A WORLD WHERE EVERYONE HAS ACCESS TO LAND FOR SHELTER.
Habitat for Humanity International has a strategic plan that will help the organization further its mission and help individuals achieve the strength, stability and self-reliance they need to build better lives for themselves. The plan, which builds squarely on the organization’s mission, vision and principles, aims to expand the organization’s impact on all aspects of affordable housing in the more than 70 countries where Habitat is at work around the world. Recognizing that building alone cannot solve the global problem of inadequate housing, the plan makes advocacy a top priority.
BUILDING SECTOR IMPACT

is one of Habitat’s three main strategic plan objectives. Building on the success of direct engagement with families and communities, Habitat can influence the way others in the public, private and nonprofit worlds think about housing issues and how to address them.

Recognizing that sound public policies are essential to increasing access to safe, decent and affordable housing, the strategic plan challenges us to promote policies and systems that eliminate barriers that contribute to poverty and inadequate housing. Advocacy is included in the Sector Impact section, and Solid Ground is the primary focus of Habitat’s advocacy work within the strategic plan.

Solid Ground aligns with the Building Sector Impact objective. The campaign’s vision is a world where everyone has access to land for shelter.

THE PROCESS

For any questions about Solid Ground, campaign enrollment or campaign planning — or general questions — contact SolidGround@habitat.org.
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Q&A: WHY SOLID GROUND?

“Without land, there can be no housing. And without looking at the issue of land, there can be no meaningful discussion about how to solve the problems of housing for the poor.”

— UN-HABITAT

Chris Vincent, Habitat for Humanity International’s vice president of government relations and advocacy, explains the decision to focus on access to land for shelter and Habitat’s plans for measuring the success of its first global advocacy campaign.

Q: SOLID GROUND IS HABITAT’S FIRST GLOBAL ADVOCACY CAMPAIGN. WHY NOW?

CV: The global need for adequate shelter is enormous, and our strategic plan challenges us to look beyond construction to promote policies and systems that advance access to adequate, affordable housing. Advocacy campaigns are a great way to accomplish this. Solid Ground is a set of advocacy, communications and mobilization activities, informed and based on Habitat’s knowledge and values, that will influence norms, policies and practices to achieve lasting change. Through Solid Ground, we want to influence others to achieve results at scale.

Advocacy campaigns like Solid Ground will also help us establish new partnerships and expand existing ones. We want to mobilize the public to take action, creating a broader movement for change.

Q: HOW DID HABITAT FOR HUMANITY INTERNATIONAL DECIDE TO FOCUS ON ACCESS TO LAND?

CV: The process to select an issue took about a year and was fairly organic. Surveying the field and working with Habitat’s area offices and national organizations were important steps in the information-gathering stage. Habitat for Humanity International held workshops, developed case studies, benchmarked peers and ultimately selected access to land for shelter as a priority.

Land lies at the heart of inadequate housing. When people have secure land rights, they cannot be removed from their land without due process and are more likely to invest in their home and community.

Q: YOUR ANSWER SUGGESTS THAT MORE THAN INDIVIDUAL HOUSEHOLDS WILL BENEFIT FROM IMPROVED SECURE LAND POLICIES. IS THAT TRUE?

CV: Absolutely. Secure land rights can apply to a variety of formal and informal arrangements, including community solutions. As secure land rights increase, both in perception and in reality, households are able to gradually feel more confident in the security of their homes. That feeling is more than simply peace of mind for individuals; it translates into action for the community. The foundational nature of secure land rights presents a substantial opportunity: Strengthen and enforce secure rights to land, and help achieve myriad other development goals.
Q. HOW WILL THE SOLID GROUND CAMPAIGN BE MEASURED FOR SUCCESS?

**CV:** Tracking and measuring the progress of the campaign is vital to its success. There are numerous reporting mechanisms for participants, and that information is covered in more depth later in this tool kit. But to give a high-level overview of the minimum that we hope to accomplish over the course of the three-year campaign:

- Positively reach 2 million people, with changes occurring in at least five countries and across Habitat for Humanity International regions (Latin America/Caribbean, Europe/Middle East/Africa and Asia/Pacific).
- Access or save a total of $50 million by changes to land access policies and systems, with funding appropriated or saved in at least five countries and across Habitat's international regions. To be clear, these funds would be allocated to housing issues in their respective countries, not necessarily directly to Habitat entities.

Q. HOW WILL SOLID GROUND BE FUNDED?

**CV:** Solid Ground received an extremely generous donation of $1.5 million from Ron Terwilliger, an avid Habitat supporter and former board chair of Habitat for Humanity International. With the foundation and preparation for Solid Ground provided by Terwilliger’s gift, Habitat for Humanity International and the Habitat network, specifically our area offices and national organizations, will be looking to match and exceed these funds by raising new funds and leveraging existing resources.

Q. WHO CAN PARTICIPATE IN SOLID GROUND, AND WHAT'S THE FIRST STEP?

**CV:** One of the exciting things about the Solid Ground global advocacy campaign is its inclusivity. There are varying levels of participation, some as simple as spreading the word via social media, and others more involved based on the participant’s time and resources. These different levels allow anyone with an interest to engage in the campaign.

We hope that each of Habitat’s national organizations will participate, with the understanding that participation levels are fluid and engagement in the campaign can be tailored to fit the needs and circumstances of each national organization. Although access to land for shelter is primarily a barrier to housing outside of the United States, we also invite Habitat entities in the U.S. to support Solid Ground and amplify the work being done around the world.

