



GOAL



ADVOCACY  
STRATEGY 2025



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# 1 INTRODUCTION

This Strategy sets out GOAL’s commitment and approach to strengthening the organisation’s impact using effective public advocacy and influencing strategies. At GOAL, we understand advocacy as the intentional effort to influence change and action at local, national and/or international level in pursuit of our vision which is ‘a world beyond humanitarian crises where poverty no longer exists, where vulnerable communities exposed to shocks and stresses are resilient, where barriers to well-being are removed and where everyone has equal rights and opportunities’. A partnership approach across GOAL will be central to success, as well as partnership with peer agencies and networks to amplify our voice and impact.

Advocacy is central to the achievement of our mission and aligns with the approach set out in our Theory of Change, which aims to strengthen the systems in which communities live and work. GOAL’s new organisational Strategy 2025 ‘*From Crisis to Resilience*’ provides an opportunity to further strengthen our approach to advocacy and ensure a coherent whole organisational approach to amplify our impact.



Irish sports women Roisin Upton, Jenny Murphy and Sinead Aherne visiting Irish Aid funding activity at Machinga district Malawi November 2019 photo by Anteneh Tadele



# 1.1 BACKGROUND

GOAL's public advocacy function is situated in GOAL's External Affairs Department, supported by our MEAL (Monitoring, Evaluation and Learning) and coordinated by our Global Citizenship Department. This effort is explicitly referenced in Objective 4.3 of GOAL's Strategy 2025, which states that GOAL will "build an evidence base for public engagement and influencing work... and deepen and strengthen strategic engagements with a broad range of partners, consortia and platforms to influence policy and practice in humanitarian action and development."

Building on GOAL's Advocacy 2017, significant advocacy contributions over the course of this period include:

- Advocacy in support of liberalising EU refugee policy in light of the Syrian conflict
- Two position papers in support of advocacy at the United Nations on the Syria Cross Border Resolution
- Advocacy in support of a waiver at the World Trade Organisation to promote equitable access to Covid vaccines, therapeutics and diagnostics globally
- Advocacy in support of public policy reform to enable the sustainable Blue Economy at the UN Ocean's Conference
- Advocacy to promote child centred labour law in Sierra Leone
- Advocacy to achieve national endorsement of GOAL's Community Based Nutrition programming in Sudan

Recognising the advocacy opportunities facing an agency with such breadth and experience as GOAL, as reflected in the above achievements, this strategy aims to strengthen organisational coherence of our efforts to enhance GOAL's identity among donors, the public and peer agencies as an evidence-based agent of change in pursuit of our Mission.



GOAL Seed Beneficiary Sustainable Livelihood  
Kassab Camp Kutum North Darfur Sudan





Om Karam with GOAL Shelter Engineer Sarab in Syria 2022

## 2. GUIDING PRINCIPLES

Clear principles will guide GOAL's advocacy initiatives and drive decisions when choices need to be made on opportunities to pursue. These principles are set out below:

- All GOAL advocacy will be rooted in GOAL's programmatic expertise and aligned to the organisational strategic priorities as set out in GOAL's Strategy 2025, 'From Crisis to Resilience';
- GOAL's advocacy efforts will offer clear benefits to the communities with whom we work;
- GOAL advocacy will be relevant to contemporary national and international public policy agendas and will add value considering our expertise, size and geographic presence;
- GOAL will work in partnership with communities, peers and other key stakeholders to achieve effectiveness and maximise impact;
- All GOAL advocacy will thoroughly consider relevant risks through a Risk Assessment Process as set in OXFAM's 'Influencing For Impact Guide (2020)'. See Appendix 2



# 3 FRAMEWORKS FOR IDENTIFYING & SUPPORTING ADVOCACY OPPORTUNITIES

- The Crisis to Resilience lens will be used, ensuring that focus is drawn to impediments to change at all stages of the Crisis to Resilience spectrum;
- Intention will always be balanced with flexibility to ensure emerging priorities can be resourced. In this regard, an Advocacy Steering Group will keep a watching brief on emerging crises and make recommendations on redirecting advocacy related resources as appropriate;
- GOAL countries will be supported by HQ to address identified local and national opportunities aligned with our key themes to maximise our footprint and impact.

