

**Tearfund**



# CLIMATE CHANGE ADVOCACY TOOLKIT

**Empowering Women for Climate  
Resilience in Dhi Qar Province**



## TABLE OF CONTENTS

**01** | *Toolkit Scope, Purpose & Development*  
(Page-3)

**02** | *Key Definitions*  
(Page-6)

**03** | *Key Stakeholders & Stakeholder Mapping*  
(Page-8)

**04** | *Common Challenges in Climate Advocacy*  
(Page-12)

**05** | *Risk Management*  
(Page-13)

**06** | *Climate Change Impacts in Dhi Qar*  
(Page-14)

**07** | *Advocacy Planning Framework*  
(Page-16)

**08** | *Funding & Sustainability Framework*  
(Page-23)

**09** | *References & Resources*  
(Page-24)

**10** | *Annexes*  
(Page-25)

## Section 1: Project Overview, Toolkit Scope, Purpose and Development

The project titled “Empowering Women for Climate Resilience in Dhi Qar” is implemented through a partnership between Tearfund and Women Empowerment Organization (WEO) in Dhi Qar Province. This project aims to strengthen the climate resilience of women and vulnerable communities in Dhi Qar Province, Iraq, in the face of growing environmental challenges caused by climate change.

**Tearfund** is a UK-based relief and development organization working in more than 50 countries worldwide. In Iraq, Tearfund’s vision is to see individuals empowered to break free from poverty and live dignified lives, enabling them to reach their full potential. In Iraq, Tearfund works in partnership with local communities and partner organizations, alongside the most vulnerable groups, to strengthen social cohesion and build resilience to current and future shocks and stresses, including climate change and economic instability.

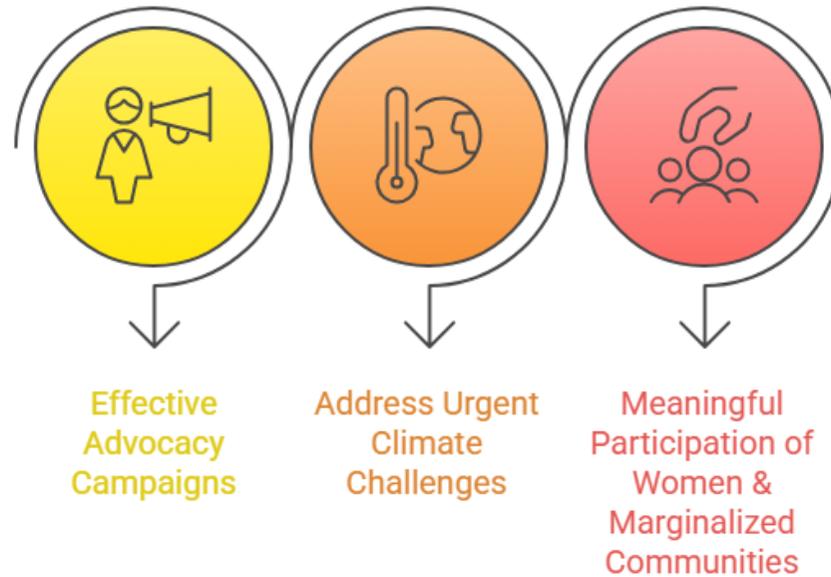
**Women Empowerment Organization (WEO)** was established in 2004 in Iraq and KRI. It is a women-led national non-governmental organization dedicated to empowering women socially, economically, and politically. WEO works to strengthen women’s capacities, combat all forms of violence against women, and advocate for the development and reform of policies that support equality between men and women. WEO is committed to delivering its services through a comprehensive range of programs across the protection, livelihoods, advocacy, and humanitarian sectors. These services include social, economic, and psychosocial support, facilitating access to economic, individual and institutional capacity development, legal assistance, and advocating for an inclusive approach that contributes to sustainable peace and security.

Together, Tearfund and WEO bring complementary expertise in climate resilience, equality between men and women, and locally led change, ensuring that this toolkit is both technically robust and grounded in the lived realities of communities in Dhi Qar Province.

This Climate Change Advocacy Toolkit has been developed specifically by Women Empowerment Organization (WEO) with the support of Tearfund, and with valuable inputs from other civil society organizations and stakeholders engaged in climate advocacy in Dhi Qar Province, Iraq. The toolkit is designed to provide comprehensive, practical guidance for the development and implementation of effective advocacy campaigns that respond to the urgent climate challenges facing the region. Central to this approach is a strong emphasis on ensuring the meaningful participation and leadership of women and marginalized communities, recognizing their critical role in shaping inclusive, sustainable, and locally grounded climate solutions.

This toolkit forms part of a broader project aimed at addressing climate change challenges in Dhi Qar Province through strengthened local capacity, inclusive advocacy, and community-driven action. While the content has been specifically tailored to reflect the environmental, social, and governance context of Dhi Qar Province, the principles, approaches, and tools presented are adaptable and can be applied in other geographic contexts facing similar climate-related challenges. As such, the toolkit is intended not only as a local resource but also as a practical reference for civil society organizations and stakeholders seeking to advance inclusive climate advocacy more broadly.

## Purpose of the Toolkit:

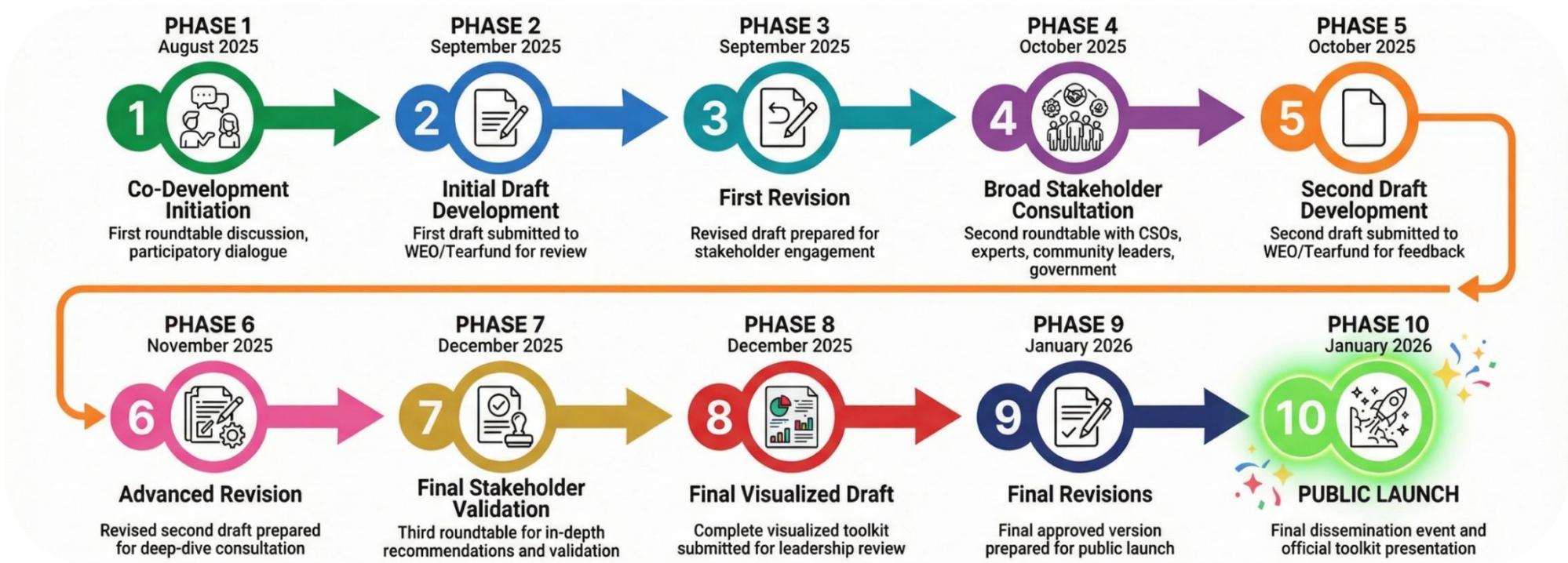


The toolkit is guided by three core objectives.

- 1 First, it aims to support the design and implementation of effective advocacy campaigns by equipping civil society organizations with practical tools, strategies, and guidance to engage decision-makers and influence climate-related policies and practices.
- 2 Second, it seeks to address the urgent and evolving climate challenges affecting communities in Dhi Qar Province by promoting locally informed, evidence-based advocacy that responds to environmental degradation, water scarcity, and climate-related livelihood risks.
- 3 Third, the toolkit places strong emphasis on ensuring the meaningful participation of women and marginalized communities in climate discussions and advocacy processes, recognizing their disproportionate exposure to climate impacts and their essential role in shaping inclusive, equitable, and sustainable climate solutions

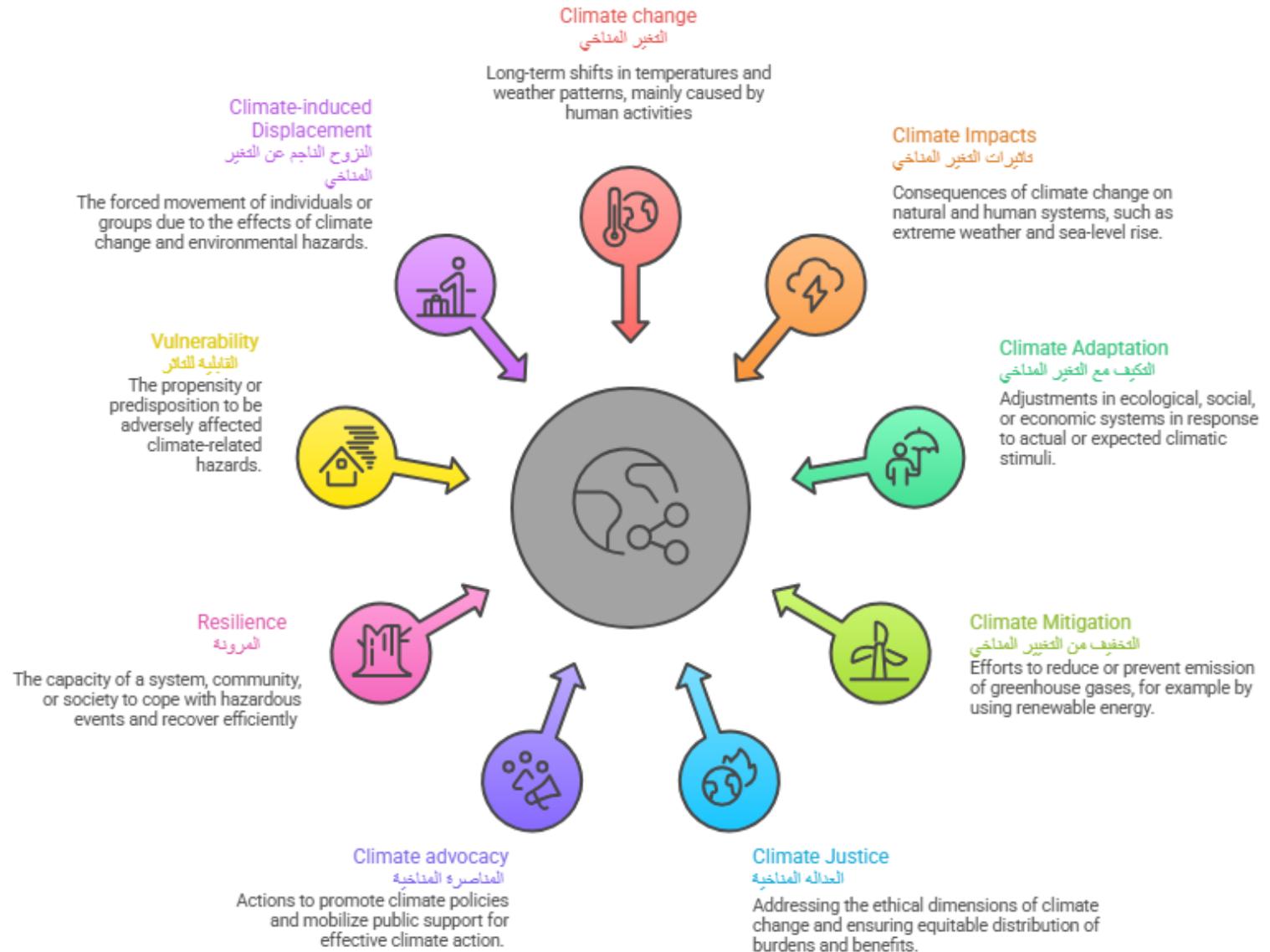
## Development of the Toolkit:

WEO and Tearfund developed this toolkit through a structured ten-step process that prioritized high levels of community participation at every stage. This approach ensured that the toolkit was informed by local knowledge, lived experiences, and community-identified priorities related to climate change impacts in Dhi Qar Province. Women, marginalized groups, and local civil society actors were actively engaged throughout the process, contributing to problem analysis, validation of key concepts, and refinement of advocacy approaches. This participatory methodology strengthens the relevance, legitimacy, and practical applicability of the toolkit, grounding it firmly in the realities of the communities it is intended to serve.

