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# WELCOME TO THE ECO LEADERS GUIDE!

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# Eco Leaders Guide

WWF's Environmental Education and Youth Advocacy Toolkit for the Mekong Region



**Disclaimer:**

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# CHAPTER 4

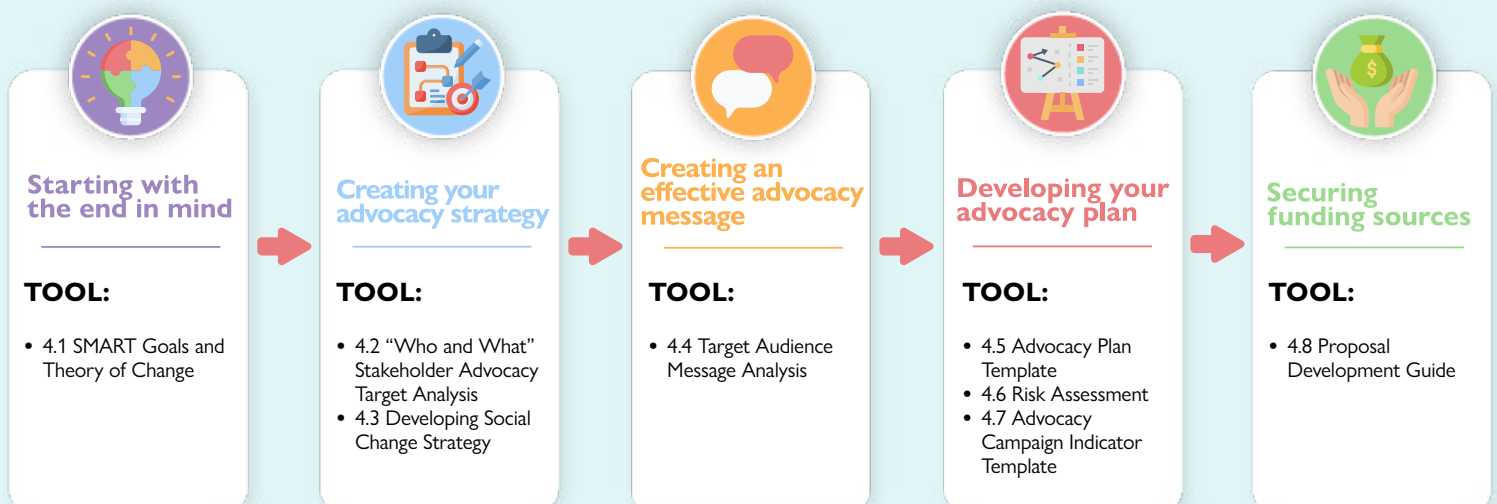
## DEVELOPING YOUR ADVOCACY PLAN

### INTRODUCTION

Good planning is the backbone of any successful advocacy campaign. In Chapter 4, we guide you through developing an effective advocacy plan, starting with setting “SMART” Goals and strategizing the best ways to influence key groups, especially decision-makers. Your campaign should integrate a mix of communication, relationship-building, and evidence-based persuasion techniques. There is a wealth of tips, techniques, and tools here to help you prepare a compelling

advocacy strategy and create persuasive messages. You’ll learn how to develop a risk management plan as well as robust indicators and an effective monitoring approach for you and your team. Finally, at the end of this chapter you will find links to potential funding sources, and access to a guide for writing successful funding proposals. This comprehensive support will equip you with everything you need to launch and sustain your advocacy efforts.

### TOOLS IN THIS CHAPTER



# STEP 1: STARTING WITH THE END IN MIND - DEVELOPING YOUR SMART GOALS & OBJECTIVES

Starting with the end in mind means beginning your advocacy campaign by clearly defining your goals and objectives. This approach ensures that all your efforts are focused and aligned, making it easier to stay on track and achieve the desired impact. It helps you create a clear roadmap to guide your actions and measure your progress effectively.

After completing your research and talking with various stakeholders, you should have a better grasp of the problem and what the potential goals and objectives of your advocacy campaign might be. Before diving into your advocacy plan, take a moment to reflect on what you've learned from using the other tools in this toolkit with your team. Using these insights and a deeper understanding of the issues from different perspectives, it's time to set your advocacy goals and objectives. Create a "what I/we have learned so far" list or document to help you capture your learning throughout this advocacy journey.

Now... when preparing to develop your advocacy plan, the best starting point is the future "end of the project," meaning that you should start with what you want to achieve, see, or create when your advocacy work is ultimately successful. This means identifying what your goals, objectives and outcomes are.

## Step 1.1: Identify Your SMART Goals & Objectives

The term "SMART Goals" is usually used to guide us in developing effective goals and objectives, though this term is a bit of a misnomer as goals are really quite broad and not that specific or measurable. What we really mean by "SMART Goals" is that we have "SMART" measures, which can be objectives, outcomes and/or impacts.

Consider the tools and activities you used earlier to understand the broader context of the main topic area. Break down your issue and the type of change you want to make into **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound (SMART) goals.



**Note:** In the real world, it may not be possible to meet all the SMART criteria. Your goals and objectives might just have some of the main elements. So, it may be more realistic to see SMART goals as something to work towards rather than a hard-and-fast rule.

## The Difference Between Goals & Objectives

Understanding the difference between a goal and an objective can be difficult. **Goals are broad, short statements of intent, that provide focus or vision to your planning.** Goals are typically not very specific and therefore not actually measurable. An example of a goal statement might be:

*"All wetlands in the Mekong River Basin are protected by national laws."*

**Objectives**, on the other hand, are meant to be **realistic targets to be achieved during the period of the program or project.**

Objectives are written in the active voice and use verbs like plan, write, conduct, produce, etc., rather than learn, understand, or feel. Objectives help you to focus your project or program on what matters. They will answer the following questions.

- Who is going to do WHAT?
- WHEN are they going to do it?
- WHY are they going to do it?
- And to WHAT standard?

## Step 1.2: Define Your Specific Objectives

Break down each goal into specific objectives - smaller, actionable steps that will guide you towards achieving your goals. Your objectives should be clear and measurable, so when you reach them, you'll know exactly how close you are to achieving your goals. Set realistic timelines and consider the resources available to your team.

## Defining SMART Measures...

- **SPECIFIC** – What are we actually going to do, and with/for whom? This might be an "outcome" that you want to achieve and see at the end of the activity or project. This outcome is stated in numbers, percentages, frequency, reach, etc. In other words, the objective is clearly defined. **Example:** Cut the amount of plastic waste entering the river by 50%.
- **MEASURABLE** – Is it measurable, and can we measure it? This means that the objective can be measured and the measurement data source is identified and accessible. All activities should be measurable at some level. **Example:** The amount of plastic waste entering the river (kg/year)
- **ACHIEVABLE** – Can we get it done in the proposed time frame, and with the budget we have? Your goal should be realistic and attainable. **Example:** Partner with five local schools and communities to run cleanup events and educational programs.
- **RELEVANT** – Your goal should align with your broader mission and be meaningful. **Example:** Focus on reducing plastic waste because it's a major pollutant in the Mekong River, impacting local ecosystems and communities.
- **TIME-BOUND** – Your goal should have a clear deadline. **Example:** Achieve a 50% reduction in plastic waste within the next 12 months.

This tool also contains a [Theory of Change \(ToC\) template](#) which you can use to clearly outline how you see the change process progress to a clear outcome; i.e. linking raising awareness to behavior change and environmental improvement.

## SMART GOALS WORKSHEET

Creating SMART Goals is a process that will help you identify potential obstacles, set realistic goals, and obtain a time frame. When using SMART Goals to create language that is fully attainable and measurable, the program is designed to help you create, to the greatest extent necessary, the following:

### INSTRUCTIONS

As a team, follow the steps below and develop a SMART goal.

FOCUS STEP	
<b>G</b> <b>GOAL</b>	Write the goal you have in mind. <i>Example: Lead curriculum between activity or project and environmental health projects.</i>
<b>S</b> <b>SPECIFIC</b>	What exactly do you want to accomplish? What is the goal of your project? What needs to be accomplished? What are you going to do in order to achieve it? What are your goals? <i>Example: Increase the number of volunteers for our community clean-up project.</i>
<b>M</b> <b>MEASURABLE</b>	How can you measure progress and know if you've successfully met your goal? <i>Example: Recruit 30 new volunteers within the next three weeks.</i>
<b>A</b> <b>ATTAINABLE</b>	Do you have the skills necessary to accomplish the goal? Do you have the resources available to the project? Will the goal be in line with the organization's goals and needs? What are your resources? What are your goals? <i>Example: Recruit 30 new volunteers within the next three weeks.</i>

## STEP 2: CREATING YOUR STAKEHOLDER ADVOCACY STRATEGY

## Step 2.1: Identifying Your Change Target Stakeholders

Take a look back at the Stakeholder Analysis you completed earlier in Chapter 3. Think about who you need to persuade in order to bring about the change you're aiming for.

Identify the exact individuals who have the authority to support you. For example, instead of trying to reach everyone in the Ministry of Environment or the top policy decision-makers—something that would be overwhelming or even impossible—focus on connecting with specific people within the ministry that are involved or associated with youth activities and events, such as a department director general or deputy director. In terms of connecting with stakeholders in the private sector, you could also target a leader in a specific industry—especially one that has a robust Corporate Social Responsibility (CSR) program—or a well-known personality or influential figure. Make sure you know these people by their names.

When deciding who to engage, **specify your primary and secondary targets.**

- **Primary targets are decision-makers:** people who have the power to realize the change you are seeking, such as politicians, government officials, community leaders and individuals in the business sector.
- **Secondary targets are power-holders and influencers:** people who have influence over a primary target, such as Minister's advisors, constituents, celebrities, academics, local government officials and people associated with the media. In the event that primary targets are difficult to reach, you may be able to access them through these secondary targets.

Also, consider how you can best reach these people. As an advocate for environmental issues, your job is to influence people and organizations that can make a difference.

## SMART MEASURE OF IMPACT



Figure 15. Example of a SMART Target Objective for changing fishing behavior practices

### Step 1.3: Testing Your Goals and Objectives

Once you have clarified your goals and objectives, you can test them against what is known as **Theory of Change**. This is a testable hypothesis used to guide decision-making and action during the development and execution of an advocacy strategy. It explains the process of change and helps you evaluate whether your advocacy actions are leading to the expected outcomes.

## Theory of Change Example

Theory of Change is typically expressed in the format: "If X... then Y... because..."

Example:

**If youth organizations are empowered to engage in higher level consultations and discussions, as well as in decision-making, to inform climate change adaptation strategies...**

**THEN** local government will start to adopt better climate resilience adaptation actions that address youth concerns...

**BECAUSE** youth organizations will have a level of access to power and a voice in local policy development decisions which can hold government authorities accountable.


### Tool: SMART Goal & Theory of Change Template

The **SMART Goals Worksheet** is designed to help you identify whether what you want to achieve is realistic, and to determine a deadline. When writing SMART goals, use concise language, but include relevant information. This tool is designed to help you develop your advocacy project/campaign goal and objectives, and to help you succeed so be positive when answering the questions.



# HOW TO IDENTIFY YOUR TARGET STAKEHOLDERS

1. Review the Stakeholder Influence and Impact Analysis you developed in Chapter 3. Add any additional key stakeholders that you see missing from the previous analysis.
2. As a team, discuss and agree on who to target for your campaign. Ask yourself two important questions about each of the people/organizations:
  - a. Which stakeholders have the political, economic or social influence on decisions and behavior?
  - b. Who has the ability to actually make this change a reality? Just like with setting your goals, it's important to be specific in this case.

High Influence/Low Impact	High Influence/ High Impact For Our Issue
<b>KEEP SATISFIED</b> Keep them satisfied with regular updates and seek their support to influence others.  <b>Advice:</b> Try to work with these groups over the long term. Explore what influences them and look for opportunities to build and strengthen your relationship with them.	<b>TOP PRIORITY</b> Engage actively, involve them in planning and decision-making, and address their concerns promptly.  <b>Advice:</b> Focus most of your time and energy on this group. They are your main target. 
Low Influence/Low Impact	Low Influence/ High Impact For Our Issue
<b>MONITOR</b> Monitor with minimal effort, keeping them informed as necessary.  <b>Advice:</b> Put minimum energy into this group. Just make sure to keep them in mind, as they may become easier to influence or more powerful in the future.	<b>NEED SUPPORT TO ENGAGE</b> Keep them well-informed and consider their needs and feedback in your plans.  <b>Advice:</b> Make sure to reach out to this group, as they could give you some easy access to inspire or reach others. They could also be “door openers” to more important targets and allies who will add their voice to your campaign—or informants who have access to information.

List the stakeholders you select in the “Who and What” Stakeholder Advocacy Target Analysis Tool – Column A.

## Step 2.2: Understanding How to Influence Our Key Target Audience / Individuals?

To influence and persuade important individuals and groups—especially decision-makers—with your advocacy efforts, you will need to use a smart mix of communicating, building relationships, and using convincing evidence. Here are some ideas for effectively persuading these various groups through your advocacy strategies:

- **Research and Identify:** Find out who the key people are that can help make a difference for what you care about. This could be politicians, business leaders, community influencers, or other important people involved in your cause. Get to know what matters to them and the challenges they’re dealing with.
- **Develop a Clear Message:** Create a strong and simple message that matches what you’re fighting for. Your message should connect with the values and interests of these important people. Keep it short and back it up with good evidence.
- **Build a Coalition:** Team up with other groups or individuals who share your goals. Working together can make your message stronger and show more support for what you believe in.
- **Engage Through Multiple Channels:** Use different ways to reach out to the key people you’re targeting. This can include face-to-face meetings, social media, newspapers, and speaking at events they go to.
- **Leverage Data and Evidence:** Back up your arguments with solid data, research, and real-life examples. Decision-makers are more likely to listen when you show them the facts.
- **Personalize Your Approach:** Customize your communication to fit each decision-maker’s interests and concerns. Sharing personal stories and experiences can be really convincing.
- **Foster Relationships:** Build and keep up relationships with decision-makers and people who influence them. By regularly talking with them, understanding their struggles, and being a helpful resource, you can boost your impact.
- **Advocate through their Constituents:** Get in touch with and rally the supporters of decision-makers. This grassroots pressure can convince them to support your cause.
- **Offer Solutions:** Instead of just highlighting problems, propose actionable and practical solutions. Decision-makers are more likely to engage with advocacy that presents clear, feasible paths forward.

### Tool: “Who and What” Stakeholder Advocacy Target Analysis Tool

This template tool is intended to assist you and your team to better understand what type of engagement strategy to use when seeking support for your issue and ideas for change:

- ✓ Know the WHO and WHAT about the key stakeholders that you have decided to engage after using the Stakeholder Analysis Matrix (Column A).
- ✓ Know WHICH side they sit on in relation to your issue. Are they for or against doing something to change the status quo around your issue (Column B)?
- ✓ Know WHO influences your target—you can ask them to act on your behalf or lend their support (Column C).
- ✓ Know WHAT influences your target—you can find ways to include what your targets care about in your advocacy message (Column D).



Example of how to use the **“Who and What” Stakeholder Advocacy Target Analysis Tool**

<b>Advocacy Objective:</b> Promote experiential, nature-based environmental education for primary and junior secondary school students			
Column A	Column B	Column C	Column D
TARGET	WHICH side do they sit on in relation to your issue (for or against)?	WHO influences your target?	WHAT influences your target?
Vice Minister of Education	Not clear where he sits on this idea, but from what is publicly available he might be open to it.	<ul style="list-style-type: none"> <li>• Two very close personal advisors</li> <li>• Education consultant</li> <li>• Influential educators</li> <li>• Minister of Education</li> <li>• National media</li> </ul>	<ul style="list-style-type: none"> <li>• Negative public sentiment on policies and project implementation</li> <li>• National elections</li> <li>• Influential international / regional media and political leaders</li> <li>• Used to work as an advisor for Mekong River Commission</li> </ul>

- **Organization:** In designing your strategy, it is important to be aware of your group or organization's comparative strengths and weaknesses. How broad and strong is your potential support? Do you have well-placed allies? Is there a strong sense of common purpose among the leadership? Is decision-making efficient and responsive? What resources can you rely on? Are your aims clear and achievable? Can you draw on organizational history for learning and inspiration?
- **Risk:** Not all advocacy strategies can be used in all countries and in all situations. In some places, a direct action aimed to reach a key decision-maker may be politically dangerous, or may weaken or reduce the potential for long-term change. In some countries, advocating for changes that impact cultural values may elicit a severe reaction. Conflict in families, communities, and social settings may also arise when people who are typically marginalized—such as women and children—are involved. Advocacy leaders have a primary responsibility to find ways to navigate through opposition without taking on undue risk. In some cases, you may believe there are situations where taking a chance is the only course of action. Everyone concerned in these situations needs to be aware of the possible risks and potential ramifications.