Regardless of the level of engagement, everyone in the Habitat family is encouraged to read through the following information to gain a better understanding of the campaign. Even if your Habitat organization doesn’t officially enroll, you are encouraged to use your voice and speak out about Solid Ground — that, at its most basic level, is advocacy.

For additional information about the campaign or questions about engagement levels, contact SolidGround@habitat.org.
Global advocacy campaigns are intended to build and accelerate movements to tackle large social issues in need of change. In the case of Solid Ground, Habitat is taking on the issue of access to land for shelter. To succeed, we must mobilize supporters, policymakers, civil society and community members, country by country and community by community.

Campaign vision statement
Solid Ground's vision is a world where everyone has access to land for shelter.

Campaign mission statement
Solid Ground’s mission is to change land policies and systems to ensure that more people around the globe have a decent home.

Campaign theory of change
Solid Ground will activate and coordinate mobilization of existing and new allies to motivate policymakers to enact and implement policies that will advance access to land for shelter.

A THEORY OF CHANGE, OR AN ARTICULATION OF THE CHANGE YOU WANT TO SEE IN THE WORLD, SERVES AS A CAMPAIGN ROADMAP

PARTICIPANTS | ACTION | TARGET | GOAL
--- | --- | --- | ---
By mobilizing W group... | ...to take X action... | ...targeting Y decision-maker... | ...we can create Z result.

Campaign subthemes
Although the campaign is focused entirely on access to land, each country and context has a unique perspective and individualized solutions. Subsequently, the campaign revolves around four subthemes:

- **Secure tenure** is the ability to live without fear of eviction. Seventy-five percent of land worldwide is not legally documented. With security of tenure, people self-invest in their home and future.
- **Gender equality** is vital because women own less land than men and are particularly hampered by laws and regulations that limit their security of tenure.
- **Slum upgrading**, not eviction, is critical as the world urbanizes. By 2030, nearly 1 in every 4 people will live in a slum.
- **Disaster resilience** is essential, as nearly 200 million people per year are affected by natural disasters, which often damage homes and displace residents. Secure land rights are often a major obstacle to reconstruction.
**Campaign goals:**
**External:** Reform international, multinational, national and local policies and enforce implementation to directly improve access to land for shelter, moving the world that much closer to a place where everyone has a decent place to live.

**Internal:** Build capacity within the Habitat network to lead and execute advocacy campaigns and bring in new supporters through an increased public profile, including as an expert on housing and land policies.

**Campaign timeline**
Solid Ground is a three-year global campaign (fiscal years 2016-18). Although the structure for the campaign is in place and important, the need for flexibility and adaptation is also crucial as Solid Ground builds momentum.

**FY2016 focus:**
- Lay the foundation.
- Enroll Habitat’s network in the campaign.
- Provide grant funding to help Habitat national organizations catalyze campaign activity.
- Inform and mobilize key constituencies around the United Nations’ Habitat III conference.

**FY2017 focus:**
- Activate the campaign.
- Develop additional campaign assets and communication tools.
- Provide funding opportunities for the Habitat network.
- Raise additional resources.
- Secure a positive outcome at the Habitat III conference.

**FY2018 focus:**
Measure success and impact. Evaluating and reporting will be ongoing throughout the campaign, but in the third year, heightened emphasis will be placed on evaluating the success of the first two years.

**Campaign structure**
Habitat is currently influencing land policy on many different levels around the world, and Solid Ground accounts for and reflects this diversity. The campaign should be thought of as an umbrella that will help unify all like-minded activity to elevate our advocacy efforts around the issue of access to land for shelter.

Solid Ground is not a single campaign, but a collection of related advocacy campaigns all falling under a common framework.

The international campaigns will focus on influencing the policies of global entities such as the United Nations. Multinational campaigns will have a regional focus on jurisdictional entities such as the European Union. National campaigns will be country-specific, and state campaigns (“state” in the sense of a subdivision of a nation) will take place within a particular country. Local campaigns may center on a particular municipality. Ideally, Solid Ground will encompass advocacy efforts at each of these levels in parallel.
**Campaign objectives**

Individual campaigns and initiatives will vary from country to country within the larger framework of Solid Ground. Specific goals, objectives, targets and metrics will depend on the circumstances and needs of each participating national organization. Habitat for Humanity International’s role, specifically the Office of Government Relations and Advocacy, or GRA, will be coordinated across several departments and will center on these five objectives:

1. **Coordinate Solid Ground globally.** Drive overall campaign management, including reporting and metrics.
2. **Raise and leverage resources.** Raise funding to support the campaign.
3. **Build the campaign capacity of national organizations.** Provide seed funding to national organizations, develop campaign tool kits and create ready-made campaign materials.
4. **Increase the public profile of secure land rights.** Establish a global website, publish research and fact sheets, leverage partnerships and events, and mobilize key constituencies.
5. **Implement the international campaign of Solid Ground.** Run an international campaign on Habitat III, or another campaign directed toward an international governing body, which involves the entire Habitat network and serves as a model for national-level campaigns.

**Clarifying roles**

In a large, complex initiative such as Solid Ground, it’s important to clarify roles. Depending on the goals and targets, the campaign leaders will change. GRA, for example, will play an important coordinating and management function for Solid Ground, but it will also lead the international campaigning effort around Habitat III and other major international advocacy opportunities.

