

## **Advocacy Capacity Strengthening DCF – PME guide**

### **How to achieve great results on capacity strengthening**

**Dialogue Capacity Framework Format**

**Dialogue Capacity Framework Analysis Tool**

**Advocacy Capacity Strengthening Planning Tool**

**Advocacy Capacity Strengthening Monitoring Tool**

**Annex A – Definitions of the Dialogue Capacity Framework categories**

**Annex B – FAQ on the Dialogue Capacity Framework**

## How to achieve great results on capacity strengthening...

The PfR programme consists of 2 strategic directions: 1. Capacity Strengthening of Civil Society Organizations and 2. Engagement with stakeholders for targeted lobby and advocacy.

But how do we strengthen capacity of civil society organizations? This guide is here to help you. If you have any questions or remarks, don't hesitate to contact the Advocacy Capacity Strengthening Coordinator.

If you want to find out:

*Why is PfR strengthening capacities?*

*Whose capacities is PfR aiming to strengthen?*

*Which capacities is PfR strengthening?*

*What activities can be used to strengthen capacities?*

*What is the Dialogue Capacity Framework?*

*How can the Dialogue Capacity Framework help me to track capacity strengthening?*

Please head straight to the [Frequently Asked Questions](#) on [page 11](#) of this document.

Do you have these basics covered? Then you are ready to follow the steps that will help you to zoom in and focus on the right capacity strengthening activities.

1. Define the DCF elements your Country Team is using (see examples in [Annex A](#)).
2. Fill out [overall DCF](#) ([page 4](#)) for each CSO targeted for capacity strengthening.

**If you are not sure which civil society organizations should be included beyond the PfR Alliance organizations and its contract partners, this should follow from the stakeholder analysis and power mapping that is part of your advocacy strategy. If you do not have an advocacy strategy yet which identifies CSO stakeholders, developing this is a priority for your CT during the Planning for 2018 and beyond Workshop this summer.**

3. Use the [DCF analysis table \(page 5\)](#) to determine which DCF elements you will prioritize for capacity strengthening. **The evidence and examples in this table are key to determine the color you put in your DCF.**

! It is highly recommended that once all organizations concerned have filled out this analysis a peer-review session is held where the organizations can critically analyze the evidence, examples and other elements of the analysis. Your efforts to do this will enable the PfR Alliance to explain the results of capacity strengthening efforts!

After all organizations participating in capacity strengthening have analyzed their organization, **priority DCF elements** can be determined. You only need to work on the priority DCF elements.

**This table needs to be updated bi-annually and can be used for PME at country and HQ levels.**

4. Use the [Advocacy Capacity Strengthening Planning table \(page 6\)](#) to determine how and when you will strengthen capacity on your prioritized elements. Take time to think about how you will know that the capacity has increased. Who will do what differently? How can you gather evidence and examples for this?

**The green columns of this table need to be updated bi-annually and is needed for PME purposes!**

5. After you have implemented an activity, you use the [Advocacy Capacity Strengthening Monitoring table \(page 8\)](#) to register progress. **It could be that for one activity, you have multiple results over time after the activity has taken place, as the outcome of the activity asks to reflect on who is doing what differently, when, and how you found out.**

**The green columns of this table needs to be updated bi-annually and is needed for PME purposes! Monitoring on output and outcome of capacity strengthening activities needs to be done on a rolling basis.**

If you have any questions, please email/Skype the Advocacy Capacity Strengthening Coordinator.