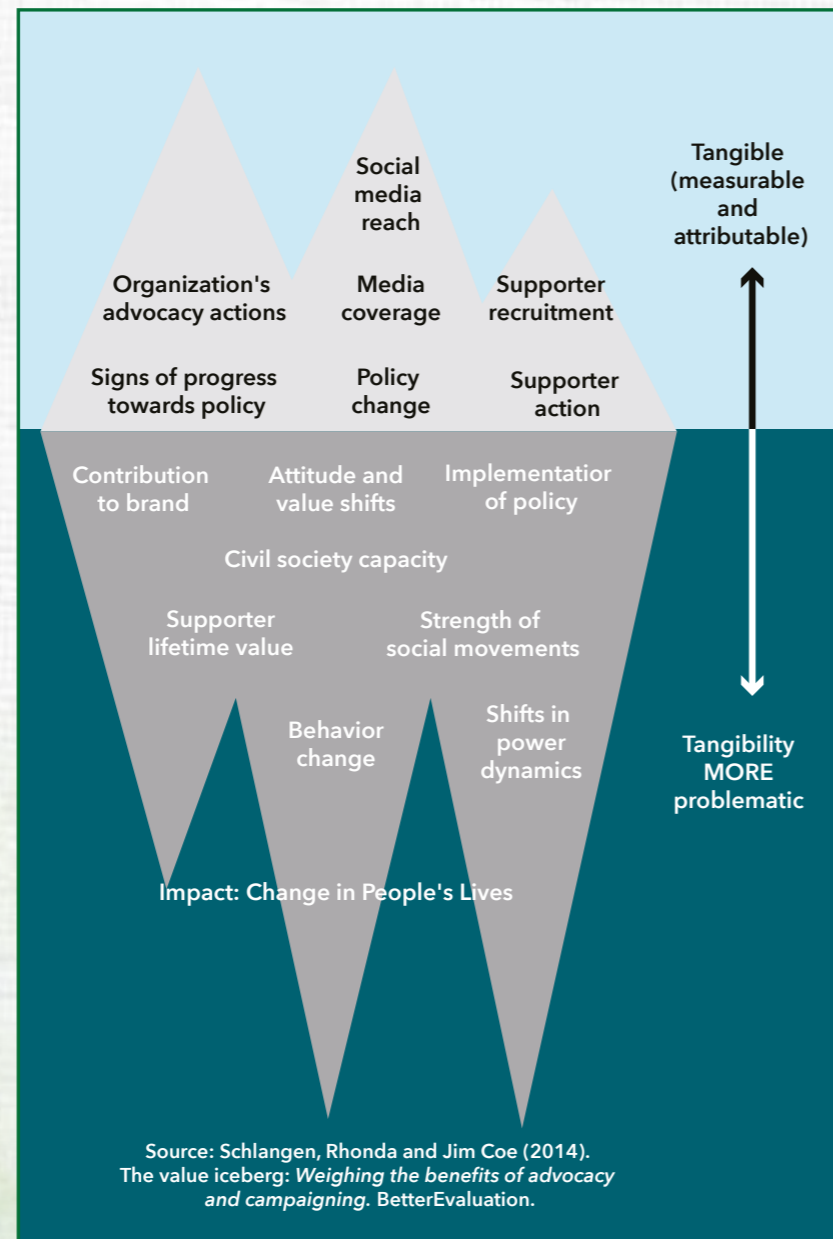




# 4. ROOTING ADVOCACY EFFORTS IN IMPACT & LEARNING

To ensure our efforts have the legitimacy necessary for impact, our advocacy will be rooted in evidence from our programmes, and the MEAL Department will provide their support in this regard. We are guided by the deep work of Oxfam, which has illustrated the levels of change that can be sought in the helpful diagram on the right.