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<th>IF YOUR TARGET IS...</th>
<th>SUCH AS...</th>
<th>THE LEAD OF THE CAMPAIGN IS...</th>
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<tr>
<td>An international governing body</td>
<td>United Nations</td>
<td>Government Relations and Advocacy</td>
</tr>
<tr>
<td>A multinational governing body</td>
<td>Latin American Integration Association</td>
<td>Area office</td>
</tr>
<tr>
<td>A national governing body</td>
<td>National government of Brazil</td>
<td>National organization</td>
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<tr>
<td>A state/province governing body</td>
<td>Governor of Rio de Janeiro (state)</td>
<td>National organization</td>
</tr>
<tr>
<td>A city government</td>
<td>Mayor of Rio de Janeiro (city)</td>
<td>National organization</td>
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Participation in Solid Ground is voluntary, but each of the more than 70 countries where Habitat is active is encouraged to support the campaign and participate. Enrollment will be ongoing and led primarily by the area offices. As Solid Ground gains momentum and additional funding and communication and mobilization assets become available, GRA and the area offices will work to move national organizations up the commitment curve as they are willing and able.

Enthusiasts are Solid Ground’s megaphone. You’ll make regular use of the campaign tools and resources and publicly support Solid Ground. Maybe you’ll share that graphic on social media, use the campaign logo on a newsletter, or incorporate talking points into your local event. Everyone has a voice. How will you use yours?

Amplifiers take this a step further by amplifying Solid Ground’s message and supporting Habitat for Humanity International’s effort to influence Habitat III, the U.N. conference on cities and housing occurring in October 2016. This means taking action through petitions, endorsing recommendations and joining other national organizations in calling for meaningful outcomes from the United Nations. As an enthusiast, you might also work to build your advocacy capacity by identifying local policy issues and players or delving deeper with research. Already doing policy work around access to land? Brand it as Solid Ground and bring it into the fold.

Champions will do all this and more. Is access to land your top policy priority? Have you seen advocacy success and want to run a national Solid Ground campaign? As a champion, you’ll have a clear theory of change and established plan to influence land policy in your country. Your local Solid Ground campaign will have a public face and could involve mobilizing constituencies, direct lobbying of decision-makers, working in coalitions and raising new resources. You’ll be sure to report your activities through the Global Metrics Tool and capture success stories to feature on the Solid Ground website.

Is your national organization part of Habitat’s Global Funding Network? If so, you can influence your national government’s foreign assistance priorities, provide technical assistance to national organizations implementing Solid Ground, and raise additional resources for the campaign.
Enrolling in Solid Ground

Enrolling in the campaign is simple.

- Check out the Solid Ground website and collection at my.habitat.org/solidground.
- Decide which level is right for your national organization (don’t worry; you can always adjust).
- Fill out the template at my.habitat.org/solidground and return it to solidground@habitat.org.
- Start using all the great campaign tools and resources.

That’s it. Don’t forget to consult with your regional advocacy manager if you have any questions.

Not sure which level is right for you? A simple assessment tool has been developed to help you decide.

More on the campaign enrollment process and the assessment tool can be found at my.habitat.org/solidground.

Challenge grants

To jump-start the campaign, Habitat for Humanity International will dedicate up to US$1 million as seed funding for select national organizations over three years. Grantees will implement a comprehensive advocacy plan in conjunction with Solid Ground, and these grants will be open to any national organization that has identified advocacy as a focus of its strategic plan.

In June 2015, Habitat for Humanity International released its first call for proposals to Habitat national organizations to catalyze advocacy activity and facilitate engagement with Solid Ground. Over 20 countries responded, demonstrating strong enthusiasm for the advocacy campaign. In FY2015, seven grants were made to country offices, with more expected the next year.

More information on challenge grants can be found on my.habitat.org/solidground.

Partnerships and coalitions

To build capacity and expand the reach of Solid Ground, we want to engage a variety of partners and coalitions. As the campaign has four subthemes — secure tenure, slum upgrading, gender equality and disaster resilience — it will provide an opportunity to build sector impact through an expanded network of allies with common goals.

As mentioned, Solid Ground will take place on many different levels — global, regional, national, state and local — which means potential partners will be diverse. Participating Habitat entities at every level will seek partners who endorse Solid Ground’s vision.

Partnerships acknowledge that by working collaboratively, the organizations will have a greater effect on access to land for shelter. More in-depth and formal agreements also may be developed.

Generally, partners will work together to:

- Address access to land for shelter at the global, regional, state and local levels.
- Align with Solid Ground’s vision statement.
- Increase the focus on and attention to access to land for shelter.

Collaboration could include:

Partners

- Featuring the campaign’s logo on their website.
- Sharing best practices for programs, community development, raising local support, national governance structures, etc.
- Highlighting relevant partner activity on their website and other communication channels such as social media, using #SolidGround.

Habitat for Humanity

- Featuring the partner’s logo on the Solid Ground website.
- Highlighting relevant partner activity on the Solid Ground website and other communication channels such as social media.
- Sharing related campaign tools and resources.
- Disclosing campaign progress reports.
- Prioritizing the partners for events and other public awareness opportunities.

