NHN

National Humanitarian Network

National Humanitarian Network

Advocacy Strategy

2015-2018

NHN Advocacy Strategy

2015-2018

1. Vision, purpose and definition

Vision

 "An efficient, effective and accountable and inclusive humanitarian system for, safer and disaster resilient communities

Mission

 Influencing humanitarian system and strengthening institutions for inclusive disaster risk reduction and principled humanitarian response with rights based approach through policy advocacy and improved coordination.

We define advocacy as

Taking action through a process of strategically planned activities, at Provincial, National and International levels, in which people affected by disaster participate meaningfully. These actions are aimed towards the realization of positive, lasting change in the lives of everyone: to have their voices heard, and their rights protected and fulfilled.

2. NHN Internal and external analysis

Internal	External
Advantages	Threats
1. Good networking with humanitarian actors 2. Presence at all levels from district to national and international 3. Commitment/devotion in the members 4. Grass root based membership 5. Experienced & shared leadership 6. Representation at national policy forum 7. Recognition at national humanitarian architect 8. Legitimacy as national CS, and not (less) perceived as foreign influenced	1. security situation, threats to NGOs, increased violent conflicts 2. lack of resources 3. Negative behavior of government functionaries towards NGOs 4. Political polarization 5. Expected NGOs Bill 6. Less representation of women and other marginalized groups 7. Low trust towards NNGOs by Int. organizations (UN and PHF) 8. Lack of consensus on needs and assessments by all actors 9. GoP not included civil society in planning and response 10. High government and political personal turnover

Challenges	Opportunities
1. Low number of human resources 2. internal conflicts (lack of consensus on internal issues) 3. Unavailability of clearly defined procedures, policies and systems 4. Lack of comprehensive ToRs 5. Weak linkages with government 6. No formal representation at provincial level 7. Non-compliance of some principles gender and rotation of secretariat] 8. Capacity of member organization needs further strengthening 9. Short-term ad hoc approaches 10. High staff turnover	1. Trusted organizations 2. Existence of donors supporting NHN 3. Existence of humanitarian structure 4. National and international conducive environment for NHN growth 5. Expanded space/acceptance at PHF, government and other forums. 6. Devolution under 18th amendment 7. Incoming Local Government Institutions

Next strategic directions...

- Strengthen internal evidence base, by systematically documenting good practices and lessons learnt and developing advocacy information materials. And subsequently developing a focused communications strategy.
- Strengthen national level presence, by strategically positioning as a community/ grassroot-centred humanitarian network and subsequent networking with government, donors and International humanitarian actors

3   Principles and positioning

The following overview provides a set of 'principles' and 'ways of working' that inform and guide our advocacy work. The second section of this chapter looks at how we position ourselves as a network in the external environment.

Principles

Guided by the humanitarian principles

Humanitarian Principle	Advocacy implication
Humanity: Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.	This should be the case for all aspects of programming. Where there is a call in change in policy, actors need to have this Pushed for through policy advocacy
Neutrality: Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.	We shall take the role of capacity building and spokesperson to advocate for fairness in the ways humanitarian issues are handled in the country. We shall also act as a link between the general population and the policy makers.
Impartiality: Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making	This strategy focuses overall on ensuring vast impacts as a result of disasters is mitigated and there is a timely and need based response to all humanitarian situations

no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.	
Independence: Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being Implemented.	We are a network of very independent civil society working to ensure that impacts of emergencies are mitigated. Because of the complexities in the civil-Military relations in Pakistan, this will have to be negotiated to ensure principles are adhered to but the affected population is also reached within a reasonable time frame

Informed by our values

These values should be reflected in the way we communicate and advocate:

NHN Values	Advocacy implication
Shared leadership	NHN has shared leadership and will strive to continue this spirit for coming years. This is very important value for a network to sustain and progress.
Inclusiveness	NHN will be inclusive in all of its functions, decision making and the intervention. While setting the priorities, NHN will intentionally focus on most marginalized and poor people.
Neutrality	We will maintain neutrality as required by humanitarian principles. We will remain neutral while providing humanitarian assistance or engaging in advocacy and influencing to promote the single cause of better (neutral) support during humanitarian crisis.
Accountability & transparency	NHN will promote accountability and transparency of every one engaged in humanitarian work. We believe that government, donors, international and national organizations engaged in humanitarian efforts should be accountable, responsive and transparent. NHN will strive to set highest standards of accountability and transparency.