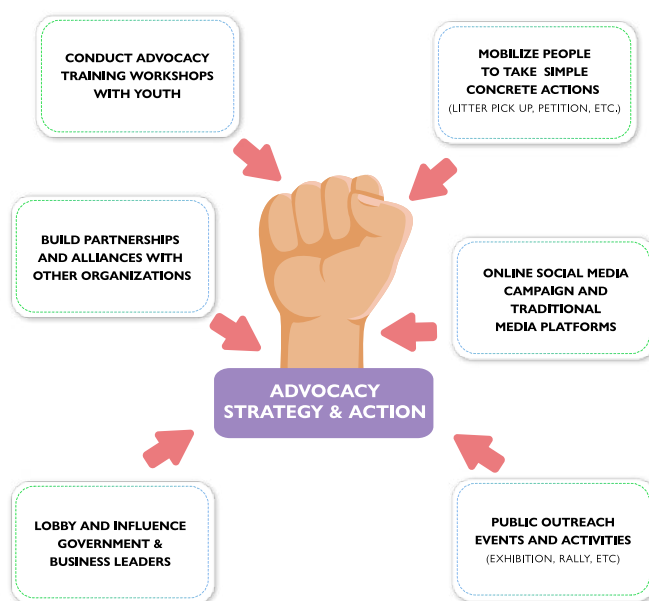
### Step 2.3: Developing an Advocacy Strategy

Strategic advocacy is the backbone of effective advocacy. It is a disciplined effort to generate fundamental decisions and actions that guide an organization and shape its course for a specific issue. Developing an advocacy strategy requires figuring out how to reach short-term outcomes while keeping the long-term vision alive. Whether used for a short-term project or a long-term venture, a sound plan always offers chances to develop work and safeguard benefits.

#### General Aspects to Consider When Designing an Advocacy Strategy:

- **Context:** Every political environment is different. Each presents its own opportunities and constraints. Political decisions are affected by a wide range of difference factors, including the nature of the state, politics, media and strength of civil society. Different countries have different levels of freedom and access to the public sector. People use these opportunities differently depending on education and literacy, poverty levels, and social relationships and power structures. A society's degree of tolerance and openness to social change is influenced by its culture, religion, ethnicity, race, and economic status. It may be more practical in some nations to advocate locally or internationally than at the national level.
- **Timing:** Each moment in history presents distinct political opportunities and constraints. International economic trends may make a country tighten or expand political space. Elections or international conferences may provide opportunities to raise controversial issues. Sometimes a protest or march will bring attention to a problem. In other cases, a march could result in suppression.

### Some Advocacy Strategies and Actions



Look at the list and descriptions of possible advocacy methods and consider the following:

- ✓ What will have the strongest impact on your target person or group?
- ✓ What might be the easiest actions that you can take towards influencing them?
- ✓ What skills and contacts does your team/group already have?
- ✓ What do you and others in your team like doing? What excites you?
- ✓ What do you know has worked for others in the past ... both in other countries in the Mekong region, as well as in your own country?
- ✓ Will you try to influence decision-makers? How best can you do this? Or will you focus mostly on the public and influencing public opinion?

# ACTIONS YOU COULD USE IN YOUR COMMUNITY



Send **letters or emails** to your local representatives and politicians highlighting your, or your group's, stance on key climate adaptation issues. What groups are represented in decision-making? Is this a fair representation of your region? What is your local government doing about the climate crisis?



Design and put up **posters** in your neighborhood to get people talking about the adaptation issue you are advocating about.



Write a **press release** and communicate with **local media** about the climate adaptation work you are doing. Let them know your core aims in a simple and straightforward way.

**Hand out flyers** or post letters through people's doors.



Set up an **information desk** at local events to share information about adaptation and your advocacy around key issues.



Stage a **rally or public protest** in a place where you will get a lot of attention, only if it is safe to do so in our country context.

Start an online advocacy campaign with a hashtag or images about climate adaptation. **TikTok, Facebook, Instagram, etc**



## Planning Your Advocacy Strategy:

Once you've planned what you will do and who you will engage to advocate for change, it's now time to use the information that you have gathered about the key target individuals and groups that you think will be most effective to develop an effective advocacy strategy. Bringing change to a system usually involves a combination of two different kinds of knowledge:

- **General knowledge** about what is required in order to create change in a system, especially a cultural system, since most sustainable development work involves changes in culture (in the form of different kinds of decisions, policies, or even values).
- **Specific information** about what parts of the system, and what people, are likely to be more accepting of change. Which will be more resistant? And which can be helpful or harmful in other ways?

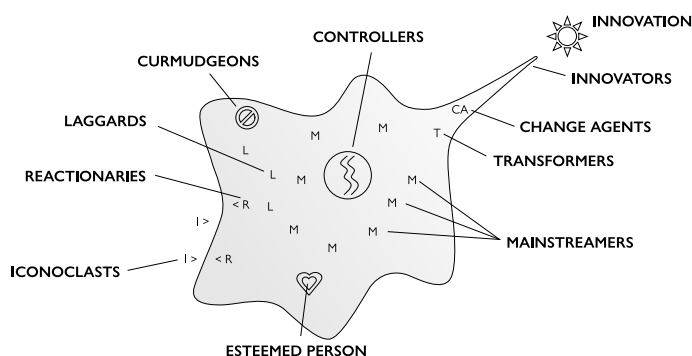
The "Amoeba Model", in combination with "Gilman's Equation", are two tools that are introduced here to help you plan for and develop your advocacy change strategy

## The Amoeba Metaphor for Cultural Change

In nature, the amoeba is a predator. It is always seeking food—just as human organizations seek new ideas and solutions to problems.

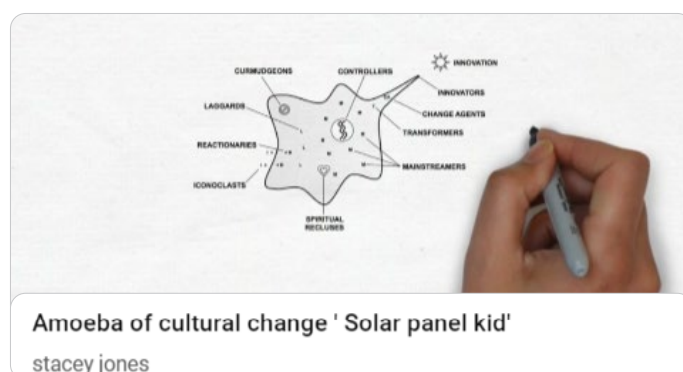
The amoeba aggressively hunts down and absorbs (eats) other smaller microorganisms. When it senses food, it stretches out an appendage, known as a pseudopod or "false foot," in the direction of the target. When the amoeba absorbs the food item, it does not draw the "foot" back: instead, it surges forward in that direction, and fully engulfs its prey. It must move and change shape in the process. The food, once ingested, then spreads throughout the amoeba's body.

In other words, the search for new food, and the willingness of the amoeba to "stick its neck (or foot) out", results in a shift in position and a re-shaping—a transformation!—of the entire amoeba. This is what makes the metaphor so powerful.



To go deeper: the Amoeba Model makes a parallel between amoebas and human cultural groups. New ideas and techniques—described collectively as innovations—are like food. A small part of the overall cultural group "stretches the boundary" of culture, in search of such innovations. When these explorers—or as they are called here, Innovators and Change Agents—are successful in developing new ideas and getting them absorbed into the main body of the cultural "amoeba," the entire amoeba is moved ... and changed. Sometimes, this change causes many other alterations, resulting in a major shift in how all the members of that culture behave—a transformation.

To learn more about the "amoeba" of cultural change and the different cultural change roles involved in this process, check out this video: "The Story of the Solar Panel Kid".



Watch YouTube video here: <https://www.youtube.com/watch?v=ZV-ernHBXC0>

To help you gain a good understanding of the amoeba metaphor, a case study exercise is provided below. You can work on this by yourself or with your friends.

## CASE STUDY EXERCISE: Using the Amoeba Model for Positive AI Change

**Learning Objective:** This case study exercise will help you to think about your own environmental issue change situation, as it uses the example of changing the mindset and practice of IT and learning at a school with the introduction of artificial intelligence (AI), which as we know is still quite controversial. By reading and thinking about the amoeba's behavior in this example you will be able to effectively reflect on how people will react to your own call for change. Through this you will better understand the roles you and your team are playing in your own advocacy change process, as well as the roles played by others external to your group. It can also help you to consider some strategies to get them onboard with the change you want to make.

### Instructions:

1. Read through the Amoeba AI case example article from "Designing for Positive AI Change" with this link: <https://www.linkedin.com/pulse/using-amoeba-model-positive-ai-change-kelly-schuster-paredes-tlnee/>
2. Use the AI case example to answer the following questions:
  - According to Alan AtKisson, the creator of the Amoeba Model, how is the way that the single-celled amoeba organism lives similar to the cultural change process? Describe what you think is the reason an amoeba is used as a metaphor for cultural change. What is its metaphorical value?
  - What is the concern about AI among educators as expressed in the case? Would there be similar concerns among people in your social context, who may also express reservations with your cause and your change efforts? Brainstorm how they might, and your thoughts on that possibility.
  - In the case example of AI diffusion in education, what distinguishes the change agent's role? Why is this person (i.e. the computer science teacher) identified as the change agent? What is the suggested strategy they should take to move the Innovator's idea forward at the school?
  - What is the difference between the change agent's role strategy and the iconoclast's role? What's the difference between their respective strategies for influencing organizational / cultural change (i.e. incorporating a new idea (AI) into an existing system? Could they accidentally cancel out each other if they are not coordinated in their efforts?
  - Why is the Transformer's role so important in the AI Education change process? What leverage do they have and why would they help to "legitimize" the new idea so that others in the cultural system (i.e. the school) accept and adopt the new idea? Can you think of any possible transformers in your own environmental issue advocacy and change situation?
  - Based on this AI case example, what is the importance of the strategy used with either Laggards or Reactionaries? How are they different from the strategies used for the Change Agent or Transformer?



Artwork Generated by Dalle with Inspiration from the Amoeba Model

### Using the Amoeba Model for Positive AI Change



Kelly Schuster- Paredes

Co-Host, Teaching Python Podcast | EdTech Specialist |  
Computer Science Educator at Pine Crest School | Curriculum...



## How to choose your advocacy strategy to influence and support your call for change

In order to develop a concrete advocacy strategy, you will need to identify the actions you want to undertake in relation to the people and groups who you are targeting with your campaign. "Gilman's Equation" is another useful tool for identifying these strategic actions that you will need to incorporate into your final advocacy plan.

### N – O > CC

Gilman's Equation suggests that there are three basic strategies to pursue, to make an innovation more likely to be adopted.

1. **Increasing "N"**—Promote the Perceived Value of the **New** Way. This is commonly known as marketing, which focuses on communicating the benefits of the new idea or thing to the target population.
2. **Decreasing "O"**—Critique the Perceived Value of the **Old** Way. This is done by highlighting the problems, shortfalls, and failings associated with the idea, practice, or thing that the innovation is trying to replace. This is what iconoclasts do.
3. **Decreasing "CC"**—Reduce the Perceived **Cost** of **Change**. This can be done by making it easier for people to switch, through discounts, subsidies, step-by-step guides, etc.



See the example below of how to use Gilman's Equation for developing a stakeholder influence strategy.

**Selected Change Action:** Support education policy to make learning more authentic (experiential)

**Primary Target Group(s):** Ministry of Education, Vice Minister and Advisors

Gilman Equation Analysis (The Equation: Change occurs when $N - O > CC$ )		
N - Perceived Value of New	O - Perceived Value of Old	CC - Perceived Costs of Change
They acknowledge that quality education reform means reforming programs for 21st century skills and values.	They know that traditional education is not producing critical thinking skills, but at the same time most policy-makers give changing education pedagogy a low priority, resulting in the persistence of old models.	They are afraid that education reform on this scale is too much trouble, as it requires curriculum change, wholesale teacher re-training/training, etc.
Actions to Promote the Perceived Value of Your New Action	Actions to Demote the Perceived Value of the Current or Old Way You Want to Replace	Actions to Decrease the Perceived Costs of Change to Switch from the Current/Old Way to Your New Idea
Provide real evidence of countries/school systems that have adopted experiential learning pedagogy and the outcomes and impacts that have been realized as a result. Show video case studies, study tours, and use country examples similar to your country.	Provide video and documented testimonials and surveys of what parents, teachers and students think/feel about traditional education methods and pedagogy. This should be framed in terms of value and giving them the knowledge and skills needed to compete in the 21st century global world.	Secure partner schools where you can pilot this new form of hands-on experiential learning, develop co-created curriculum with educators, and test. Document everything with pre-tests/post-tests, video documentaries, testimonials, etc.

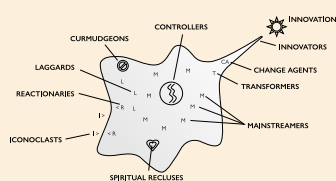
### Tool: Developing a Social Change Strategy

**Part 1: Amoeba:** Amoeba is a tool for understanding, mapping, and planning for new idea adoption and cultural change processes. According to research by Alan AtKisson on "Innovation Diffusion Theory," there are five main reactions to change. This tool helps you to explore the amoeba change roles so that you can reflect on how people will react to your call for change. This will help you to better understand the role they are playing as environmental advocates, the roles played by others external to your group, as well as the dynamics affecting the innovation and change process. **You need to be prepared and plan an approach for each of them.**

The Amoeba Model is combined with the Gilman Equation for cultural change. With this insight, change agents can come up with more effective advocacy and change strategy.

**Part 2: The Gilman Equation:** The Gilman Equation is a tool for constructing a compelling argument or promotional strategy. The equation says that in order for a person to adopt an innovation, the following must be true: The **Perceived Value of the New Way** minus the **Perceived Value of the Old Way** must be greater than the **Perceived Cost of Change**.

**Source:** Alan AtKisson, [Compass, Pyramid, Amoeba: How these tools for accelerating sustainability came to be, how they began spreading around the world, and what's going to happen next | Alan AtKisson](#)



AMOEBIA ROLES IDENTIFICATION



AMOEBIA CASE STUDY ANALYSIS



The Perceived Value of the New Way MINUS The Perceived Value of the Old Way MUST BE GREATER THAN The Perceived Cost of Change

Consider how people will react to your call for change using the Amoeba

## STEP 3: CREATING AN EFFECTIVE ADVOCACY MESSAGE

The Amoeba Model and Gilman's Equation have hopefully given you a clear understanding of the socio-cultural landscape that your advocacy work is embedded in, as well as helped you develop a holistic innovation diffusion-based strategy for influencing key people and groups to reconsider their decisions and actions. Now it is time to create some catchy and effective communication messages that will sum up your cause and resonate with your intended target audiences.

### What's your message?

At the heart of any campaign is a catchy message, but it's tough to boil down the complex issues facing the GMS into a single phrase. While our toolkit zooms in on managing sustainable freshwater ecosystems, tackling climate change, and shifting towards renewable energy, these topics are still quite intricate. However, for young people to become deeply passionate about these challenges, we need to find a way to simplify them. Very technical or complex messages won't be meaningful to most of our audience. Instead, we need straightforward, punchy messages that grab people's attention.

Once you've captured the interest of your audience, you'll find plenty of chances to dive deeper into the issues. Think of your campaign's messages in two layers: primary and secondary. Your primary message should hit home with everyone (using messages such as "The river is life; it's our duty to protect it"). Then, when you need to strengthen your point for specific groups, bring out the secondary messages. These messages back up your main point by detailing how we'll achieve what the primary message promises, designed specifically to address the particular concerns or interests of different segments of your audience.

Your primary message should include the following: **Statement + Evidence + Example + Goal + Action Desired**

- **The Statement:** This is your main idea or the heart of your message. It explains why the change you're talking about is essential.
- **The Evidence:** Back up your statement with straightforward facts and figures. Make sure to use clear and simple language so everyone can understand.
- **The Example:** Add a real-life story or example to give a personal touch to your message. This helps make the issue more relatable.
- **The Goal:** Spell out what you're aiming to achieve. This is the outcome you want from your efforts.
- **The Action:** Define the specific actions you want to take to reach your goals. This is your plan for solving the issue and what makes your message stand out from just any other conversation.