More information on campaign partners can be found at my.habitat.org/solidground.
FUNDRAISING FOR SOLID GROUND

Habitat will work to raise restricted funds from corporations, foundations, institutions and individual donors to support the Solid Ground campaign over the next three years. This will involve a coordinated effort with the Habitat for Humanity International Government Relations and Advocacy team, Resource Development staff, area offices, national organizations and affiliates. Habitat has access to global leaders and policy decision-makers, in addition to its presence in more than 70 countries and thousands of urban and rural communities. Because Habitat is able to influence policy at multiple levels, Solid Ground marks a chance to serve as a leading voice and educate, amplify and mobilize key stakeholders to advance access to land for shelter.

Total funding need
The total funding needed for Habitat for Humanity International to implement the three-year campaign is between US$3 million and $5 million, and the FY2016 funding goal is $1 million. However, to increase scale and impact, each area office and enrolled national organization should develop a budget and plans specific to its role in Solid Ground in order to attract additional investment.

Funding approach
Based on the goals and objectives of the campaign outlined in Chapter 1 and with support and coordination from each area office, national organizations should build a tiered, targeted approach to fundraising for the campaign. At a global level, Habitat’s leadership in advancing the Sustainable Development Goals (particularly Goal 11, which relates to cities and housing), serving as the lead voice for civil society at Habitat III, and using our network of volunteers and partner families to advocate for issues tied to our mission is essential for framing the global campaign as impactful beyond our immediate network.

The approach and strategy for each donor should build on the four subthemes of the campaign and the high-level campaign objectives, including reforming national land policy, influencing global land policy, informing and mobilizing advocates, and generating additional resources over the next three-year period. Challenge grant funding from Habitat for Humanity International should be used to leverage additional funding.

Prospective donors
The ideal mix would be a portfolio of donors varied in size and level of engagement and partnership. Prospects should be tiered and prioritized to reflect where they fall in terms of a broader plan for donor approach.

Prospects can be identified based on connection and alignment to the following terms: advocacy, policy, land rights, women’s rights, human rights, community engagement, economic opportunity, housing, poverty, disaster response. Donors with international scope and countries or regions of specific focus also should be researched and considered.

Building on partnerships
National organizations implementing the campaign are encouraged to work with GRA to map partnerships to determine how to use these relationships to advance or leverage funding opportunities. In some instances, requests for funding to certain donors may be more successful if the pitch is supported by one of the partnering organizations, especially in instances where Habitat might be challenged to advance the concept independently. Given that this is Habitat’s first campaign, the team should view these partnerships as an endorsement of our campaign purpose and as a way to lend additional credibility to the campaign and its deliverables. Current campaign partners are featured on the Solid Ground website.
Leadership
Where appropriate, Habitat for Humanity International’s board of directors, senior leadership team, area vice presidents and partner organizations should be called upon to cultivate donor relationships, expand the pool of possible funders, and help to determine the scope and size of the “ask” to the prospective donor.

Timeline
Funding plans that track with key campaign milestones and activities should be created to advance prospects over the course of the fiscal year. As campaign communications and timelines take shape at the global level, area offices and national organizations will be encouraged to use these “calls to action” as ways to engage and educate prospects and donors.

Materials development
A suite of documents and materials have been created to support campaign fundraising. These documents are available to all entities enrolled in the campaign and are suited to address a range of donors. Furthermore, the materials can be adapted by each area office or national organization to reflect individualized contexts and unique needs while building on overall Solid Ground messages.

Tools include:
- Solid Ground website.
- Resource development deck and narrative (one developed for each area office; to be used for presentations with a range of donors and partners).
- Resource development corporate packet and benefits matrix.
- Examples of successful challenge grants.
- Cut sheet and two-pager developed by the Resource Development team for the global campaign.
- Draft letter of inquiry template.
- Draft budget template.
- Draft funding plan template.
- Other communications channels such as social media.

These materials are hosted at my.habitat.org/solidground and will be updated as necessary.
Before jumping into an advocacy campaign, you might need to review the basic steps to developing a winning advocacy strategy. A brief overview is below, but a more in-depth description can be found in Habitat’s Global Advocacy Guide.

1. **LEARN FROM YOUR PROGRAMS AND COMMUNITIES.**
   A natural place to start is by discerning which policies affect the work you’re already doing and which policies have the biggest effect or limitation on the communities where you work.
   - What issues affect your program delivery the most?
   - What issues keep families in your country from accessing better housing?

2. **CONSIDER YOUR CAPACITY.**
   A national organization’s capacity for advocacy and choice of advocacy methods will depend on its size, location, staff, finances, relevant laws and issues. Effective advocacy might involve new skills. In taking capacity into account when creating your plan, you help ensure that any planning efforts are measured against actual capacity constraints. Be realistic. Investing in capacity is critical, and you can always raise dedicated resources to support your efforts.

3. **RESEARCH POSSIBLE POLICY ISSUES AND IDENTIFY CONSTRAINTS.**
   Gathering data and evidence supports all aspects of advocacy, from issue selection to developing objectives to crafting communications to monitoring and evaluation. Advocacy depends on evidence, and it is referenced continually. Basic research can help you select an issue. Monitor what public officials are saying and doing, speak with other organizations involved in similar work, listen to the national organization staff, and consider the needs of partner families and those you serve. Check with other organizations to see if they have witnessed similar trends or have collected corroborating data. Research also includes finding numbers, facts and statistics to support your argument and craft messaging. Publishing your research can be an effective and powerful advocacy tactic.