## MEASURING OUTPUTS, OUTCOME AND IMPACT



OUTCOMES TO MEASURE BEHAVIOUR CHANGE

STAGE OF BEHAVIOUR CHANGE	EXAMPLE OUTCOMES
Increased awareness	<ul style="list-style-type: none"> <li>• People engage with information/support</li> <li>• People recognise how the issue relates to their own lives</li> </ul>
Increased knowledge	<ul style="list-style-type: none"> <li>• People understand the issue</li> <li>• People know how to act on the issue</li> </ul>
Changed attitudes	<ul style="list-style-type: none"> <li>• People are more positive or negative towards the issue</li> <li>• People think the issue is important</li> </ul>
Changed behaviour	<ul style="list-style-type: none"> <li>• People talk to others about the issue</li> <li>• People take action (desired action to be defined) on the issue</li> </ul>
Sustained behaviour	<ul style="list-style-type: none"> <li>• People sustain the behaviour change for as long as required</li> </ul>

OUTCOMES TO MEASURE POLICY CHANGE

STAGE OF POLICY CHANGE	EXAMPLE OUTCOMES
Policy development	<ul style="list-style-type: none"> <li>• New proposals or guiding principles developed</li> </ul>
Placement on policy agenda	<ul style="list-style-type: none"> <li>• Policies formally introduced (bills, regulations, administrative policies).</li> </ul>
Policy adoption	<ul style="list-style-type: none"> <li>• Policies formally established (bills, regulations, administrative policies).</li> </ul>
Policy blocking	<ul style="list-style-type: none"> <li>• Policies formally blocked (bills, regulations, administrative policies).</li> </ul>
Policy implementation	<ul style="list-style-type: none"> <li>• Policies implemented in accordance with requirements.</li> </ul>
Policy monitoring & evaluation	<ul style="list-style-type: none"> <li>• Funding established to formally monitor or evaluate policies.</li> </ul>
Policy maintenance	<ul style="list-style-type: none"> <li>• Funding levels sustained for policies or programmes.</li> <li>• Eligibility levels maintained for policies or programme.</li> </ul>

GOAL's MEAL Department will lead the gathering and analysis of the existing evidence from our programmes to support GOAL's advocacy. This evidence will inform the design of advocacy related plans and/or campaigns. The MEAL Department will also assist in developing indicators to track and assess progress and impact of any advocacy related action.



## 5 GOAL ADVOCACY APPROACH

Within this strategy, GOAL will concentrate resources on key themes that align with GOAL's Strategy 2025 and our programmatic evidence that provide opportunity to achieve or contribute to change aligned with our mission. Concentration on these discreet themes, with gender sensitive and climate crisis analysis across all, provides the following positive opportunities for GOAL:

- Ability to build a strong evidence-based identity on an issue among the public, peers, and policy makers, underpinned by layers of solid and evolving evidence;
- Ability to identify key opportunities within a theme which both facilitates broad participation of GOAL field sites and demonstrates the breadth and expertise of GOAL to both policy makers and the public;
- A 'whole of organisation' competence and legitimacy on an issue including: alignment between our programming input to external opportunities, fundraising campaigns, communications, and global citizenship initiatives;
- Consideration of the time it takes to achieve and measure effectiveness of change whilst acknowledging the time it takes to pursue and deliver on the same;
- Facilitation of identity and brand recognition as GOAL becomes a specialist in key areas.