Promote community participation and action

NHN will place specific emphasis on community led action and advocacy as well and full representation of the humanitarian issues affecting the population. We will seek to support and enable communities, including women, girls and stakeholders to advocate for their rights. At minimum, our advocacy agenda is informed by the views of members of the network, as well as the affected population to ensure our advocacy is evidence based. We believe that through the involvement of the people affected in the processes of social change, the lives of those affected can be profoundly influenced. These issues shall always be informed through the wide network of NHN members located throughout the country. Because of constraints in finances, we shall device innovative ways to engage the community in our policy advocacy works while ensuring that we have sufficient evidence from the people we serve.

We do so by

1. Ensuring community participation in policy making and decision making, creating spaces where community members can influence public policy
2. Acknowledging the critical roles community groups and individuals play and the key responsibilities they have in their own resilience

3. Playing a facilitative roll at the local level and link community priorities and actions to platforms, initiatives and opportunities at the national, regional and international levels to create positive lasting change
4. Emphasizing the need to disseminate relevant policy and legal documents to communities we work with in formats that are accessible for them

Network, network, network

NHN recognizes that the Pakistan governance structures in relation to humanitarian support to people affected by emergencies are reasonably well developed and functioning to a certain extent. NHN being national civil society is definitely part of this indigenous structure. Moreover, we cannot achieve the advocacy goals and objectives defined in this strategy on our own. NHN will therefore actively seek to engage with international and other national networks, coalitions and governmental institutions and bodies that relate to our key advocacy issues. As such, NHN will:

1. Always, as a basic principle, consider its position as a national actor in assessing what added value it may provide towards improved humanitarian outcomes
2. Pro-actively share information from our assessments, program implementation and evaluations and researches
3. Actively participate in all relevant networks and coalitions activities in all locations, in which all NHN have a critical role to play
4. Seek, where possible, strategic alliances with likeminded organizations and institutions to establish a culture of collaboration across the organization
5. Collaborate closely with other like-minded networks, forums or entities in Pakistan, by proactively considering opportunities for joint advocacy work
6. Share our advocacy plans and experiences across the NHN network, contribute to regional, international and global advocacy initiatives and linking up with organizations and networks elsewhere when appropriate

Profile and Positioning

NHN is passionate about realizing change for people affected by disasters but we are not a campaigning organization. A helpful way to position NHN is to look at the 'insider outsider' typology:

Positioning grid	Insider	Outsider
Orientation	Concentration on solutions	Tendency to focus on problems
Approach	Willingness to engage in dialogue	Confrontational
Focus	Lobbying, influencing behind closed doors	Public campaigning, direct action
Advantages	Listened to and direct influence on policy	Perceived to be active and independent
Disadvantages	At risk of being 'co-opted', at the table, but not influencing	Alienation of targets, blocking opportunities

And the 'approaches grid' provides additional conceptual clarity on the type of advocacy NHN envisions: an insider approach with support from communities affected that we strive to advocate for.

Approach grid	Tactic	Aim	Profile
Attack **Confront**	Public campaigning	To weaken or eliminate the target	Outsider
		To force a change on the target	
Persuade **Cooperate**	Lobbying	To convince potential allies	Insider
		To engage in joint working and learning	

NB: because of the complexities around working in the Pakistan context, NHN will focus more on the use of the insider approach to build rapport and lobby as well as to ensure a lasting solution is attained through the policy makers. Skills to effectively lobby and have the relevant persuasive information are very critical and this therefore needs to be strengthened.