**Note:** Sometimes, like during a TV interview or an unexpected chat at an event, you'll need to express your main point in just one sentence. Having a quick, one-sentence version of your primary message ensures you can get your point across effectively and fast.

A secondary message is more specific and addresses certain specific groups. It goes deeper or reinforces the primary message, especially when your audience needs a little extra motivation. These messages often detail the next steps your audience should take, addressing their specific interests or concerns. You might need several different secondary messages, each designed for different audiences or situations.

No matter who you're trying to reach—be it policy-makers, business leaders, international groups, influencers, or just everyday people—you need to have a crystal-clear message about climate change adaptation. Make sure you know exactly what you want to say and why it matters to your audience.

### What makes an effective advocacy message?



Think back to the last time an advert, a marketing blitz, or even a social or environmental campaign really caught your attention. What attracted you? Was it something that sparked your curiosity or made you reflect on your own choices and actions?

Creating an effective advocacy message is crucial for gaining support, influencing policy, and rallying people to your cause.

**The key ingredients of a powerful advocacy message include:**

#### 1. Keep It Clear and Simple

- **Be Direct:** Keep your message short and avoid any unnecessary jargon.
- **Easy to Understand:** Make sure anyone can understand it, no matter their background.

#### 2. Strike an Emotional Chord

- **Make it Personal:** Connect through personal stories, testimonials, or interesting statistics that make the issue 'real' for your audience.
- **Drive Action:** Inspire your audience to believe they can truly make a difference.

#### 3. Be Specific

- **Goal-Oriented:** Clearly state your advocacy goals, including the specific actions or results you're aiming for.
- **Know Your Audience:** Customize your message to resonate with the specific concerns and interests of your intended audience.

#### 4. Build Credibility

- **Back it Up:** Use solid data and trustworthy sources to support your message.
- **Stay Consistent:** Keep your messaging consistent across all platforms to strengthen your campaign.

#### 5. Urgency

- **Immediate Action:** Convey a sense of urgency that compels your audience to act now rather than later.
- **Time-Bound:** Link your message to specific deadlines or events to emphasize the need for prompt action.

#### 6. Solution-Oriented

- **Practical Solutions:** Offer clear, practical solutions or actions that the audience can take to address the issue.
- **Empowerment:** Empower your audience by showing how their actions can lead to meaningful change.

#### 7. Personalization

- **Connection:** Personalize the message to resonate with the values, experiences, and interests of your audience.
- **Engagement:** Encourage direct engagement or interaction with your message, such as asking questions or inviting feedback.

#### 8. Visual and Emotional Impact

- **Visuals:** Use compelling visuals, such as images, infographics, or videos, to complement your message and make it more memorable.
- **Storytelling:** Incorporate storytelling to make the issue more relatable and to illustrate the impact of advocacy efforts on real people's lives.

#### 9. Call to Action

- **Clear Instructions:** Include a clear and specific call to action, directing your audience towards what you want them to do next.
- **Accessibility:** Ensure the action you're asking for is accessible and feasible for your audience to perform.

Creating an effective advocacy message means balancing key elements to fit your goals and audience. Your message should be engaging, persuasive, and actionable, helping you gain more support and make a real impact for your cause.

#### Tool: Target Audience Message Analysis

Designing your advocacy message to address specific target audiences is essential for making it relevant, engaging, and persuasive. Different audiences have unique values, concerns, and knowledge levels. Customizing your message helps you to connect more effectively, creating interest and motivating action.

Using the Amoeba Model and Gilman's Equation insights, the **Target Audience Messaging Analysis Tool** helps you identify key advocacy messages. It focuses on understanding what concerns your audience about your issues, who and what influences their thinking and actions, and the best strategies and messages to use.

#### Step 3.1: Preparing your messages

It is important that you use different message approaches for different target audiences.

##### 1. Preparing a Full 'Issue Brief'

Preparing a full issue brief is useful for you and your team as it helps you to have a deeper but concise understanding of the issue, thus being able to communicate it clearly, accurately and effectively. This will ensure that it is also compelling and useful for those who have an interest and are involved in this issue. The 'brief' should include some of these key elements:

- ✓ What is the problem and how can it be changed?
- ✓ Data and informational evidence (examples: infographics, graphs and tables)
- ✓ Why is change related to this issue so important?
- ✓ What is being done and can be done to make the change happen?
- ✓ What specific actions need to be taken?



##### 2. A Quick Concise Message

A short and powerful format is needed to get your message across quickly in less than one minute to people who might be interested. It should include key information, such as:

- ✓ What is the problem and how can it be changed?
- ✓ What do you expect from the person you are speaking to? It could just be a chance to meet and discuss the issue in more detail.

**Example:** "Don't mess with Texas" was the slogan of a very successful anti-litter campaign in the U.S. state of Texas.



##### 3. Adapt Messages for Your Specific Audience

Find ways to link the interest of the people you want to influence with your advocacy issues. For example, if your goal is to get the public to value wetlands, and you want to appeal to a person with interest in economic issues, your message could be:

*"Invest in Nature,  
Reap Financial Rewards:  
Protecting Our Wetlands"*

Did you know that natural wetlands are not just ecological treasures but also economic powerhouses? By preserving our wetlands, we're not just saving habitats; we're investing in a sustainable future that boosts our economy."







### Brilliant messages are...

1. **Simple**
2. **Solution-focused**
3. **Practical and reasonable in their requests**
4. **Evidence-based:** They include real life stories, facts, and stats
5. **Appropriate for the audience in language and content**
6. **Personal:** They show why you care

### Step 3.2: Testing Out Your Messages

Creating a powerful message that informs, persuades, and inspires action is key to any successful advocacy campaign. Before you launch your campaign, it's crucial to pre-test your messages. This means getting feedback from a small group that represents your target audience. By doing this, you can fine-tune your message to make it even more impactful.

Connect with people who are passionate about issues like sustainable freshwater ecosystem management, climate change, and the growth of renewable energy in the GMS. Ensure your facts are accurate and use compelling examples. Gather feedback to refine your message, pitch, and delivery to make sure you communicate it as best as possible.

#### Benefits of Testing Your Advocacy Messages

The benefits of pre-testing your advocacy messages are substantial and can greatly enhance the impact of your advocacy efforts. Some of the key benefits include:

- **Understanding Audience Reactions:** Pre-testing allows you to gauge how your target audience reacts to your messages. This insight is invaluable because it helps ensure your messages resonate with your audience as intended, avoiding misunderstandings or negative reactions.
- **Improving Message Clarity and Effectiveness:** Feedback from pre-testing can highlight areas where your messaging might be confusing, overly complex, or simply not compelling enough. This enables you to refine your messages for clarity, persuasiveness, and impact, ensuring they are understood and embraced by your audience.
- **Identifying and Mitigating Potential Problems:** Sometimes, messages can unintentionally offend, alienate, or provoke negative responses from certain segments of your audience. Pre-testing helps identify these issues before a wide release, allowing for adjustments that make your campaign more inclusive and effective.
- **Enhancing Engagement:** By ensuring that messages directly address the values, concerns, and aspirations of your audience, pre-testing can help increase engagement with your campaign. Engaged audiences are more likely to support, participate in, and advocate for your cause.
- **Resource Optimization:** Investing in message development and distribution can be costly. Pre-testing ensures that your resources are directed toward messages that are most likely to succeed, thereby optimizing your budget and efforts for the best possible outcomes.

- **Benchmarking and Measuring Impact:** Pre-testing provides baseline data on how your messages perform with your target audience. This information can be invaluable for measuring the impact of your advocacy campaign over time and making data-driven decisions.
- **Customizing Messages for Different Segments:** Different audience segments may respond differently to your messages. Pre-testing can help identify these variations, allowing you to customize your messaging to better appeal to different groups within your target audience.
- **Building Confidence in Your Campaign:** Knowing that your messages have been tested and refined based on actual audience feedback can provide your team with greater confidence in the campaign. This confidence can enhance your advocacy efforts, making your team more motivated and assertive in their outreach and engagement.

## STEP 4: DEVELOPING YOUR ADVOCACY PLAN

Now it's time to develop your Advocacy Plan. An advocacy plan is essential for success because it provides a structured framework that identifies clear, actionable goals. When done correctly, this will address specific environmental issues and engage a diverse group of young individuals passionate about environmental advocacy—and leverage their unique perspectives and energies.

A structured approach is critical for several reasons:

- **Provides Clarity of Purpose.** Clearly defining your goals ensures everyone is focused on the same aim, making your efforts more efficient and impactful.
- **Ensures Effective Strategic Planning.** Providing clear direction in identifying your target audience, the best communication channels, and effective tactics increases the chances of success.
- **Enables Efficient Resource Allocation.** Ensure you wisely use resources, preventing waste and maximizing the impact of your efforts by using your time, money, and people effectively.
- **Ensures Successful Stakeholder Engagement.** Engaging key supporters builds broad support and leverages the strengths of diverse allies.
- **Enables Measurement and Adaptation.** Tracking progress allows you to adjust your tactics as needed, keeping your efforts effective.

- **Accountability and Transparency.** Provide a clear roadmap which promotes accountability within your team and transparency to supporters and funders.
- **Ensures Sustainability.** Planning for long-term impact that ensures the changes you achieve are lasting and benefit the community over time.

### Putting All the Pieces Together in Your Advocacy Plan

So, let's start putting the plan together. Creating an effective youth advocacy plan requires identifying clear, actionable goals and objectives that address specific environmental issues. It also requires engaging a diverse group of young people who are passionate about working together to effect change in the current status quo by leveraging their energy, enthusiasm, and unique perspectives.

Below are several steps, along with accompanying tools, to help you identify the necessary actions, possible risks, and how to measure the success of your initiative.



#### Step 4.1: Putting together the plan

Now that you have worked on the various aspects of the advocacy planning process, take the outputs from these previous steps (i.e. your Advocacy Goals, Objectives and Theory of Change; your Advocacy Target Stakeholders, and your Change Strategy and Advocacy Messages) and put them all together to create an overall Advocacy Plan.

#### Making the Change We Intend to Make Review

- **Defining Goal & Objectives:** What change do you want to make in relation to your environmental issue? What do you want your target audience to do to contribute to your goal?
- **Targeting Influencers:** Who do you need to influence to either make a decision or to act in some way?
- **Developing Strategies:** How to go about successfully influencing them to think differently, make changes, or to act?
- **Setting a Timeline:** When will the different activities and action happen?

By answering these questions, you'll create a clear roadmap for your project, making it easier to achieve your goals and inspire others to join your cause.

#### Tool: Advocacy Plan Template

**Now it's time to develop your Advocacy Plan!** Use this template to outline your team's plan of action. Review your goals and objectives, your Theory of Change actions, and stakeholder analysis. Also remember to consider the stakeholder role from the Amoeba Model, the Gilman's Equation strategy, and key messages. This template will help you organize tasks for each change action, assign responsibilities, and set a tentative timeline. After completing your draft Advocacy Plan, you can proceed to a Risk Assessment & Management Plan, a Performance/Impact Indicator Framework & Monitoring Plan, and finally, a Success Reporting & Dissemination Plan.

**4.6.5 TOOL: ADVOCACY PLAN TEMPLATE**

<b>1. WHAT IS THE OVERALL CHANGE WE WANT TO SEE?</b> (Write out your long-term goal and campaign/project objectives)
<b>2. WHAT ARE THE THINGS THAT WE EXPECT TO SEE HAPPEN AS A RESULT OF OUR ADVOCACY EFFORTS?</b> (Tangible outcomes)

#### Step 4.2: Managing uncertainty, obstacles and risks in your advocacy campaign

All advocates and campaigners will eventually run into some problems. However, playing things too safe will likely not get you very far. There are inherent risks in any change endeavor, but the important thing is to identify the risks in advance and consider how to avoid them if possible, or deal with them if the risks turn into reality.

### POTENTIAL RISKS TO CONSIDER

Lack of **public support** for your issue



**Aims & objectives are not clear;** weak evidence / and not convincing



**Many groups or organizations are trying to influence your issue in different ways**



**Resources and funding are not available**



**Not able to put your issue on the decision-makers' agenda**



Understanding of **what is influencing policies, programs, and project prioritization isn't clear**



**Tool: Risk Management**

This Risk Management tool can help you identify your project's obstacles and risks, as well as to come up with potential ways your team can mitigate and reduce them.

All of your information should be organized in a table similar to the one below.



**IMPORTANT:** Know your rights and keep yourself safe! In many countries, the rights to free assembly are limited in certain circumstances. Make sure you have read up your rights before engaging in more high-risk forms of advocacy such as protesting.

**Step 4.3: Monitoring your success**

So, your team has now kicked off your advocacy campaign. Through creative and careful planning, you are using what you feel are effective strategies, tactics and tools. Your activities are directly engaging with your primary and secondary stakeholder targets with the aim of influencing them to make change.

But how do we know if our strategy is actually working, or if we are really on target to achieve our goals? That's where the crucial step of monitoring and evaluation comes in. Evaluating your strategy allows you to document your gains and highlight where you could have taken a different approach. It gives you a chance to redesign and plan new advocacy strategies and tactics.

Monitoring is about regularly gathering information on the positive and negative impacts of your advocacy work. Effective monitoring and evaluation of your advocacy campaign requires careful planning. It is crucial to establish what information is necessary for tracking progress, and how it can be obtained, before your first action is taken.

**Final evaluation assessment:** Have we been successful in relation to our goals and objectives. What have we learned?

**Regular monitoring:** e.g. schedule of monitoring and evaluation through the advocacy program / campaign to inform if our strategy and approach are successful or whether they can be improved.

**Baseline:** The situation as it exists at the beginning

Example:

Risk	How to avoid	How to deal with
Being overambitious with your goals and objectives and expected outcomes	Plan to start small and grow as you realize some early successes. Plan for phases of your advocacy work.	Monitor and review your progress regularly to keep focused on the most important activities, and adjust as needed.
Insufficient funding to complete all activities	Do a good budgeting process with help from experts or others who have previous experience on what things cost.	Cut out low priority or unnecessary activities, materials, media, and try to get free volunteer 'in kind' assistance.

By monitoring, you will be able to...

- **PROVE:** gather evidence about whether change is actually happening. This is done so that you can know and show to others what is really going on.
- **IMPROVE:** learn about and gain insights into what is working as expected and what is not.

**Establish monitoring timelines**

Make sure you assign time for regular reviews to adjust your strategy and tactics and update your monitoring and evaluation systems accordingly. No matter how much preparation goes into your strategy, advocacy initiatives rarely follow a set plan and anticipated timelines. It is important to acknowledge this by allowing moments for reflection and learning. Develop a learning plan or timeline for sessions that review the data your team has collected, and reflect on lessons learned and changes that need to be made.

**What should we be monitoring?**

Think about what it is that you need to know to either adapt and improve your advocacy strategy while it is ongoing, or to demonstrate success and impact to key stakeholders such as government decision-makers, media and donors. Some points to consider monitoring may include:

- ✓ Did the actions get a reaction?
- ✓ Did the reaction achieve a result?
- ✓ Did this result have the desired effect?
- ✓ What worked and what did not work as planned/expected?
- ✓ Were there unexpected outcomes that we did not plan for (both positive and negative)?

To answer each of these questions you should think carefully about the information you need and how you will collect it during the planning phase. When gathering information, make sure it is from a reliable source, and where possible, use the same sources of information throughout your advocacy campaign.

**Note:** You will need to gather information and data at different phases of your advocacy work.



**Baseline:** The status of the situation at the beginning

**Final evaluation assessment:**  
Have we been successful in relation to our goals and objectives?  
What have we learned?

**Regular monitoring:** e.g. to inform whether our strategy and approach are successful or need improving.

Below are some sources where you can find useful information about what the situation is at the beginning (i.e. your baseline starting point) and how it is changing.

- ✓ Surveys
- ✓ Evaluation forms
- ✓ Meeting minutes
- ✓ Outreach program participant evaluations
- ✓ Informal impressions from random or targeted people
- ✓ Interviews and consultations
- ✓ Social media comments and posts by target groups online
- ✓ Media stories

**Note:** The information that you collect does not always have to be formal data (qualitative or quantitative), but can include individual personal perspectives and points of view from both you and your team, as well as other stakeholders.

For this reason, one of the most effective methods is to organize periodic review, reflection and evaluation meetings with your team to identify what is working and what is not.