GOALie at a GOALWASH Facility Kassab Camp  
Kutum North Darfur Sudan 2022



# 5.1 AREAS FOR ADVOCACY FOCUS

Based on the rationale above, the review of the thematic Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis presented in Appendix 3, key priorities identified by institutional donors (including Irish Aid), and considering GOAL's programmatic and advocacy experience to date, it is proposed that GOAL deepen its advocacy in the three key areas presented in the table, through a gender sensitive and climate crisis lens. Evidence from our programme will be used to evolve fresh and additional messaging to 'make our case' on an annual basis. The themes proposed that best align with potential for maximum impact are:

TOPIC	CHANGE SOUGHT / KEY MESSAGING	POTENTIAL ADVOCACY OPPORTUNITY	DATE (2023)	CONTENT SOURCE
<b>Humanitarian Crisis</b> (Global Goal 1)	<p>Focused attention on Rights of Refugees and Humanitarian actors to safety, security and access</p> <p>Renew Cross Border Resolution to promote humanitarian access to basic rights of food, water, shelter.</p> <p>Seek changes to humanitarian financing towards multi-year funding to enable longer term support.</p> <p>Ireland continues to increase its annual climate finance contributions (beyond 2025) in the form of untied grants, including financing the Loss and Damage fund.</p> <p>Climate financing should be additional to ODA funding, to ensure that resources for sustainable development and humanitarian action are not reduced.</p>	<p>Cross Border Resolution vote</p> <p>High-Level Political Forum (HLPF)</p> <p>Climate Ambition Summit</p> <p>COP 28</p> <p>Global Refugee Forum</p> <p>Global Humanitarian Policy Forum</p>	<p>June/July</p> <p>July</p> <p>September</p> <p>November</p> <p>December</p>	<ul style="list-style-type: none"> <li>• Syria</li> <li>• Turkey</li> <li>• Uganda</li> <li>• Colombia</li> <li>• Ethiopia</li> <li>• Uganda</li> <li>• South Sudan</li> </ul>
<b>Resilient Health</b> (Global Goal 2)	<p>More investment in local health systems for emergency preparedness &amp; response planning and Early Warning and Response Systems (EWRS) for improved preparedness for health shocks/disease outbreak.</p> <p>Health equity as it relates to commodities such as vaccines, therapeutics, and diagnostics.</p>	<p>UN Disaster Risk Reduction Platform</p> <p>HLPF</p> <p>SDG Summit</p> <p>UN High Level Meeting on Pandemic Prevention, Preparedness &amp; Response</p> <p>UN High Level Meeting on Universal Health Coverage</p> <p>World Health Summit DSAI Conference</p> <p>Irish Forum on Global Health</p>	<p>June</p> <p>July</p> <p>September</p> <p>October</p> <p>November</p>	<ul style="list-style-type: none"> <li>• Uganda</li> <li>• LAC</li> <li>• South Sudan</li> <li>• Sudan</li> <li>• Ethiopia</li> <li>• Niger</li> <li>• Sierra Leone</li> <li>• Haiti</li> <li>• Zimbabwe</li> </ul>
<b>Food and Nutrition Security</b> (Global Goal 3)	<p>Increase access, availability and use of improved agricultural inputs, climate-smart and nutritionally improved seeds, with particular focus on access for women farmers and female headed households.</p> <p>Enable MSMEs, particularly women led MSMEs and women farmers, as crucial components of sustainable pro-poor rural food systems - ensure effective policy and regulation to enable infrastructural, financial and digital inclusion.</p> <p>Invest in Blue Food production as sustainable sources of protein for human consumption which is of increasing importance to global food and nutrition security.</p> <p>Target investment and policy reform to ensure that coastal communities, cooperative fisheries, and female led MSMEs are centrally engaged in the development of democratic and sustainable management of local resources.</p> <p>Reiterate COP asks above to promote pro-poor sustainable food systems and Climate actions.</p>	<p>UN Food Systems Summit Stocktake</p> <p>Ocean Conference</p> <p>HLPF</p> <p>SDG Summit</p> <p>Climate Ambition Summit</p> <p>Publication of a proposed EU Sustainable Food Policy</p> <p>COP28</p>	<p>July</p> <p>July</p> <p>July</p> <p>September</p> <p>November</p>	<ul style="list-style-type: none"> <li>• Ethiopia</li> <li>• South Sudan</li> <li>• Zimbabwe</li> <li>• Sudan</li> <li>• Uganda</li> <li>• Niger</li> <li>• Sierra Leone</li> <li>• LAC</li> </ul>