4. Policy, power and stakeholders

Analyzing policy, power and stakeholders is key to successful advocacy. Poor analysis of policy and power can lead to missed opportunities, poor strategic choices and organizational reputation risks. Unfocused stakeholder analysis can lead to ineffective lobby efforts and very inefficient use of resources.

The advocacy objectives described in this strategy require continuous policy, power and stakeholder analyses and strategic targeting of different key actors at multiple levels. Those analyses are beyond the scope of this strategy; only the most relevant stakeholders for NHN are outlined below.

A key component of the strategy is therefore to prioritize developing skills and capacity to carry out continuous analysis to inform decision making throughout the lifespan of the strategy. Each location will develop a provincial specific stakeholder analysis relevant for the advocacy objectives, facilitated by the Advocacy Advisor in the form of analysis tools and on the job support. [1]

Policy and power

Advocacy is all about changing the power status quo: not accepting something as it is (or is likely to become) and challenging those who have the power to do something about it. A law may need to be developed at provincial level to outlaw a certain exploitative practice, or the adoption of a bill may need to be stopped in Parliament to prevent a harmful custom from being legalized.

Either way, such policy processes involve a number of steps: defining the issue; developing possible alternatives and selecting preferred options to address the issue; designing and implementing the actual policy; and evaluating its effect.

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[1] Power / will and Forcefield analyses will be made in all locations during support visits by the Humanitarian Advocacy Advisor in the first phase of the strategy's implementation.
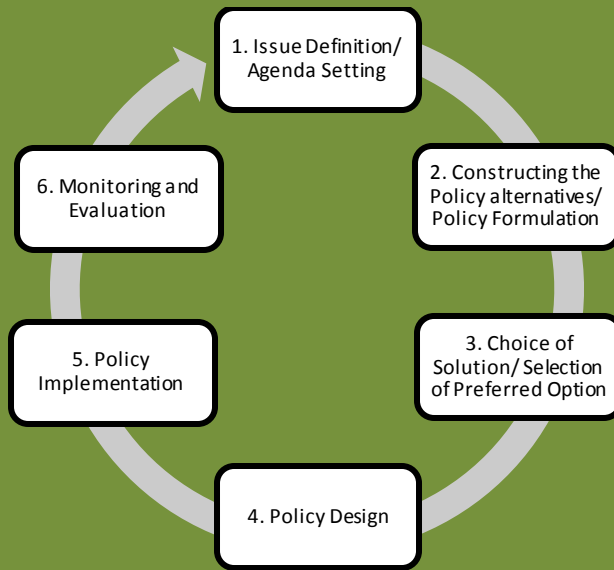
Each of these steps can be utilized to influence the outcome of the process and have to do with power relations: who *is* and who *is not* involved in these stages of the policy process. Such power can be visible: formal rules, structures, authorities, institutions and procedures, e.g. elections, laws and budgets; it can be hidden: certain powerful people outside of the formal system control the agenda; and it can be invisible: people's values and norms, and thereby also people's beliefs and attitudes.

In the Pakistan context just like many other contexts, the dimension of power at play is very often a combination of hidden power and (in cases of cultural norms) invisible power. The three dimensions of power usually operate simultaneously. Moreover, in a decentralized governance structure as in Pakistan where provinces have been given powers to make decisions, the different steps of the policy cycle at national level are subsequently repeated at the sub-national/provincial level: a national level policy needs location specific formalities and budgets. These will also have to be negotiated by responsible stakeholders who can in turn be influenced.

Issue	Level	Policy /implementation phase
Implementation of National Disaster Management Act and Plan	National	NDMA is adequately financed and functional with full involvement of all the relevant stakeholder (communities and civil society organizations)
	Provincial	Provinces develop Roadmaps for Disaster Risk Management and have them operationalized
	District	Communities are involved in the processes of developing preparedness and contingency plans
Need based timely response to humanitarian situations	National	Humanitarian Principles are promoted while responding to emergencies. Promote transparency and accountability as well as effective and efficient coordination while focusing on the needs of those affected.

