Chapter 5   # OUTLINING AN ADVOCACY STRATEGY

This chapter provides guidance for outlining advocacy strategies, the second step for planning advocacy initiatives. Outlining a strategy involves selecting a policy issue, selecting target audiences, setting a policy goal, and identifying allies and opponents.

STEP 1   **STEP 2**   **STEP 3**   **STEP 4**

Analyzing policies	→	**Outlining an advocacy strategy**	→	Finalizing an advocacy strategy	→	Framing a plan

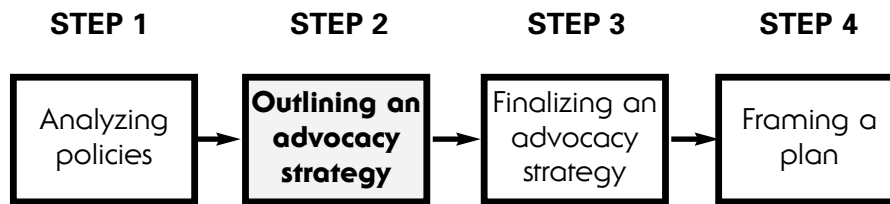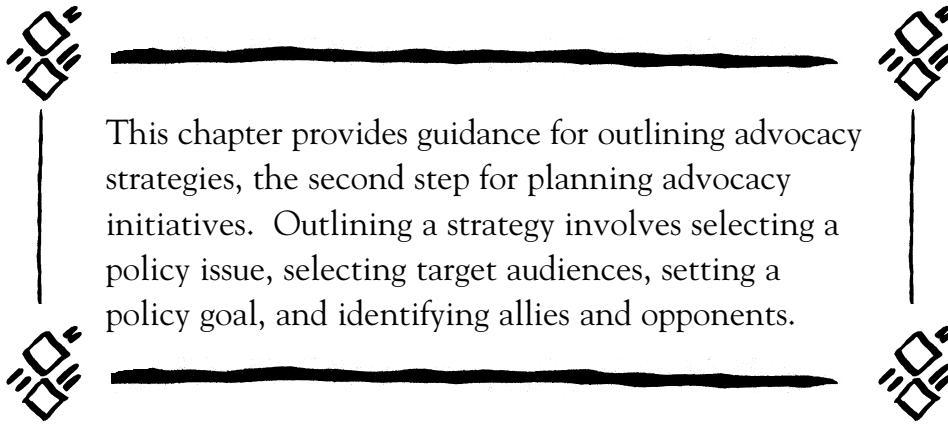**CHAPTER 5**

When an analysis suggests that policies are contributing to poverty and discrimi-
nation, you may have a good opportunity to use advocacy.   Your instinct may be
to try to advocate for multiple policy changes to achieve maximum impact.
However, maintaining focus is always important when designing an advocacy ini-
tiative.   To focus, look for the best leverage points – those specific policy changes
which are feasible and which will have the most lasting impact on the problem.

The following steps will help you to focus as you develop the basic outline of your
advocacy strategy.

1. Select the policy issue that can effectively be addressed through
   advocacy and which will have the greatest impact on the problem.
2. Identify target audiences - those with the ability to actually
   influence the policy issue you select.
3. Set a specific policy goal for your initiative.
4. Identify potential allies and opponents.

5.1   Select a policy issue

In the infant mortality example from Chapter 4, the problem analysis identified two policy issues: a) lack of environmental polices that regulate the operations of private companies and b) low allocation of government funds for water systems for rural and poor communities. CARE's traditional programs do not address these issues. Typically, we selected other leverage points. For example, when attempting to reduce diarrhea prevalence, a common CARE intervention is to conduct hygiene education, a strategy that aims to increase the consumption of clean and safe water through a behavioral change at the household level (i.e. persuade people to boil water). Another typical CARE strategy is the building of wells or other water systems. However, in this case, you might decide that you could have greater impact on the prevalence of diarrhea by focusing both on the decisions of policy makers and household behaviors.

At this point, you may have identified more than one policy issue, as in the infant mortality example, but you must make choices before continuing with your advocacy strategy. Several criteria can help you select a policy issue. Often, these criteria will need to be adapted locally to include specific concerns unique to your setting.

You may also wish to devise your own criteria, in consultation with your colleagues, before you begin. Such a discussion can help ensure you and your team are advocating with a common purpose.

KEY CRITERIA FOR SELECTING AMONG DIFFERENT POLICY ISSUES:

✔   Relative contribution of the policy to the problem
✔   Potential impact on a large number of people
✔   Likelihood of success
✔   Potential for working in coalitions
✔   Potential risk
✔   Potential for CARE to advocate effectively

Relative contribution to the problem

Some policy issues contribute to problems more than others. Your policy and problem analyses should help you determine the extent of influence or weight a particular policy issue has on a problem. This is one of the most important criteria for selecting an issue.

Potential impact on a large number of people

Addressing policy issues that affect a large number of people will expand the scope of your impact. Compared to other types of causes, policy issues usually have an effect on a large number of people. But even when choosing between policy issues, this criterion may also be valuable. Try to determine which policy change is likely to benefit the most people.

Likelihood of success

It is important to consider whether an advocacy effort targeted at policy change is "winnable." A policy environment that is "ripe for change" is more likely to result in successful advocacy initiatives. For example, a government official's interest in a policy issue may open a door for advocacy. In the same way, the chances of achieving policy change may be low if there are high levels of political opposition to a proposal. The degree of opposition and timing are always key considerations.

Potential for working in coalitions

CARE's ability to change policy may be significantly enhanced when it can join with other partners or allies in advocacy. Cooperation in advocacy is just one of many ways that CARE can meet its commitment to strengthen and be an active part of civil society. Therefore, opportunities for working with local and international partners and allies should be taken into account when selecting an issue. In addition, CARE may learn from its partners in advocacy since many other organizations are better positioned to understand the political environment, risks, and opportunities.

Potential risk

In selecting policy issues for advocacy, country offices should make preliminary judgments as to whether potential risks are acceptable. Risks to consider include potential retaliation against staff, communities and partners; and changing relations with the government, which may affect other programs. It is important to analyze the benefit/harm of addressing policy issues, and possibilities for mitigating and managing risks. See **CHAPTER 10** for more ideas about risk management.

Potential for CARE to advocate effectively

It is important to consider CARE's capacity to advocate for a particular issue and assess whether CARE is the best advocate for this issue or not. You should ask questions such as: What are the major strengths and weaknesses of your project team/country office for engaging in a particular policy issue? Would others be more likely to effectively achieve change? What experience does CARE have related to this issue?

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MACONDO EXAMPLE: SELECTING A POLICY ISSUE

CRITERIA	POLICY ISSUE 1: No environmental policies that regulate private companies	POLICY ISSUE 2: Government agencies spend resources on building dams, water for poor communities is a low priority.
Relative contribution to the problem	Data from research studies conclusively demonstrates link between environmental pollution done by sewage companies, contamination of water sources, diarrhea prevalence and infant and child mortality rates.	No agreement among experts about the extent to which governments' water policies affect infant and child mortality rates.
Potential impact on a large number of people	Surveys show that diarrhea accounts for one-third of deaths among infants and children.	Surveys show that diarrhea accounts for one-third of deaths among infants and children.
Likelihood of success	The general public is aware of environmental damage to rivers and lakes; many articles have appeared on the press on this issue. Minister of the Environment moderately supports environmental policy reform.	Unlikely that government officials will shift their priorities, building dams is much more profitable.
Potential for working in coalitions	ECO-ACTION, a coalition led by the two most important environmental groups, has been recently created.	No coalitions on this issue.
Potential risk	Low risk. Environmental issues are widely discussed in the media and other fora.	Addressing this issue could be risky since many high-ranking government officials are involved in construction of dams for provision of electricity to Macondo and neighboring countries.
Potential for CARE to advocate effectively	CARE's maternal and child health projects are well known in Macondo. CARE provided assistance to the Ministry of Health for carrying out the latest national health survey, which includes data on diarrhea prevalence and infant and child mortality rates.	Water and sanitation projects are relatively low-scale; not one of CARE's most important sectors in Macondo.