[illegible]

| DCF analysis per organization |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
|-------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| DCF element                   | DCF color | Description of the extent to which the organization is able to implement the trajectories using this capacity, including examples/evidence | Gap: Description of the extent to which the organization is not yet able to do this including examples/evidence | Who needs to do what differently to change the color? (e.g. to go from orange to yellow) | How will you know/find out this has happened? (e.g. how will you know you have moved from orange to yellow?) |
| Resources to implement        |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Knowledge & Information       |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Learning & Adaptive Capacity  |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Leadership & decision making  |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Collaboration                 |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Capacity to Mobilize          |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| External Communication        |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Ability to relate             |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Capacity to Facilitate        |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |
| Capacity to negotiate         |           |                                                                                                                                            |                                                                                                                 |                                                                                          |                                                                                                              |

## Capacity Strengthening Planning Table

| DCF element + why it is a priority     | Which CSOs capacity are you building?                                         | Activity                        | Objective of the activity: Who will do what differently as a result of the activity?                                                                                                    | Who will build this capacity?             | When will this capacity be build? (Quarter) | Which PfR partner is in charge of organizing /financing /supporting this activity? | Expected output of the activity:                                                                                                                                                                                                                                                 | Expected outcome of the activity: How will you know if your capacity strengthening was successful? (which CSO will do what differently and how/when will you find out)                                                                                       |
|----------------------------------------|-------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EXAMPLE:<br><br>Knowledge& Information | EXAMP<br>LE:<br><br>RC Haiti, CSO 1, CSO B, Cordaid partner , Climate Centre. | EXAMPLE:<br><br>Training on IRM | EXAMPLE:<br><br>Organizations have analyzed at least one relevant policy through an IRM lens and will deliver recommendations to relevant decision makers in follow up of the training. | EXAMPLE:<br><br>Mr. Expert from Guatemala | EXAMPLE:<br><br>Q1 2018                     | EXAMPLE:<br><br>CARE                                                               | EXAMPLE:<br><br>5 organizations have analyzed 4 policies through an IRM lens and have planned for a meeting to decide on recommendations per policy and which organization will approach which decision maker with these recommendations. (Link to advocacy trajectory planning) | EXAMPLE:<br><br>If by end of Q3, 3 of participating CSOs have had meetings with at least 5 decision makers where the policy recommendations have been shared. We will find out by following up with them on progress on policy recommendations and meetings. |
|                                        |                                                                               |                                 |                                                                                                                                                                                         |                                           |                                             |                                                                                    |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                              |
|                                        |                                                                               |                                 |                                                                                                                                                                                         |                                           |                                             |                                                                                    |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                              |

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**! Only the green columns are needed as input on PME bi-annually for the report to HQ**

**Explanation of the questions regarding objective, output, outcome:**

Just for example, as an objective you might at first have:

- Organizations working in PfR will have knowledge on IRM and know how to analyze policies through an IRM lens.

Output might be:

- 15 people from 8 organizations (PfR + other relevant CSOs) participated in the training.

To make this more strategic and outcome oriented, the objective of the training could also be:

- Organizations have analyzed at least one relevant policy through an IRM lens and will deliver recommendations to relevant decision makers in follow up of the training.

Output might be:

- 8 organizations have analyzed 4 policies through an IRM lens and have planned for a meeting to decide on recommendations per policy and which organization will approach which decision maker with these recommendations. (Link to advocacy trajectory planning)

By changing the question with regard to the objective of the activity, it will be easier at country level to think about follow up of the training and make it more relevant/clearly linked to the advocacy trajectories, and easier to make the link for HQ when we are thinking about how capacity strengthening relates to the advocacy trajectories.

Show/don't tell. The proof of the pudding is in the eating!

Capacity Strengthening Monitoring Table

| DCF element<br>+ why it is a<br>priority | Which<br>CSOs<br>capacit<br>y are<br>you<br>buildin<br>g? | Activity | Objective of the activity: Who will<br>do what differently as a result of<br>the activity? | Output of the activity: | Outcome of the activity: Was the capacity strengthening<br>successful? (which CSO did what differently, when and<br>how did you find out?) |
|------------------------------------------|-----------------------------------------------------------|----------|--------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
|                                          |                                                           |          |                                                                                            |                         |                                                                                                                                            |
|                                          |                                                           |          |                                                                                            |                         |                                                                                                                                            |
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|                                          |                                                           |          |                                                                                            |                         |                                                                                                                                            |



## ANNEX A : Definitions of the DCF categories

### The elements of the DCF

In the table on the next page, a definition of each element that was developed in the inception phase with all partners is given. Some Country Teams created additional and different elements. When using these, please check under whether they fall under enabling capacities, ability to increase the support base or advocacy capacity to engage with advocacy targets.