### Identifying Good Indicators of Success

To measure our inputs, activities, outputs, and outcomes, we need indicators. Indicators define the type of information and data that you will collect and analyze. An indicator is a variable or metric that measures the various components of your advocacy program and activities (i.e. inputs, activities, outputs, outcomes). Indicators can be either quantitative or qualitative.

### Tool: Advocacy Campaign Indicator Template

Welcome to the **Youth Advocacy Campaign Indicator Template**. This tool is designed to help your advocacy team set out clear objectives and outline campaign activities while providing a structured space to identify and track indicators of success. By defining specific, measurable indicators, your team can effectively assess the impact of your strategies, messages, and activities in achieving your campaign goals.

Use this template to systematically document your objectives, describe your planned activities, and establish relevant indicators that will help you assess and evaluate your progress and make informed adjustments to your advocacy efforts.

**PROJECT INDICATORS DEVELOPMENT TABLE**  
Use the template below to come up with and record some indicators that could be good for measuring the effectiveness and impact of your action/objectives.

Our Advocacy SMART Objectives: (List below):	
1.	
2.	
3.	
What are the Indicators that we will use to measure the success of the Advocacy Campaign?	Objective Success Indicator
1.	1.
2.	2.
3.	3.

**INDICATOR ASSESSMENT TABLE**  
Look at your indicators carefully, one-by-one, and rate them based on these criteria from 0-3, where...

Indicators	Valid	Precise	Relevant	Measurable	Understandable	Reliable

0 = Not good    1 = Fair    2 = Good    3 = Very good

## Characteristics of Good Indicators

### Valid



Accurate measure of behavior, practice or action that is the expected output or outcome of your program or activity

### Precise

Operationally defined in clear terms



### Relevant

Has meaning to the people and groups who you need to influence



### Measurable

Quantifiable using available tools and methods



### Reliable

Consistently measurable in the same way by different observers



### Understandable

Your target group of stakeholders (decision-makers, students, public) can easily understand what the indicator is showing



## STEP 5: SECURING FUNDING RESOURCES

Developing a budget and action plan for advocacy work is essential to make a realistic assessment of existing resources and identify potential sources of funding to support the work. It is helpful at this stage to identify possible donors and/or funding opportunities to finance your advocacy project. Here, you could draw up a list of potential donors to approach for funding and add them to an Excel spreadsheet as a database. You can also sign up for various funding opportunity email alerts and e-newsletters that publish updates on new funding opportunities, deadlines for grant applications, and relevant news that can help youth organizations stay informed about potential funding sources.

### Possible Funding Sources:

Funding sources for youth advocacy projects in the GMS can come from a variety of organizations, including international NGOs, government agencies, and private foundations that focus on development, human rights, environmental protection, and educational initiatives. Some possible sources of funding for your advocacy project may include:

- **ASEAN Foundation:** The ASEAN Foundation supports various initiatives aimed at building ASEAN identity and promoting cooperation among ASEAN countries, which includes the GMS countries. They may offer grants for projects that align with their objectives.
- **The Asia Foundation:** This foundation works on improving lives across a dynamic and developing Asia, including the Mekong region. It supports programs related to governance, law, economic development, women's empowerment, environment, and regional cooperation.
- **The United Nations Development Program:** UNDP offers funding for projects that aim to address climate change, democratic governance, poverty reduction, and the sustainable development goals in the region.
- **European Union:** The EU offers small funding for projects in the GMS that promote human rights, democratic governance, sustainable growth, and environmental sustainability.
- **Country Embassies:** Embassies of countries like the United States, Germany, Canada, Australia, and several European Union members often have small grant programs. These can include funding for education, environmental conservation, and social entrepreneurship among youth. The specifics can usually be found on the respective embassy's official website or by contacting their public affairs or cultural section.
- **Private Companies:** Companies allocate a portion of their profits to Corporate Social Responsibility (CSR) initiatives, which can include a wide range of activities such as community development, education, environmental conservation, health, and more. Projects led by or targeting youth often align with companies' CSR objectives, particularly if they address issues like education, skill development, sustainability, or innovation.
- **Crowdfunding and Social Media Platforms:** For smaller projects, platforms like Kickstarter, GoFundMe, or local platforms in the GMS can be used to raise funds from individuals who are interested in supporting specific causes.
- **FundsforNGOs:** Funds for NGOs serves as an online resource to help NGOs—including youth-led and youth-focused groups—find potential funding sources from various donors around the world. These sources can include

governments, international organizations, private foundations, and CSR programs ([fundsforngos.org](https://fundsforngos.org)). The platform offers:

- **Lists of Funding Opportunities:** Detailed listings of available grants and funding opportunities categorized by sector, region, and focus area, including those specifically targeting or suitable for youth advocacy and activities.
- **Capacity Building Resources:** Guides and articles on how to apply for grants, write proposals, manage NGO finances, and more, which can be particularly useful for youth organizations looking to strengthen their funding applications.

### Tool: Proposal Development Guideline

Proposals are an essential tool to convince donors to support your organization. Writing high quality proposals that are persuasive will help you get continued funding from both old and new donors. Often donors will have their own specific proposal template, which you must follow. Though each donor's template will likely be different in some regards, depending on the donor's specifics, there are more commonalities than differences, which essentially follow the results framework.

This Proposal Development Guidebook will provide you with the basics of developing a project results framework (sometimes referred to as a logical framework) for your proposal. This will usually cover the core part of any donor's template.

### Conducting Monitoring and Evaluation Review Meetings

Reflection, evaluation and reviewing is essentially the process of gathering information at key points in time during your advocacy campaign, in order to get a broad and timely perspective on:

- ✓ What is happening?
- ✓ What is working and what isn't?
- ✓ What needs to be adjusted or changed in relation to what we expect the outputs and outcomes to be at the end of the campaign?

Reflection and review mean that you gather information at key periods during your advocacy work/campaign to gain a wider perspective on what is going on with the different aspects of your work. When planning a reflection and review meeting, it is important to choose the right questions to ask yourself, and to also create a safe and supportive atmosphere where the members of your team (and invited outsiders) feel able to share their views freely. Participants of these meetings should feel that their opinions are valued and that they are able to question the plan and others' suggestions. It may be a good idea to involve a variety of different people in your review meeting. Some questions to use for initial prompting of responses may include the following:

- What have we learned so far from our work?
- What are the successes so far?
- What has come up that was unexpected, and what was the result?
- What have been our noteworthy challenges so far?
- How have we adjusted our original work plan?
- How can we improve our performance going forward?
- Are there other questions that we should be asking/answering?

### Some Useful Tips When Planning Your Monitoring

Make monitoring easy and avoid using methods that are time-consuming. Involve others who would benefit from successful advocacy when you are planning and carrying out monitoring. This will encourage ownership and trust of the advocacy campaign. Assessing the effect of your advocacy campaign is best done with the people the campaign is trying to help.

### Library for additional resources

- An online course from CARE International, [The Basics of Advocacy Strategy Design](#), allows you to probe deeper into the advocacy planning and implementation cycle.
- Power Tool: Developing a low-cost, low-tech advocacy Monitoring, Evaluation, and Learning (MEL) System ([English](#)), also by CARE. This consists of multiple tools for developing a simple system to measure and track progress on your advocacy goals.
- [Monitoring and Evaluation for Advocacy and Influencing](#). This guide from CARE provides various options, depending on who you are trying to influence, how you aim to influence, how you want to capture the effects of your advocacy effort, and what resources you have to achieve this.





# CASE STUDY EXERCISE: USING THE AMOEBA MODEL FOR POSITIVE AI CHANGE

## LEARNING OBJECTIVE

This case study exercise will help you think about your own environmental issue. It uses a case example of changing the mindset and practice of IT and learning at a school with the introduction of Artificial Intelligence (AI), which as we know is still quite controversial.

Reading and thinking about the Amoeba change roles in this example can help you to more effectively reflect on how people will react to your call for change. This will help you to better understand the roles you and your team are playing in your own advocacy change process, as well as the roles played by others outside your group. It can also reveal some strategies to engage them and get them onboard with the change you want to make.

## INSTRUCTIONS

1. Read through the Amoeba AI case example article from “Designing for Positive AI Change” with this link: <https://www.linkedin.com/pulse/using-amoeba-model-positive-ai-change-kelly-schuster-paredes-tlnee/>
2. Use the AI case example to answer the questions on the next page.



# DESIGNING FOR POSITIVE AI CHANGE

USING THE AMOEBA MODEL

Artwork Generated by Dalle with Inspiration from the Amoeba Model

1. According to Alan AtKisson, the creator of the Amoeba Model, how is the way that the single-celled amoeba organism lives similar to the cultural change process? Describe what you think is the reason an amoeba is used as a metaphor for cultural change. What is its metaphorical value?
2. What is the concern about AI among educators as expressed in the case? Would there be similar concerns among people in your social context, who may also express reservations with your cause and your change efforts? Brainstorm how they might, and your thoughts on that possibility.
3. In the case example of AI diffusion in education, what distinguishes the change agent's role? Why is this person (i.e. the computer science teacher) identified as the change agent? What is the suggested strategy they should take to move the Innovator's idea forward at the school?
4. What is the difference between the change agent's role strategy and the iconoclast's role? What's the difference between their respective strategies for influencing organizational / cultural change (i.e. incorporating a new idea (AI) into an existing system? Could they accidentally cancel out each other if they are not coordinated in their efforts?
5. Why is the Transformer's role so important in the AI Education change process? What leverage do they have and why would they help to "legitimize" the new idea so that others in the cultural system (i.e. the school) accept and adopt the new idea? Can you think of any possible transformers in your own environmental issue advocacy and change situation?
6. Based on this AI case example, what is the importance of the strategy used with either Laggards or Reactionaries? How are they different from the strategies used for the Change Agent or Transformer?

# SMART GOALS WORKSHEET

Crafting SMART goals is a process to help you identify whether what you want to achieve is realistic, and to determine a deadline. When writing SMART goals use concise language, but include relevant information. The process is designed to help you succeed, so be positive when answering the questions.

## INSTRUCTIONS

As a team, follow the steps below and develop a SMART goal.

FIRST STEP	Write the goal you have in mind
<b>GOAL</b>	<b>Example:</b> Local communities become actively engaged in environmental health protection.

<b>S</b>	What exactly do you want to accomplish? Why is this goal important? Who needs to be included? When do you want to do this? Where will it take place?
<b>SPECIFIC</b>	<b>Example:</b> Increase the number of volunteers for our community clean-up project.

<b>M</b>	How can you measure progress and know if you've successfully met your goal?
<b>MEASURABLE</b>	<b>Example:</b> Recruit 50 new volunteers within the next three months.

<b>A</b>	Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve? What are the potential obstacles?
<b>ACHIEVABLE</b>	<b>Example:</b> Partner with local schools and community centers to reach potential volunteers.

<b>R</b>	Make sure your goal aligns with broader objectives and is worthwhile. Does this goal matter? Is it the right time? Does it align with other efforts or needs?
<b>RELEVANCE</b>	<b>Example:</b> This goal supports our overall mission to improve community engagement and environmental health.

<b>T</b>	When will it be achieved? What can be done today? What can be done six weeks from now? What can be done six months from now?
<b>TIME-BOUND</b>	<b>Example:</b> Recruit 50 new volunteers by September 30th.

<b>SMART</b>	Review what you have written, and craft a new goal statement based on what the answers to the questions above have revealed.
<b>GOAL</b>	<b>Example:</b> "Our goal is to enhance community engagement and environmental health by recruiting 50 new volunteers for our community clean-up project by September 30th. We will achieve this by partnering with local schools and community centers to reach potential volunteers over the next three months."

## Identify Objectives

Based on your SMART goal, define specific objectives—smaller, actionable steps that will help you achieve your goal(s).

Then test your goal(s) and objectives using a tool known as a Theory of Change. This is a testable hypothesis that guides decision-making and action during the development and execution of an advocacy strategy. It explains the process of change and helps you evaluate whether your advocacy actions are leading to the expected outcomes.

Then, the next step will be to develop strategies to accomplish these objectives. This could involve public awareness campaigns, lobbying for policy changes, building coalitions, or other methods, depending on the nature of your advocacy.

<h1>OBJECTIVES</h1>	<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol>
---------------------	--

<b>THEORY OF CHANGE</b>	<b>IF...</b>
	<b>THEN...</b>
	<b>BECAUSE...</b>



# TOOL: WHO AND WHAT STAKEHOLDER ADVOCACY TARGET ANALYSIS

## INSTRUCTIONS:

Use the table below to understand your target stakeholders and think about what type of engagement strategy you will use to get them to support your issue and ideas for change.

1. Review the Stakeholder Influence and Impact Analysis you developed in Chapter 3. Add any additional key stakeholders that you see missing from the previous analysis. Discuss with your team and agree on who you need to persuade in order to bring about the change you're aiming for.

Ask yourself two important questions about each of the people/organizations:

- a. Which stakeholders have the political, economic or social influence on decisions and behavior?
- b. Who has the ability to actually make this change a reality?

List the stakeholders you select in the *Who and What Advocacy Target Template (Column A)*.

2. Understand their views of your advocacy issue, and identify what type of engagement strategy you will use in getting them to support your issue and ideas for change.

- Know **WHAT side they sit on in relation to your issue**. Are they for or against doing something to change the status quo around your issue? (Column B).
- Know **WHO influences your target**. You can ask them to act on your behalf or lend their support (Column C).
- Know **WHAT influences your target**. You can find ways to include what your targets care about in your advocacy message (Column D).

For each of your key targets, map out how they think in relation to your issue and the change you want to make, as well as the influences on their position around your issues.

## EXAMPLE

Advocacy Objective: Promote experiential nature-based environmental education for primary and junior secondary school student			
TARGET	What Side Do They Sit on in Relation to Your Issue (For or Against)?	WHO Influences Your Target?	WHAT Influences Your Target?
Vice Minister of Education	Not clear where he sits on this idea, but from what is publicly available he might be open to it.	<ul style="list-style-type: none"> <li>Two very close personal advisors</li> <li>Education consultant</li> <li>Influential Educators</li> <li>Minister of Education</li> <li>National Media</li> </ul>	<ul style="list-style-type: none"> <li>Public negative sentiment on policies and project implementation</li> <li>National elections</li> <li>Influential international / regional media and political leaders</li> <li>Used to work as advisor for Mekong River Commission (MRC)</li> </ul>

## WHO AND WHAT ADVOCACY TARGET TEMPLATE ANALYSIS - INFLUENCE AND IMPACT MATRIX

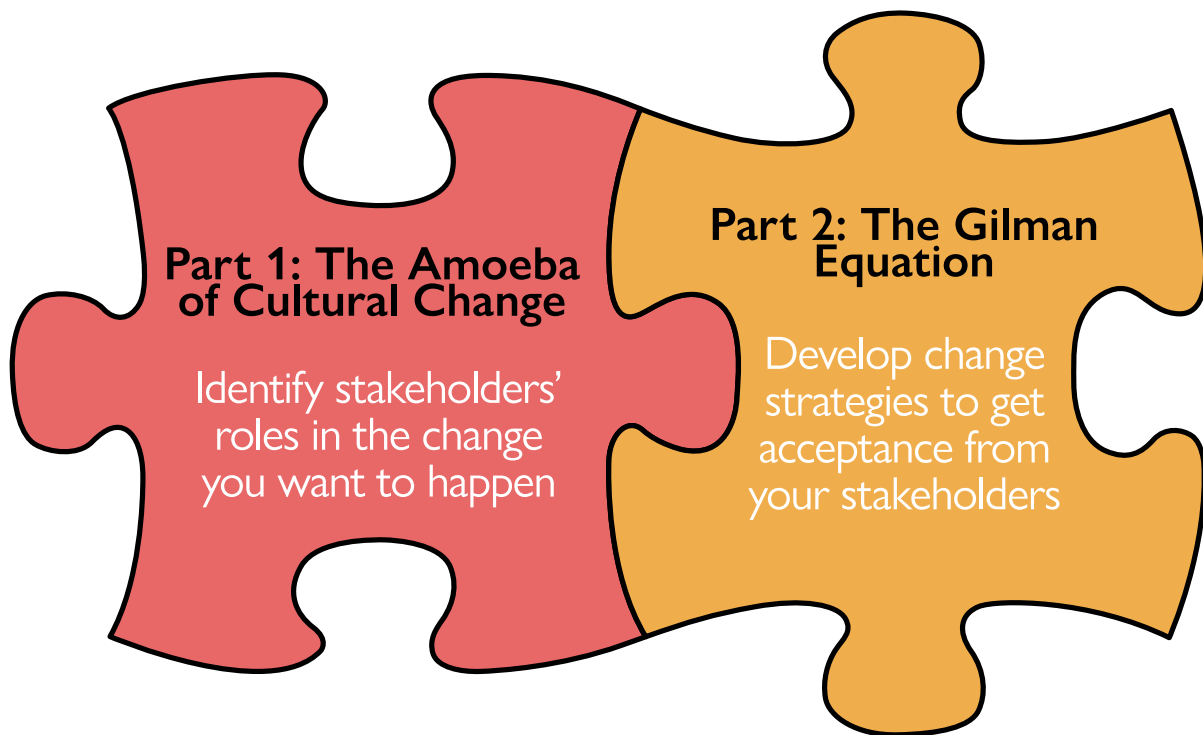
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# DEVELOPING SOCIAL CHANGE STRATEGIES

This tool is all about social change, including the perspectives and strategies required to move an idea forward. The tool combines two connected tools that will help you better understand your stakeholders and identify the roles they might play in the change process. You will then be able to develop strategies to ensure their acceptance and support of your idea/initiative.