➜ **CARE Macondo will focus its advocacy initiative on Policy Issue 1: the lack of environmental policies that regulate private companies.**

5.2   Select target audiences

It is absolutely crucial to identify the key decision-makers that can improve existing policies, create new ones, and ensure that policies are implemented. The *target audience* is the person, or group of people, who can help bring about the policy change you hope to achieve.

There are actually two kinds of target audiences: primary and secondary audiences. *Primary audiences* are those individuals with the direct authority to make policy changes (i.e. the Minister of Agriculture, parliament members, etc.). *Informing or persuading the primary audience about a policy issue is the centerpiece of any advocacy strategy.*

Secondary audiences are those people who can influence the decisions of your primary audience. Secondary audiences are important because they can provide a way to reach the primary audience that may not be available to you directly. Secondary audiences may include interest groups, business leaders, local organizations, or, in some cases, specific groups among the general public. Secondary audiences may even include policy makers; for example, one member of parliament might be willing to advocate a policy position to another.

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PRIMARY AUDIENCES

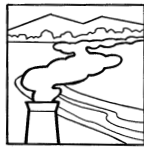A primary target audience is the person, or group of people, within a decision making institution, with authority to make or change policy. **Audiences are always people, not institutions.**   Examples of primary audiences include:

- ♦ The manager of a local factory
- ♦ The President or Prime Minister
- ♦ The Mayor of a small city
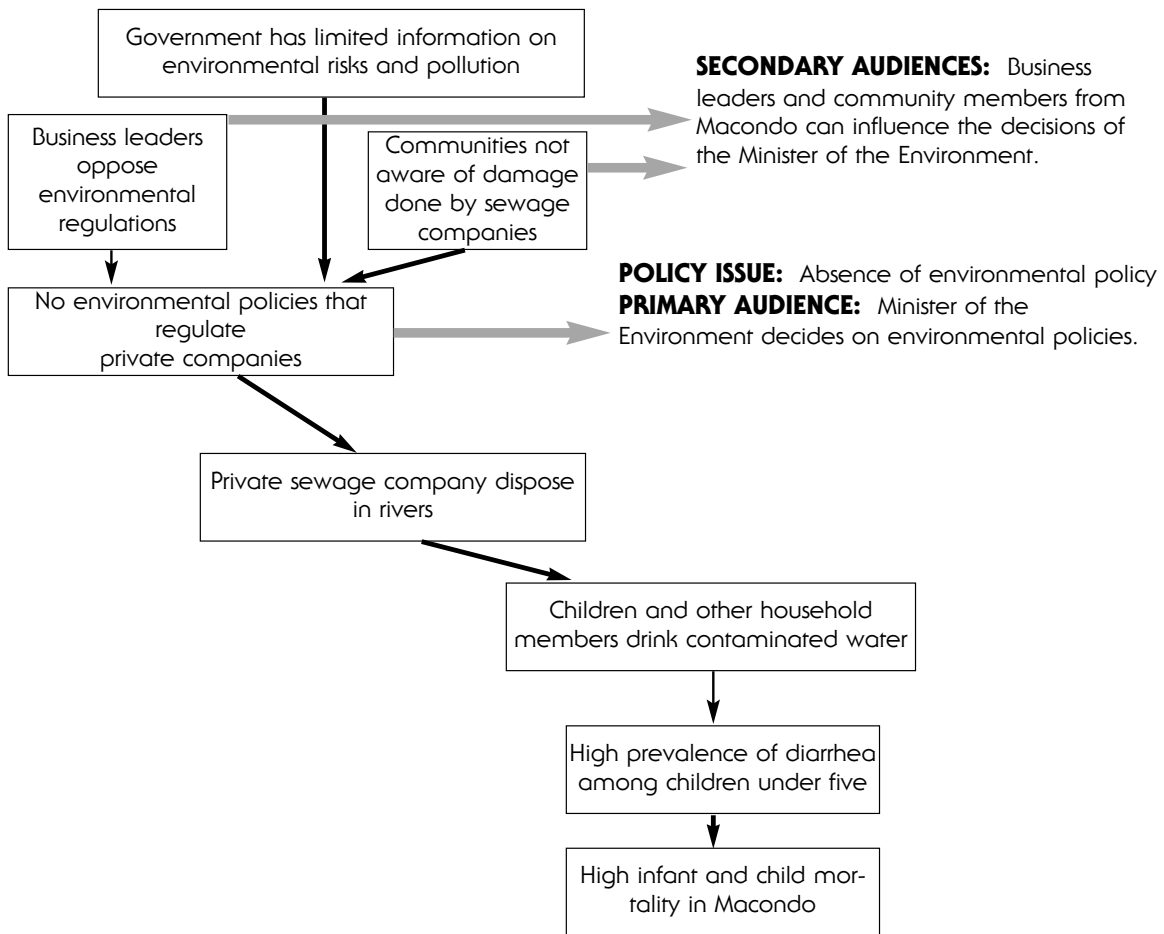- ♦ The head of an institute
- ♦ A hospital administrator

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The policy maps described in **CHAPTER 4** can be used to identify potential primary and secondary audiences. Selecting a *primary audience* requires that you understand something about the institution or organization where that person works. You need to know who exercises power and which people are linked to them. Usually, there are many potential *secondary audiences.* Generally, you should try to focus on those secondary audiences with the greatest ability to influence your primary audience.

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Knowing your audience is critical for planning an advocacy initiative. You can't advocate if you have not identified target audiences.

Learning about your target audiences is one of the most important parts of developing an effective advocacy strategy. The more you know about your target audiences, the more likely you will achieve your goals.   This process begins with your policy analysis, and should continue throughout your initiative. In the example from the previous chapter, three factors contributed to a lack of environmental policies: business leaders' opposition to environmental policies, the government's poor information on pollution risks, and the low awareness of communities about environmental hazards. The primary target audience in this case is the Minister of the Environment. An alternative might be to advocate for business leaders to establish and enforce environmental codes of conduct. Potential secondary audiences are business leaders and community representatives of Macondo, each of whom might be able to influence the government's environmental policies.

MACONDO EXAMPLE: PRIMARY AND SECONDARY AUDIENCES

Government has limited information on environmental risks and pollution

Business leaders oppose environmental regulations

Communities not aware of damage done by sewage companies

SECONDARY AUDIENCES: Business leaders and community members from Macondo can influence the decisions of the Minister of the Environment.

No environmental policies that regulate private companies

POLICY ISSUE: Absence of environmental policy
PRIMARY AUDIENCE: Minister of the Environment decides on environmental policies.

Private sewage company dispose in rivers

Children and other household members drink contaminated water

High prevalence of diarrhea among children under five

High infant and child mortality in Macondo
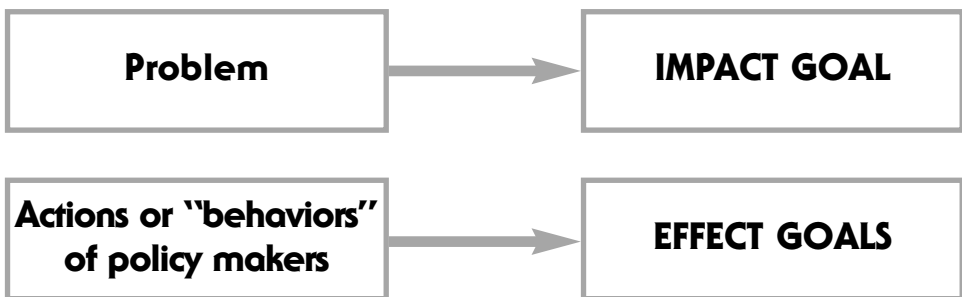
5.3   Set a policy goal

Like any other program or project, advocacy initiatives require clear and specific goals. When goals are poorly articulated or vague, they can be interpreted differently and people may never agree whether or not they were met. In simplest terms, goals are the specification of what an advocacy initiative should accomplish. Goals for an advocacy initiative need to be **SMART**: specific, measurable, achievable, realistic and time-bound. They should clearly state **what** will change, **who** will make that change, by **how much,** and by **when.** When goals are vague and ambiguous, it is difficult to clearly understand what your advocacy initiative is trying to achieve and hard to maintain focus. This also makes it hard to evaluate your efforts.

