- ❖ Which target(s) will you focus on and why?
- ❖ What existing government policies could be reviewed against this / these target(s)?
- ❖ How much progress has already been made against this / these target(s)?
- ❖ Who (if anyone) is currently leading the implementation around this / these target(s)?
- ❖ If there is no implementation at this stage, who *should* lead the implementation, who should support and how?
- ❖ What is currently missing from the implementation?
- ❖ What are the biggest priorities in terms of implementing this / these target(s)?
- ❖ How much will the implementation you are suggesting cost? Use existing budgets for guidance where possible.
- ❖ How open is your government to working with civil society, in general? If your country has a SDG Coordination Mechanism, is it inclusive of civil society? Is it implementing or is it stuck in the planning phase?

How to do it

- ❖ Decide which Goal 16 target(s) you will focus on.
- ❖ Bring in any other partners with specific expertise you may need to help you analyse government progress on this / these target(s).
- ❖ Map existing implementation / commitments against this / these target(s).
- ❖ Be sure to analyse the gaps - what the government **SHOULD** be doing, vs what it **IS** actually doing.

Step 1: Identify who is responsible for implementation

Step 2: Assess current implementation in participatory ways

Step 3: Identify priority areas for action / make recommendations

Step 4: Identify what resource are needed for implementation

Step 5: Share gap analysis report with Government

Goal 16 ADVOCACY TOOLKIT

Tool 2: Undertaking a Stakeholder Analysis

What is it?

Stakeholders are people who are involved in, influence or care about your target(s). Through a stakeholder analysis you will identify who is involved in your target(s) and their perspective, and you will identify who you could usefully work with as you move forwards with your own efforts to support implementation.

Guiding methodology for this exercise

Potential stakeholders to include in the analysis: government ministries, law and justice institutions, local government, parliaments, civil society, private sector, media, (See the toolkit, p.15, for further details).

Go further than simply identifying stakeholders: reflect upon the importance of each stakeholder identified as well as the power they each have to influence your target(s), their capacities, their needs and their current openness to engagement.

A stakeholder analysis will be stronger if undertaken in a participatory manner, with some stakeholders, who will be able to tell you directly how they feel about the issue. If this is not possible, it could be undertaken with civil society colleagues who may have a better knowledge of the specific stakeholders.

Guiding questions to consider while doing this exercise

- ❖ Who is already working on your target(s) and are they making a difference?
- ❖ How easy is it for these stakeholders to create change?

How to do it

- ❖ Brainstorm a list of all the main people and groups who influence or are influenced by the target(s) on which you focus. It's a good idea to ask for support from experts or those affected by the issue when brainstorming.
- ❖ Using the grid below, write the name of the stakeholders into each box depending on whether you think they have a lot of (or little) power to influence change on your target(s).
- ❖ Check the list of potential stakeholders in the Advocacy Toolkit (p.15) – where they would fit on the grid in your national context?
- ❖ For those with 'high power to influence' but to whom your target(s) doesn't really matter, you should aim to monitor their position on your target(s) as your advocacy progresses.
- ❖ Those with 'high power to influence' and who care a lot about your target(s) are your key advocacy targets. Try to influence them by speaking directly with them, and by speaking with colleagues and experts to see what might influence them.
- ❖ How good are your links to these stakeholders (especially the key targets)? Are they willing to engage with civil society? With your organisation? If not, how could you influence them indirectly?

Stakeholder analysis grid

High power to influence change

Little power to influence change

Doesn't matter much to them and/or does not work closely on issues

Matters a lot to them and/or works closely on issues

Goal 16 ADVOCACY TOOLKIT

Tool 3: Developing an Advocacy Plan

What is it?

An advocacy plan is simply a written plan of action, to clarify exactly what you want to do, why you want to do it and how it will be done.