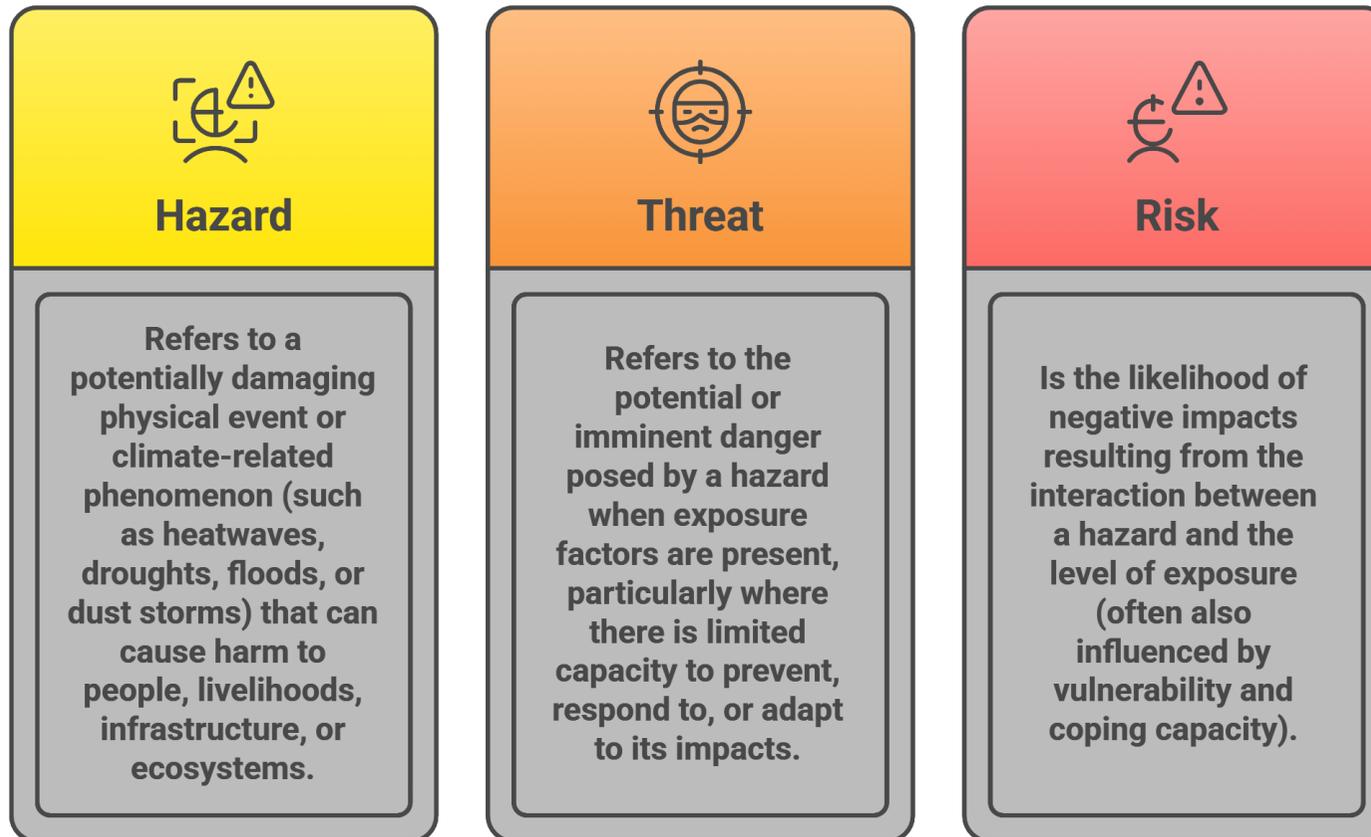


## Section 2: Key Definitions

The toolkit also compiles a set of key definitions that will be used consistently throughout the document and are intended to be adopted by the civil society organizations (CSOs) and NGOs applying the toolkit in their advocacy work. These definitions provide a shared understanding of core concepts related to climate change, advocacy, men/women, and inclusion, helping to ensure clarity and coherence in both internal planning and external engagement. They have been developed based on recognized best practices and commonly used terminology within climate advocacy and humanitarian and development sectors, ensuring alignment with established standards while remaining accessible and practical for local use.

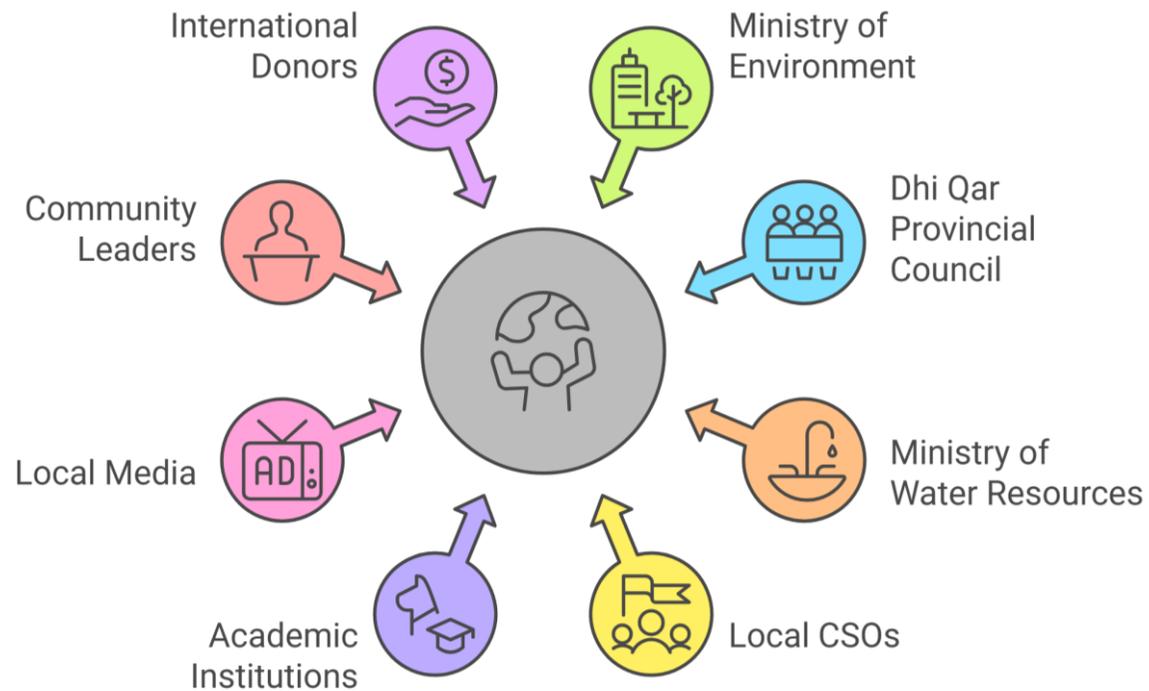


## What is the difference between a hazard, threat, and risk?



### Section 3: Key Stakeholders and Stakeholder Mapping

Before engaging in climate advocacy, practitioners should develop a deep and practical understanding of the stakeholders they seek to influence or collaborate with. This requires identifying and mapping multiple actors within each stakeholder category, rather than treating institutions or groups as single, uniform entities. Different individuals within the same stakeholder type may hold varying levels of influence, decision-making authority, technical expertise, or openness to advocacy messages. Effective stakeholder mapping involves understanding who the key decision-makers are, who influences them, what their interests and incentives may be, and how they relate to one another. Building and maintaining relationships with a diverse range of actors across stakeholder groups strengthens advocacy efforts and increases the likelihood of achieving sustainable change.



**Key Stakeholders may include:**

- **Ministry of Environment (or equivalent):** The Ministry of Environment is typically responsible for developing and enforcing environmental policies, regulations, and climate-related strategies at the national or regional level. Engagement with this ministry is essential for influencing policy frameworks, aligning advocacy efforts with national climate commitments, and promoting the integration of men/women and inclusion into environmental governance.
- **International Donors:** International donors play a critical role in shaping climate priorities through funding, policy influence, and strategic direction. They can support advocacy efforts financially and politically, and are often influential in encouraging government accountability, innovation, and alignment with international climate agreements.
- **Community Leaders:** Community leaders, including tribal leaders, religious figures, women leaders, and other respected local actors, are key to mobilizing community support and legitimizing advocacy initiatives. Their involvement helps ensure that advocacy efforts are grounded in local realities and reflect community priorities and social norms.
- **Local Media:** Local media outlets and journalists are important partners for raising awareness, shaping public narratives, and amplifying advocacy messages. Strategic engagement with local media can help bring visibility to climate impacts, highlight community voices, and increase public pressure on decision-makers.
- **Academic Institutions:** Academic institutions contribute research, data, and technical expertise that can strengthen evidence-based advocacy. Universities and research centers can support climate analysis, monitoring, and the documentation of local impacts, helping to inform policy dialogue and public debate.
- **Local CSOs, NGOs, and Practitioners:** Local civil society organizations, NGOs, and practitioners are central actors in climate advocacy due to their proximity to affected communities and their operational experience. Collaboration among these actors supports knowledge sharing, coalition-building, and coordinated advocacy efforts.
- **Ministry of Water and Resources:** This ministry (or its equivalent) is often responsible for water management, irrigation, and resource allocation—issues that are directly affected by climate change in Dhi Qar. Engagement with this stakeholder is critical for advocating for equitable, sustainable water policies and climate-resilient resource management.
- **Provincial Council (or equivalent):** The Provincial Council plays a key role in local governance, planning, and budget allocation. Advocacy at this level can influence localized climate responses, service delivery, and the prioritization of climate and men/women issues within provincial development plans.

When first identifying stakeholders, users of this toolkit should aim to identify both the role of each stakeholder and the entry point for advocacy with the stakeholder. An example is given below for a few stakeholders in Dhi Qar:

<i>Stakeholder</i>	<i>Role</i>	<i>Advocacy Entry Point</i>
<b>Ministry of Environment</b>	National environmental policy	Policy recommendations, participation in consultations
<b>Dhi Qar Provincial Council</b>	Provincial legislation and budget	Lobbying committee members, public campaigns
<b>Ministry of Water Resources</b>	Water management policy	Advocacy for sustainable water management practices
<b>Members of Parliament</b>	National legislation	Providing information and draft legislation

## Stakeholder Mapping:

Creating a simple stakeholder mapping table is an important first step in planning advocacy activities, as it helps practitioners identify who to engage, who holds influence, and where decisions are made. Once this initial mapping is complete, practitioners should deepen their analysis by building a practical understanding of the political, legal, and regulatory context in which they are operating. This involves identifying which institutions are responsible for climate-related decisions, what laws and policies guide their actions, and when key decisions, such as budget allocations or policy approvals, take place. Understanding this context allows advocacy efforts to be targeted, timely, and realistic.

To do this in practice, CSOs should first identify the government institutions responsible for climate and environmental governance. In Iraq, this includes the Ministry of Environment, which leads environmental policy development and implementation, and the Ministry of Water Resources, which plays a central role in managing water scarcity and climate-related impacts. Other ministries, such as the Ministry of Agriculture, the Ministry of Planning, and the Ministry of Oil, should also be mapped based on their influence over land use, livelihoods, infrastructure, and resource allocation. Practitioners should review key national policy documents, including Iraq's Nationally Determined Contribution (NDC) submitted to the UNFCCC in 2021, and consider how these commitments can be used as advocacy entry points.

At the provincial level, practitioners should map local governance structures and decision-making bodies. In Dhi Qar, this means understanding the role of the Provincial Council, its relevant committees (such as Agriculture and Water Resources, and Health and Environment), and how provincial development plans and budgets are developed and approved. CSOs can increase their influence by identifying committee members, understanding their priorities, and engaging them at moments when plans and budgets are being drafted or reviewed.