The final or **impact goal** of an advocacy initiative is no different than a goal for any other CARE program or project. Ultimately, changes in policy should translate into positive changes in people's lives, reducing poverty and discrimination. Policy change is not the final goal of your initiative; it is a step that should lead to improvements in people's quality of life. Impact or final goals should always refer to the problem you want to address, and clearly state what changes in people's well-being are expected as a result of your efforts.
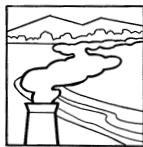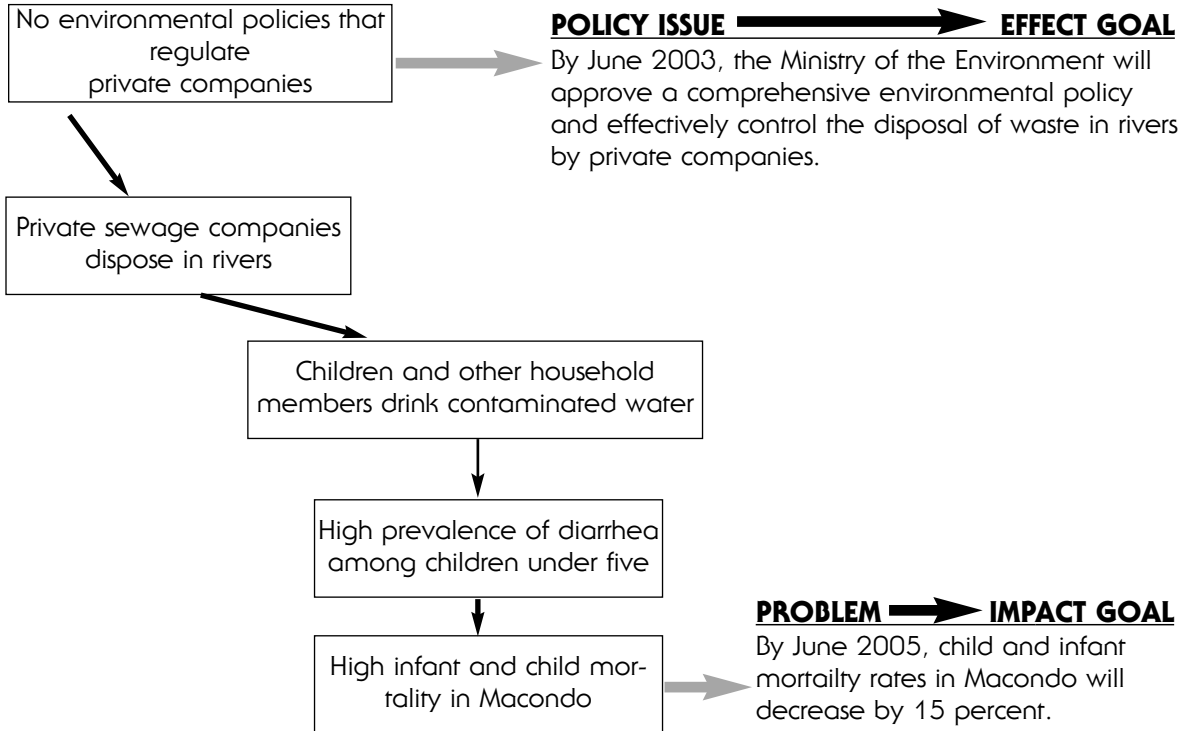
CARE defines effect-level changes as "changes in behaviors or systems." Since advocacy seeks to change the actions of policy makers, **policy goals nicely fit at the effect level.** Policy goals state the changes that policy makers need to carry out which will, ultimately, benefit people's lives. As a result of your advocacy efforts, policy makers are expected to either develop, set in place, approve, change, or ensure enactment of a policy. You are asking them to take very specific actions.

Since policy goals should include the policy makers who are expected to create, change or enact a policy, it is important to avoid goals that do not include the **who.** This is a good policy goal: "By December 2004, the Ministry of Health will approve the use of permanent family planning methods, and provide sterilization services in public hospitals and clinics." This goal does not include who is expected to take action, and should therefore be avoided: "Approve a family planning policy by December 2004".

> Advocacy goals should state what you want to change, who will make that change, by how much, and by when.

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┌─────────────────┐         ┌─────────────────┐
│     Problem     │  ───▶   │   IMPACT GOAL   │
└─────────────────┘         └─────────────────┘

┌─────────────────┐         ┌─────────────────┐
│ Actions or      │  ───▶   │   EFFECT GOALS  │
│ "behaviors"     │         │                 │
│ of policy makers│         │                 │
└─────────────────┘         └─────────────────┘
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MACONDO EXAMPLE: IMPACT AND EFFECT GOALS

No environmental policies that regulate private companies

POLICY ISSUE ━━━━━▶ EFFECT GOAL
By June 2003, the Ministry of the Environment will approve a comprehensive environmental policy and effectively control the disposal of waste in rivers by private companies.

Private sewage companies dispose in rivers

Children and other household members drink contaminated water

High prevalence of diarrhea among children under five

High infant and child mortality in Macondo

PROBLEM ━▶ IMPACT GOAL
By June 2005, child and infant mortailty rates in Macondo will decrease by 15 percent.

OUTLINE OF AN ADVOCACY STRATEGY FOR MACONDO

Policy issue	Lack of environmental policies controlling industrial pollution of rivers
Primary audience	Minister of the Environment
Secondary audiences	Business leaders Macondo community representatives
Impact goal	By June 2005, child and infant mortality rates in Macondo will decrease by 15 percent.
Effect-level policy goal	By June 2003, Ministry of the Environment will approve and enforce an environmental policy that effectively controls the disposal of industrial waste in rivers.

5.4   *Identify allies and opponents*

Policy mapping conducted at the policy analysis stage can point to prospective partners that may want to pursue the same issues you do, as well as opponents that may hinder your efforts. It is important to identify and take into account potential allies and opponents when developing your advocacy strategy.

Identifying allies. Having allies is critical for an advocacy initiative. You can usually increase your impact by collaborating with other individuals or organizations that are interested in the same policy issue. Experience from many advocacy initiatives has shown that the joint efforts, skills, and resources of several organizations and individuals are more likely to minimize risk, draw attention to key policy issues, and result in successful policy change.

An alliance or coalition with other organizations or individuals that pursue the same policy change is normally built upon specific policy issues and goals. Once a policy change has been achieved, a coalition may cease to exist, or may continue to address other joint policy concerns. The coalition may or may not be a partnership; this depends on the extent to which principles of partnership are part of the relationship.[2] You should be aware, however, that a coalition can be a short-term relationship based on a specific policy issue, and once your goals have been accomplished, that relationship may end.

> **A COALITION** is a group of organizations working together in a coordinated fashion toward a common goal. In advocacy, a coalition's goal is policy-related.

IDENTIFYING ALLIES

♦ Which other organizations, groups and individuals are concerned or already acting upon the same policy issue (including those who may not normally be "CARE's allies)?

♦ Do coalitions exist or do they need to be established?

♦ How can you contribute to the efforts of other organizations?

♦ What role do these organizations want CARE to play and what contribution do they expect from you?

♦ What are the advantages and disadvantages of forming alliances or coalitions with each of them?

♦ Do other organizations see CARE as a value-adding partner/ally to their efforts?

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[2]Principles of partnership proposed by CARE staff at a workshop in Sussex, October 2000: a) acknowledge interdependence and the potential for complementarity, b) build trust and transparency, c) shared vision, goals, values and interests, d) a culture of mutual support and respect for differences, e) a 'stronger' partner should not use asymmetrical/unequal power relations to the detriment of a 'weaker' partner, f) mutual accountability, and g) partnering as a continuous learning experience.