4. **IDENTIFY KEY ISSUES AND POLICY SOLUTIONS.**
   Defining a policy agenda (and writing it down) allows you to share your goals and objectives in a concise manner. When selecting issues to include on your agenda, be sure to take into consideration what you have learned from your programs, what you know about your capacity, and the things you have discovered in your research. Keep in mind that you cannot tackle every issue at once. It is important to choose some issues you can win in a reasonable time frame along with longer-term goals. Help ensure buy-in from
key groups by developing your policy agenda in a way that gives stakeholders time to provide input, and by creating a process to ensure your board approves of your agenda.

5. POWER MAP

Once your issues are established, it is important to document the forces that have influence over them. Key elements of mapping include:

- **Policy issues**: What are the issues? Policy issues may include the absence of a policy, an inadequate policy or the improper enforcement of a policy.
- **Key actors**: Who is the main institution or person responsible? Who else has influence on the matter? They may be politicians, administrators, housing ministers, business leaders, religious leaders, etc. How are their decisions made?
- **The policy environment**: How is your issue perceived by the people who hold power? Is it a priority or given little attention? Is there public discourse on the issue? Is it covered in the newspapers? Understanding the formal and informal policymaking processes and the social and political contexts is crucial. Are there any upcoming opportunities, such as key events, symbolic celebrations or strategic alliances that add to your influence and power? Do any of these events pose a threat to your agenda?
- **Budget analysis**: Budgets are the most powerful policies produced by governments; they reveal the true priorities. Budget analysis can determine if adequate resources are allocated to your issue. How much money will it take to solve the issue? What is realistic?

6. CREATE GOALS AND OBJECTIVES.

Goals should be SMART: specific, measurable, attainable, relevant and timely. Advocacy practitioners understand the long-term nature of advocacy as well as the need for short-term planning. Because getting a law changed or influencing a system may take years, it is essential that you have a plan to focus on key issues and track progress over time. One of the most difficult aspects of setting goals and objectives in advocacy is finding the right balance between your vision of change and the practical realities of how you make progress in the near term.

SMART is a framework to use when setting campaign goals

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<tr>
<th>SPECIFIC</th>
<th>Does this goal have clarity?</th>
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<tbody>
<tr>
<td>MEASURABLE</td>
<td>Can achievement of this goal be measured?</td>
</tr>
<tr>
<td>ATTAINABLE</td>
<td>Is it realistic that this goal can be measured?</td>
</tr>
<tr>
<td>RELEVANT</td>
<td>Does this goal relate to Solid Ground’s vision and mission?</td>
</tr>
<tr>
<td>TIMELY</td>
<td>Is now an appropriate time to work toward this goal?</td>
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Example: SMART framework for local illustrative campaign

| SPECIFIC | Pass [X bill] by the end of the year to secure land access to 1,000 more people. |
| MEASURABLE | Number of votes, public statements by officials, and the passage of the bill. |
| ATTAINABLE | The public and several assembly members have been very supportive of the bill. |
| RELEVANT | This relates directly to the Solid Ground campaign to secure land access for shelter. |
| TIMELY | The bill will be voted on in eight weeks. |
Identifying decision-makers
So you’ve done your homework, created a SMART goal and determined what you want to see changed. While you’ve done your general power mapping, it’s time to focus on whom specifically your advocacy seeks to influence.
- For an advocacy campaign, a target is often a well-known individual with whom your community is already familiar; this makes the work more relatable for your community and saves you from having to explain why the target is influential.
- The best targets are often people who already have an explicit responsibility to your community, like politicians or public officials who fear being voted out of office or losing future power by losing support from their constituencies.
- Targets are influenced in different ways, but a good target always has something to lose or something to gain — even something as simple as looking good in the eyes of the public.

Identifying target audiences
• Once a decision-maker has been identified, key audiences should be chosen by determining who has influence over your target.
• These audiences can be your target's direct influencers, such as voters or shareholders, though they can also be a less formally defined group.
• If there isn’t a clear group of people who can directly influence your target, it is advisable to revisit your choice of target.
• Secondary audiences (such as individuals outside of the affected area) can also help broaden the campaign’s reach and impact.

TIMING
Timing is everything in advocacy. Political environments are constantly changing, and your goals should account for the time needed to follow the steps outlined above but allow you to be nimble if opportunity arises. Budgets, for example, are usually developed with a specific cadence. Can you start to plan for next year now? Also, as part of your research and mapping, note key external events, conferences and forums that relate to your issue.

Developing a theory of change
A well-crafted theory of change is invaluable. It's the “missing middle” between your activities and programs and the ultimate desired outcome or the change you want to see occur. Start with your desired long-term goal and work backward to develop the critical link.

DEVELOPING YOUR THEORY OF CHANGE

DEVELOP YOUR THEORY OF CHANGE

<table>
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<tr>
<th>PARTICIPANTS</th>
<th>ACTION</th>
<th>TARGET</th>
<th>GOAL</th>
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<tr>
<td>By mobilizing W group...</td>
<td>...to take X action...</td>
<td>...targeting Y decision-maker...</td>
<td>...we can create Z result.</td>
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</tbody>
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WHAT CHANGE DO YOU WANT TO SEE OCCUR? ________________________________________________
WHO HAS THE POWER TO MAKE THAT HAPPEN? ______________________________________________
WHAT WILL MAKE THAT DECISION-MAKER ACT? _____________________________________________
WHO CAN INFLUENCE THAT DECISION-MAKER? ______________________________________________
Campaigns like Solid Ground benefit from cultivating and mobilizing large-scale public participation. Our advocacy work will grow by increasing consistent, positive interactions among Habitat for Humanity, its supporters and the public. These interactions come from campaigns flexible enough to address local needs and unified enough to represent a global agenda. Regardless of your participation level in Solid Ground, the following information is relevant to all advocacy work and outreach.