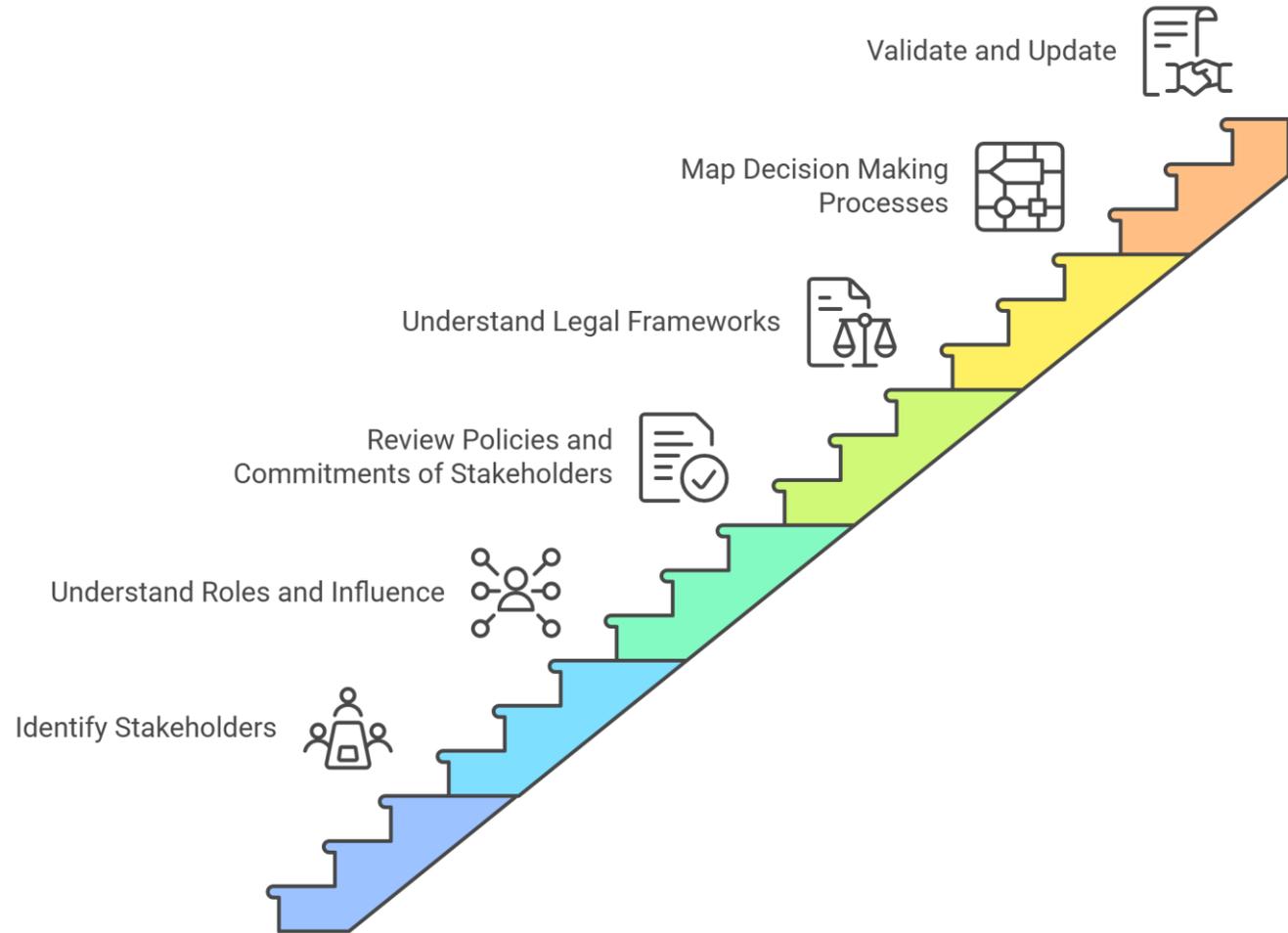
Advocacy planning should also include a review of the legal and regulatory framework that governs both environmental protection and civil society action. Practitioners should familiarize themselves with the Law for the Protection and Improvement of the Environment (Law No. 27 of 2009) to understand existing environmental obligations and participation mechanisms. CSOs must also ensure they are compliant with the NGO Law (Law No. 12 of 2010), which regulates registration, reporting, and operational requirements. Knowing these laws helps organizations advocate confidently while avoiding legal or procedural risks.

Finally, practitioners should identify concrete advocacy entry points within decision-making processes. This includes mapping annual budget cycles, policy consultations, planning processes, and public hearings at both national and provincial levels. Effective advocacy involves preparing evidence-based messages in advance, engaging relevant officials at the right time, and reinforcing policy asks through community voices and public communication. By systematically mapping stakeholders, governance structures, laws, and decision-making timelines, CSOs can move from general awareness to focused, strategic climate advocacy.

## Stakeholder and Context Mapping Process:

**Stakeholder Mapping Tools:**

- **Stakeholder Analysis Matrix** is included in the annex-1 of this toolkit.
- **Stakeholder Analysis Table** is included in the annex-2 of this toolkit.



## Section 4: Common Challenges in Climate Advocacy

Climate advocacy in Iraq, while essential, is not without its challenges. Organizations must navigate a complex and often difficult landscape. This section outlines some of common challenges and provides a framework for assessing & mitigating the associated risks.

 <p><b>Political and Institutional Challenges</b></p> <p>Advocacy efforts may require careful coordination with the national agenda, given the multiple priorities of government entities. Sometimes, climate change issues may not receive the required priority, which necessitates highlighting their importance as a factor affecting stability and development. Administrative procedures may also take some time, requiring continuous follow-up to ensure the desired progress is achieved.</p>	<p><b>Mitigation Strategies</b> ✓</p> <ul style="list-style-type: none"> <li>• <b>Building Relationships:</b> Build proactive relationships with government officials and parliamentarians. Provide them with reliable data and well-studied policy briefs.</li> <li>• <b>Framing the Issue:</b> Frame climate change in terms that align with government priorities, such as economic development, public health, and national security.</li> <li>• <b>Patience and Perseverance:</b> Recognize that policy change takes time. Be persistent in advocacy efforts and celebrate small improvements.</li> </ul>	 <p><b>Financial Sustainability Risks</b></p> <p>Many civil society organizations in Iraq suffer from financial sustainability. They often rely on short-term project funding. This can make it difficult to plan for the long term and retain experienced staff.</p>	<p><b>Mitigation Strategies</b> ↑</p> <ul style="list-style-type: none"> <li>• <b>Diversify Funding Sources:</b> Actively seek to diversify your funding sources. Explore opportunities for local fundraising, fee-for-service partnerships, and partnerships with the private sector.</li> <li>• <b>Build Reserves:</b> Where possible, build a financial reserve to help your organization overcome funding gaps.</li> <li>• <b>Invest in Fundraising Capacity:</b> Invest in building your organization's fundraising capacity. This may include training staff or hiring a fundraising specialist, or developing a fundraising strategy.</li> </ul>
 <p><b>Security and Safety Considerations</b></p> <p>In some contexts, advocacy around sensitive issues can pose security risks to organizations and individuals. It is essential to prioritize the safety of staff, volunteers, and community members.</p>	<p><b>Mitigation Strategies</b> ✓</p> <ul style="list-style-type: none"> <li>• <b>Conduct Risk Assessments:</b> Before undertaking any activity, conduct a comprehensive security risk assessment. Identify potential threats and develop a mitigation plan.</li> <li>• <b>Digital Security:</b> Ensure your organization's digital security is strong. Use secure communication channels and protect sensitive data.</li> <li>• <b>Build Networks:</b> Build strong networks with other civil society organizations, community leaders, and international organizations during crises. These networks can provide critical support.</li> </ul>	 <p><b>Organizational Capacity Challenges</b></p> <p>Civil society organizations in Iraq may face challenges related to organizational capacity, including limited technical expertise in climate change, limited access to training, equipment, and difficulties in managing volunteers.</p>	<p><b>Mitigation Strategies</b> ↑</p> <ul style="list-style-type: none"> <li>• <b>Invest in Training:</b> Invest in training for your staff and volunteers. This will improve their skills and techniques and also enhance their motivation and commitment.</li> <li>• <b>Develop Strong Systems:</b> Develop strong internal systems for project management, financial management, monitoring, and evaluation. This will make your organization more effective and attractive to funders.</li> <li>• <b>Create a Positive Work Environment:</b> Create a positive and inclusive work environment that values staff and volunteers. This helps reduce turnover and build a strong and distinctive team.</li> </ul>

## Section 5: Climate Advocacy Risk Assessment

### Building Resilient and Secure Campaigns

Effective climate advocacy requires not only strategic planning but also a proactive approach to identifying and mitigating potential risks. Advocacy campaigns, particularly those challenging established interests or calling for significant policy change, can face a range of obstacles, including political resistance, social backlash, operational hurdles, and security threats to staff and community members.

To ensure the sustainability and safety of your advocacy efforts, it is crucial to conduct a thorough risk assessment at the outset of your campaign and to continuously monitor the context for emerging challenges.

This process involves identifying potential risks, evaluating their likelihood and potential impact, and developing clear, actionable mitigation strategies.

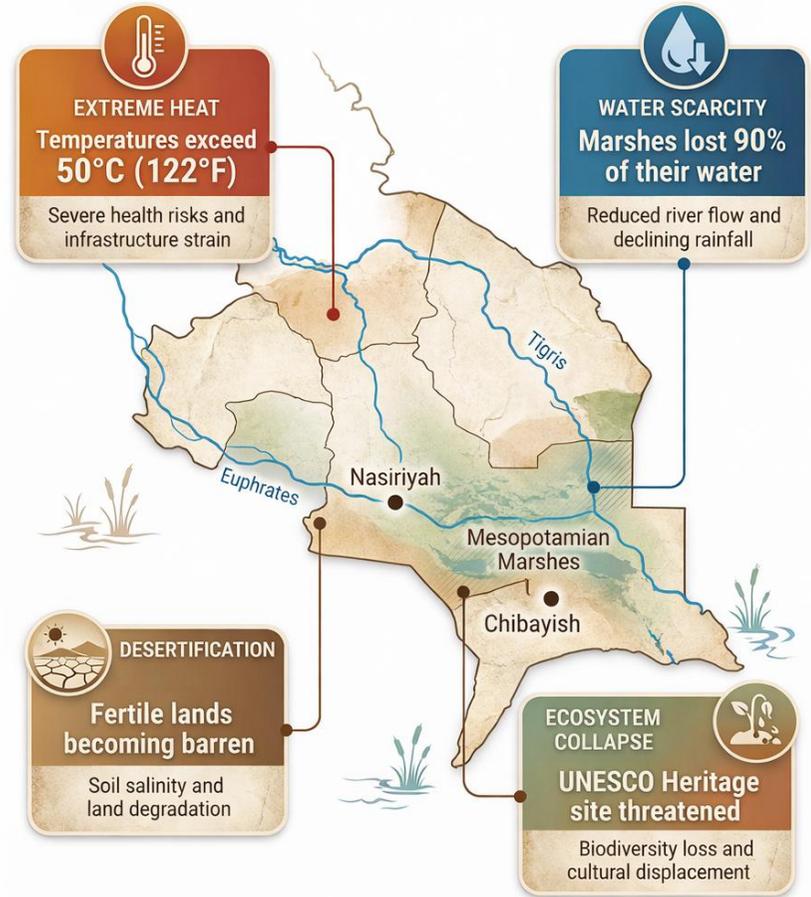
To support this critical step, a comprehensive **Climate Advocacy Risk Matrix** has been developed and is included in annex-3 of this toolkit. This matrix provides a structured framework for identifying, analyzing, and planning responses to a wide variety of potential risks. We strongly encourage all users to utilize this tool in their campaign planning sessions to build more resilient, secure, and impactful advocacy initiatives.



## Section 6: Climate Change Impacts in Dhi Qar Province

### The Converging Climate Crises in Dhi Qar

Dhi Qar governorate, a region historically defined by the life-giving waters of the Tigris and Euphrates rivers and the iconic Mesopotamian Marshes, is now at the epicenter of Iraq's climate crisis. The impacts are not a distant threat but a present-day reality, creating a complex web of environmental degradation and socio-economic hardship. The primary challenge is acute water scarcity, driven by a combination of reduced upstream river flow, declining rainfall, and soaring temperatures. This has led to a dramatic increase in desertification and land degradation, with once-fertile agricultural lands becoming barren and soil salinity rendering vast areas unusable for cultivation. The region frequently experiences extreme heatwaves, with temperatures often exceeding 50°C, posing severe health risks to the population and placing immense strain on infrastructure. These converging factors have had a devastating effect on the governorate's unique ecosystems, particularly the Mesopotamian Marshes, a UNESCO World Heritage site. The drying of these vital wetlands threatens not only biodiversity but also the very existence of the Marsh Arab communities, whose culture and livelihoods have been intertwined with the marshes for millennia. The cascading consequences include widespread loss of agricultural livelihoods, forced migration from rural to urban areas, and increased social tensions over scarce resources, making climate change the most critical challenge to the future stability & prosperity of Dhi Qar.