- A. Enabling capacities.** These are basic capacities that an organization needs in order to be able to: develop an advocacy strategy; ensure that the knowledge on the topic they are advocating for is there; ensure that the organization has access to the information that is needed to advocate; ensure that the organization is learning during the advocacy implementation; ensure that the organization is keeping track of their efforts (logbook). These are all basic internal processes needed for advocacy.

The DCF elements that are important for this category are:

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Resources to implement  | CSOs have the ability to develop and continually update a comprehensive advocacy strategy & implement the advocacy trajectory (incl. logbook).<br>Other components to think of:<br>Human resources (with knowledge, skills etc.)<br>Legal mandate<br>Assets, administrative, financial and communication systems<br>Conducive environment to implement.<br>Resource mobilization: Are you able to mobilize resources additional to PfR funding to implement IRM projects and to increase the sustainability of PfR results beyond 2020 |
| Knowledge & Information | CSOs have the (access to) knowledge on IRM/policy/budgeting/gender/other relevant topics necessary to implement the Advocacy Strategy and Advocacy Action Plan (activities linked to trajectories).<br>Access, understand the information, use/utilize the knowledge and apply it in their own work.                                                                                                                                                                                                                                   |

|                              |                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | <p>This includes the 3 element of Knowledge management and learning:</p> <p>Developing an effective knowledge base on Integrated Risk Management (IRM)</p> <p>2. Reaching beyond PFR's direct spheres of influence</p> <p>3. Getting knowledge and evidence into use by PFR partners and stakeholders</p>                                                                     |
| Learning & Adaptive Capacity | <p>CSOs have the capacity to perform needs assessments and identify ways to build their own capacity and develop and adapt an advocacy capacity strengthening plan.</p> <p>This category also includes:</p> <p>Linking&amp;learning policy</p> <p>Monitoring system</p> <p>Connections to research institutions</p> <p>Capacity to make (needs) assessments of other CSOs</p> |
| Leadership & decision making | <p>CSOs have the coordination skills needed to ensure smooth implementation of the Advocacy Action Plan.</p> <p>Elements to think of:</p> <p>Organizational structure and clear assignment of authority and responsibilities.</p> <p>Checks and balances for accountability</p> <p>Staff reflects the ethnic, religious, gender, etc. composition of the area.</p>            |

B. **Ability to increase support base** (increasing strength of advocacy coalition). These are the skills needed to: collaborate in a coalition with others; build trust amongst each other; create something together; and mobilize others to become supporters.

The DCF elements that are important for this category are:

|                      |                                                                                                                                                                                                                                                     |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collaboration        | <p>CSO has the capacity to grow a coalition of support and build institutional relationships.</p> <p>Elements to think of:</p> <p>E.g. Being part of a network that advocates for IRM and developing a policy brief together with this network.</p> |
| Capacity to Mobilize | <p>CSO has the ability to motivate others to take action for the advocacy objective.</p> <p>E.g. Setting up initiatives for others to take action or be part of an advocacy event.</p>                                                              |

**C. Advocacy capacity to engage with targets.** These are the actual advocacy skills. These are the skills needed to relate to, engage with, facilitate and negotiate your advocacy targets, the decision makers with the authority to affect the advocacy objective.