**Engaging your target audience**
Target audiences and their support may ebb and flow. A commitment curve like the one below can be helpful in identifying appropriate ways to engage them over time.

**RULE OF SEVEN**
This old marketing concept, which says that a customer should hear a marketing message at least seven times before buying the product, still holds true. Sales are usually made between the fifth and 12th pitches to the customer. Applying this to advocacy: follow up, follow up, follow up. It often takes more than a single letter, phone call or meeting to cut through the noise and be heard.
Assessing actions and tactics
Different actions and tactics will be useful at different points in your campaign. To assess whether an action is right for your campaign at a given time, ask:

- How will this help us reach the eventual goal?
- Do we currently have the resources to execute this?
- Could this action have any negative effects on our work or the work of our allies and partners?

Emphasizing values in messaging about your advocacy efforts
- Solid Ground should emphasize common values to explain complex policies in relatable terms to potential audiences.
- Policy issues don’t activate people; compelling, personal, emotive connections do.
- When you tap into someone’s core values, you tap into the potential for action.
- Key values statements can be used in campaign narratives, press release boilerplate language, media talking points, lobbying messaging, petitions and more.

Example: Value statements for Solid Ground campaigns
- Everyone deserves the comfort and security of knowing they won’t be kicked out of their home.
- Everyone should have access to clean water – no matter where they live.
- No one is immune from natural disasters. After a hurricane occurs, the people who live on that land must be able to have somewhere safe to live.

Strong values statements are:
- Simple and clear.
- Relatable to everyday people.
- Free of policy jargon.

Campaign narrative
A campaign narrative based on a values statement brings a theory of change to life.

Campaign narratives can be used in:
- Lobby day messaging.
- Letters to the editor.
- Petitions.
- Mainstream media.
- Social media posts.
- Email blasts.

Message testing
Testing messages is important because it allows you to ensure your work is impactful. A few questions testing can answer:
- Do we explain the issue thoughtfully and in a compelling way?
- Are we telling a real person’s story and tying it to the issue?
- Are we using relatable numbers that are not so insurmountable that people feel helpless to make a difference?
- Are we approaching the right target?
- Are we asking our audience to engage in the right level of activity?
- Are we reaching our audience at the best time?

Email blasts are a good place to test messages.
- A/B testing is the practice of testing two variations of a message against each other to learn about your audience, and what moves them to action.
- A/B testing is often used with email subject lines and timing.
Identifying and leveraging strategic partnerships and coalitions

When targeting partnerships and coalitions, consider:

- **Reach:** Does the prospective partner/coalition member have an expansive network of like-minded supporters who could be activated by the Solid Ground campaign?
- **Amplification:** Does the prospective partner/coalition member have a positive reputation that would add to the legitimacy of the work being done by Solid Ground?
- **Reciprocity:** Does the prospective partner/coalition member have an effort or campaign that you might want to collaborate on as well?
- **Gaps:** Can the partner help fill an important gap in campaign capacity or expertise?

Engagement and tactics

Regularly engaging your supporters is a key part of sustaining and growing your base of supporters and your campaign’s capacity.

A full suite of engagement strategies, tactics and worksheets can be found at my.habitat.org/solidground, including:

- Community engagement tactics.
- Email list best practices.
- Social media best practices.
- Lobby days.
- Grassroots action planning.
- Town hall meetings.
- Petitions.
- Social media rallies.
- Virtual stand-ins.
- Virtual postcards.
- Infographics/data visualization.
- House parties.
- Paid acquisition.
- Influencer outreach tactics (videos/press events).
- Paid media (online advertisements, mail/billboards and targeted radio/print ads).
- Earned media (sharing personal stories with news outlets, letters to the editor, viral videos).

WAYS TO ENGAGE PARTNERS AND COALITION MEMBERS

- Ask them to support your events by extending the invitation to their member list, delivering a petition to a decision-maker together, or sending volunteers to help.
- Ask them to amplify your Solid Ground content across their own social media platforms or email lists to broaden your campaign’s reach and audience engagement.
- Ask them to contribute their logo (to a website, press release, etc.) to show their support for the campaign.
- If a partner or coalition member is well-known in the local media, ask the partner to speak on behalf of the campaign in the media.
- Ask them to tap into their networks to co-host events ranging from lobby days, coordinated house parties, and rallies to broaden the campaign’s reach and audience engagement.
Habitat for Humanity International has created specific Solid Ground branding to enhance global efforts specific to the issue of access to land for shelter. These branding guidelines set out basic rules and principles for the materials created for the Solid Ground campaign, including its ethos, logo, color palette and imagery. Habitat for Humanity International’s goal is to provide a flexible guide to help you create materials that maintain consistency across the campaign without hampering your ability to reach your intended audiences. We will provide additional guidance upon request and over the course of the campaign.

Keep in mind that the purpose of this guide is not to restrict the creation of content; it is to provide a structure for participating Habitat entities to work within. Our goal is to generate consistency and ensure that Solid Ground’s content is clear and on message.