#### KEY IMPACTS BAR



## Case Studies:

**The Disappearing Livelihoods of the Marshes**

Chibayish,  
Mesopotamian Marshes



**Fatima**  
Mother of three,  
Buffalo herder

**Key impacts**

  
 Herd decimated  
by water salinity

  
 Fish populations  
disappeared

  
 Daily struggle  
for clean water

  
 Husband seeks  
work in Nasiriyah

“ The marsh was our mother. It gave us everything. Now, it is dying, and I fear we are dying with it. ”

**The Salt-Scorched Earth of the Farmlands**

North of Nasiriyah,  
Agricultural Zone



**Ali**  
60-year-old farmer,  
Date palm grower

**Key impacts**

  
 Date palm  
grove dying

  
 Soil poisoned  
by salinity

  
 Three consecutive  
crop failures

  
 Sons forced to  
migrate for work

“ This salt is like a slow poison. First it sickens the trees, then it kills the crops, and then it drives away your children. ”

### Case Study 1: The Disappearing Livelihoods of the Marshes

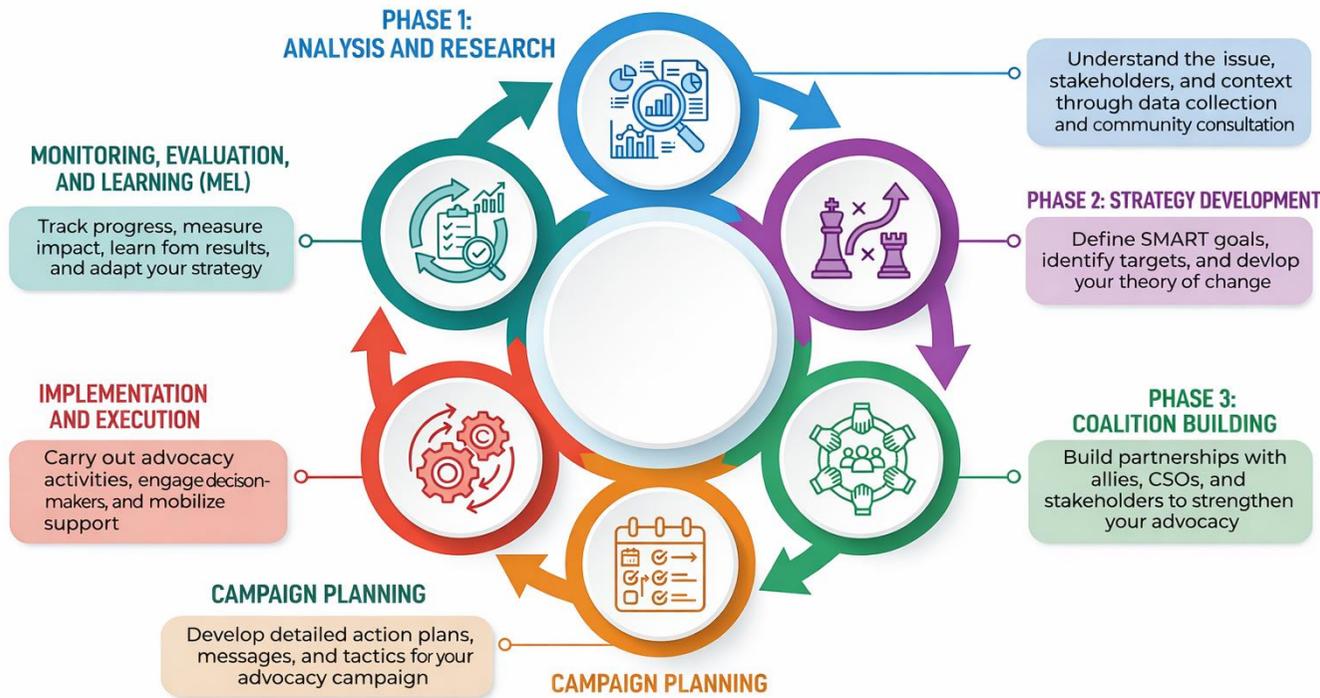
Fatima, a mother of three from a village near Chibayish, remembers a time when the world was defined by water. The Mesopotamian Marshes were a symphony of life—the rustle of reeds in the wind, the splash of buffalo wading in the cool water, and the calls of migratory birds overhead. Her family’s life was woven into this ecosystem; the marshes provided reeds for their home, fish for their meals, and lush grazing for their cherished buffalo herd. It was a life of self-sufficiency, guided by the ancient rhythms of the water. Today, that world is a ghost. The water, once stretching to the horizon, has retreated by kilometers, leaving behind a vast, cracked desert of salt-encrusted earth. The vibrant green has been replaced by a deathly white. Her family’s buffalo herd, once their pride and primary asset, has been decimated. The few that remain are gaunt and weak, their hides scarred, sickened by the high salinity of the little water that remains. The fish, unable to survive in the toxic water, are long gone. Her husband, a man who took immense pride in providing for his family from the marsh, now makes the long journey to Nasiriyah, hoping for a few days of manual labor on construction sites. Fatima is left to manage the household, a daily struggle defined by the search for clean water for her children and the gnawing uncertainty of their future. "The marsh was our mother," she says, her voice a quiet whisper heavy with loss. "It gave us everything we needed. We never had to ask for more. Now, it is dying, and I fear we are dying with it. Do we abandon the land of our ancestors, the graves of our grandparents, for a concrete room in a city that does not want us? This is the impossible choice we face every day."

### Case Study 2: The Salt-Scorched Earth of the Farmlands

Ali, a 60-year-old farmer from a village north of Nasiriyah, walks through the skeletal remains of his date palm grove, the afternoon sun casting long, distorted shadows. He inherited this land from his father, and he remembers a time when the air was thick with the sweet scent of palm blossoms in the spring. The harvest was a time of celebration, his fields producing some of the finest dates and

most abundant wheat in the region. The flow of the Euphrates was reliable, a partner in his work, washing away the natural salinity of the soil and nourishing his crops. Now, the ground is white with a crust of salt that crunches under his feet. The reduced flow of the river, a mere fraction of its former self, is no longer enough to flush the land. Each year, the salinity builds, a slow and relentless poison. His wheat and barley crops have failed for three consecutive seasons, the seedlings withering before they can mature. The majestic palms that still stand are a testament to a dying legacy, their fronds yellowed, producing only small, hard, and withered fruit that is unfit for sale. The economic ruin was followed by a deeper, more personal loss. Two of his sons, seeing no future on the farm, have left for Basra to find work in construction. Ali remains, a lonely guardian of a barren inheritance. "This salt is like a slow poison," he explains, crumbling the dry, lifeless earth in his hand. "First it sickens the trees, then it kills the crops, and then it drives away your children. I am a farmer with no farm. My land is still here, but its soul is gone. What do I have left to pass on to my grandchildren? A handful of salt?"

## Section 7: Advocacy Planning Framework



Effective climate advocacy requires a structured, dynamic, and iterative approach to navigate complex challenges and achieve sustainable change. The Advocacy Planning Framework, illustrated in the accompanying diagram, provides a comprehensive, six-phase cyclical process designed to guide organizations from initial analysis to impactful execution and adaptive learning.

The cycle begins with Phase 1: Analysis and Research, the foundational stage where the issue is deeply understood through rigorous data collection, stakeholder mapping, and direct community consultation. This evidence-based understanding informs Phase 2: Strategy Development, where clear, measurable (SMART) goals are defined, key targets are identified, and a robust theory of change is developed to outline the pathway to impact. With a clear strategy, the focus shifts to Phase 3: Coalition Building, a critical step to amplify influence by forging strong partnerships with allies, fellow CSOs, community leaders, and other key stakeholders.

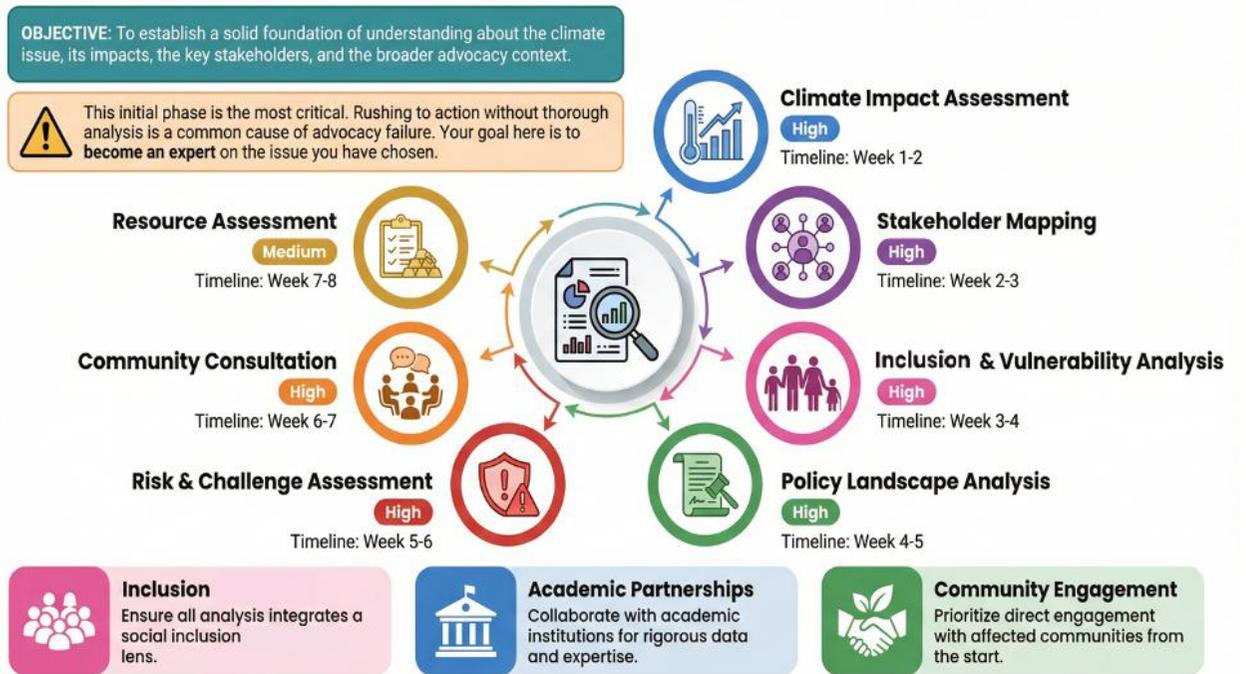
Following this, Phase 4: Campaign Planning translates the strategy into a concrete roadmap, developing detailed action plans, crafting resonant messages, and defining specific tactics for the advocacy campaign. This leads directly into Phase 5: Implementation and Execution, the action-oriented phase where advocacy activities are carried out, decision-makers are engaged, and broad community support is mobilized. The framework culminates in Phase 6: Monitoring, Evaluation, and Learning (MEL), a continuous process of tracking progress, measuring impact against the defined goals, and gathering valuable lessons. Crucially, this is not an end point; the insights gained from the MEL phase feed directly back into the Analysis and Research stage, ensuring the strategy remains relevant, responsive, and increasingly effective over time. This iterative loop makes the framework a powerful tool for adaptive management in the ever-evolving landscape of climate advocacy.

## Phase-1: Analysis and Research

This phase serves as the critical foundation for any effective advocacy campaign, with the primary objective of establishing a solid, evidence-based understanding of the climate issue, its diverse impacts, the key stakeholders involved, and the broader advocacy context. As highlighted in the accompanying visual, this initial phase is a multi-faceted investigation and the most crucial stage; rushing to action without this thorough analysis is a common cause of advocacy failure. The goal is to become an expert on the chosen issue.