## HOW TO USE THIS TOOL

Together with your team, sit down and go through the information and instructions provided on the following pages.



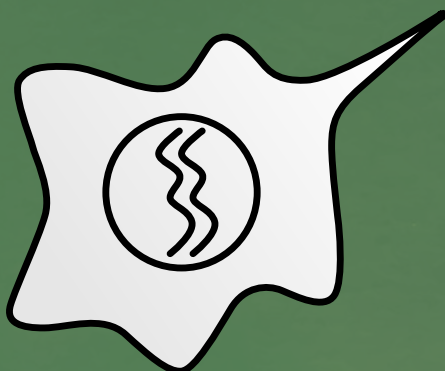
### AMOEBA (PART 1)

1. Read the background information and the Amoeba role descriptions provided. Make sure that everyone in your team understands the Amoeba analogy and role characteristics.
2. Look at the list of stakeholders you have identified in the previous stage of advocacy, and identify, one by one, their Amoeba roles. Are they potentially reactionaries, transformers or mainstreamers?
3. **Use worksheet 1 to create your own AMOEBA MAP**

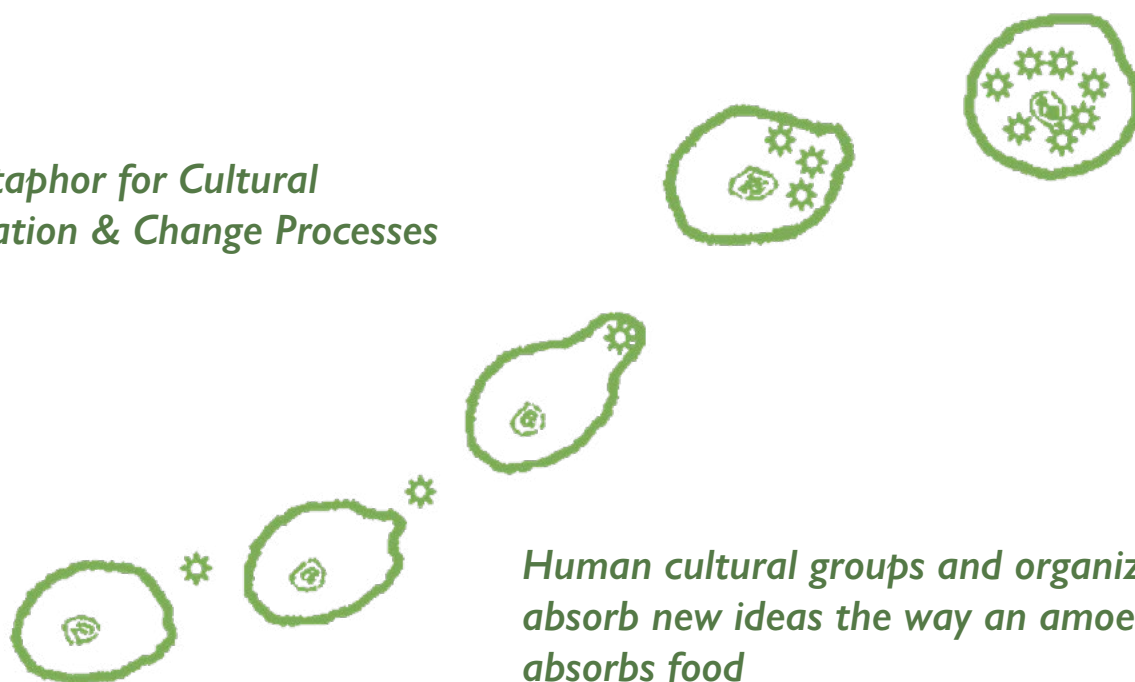


### THE GILMAN EQUATION (PART 2)

1. Read the explanation of Gilman's Equation. Make sure that everyone in your team understands it.
2. An example of strategies to be used with a transformer in the context of School Solar Panel Installation is provided to help get you started.
3. List each Amoeba role, and their names on Worksheet 2. Then follow the guiding statements to develop the change strategies.
4. **Use Worksheet 2 to record your Gilman strategies.**



## *A Metaphor for Cultural Innovation & Change Processes*



*Human cultural groups and organizations absorb new ideas the way an amoeba absorbs food*

## INTRODUCTION

Amoeba is a tool for understanding, mapping, and planning for cultural change processes. The Amoeba model at the heart of this tool assists changemakers to develop a sound strategy to support effective change duties for sustainability in a culture, group, organization, or community.

## THE AMOEBA METAPHOR

The learning model in Amoeba builds around a central metaphor: the idea that **human cultures are like the amoeba, a single-celled organism**. In nature, the amoeba is a predator. It is always seeking food—just as humans seek new ideas and solutions to problems. The amoeba aggressively hunts down and absorbs (“eats”) other smaller microorganisms. When it senses food, it stretches out a pseudopod (“false foot”), an extension of itself, in the direction of the target. When the amoeba absorbs the food item, it does not draw the “foot” back: instead, it surges forward in that direction, and fully engulfs its prey. It must move and change shape in the process. The food, once ingested, then spreads throughout the amoeba’s body. In other words, the search for new food, and the willingness of one part of the amoeba to “stick its neck (or foot) out,” results in a shift in position and a re-shaping—a transformation!—of the entire amoeba. This is what makes the metaphor relating to bringing social change so powerful. Sometimes change causes many other changes in social groups, resulting in a major shift in how all the members of that culture behave—which is what we call a cultural transformation.

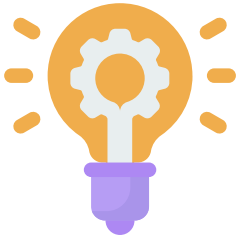
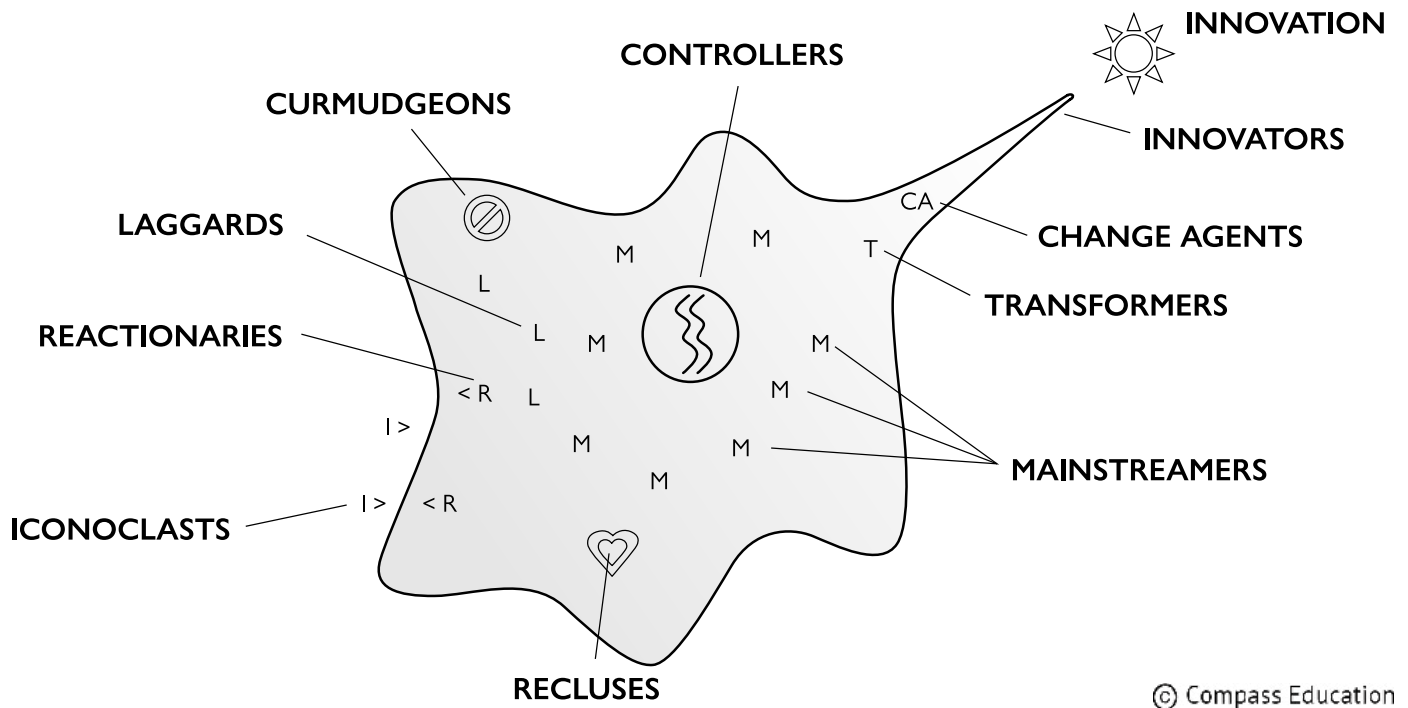
## THE AMOEBA MODEL

- Helps you to understand the role you are playing, the roles played by others in your community and/or organization, and the dynamics affecting the innovation and change process.
- Helps you plan more effectively for the introduction of new ideas.
- Empowers you to enable other advocates, achieving greater multiplier effects. The Amoeba model itself can be viewed as an innovation designed to spread the principles of innovation diffusion theory.



## ROLES IN AMOEBA MODEL - EXPLANATION

This is a map of the roles that people play in the cultural change process. Let's get familiar with each of them!



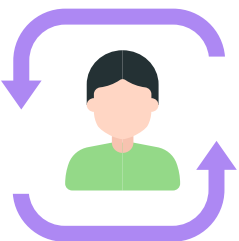
## INNOVATOR:

The Innovator lives on the edge. S/he is the source of new ideas. Think of the leading-edge researcher, thinker, writer, or inventor. Sometimes people like this are thought of as eccentric by others. They are often obsessed with their ideas, or passionate about keeping them pure. For these reasons, they are often not very good at promoting their own ideas. That's why they need Change Agents.

**Examples:** Thomas Edison and the light bulb; James Lovelock and the Gaia Hypothesis; Einstein and Relativity Theory, etc.

### Characteristics:

- They tend to think differently to the mainstream.
- Generate groundbreaking ideas and inventions.
- Often seen as eccentric or overly passionate.
- Not typically skilled at promoting their own ideas.



## CHANGE AGENTS:

Change Agents translate the Innovator's ideas into a form that can sell. They move outside the mainstream, but they know how to communicate with the mainstream. The classic model of a Change Agent is a consultant who studies the works of new thinkers and translates them into a form that a client can digest. Change Agents are concerned with promotional strategy. But to succeed, they need to connect with Transformers.

**Examples:** The entrepreneurs who brought Edison's inventions to the market; younger physicists who created experiments to prove Einstein right; today's journalists who write about global environmental issues, etc.

### Characteristics:

- They 'translate' and communicate the Innovator's ideas to the mainstream.
- They are skilled in promotional strategy and communication.
- They often act as consultants or intermediaries.



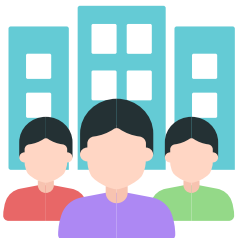
## TRANSFORMERS:

Transformers are those who embrace new products or ideas before they become mainstream. They are open to new ideas, and they want to promote positive change. But they also do not want to sacrifice their own reputation, or their position of influence if they have one. They adopt the innovations they think will ultimately catch on with the rest of society. They serve as gatekeepers into the mainstream. A classic example would be the senior executive who hires the consultant, with an eye toward whether the ideas the consultant brings will both improve life in the organization and enhance her or his own reputation.

**Examples:** *Technology critics who get an early look at the latest technical equipment, before it is marketed to the general public. Their reviews will generally determine whether the product succeeds in the market.*

### Characteristics:

- They embrace new products or ideas before others.
- They are open to new ideas and interested in promoting positive change.
- They serve as gatekeepers for new ideas entering the mainstream.



## MAINSTREAMERS:

These are members of the 'noisy majority,' busy with the basic essentials of cultural life. Mainstreamers are neither for nor against change, in principle. In fact, they are often unconscious that change is happening. They adopt the innovation when they see that 'everybody else is doing it.'

**Examples:** *The broad acceptance of any popular consumer product or mainstream fashion. The iPod, iPhone, and iPad come to mind.*

### Characteristics:

- They make up the majority of the population.
- Broadly speaking, they are neither for nor against change.
- They adopt new innovations when they see widespread acceptance.



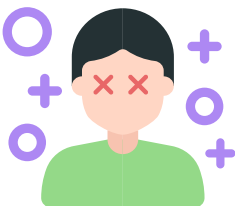
## LAGGARDS:

Laggards are basically Mainstreamers who don't like change in general. They're the opposite of Transformers. They are happy and comfortable with the status quo. Diffusion theorists call them 'late adopters.' They usually only change when they can no longer avoid it, because the Mainstream has already done so.

**Examples:** *People who didn't want to give up vinyl for CDs — or later, give up CDs for digital services.*

### Characteristics:

- They are resistant to change and prefer things as they are.
- They adopt new ideas and technologies very late.
- They change only when it becomes unavoidable.



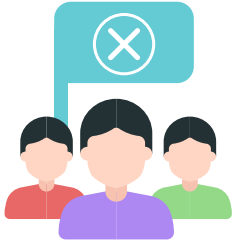
## CURMUDGEON:

Curmudgeons are cynical grouches. For them, nothing will ever change, and if it does, it probably won't be for the better. Their motto is, "Why bother?" They've seen it all— perhaps they even used to be idealistic dreamers themselves—but now they mostly complain. They act as wet blankets in any change process.

**Examples:** *People in the group will undoubtedly recognize this character in their own experience.*

### Characteristics:

- They are cynical complainers ... "why bother?"
- They believe that change is futile or likely to be negative.
- They tend to complain and oppose change.



## REACTIONARY:

Reactionaries react powerfully against change, because they believe it will harm culture—or harm them personally. Reactionaries generally are perceived as having a vested interest in keeping things as they are, or in moving things in the opposite direction. They actively resist the adoption of innovation, by any means in their power—sometimes very cleverly. They often have an economic or power interest in the status quo; or have their sense of identity or core values invested in it. They go along with change only if it is unavoidable, and then very late in the process.

**Examples:** *Car companies that resisted requirements for fuel efficiency; citizens' groups that resist the introduction of technologies they think are dangerous.*

### Characteristics:

- They strongly resist change due to perceived harm to culture or personal interests.
- They have a vested interest in maintaining the status quo.
- They use various means to actively resist innovations.



## ICONOCLAST:

The Iconoclast is the person who identifies the problem that the Innovator is trying to solve. The word means 'attacker of cherished beliefs.' Iconoclasts attack the status quo. Where the Innovator and Change Agent is trying to pull the Amoeba in a new direction, the Iconoclast is kicking it from behind. A classic example is the gadfly journalist or columnist, who attacks the powers that be and exposes problems in society. Protest groups are also Iconoclasts. In a contentious change process, Iconoclasts keep Reactionaries busy, so that Change Agents can effectively promote the new idea.

**Examples:** *Protest groups; social-protest comedians; politicians who "go negative"; critical journalists.*

### Characteristics:

- They challenge and attack the status quo.
- They identify and highlight problems that need solving.
- They are often seen as disruptive or provocative.



## RECLUSE:

The Recluse is somebody like a monk, an artist, a poet, or a peace activist, who is more preoccupied with discovering a 'great truth' than with something so mundane as changing the world. The person with this role usually doesn't actively engage with the change process, but they can still affect it, often in unpredictable ways.