In almost all of CARE's recent advocacy strategies, programs or projects relied on networks, alliances, or coalitions to pursue policy change. Coalition strategies can be vital for strengthening CARE's capacity for political analysis, for increasing the likelihood of success of an advocacy initiative, and for building the capacity of local groups to advance their policy interests. **CHAPTER 9** provides ideas about working through coalitions, and advice on how to manage and strengthen relationships with your allies.

ADVANTAGES OF ADVOCATING THROUGH ALLIANCES/COALITIONS

♦ Increases resources, experience, credibility and visibility.

♦ Increases the likelihood of successful policy change.

♦ Develops advocacy capacity of less experienced coalition members.

♦ Provides assurance to coalition members who have concerns for advocating on their own.

♦ Provides an element of protection or "safety in numbers."

Identifying opponents.   Part of refining an advocacy strategy is finding out who may oppose your policy goal. This is just as important as identifying your allies. You can be more effective if you understand your opponents' reasoning and why they might feel threatened by your proposed policy change. For example, an initiative that seeks changes in policies related to contraception may encounter the opposition of religious leaders.

An advocacy strategy may include messages and activities targeted at your opponents. In that case, opponents can become a secondary audience for your advocacy initiative. It is important to assess whether there is anything you can do to persuade your opponents to change their opinions, or at least neutralize their influence on the policy change you want to pursue.

IDENTIFYING OPPONENTS

♦ Are there any organizations, groups or individuals that oppose the proposed policy change?

♦ What threat do these organizations, groups and individuals pose to the success of your advocacy initiative?

♦ What can you do to reduce the influence of opponents?

The policy map shown on page 22 can be very useful for identifying allies and opponents. This map contains information on the degree of support of different actors for the policies that you want to change. For the Macondo example, leaders from the LDP party, environmental organizations and the World Bank are potential allies, since they support environmental policy changes. Business leaders who are strongly opposed to these changes could become opponents and a threat to your advocacy initiative.

IDENTIFYING ALLIES AND OPPONENTS: A CASE STUDY FROM ECUADOR

In Ecuador, CARE manages an integrated conservation and development project called Sustainable Use of Biological Resources (SUBIR). In the early 1990s, here was the situation CARE staff faced:

National forestry firms were monopolizing the forestry market. These firms did not use technical standards for grading logs when working with local producers, so no objective standards existed for pricing logs based on their quality or real value. As a result, poor communities received unfair prices and had little control over their natural resources.

USAID was supporting forestry policy reform in various Latin American countries and expressed a strong interest in promoting reforms in Ecuador, including making substantial funds available to NGOs. USAID was willing to pave the way for policy reform discussions with Ecuadorian government officials, which would have been difficult for CARE or other NGOs to initiate themselves. The Ministry of Agriculture and Ministry of the Environment were willing to discuss forestry issues, but had very little information about many of the specific problems the SUBIR project was trying to help resolve.

SUBIR has been funded by USAID since 1991 and CARE is responsible for several project components, including policy and legal reform of natural resource management practices, especially land titling in forested areas. The overall project also includes institutional reform, improved land use practices, and biodiversity monitoring. SUBIR staff now work closely and successfully with both government Ministries and local Organizations such as indigenous and Afro-ecuadorian federations. But, CARE had to work hard to form the strong relationships it has now.

CARE trained "paralegals" about a range of issues affecting their home communities, including: 1) petroleum and mining; 2) community organization; 3) land legalization; 4) community tourism; 5) protected areas and forestry resources; and 6) biodiversity and intellectual property rights. The idea was for the paralegals to help communities establish organizations and secure title to their land, and to understand their rights with respect to these issues. However, the Ecuadorian lawyer's guild opposed the CARE program and did not want to approve the curriculum, fearing the paralegals might end up competing with them.

Afro-Ecuadorian organizations were trying to create an ethnic reserve to protect themselves, since they were legally barred from land ownership. Yet, these organizations were small and had relatively little technical capacity. Other Ecuadorian NGOs with local constituencies were also involved in trying to address land reform issues. However, these organizations were highly individualistic and competitive with each other. Few had come together as partners and advocated in a cooperative way.

DISCUSSION QUESTIONS:

♦ In this situation, who were CARE's potential opponents?

♦ Which of the groups above would be good allies for policy reform? Why?

♦ What options did CARE staff have for strengthening its allies or converting opponents into allies?

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Steps you can take	Questions to explore	Your notes...
Select a policy issue.	♦ Which policy issue is critical for addressing the problem you identified? Which policy change is your best option for a significant impact? ♦ How many people will benefit if a policy change is achieved? ♦ Is the issue "winnable"? ♦ Do opportunities exist for working with others on this policy issue? ♦ Are potential risks acceptable or not? ♦ Can CARE effectively advocate on this issue?	
Select target audiences.	♦ Who are potential target audiences, that is, who can help to bring about the policy change you hope to achieve? ♦ Who has authority to make these changes? Who are potential primary audiences? ♦ Who has the greatest ability to influence the decisions of your primary audience? ♦ Which primary and secondary audiences will you select for your advocacy initiative?	
Set a policy goal.	♦ What should your advocacy initiative accomplish? Who will make that change? By when will this change be achieved? ♦ Can you clearly articulate the final or impact goal for your advocacy initiative? ♦ Can you clearly articulate policy goals at the effect level?	
Identify allies.	♦ Which other organizations, groups and individuals are concerned or already working on the same policy issue? ♦ Do coalitions exist or do they need to be established? ♦ How can you contribute to the efforts of other organizations? ♦ What role do these organizations want CARE to play and what contribution do they expect from you? ♦ What are the advantages and disadvantages of forming alliances or coalitions with each of them? ♦ Do other organizations see CARE as a value-adding partner/ally?	
Identify opponents.	♦ Are there any organizations, groups or individuals that oppose the proposed policy change? ♦ What threat do these organizations, groups and individuals pose to the success of your advocacy initiative? ♦ What can you do to reduce the influence of opponents?	

CHAPTER 5 WORKSHEET
OUTLINING AN ADVOCACY STRATEGY

Chapter 6 FINALIZING AN ADVOCACY STRATEGY

This chapter provides guidance for finalizing advocacy strategies, the third step for planning an advocacy initiative. Finalizing a strategy involves selecting roles, identifying key messages, and defining advocacy activities.

STEP 1	STEP 2	STEP 3	STEP 4
Analyzing policies	Outlining an advocacy strategy	**Finalizing an advocacy strategy**	Framing a plan
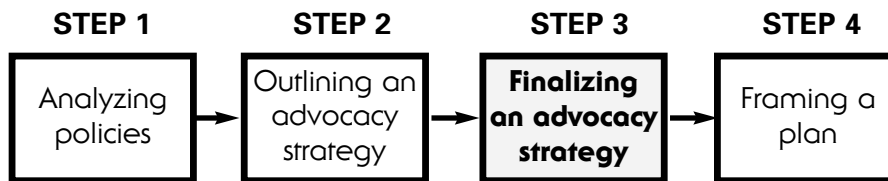
Once you have selected a policy goal and identified target audiences, allies and opponents, you need to make several fundamental decisions:

1. *Select an advocacy role.* There are many different ways to advocate. You can take a very visible, public approach, or you can work behind the scenes. You can consider documenting problems for policy makers, working through coalitions, or many other approaches.

2. *Identify key messages.* An advocacy message is what you want your target audiences to hear. It specifies what policy change you would like them to support.

3. *Define advocacy activities.* Advocacy activities are the steps you will take to convey your messages to your target audiences.

CHAPTER 6

6.1 Select roles

Your strategy should include clear advocacy roles for your organization or project. For example, you can choose to lead an advocacy initiative and directly inform policy makers on environmental policies, or you can choose to support a coalition of local NGOs that advocate for these policy changes. The answer may not always be obvious, but it is important to think carefully about the best role for CARE to play in your country on the issues you choose. CARE's potential role as a capacity builder in advocacy is addressed further in **CHAPTER 9**.