	Provincial	Well-coordinated response and mitigation efforts out in plan through the various sectors
	District	Those affected are full represented to ensure response is needs based.
Strengthened Networking, capacity Building and coordination	National	Representation of Key humanitarian issues at the international, regional and national level to ensure collective and well thought through responses and mitigation measures are adopted.
	Provincial	Strong linkage between the provincial level and national level to ensure consistency and more impact.
	District	Communities empowered to raise issues that affect them to the relevant platforms when given the opportunity

Community members are often excluded from these policy processes; their voices are not heard and their views and demands are lost in the hidden and invisible dimensions of power. Different approaches are required for tackling the respective forms of power and supporting communities to claim their rights. Our advocacy plays a role across the dimensions and is intended to engage and support communities to be involved in the policy process.

Stakeholders

Duty bearers: government stakeholders (Disaster Management Authorities)

The Government of Pakistan at its various levels of responsibility is the main duty bearer responsible for the wellbeing of every citizen. At national level it operates according to thematic line ministries and related provincial level operates through the provincial government. Relevant policy work is carried out at all levels in terms of priority setting and budget allocation. We shall operate across these levels, and can exert influence in all of them. Through a detailed analysis of the specific local situation, key targets and influencing strategies will be identified in the first phase of implementing this strategy.

Stakeholder	Role
District Level District Disaster Management Authority	Implementation of disaster management policies and plans at district level by involving all stakeholders Risk Assessments and Developing Disaster Management Plans Contingency Planning and its implementation Incident management at district level
Provincial Level Provincial Disaster Management Authority	Prepare provincial preparedness and contingency plans Prepare provincial disaster response plan Prepare and update SOPs for each department at provincial level for disaster response Incident management at provincial level
National level National Disaster Management Authority	National Disaster Management Authority acts as the lead implementing, coordinating and monitoring body for disaster management in the country.

| NDMC – National Disaster Management Commission Ministries | NDMC is the apex body for Disaster Management in the country headed by the Prime Minister. NDMC lays down policies and approves National Disaster Response and Management Plan. The commission lays down guidelines for Federal and Provincial Governments |
| | The Line Ministries have a decisive role in directing policy agendas and prioritizing issues. Individual civil servants often hold considerable levels of power and need careful targeting. |

NHN is a relatively young network but with vast potential to expand with limited human resources specifically related to advocacy. We recognize that we cannot achieve the objectives of this strategy alone and will actively seek to work in strategic partnership with allies under each objective at both national and provincial level. These connections will be regularly reviewed and updated, at this time these are:

Network / agency	Purpose	Relationship
Pakistan Humanitarian Forum	Network of International NGOs in Pakistan to raise their voices	Having good relationship with PHF. NHN is having the status of observer in PHF.
Humanitarian Country Team		NHN has been acknowledged as the voice of National civil society and one seat for NHN is allocated in HCT. HCT also endorsed the decision of NHN4 seats in National Humanitarian Coordination Mechanism in Pakistan
ERF (Emergency Response Fund)	Pakistan Emergency Response fund allocated by UN for emergency response to cope with Natural and human induced calamities in Pakistan	NHN is having its representation in ERF Advisory and Advisory boards.
OCHA	Humanitarian Coordination body of UN in Pakistan	Having good coordination with OCHA in Pakistan.
DRR Forum	A forum of organizations working on DRR in Pakistan. Along with coordination and sharing best practices of DRR; DRR forum is also having the mandate of advocacy for DRR in Pakistan	NHN is having its representation as observer in the forum. The network is having good liaison and relationship with the forum.
ALWG – Accountability Learning Working Group	It's a group initiated by HAP and Sphere focal point in Pakistan. International and National organizations to share best practices and promote the agenda of ensuring quality and accountability in humanitarian practices.	NHN is an active member of ALWG. Having good relationship with HAP and Sphere focal point in Pakistan
Policy Coordination Meeting at National Level	In Humanitarian Architecture PCM is the highest coordination level from Govt side chaired by NDMA.	NHN is having representation in PCM at National level