**Examples:** *Recluses have existed within cultures for centuries.*

### Characteristics:

- They are withdrawn from active participation in the change process.
- They focus on a personal search for truth or artistic expression.
- They impact change indirectly and unpredictably.

## KEY STRATEGY POINTS TO WORK WITH PEOPLE IN DIFFERENT AMOEBA ROLES

*Once you identify who plays what role in the community in relation to your initiative or idea, you can think about applying some of these ways to work with each of them.*

### Innovators and Change Agents

- Innovators need Change Agents to help spread their ideas.
- Innovators are often not as effective as Change Agents.
- Both Innovators and Change Agents sometimes fail to actively adopt and/or demonstrate the innovation themselves.
- Innovators can be overly attached to a “pure” version of their idea, hindering its spread.

### Change Agents and Transformers

- Change Agents need to collaborate with Transformers.
- They are more effective when they work together.
- Trying to change Reactionaries can be a waste of time for Change Agents.

### Reactionaries

- Reactionaries are effective when they discredit or disempower Change Agents.
- It's often easier to stop real change as a Reactionary than to be a Change Agent.
- Reactionaries often believe their actions benefit the whole community, and sometimes they are right.

### Mainstreamers

- Mainstreamers often desire some change—but they fear too much change.

### Iconoclasts

- Iconoclasts should keep Reactionaries busy.
- Iconoclasts often make terrible Change Agents, and vice versa because they are focused on the problems and not the practical solutions.

### Curmudgeons

- Curmudgeons can hinder change, especially if they have a platform to voice their opinions and if Innovators and Change Agents engage with them too often.
- Many Curmudgeons were once Change Agents who became disillusioned.

### Esteemed Persons (Recluses)

- Recluses or Esteemed Persons are highly respected and can either speed up or slow down the change process.



## KEY POINTS TO CONSIDER

### **Adapt the Innovation**

Make it suitable for the group you are trying to influence!

### **Motivate the Change Agents**

This includes yourself (!) and any team you are working with to promote change within the system.

### **Organize the Transformers**

Get them engaged in your effort—and bring them on board—as early as possible.

### **Easy Does It for the Mainstreamers**

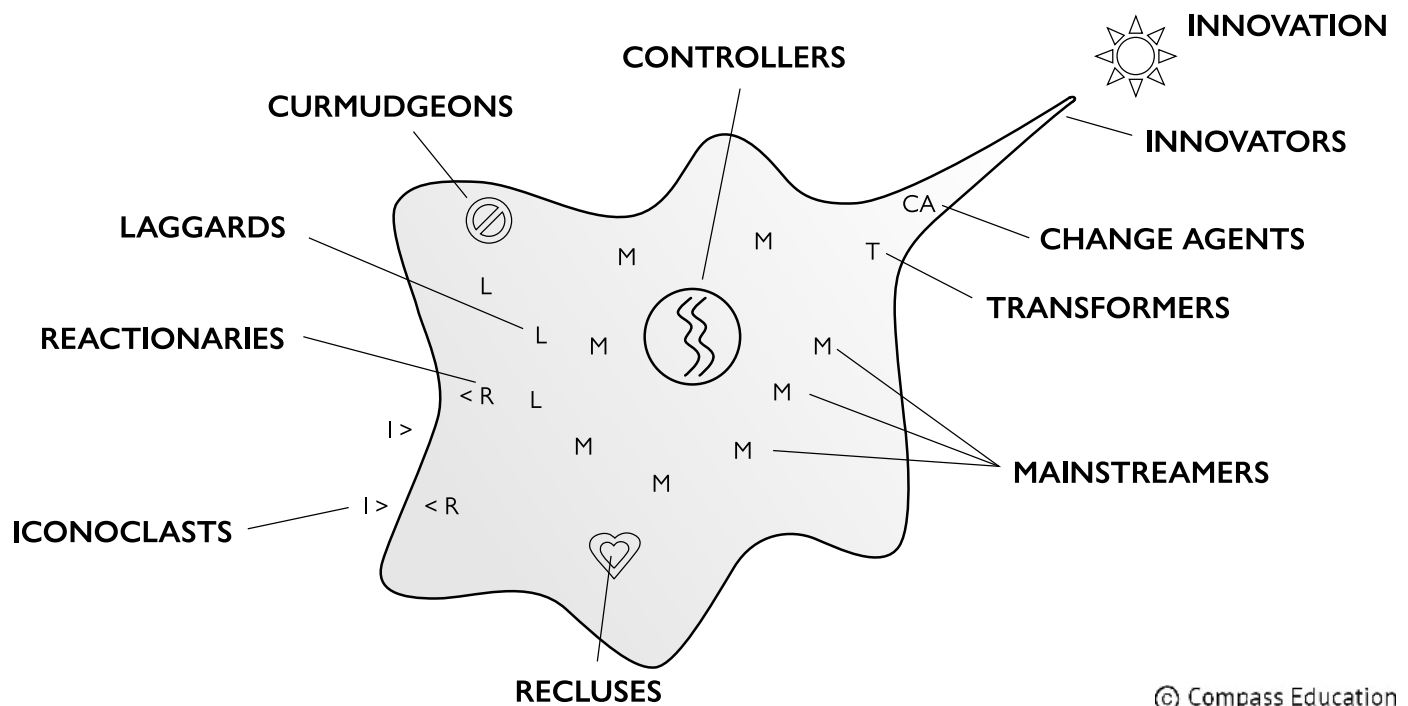
Don't go out trying to promote something to the Mainstream that "isn't yet ready for wider use." Take it easy, get it working with the Transformers first, then get them to help you plan the introduction to the Mainstream.

### **Build the Momentum**

Create small successes that build one on each other, so that all involved in the change process can feel "the wave building up".

### **Avoid the Reactionaries**

As much as you can, don't engage with the Reactionaries. Indeed, try to escape their attention! Let your new idea just ooze into the Amoeba, naturally and positively. If there is Reactionary resistance, try to get the Iconoclasts involved to keep them busy!



*"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."*

**- Margaret Mead**

## WORKSHEET 1: CREATING YOUR AMOEBA MAP

Consider your project or initiative and identify the key Amoeba roles individuals play in relation to what you are trying to accomplish. In the table below, list their names, positions, and organizations. This information will help you identify strategies to effectively work with or address them.

### AMOEBA ROLE

CHANGE  
AGENTS

Names, positions, and organizations

### AMOEBA ROLE

TRANSFORMERS

Names, positions, and organizations

### AMOEBA ROLE

REACTIONARIES

Names, positions, and organizations

### AMOEBA ROLE

ICONOCLASTS

Names, positions, and organizations

### AMOEBA ROLE

RECLUSES

Names, positions, and organizations

### AMOEBA ROLE

CURMUDGEONS

Names, positions, and organizations

## PART 2

# THE GILMAN EQUATION (DEVELOPING CHANGE STRATEGIES)

Now that you have identified the roles each person plays in the Amoeba framework, it's time to develop strategies to spread your initiative.

Dr. Robert Gilman developed an "equation" to explain why a diffusion strategy for spreading ideas does or does not work. We call this the "Gilman Equation" to honor his insight. We can use this insight to develop strategies that can help to get our work supported by different stakeholders.

The Gilman Equation says that in order for a person to adopt an innovation, the following must be true...



Here is another way to say it...



The Gilman Equation suggests that there are three basic strategies to pursue, to make an innovation more likely to be adopted.

### 1. Increasing "N" — Promote the Perceived Value of the New Way.

This is commonly known as marketing, which focuses on communicating the benefits of the new idea or thing to the target population.

### 2. Decreasing "O" — Critique the Perceived Value of the Old Way.




This is done by highlighting the problems, shortfalls, and failings associated with the idea, practice, or thing that the innovation is trying to replace. This is what Iconoclasts do.

### 3. Decreasing "CC" — Reduce the Perceived Cost of Change.

This can be done by making it easier for people to switch, through training, discounts, subsidies, cost-sharing, step-by-step guides, etc.




## WORKSHEET 2: CHANGE STRATEGY DEVELOPMENT EXAMPLES




Use the table in the following pages to develop strategies for engaging stakeholders to promote the change you want to happen.




Initiative / Innovation: Installing Solar Photovoltaics (PV) on School Roof				
Amoeba Role	Name	Perceived Value of New Way	Perceived Value of Old Way	Perceived Costs of Change
Transformer	Mr./Ms. ... (School Principal)	This is not the main mission of the school	If it isn't broken, don't fix it.	Costly and requires additional procurement process, adding extra workload to administration team
		<b>Actions to Increase:</b>	<b>Actions to Decrease:</b>	<b>Actions to Decrease:</b>
		 <p>Present/write to the school principal, emphasizing the school's vision and missions that incorporate sustainability as a key component of the overall mission. By installing solar PV, this will help to build the school's reputation as a leader in education for sustainability.</p>	 <p>Conducting research and submitting a proposal for the project. Showcase other schools with solar PV and highlight the return of investment (RoI) and other benefits</p>	 <p>Start with a pilot phase so the school doesn't have to make a large investment all at once.</p> <p>Identify in-kind expert support for system management to provide advice on operations at no or very low cost.</p> <p>Offer to collect and process data over time on the proportion of energy used from different sources by the school.</p>









## WORKSHEET 2: YOUR CHANGE STRATEGIES




Initiative / Innovation				
Amoeba Role	Name	Perceived Value of New Way	Perceived Value of Old Way	Perceived Costs of Change
		Actions to Increase:	Actions to Decrease:	Actions to Decrease:
				

Amoeba Role	Name	Perceived Value of New Way	Perceived Value of Old Way	Perceived Costs of Change
		Actions to Increase:	Actions to Decrease:	Actions to Decrease:
				

Amoeba Role	Name	Perceived Value of New Way	Perceived Value of Old Way	Perceived Costs of Change
		Actions to Increase:	Actions to Decrease:	Actions to Decrease:
				

Initiative / Innovation				
Amoeba Role	Name	Perceived Value of New Way	Perceived Value of Old Way	Perceived Costs of Change
		Actions to Increase:	Actions to Decrease:	Actions to Decrease:
				

Amoeba Role	Name	Perceived Value of New Way	Perceived Value of Old Way	Perceived Costs of Change
		Actions to Increase:	Actions to Decrease:	Actions to Decrease:
				

Amoeba Role	Name	Perceived Value of New Way	Perceived Value of Old Way	Perceived Costs of Change
		Actions to Increase:	Actions to Decrease:	Actions to Decrease:
				

4.4.4

# DEVELOPING YOUR MESSAGE FOR DIFFERENT AUDIENCES

In advocacy work, tailoring your messaging to specific audiences is crucial because it ensures that the communication is relevant, engaging, and persuasive for those you are trying to reach. Different audiences will have varied values, concerns, and levels of knowledge about the issue at hand. By customizing the message, advocates can connect more effectively, sparking interest and motivating action. For instance, policymakers may require data-driven arguments, while the general public might be moved by emotional storytelling or personal experiences. Tailored messaging makes it possible to address these diverse needs and perspectives, maximizing the impact of the advocacy efforts. It helps break down complex issues into understandable and relatable terms, thereby enhancing the likelihood of support, engagement, and ultimately, the desired change.

## INSTRUCTIONS

Look back at your **“WHO and WHAT” analysis** along with the **“Amoeba roles and Gilman’s Equation strategies”** that you have identified. Write in the table below who you consider to be your key target audience and develop a message that you think will help motivate them to do what you want them to do.

*Note: We have provided a few examples of stakeholders in the table below. Please remove and replace them with your own identified target groups.*

Target Audience	What concerns them in relation to your primary issue(s)?	WHO” and “WHAT” influence them?	What strategies do you plan to use to get them to support your goals / objectives? (from Gilman’s Equation)	What is a message that you can use to influence them the way you want?
Example: Decision-makers (government ministers, legislators, administrators, corporation heads)				
Example: Donors (foundations, bilateral agencies, multilateral agencies)				

Example: Journalists				
Example: Civil society organizations				
Example: Rural youth				
Example: Urban educated young adults				
Example: Opinion leaders (religious leaders, chiefs and tradi- tional/community leaders)				



# TOOL: ADVOCACY PLAN TEMPLATE

## 1. WHAT IS THE OVERALL CHANGE WE WANT TO SEE?

(Write out your long-term goal and campaign/project objectives)

## 2. WHAT ARE THE THINGS THAT WE EXPECT TO SEE HAPPEN AS A RESULT OF OUR ADVOCACY EFFORTS? (Tangible outcomes)

## 3. WHAT STRATEGIC ACTIONS NEED TO BE TAKEN TO MAKE THIS CHANGE HAPPEN? (List below)

HOW (Strategic actions & activities)	TO DO TASKS (What needs to be done to take this action?)	WHO WILL BE RESPONSIBLE	WHEN (What is your time frame?)
1.			
2.			

3.			
4.			
5.			
6.			

MANAGING RISKS			HOW TO AVOID			HOW TO SOLVE / DEAL WITH		
POSSIBLE RISKS								
MONITORING SUCCESS (INDICATORS)			SOURCES OF DATA & INFORMATION			WHEN TO MONITOR		
WHAT TO MONITOR? (INDICATORS)								

## COMPLETED TEMPLATE WITH EXAMPLE OF ADVOCACY PLAN

**What is the overall change we want to see? (Write out your long-term goal and campaign/project objectives)**

We are aiming to have outdoor, experiential environmental education become a standard part of teaching practice for teacher in all grades.

**What are the things that we expect to see happen as a result of our advocacy efforts? (Tangible outcomes)**

Integrate nature-based experiential environmental education (EE) into existing school curriculum so that students and teachers are more connected with natural ecosystems and learn to value nature (such as wetlands, rivers) as learning resources

**What would make this change happen?**

1. Catch the attention of Ministry of Education officials and influential education advisors and teachers
2. More and more schools are open to integrating nature-based experiential EE into their curriculum
3. Connect students and teachers with the natural world so that they understand it better and are more connected and care about natural ecosystems





HOW (Strategic Actions & Activities)	TO DO TASKS (What things need done to take this action)	WHO WILL BE RESPONSIBLE	WHEN (What is your (time frame?))
1. Raise awareness of the situation among school directors and teachers	<ul style="list-style-type: none"> <li>Develop presentation and issue brief paper on what experiential nature-based EE is and the benefits of it to student learning success</li> <li>Make presentations to education officials and school heads/ district officials</li> </ul>		
2. Create agreement with schools and district authority to test this type of learning	<ul style="list-style-type: none"> <li>Get approval from school heads/ district officials to co-develop this pilot learning program after school hours (as an extracurricular activity)</li> <li>Sign Memorandum of Understanding (MoU) and/or Memorandum of Agreement (MoA) with district officials and School heads of participating schools</li> </ul>		
3. Provide prototype syllabus with experiential EE learning activities	<ul style="list-style-type: none"> <li>Co-develop the syllabus of nature-based experiential EE activities with team, and EE experts and teachers</li> <li>Conduct a review with outside advisors and experts</li> </ul>		
4. Create alliance with video media producer	<ul style="list-style-type: none"> <li>Get agreement with visual media producer to film the learning process and make a short promotional documentary</li> </ul>		

5. Train teachers on experiential learning for EE river and wetland activities	<ul style="list-style-type: none"> <li>• Conduct teacher training on experiential EE for all teachers of participating schools, as well as other key educators</li> </ul>		
6. Conduct lessons with schools, and film & document the process	<ul style="list-style-type: none"> <li>• Prepare students for the outdoor lesson beforehand</li> <li>• Conduct a series of nature-based EE activities in tandem with teachers on subject of freshwater ecosystem and climate change</li> </ul>		
7. Get Feedback from teachers and students on this learning experience	<ul style="list-style-type: none"> <li>• Conduct in-person and online evaluation of the experiential lessons and document pre- and post-test results</li> </ul>		
8. Use the film and report, posters, and brochures to advocate with education officials and teachers at conferences and events.	<ul style="list-style-type: none"> <li>• Take the film and documents on the project on a roadshow, speaking and presenting at any relevant conference or meeting possible</li> <li>• Get people to sign a support statement for integrating more authentic experiential nature-based EE in school curriculums</li> </ul>		

MANAGING RISKS	RISKS	HOW TO AVOID	HOW TO SOLVE / DEAL WITH
	<ul style="list-style-type: none"> <li>• Cannot attract any school to test these type of outdoor experiential EE activities</li> <li>• Being manipulated and ignored because we do not know the system</li> <li>• Loss of motivation due to slow process of change</li> </ul>	<ul style="list-style-type: none"> <li>• Be realistic about expectations</li> <li>• Track and monitor involvement</li> <li>• Understand the system – get professional advice from inside</li> <li>• Inject energy often</li> </ul>	<p>Step up the pressure when you feel interest fades</p> <p>Refer to higher authorities</p>
MONITORING SUCCESS	INDICATORS	SOURCES OF DATA & INFORMATION	MONITORING SCHEDULE (WHEN)
	<ul style="list-style-type: none"> <li>• Number of schools participating</li> <li>• Number of students</li> <li>• Increase in knowledge and skills</li> <li>• Perception of school officials, education experts, teachers, students and parents</li> </ul>		<p>Throughout the process monitor schools and students</p> <p>At the start and end of pilot activities</p> <p>At the beginning and end of the entire project</p>

## TOOL: RISK ASSESSMENT

To help you identify your project's obstacles and risks—and also develop potential ways to mitigate and reduce them as much as possible—your advocacy team should use this “Risk Management” tool.