The role that you select in advocacy will depend on a mix of factors, including resources, relationships, your experience with the issue, the risk you are prepared to assume, and, most importantly, an assessment of how best to exert influence. Also, keep in mind that different staff can play different advocacy roles in the same initiative, and that the same person can play different roles, depending on the target audience.

Often, it can be appropriate to choose roles that emphasize collaboration as opposed to confrontation. The roles listed below are not exhaustive, and the options you have will be based on your own setting.

EXPERT INFORMANT
Provides technical advice and information to policy makers (i.e. the primary audience) when the analysis points at their knowledge gap as part of the problem. For example, in Nicaragua CARE provided data and technical assistance to the Ministry of Health about the effects of pesticide use on the health of farmers. This role is based on relationships that evolve naturally when CARE works closely with the government in program implementation or institutional strengthening. A technical assistance and informing advocacy role can be relatively low-risk and low-cost, especially when building on an existing relationship.

HONEST BROKER
Participates in a policy making process as an objective expert and fair broker of competing interests. Attempts to influence processes are transparent, based on facts and analysis. For example, in Ecuador the SUBIR project played this role when it helped convene NGOs to advocate policies to the national legislature. In many other situations, CARE has credibility with both citizen groups and the government, enabling it to serve as an effective mediator.

CAPACITY BUILDER
Provides support to third parties participating in a policy process who will influence policy makers. For example, in the Philippines CARE played this role in its relationship with local organizations. In advocacy, capacity building may involve raising awareness of rights and responsibilities, organizing a coalition, providing resources, advocacy skills training, or helping to plan an advocacy initiative that will be led by others. Local organizations are often better positioned to advocate for an issue and increasing their capacity to influence policy is consistent with a rights-based approach and can help to strengthen civil society.

LOBBYIST & PLAYER

Enters the policy process as a full participant and makes direct approaches to influence policy, either alone or in coalitions. This strategy involves formulating and presenting positions in public situations or meetings with policy makers. For example, in Sudan, CARE has played primarily a lobbying role, in which we spoke out publicly and advocated our policy positions to the U.S. government and the U.N.

Your advocacy role for a specific issue will depend on target audiences and the relationships you have with these audiences, as well as on the political norms of the communities in which you work. Citizens may have access to policy makers within a relatively open political system or they may be barred from politics. As described in **CHAPTER 4**, a good policy analysis will include information on the distribution of political power and the relationships between key actors in the policy making or implementation process. This information will help you determine, for example, whether advocacy should involve public interest groups or grassroots organizations. As you think through these issues, consider whether people are aware of their rights and whether there is a need to build more political awareness before encouraging groups to articulate and assert their rights.

Within each of the above roles, you can adopt a wide variety of approaches, e.g. confronting or trying to collaborate with policy makers, or something in between. You also need to decide whether to use "public" approaches (e.g. using the media) or "private" ones, such as face-to-face meetings. These decisions can be framed using an x-y axis, as in the diagram below. The higher up the y-axis you go, or the further to the right on the x-axis, the more risk you are likely to assume.

CONFRONTATIONAL

PRIVATE ← → **PUBLIC**

COLLABORATIVE

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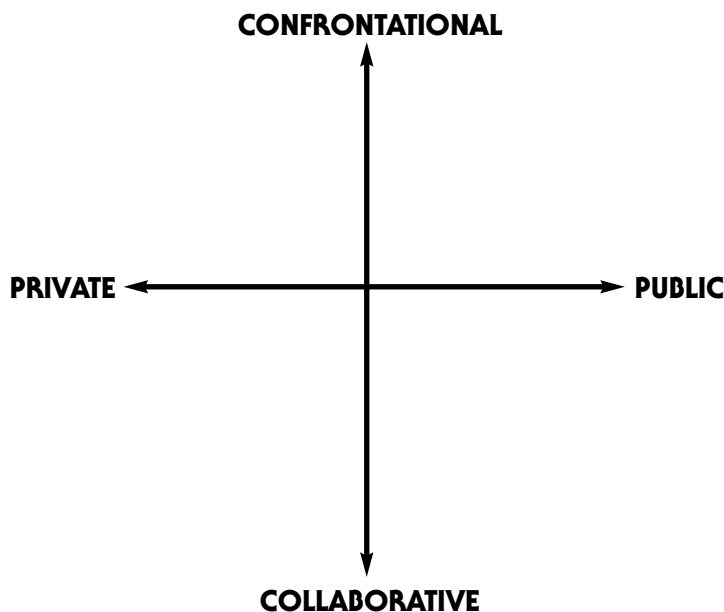
It is also important to keep in mind that the role you choose will affect the mix of skills needed for your advocacy initiative. When playing an expert informant role, it makes sense to rely heavily on technical staff, with support from communications experts in packaging information for policy makers. When engaging in a give-and-take with diplomats and government officials, negotiating skills become more important. Most country offices acquire these skills through a mix of staff training, technical support, outside recruitment, strategic partnerships, and participation in coalitions.
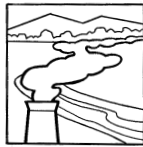
MACONDO EXAMPLE: POSSIBLE ROLES FOR CARE STAFF

TARGET AUDIENCES	POSSIBLE ROLE
Minister of the Environment	Since the analysis pointed at government's limited information on environmental risks and pollution, provide data to Ministry on environmental damage done by private businesses (role: expert informant).
Most powerful business leaders, Ms. Galo and Mr. Amart	Provide information to business leaders about other experiences from other countries, where environmentally friendly actions by businesses led to an increase in sales and public recognition (role: expert informant).
Environmental organizations: GREEN and SVD	Provide support to a coalition led by GREEN and SVD, two well-known local organizations (role: capacity builder).
Macondo's community representatives	Empower Macondo community representatives to take part in decision-making processes that affect their livelihoods (role: capacity builder).

CHAPTER 6

THE EXPERT INFORMANT ROLE: A CASE STUDY FROM NICARAGUA

During the 1970s and 1980s, heavy use of pesticides in cotton-growing areas was causing massive pesticide poisoning among Nicaraguan farm families and workers. CARE Nicaragua's Safe and Rational Pesticide Use (USRP) program began in 1984 as an effort to help farmers protect themselves from these risks. The project had no formal advocacy objectives, but as the project evolved, policy reform became an important goal of program managers. Over time, CARE staff helped to raise awareness within the government of the pesticide poisoning crisis by working closely with the Ministry of Health. While policy reforms took many years to accomplish, CARE's work helped pave the way for new laws in 1998 that restricted the importation of harmful chemical pesticides in Nicaragua.

In the mid-1980s, few people in the government were aware of the magnitude of the pesticide poisoning problem and legal protections for farmers were almost non-existent. For example:

1. The Ministry of Health had no data about the level of pesticide exposure among farm workers, nor a reporting system to gather such information.
2. Pesticide poisoning was not a major public health concern within the Ministry of Health, even though it was a greater problem than other government priorities, like malaria.
3. The Ministry of Agriculture, whose mandate was to increase agricultural production, regulated pesticide use. Competition existed between the two Ministries about who should be responsible for pesticide use laws.
4. Farmers had little knowledge about alternatives to dangerous pesticide use, nor did the government distribute such information.
5. Doctors and medical staff had little training in how to diagnose and treat pesticide poisoning, since it was not part of the university curriculum.
6. Nicaragua's pesticide regulations dated back to 1966 and contained numerous gaps and contradictions.

DISCUSSION QUESTIONS:

♦ Name three options CARE staff had for advocating effectively as expert informants. Who would be the target audiences?

♦ What other advocacy roles might CARE staff have played in this project?

♦ If CARE had funding to commission a comprehensive analysis of the problem, what would have been the most important questions to examine? (Who should CARE have shared the analysis with?)