The DCF elements that are important for this category are:

|                        |                                                                                                                                                                                                                                                                                    |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| External Communication | CSO is able to strategically select and use channels of communication including media, engage with relevant targeted stakeholders via social media to reach target audiences. And are able to determine which/how many of the targeted stakeholders/audience were reached/engaged. |
| Ability to relate      | CSO has access to their targeted stakeholder, do you know how to draw attention of the targeted stakeholder, finding strategic entry points, adapt messaging per target, conversation starters, appropriate follow up on meetings, relationship building etc.                      |
| Capacity to Facilitate | CSO has the ability to organize and facilitate events that are used to influence the targeted stakeholders.                                                                                                                                                                        |
| Capacity to negotiate  | CSO is able to strategically explore and align interests with targeted stakeholders.                                                                                                                                                                                               |

## ANNEX B

### FAQ on Capacity Strengthening

#### 1. Why are we strengthening advocacy capacity?

Strong advocacy capacity of national and local civil society is the primary objective of the PfR programme. Yes, we want to achieve our advocacy objectives. But even if we reach those and we have great IRM policies, budgets and practices in all 10 PfR countries, **we will have failed unless we have strengthened the advocacy capacities of national and local civil society.**

Organized citizens and institutionalized civil society organizations (CSOs) constitute an essential force in any mature society, at all levels – from the community to the global. Even in environments where stability is guaranteed and sound economic investments can be made, inequality and inequity in terms of social, political, economic, religious and sexual rights require special attention.

**The contribution of CSO in their roles as critical friend, service provider, activist, facilitator, communicator and lobbyist serves to hold the government and the private sector accountable for their actions towards citizens, making their interest and will known.** At the same time they make these citizens more aware and better informed. An active and well-functioning civil society greatly contributes to social cohesion, democracy and sustainable development, and enabling Southern CSOs in this role is the central focus of the Dutch ministry of foreign affair's orientation regarding strategic partnerships.

**The central premises of the partnership is to strengthen the ability of civil society organisations operating within PfR to lobby and advocate for IRM, so that stakeholders will address the needs and concerns, of all groups, in particular marginalized groups, they bring to the table.** The outcome of the partnership is to ensure that these stakeholders better address IRM in policies, investments and practices. This may also lead to more (financial) support of these stakeholders for IRM-related service provision at community level.

#### 2. Whose capacity are we strengthening?

**We are strengthening the capacity of civil society organizations.**

- PfR Alliance organizations who are nationally registered and/or permanently on the ground in the PfR countries (international PfR Alliance organizations capacities may need to be strengthened also but this will fall under Knowledge Management and Linking&Learning component of the Alliance)
- contract partners of PfR Alliance organizations
- **other civil society organizations including networks (but not government organizations these fall under SD2).**

The last category, other civil society organizations (beyond the Alliance) including networks, is very important because this is at the core of the 'Dialogue and Dissent' framework of the Dutch Ministry of Foreign Affairs. **In some countries these CSOs beyond PfR have not yet been identified. In these countries, the Country Teams need to strategically identify these CSOs based on an Advocacy Strategy and power mapping.**

### **3. Which activities do not fall under Advocacy Capacity Strengthening?**

- While capacity strengthening of international consortium partners (such as The Netherlands Red Cross) may be needed, this would fall under the knowledge management and linking learning components of the PfR program, not under the capacity strengthening component/Strategic Direction
- Capacity strengthening of government entities, while also central to the program, falls under Strategic Direction 2 (Lobby and Advocacy).

### **4. What is the scope of Advocacy Capacity Strengthening Activities?**

All advocacy capacity strengthening activities should build capacities that are needed for and linked to the implementation of one or more of the advocacy trajectories and should support advocacy strategy development, advocacy action planning or advocacy implementation.

### **5. What is the Dialogue Capacity Framework (DCF)?**

The Dialogue Capacity Framework is a tool that shows which capacities an organization should strengthen to become more effective at advocacy dialogues.

The DCF allows an organization to make a self-assessment for 12 or more elements by determining whether the organization has already a well-developed capacity on that element (indicated by green) or whether that element needs serious attention (indicated by red). By asking organizations to self-assess their capacities and discussing the colors amongst organizations, for example what is needed to move from yellow to green, it will become clear which capacities need to be prioritized.