National Coordination Meeting	Chaired by NDMA having relevant ministers as well along with other stakeholders	NHN is having its representation at national level in the humanitarian architecture in NCM
Policy Strategy Meeting (PSM)		NHN is having its representation at Provincial level in the humanitarian architecture in PSM
General Coordination Meeting (GCM)		NHN represents Pakistani civil society in this general coordination meeting

1. Objectives

Theme	2015	2016	2017	2018
Implementation of National Disaster Risk Management Framework and Act	Dissemination of the Act, development of preparedness and contingency plans and meaningful participation in provincial management committees	Follow-up on the implementation of these plans and more engagement in relevant committee meetings		
Need based timely response to humanitarian situations	Promotion of acceptance of humanitarian principles	Advocacy on Issues of access and other		
Strengthened networking and improved coordination	NHN is more coordinated and Strategic on their advocacy activities	Broader and meaningful representation at various forums	Looked at more as contact point for both donors and government in terms of humanitarian policy work	

1.   Implementation of National Disaster Management Act and Plan

What is it?

The government of Pakistan in recent times has developed several policies to provide guidance and future direction to the climate change, disaster risk reduction and humanitarian work. This is very encouraging as it creates an enabling environment for policy formulation. However, the major challenge is the implementation of these policies and this include the National Disaster Management Act and plan. It requires formulation of appropriate strategies to ensure the institutions are accountable.

Another challenge in the policy formulation and implementation is the role of provincial and local government. Following the devolution of powers after 18th amendment, the implementation responsibilities lie with provincial governments and district functionaries, most of these are at the district. At the district level the financial and human resource allocation need to be looked into as it is lacking. The existing human resources (Executive District Officers) at the district level are expected to manage the emergency preparedness and response along with their normal executive functions

What is wrong?	What is the solution?
Act is in place but not functional as should be	Widely disseminate the Act and ensure it is operationalized
Limited Resources both Human and Finances	A call for increased funding for humanitarian response with emphasis on building resilience of the affected communities
Preparedness and contingency plans not in place and inclusive for most Districts	Ensure contingency plans are in place for all Districts and are operationalized
Community members not fully involved in the processes of preparedness and contingency planning	More involvement of the communities

Change objective
Implementation and improvement of Disaster Management regulations for timely preparedness and principled humanitarian response with active involvement of local communities
Results
1.1 Functionalize DDMAs in most vulnerable districts (according to NDMA list of vulnerable districts) in X Provinces with adequate financial allocations; trigger preparedness and contingency planning with the involvement of communities and civil society organizations
1.2 NDMA and P/SDMA develop preparedness and contingency plans involving civil society organizations
1.3 NHN is invited on all State/ Provincial Disaster Management Committees. NHN influences the policies, discussions and implementation by representing evidence-based civil society and people's perspective on N/PDMA Committees

2. Need-based timely response to humanitarian situation

What is it?

Recent emergency situation provoked by natural disasters have raised new challenges for all those involved in prevention of natural disasters, its management and recovery. Preparedness and investing in community resilience is not up to the mark, the roles defined in the disaster management statutes are not fully met due to multiple reasons which exposed poor and vulnerable segments of the society to major losses. Preparedness at District Disaster Manager Authorities with the involvement of communities as well as response preparation is not fully in place.

In recent emergencies government has responded to the emergencies, however, the timeliness, outreach to most vulnerable in far flung areas, need-based response, involving affected communities in the response, support for rehabilitation of livelihood etc. have not been up to the satisfaction of affected communities. For most of the affected people facing a single emergency has lifelong implications. Effective and inclusive disaster response and management (based on humanitarian principles and accountability) is necessary to reach out to most vulnerable including women, girls, elderly and disable.