Guiding methodology for this exercise

- ❖ Be concise – only choose one or two objectives ('What needs to change'). Base this decision on your gap analysis.
- ❖ Ensure your objectives are concise and SMART (**S**pecific, **M**easurable, **A**chievable, **R**esults-oriented, **T**imebound).
- ❖ Refer to your stakeholder analysis to identify who you need to influence – make sure your 'key advocacy target' list is as specific as possible, with names of organisations and individuals.
- ❖ Don't try to go into too much detail here – it is enough to set the main strategic direction here. As the approach becomes clearer, more detailed action plans will be needed.

Guiding questions to consider while doing this exercise

- ❖ Which individuals within the institutions you target have the power to make the change required?
- ❖ What do you need our advocacy targets to do?
- ❖ How much impact could they have on achieving your objective?
- ❖ What is their current position on the issue? Are they in favour or against?
- ❖ How are your targets influenced? Media? Public opinion? Politicians? Businesses?
- ❖ What actions can you take with the resources you have? How would further actions be resourced (funds, partnerships etc)
- ❖ What can you do if your primary targets refuse to engage with you?

How to do it

- ❖ Go back to your gap analysis to help define your primary objective - i.e what change you want to see.
- ❖ Use the stakeholder analysis to define who you need to influence. Be as specific as possible.
- ❖ Get specific - what actions do you want these people / organisations to take?
- ❖ Consider how you will influence them - do you know people / organisations who they listen to? Decide what strategic actions you need to take to influence them.
- ❖ Identify potential risks - barriers to success, tricky timescales and other stakeholders' activities in the field. (Example risk analysis tool [here](#)).
- ❖ Agree and assign responsibilities to partners and individuals working together on the strategy. This will ensure that all activities get done, fairly.

Developing an Advocacy Plan

What needs to change?

Who do we need to influence?
What do we need them to do?

1.

2.

3.

To do

By whom

By when

What will we do to target this stakeholder?

Managing risks

Monitoring Success

Goal 16 ADVOCACY TOOLKIT

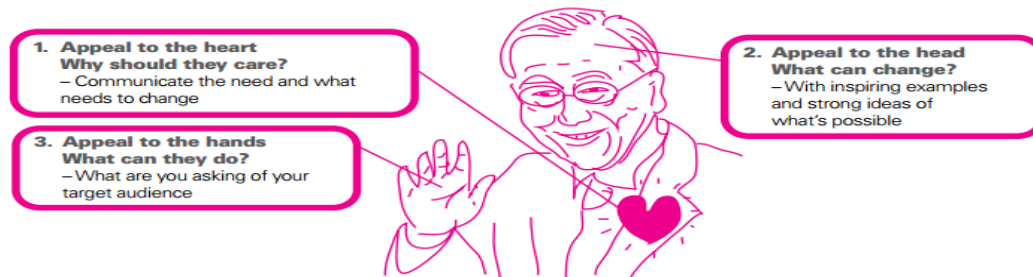
Tool 4: Developing Advocacy Messages

What is it?

Your advocacy messages are the messages that your organisation will take forwards, and what will influence decision-makers to support your work.

Guiding methodology for this exercise

In preparing your messages it is helpful to follow this order.



Credit: Plan International Advocacy Toolkit, *The Education We Want*, P60, [here](#)

Remember, strong advocacy messages are **simple, clear** and **audience appropriate**. They are **solution focused, practical, reasonable** and **evidence based** (including details from real life experiences).

Guiding questions to consider while doing this exercise

- ❖ What do you want the audience to do?
- ❖ What level of detail do you need for each target audience? How can you tailor your messages accordingly?
- ❖ What do you want the audience to understand and remember?
- ❖ What do you do if civic space is restricted/diminishing in your country? If governments restrict this space, how does this affect your messaging and advocacy?

How to do it

- ❖ Define your primary message - this will be a future state of affairs, describing what the world would look like if you succeed in your advocacy.
- ❖ Define your audience - the actors you identified in your stakeholder mapping.
- ❖ Outline the specific concerns of the different audiences you have identified.
- ❖ Tailor your message to the specific audience, reflecting their concerns.
- ❖ Talk to people who are involved in your issues, make sure your facts are correct, collect good examples, and ask for feedback so you can improve your messages and your delivery.

