



Sample resource and need identification tool

This example is filled in for a fictional country to demonstrate how this chart might look once filled in.

| | Advantages | Challenges | Next Steps |
|----------------------------|--|--|---|
| Human resources | <ul style="list-style-type: none"> ○ Several skilled and dedicated staff members with advocacy experience | <ul style="list-style-type: none"> ○ Lack of enough staff to manage routine project management tasks | <ul style="list-style-type: none"> ○ Plan projects with a light administrative burden to ensure staff has enough time for their other duties |
| Financial resources | <ul style="list-style-type: none"> ○ The National Malaria Control Programme supports the campaign through an initial grant of US\$ 50,000 | <ul style="list-style-type: none"> ○ The campaign doesn't have sufficient resources for brand awareness and outreach activities | <ul style="list-style-type: none"> ○ Propose a co-branded marketing to private sector partners |
| Partners | <ul style="list-style-type: none"> ○ A large telecommunications company has agreed to partner on a social behaviour change campaign | <ul style="list-style-type: none"> ○ Lack of partners within the Ministry of Health to champion the cause | <ul style="list-style-type: none"> ○ Organize an awareness-raising session for Ministry of Health staff to share malaria messages and generate support for the campaign |
| Relationships | <ul style="list-style-type: none"> ○ Many contacts in the Ministry of Finance | <ul style="list-style-type: none"> ○ No contacts in Parliament | <ul style="list-style-type: none"> ○ Ask a colleague in the Ministry of Finance to mention the campaign to Parliamentarians at their next meeting. ○ Ask supporters of the campaign to introduce themselves to Parliamentarians at informal events. |
| Reputation | <ul style="list-style-type: none"> ○ Many members of government heard about the campaign through the African Union | <ul style="list-style-type: none"> ○ Very few people in the business community or wider population have heard of the campaign. | <ul style="list-style-type: none"> ○ Use billboards and radio advertisements to let people know about the campaign. |

Few public advocacy campaigns secure enough financial resources to meet their goals. To allow your campaign to be effective, you will need to be creative and resourceful. Finding private sector sponsors, reducing administrative costs, and partnering with other campaigns are all ways to get the most value out of what you have.

Risk analysis

Every activity carries some measure of risk. Risk is an acceptable and normal part of any project, but it is important to know what is at stake before you begin. Risks can be factors that could cause the project to fail or cause harm to your organization's funding, reputation and even existence.

Try the following brainstorming exercise. Imagine it is one year from today (or five years, or ten years). Imagine that you failed to meet your objectives. Now write down several reasons why this may have occurred.

Now consider how likely each risk is to occur and how severe the consequences would be. You can use the map below to chart each risk, helping you make informed decisions about what to do next.

Risk map tool

| | | Likelihood | | |
|--------------|--------|--|--|--|
| | | Low | Medium | High |
| Consequences | High | | | High risk: Take measures to avoid or consider changing plans. |
| | Medium | | Medium risk: Prepare to avoid or mitigate | |
| | Low | Low risk: Maintain awareness of risk and avoid if possible. | | |

Once you and your team have brainstormed a number of risks to the project and organization, record them and

identify strategies for avoiding them or mitigating them if they are not avoidable.

Risk management tool

| Risk | Avoid the risk | Mitigate the risk |
|------|----------------|-------------------|
| | | |
| | | |
| | | |

Adapted from: UNICEF 'Advocacy Toolkit' (2010) New York

Additional tools

The RAPID framework for assessing research-policy links:

This tool can help you understand how research can best influence the decision-making process. <https://www.odi.org/sites/odi.org.uk/files/odi-assets/events-documents/2764.pdf>

Identifying types of risk: Describe-es different types of risk based on their correct identification and measurement (Known-knowns, known-unknowns, and unknown-unknowns). <https://www.projecttimes.com/articles/things-known-and-unknown.html>

Risk management: How to prepare for unidentified risks <https://www.pmi.org/learning/library/characterizing-unknown-unknowns-6077>

Kim, S. D. (2012). Characterizing unknown unknowns. Paper presented at PMI® Global Congress 2012–North America, Vancouver, British Columbia, Canada. Newtown Square, PA: Project Management Institute.