# 6. TARGET AUDIENCES

Target audiences for GOAL's advocacy will evolve as per the public policy reform opportunities which present themselves. Key audiences include but are not limited to:

## National (Ireland)

- Elected officials in the Irish Government including TDs, Senators, Ministers and Oireachtas Committees
- Irish MEPs
- Department of Foreign Affairs
- Irish Aid
- Dóchas

## EU / International

- Members of the European Parliament, and related Commissioners and Council Members
- ECHO (European Commissions for Humanitarian Aid)
- OHCA (UN Office for the Coordination of Humanitarian Affairs)
- UNSC (United Nations Security Council)
- WHO (World Health Organisation)
- InterAction (US) /Concord (EU)/ Bond (UK)

## Regional Organisations

### (GOAL Programme Regions)

- To be identified in consultation with GOAL Country Programmes

### National (GOAL Programme Countries)

- Elected Government Officials
- Health, Agriculture & related Ministries
- Civil Society Organisations

# GOAL ADVOCATES



**Feb 2022** - Mary Van Lieshout, Director, External Affairs GOAL participates in launch of ICGBV Strategic Plan 2021 - 2026, with a call on the Government to leverage its political and leadership capital to address GBV and advance gender equality at the international level.



**June 2022** - Siobhan Walsh, CEO, GOAL meets Commissioner Janez Lenarčič, European Commissioner for Humanitarian Aid and Crisis Management, with other CEOs from the Dochas network, to discuss access to & funding in Ukraine and the EU Ukraine Refugee Response. Thank you to Barry Andrews, MEP, for facilitating the meeting.



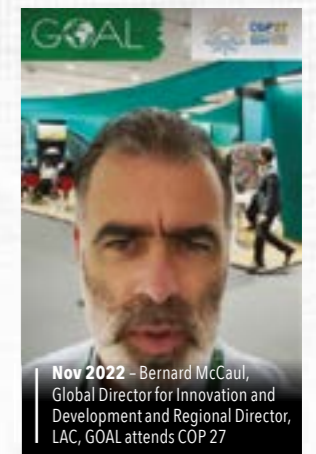
**July 2022** - Joanna Reid, Director of International Programmes, joins a EU Commission in Ireland & European Movement Ireland Panel Discussion to highlight food insecurity for already food deficit countries, especially in Global South, driven by perfect storm of drought & rising food & other commodities, linked to the Ukraine conflict.



**Nov 2022** - Mary Van Lieshout, Director of External Relations, GOAL meets with Sarah Yong, TBA (Traditional Birth Attendant) Trainer of GESSO (Gender Empowerment for South Sudan Org) at the PSVI (Preventing Sexual Violence in Conflict Initiative) Conference in London



**July 2022** - Bernard McCaul, Global Director for Innovation and Development and Regional Director, LAC, GOAL, Viv Davies, Strategic Partnerships Director, GOAL UK attends the UN Ocean Conference to promote GOAL's 'Resilience of the Blue Economy' programme and highlight how that programme has supported the critical role of coastal communities in generating food and economic security across 1,500km of coastline



**Nov 2022** - Bernard McCaul, Global Director for Innovation and Development and Regional Director, LAC, GOAL attends COP 27



**Jan 2023** - Siobhan Walsh, CEO GOAL, joins a meeting with CEO's and other INGO leaders with Sean Fleming, Minister of State at Department of Foreign Affairs with responsibility for International Development and Diaspora, to discuss reinstatement of Irish Aid commitment to the ICGBV work on ending GBV.