CHAPTER 6

6.2 Identify key messages

> A MESSAGE tells your target audience what he or she is being asked to do, why it is worth doing, and its positive impact.

The next step in elaborating your advocacy strategy is identifying key advocacy messages. A message tells your target audiences what he or she is being asked to do, why it is worth doing, and the positive impact of such action. Usually, you will only have a limited amount of time to get your message across, so it is best to be sure about what you want to say beforehand. Improvising messages may not only waste time, but also may fail to convince your target audience.

ESSENTIAL ELEMENTS OF AN ADVOCACY MESSAGE:

♦ What you want to achieve.
♦ Why you want to achieve it (and why others should want to achieve it as well).
♦ How you propose to achieve it.
♦ What specific action you want the audience to take.

At the planning and strategy development stage, it is important to identify what you want to convey to your audience. See the table below for an example of key messages for several different audiences. Later, once you have secured resources for your advocacy initiative, you will have time to tailor messages to the intended audience, choose a format, and craft language that is appealing to your audience. A message is most effective when it is based on an understanding of what members of the target audience already know, and what additional information they will need in order to change their opinions.

MACONDO EXAMPLE: OUTLINING KEY MESSAGES FOR YOUR TARGET AUDIENCES

OVERALL MESSAGE	Let's end pollution in the Macondo river. Children's lives are at stake. Join our campaign in favor of clean water today.
TARGET AUDIENCES	**KEY MESSAGE**
Minister of the Environment	**Policy change will save the lives of many children and increase your political support.** Children in Macondo are dying because they drink water from contaminated rivers. Private sewage companies have polluted these rivers with their disposal of waste. We are asking you to approve an environmental policy for regulating these companies. Enactment of this policy will decrease infant and child mortality in Macondo and increase your political support in the community.
Most powerful business leaders, Ms. Galo and Mr. Amart	**Environmentally friendly practices will increase your profit and save the lives of many children.** Experiences from many countries show that environmentally friendly businesses have increased their profits. We are asking you to consider these practices, which can bring you public recognition and long-term profitability. These actions will also save the lives of many children in Macondo.
Macondo's community representatives	**You and your children have the right to clean water.** Private sewage companies are polluting your rivers. No policies are in place to ensure that private companies protect the environment. You have the right to demand more effective environmental regulation from the Ministry of the Environment. Taking action can improve the quality of water in your community and reduce the tragic deaths of children in Macondo.

CHAPTER 6

CHAPTER 8 provides more guidance about how to develop, deliver, and reinforce advocacy messages.

6.3 Define advocacy activities

Once you have selected key messages for each of your target audiences, the next step is to choose activities for conveying these messages. Though you may have to change your activities once you start implementing an advocacy initiative, defining them at the planning stage helps you put in place the resources you need.

In advocacy, people often refer to certain categories of activities as **tactics.** **CHAPTER 10** explores specific advocacy tactics you can consider, such as negotiating in meetings, using the media, working through coalitions, or arranging site visits to make your point to policy makers or others.

More so than "traditional" CARE program activities, advocacy strategies usually have to be adapted over time, making it difficult to set a specific activity plan. In advocacy, you will often have to invest in a variety of activities and cultivate a large number of contacts in order to cover a range of potential opportunities for influencing your target audiences. So while it is important to have a sense of the range of activities that you will undertake, you should also keep a flexible activity schedule. Innovating and seizing opportunities that may emerge are critical for successful advocacy, even if you have to make changes to your original plan.

> TACTICS are types of activities that support your strategy. Advocacy tactics are often chosen based on their level of risk, their cost, and their chances of success in the existing political environment.

Arranging for policy makers to visit a project site visit can be an extremely effective way to advocate, especially if you are trying to document a problem (or success story) that is visible. You also may get a chance to get to know each other personally, exchange ideas, and build trust.
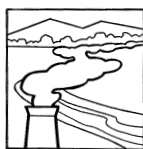
MACONDO EXAMPLE: PLANNING ACTIVITIES FOR DEVELOPING AND DELIVERING KEY MESSAGES TO TARGET AUDIENCES
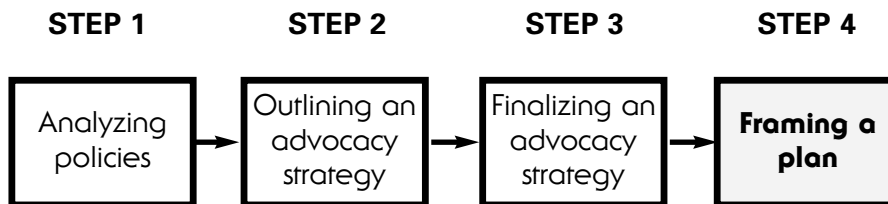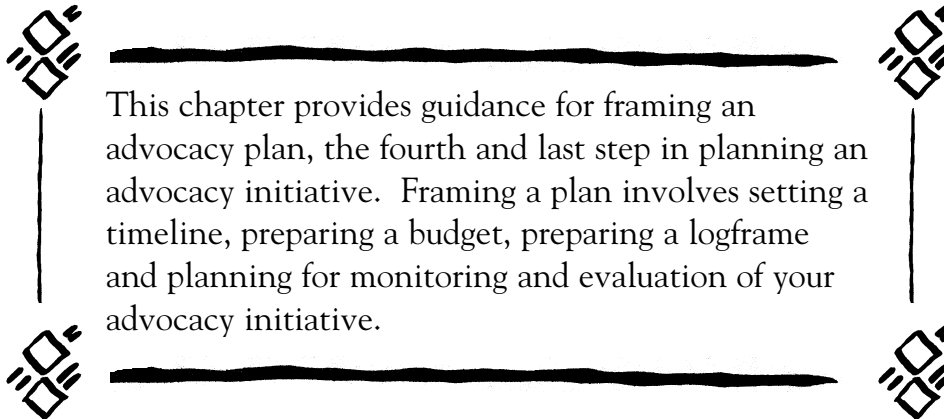
TARGET AUDIENCES	KEY MESSAGE	ACTIVITIES
Minister of the environment	Policy change will save the lives of many children and increase your political support.	♦ Gather data on contamination levels of rivers in Macondo. ♦ Gather data on infant and child morbidity and mortality in Macondo in particular due to diarrhea/intake of contaminated water. ♦ Commission a report from a university to help document the link between pollution and child mortality. ♦ Brief Minister/advisors on environmental damage done by private sewage companies. ♦ Advise Minister/advisors on developing policies for protecting rivers and other water sources.
Business leaders	Environmentally friendly practices will increase your profit and save the lives of many children.	In alliance with GREEN and SVD: ♦ Gather information about businesses that have increased their profits through environmentally friendly practices. ♦ Arrange for an expert on environmentally friendly technologies to address business leaders at their annual convention. ♦ Organize visits for Ms. Galo and Mr. Amart to leading companies that have a good environmental record. ♦ Coordinate visits for Ms. Galo and Mr. Amart to communities in Macondo affected by polluted rivers. ♦ Hold informal staff meetings with Ms. Galo and Mr. Amart.
Macondo's community representatives	You and your children have the right to clean water.	In alliance with GREEN and SVD: ♦ Meet with community representatives and discuss damage done by sewage companies, as well as their right to participate in decision-making processes that affect their lives. ♦ Provide support to community representatives for drafting their complaints, requests and proposed solutions. ♦ Facilitate meetings between community representatives and government officials from the Ministry of the Environment. ♦ Provide a media tour of the areas worst affected by industrial pollution.