The process involves several parallel streams of analysis. It begins with a Climate Impact Assessment to document the specific environmental and social consequences, followed by comprehensive Stakeholder Mapping to identify allies, opponents, and decision-makers. A dedicated men/women and Vulnerability Analysis is essential to understand how climate impacts disproportionately affect different community segments, particularly women and marginalized groups. Concurrently, a Policy Landscape Analysis reviews existing laws and regulations to identify advocacy opportunities and gaps, while a Risk and Challenge Assessment proactively identifies potential obstacles. Crucially, this entire process is informed by direct Community Consultation, ensuring that the lived experiences and priorities of affected populations are central to the strategy. Finally, a Resource Assessment evaluates internal capacity to ensure the campaign is realistic and sustainable.

Underpinning all these activities are three core principles: a commitment to men/women and Inclusion must be integrated throughout all analysis; strategic Academic Partnerships should be leveraged for rigorous data and expertise; and authentic Community Engagement must be prioritized from the very start to build trust and ensure local ownership. By systematically completing these steps over the recommended eight-week timeline, a campaign can move forward with a strategy that is not only well-informed but also deeply rooted in the local context and responsive to the needs of the community it aims to serve.



## Phase-2: Strategy Development

Strategy development transitions from foundational research to a clear and coherent plan of action. The primary objective of this phase is to translate the rich insights gathered in Phase-1 into a comprehensive advocacy strategy with clear objectives, targets, and a logical pathway to victory. As the infographic illustrates, a good strategy is realistic, specific, and adaptable, serving as your roadmap for how to win.

The process begins with:

1. Defining SMARTER Goals, moving beyond the traditional SMART framework to ensure objectives are not only Specific, Measurable, Achievable, Relevant, and Time-bound, but also Ethical and Reviewed for alignment with community needs and organizational values.
2. The next step is Identifying Targets, which involves distinguishing between primary targets (the decision-makers with the power to enact change) and secondary targets (the key influencers who can sway them).
3. With goals and targets established, the team can develop a Theory of Change, a critical exercise that maps the causal pathway from planned activities to the ultimate desired impact, ensuring every action is purposeful.
4. These core components are then consolidated to create a Strategic Planning Matrix, a comprehensive document that organizes goals, targets, key messages, activities, timelines, and required resources into a single, actionable plan.
5. Woven throughout this entire process is Inclusion, a non-negotiable lens that ensures the strategy actively addresses the specific needs of women, youth, and marginalized groups, guaranteeing the final plan is truly an Inclusive Strategy.

**OBJECTIVE:** To develop a comprehensive advocacy strategy with clear objectives, targets, and messages based on your research



Phase-2 Tools:

- SMARTER Goals tool is included in the annex-6 of this toolkit.
- Strategic Planning Matrix is included in the annex-7 of this toolkit.

## Phase-3: Coalition Building

Coalition Building is where individual efforts are transformed into collective power, with the primary objective of building strong partnerships and alliances that can significantly amplify your advocacy impact. As the infographic highlights, working in isolation is rarely effective; a strong coalition brings together diverse voices, resources, and expertise, creating a force multiplier for your campaign. This phase moves from an internal strategy to an external, collaborative force ready for action.

The process, centered around your organization, involves several interconnected activities. It begins with strategic Partner Identification, systematically mapping potential allies including other CSOs, academic institutions, and influential community groups. Once partners are identified, the focus shifts to developing a Shared Vision, a critical step to ensure all members are aligned on common goals and values, often formalized in a coalition charter or MOU.

This alignment enables effective Resource Mobilization, where partners pool funding and in-kind support to strengthen the campaign's sustainability. Furthermore, establishing robust Coordination mechanisms, such as regular meetings and clear communication protocols, is essential for efficient decision-making and joint action. Leveraging Academic Partnerships can also provide invaluable research support and lend credibility to the coalition's advocacy efforts.

The Coalition Development Framework provides a practical roadmap for this process, outlining not just the activities but also the success indicators for each element. Crucially, this framework integrates Inclusion as a core component, ensuring that the coalition actively recruits women-led organizations and strives for equitable representation in leadership roles (e.g., 40%+ women in leadership). By the end of this phase, you will have moved from a single organization with a plan to a well-coordinated, diverse, and resourced coalition, united by a shared vision and ready to implement a powerful, collective advocacy campaign.

**OBJECTIVE:** To build strong partnerships and alliances that can amplify your advocacy impact



Working in isolation is rarely effective. A strong coalition brings together diverse voices, resources, and expertise.

### COALITION DEVELOPMENT FRAMEWORK

Coalition Element	Description	Success Indicators
<b>PARTNER IDENTIFICATION</b>	Map potential allies: CSOs, institutions, community groups	10+ partners identified
<b>SHARED VISION</b>	Develop common understanding of goals and values	Written coalition charter/MOU
<b>RESOURCE MOBILIZATION</b>	Secure funding and in-kind support	50% budget from coalition partners
<b>COORDINATION</b>	Clear communication channels and decision-making	Regular meetings, clear protocol
<b>ACADEMIC PARTNERSHIP</b>	Engage universities for research and volunteers	2-3 academic partnerships
<b>INCLUSION</b>	Recruit women-led orgs, ensure leadership roles	40%+ women in leadership

## Phase-4: Campaign Planning

Campaign Planning is the critical stage where your strategy is translated into a concrete, actionable implementation plan. The primary objective is to develop a detailed roadmap with clear activities, timelines, responsibilities, and a budget, ensuring that your strategic vision has a clear path to execution. As the infographic illustrates, this process involves sequencing a series of interconnected campaign components, often beginning with a high-impact Launch Event, followed by targeted Stakeholder Meetings, a broad Media Campaign, grassroots Community Mobilization, and ongoing Policy Development.

The Campaign Planning Template is the central tool for this phase, providing a structured format to organize each component with specific details and timelines. This plan should be treated as a living document, regularly reviewed and updated to adapt to new opportunities and challenges. Throughout this process, Inclusion must be integrated as a cross-cutting theme, ensuring all activities are accessible and that campaign materials are sensitive, making the strategy not only effective but also equitable.

**OBJECTIVE:** To develop a detailed implementation plan with clear activities, timelines, responsibilities, and a budget

This is where you translate your strategy into a concrete plan. The campaign plan should be a living document that you refer to and update regularly.



### CAMPAIGN PLANNING TEMPLATE

Campaign Component	Details	Timeline
LAUNCH EVENT	Public announcement and media engagement to officially launch the campaign	Month 1
STAKEHOLDER MEETINGS	Direct engagement with key decision-makers to present policy recommendations	Months 2-9
MEDIA CAMPAIGN	Press releases, interviews, op-eds, and social media content to shape public opinion	Months 1-10
COMMUNITY MOBILIZATION	Grassroots organizing, public events, and petitions to demonstrate public support	Months 6-8
POLICY DEVELOPMENT	Research and drafting of detailed policy briefs and legislative proposals	Months 4-7
INCLUSION	Design campaign activities accessible to women and marginalized groups (timing, location, childcare). Ensure materials are gender-sensitive	Ongoing

#### Phase-4 Tools:

- [Advocacy Canvas Planning Matrix](#) is included in the annex-8 of this toolkit.
- [PESO Model for media Engagement Strategy](#) is included in the annex-9 of this toolkit.
- [Press Release Template](#) is included in the annex-10 of this toolkit.
- [Media Engagement Table](#) is included in the annex-11 of this toolkit.
- [Social Media Campaign Kit](#) is included in the annex-12 of this toolkit.
- [AIDA Tool for Writing Advocacy Messages](#) is included in the annex-13 of this toolkit.
- [Audience Engagement Tactics](#) is included in the annex-14 of this toolkit.
- [Policy Brief Template](#) is included in the annex-15 of this toolkit.

## Phase-5: Implementation & Execution

This phase is where your advocacy campaign comes to life. It is the culmination of all the preceding research, strategy development, coalition building, and planning. The primary objective is to execute the planned campaign activities with precision and consistency, while remaining agile enough to adapt to the dynamic context of Dhi Qar. Success in this phase hinges on three critical pillars: careful coordination among all partners and stakeholders, consistent effort to maintain momentum, and the ability to adapt to unforeseen challenges and opportunities. This is the action-oriented stage where the strategic inputs are translated into tangible outputs, such as media engagement, community mobilization, and policy dialogues, all aimed at achieving the campaign’s goals for addressing climate change impacts like water scarcity and desertification in the province.

To ensure the campaign stays on course, a robust monitoring system is essential. The Implementation Tracking Dashboard is a vital tool for this purpose, providing a clear and concise overview of progress against the set targets. This dashboard allows campaign managers to track key performance indicators across various activities—from media articles published to stakeholder meetings conducted—and to quickly identify any negative variance that requires corrective action. Complementing this is the practice of Risk Monitoring and Adaptive Management, which involves regular team meetings to review progress, discuss emerging challenges, and make collective decisions on strategic adjustments. Furthermore, a commitment to Inclusion Considerations must be actively maintained throughout this phase. It is not enough to simply include women and marginalized groups in campaign activities; their voices must be heard, their participation must be meaningful, and the campaign’s impact on them must be continuously assessed to ensure that the advocacy efforts are truly equitable and leave no one behind. By integrating these management and monitoring practices, the campaign can navigate the complexities of implementation and maximize its potential for creating lasting change in Dhi Qar.

**OBJECTIVE:** To execute your campaign activities effectively while maintaining flexibility and responsiveness to changing circumstances

This is the action phase of your campaign. It requires careful coordination, consistent effort, and the ability to adapt to unexpected challenges and opportunities.



### IMPLEMENTATION TRACKING DASHBOARD

Activity	Target	Actual	Variance	Status
MEDIA COVERAGE	50 articles	35	-15	Behind <span style="color:red">●</span>
STAKEHOLDER MEETINGS	20 meetings	18	-2	On track <span style="color:yellow">●</span>
COMMUNITY EVENTS	15 events	12	-3	Behind <span style="color:red">●</span>
SOCIAL MEDIA REACH	100K people	85K	-15K	Behind <span style="color:red">●</span>
POLICY SUBMISSIONS	5 briefs	5	0	Complete <span style="color:green">✓</span>

**RISK MONITORING AND ADAPTIVE MANAGEMENT**  
 During implementation, continuously monitor for risks and adapt your strategy as needed. Hold regular team meetings to review progress, discuss challenges, and make collective decisions about how to adjust your course. A risk that seemed minor during the planning phase may become significant, or new, unexpected opportunities may arise.

**INCLUSION CONSIDERATIONS**  
 Continuously monitor the participation of women and marginalized groups in your campaign activities. Are they just attending, or are their voices being heard? Are there any unintended negative consequences of your campaign on these groups? Be prepared to adjust your approach to ensure your campaign is truly inclusive.

Phase-5 Tool:

- [Roadmap Development Template](#) is included in the annex-16 of this toolkit.
- [Hashtag Strategy](#) is included in the annex-17 of this toolkit.

# Phase-6: Monitoring, Evaluation & Learning (MEL)

Monitoring, Evaluation, and Learning (MEL) is a critical and continuous process that serves as the backbone of any effective advocacy campaign. Its primary objective is to systematically assess progress, measure the resulting impact, and extract valuable lessons that can inform future efforts. As highlighted in the MEL cycle, this is not a phase that occurs only at the end of a campaign but is an ongoing loop of action and reflection.

It begins with monitoring to track activities and outputs, proceeds to evaluating the outcomes and impact to understand the changes created, moves to learning by extracting key lessons from the findings, and culminates in adapting the strategy to improve effectiveness.

This cyclical approach ensures that the campaign remains dynamic, responsive, and grounded in evidence, allowing for real-time adjustments and strategic pivots as the context in Dhi Qar evolves.

**OBJECTIVE:** To assess your progress, measure your impact, and extract valuable lessons for future advocacy efforts



**Note** MEL is not something you do only at the end of a campaign; it should be an ongoing process. It is about learning what works, what doesn't, and why.

### EVALUATION FRAMEWORK

Evaluation Level	Indicators	Data Sources	Collection Method	Frequency
<b>ACTIVITIES</b>	Number of events held, meetings conducted, materials produced	Activity reports, attendance lists	Staff tracking	Weekly
<b>OUTPUTS</b>	Media coverage, stakeholder engagement, social media reach	Media monitoring, meeting logs	Systematic tracking	Monthly
<b>OUTCOMES</b>	Policy changes, resource allocation, changes in public opinion	Government documents, budget analysis, public surveys	Document analysis, surveys	Quarterly
<b>IMPACT</b>	Improved community resilience, reduced vulnerability, environmental improvements	Community surveys, environmental monitoring	External evaluation	Annually

**INCLUSION CONSIDERATIONS**

Your evaluation must assess the impact of your advocacy on women and marginalized groups specifically. Did your campaign contribute to greater equality? Was women's participation meaningful and did it lead to tangible benefits for them? This requires collecting gender-disaggregated data and using gender-sensitive evaluation methods.