Because the DCF shows the color for each element for each organization, the DCF helps the PfR Country Team to prioritize on which elements capacity strengthening needs to take place, and to keep track of capacities by allowing for color changes.

Please note! Colors can also move 'down' (e.g. from green to orange) if something changes in the organization or if a person with a lot of expertise within that organization is no longer available for PfR. The DCF colors in themselves do not show you 'how well' you are doing on capacity strengthening. This can only be determined based on the capacity strengthening activities and their outcomes.

### **6. How can the Dialogue Capacity Framework help you?**

The DCF can help you to strategically determine the capacities to focus on for capacity strengthening and to keep track of the capacities organizations have when it comes to capacity strengthening.

## 7. When should the DCF be used?

The DCF can be updated for midterm and end review of PfR. The supporting documents, the [DCF Analysis Tool](#) and [Capacity Strengthening Planning Tool](#), need to be updated at key M&E points, the Annual and Bi-Annual reporting workshops.

## 8. How should the DCF be used?

Please see the [steps to follow](#) to use the DCF effectively!

## 9. What are examples of Advocacy Capacity Strengthening Methods/Activities?

There are many ways in which to strengthen capacity, including:

- Training;  
E.g. You could run a course with local women's networks to build their confidence and leadership skills, with the end goal of making the women better able to participate in local development planning meetings.
- Training of Trainers;  
E.g. You could organize a ToT on IRM for the PfR partners so that each organization is comfortable with all aspects of IRM and can train other CSOs on IRM.
- Workshops;  
E.g. You could organize an advocacy strategy workshop, where you invite CSOs to work together with PfR on a strategy (including all advocacy strategy steps like power mapping, stakeholder analysis, key messages, selecting communication channels etc.) for an advocacy trajectory. Working together like this will not only result in an implementation plan for advocacy but also increased capacity of participants to design an advocacy strategy.
- "Learning by Doing", including CSOs in the performance of advocacy activities (while these activities fall under Strategic Direction 2 (Lobby and Advocacy/IRM Trajectories) they can be used as evidence for advocacy capacity strengthening);
- Mentoring/coaching: This can be combined with the 'Learning by Doing': Prepare meetings together, think of important points to raise, encourage someone to speak up in the meeting, increase participation of CSOs in stakeholder engagement.  
E.g. Take 2 principle, linking someone who already has the capacity and access to decision makers to someone who does not yet have this capacity and access. Organize advocacy event (e.g. a breakfast for parliamentarians) together with the CSOs whose capacity you are strengthening: decide together on the objective of the meeting, the venue, which stakeholders to invite, which speakers, what should be the outcome of the event, etc.
- "Serious gaming" or simulation exercises;

For example, the Red Cross Climate Centre has a game that allows decision makers and CSOs to interact and build a disaster preparedness plan together at community level. This type of interactive game is very effective to raise awareness on an issue with targeted stakeholders, will enhance the connection between CSOs and targeted stakeholders, and provides a great opportunity for follow up with the targeted stakeholder.

- Pilot IRM projects;  
By creating a project site where all components of IRM are truly integrated, so that study tours for targeted stakeholders can be organized to the project site to inspire stakeholders to take action. The pilot project can also be used for the PfR partners to integrate their work and to experiment with new IRM approaches.
- Technical assistance  
E.g. an expert from one organization (i.e. Wetlands International) joins another organization (i.e. CARE to integrate ecosystems approach over time into the advocacy work CARE is doing on the trajectory they are leading).
- Technology/knowledge transfer  
E.g. computer software to build an evidence base is shared with PfR Country Teams.  
E.g. the educational modules on IRM from Guatemala or shared with Haiti for adaptation in French and to the Haitian context.  
For this kind of capacity strengthening it is important that guidance is given on the use of the technology/knowledge.
- Many others!

In fact, if you have innovative methods to increase advocacy capacity please inform the Advocacy Capacity Strengthening Coordinator ([jansen@carenederland.org](mailto:jansen@carenederland.org)) so that these can be shared among the PfR network!