**Feb 2023** - Siobhan Walsh, CEO, GOAL attends round table meeting, with Tánaiste and Minister for Foreign Affairs, Micheál Martin, and Sean Fleming, Minister of State at Department of Foreign Affairs with responsibility for International Development and Diaspora, and 13 other leaders from the humanitarian aid sector, to discuss how the international community can better support communities from crisis towards resilience, in our globalised, interconnected world.



**April 2023** - Mary Van Lieshout, Director External Affairs, GOAL presents to Oireachtas Committee on Foreign Affairs, on SDG progress.





## 7. OPERATIONAL RESOURCING

The resourcing recommendation is to develop and mature our advocacy function aligned with Strategy 2025 and ensure it is appropriately led, resourced, and staffed within GOAL. This will include the appointment of a Research Coordinator who will review and consult with colleagues on the opportunities within our areas of focus regarding global and local change. This effort will be in partnership with the Regional Directors with significant support and coordination by from the Global Citizenship Department and members of an Advocacy Strategy Group. It is critical that our advocacy efforts are deeply aligned at all levels (HQ, Regional, Country) and cross-departmentally. Key departments include International Programmes, Communications, Funding and Business Development (FBD), Programme Technical Team (PTT), MEAL, Innovation Lab and Fundraising to ensure we achieve stronger coherence to strengthen our brand.

The Advocacy Strategy Group will leverage the above expertise in designing and supporting a global advocacy initiative in pursuit of the key themes identified. The Advocacy Strategy Group will also:

- Identify key stakeholders (strategic and shared value partners) and target audiences aligned with key opportunities for influencing and engagement;
- Support the development of evidence of GOAL's impact and best practices to increase learning and provide an evidence base for our advocacy and public engagement work;
- Assist in the coordination of strategic relationships with a broad range of shared value partners and consortia (e.g. Dóchas, ICGBV, UNSC, Concord, InterAction) to influence policy and practice initiatives and opportunities arising from the above;
- Support coordination of information flow, reducing fragmentation to ensure coherence on advocacy and political engagement opportunities and initiatives;
- Support the advocacy function through academic partnerships with universities in the areas of public policy and research.



## APPENDIX 1 ADVOCACY STRATEGY REFERENCE GROUP

This strategy was developed in consultation with members of the Advocacy Strategy Working Group. Please see membership list here.

- Mary Van Lieshout, Deputy CEO & Director of External Relations [SMT Lead]
- Victoria Walshe, Global Citizenship Manager [Group Chair]
- Enida Friel, Head of Monitoring and Evaluation
- Geraldine McCrossan, Global Health Advisor
- Jane Curtin, Communications Manager
- Roisin Mcatamney, GC Youth Education Coordinator
- Bernard McCaul, Regional Director, Latin America & Deputy Director, Programme Innovation & Design
- Salina Janzan, Corporate Partnerships Manager
- Mandy Yamanis, Global Safeguarding Advisor
- Lorraine Marriott, Regional Director, Middle East
- Rachel Meagher, Grants Coordinator, Syria
- Marie Hallissey, Global Health Advisor
- David Coveney, Trusts and Foundations Officer
- Viv Davies, Strategic Partnerships Director