Use of these guidelines and the approved digital artwork is imperative when using Solid Ground master logos for collateral, advertising, presentations, news media, social media and signage.

Parallel to the Solid Ground campaign, Habitat for Humanity International has launched a new branding platform that includes a brand user guide (my.habitat.org/branding). This guide offers advice on what messages resonate with different audiences. You might wish to review this guide as you prepare your messages for your Solid Ground campaign.

Should you have questions about these guidelines, please contact your area office communications department. If it does not have an answer, contact us at solidground@habitat.org.

Use of the campaign master logo
Solid Ground unifies Habitat for Humanity’s global advocacy efforts to ensure access to land for shelter. Solid Ground aims to activate and coordinate mobilization of existing and new allies to motivate policymakers to enact and implement policies that will advance access to land for shelter.

The Solid Ground identifier reflects the principles at the heart of this initiative. Stacked type builds confidently upward atop a substantial foundation. Rounded corners on the letters and base balance the heavy, architectural shapes, a reminder of the shared humanity driving our efforts. It is a powerful, uplifting message that translates clearly in whatever language it appears.

Blue is the preferred color for the identifier and should be used whenever possible. Alternatively, the identifier may also appear as a white reverse version over bold colors or photographs. The black version of the identifier should be used only on grayscale materials.
Size and spacing
To maintain the identifier’s visual integrity, the area that surrounds it should be kept clear of type, photographs or other design elements. The minimum clear space required on each side is equal to the width of the block element, indicated in the diagram on this page.

The identifier should always be produced large enough to make a strong visual impact. To ensure legibility, the identifier should never appear smaller than the minimum sizes shown.

Alternate languages
To ensure flexibility around the world, the Solid Ground master logo was designed to accommodate translation into many different languages. If you need to translate the logo into a language other than English, Spanish or Portuguese, guidelines are provided here.

To ensure flexibility around the world, the Solid Ground logo was designed to accommodate translation into many different languages. If you need to create logo artwork in a new language, follow the diagram on this page. Note that the Hermes typeface is available only for languages written with Roman characters. When creating logo artwork in other languages, try to select a typeface that shares similar weight and proportion characteristics.

Don’t see your language represented? Contact us at solidground@habitat.org to request your translated identifier.
**What not to do**

The Solid Ground campaign identifier may not be modified or altered in any manner. Examples of incorrect usage of the identifier are shown above.

Additional examples of incorrect usage include:
- Screening or tinting it.
- Outlining it.
- Repeating it.
- Using it as a background pattern.
- Adding a texture.

- Do not change or use multiple colors within the logo.
- Do not use the logo on backgrounds with inadequate contrast.
- Do not retype or separate the words within the logo.
- Do not alter or realign elements within the logo.
- Do not remove or add new elements to the logo.
- Do not create new arrangements of the logo.
- Do not add shadows or other effects to the logo.
- Do not stretch or squash the logo out of proportion.
Linking the campaign to Habitat for Humanity

It is important that all Solid Ground materials display a connection to Habitat for Humanity to ensure that the connection between the campaign and the organization is clear. However, this connection should not be made through a lockup of the Solid Ground logo and Habitat logo. The Solid Ground logo should appear alone in order to have the primary visual impact.

Examples of approved logo linkages appear in all of the templates listed above. The Solid Ground logo should appear at the top of your materials in a larger size than the Habitat logo but with the Habitat logo still visible. Where appropriate, use this partnership line:

“a global advocacy campaign of Habitat for Humanity to improve access to land for shelter.”

A complete stylebook for the Solid Ground campaign will be available later in 2016.
Creating other layouts
The block shape that forms the base of the logo may also be used as an independent design element. Follow the guidelines shown to create the rounded corners, but the block length may be any length or height. This element may be stacked or repeated within a design layout and used in any color, reflecting the collaborative and cumulative nature of our work.

The preferred placement for the Solid Ground logo on printed materials is in the lower right, reinforcing the brand’s strong connection to the land. An exception is made for digital materials, where placement in the upper left is preferred so that the logo makes a strong impression above the fold.

Tone and voice
As outlined above, the mission of Solid Ground is to change land systems and policies to promote access to land for shelter. Habitat for Humanity is undertaking this effort with energy, enthusiasm and optimism. As such, the tone and voice of Solid Ground will likely not differ from the tone and voice of your Habitat entity. For more guidance on Habitat’s overall tone and voice, please refer to Habitat’s brand user guide.

If you need additional guidance on communicating in conjunction with advocacy efforts, an Advocacy Communications guide is underway and should be ready by early 2016. In the interim, contact Piper Hendricks, Habitat for Humanity International’s director of advocacy communications, at phendricks@habitat.org with any questions.

Colors and subthemes
Color is a powerful way to convey mood and is an integral part of Solid Ground’s visual identity. The campaign palette was selected to represent the vibrancy and optimism of Solid Ground’s vision while also evoking warmth and a sense of connection to land.

Use these colors as the basis for your communications. RGB colors are calibrated for digital use, and CMYK colors and Pantone spot inks are for printed materials.