### INSTRUCTIONS

1. With your team, brainstorm possible risks. Write each risk on a sticky note or piece of paper using the corresponding color based on the risk level.



Use a yellow sticky note or pen for low-risk items.



Use an orange sticky note or pen for medium-risk items.



Use a red sticky note or pen for high-risk items.

2. It may help to group the risks into categories and deal with them together.
3. Starting with the high-risk issues, discuss how each can be avoided or dealt with.
4. Put all your information in a table similar to the one below.

Example:

Possible Risks	How to avoid	How to deal with
Being over-ambitious with our goals, objectives and expected outcomes	Plan to start small and grow as we realize some early successes. Separate the advocacy work into phases.	Monitor and review our progress regularly to keep focused on the most important activities, and adjust as needed.
Insufficient funding to complete all activities	Do a good budgeting process with help from experts or others who have previous experience on what things cost.	Cut out low priority or unnecessary activities, materials, media, and try to get free volunteer ‘in kind’ assistance.

**Important:** Know your rights and keep yourself safe! In many countries the rights to free assembly are limited in certain circumstances. Make sure you have read up your rights before engaging in more high-risk forms of advocacy such as protesting.



## RISK MANAGEMENT TEMPLATE

[illegible]

# TOOL: PROJECT INDICATORS DEVELOPMENT TEMPLATE

## INSTRUCTIONS

1. Write the identified objectives and activities in the **Advocacy Indicators Development Table**.
2. Work with your team to identify some good indicators for each campaign / project objective and activity.
3. Once you have a list of candidate indicators, use the **Indicator Assessment Table** to rate how good your indicators are. Refer to the characteristics of Good Indicators explained in the graphic below

### Valid



Accurate measure of behavior, practice or action that is the expected output or outcome of your program or activity

### Measurable

Quantifiable using available tools and methods



### Reliable

Consistently measurable in the same way by different observers



### Precise

Operationally defined in clear terms



### Relevant

Has meaning to the people and groups who you need to influence



### Understandable

Your target group of stakeholders (decision-makers, students, public) can easily understand what the indicator is showing



4. Based on the outcome of the **Indicator Assessment**, discuss with your team to finalize the indicators and mark them down in the **Project Indicators Development Table**.

PROJECT INDICATORS DEVELOPMENT TABLE

Use the template below to come up with and record some indicators that could be good for measuring the effectiveness and impact of your actions/objectives.

Our Advocacy SMART Objectives: (List below):  1.  2.  3.			
What are the Indicators that we will use to measure the success of the Advocacy Campaign?	Objective Success Indicator  1.  2.  3.		
<b>Advocacy Actions / Activities that We Have Planned (list below)</b>	<b>Indicators</b> How do we know if our actions are successful? Brainstorm a success indicator for each action / activity below.	<b>Sources of Data for Our Indicators</b>	<b>Time frame for Monitoring the Activity Indicators</b>
Activity 1:			
Activity 2:			

Activity 3:			

# INDICATOR ASSESSMENT TABLE

Look at your indicators carefully, one-by-one, and rate them based on these criteria from 0-3, where...

0 = Not good    1 = Fair    2 = Good    3 = Very good

Indicators	Valid	Precise	Relevant	Measurable	Understandable	Reliable

If any of your indicators get a very low score, consider identifying a better indicator that more accurately measures the intended outcome.



# PROPOSAL DEVELOPMENT GUIDELINE

## ELEMENTS OF A GOOD PROPOSAL

### PROPOSAL STRUCTURE

For a proposal to be successful, some sections need to be fully completed and comprehensive. This section of the guidebook will help you to understand the most important elements of a proposal.

1. **Cover Page:** Sometimes also referred to as the title page, it is the first page that introduces the document to the reader. The title page provides the reader with basic information about the content of the document. When developing the proposal, particular attention should be given to preparing an attractive cover page, as it is the first thing that the reader will see. A nicely prepared cover page can help create interest in your proposal. The cover page should:
  - Be attractive
  - Be professional and formal
  - Provide information about the proposal
  - Not be cluttered
  - Use official fonts and color scheme
  - Use an image that relates to your project and organization

The cover page should also capture the essence of the project and proposal, and should immediately catch the attention of the donor. Most experts suggest including the following information in the cover page:

- Title of the project
  - Organization name and logo
  - Name of the donor
  - Complete contact details of the organization (Address, Website, Email)
  - Submission date
  - Relevant image (optional)
2. **Table of Contents:** The table of contents goes after the cover page and provides the reader with an organized list of the various sections and subsections of the proposal. This gives the reader a clear idea of the way you have organized the proposal and they can move to the sections that are most relevant to them. Things to consider while you develop the table of contents are:
    - Use a simple format
    - Lists all the sections
    - Make sure that page numbers are correct
    - The titles and headings should match with what is in the text
  3. **Executive Summary:** The executive summary is considered the most valuable and important part of the proposal. Its primary purpose is to create interest about your proposal and help convince the donor to support you with funding. In simple terms, it helps you sell your project.

Things to consider while writing the executive summary:

- You should analyze important points relating to the main problem that your project will address. What is the solution, how is your proposal unique, and why is your organization suitable to carry out such a project?
- It needs to address the Why, How, and What of the proposal.
- Restrict the length to one page (approximately 300-500 words).
- It should capture the attention of the donor and entice them to read the entire proposal.
- Important components of an executive summary:
  - **Opener/Problem (1-2 paragraphs):** Focus on the issue, challenge and the need. Include some information that comes from academic research to demonstrate that you understand the problem.
  - **Solution (1-2 paragraphs):** State the solution that you propose to solve the problem. Mention your strategy, the possible impact, how many people will benefit from the program, how/where it will be implemented, etc.
  - **Funding Requirement (1 paragraph):** Explanation of the estimated amount required for the project.
  - **Organization and Expertise (1 paragraph):** Talk about your organization and your organization's strengths. The emphasis should be on why and how your organization is the best suited to implement the project successfully.

- Questions that the Executive Summary should address:
  - Why is the project important?
  - What is the problem that you are addressing?
  - How do you intend to resolve the problem?
  - What is the total budget and duration for the proposed project?
  - What is your expertise?
  - What is the grant amount being requested?
- Tips for writing an excellent executive summary are as follows:
  - Be concise and clear
  - Don't use jargon (specialized words) and overly technical language
  - Focus on the benefits of the project
  - Use the right tone that suits your target reader
  - Do not include too much data
  - Make it exciting
  - Don't make it too long

4. **Problem Statement:** This is a key section of the proposal as it presents the argument for why your project needs funding. It describes the issues and problems that a particular community faces and how your organization would address the given problem. The primary purpose of the problem statement is to convince the donor that your project is important and the issue that you intend to solve is real. At the same time, it should also make the donor hopeful that their support can help in addressing the problem, and that practical solutions exist to reduce the problem or issue.

While writing this section, it is critical that you quote facts and figures as evidence of your problem. These facts can be from data that your organization has collected or can be from research articles or government reports. Along with using data to justify the project, you should also mention why your organization is suitable to carry out the project (for example, mention similar projects that you have implemented in the past). The problem statement should answer the “5 Ws”: (Who, What, Where, When and Why):

- What is the problem that you intend to solve? What is its impact?
- What will happen if the problem remains unsolved?
- Who are the people/communities (i.e. target group) that the problem affects?
- When did the problem/issue become critical?
- Where is the issue occurring?
- Why is it important that we fix the problem now?

5. **Project Description:** This is the main narrative of your project and provides the reader with all the necessary information about the project. This section will include important elements of the proposal and will describe the project goal, objectives, methodology, impacts, etc., to the reader.

Below is an explanation of the various components of a project description:

5.1. **Goal:** Goal is a broad statement that sets out what you plan to do in a project. The goal essentially defines the purpose of the proposal by making it clear to the reader what problem your organization intends to address. As the goal of the proposal demonstrates to the reader your intention to solve a particular problem, it should be linked with the problem statement. The following tips will help you to frame a quality goal:

- Avoid being vague
- Link the goal with the problem statement
- The goal should be consistent with your organization's mission and vision statement
- Use simple language to write a goal
- Choose only one goal for a proposal

5.2. **Objective:** Once you have a logical and well-reasoned goal, you have to frame three/four objectives that would help you to achieve it. Objectives are detailed statements describing the ways through which you intend to achieve the goal. Consider the following while framing the objectives of your proposal: Objectives should also address the “5 Vs” and fulfill or consider the following:

- Objectives should support the goal
- Objectives should follow a logical order.
- Be SMART objectives: Specific, Measurable, Achievable, Realistic, and Time-bound.
- Use action verbs while drafting objectives: Use active verbs like create, identify, promote, enhance, increase, and develop etc.
- Have 3-4 objectives: Most experts recommend keeping three to four objectives in a proposal.

**5.3. Project Activities:** These refer to the smallest identifiable and measurable pieces of work planned for successful completion of the project. Defining the activities helps project staff to understand what actions to take and at what time. Every activity is associated with a definite interim goal or objective. The project activities will describe how each of your objectives will be achieved. Key questions that this section should answer include:

- What are the specific tasks?
- Who is responsible for each task?
- What resources are needed?
- When will these activities occur and over what time period?
- Are there other organizations in your community serving a similar audience?

**5.4. Staffing and Administration:** This section talks about project management aspects. Here, you can mention the implementation staff, the implementation schedule and other related information. You can describe the people who will be hired as part of the project, along with their respective roles. Some of the points that can be considered while writing this section include:

- The number of people to be hired for the project
- The role of each person
- The qualifications expected for each role

**5.5. Project Results:** Project proposals should explain the expected results that will be achieved by the project. Project results can be divided into three types:

- **Outputs:** These are immediate results obtained after implementing an activity. E.g. Number of hand pumps installed.
- **Outcomes:** Outcomes are the mid-term results which are not observed immediately but are felt after some time. E.g. Improvement in water availability.
- **Impact:** Impact is usually a long-term result and is normally not achieved during the life cycle of the project. E.g. Reduced water stress in villages.

**5.6. Project Timeline:** The project timeline indicates when the various activities and processes will be carried out during the course of the project duration. The primary purpose of the timeline is to help the project staff to carry out the various activities in a timely and smooth manner. Some suggestions about writing the timeline are:

- Use a simple format (e.g. in table or Gantt Chart form)
- Set realistic deadlines
- Allow some flexible buffer time to get things done by the completion deadline.

**5.7. Monitoring and Evaluation:** This section discusses the proposed mechanisms and procedures for monitoring the project activities so that one can ensure that all activities occur as planned. You should have a well-defined plan to monitor your project activities and also to evaluate the success of the project. Monitoring allows the project team to keep a check on the progress, while evaluation helps the team to appraise data and improve project implementation in the future. While working on the evaluation plan, the following questions should be addressed:

- How will success be measured?
- What do you consider success to be?
- How will the result be measured?
- What methods will be used to assess results?
- Who will conduct the evaluation and when?

**5.8. Risk and Assumptions:** This section of the proposal describes the external factors that may impact the success of the project. Identifying the risks and assumptions will help you not only in developing a stronger proposal, but will also show the donor that you have a good understanding of external and internal factors. By thoroughly analyzing these, you will also be in a better position to mitigate the risks and reduce the chances of project failure. While assessing the risks and assumptions you should look at:

- Political willingness
- Resource availability
- Climatic conditions
- Accessibility
- Support of government
- Internal organization issues (e.g. experts, trainers and staff)

5.9. **Sustainability:** To sustain the impacts of any community-based project, it is essential that suitable linkages are developed with the local community, government departments and all relevant stakeholders. You should clearly spell out the sustainability measures in your project, so that the donor is convinced that the project will sustain itself even after the funding ends. While describing the sustainability section you should include references to the following:

- **Participation:** Describe how the project will ensure ownership and participation throughout the planning, implementation and monitoring and evaluation phases.
- **Support from authorities:** Explain the linkages that will be developed with local authorities and government departments that will help strengthen and sustain the project.
- **Sustainability of the project:** Describe the measures that will be taken to help ensure that the project activities will continue—or that the project will have a lasting impact—after the funding ends.

5.10. **Communication:** An important aspect of the project is the communication plan that will be used to disseminate the project results and key project learnings. Your project proposal should mention how you would ensure that the project results are shared with relevant stakeholders and target groups. Here you can include references to the following:

- Use of social media
- Type of reports that will be published
- Field manuals and training booklets
- Workshops for sharing project results
- Best practices
- Case studies

6. **Budget:** Often, the most difficult part of a proposal is budgeting. While developing the budget, get one of your finance team members and project team members to sit together and work on a tentative budget. Give this team a brief overview of what you want to do in the project so that they can work out the costs. Your budget should be divided into categories such as salaries, expenses and fringe benefits, travel, supplies, and equipment.

7. **Organization Profile:** Your organization profile is an important document that presents information about the organization, such as: its background; where it has come from; its future plans and intended trajectory; who are the people running and leading it; and who are the people impacted by its action. A profile provides important information about your organization to the donor and should include the following:

- Organization name
- Established date
- Registration details
- Contact details
- Aim and objectives
- History
- Track record of experience
- Organization structure
- Awards
- Certifications

8. **Annexure:** The Annexure is the additional information that you wish to submit to the donor. All additional documents and reports should be submitted as appendices and should not be part of the main body of the proposal. Points to consider when preparing the annexure are as follows:

- All documents should be properly numbered
- Only the most relevant documents should be submitted
- The following documents can be annexed:
  - CVs of the project team
  - Evidence of nonprofit status of your organization
  - Research reports/data to support your problem statement
  - Relevant experience of the organization

# SAMPLE PROPOSAL TEMPLATES

There are several possible templates that can be used for preparing a proposal. The template you choose will depend on the following:

- **Donor Requirement:** This is the most important factor that should determine the template you choose. A donor usually provides a template for submitting your application. In case they have not, you can go through the application procedure to understand the donor's expectations and select a template accordingly.
- **Technicality of the Proposal:** If the proposal is too technical you should opt for a template that has several sections and subsections.
- **Funding Volume:** When applying for a large grant, the project template you select should be comprehensive and cover all the details of the project. If the grant size is small go for a simple and short proposal template.
- **Time for Preparing the Proposal:** When preparing a proposal with a tight deadline, select a simple template; if you have more time then go for a detailed proposal template.

No matter which project template you choose, you will have to include key elements such as the Executive Summary, Project Goals and Objectives, Activities and Budget.

**Below we provide three proposal templates that can be used for writing quality proposals.**

- Detailed Proposal Template
- Intermediate Proposal Template
- Short Proposal Template

1. **Detailed Proposal Template:** Such a proposal will be approximately 25-30 pages long and cover all the elements we have discussed in the section above. This kind of template is generally selected when preparing large projects.

## Detailed Proposal Template

1. Cover Page
2. Table of Contents
3. Executive Summary
4. Introduction
5. Problem Statement
  - 5.1 Problem Analysis
  - 5.2 Beneficiary Profile
  - 5.3 Resource Assessment
6. Project Description
  - 6.1 Goal
  - 6.2 Objectives
  - 6.3 Project Strategy
    - 6.3.1 Key Approaches
    - 6.3.2 Activities
  - 6.4 Project Results
    - 6.4.1 Outputs
    - 6.4.2 Outcomes
    - 6.4.3 Impact
  - 6.5 Project Management
  - 6.6 Timeline
  - 6.7 Monitoring and Evaluation
  - 6.8 Risks and Assumptions
  - 6.9 Sustainability
  - 6.10 Communication
7. Budget
  - 7.1 Budget Narrative
  - 7.2 Detailed Budget
  - 7.3 Budget Summary
8. Organization Profile
9. Annexure



2. **Intermediate Proposal Template:** Such a proposal will have a length of approximately 15 to 20 pages. This kind of template will also include all the key elements of a proposal, but will not be as detailed as the detailed template.