CHAPTER 6

CHAPTER 6 (side tab)

CHAPTER 6 WORKSHEET FINANLIZING AN ADVOCACY STRATEGY		
Steps you can take	**Questions to explore**	**Your notes...**
Select an advocacy role.	♦ What is your best choice for exerting influence on your target audiences? ♦ Can you use your relationships with policy makers for providing technical advice on policy issues (expert informant)? ♦ Do you want to take a visible approach and address your target audience personally (lobbyist)? ♦ Can you support other organizations in their efforts to carry out advocacy (capacity builder)? ♦ Can you broker competing interests of various groups and through mediation achieve policy change (honest broker)? ♦ Will you use a public approach via the media, or a private approach such as face-to-face meetings?	
Identify key messages.	♦ What do you want your target audience to hear? ♦ What policy change would you like your target audience to support? ♦ What specific actions do you want your audience to take? How can you convey that to your audience?	
Define advocacy activities.	♦ What steps do you have to take to convey your messages to your target audiences? ♦ What activities need to be carried out in order to achieve your policy goal? ♦ How can you most successfully convey messages to your target audience: working through the media or coalitions, arranging site visits or meetings, writing a letter, other tactics?	

Chapter 7   FRAMING A PLAN

This chapter provides guidance for framing an
advocacy plan, the fourth and last step in planning an
advocacy initiative. Framing a plan involves setting a
timeline, preparing a budget, preparing a logframe
and planning for monitoring and evaluation of your
advocacy initiative.

STEP 1	STEP 2	STEP 3	STEP 4
Analyzing policies	Outlining an advocacy strategy	Finalizing an advocacy strategy	**Framing a plan**

7.1   Set a timeline

Advocacy initiatives can be quite dynamic. It is important to set a timeline at
the beginning, but also to keep in mind that political events beyond your
control may force you to change it. For example, your target audiences may
unexpectedly change, an opponent may turn into an ally, or a strategy which
seemed adequate to begin with may not yield the expected results. Advocacy
initiatives require continuous and careful monitoring, since your strategy will
need to adjust along with the political climate. Advocacy activities will often
need to be revised and re-directed. In short, it is important to remain flexible.

One reason that flexibility is so vital is that valuable windows of opportunity
often come up suddenly. A policy change which you thought would take five
years to achieve could be accomplished in a few months, if the public suddenly
takes an interest in your policy issue. If a new government is elected, or a new
director takes charge of a company, your issue could rise to the top of key policy
makers' agendas. In contrast, a policy that you thought could be easily changed
may encounter unexpected opposition and require a longer time frame than you
thought.

CHAPTER 7

> ### POLITICAL CHANGES CALL FOR NEW STRATEGIES
>
> Advocacy opportunities may not last long. For example, in the Philippines, the CREST coalition was well positioned to influence national policy and held a position on a high-level national advisory council. This changed when a new president was elected who was less favorable to informal sector organizations influencing public policy.
>
> CREST's work started out in the national policy arena, but focused on establishing alliances between street vendor organizations, building local, regional and national advocacy councils, and strengthening the capacity of street vendor representatives to make policy proposals.
>
> Since then, the coalition has shifted away from its initial strategy to influence national legislation and regulations. Instead, it has refocused its efforts on achieving legislative change at the local level by influencing city elections.

When setting a timeline, keep in mind the following:

■ Policy environments can change quickly: keep flexible time schedules.

■ Unexpected but important opportunities for advocacy arise which do not allow for careful scheduling of activities.

Because the policy environment is unpredictable, it is probably best to schedule conservatively, and include extra time for unanticipated events. If, in the end, you accomplish your goals earlier than expected, your initiative will seem even more successful.

7.2   Prepare a budget

Preparing a budget is the next step. Estimating the cost of an advocacy project can be difficult, especially for a multi-year initiative. More than with other types of programs, midcourse corrections will occur and can sometimes lead to higher costs. For example, your initial strategy may not include a media campaign, but later, once you have started implementing your plan, such a campaign may seem vital.

You should base your budget on your advocacy strategy and activities (such as lobbying, media work, working with coalitions, and/or mobilizing constituencies). There are of course inexpensive and expensive ways to pursue each strategy. Hiring a public relations or consulting firm, for example, can be an important way to communicate your key advocacy messages, but it is costly. Holding meetings, writing media commentary, or arranging site visits are relatively lower-cost activities.

Always include a line item for unexpected expenses. Planning for such contingencies will help you keep a flexible activity schedule and allow for changes, if required.

BUDGET CATEGORIES

A budget for an advocacy initiative should include some, if not all, of the following categories:

- Salaries and benefits for staff
- Supplies
- Activities and events (conferences, briefings, lunches, meetings, press conferences, etc.)
- Printing and distribution (brochures, reports, fact sheets, press releases, promotional items, briefing materials, etc.)
- Communications (telephone calls, fax, modem, postage)
- Office space
- Consulting services (policy research, public relations services, private lobbying, legal services)
- Training
- Travel
- Dues and fees
- Contingencies (unexpected expenses)
- Overhead

Funding

Where will you get financial support for your advocacy initiative? It is important to research what donor resources are available for advocacy, as opposed to other kinds of interventions. Some donors will not fund projects with an advocacy component, and you should ask about such policies before you submit a proposal.[3] However, trends show an increase in donor funding for advocacy and civil society strengthening efforts. The questions below may help you to identify funds for your initiative:

♦ Which donors have funded advocacy initiatives as part of relief and development programs in your country/region? Besides multi and bilateral aid, are there any individuals, private businesses, foundations, or any other groups interested in advocacy?

♦ What are the priorities for donors that have funded advocacy? Are they interested in particular issues (i.e. education policy reform)? Are they interested in specific groups of the population (i.e. policies that affect women-headed households or policies that affect ethnic minorities)? Do they have a geographical focus?

♦ What type of advocacy initiatives have they recently funded? What amounts were provided to those initiatives?

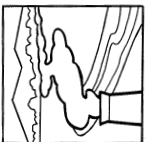[3]For additional information about donor resources for advocacy, contact the CARE USA Policy and Advocacy Unit.

♦ How can you find out more about a donor? Who at your office knows them and can help you out? Do you have any other contacts that may facilitate access to a donor? How can you get in touch with a donor and present your proposal?

7.3 Prepare a logframe

CARE staff frequently use logframes. Therefore these guidelines will not describe in detail how to develop a logframe, but rather stress that using this tool is also important for advocacy initiatives.

A logframe is a very useful tool for summarizing, in a logical way, the links between your goals, outputs, activities and inputs. Logframes allow you to visualize the relationship between the goals of an advocacy initiative, and the proposed activities for achieving those goals. At this planning stage, you will have a great deal of information for developing a logframe.

MACONDO EXAMPLE: LOGFRAME

HIERARCHY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
IMPACT GOAL By June 2005, child and infant mortality rates in Macondo will decrease by 15 percent.	◆ Infant mortality rate ◆ Child mortality rate	Five-year demographic and health surveys undertaken by National Statistics Institute.	No sudden epidemics among children.
EFFECT GOAL 1 By June 2002, the Ministry of the Environment will approve a comprehensive environmental policy.	◆ Comprehensive environmental policy is in place.	Policies issued by the Ministry of the Environment.	No major political changes, political stability.
OUTPUTS FOR EFFECT GOAL 1 ◆ Minister of the Environment favors comprehensive environmental policy proposed by the GREEN coalition. ◆ Minister's advisors recommend adoption of policy. ◆ Business leaders increase their knowledge about benefits of environmental protection for increasing their profits, and support proposed policy changes. ◆ Macondo community representatives know their rights and demand clean water from the Ministry of the Environment, and participated in drafting proposed environmental policy.	◆ Number of government-level key policy makers that favor proposed environmental policy. ◆ Number of business leaders that know about benefits of keeping a clean environment. ◆ Number of business leaders that support environmental measures. ◆ Number of community representatives actively involved in drafting environmental policy.	**Coalition's monitoring system:** ◆ Updated policy maps based on meetings with policy makers, information from the media, and other sources. ◆ Interviews and regular contacts with business leaders. ◆ Records from meetings on drafting policy.	
ACTIVITIES FOR EFFECT GOAL 1 ◆ Gather data on links between pollution and diarrhea (and subsequent infant and child morbidity and mortality) and develop technical reports for the Ministry of the Environment based on survey findings. ◆ Advise Minister/advisor on developing policies for protecting rivers and other water sources. ◆ Gather information about businesses that have increased their profits through environment-friendly practices. ◆ Organize conferences and cross-visits for business leaders on successful environmental business strategies. ◆ Meet with community representatives and discuss damage done by sewage companies, as well as their right to participate in decision-making processes that affect their lives. ◆ Provide support to community representatives for drafting their complaints, requests and proposed solutions. ◆ Facilitate meetings between community representatives and government officials from the Ministry of the Environment.	◆ Number of survey and technical reports completed. ◆ Number of messages sent to Minister and/or advisor on importance of protecting rivers and other water sources, and consequences of pollution. ◆ Number of business leaders that attended conferences and number that participated in cross-visits to businesses to learn about environmental business strategies. ◆ Number of meetings/contacts between government and community representatives on drafting environmental policy.	**Coalition's monitoring system:** ◆ Tracking of delivered/reinforced messages. ◆ Conference, cross-visit, and meeting attendance records.	