Humanitarian space, or the environment for relief organizations to operate under the humanitarian principles, is shrinking. Insecurity hinders humanitarian actors in entering areas to provide assistance. The neutrality of humanitarian staff members has eroded with increasing attacks against aid workers. A critical aspect of shrinking space is government increasingly exercising full control of the response and not including civil society, or encouraging fund raising. This is marginalizing CS from being involved or ensuring principled accountable responses by the government. With the floods and other natural disasters space is shrinking not because of insecurity but because of government control. This is one of the key rational for our work with NHN. In conflict areas, it is military control that limits the space for CS to work.

Security operations, sectarian violence and general insecurity hamper access to people in need in north-west Pakistan, Balochistan, Karachi and parts of inner Sindh and southern Punjab. Other challenges include attacks against aid workers, and bureaucratic concerns regarding project implementation permits in KP and FATA; endorsement requirements in Sindh; travel permit issuance processes in KP and FATA; as well as INGOs' visa and MoU concerns.

What is wrong?	What is the solution?
Limited access for humanitarian workers due to restrictions from Gov't and insecurity	Free access be granted to humanitarian aid workers and the need to respect and follow the humanitarian principles
Inadequate Preparedness to respond to the demands of those affected	Full involvement of the affected community and well developed contingency plans put in place
Response is not often fully need-based	Need to conduct well planned assessments before rushing to respond to emergencies. This can be better done with free access for humanitarian workers
Poor Civ/Mil cooperation	Roles need to be clearly defined and each party has a role and these should be more of complementary roles
Internal politics interference	Need to ensure all stakeholders understand their roles in humanitarian response

Limited finances to adequately respond	Need to ensure government understands the need to raise additional funds to respond and mitigate emergencies

Change objective
Need-based timely response to humanitarian situation

Results
2.1 Timely and principled response to emergency situations.
2.2 Represent difficulties and concerns of the affected people by timely identification of the concerns on response, rehabilitation and recovery.
2.3 Promote principled humanitarian response, in particular making the Access possible to affected people, in collaboration with other humanitarian actors
2.4 Promote transparency, accountability, effective and efficient coordination, and focus on the needs of most vulnerable groups during the response
2.5 Raise issues with regard to humanitarian funding (government and/or international) to meet the humanitarian imperative

3. Strengthened networking, capacity building and improved coordination among civil society organizations and with other humanitarian actors

What is it?

Pakistani civil society has played important role by reaching out to people in need and providing relief and rehabilitation support in humanitarian response to the recurring crisis in various parts of the country. In 2010, Pakistani civil society established National Humanitarian Network (NHN) to act as an independent and vibrant voice to engage with other actors of the humanitarian architecture for promotion of humanitarian values by influencing policies and building capacities to ensure right based humanitarian response. The efforts of national civil society and NHN were duly recognized, the NHN got places on various government bodies, HCT and representation in the humanitarian architecture.

The NHN with membership of more than 200 members, from all over Pakistan is well placed as Pakistani civil society representative to represent voice of people on policy and decision making forums to make sure that people's rights are respected. The other important representations of the NHN include promotion of good governance, accountability, people's participation, timely and principled humanitarian response.

However there is need to have this network of civil society organizations take its rightful place in influencing changes. The network has a number of challenges and has therefore not been able to fully utilization the potential it has got. It has not been so actively involved in national, regional and global forums that could easily bring about change since they are national and therefore have a strong mandate.

What is wrong?	What is the solution?
Un-availability of NHN Internal & External Communication Strategy at network level	NHN Internal & External Communication Strategy should be in-placed
Limited technical expertise for humanitarian advocacy	Capacity building and Institutional strengthening of the secretariats and staff

Lack of financial capacities	Formulation of NHN business plan for its sustainability and strengthening

Change objective
Strengthened networking, capacity building and improved coordination among civil society organizations and with other humanitarian actors

Results
3.1 Capacity building of NHN Members on Humanitarian Principles, Advocacy, Humanitarian Governance, Humanitarian Architecture, Cluster Representation etc.
3.2 Strengthening networking with Disaster Management Authorities (at district, provincial and national levels), PHF, donor agencies, OCHA and UN agencies
3.3 Facilitate NHN's meaningful participation in both the World Humanitarian Summit