**ADAPTIVE CAMPAIGN MANAGEMENT**

The ultimate goal of MEL is learning. By systematically documenting your experiences, you build an evidence base that can inform future advocacy efforts, making your work more effective and sustainable over time.

The Evaluation Framework provides a structured methodology for implementing the MEL process, detailing how to measure success at four distinct levels: Activities, Outputs, Outcomes, and Impact. This framework clarifies the causal pathway of the campaign, from the immediate actions taken to the long-term changes achieved in community resilience and environmental conditions. A crucial element woven throughout this framework is a deep commitment to Inclusion Considerations.

A successful evaluation must go beyond general metrics to specifically assess the campaign's impact on women and marginalized groups, using disaggregated data to determine if their participation was meaningful and led to tangible benefits. Ultimately, the insights generated through this rigorous process feed into Adaptive Campaign Management. By systematically documenting experiences and evidence, organizations can build a robust knowledge base that not only enhances the current campaign but also makes future advocacy work more strategic, sustainable, and impactful over the long term.

Phase-6 Tool:

➤ [MEL Framework Template](#) is included in the annex-18 of this toolkit.

## Section 8: Funding & Sustainability Framework

Financial sustainability is one of the most significant challenges facing Civil Society Organizations (CSOs) in Iraq, where a reactive, project-to-project funding model can severely undermine the ability to conduct effective, long-term advocacy. The funding landscape for climate action is both complex and constantly evolving, requiring a strategic and proactive approach to resource mobilization. As outlined in the framework, a diverse array of Funding Sources for Climate Advocacy in Iraq is available, each with distinct focus areas. These range from large-scale International Development Agencies and Global Climate Funds that support major adaptation and mitigation projects, to more targeted funding from International NGOs, Embassy Funds, and Private Foundations that often prioritize community-based initiatives, climate justice, and civil society support. While still developing, Local Sources, including Iraqi businesses and community fundraising, represent a vital and growing area for fostering local ownership and long-term sustainability.

Financial sustainability is one of the greatest challenges for CSOs in Iraq. A reactive, project-to-project funding model can undermine an organization’s ability to conduct effective, long-term advocacy.

The funding landscape for climate advocacy in Iraq is complex and evolving. Key sources include: International Donors, Iraqi Government, Private Foundations, and Local Sources.

FUNDING SOURCES FOR CLIMATE ADVOCACY IN IRAQ		
Funding Source	Specific Examples	Focus Areas
INTERNATIONAL DEVELOPMENT AGENCIES	UNDP, GIZ, Italian Agency for Development Cooperation (AICS)	Climate adaptation, good governance, community resilience
GLOBAL CLIMATE FUNDS	Green Climate Fund (GCF), Adaptation Fund	Large-scale adaptation and mitigation projects
INTERNATIONAL NGOs	Oxfam, Save the Children, Cordaid, Wetlands International (WI), Trócaire, Christian Aid	Community-based climate advocacy and climate justice initiatives
EMBASSY FUNDS	U.S. Embassy Small Grants, British Embassy Funds	Small-scale community projects and civil society support
PRIVATE FOUNDATIONS	Ford Foundation, Rockefeller Brothers Fund, Oak Foundation	Varies, often focused on specific themes like climate justice or social enterprise
LOCAL SOURCES	Iraqi businesses, wealthy individuals, community fundraising	Limited but growing; local ownership and sustainability

### KEY STRATEGIES FOR FINANCIAL SUSTAINABILITY



**DIVERSIFY YOUR FUNDING.**  
Relying on a single donor is risky. Aim to have a healthy mix of funding sources, including international grants, local contributions, and partnerships with private sector.



**BUILD RELATIONSHIPS.**  
Invest time in building relationships with program officers and donors. Keep them informed of your work, even when not seeking funding.



**DEVELOP A STRONG CASE FOR SUPPORT.**  
Your funding proposals should be clear, compelling, and evidence-based. They should tell a story that aligns with donor priorities.



**COLLABORATE.**  
Consider forming a fundraising coalition with other CSOs. This can make you more attractive to donors who prefer to fund collaborative efforts.

To navigate this landscape successfully and build a durable financial foundation, CSOs must adopt several Key Strategies for Financial Sustainability. First, it is crucial to Diversify Your Funding by cultivating a healthy mix of funding sources, including international grants, local contributions, and partnerships with the private sector, thereby reducing the risk of relying on a single donor. Second, CSOs must proactively Build Relationships, investing time in genuine partnerships with program officers and donors and keeping them informed of their work, even when not actively seeking funds. Third, it is essential to Develop a Strong Case for Support through clear, compelling, and evidence-based proposals that tell a powerful story aligned with donor priorities. Finally, the strategy of Collaboration is key; forming fundraising coalitions with other CSOs can make proposals more attractive to donors who prefer to fund collaborative efforts, amplifying impact and enhancing the overall sustainability of the climate advocacy ecosystem in Iraq.

#### Funding & Sustainability Tools:

- [Funding Proposal Template](#) is included in the annex-19 of this toolkit.
- [AI Tools for Climate Advocacy](#) is included in the annex-20 of this toolkit.

## Section 9: Key References & Resources

Effective advocacy is built upon a foundation of credible evidence, proven strategies, and a deep understanding of the context. This curated collection of resources serves as a knowledge hub for climate advocates in Iraq, providing a starting point for deeper research and learning. The materials are organized into six key thematic areas to help you quickly find the information you need, whether you are looking for practical planning toolkits, data on climate impacts in Dhi Qar, or guidance on integrating Inclusion and climate justice into your work. These resources include a mix of international best practices, Iraq-specific reports, and foundational climate frameworks that will strengthen your capacity to design and implement impactful advocacy campaigns.

This library of references is designed to be a living resource, continuously updated with the latest and most relevant information. We encourage you to explore these documents to inform your strategies, ground your arguments in evidence, and connect your local efforts in Dhi Qar to the broader national and global conversations on climate action. From understanding the nuances of Climate Resilience & Agriculture and Water Management & Migration in Iraq, to applying established Advocacy Toolkits & Frameworks, these resources are invaluable. Delve into reports on Climate Justice & Inclusion to ensure your work is equitable, consult Iraq-Specific Reports for localized data, and align your efforts with International Frameworks like the UNFCCC and IPCC. By leveraging this collective knowledge, your organization can enhance its credibility, effectiveness, and long-term impact.



### Climate Resilience & Agriculture

- **ACTED (2024)** - Advance climate resilience through locally led strategies in Thi-Qar
- **American University of Iraq Law Review (2024)** - How gender and climate change intersect
- **Arab Reform Initiative (2024)** - Mobilizing for the environment in Iraq



### Advocacy Toolkits & Frameworks

- **CARE International (2019)** - Planning advocacy toolkit
- **Plan International (2024)** - Climate advocacy toolkit
- **FAO** - Soil salinization resources



### Water Management & Migration

- **Government of Canada (2024)** - Fostering resilience in Iraq through sustainable water management
- **IOM** - Environmental migration and climate change
- **IOM (2024)** - Women in agriculture in Iraq



### Climate Justice & Inclusion

- **UN (2019)** - Climate justice resources
- **UNICEF Iraq (2023)** - The inspiring story of Shaymaa in acting against climate change
- **WEDO** - Inclusion and climate change resources



### Iraq-Specific Reports

- **Iraq Business News (2025)** - Climate change and agriculture in Dhi Qar
- **Peace Nexus (2024)** - Entry-points for collaborative water governance
- **WFP & Italy (2025)** - Boost climate resilience and agricultural livelihoods



### International Frameworks

- **UNFCCC** - Adaptation and resilience resources
- **UNFCCC** - Introduction to mitigation
- **IPCC (2022)** - Annex I & II Glossary on climate impacts

## Section 10: Annexes

*Annex-1: Stakeholder Analysis Matrix*

		NOT COMMITTED	NEUTRAL	COMMITTED
INFLUENCE	HIGH			
	MEDIUM			
	LOW			
		RESPONSIVENESS TO CHANGE		

*Annex-2: Stakeholder Analysis Table*

IMPACT	SUPPORT	POWER	PRIORITIES	ASSESS INFLUENCE	INTERESTS/ CONCERNS	IDENTIFY STAKEHOLDERS

**When to Use It:**

- Early Strategy: Use this at the beginning of your planning to get a quick, high-level overview of where all your stakeholders stand.
- Workshops & Presentations: It is perfect for team brainstorming sessions or for presenting your strategic landscape to partners or donors at a glance.

**How to Use It:**

- Plot and Prioritize: Place each stakeholder in a box based on their Influence (power to help or hinder) and Responsiveness (their attitude toward your goal).
- Define Broad Strategies: Use the grid to quickly identify your key allies (High Influence/Committed), high-priority persuasion targets (High Influence/ Neutral), and potential risks (High Influence/Not Committed).

**When to Use It:**

- Detailed Planning: Use this tool after the initial matrix mapping to dive deeper into the specifics of your most important stakeholders.
- Ongoing Campaign Management: This is a living document to track changes in stakeholder positions, interests, and influence throughout your campaign.

**How to Use It:**

- Document and Detail: For each key stakeholder, fill out the columns to capture their specific interests, power dynamics, priorities, and level of support.
- Craft Tailored Engagement: Use the detailed insights to develop targeted messages, plan specific meetings, and build relationships that align with each stakeholder's unique motivations and concerns.

### Annex-3: Climate Advocacy Risk Matrix



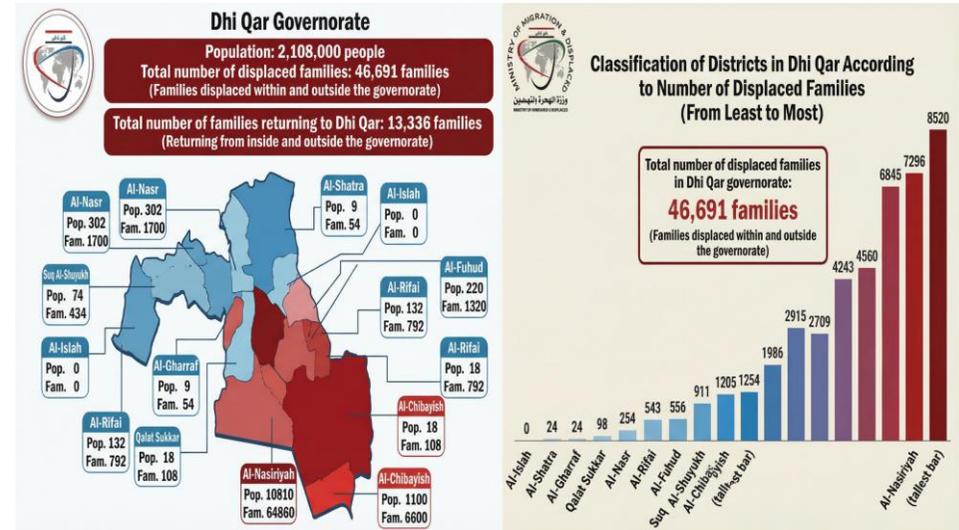
#### When to Use It:

- Campaign Planning: Use this during the planning stage to anticipate potential risks and build mitigation strategies directly into your campaign design.
- Ongoing Monitoring: Revisit the matrix regularly throughout your campaign to track existing risks, identify new ones, and adapt your strategies as the context changes.

#### How to Use It:

- Identify and Plot Risks: Brainstorm potential risks (e.g., political, security, financial, organizational) and place each one on the matrix based on its potential impact on your campaign and its Likelihood of occurring.
- Assign and Implement Strategies: Use the four quadrants to determine your response. Risks in the Urgent Action quadrant (High Impact, High Likelihood) require immediate mitigation plans, while those in the Monitor quadrant (Low Impact, Low Likelihood) can be watched with less intensive effort.

### Annex-4: Statistics from Ministry of Migration & Displacement



#### When to Use It:

- Analysis & Research: Use this data to establish the scale and urgency of the climate displacement crisis, providing a strong, evidence-based foundation.
- Advocacy & Donor Meetings: Present these official government statistics in meetings with policymakers, ministries, and donors to add credibility to your arguments.
- Public Awareness Campaigns: Use the map and key numbers in media releases, social media graphics, and public events.