### Intermediate Proposal Template

1. Cover Page
2. Table of Contents
3. Executive Summary
4. Problem Statement
5. Project Description
  - 5.1 Goal
  - 5.2 Objectives
  - 5.3 Project Activities
  - 5.4 Project Results
  - 5.5 Timeline
  - 5.6 Monitoring and Evaluation
  - 5.7 Risks and Assumptions
  - 5.8 Sustainability
  - 5.9 Project Management
6. Budget
  - 6.1 Budget Narrative
  - 6.2 Detailed Budget
  - 6.3 Budget Summary
7. Organization Profile
8. Annex

3. **Short Proposal Template:** This template can be used when applying for a small grant—the length of the proposal can range between 8 and 12 pages. This template only includes a few important elements of the proposal.

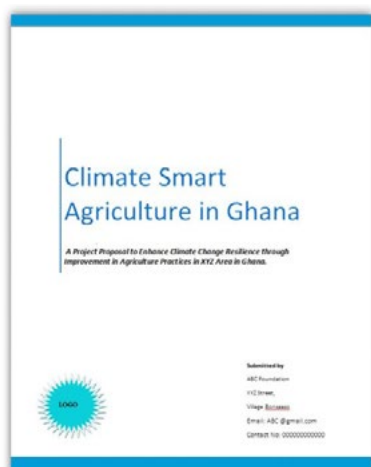
### Short Proposal Template

1. Cover Page
2. Table of Contents
3. Problem Statement
4. Project Description
  - 4.1 Goal
  - 4.2 Objectives
  - 4.3 Project Activities
  - 4.4 Project Results
5. Budget
  - 5.1 Detailed Budget
6. Organization Profile
7. Annex

# EXAMPLE PROPOSAL

**Here is a sample proposal using the intermediate proposal template.** The sample proposal has all the elements that you need to include in the proposal with a small description of each section and sub section. Please note that this is just a sample and the various sections do not have the complete description. It has been drafted to give you an idea of how each section is to be written. When writing the proposal for your organization, you will have to elaborate in each and every section so that it provides sufficient and adequate information to the donor.

## 1. Cover Page



## 2. Table of Contents

1. Executive Summary .....	1
2. Problem Statement .....	2
3. Project Description .....	4
3.1. Goal	
3.2. Objectives	
3.3. Project Activities	
3.4. Project Results	
3.5. Timeline	
3.6. Monitoring and Evaluation	
3.7. Risk and Assumptions	
3.8. Sustainability	
3.9. Project Management	
4. Budget .....	12
4.1. Budget Narrative	
4.2. Detailed Budget	
Organization Profile .....	14
Annexure .....	16

## 3. Executive Summary

Climate change poses a serious threat to people worldwide and impacts their livelihoods to different degrees. Studies reveal that the most vulnerable people belong to developing countries, and in particular rural communities.

The northern regions of Ghana are the poorest part of the country, with a high proportion of the population living in poverty. Most of the people are dependent on farming and related sectors as the country offers limited alternative income options. This makes the country highly susceptible to even a slight change in weather patterns, making the people severely vulnerable to climate change.

To address the issue of food insecurity, it is important that climate smart farming techniques are promoted and adopted. This would help make agriculture more resilient to climate change and also ensure food security. Climate smart agriculture is still in its nascent stage and the

project will open new gateways for the development of viable and sustainable agronomic practices in developing countries. Through this project, ClimateSmart Foundation aims to initiate a multi-stakeholder dialogue to develop a community-based adaptation strategy for the communities of Bonitot village. The project is in line with the existing issues being faced by the local people of the area and would focus efforts towards the following:

- Increasing awareness on linkages between climate change and food security.
- Improving food security through adoption of climate smart agriculture practices.
- Enhance adaptation and preparedness of the vulnerable communities of the area.

#### 4. Problem Statement

Climate Change (CC) poses a severe threat to the underprivileged and the rural masses, by reducing their access to food, energy and water. Communities that rely heavily on natural resources are the worst hit and often fall victim even to a slight change in weather. The huge attention being given to CC issues is evident from the fact that several international and national agreements have been signed to reduce GHG emissions. Several multilateral and bilateral agencies are also routing funds for CC mitigation and adaptation.

Along with global mitigation and adaptation strategies to cope with climate change, there is also a need to preserve traditional practices. Farmers worldwide are facing tremendous pressure to meet the demand of growing populations and food consumption. CC further adds to this existing pressure. Studies reveal that CC will reduce food productivity by affecting all four dimensions of food security: food availability, access to food, stability of food supplies, and food utilization. There is a need to adapt to changing climatic conditions to reduce the vulnerability of rural communities to climate change. This would be possible by introduction of fundamental changes in agricultural practices. Integration of traditional knowledge with innovations in agriculture also has a huge potential to enhance the adaptive capacity of the rural communities. International organizations and research institutes worldwide have developed an approach that tackles both the issues of climate change and food insecurity.

The UN Food and Agriculture Organization (FAO) defines climate-smart agriculture as an approach to guide actions to transform and reorient agricultural systems to effectively and sustainably support development and food security under a changing climate. Climate-Smart Agriculture (CSA) promotes production systems that sustainably increases productivity, resilience (adaptation), reduces/removes GHGs (mitigation), and enhances achievement of national food security and development goals. Rural communities in Ghana are one of the most vulnerable to climate change impacts. Rising temperatures, erratic rainfall patterns and the increased frequency of natural disasters create challenges for the agrarian society of many West African Countries.

The Ghanaian economy is dominated by agriculture as more than 25% of the country's GDP derives from this sector. CC will therefore greatly impact existing farming practices and by extension the livelihoods of those dependent on it. The northern regions of Ghana are the poorest part of the country, with a high proportion of the population living in poverty.

Climate projections available for the northern regions of Ghana suggest the following changes in climatic conditions:

- Mean daily temperatures will increase by 2.5-3.2°C by 2100.
- Annual rainfall totals will decrease by up to 27% by the year 2100, causing increasing droughts.
- Increasing desertification.
- Decreasing river flows and recharge rates.
- Potential for increased floods as a result of increasingly erratic rainfall

#### 5. Project Description

The project will provide scientific solutions to extend the adaptive capacities of rural peoples and farmers. It will provide a set of agronomic practices to suit the agro-ecology of the area and improve food security and increase productivity. The proposed project will be implemented over a period of two years. It will be implemented in Bonitot village, Amansie-West District of the Ashanti Region of Ghana. The area is characterized by hot, humid tropical climate conditions. 80% of the population practices agriculture, and the farmers mainly rely on small scale cash crop farming. Most farmers have small plots of land and use traditional farming practices. The project will benefit the farming communities of Bonitot village through an awareness campaign and will directly benefit the 500 farmers who will be trained on aspects of climate smart agriculture.

##### 5.1 Goal

The overall goal of the proposed project is to increase food security through adoption of climate smart agriculture practices.

##### 5.2 Objectives

1. To sensitize the farming community in Bonitot village about the linkages between food security and CC.
2. To promote adoption of climate smart farming practices suitable for the agro- ecological region of Bonitot through capacity building and training of 500 farmers.
3. Establish a resource center to serve as an information hub and library for the farmers to get latest information on climate change.

##### 5.3 Project Activities

- a) **Mapping and Situation Analysis:** The purpose of this activity is to understand the current situation in the Bonitot district. This would include mapping of the various socioeconomic, political, and environmental aspects of the area.
- b) **Development of Awareness Tools to Suit the Local Communities:** Audiovisual material will be developed to sensitize local communities on CC risks and threats. Leaflets, booklets and flashcards will be developed in vernacular to create greater impact. CC documentaries made by international agencies will also be translated.

- c) **Awareness Campaign:** Awareness generation is a key activity for achieving project success. Farmers will adopt climate smart agriculture practices only after they understand the implications of CC on food security. Follow-up sub-activities will be undertaken to sensitize the communities.
- **Community Meetings:** Project team will initiate community meetings to discuss the project and also share information on climate change risks and food security threats.
  - **Distribution of Leaflets and Pamphlets:** Communication material developed in the vernacular language will be distributed. Use of easy language will help in developing a better understanding of the issues.
  - **Documentary Film Screening:** A documentary film will be screened in a community meeting hall, to showcase the threats of CC.
  - **Mobile Information Centre:** A mobile van will be used for dissemination of information. This will serve as an information center that can be used by people who are not able to attend the awareness camp.
- d) **Promotion of Area-Specific Agricultural Activities:** Area-specific technologies that are aligned with agro-ecological principles will be promoted in the villages. Adoption of such technologies will help in improving the biological, social and economic systems resilient to climate change.
- e) **Trainings Will Be Focused on the Following Aspects of Climate Smart Agriculture:**
- Crop and nutrition management
  - Conservation agriculture
  - Livestock management
  - Agro forestry
  - Aquaculture
  - Diversified energy systems
  - Soil and water management
  - Risk insurance
  - Weather forecasting
  - Technological interventions
- Training sessions will also be given on some traditional agricultural practices such as mulching, intercropping and manure production. All the training sessions will be given in local vernacular so as to facilitate easy learning and understanding amongst the farmers.
- f) **Establishment of Resource Center and Weather Forecasting Center:** The resource center will serve as an information hub for farming-related activities. In addition to the educational material, quality seeds, cropping material, organic manure, pesticides, insecticides, etc., will be made available to the farmers at lower prices.

#### 5.4 Project Results

- Increased awareness among the community on linkages between CC and food security.
- Enhanced learning of various aspects of climate smart agriculture.
- 500 farmers adopt the climate resilient practices and supplement their income.
- Resource center established in the village becomes an information hub for neighboring villages, where farmers can gain knowledge about various new technologies and agriculture practices.

#### 5.5 Project Timeline

No.	Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
1	Mapping and Situation Analysis								
2	Development of Awareness Tools to Suit the Local Communities								
3	Awareness Campaign								
4	Promotion of Area-Specific Agricultural Activities								
5	Capacity Building								
6	Reporting and Documentation								
7	Monitoring and Evaluation								

#### 5.6 Monitoring and Evaluation

The project will undertake monitoring and evaluation (M&E) at all levels as per the (M&E) plan. Monitoring will be carried out right from the project inception, so as to ensure that processes and results are documented regularly. This will in turn allow steering decisions and for modifying the project processes to meet the deliverables in a timely manner. Data gathered during monitoring will help in evaluating the project progress at the end. Quarterly activity reports will be submitted to the donor agency, which will help in project evaluation.

### 5.7 Risks and Assumptions

- Lack of involvement from the stakeholders.
- Poor participation of farmers in training workshops and demonstrations.
- Land is unavailable for establishing the resource center.

### 5.8 Sustainability

The project will ensure financial, institutional and environmental sustainability. To ensure long term impact and sustainability, the following strategies will be followed:

- Training and capacity building of the farmers will help in meeting the project objectives. The trained farmers will help in transferring the knowledge to their peers.
- As the material will be in the local language it will be easy for the participants to understand and share the knowledge.
- Establishment of the resource center in the area will help in the long run. After the project is completed, trained farmers will take charge of it and our NGO will support them with updating information.

### 5.9 Project Management

The project will be implemented by a team of five staff members and will comprise the following:

No.	Position	Responsibility
1	Project Director (1)	Responsible for the overall administration and management of the project. He/she will develop proposals for future funding and manage other staff.
2	Social Worker (1)	Responsible for mobilization and conducting initial village-level meetings and orientation sessions.
3	Trainers (3)	Two agriculture experts for training on various aspects of CSA will be hired for a period of two years. They will be responsible for initially imparting training and will then be responsible for managing the resource center.

## 6. Project Budget

Activity	Description	Total Cost	Requested Fund
Human Resource	1 Project Coordinator	1500 USD/Year	3500 USD
	2 Project Assistant	2000 USD/Year	
Activity	Awareness Camp	1000 USD	5000 USD
	Training Workshop	3000 USD	
	Study Tour	1000 USD	
Travel	Travel, accommodation, and per diem expenses	1500 USD	1500 USD
Total			<b>10,000 USD</b>

## 7. Organization Profile

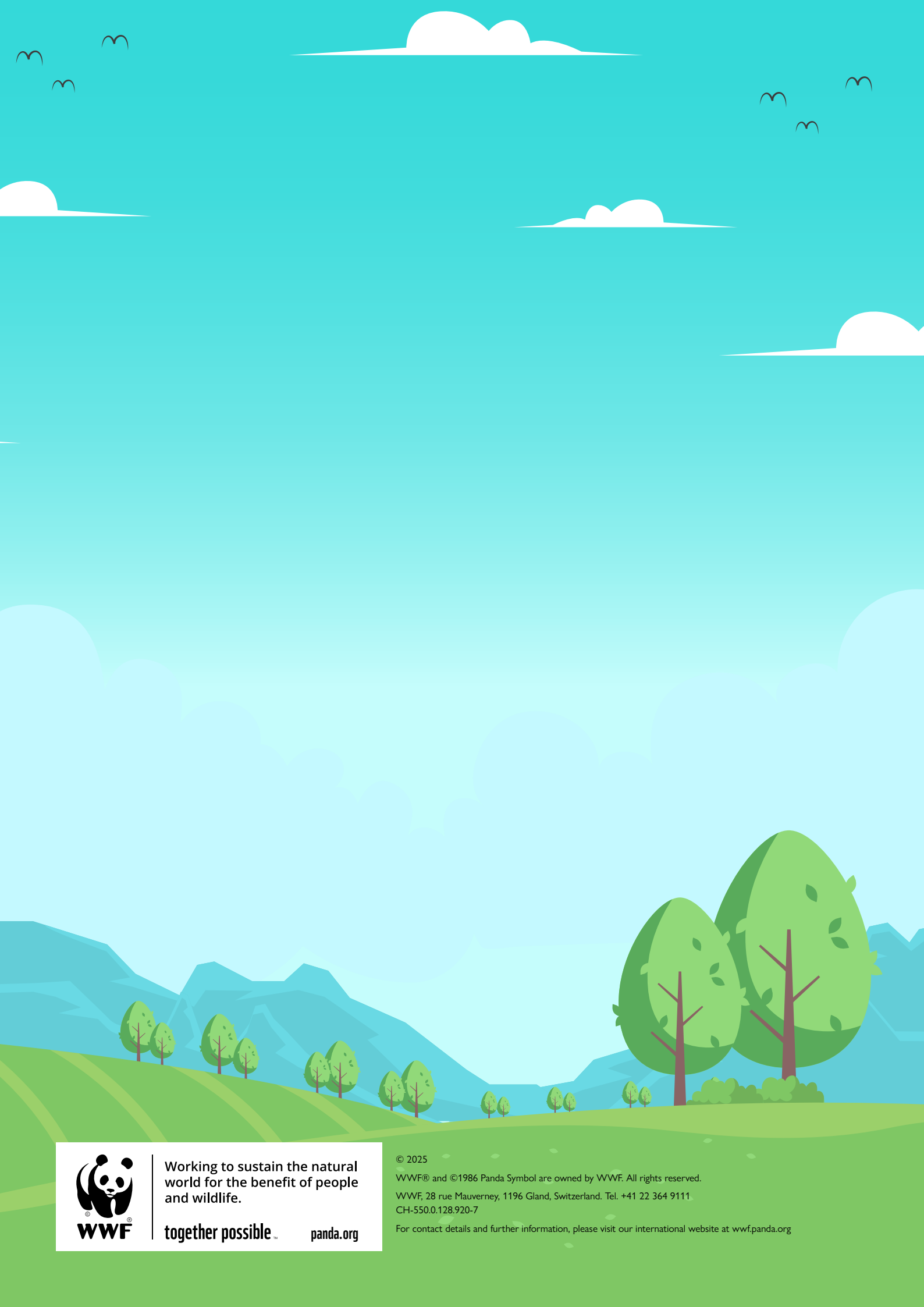
ClimateSmart is a national NGO engaged in developing programs and material to increase awareness about the environment and sustainable development in Ghana. The organization was established in 2000 and has since worked towards creating awareness about the environment and conservation. ClimateSmart's primary objective is to improve public awareness and understanding of the environment, so as to promote nature conservation and sustainable development.

## 8. Annexure

1. Certification of Registration
2. Tax Exemption Certificate
3. Climate Vulnerability Report of Ghana
4. CV of Project Director

**Good luck with your proposal writing!**





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