As often as possible while still being practicable, use the following campaign colors to correspond with the campaign subthemes:

For example, all Solid Ground report covers should either be a solid color from the Solid Ground palette as listed above or include a bar corresponding to the predominant subtheme, as demonstrated in the 2016 Shelter Report on gender and property rights.
Referencing Solid Ground

- The first mention of “Solid Ground” in any materials should always be accompanied by “Habitat for Humanity” and “advocacy campaign.”
  Example: Habitat for Humanity’s Solid Ground global advocacy campaign …
  Solid Ground, Habitat for Humanity’s global advocacy campaign …

- After initial use in written material, the campaign name may stand alone as Solid Ground.

- When referring to Solid Ground in written materials, it should be referred to as “campaign.” The “c” should not be capitalized.
  Example: The Solid Ground campaign will mobilize…

- Solid Ground must always appear in capital letters.
  Example: Secure tenure is a barrier to affordable housing, and Solid Ground aims to…

Messaging and materials
The hashtag associated with the campaign is #SolidGround, along with #SueloSeguro in Spanish-speaking countries and #TerraSegura in Portuguese. To reach a broader audience regardless of language, please include #SolidGround where possible, in addition to the hashtag of your chosen language.

Typeface
It is essential that all Solid Ground communications have a consistent look and appearance, including text styling. The typefaces listed on this page were chosen to complement the logo as well as maintain a stylistic link with other Habitat for Humanity materials.

Univers is the preferred brand typeface and should be used for all printed materials, including both professionally designed pieces and everyday office documents. This typeface must be purchased and installed before use.

The font Helvetica is visually similar to Univers, and should be used on digital materials such as websites. The system font Arial should be used only in cases requiring fonts found on all computers, like email messages or PowerPoint presentations.

Univers Condensed

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890.,:;?!  
```

Univers Bold Condensed

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890.,:;?!  
```

Alternate font—Roboto Light

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890.,:;?!  
```

Alternate font—Roboto Bold Condensed

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890.,:;?!  
```

Alternate font—Arial

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890.,:;?!  
```

Alternate font—Arial Bold

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890.,:;?!  
```
MEASURING IMPACT

To gauge our impact, including the return on investments, Habitat will rely heavily on consistent monitoring and evaluation.

The first step for national organizations engaged in Solid Ground will be to establish a SMART (specific, measurable, attainable, realistic and timely) goal. After creating a concrete goal, national organizations will fill out a series of planning worksheets to help establish signaling and confirming metrics, along with benchmarks and a specific plan for measuring progress against their goals and targets. Signaling metrics indicate progress toward achieving goals (such as Facebook “likes” or number of advocacy actions taken), and confirming metrics provide demonstrable proof that you have achieved the goals (such as statements by influential decision-makers or actual policy changes).

Signaling metrics are generally quicker and easier to track, but only by tracking both signaling and confirming metrics — and drawing the relationship between them — can you tell whether your work is making a difference.

Separately, national organizations will report advocacy activity through the Global Metrics Tool, or GMT, just as they have been asked to do since the beginning of 2014. Guidance on these advocacy metrics has been created.

The campaign will also attempt to disaggregate gender-based data in countries where Habitat for Humanity International provides direct grant support and reporting is required. Outside of these countries, disaggregating the GMT policy impact indicator by gender enables Habitat for Humanity International to report on the gender impact of Solid Ground.

Global campaign success

In addition to information collected through GMT and project plans, GRA will develop success metrics and targets to gauge the success of the international campaign and Solid Ground as a whole. In addition to people impacted and dollars mobilized by increased access to land for shelter, success metrics will include:

- Number of national organizations enrolled in the campaign, disaggregated by tier.
- Number of Global Funding Network countries enrolled in the campaign.
- Number of campaign partners.
- Number of donors who have contributed to the campaign.
- Number of dollars raised for the campaign.
- Number of dollars leveraged for the campaign.
- Number of media impressions for Solid Ground.
- Number of social media engagements.
- Number of unique visitors to the global campaign website.
- Number of advocates mobilized through online petitions.
- Number of advocates mobilized to attend in-person events.
- Number of U.S. affiliates supporting the campaign.

The following metrics model framework identifies “signaling” and “confirming” metrics for impact measurement.
EXAMPLE: METRICS MODEL FOR HABITAT FOR HUMANITY INTERNATIONAL’S SUCCESSFUL CAMPAIGN TO INCLUDE SOLID GROUND TARGETS IN THE SUSTAINABLE DEVELOPMENT GOALS

GOAL
Successful inclusion of land and housing targets in the Post-2015 Sustainable Development Goals (SDGs)

SIGNALING METRICS
- Number of petitions signed by month.
- Number of letters sent to heads of state.

CONFIRMING METRICS
- Heads of state publicly support our targets in SDGs.
- U.N. secretary general supports our targets in SDGs.

BENCHMARKS
- 20,000 petitions signed.
- 1,000 letters sent.

BENCHMARKS
- 10 heads of state publicly support inclusion of our targets.
- U.N. secretary general supports inclusion in a speech.

PLAN FOR MEASURING
Before the final decision on the SDGs, which was announced in late 2015, Habitat tracked signaling metrics via its online platform. Using the regular updates on these metrics, Habitat can prioritize additional petition signers to influence heads of state to support the inclusion of land and housing targets in the SDGs.
SOLID GROUND’S VISION:
A world where everyone has access to land for shelter.

CAMPAIGN MISSION STATEMENT:
To change land policies and systems to ensure that more people around the globe have a decent home.

CAMPAIGN THEORY OF CHANGE:
Solid Ground will activate and coordinate mobilization of existing and new allies to motivate policymakers to enact and implement policies that will advance access to land for shelter.