#### How to Use It:

- Provide Concrete Evidence: Using the official data to quantify the problem and create a powerful, fact-based narrative.
- Prioritize Geographic Targeting: Use the map and bar chart to identify the hardest-hit districts. This allows you to focus your advocacy efforts, resources, and interventions.
- Humanize the Data: Combine the powerful statistics with the personal case studies you have developed.

### Annex-5: Key Activities Checklist

Activity	Priority (Low/Medium/High)	Timeline	Comments
Climate Impact Assessment			
Stakeholder Mapping			
Inclusion and Vulnerability Analysis			
Policy Landscape Analysis			
Risk and Challenge Assessment			
Community Consultation			
Resource Assessment			

### Annex-6: SMARTER Goals Tool

<b>S</b>	<b>SPECIFIC</b> 	Clear and well-defined
<b>M</b>	<b>MEASURABLE</b> 	Quantifiable with indicators
<b>A</b>	<b>ACHIEVABLE</b> 	Realistic and attainable
<b>R</b>	<b>RELEVANT</b> 	Aligned with your context
<b>T</b>	<b>TIMEBOUND</b> 	Within a specific timeframe
<b>E</b>	<b>EASY TO START</b> 	Easy to begin with
<b>R</b>	<b>REFLECTIVE</b> 	Reflects real needs

#### When to Use It:

- **At the Start of Your Campaign:** Use this as the primary planning tool for the Analysis and Research phase to structure your team's work and ensure all critical research areas are covered from day one.
- **Team Kick-off and Weekly Check-ins:** It is the perfect agenda for your initial project kick-off meeting and for subsequent weekly team meetings to review progress, assign tasks, and adjust timelines.

#### How to Use It:

- **Prioritize and Plan:** In the 'Priority' column, rate each activity as High, Medium, or Low to focus your resources. In the 'Timeline' column, assign clear start and end dates to create a project schedule.
- **Assign and Track:** Use the 'Comments' column to assign a lead person or team for each activity. Update this column regularly with status notes like "In Progress", "Completed" or "Facing Delays" to maintain a clear overview of progress.

#### When to Use It:

- **During Strategy Development:** This is the primary tool for defining your campaign's core objectives after you have completed your initial research. It helps translate your analysis into a clear direction.
- **Writing Funding Proposals:** Use it to present your project goals to donors in a professional, credible, and convincing way that demonstrates clear planning.
- **Team Alignment and Kick-off:** Use it at the start of a campaign or project to ensure every team member understands and agrees upon the outcomes you want to achieve.

#### How to Use It:

- **Transform Vague Ideas into Concrete Goals:** Take a broad ambition like "raise awareness about water scarcity" and apply each letter of the SMARTER acronym to turn it into a specific, measurable, and time-bound objective.
- **Check Each Goal Against the Criteria:** For every objective you set, go down the list and ask, "Does our goal meet this standard?" If not, revise the goal until it satisfies all seven criteria.
- **Create a Hierarchy of Goals:** Use it to set a high-level overall goal for your campaign, and then create smaller, supporting SMARTER goals within campaign will contribute to larger objective.

### Annex-7: Strategic Planning Matrix

Strategic Elements	Current Status	Selection Criteria	Rationale for Chosen Approach
Primary Goal			
Target Audience			
Key Messages			
Tactics			

### Annex-8: Advocacy CANVAS Planning Matrix



**When to Use It:**

- › Strategy Workshops: Use to structure team discussions and decide on your campaign's core direction.
- › Donor Proposals & Reporting: Present your completed matrix to show a clear, evidence-based strategic plan.

**How to Use It:**

- › List & Evaluate Options: For each row (Goal, Audience, etc.), list potential options in the "Current Status" column and define your "Selection Criteria" (e.g., Impact, Cost, Feasibility).
- › Justify Your Choice: Fill in the "Rationale" column to explain why you chose a specific option based on your criteria, creating a clear record of your strategic decisions.

**When to Use It:**

- › At the End of Strategy Development: Use this to synthesize all your strategic decisions into a single, comprehensive one-page plan.
- › As a Team Reference Tool: Keep it visible for your campaign team as a constant reminder of the overall strategy, goals, and key components.
- › For High-Level Briefings: It is the perfect tool to quickly and effectively brief new partners, board members, or donors on your complete campaign strategy at a glance.

**How to Use It:**

- › Fill in Each Box Sequentially: Start with the 'Problem/Issue' & work your way through each box, ensuring every element logically connects to the others.
- › Use as a "Strategy on a Page": Condense your detailed plans into concise summaries for each section. This is not for exhaustive detail, but for clarity and focus.
- › Review and Adapt: Treat it as a living document. Revisit the canvas during your campaign (e.g., quarterly) to check if your assumptions are still valid and adapt your strategy as needed.

### Annex-9: PESO Model for Media Engagement Strategy



### Annex-10: Press Release Template

	<b>HEADER</b>	"FOR IMMEDIATE RELEASE" + Date
	<b>HEADLINE</b>	Attention-grabbing, newsworthy title
	<b>DATELINE</b>	City, Province—Date
	<b>LEAD PARAGRAPH</b>	Who, What, When, Where, Why - The 5 Ws
	<b>SECOND PARAGRAPH</b>	Supporting details and context
	<b>QUOTE 1</b>	Campaign leader or spokesperson
	<b>THIRD PARAGRAPH</b>	Additional information and background
	<b>QUOTE 2</b>	Coalition partner or community member
	<b>FINAL PARAGRAPH</b>	Campaign details and next steps
	<b>ABOUT SECTION</b>	Brief organizational description and contact information

**When to Use It:**

- Communications Strategy: Use this model to plan a comprehensive and integrated media and communications strategy, ensuring you are using all available channel types.
- Campaign Launch Planning: When planning a specific campaign launch or major announcement, use the PESO model to map out your outreach tactics across all four media types to maximize reach and impact.

**How to Use It:**

- Brainstorm Tactics for Each Quadrant: For your campaign, list specific activities for each category: Paid (e.g., social media ads), Earned (e.g., press releases), Shared (e.g., community engagement), and Owned (e.g., website blog posts).
- Integrate Your Efforts: The real power of the model is in the overlaps. Plan how you can use one media type to support another (e.g., use Paid ads to promote an Owned content piece to generate Shared conversations and Earned media coverage).

**When to Use It:**

- Campaign Launch: Use this template to officially announce the start of your advocacy campaign to the media and the public.
- Major Campaign Milestones: Adapt the template to announce significant events, research findings, policy wins to generate ongoing media coverage.

**How to Use It:**

- Follow the Structure: Go through the template section by section, from the attention-grabbing Headline to the essential About Section. This ensures your announcement is clear, professional, and contains all the information journalists need.
- Craft Compelling Content: In the Lead Paragraph, cover the "5 Ws" (Who, What, When, Where, Why). Use powerful Quotes from campaign leaders and community members to add a human voice and credibility to your message. Keep the entire release concise (300-500 words).

### Annex-11: Media Engagement Table

Media Type	Key Contacts	Best Approach	Timeline	Success Metrics
Local TV	[Station names]	Visual stories, interviews	Same day	Broadcast coverage
Local Radio	[Station names]	Audio interviews, call-ins	Same day	Interview bookings
Local Newspapers	[Reporter names]	Detailed stories, follow-ups	1-2 days	Article publication
National Media	[Outlet contacts]	Broader significance angle	2-3 days	National coverage
Online/Digital	[Digital outlets]	Shareable content, multimedia	Immediate	National coverage
Social Media	[Influencer accounts]	Shareable content, multimedia	Immediate	Online mentions

### Annex-12: Social Media Campaign Kit

Platform	Audience Type	Content Format	Posting Frequency	Best Times	Engagement Strategy
Facebook	Mixed ages, community groups	Long posts, events, live videos, photos	1-2 times daily		Community building, discussions, event promotion
Twitter	News-focused, activists, officials	Short updates, threads, hashtags	3-5 times daily		News engagement, hashtag campaigns, real-time updates
Instagram	Young adults, visual storytelling	Photos, stories, reels, IGTV	1 time daily + stories		Visual storytelling, behind-the-scenes content
LinkedIn	Professionals, policymakers	Articles, professional updates	3 times weekly		Professional networking, policy discussions
TikTok	Youth (16-25), content	Short videos, trends, challenges	3-4 times weekly		Trend participation, educational content, youth
YouTube	All ages, educational content	Long-form videos, tutorials	1-2 times weekly		Educational content, documentaries, testimonials

#### When to Use It:

- Communications Planning: Use this table to create a detailed, actionable plan for your media outreach, ensuring you have a clear strategy for each media type.
- Before a Campaign Launch: Fill this out before your campaign goes public to ensure you have all your media contacts, story angles, and success metrics ready to go.

#### How to Use It:

- Create a Targeted Media List: In the "Key Contacts" column, list the specific journalists, outlets, and influencers you need to reach for each "Media Type." This moves you from a general idea to a concrete action list.
- Define Your Pitch and Metrics: For each media type, decide on the "Best Approach" (your story angle) and define what success looks like in the "Success Metrics" column (e.g., "3 interview bookings," "1 front-page article"). This makes your outreach focused and your results measurable.

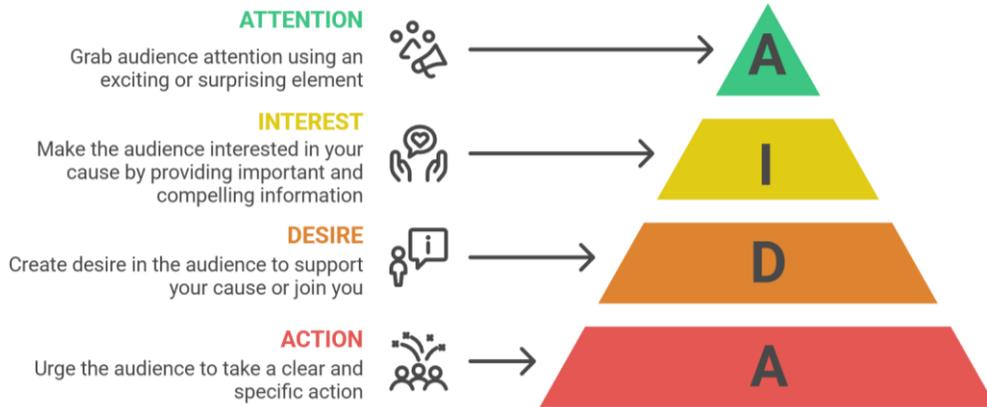
#### When to Use It:

- Communications Strategy: Use this table to select the most effective social media platforms to reach your target audiences and to plan your overall digital approach.
- Content Calendar Planning: Refer to this guide when creating your weekly or monthly content calendar to ensure you are using the right formats and posting frequencies for each platform.

#### How to Use It:

- Match Your Audience to the Platform: Identify your campaign's target audience (e.g., policymakers, youth, general public) and use the "Audience Type" column to select the 2-3 most relevant platforms to focus your efforts on.
- Tailor Your Content and Strategy: For each selected platform, use the "Content Format," "Posting Frequency," and "Engagement Strategy" columns to create a specific plan that is optimized for how that platform works & what its users expect.

### Annex-13: AIDA Tool for Writing Advocacy Messages



### Annex-14: Audience Engagement Tactics

Characteristic	Engagement Approach	Content Preferences	Response Strategy	Success Indicators
Local Community	Direct responses, local language	Personal stories, local impacts	Quick, personal responses	Comments, shares, event attendance
Government Officials	Professional tone, policy focus	Data, policy analysis	Formal, evidence-based	Shares, meeting requests
Media	Newsworthy angles, exclusives	Breaking news, human interest	Timely, quotable	Coverage, interview requests
Youth	Interactive, visual content	Videos, challenges, trends	Casual, encouraging	Viral content, youth participation
Women's Groups	Empowerment focus, safe spaces	Women's stories, leadership	Supportive, inclusive	Women's participation, leadership
Climate Action Organizations	Coalition building, joint campaigns	Collaborative projects, toolkits	Resource sharing, cross-promotion	Joint initiatives, policy wins

#### When to Use It:

- ▶ **Crafting Campaign Messages:** Use this model to structure all your key messages from speeches and social media posts to brochures and website copy to ensure they are persuasive and effective.
- ▶ **Community Engagement & Mobilization:** When preparing for community meetings or public events, use AIDA to design presentations that capture attention and inspire your audience to take action.