1. Implementation

Annual priorities

Priority area	2015	2016	2017	2018
Thematic	Making advocacy work for us!	Learning and sharing our lessons!	Showing impact!	Evaluation of the outcomes
	Implementation of the NDMA			
	Needs based and timely Humanitarian Response			
Communications	Strengthening NHN			
	Documenting implementation	Advocacy research	National level policy influence	
	Streamlining reporting and communication	National presence and visibility	Social market research to gauge impact	
	Communications strategy			
Fundraising	Online presence and media outreach			
	Exploring funding opportunities	Additional funding to support the network		
Networking	Consolidating existing national ………..			
	Consolidating collaboration with……			
	Exploring strategic partnerships with likeminded organizations			
	Ensuring connection to international campaigns WHS			

Influencing policies and budgets

Ultimately, our advocacy is about influencing the development, implementation and resourcing of policies that will positively impact on the lives of people affected by emergencies in Pakistan. We will therefore closely follow and engage in different policy influencing opportunities at the following the different levels:

Level	Policy opportunity	Frequency	Timing
District	Budget formulation	Annual	April – June
	Contingency planning	Annual	March
Provincial	Budget formulation	Annual	April – June
	Contingency Planning	Annual	June
National	Budget Formulation	Annual	May – June
	contingency Planning	Annual	July
Regional	WHS regional Consultations		May -June
	Other regional engagements		
	Civil Military Dialogue		
International	WHS in 2016		2016

International Days

Under this strategy, depending on specific campaign objectives and locations' priorities, International Days may be chosen as platforms for a call to action, or not. Specific International Days with particular relevance to our strategy have been identified below. These (and other to be identified) international days and campaigns may thus be utilized as key advocacy platforms from which to launch or build planned advocacy initiatives:

International Day / Campaign	Date
International women day	March 8
International Day for DRR	October 13
World Humanitarian Day	August 19
International Day for Peace	September 21
International Volunteer Day	December 5

7. Monitoring and evaluation

Progress towards achieving the objectives outlined in this advocacy strategy will be monitored. A distinction is made between monitoring and evaluating the advocacy strategy proper and the distinct campaigns that will be implemented. The strategy review cycle is as follows:

STRATEGY REVIEW	2015				2016				2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Finalize M&E framework			X													
Progress reports	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Annual strategy reviews				X				X				X				X
Midterm strategy review								X								
Overall strategy review																X

****To monitor and evaluate campaigns, specific tools and criteria will be developed.

8.   Communications

Advocacy 'tactics' and Communications 'tools'

Our advocacy is specifically planned and tailored to each objective and associated results. Each campaign plan will in more detail describe which external and internal communication mix will be chosen. Importantly, communities affected will be at the heart of advocacy activities at all levels – primarily sub-national and communication objectives and channels will have to be appropriate to do so. Key tactics will include:

Advocacy tactic	Description
Multi Media Campaigns	Strategically planned campaigns drawing on multiple tools will be implemented at the provincial and national level in partnership with external parties.
Lobbying	Directly influencing policy makers and decision takers through meetings, petitions and the like. In partnership with groups and alliances at provincial and national levels
Research and data analysis; desk reviews	Both internal (assessment reports) and external (national survey) evidence to profile our issues and promote our solutions. As required to ensure that advocacy is based on reliable information
Social activation and mobilization	Empowerment, support and development of skills and knowledge of community members affected by emergencies to effectively advocate for themselves and others
Fact sheets, briefing papers and policy briefs	Develop a range of communication materials to give details of the issues being advocated for and key recommendations for considerations by policy makers
Networking	Constantly sharing research materials and participating in other organization and forum activities relevant to our work as well as having coordination meetings

The below overview is an indication of the type of communication products and channels which will be used to realize our advocacy and communications' objectives. [2]

Communications Mix	
External Communications Mix	Brochures, leaflets Radio Policy notes and Briefing papers Publications (Assessment / Survey reports) Television Newspaper articles and Opinion Editorials Website, Multimedia / Social media products Annual report
Internal Communications Mix	Bi-monthly activity reports***** Quarterly advocacy progress reports

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[2] The Communications objectives and External and Internal Communications Mix will be described in more detail in the separate Communications Strategy which will be delivered at a later point.