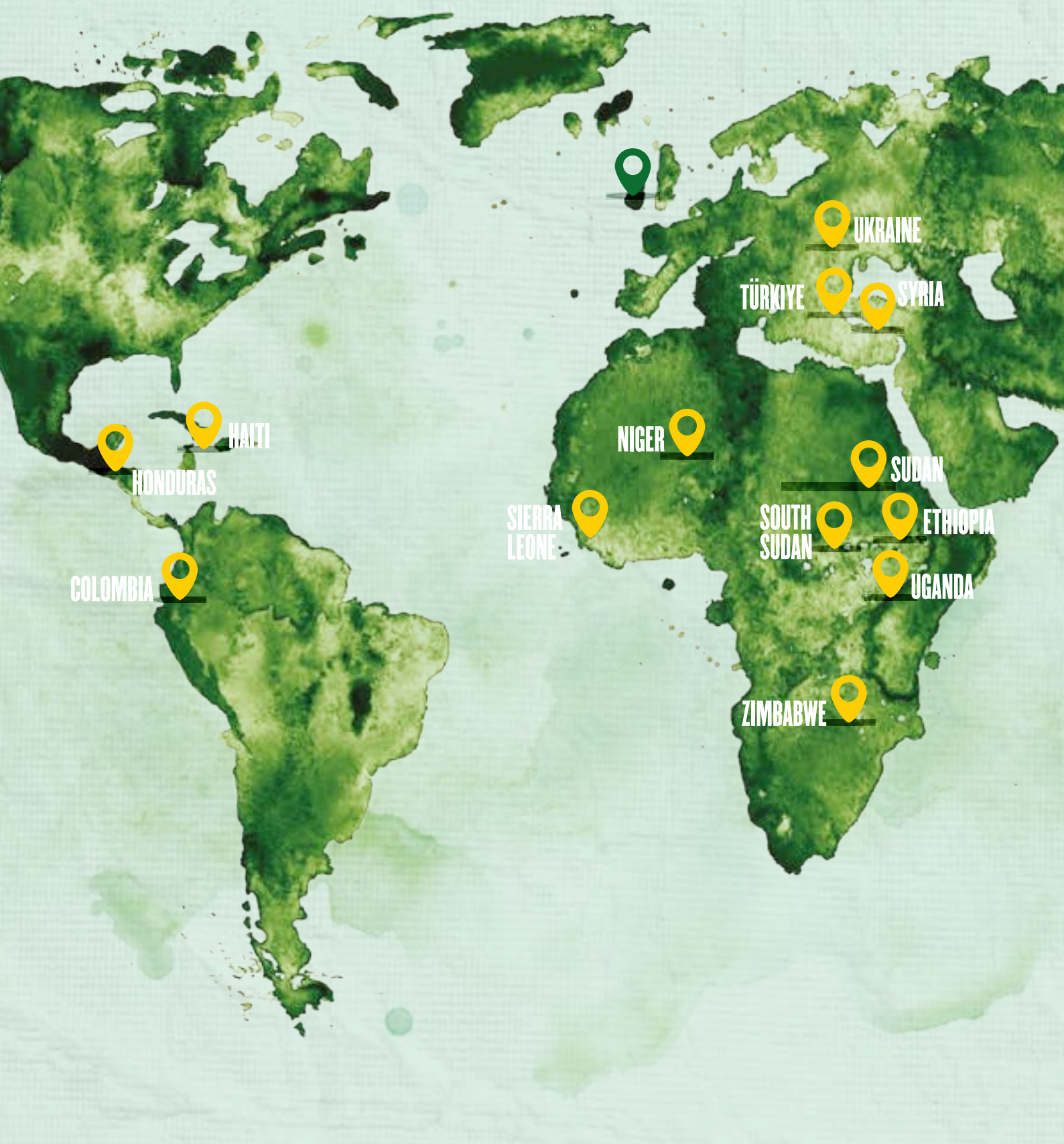
## APPENDIX 2 RISK ASSESSMENT

Risk Assessment of Advocacy Campaigns

Direct security risks	This includes surveillance (communications, physical); damage to assets and property; threats and intimidation; arbitrary detention or prosecution; violent attacks, kidnapping or killing.
Political risks	This includes government backlashes against your organization and/ or partners; restrictions on the ability to operate; threats against continued license to operate.
Reputational risks	This includes hostile media or public reactions; loss of community or institutional income; damage to relationships with other civil society, national, and international NGOs.
Legal risks	This includes libel (anything that harms or could be seen to harm someone’s reputation); legal action against your organization or partners; compensation claims.
Credibility risks	If your influencing has little or no impact on the changes you want to see, there is a risk of criticism and reputational harm among your staff, constituencies, donors, partners and other stakeholders.







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