#### How to Use It:

- ▶ **Structure Your Narrative:** Follow the four steps in order. Start with a powerful hook to grab Attention, then provide compelling facts to build Interest, connect emotionally to create Desire for change, and end with a clear and specific call to Action.
- ▶ **Test Your Communications:** Before publishing any material, review it against the AIDA model. Does it have a strong opening? Is the information engaging? Does it make people *want* to get involved? Is the next step obvious?

#### When to Use It:

- ▶ **During Strategy Development:** After identifying your stakeholders, use this table to group them into distinct audience segments. This is a critical step before you decide on your key messages and tactics.
- ▶ **Communications & Content Planning:** Refer to this table constantly when creating any communication material (social media posts, press releases, speeches) to ensure every piece is perfectly tailored to its intended audience.

#### How to Use It:

- ▶ **Identify Your Key Segments:** Start by listing the most important groups you need to reach in the "Audience Segment" column. The six provided are a great starting point, but you can customize them for your specific campaign.
- ▶ **Develop a Tailored Approach for Each Segment:** For each audience, work across the row to define the best way to engage them. Consider their preferred content, the right tone to use, and what a successful interaction looks like.

## Annex-15: Policy Brief Template



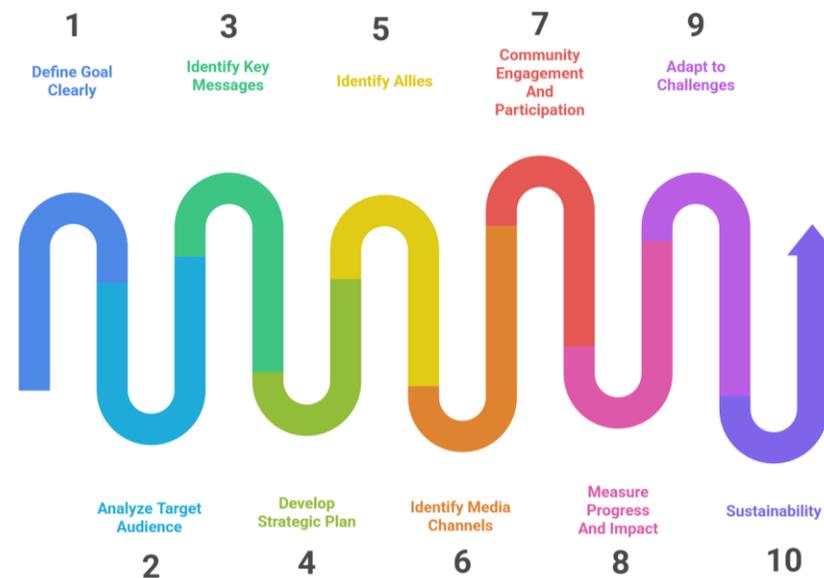
### When to Use It:

- **Advocacy Meetings:** This is your primary tool for influencing government officials. Use it to create a formal, evidence-based document to present in meetings with policymakers, ministries, and parliamentarians.
- **High-Level Communications:** Use this structure to create documents for donors, international partners, and other key stakeholders who require a detailed, professional overview of your position.

### How to Use It:

- **Follow the Structure Sequentially:** Work through the template from top to bottom. Each section builds on the last, creating a logical and persuasive argument that is easy for busy policymakers to follow.
- **Focus on the Recommendations:** While all sections are important, the goal is to lead your reader to the Recommendations. Ensure they are clear, concise, and directly address problem in your Analysis & Evidence section.

## Annex-16: Roadmap Development Template



### When to Use It:

- **Before the implementation:** Use this roadmap as your master guide for the entire campaign lifecycle, from initial idea to long-term sustainability. It provides a high-level overview of all the key stages you need to go through.
- **For Project Planning & Team Briefings:** This is the perfect tool to use in your initial planning workshops to map out your project timeline. It also serves as a great visual aid to brief team members/partners on your campaign process.

### How to Use It:

- **Follow the Path Sequentially:** The roadmap is designed as a step-by-step journey. Start at Step 1 and work your way up, ensuring you complete the foundational work before moving on to execution.
- **Use as a Progress Tracker:** As you complete each stage, you can physically or digitally "check off" the corresponding step on the roadmap. This provides a clear and motivating visual representation of your campaign's progress.

## Annex-17: Hashtag Strategy Table

Hashtag Category	Primary Tags	Secondary Tags	Usage Guidelines
Campaign Identity	#ClimateActionDhiQar	#WEOAdvocacy #DhiQarVoices	Use in every post
Issue-Specific	#WaterCrisis #MarshRestoration	#DroughtResponse #ClimateAdaptation	Use when relevant
Community Focus	#CommunityVoices #WomenLead	#YouthAction #MarshArab	Use for community content
Action-Oriented	#ActNow #ClimateJustice	#PolicyChange #SustainableFuture	Use for calls to action
Geographic	#DhiQar #Nasiriyah #Iraq	#Chibayish #SuqAlShuyukh	Use for location-specific content
Trending/ Events	#COP29 #ClimateWeek	#WorldWaterDay #EarthDay	Use for location-specific content

## Annex-18: MEL Framework Template

Indicator	Data Source	Collection Method	Frequency	Responsible Person

**MONITORING**  
Track ongoing activities and outputs

**EVALUATION**  
Assess outcomes and impact at key milestones

**LEARNING**  
Document lessons and adapt strategy

### When to Use It:

- Social Media Content Planning: Use this guide when creating your weekly or monthly social media content calendar to ensure you have a consistent and strategic approach to your hashtag use.
- Daily Posting: This is a quick reference tool for any team member responsible for posting on social media. It ensures everyone uses the right hashtags for the right content, maximizing visibility and engagement.

### How to Use It:

- Mix and Match Strategically: For each social media post, combine 3-5 hashtags from different categories. Start with your main Campaign Identity tag, then add others based on the specific content of your post.
- Follow the Usage Guidelines: Always include your primary Campaign Identity tag. Then, if your post is a call to action, add an Action-Oriented tag. If it mentions a specific city, add a Geographic tag.

### When to Use It:

- During Strategy Development: Use this template to plan *how* you will measure the success of your campaign objectives before you even start. This ensures your goals are measurable from day one.
- Throughout the Campaign: This becomes your master tracking document. Use it in regular team meetings to report on progress against your indicators and make evidence-based decisions.

### How to Use It:

- Define Your Indicators: For each of your campaign objectives, list one or more specific, measurable Indicators in the first column. This is what you will track to see if you are succeeding.
- Complete the Tracking Plan: For each indicator, fill out the rest of the row to create a clear plan: identifying the Data Source (where the information comes from), the Collection Method (how you'll get it), the Frequency (how often you'll check), and

## Annex-19: Funding Proposal Template

	<b>EXECUTIVE SUMMARY</b> (Max 300 words) Briefly describe your organization, the problem, the proposed project, and the funding requested		<b>DETAILED BUDGET NARRATIVE</b> Provide a detailed budget for the project, with a narrative explaining how the costs were calculated
	<b>ORGANIZATIONAL BACKGROUND</b> Briefly introduce your organization, its mission, and its track record of success		<b>MONITORING, EVALUATION, AND LEARNING (MEL)</b> Explain how you will monitor your progress, evaluate your impact, and learn from your work
	<b>PROBLEM STATEMENT</b> Clearly describe the climate change issue you will address, supported by data and evidence. Explain why the issue is urgent		<b>SUSTAINABILITY PLAN</b> Explain how you will sustain the impact of the project after the funding ends
	<b>PROPOSED PROJECT &amp; ADVOCACY APPROACH</b> Describe your proposed advocacy campaign. What are your goals and objectives? What tactics will you use?		<b>ORGANIZATIONAL CAPACITY</b> Briefly describe the skills and experience of your team
	<b>ACTIVITIES AND TIMELINE</b> Provide a detailed work plan, showing the main activities for the project and a timeline for implementation		

## Annex-20: AI Tools for Climate Advocacy

Recommended AI Tools for Advocacy	AI Applications	Best Practices & Policy Briefs
<b>TEXT GENERATION</b> ChatGPT, Claude, Gemini Social posts, press releases Free/Paid	<b>AI FOR MEDIA CONTENT</b> <ul style="list-style-type: none"> <li><b>Basic Prompt Formula:</b> Create [content type] about [topic] for [audience] that [action]. Keep it under [word count] and use [tone].</li> <li><b>Example:</b> Create a Facebook post about water scarcity in Dhi Qar for local residents that encourages them to sign our petition. Keep it under 150 words, use an emotional tone, and include hashtags like #SaveTheMarhes and #InNearWaterCrisis.</li> </ul>	<b>AI FOR POLICY BRIEFS</b> <ul style="list-style-type: none"> <li><b>Research and summarize:</b> AI can quickly synthesize complex climate data.</li> <li><b>Structure:</b> AI can help organize policy briefs with clear sections.</li> <li><b>Language:</b> AI can adjust technical language for different audiences.</li> </ul>
<b>VISUAL CREATION</b> Canva AI, DALL-E, Ideogram Graphics, Infographics Free/Paid	<b>AI FOR PRESS RELEASES</b> <ul style="list-style-type: none"> <li><b>Research:</b> Gather background information and statistics.</li> <li><b>Draft:</b> Create initial press release with detailed prompt.</li> <li><b>Refine:</b> Improve clarity, add compelling quotes.</li> <li><b>Personalize:</b> Add real quotes from community.</li> <li><b>Edit:</b> Use AI for grammar and style improvements.</li> </ul>	<b>AI BEST PRACTICES</b> <ul style="list-style-type: none"> <li><b>AI is a Tool, Not a Replacement</b> AI should enhance your work, not replace it. The authentic voice of your community are your most powerful asset.</li> <li><b>Fact-Checking is Non-Negotiable</b> AI can make up facts or generate outdated or incorrect information. Your credibility depends on accuracy.</li> <li><b>Human Judgment is Key</b> Cultural sensitivity, strategic nuance, and ethical considerations require human judgment that AI cannot replicate.</li> </ul>
<b>VIDEO EDITING</b> Descript, CapCut Advocacy videos Free/Paid	<b>PRESS RELEASE PROMPT TEMPLATE</b> Full template text: Act as a communications professional for an Iraqi NGO. Write a press release for [organization] announcing [event] focused on [issue] happening on [date] at [time] in [location]. Include: background on the climate crisis in Dhi Qar, key details of the announcement, and a placeholder for a compelling quote from our spokesperson.	
<b>EDITING</b> Grammarly, ProWritingAid Grammar improvement Free/Paid		
<b>AI ASSISTANTS</b> ChatGPT, Claude, Gemini Content creation, policy briefs Free/Paid		

### When to Use It:

- **Securing Financial Resources:** This template is your primary tool when approaching donors, foundations, and government agencies for financial support. Use it to structure a compelling and professional proposal that clearly outlines your climate advocacy project in Dhi Qar.
- **Internal Project Clarification:** Even before seeking external funding, your team can use this template to clarify your project's objectives, activities, and resource needs. It serves as an internal strategic document to ensure everyone is aligned.

### How to Use It:

- **Follow the Structure:** Each section of the template builds upon the last, creating a logical narrative that guides the reader from the problem to your proposed solution and its expected impact. Fill out each section thoroughly.
- **Adapt to the Donor:** The final note, "ALWAYS ADAPT," is critical. Research each potential donor and tailor the language, emphasis, and requested funding amount to align with their specific priorities, guidelines, and funding cycles.
- **Use Data and Storytelling:** In the Problem Statement, combine hard data with powerful human stories from affected communities. This combination of logic & emotion is highly persuasive.

### When to Use It:

- **Strategic Planning:** Use this guide during campaign planning to see how AI can save time on content creation, research, and outreach, allowing you to focus more resources on community engagement.
- **Daily Content Creation:** Refer to this guide for daily tasks like drafting social media posts, creating graphics, or writing press releases to improve speed and quality.

### How to Use It:

- **Match Tool to Task:** First, identify your task (e.g., create a graphic). Then, use the left column to select the right tool (e.g., Canva AI) and the middle column for specific prompts and techniques.
- **Review with Best Practices:** Before publishing, always use the right column to fact-check all AI outputs, apply human judgment for cultural sensitivity, and ensure your community's authentic voice is prioritized.



The project titled “Empowering Women for Climate Resilience” is implemented through a partnership between **Tearfund** and **Women Empowerment Organization (WEO)** in Dhi Qar Province.

2025-2026