	Campaign updates
	Advocacy bulletin articles
	Multimedia / Social media outputs

9. Resources

Resources	2015	2016	2017	2018
Human	National and Provincial and support of the Advocacy Advisor			
	Continued advocacy leadership by HAA			
Financial	Ongoing CARE Governance Funding	Additional funding to support NHN work		
Campaigns	Campaign (3) events and materials	Campaign (2) events and materials	Campaign (1) events and materials	
WHS	Consultation meetings with communities and government to feed into the regional consultation			
Documentation	IEC materials	IEC materials	IEC materials	
Research and Publication				
Monitoring and evaluation	Annual Review	Mid-term review	Evaluation	
Networking and membership	Fees	Fees	Fees	
Totals				

A full time Humanitarian Advocacy Advisor (HAA) together with the NHN national Coordinator and the Coordination and Reporting officer will support NHN in the initial stages of implementing this advocacy strategy and will have overall responsibility for reviewing, revising, monitoring and ensuring realization of the strategy and quality advocacy work.

Roles and responsibilities

With regard to identifying roles and responsibilities, this strategy distinguishes between the following 5 roles: Responsible, Accountable, Consulted, Supportive and Informed. The letter in the cells indicates the respective role the respective stakeholder has in that particular area of responsibility.

	Role	The person...
R	Responsible	Who owns the problem / project; responsible for completion
A	Accountable	To whom "R" is accountable; approves plans before implementation
S	Supporting	Who plays an active (supporting, doing things) role in implementation
C	Consulted	Who should be consulted for information necessary to complete the work
I	Informed	Who must be notified of results, but need not be consulted

Function / Responsibility	National Coordinator	HAA	NHN – CEC	Reporting and Coordination Officer	NHN – Chair Person	NHN Provincial Secretariats and Chairs			
Strategy implementation	X					X			
Strategy monitoring and review			X		X				
Capacity building		X							
Campaign strategy development	X	X				X			
Stakeholder analyses (SUBNATIONAL)						X			
Stakeholder analyses (NATIONAL)	X			X					
Message development	X		X						
Campaign implementation						X			
Methodology review		X			X				
Funding proposal development	X		X						
Annual report				X					
Website CONTENT / maintenance				X					
IEC materials	X			X					
Spokesperson					X				
Representation (SUBNATIONAL)						X			
Representation (NATIONAL)	X				X				

10. Risks

Advocacy activities may involve risk. Risks will be managed using an assessment model, which defines risk as **'likelihood x impact'**. Before the implementation of an advocacy campaign, possible risks will be identified and evaluated scoring the probability of the risk materializing and the severity of the negative impact. Subsequently, several counter measures can be taken to minimize the implications of the particular risk.

Type	Risk	Likeli-hood	Impact	Counter measure
Advocacy and Lobbying risks	• Government functionaries behavior - negative towards NGOs • Frequently changing Government policies	Medium	High	• Improve and maintain liaison and coordination with Government. • Ensuring active involvement in policy development and other government forums
Financial risks	Lack of funds to carry forward the campaigns and advocacy work	Medium	High	• Preparation of Business plan for NHN and secure funding. • Expression of commitment by NHN members and CEC through making contributions • Establishment of financial management system against membership fee
Reputation risks	• Non supportive behavior of Govt. towards NHN • NHN known as lose network	Medium	High	• Improve relationships with key stakeholders specially Government functionaries. • Capacity building of the network for evidence based and effective advocacy.
Safety risks	Threats to the secretariats and staff	Medium	High	• Preparation of safety security protocols and guidelines for secretariats and staff