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MACONDO EXAMPLE: LOGFRAME (CONTINUED)

HIERARCHY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
EFFECT GOAL 2 By June 2004, the Ministry of the Environment will effectively control the disposal of waste in rivers by private companies.	◆ Number of private companies that dispose of waste according to regulations. ◆ Number of private companies sanctioned and fined for not disposing of waste appropriately.	Ministry of the Environment records.	Water sources not contaminated by other factors, such as major flooding.
OUTPUTS FOR EFFECT GOAL 2 ◆ Key local and regional government authorities, major businesses, universities, NGOs and other stakeholders know newly approved version of proposed environmental policy. ◆ General public in Macondo is aware of new environmental policy. ◆ System in place for monitoring quality of water in most polluted areas and other selected towns.	◆ Number of key government authorities, business leaders, universities and NGOs informed about final environmental policy. ◆ Number of people reached through radio and TV programs on approved environmental policy. ◆ Number of routine check-ups undertaken by Ministry of the Environment for assessing water quality.	◆ Presentation attendance records. ◆ Ratings and audience profile of programs that featured discussion on new policy; information obtained from NEL associates media surveys. ◆ Ministry of the Environment records.	
ACTIVITIES FOR EFFECT GOAL 2 ◆ Disseminate approved version of environmental policy to local and regional authorities, major businesses, universities, NGOs, and other stakeholders through presentations. ◆ Disseminate approved version of environmental policy to the general public through invitation to radio programs, TV, and other media. ◆ In partnership with community representatives, monitor the implementation of policies in selected towns through regular assessment of water quality.	◆ Number of presentations held on new environmental policy. ◆ Number of radio and TV programs that featured discussions/information on new environmental policy. ◆ Number of community representatives, Ministry of Environment officials, and coalition representatives participating in water quality checks.	◆ Coalition's activity records. ◆ Media tracking by NEL associates.	

7.4   *Plan for monitoring and evaluation*

Monitoring and evaluation are key activities for keeping an advocacy initiative on track, and for assessing the changes it has achieved based on its stated goals. Effective monitoring and evaluation requires careful planning. These plans are an integral part of designing an advocacy initiative, since you will have to establish prior to implementation what information is necessary for tracking progress, and how you will obtain this information. The logframe on the previous pages has provided examples of indicators that can be used for monitoring and evaluating advocacy initiatives.

As discussed earlier in this chapter, advocacy activities often need to be adjusted, revised and re-directed. Such changes, however, should only be made on the basis of good **monitoring** data. For example, what new information have you learned through public events, meetings, or reading the newspapers? Have political conditions changed since you first planned the initiative? Have your target audiences changed their opinions?
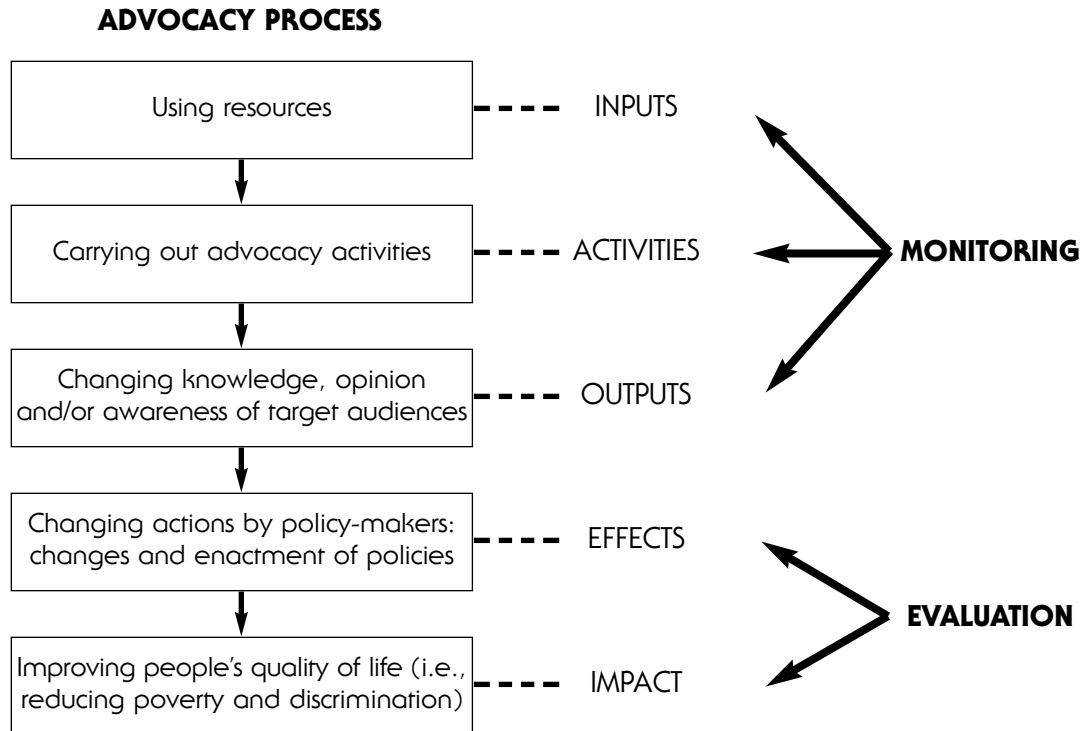
As with other CARE projects, **monitoring should focus on tracking outputs, activities, and inputs.** For advocacy, **outputs** are usually changes in knowledge, awareness and/or opinion of target audiences. Your policy maps can serve as a useful monitoring tool for outputs. They should be updated to include changes in your target audiences' position, interest, opinion and knowledge about the policy issue. For example, the Minister of the Environment, who only moderately supported policy changes for controlling pollution by private companies, may change his position to strongly support such changes. In that event, you would probably want to change the focus of your activities. Rather than implementing activities focused on changing the Minister's opinion, which is no longer necessary, you can now work on obtaining his approval and signing of an environmental policy. When such information is not known, it is difficult to advance your plan.

Advocacy initiatives should also carefully monitor **activities** and **inputs.** The more people in your target audience, the more important this becomes. It is important to keep a record of your activities, and what you learn as a result of each activity that can make you more effective as an advocate. For example, you may want to track new information about your target audience that will affect your message, or activities that are successful, versus those that are less successful.

Monitoring your advocacy initiative may also contribute to the policy change itself. When a wide range of stakeholders, even policy makers, are involved in monitoring an advocacy initiative, change might happen more quickly. Monitoring data offers an opportunity to discuss the status of policy changes with participants from the government, community, business, and other sectors, and that process may increase the support to the policy change you are trying to achieve.

As with other projects, **evaluation** of advocacy focuses on **impact** and **effects.** Evaluations assess the extent your policy goals have been achieved, as well as the ultimate impact of these changes on the well-being of households and individuals. As with any other CARE project, advocacy initiatives need to demonstrate their a positive impact on people's lives. For that, you will require baseline

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information about people's quality of life before a policy change was achieved, and evaluation data on the extent to which their lives have improved after a policy change.

ADVOCACY PROCESS

Using resources	- - - - INPUTS	
Carrying out advocacy activities	- - - - ACTIVITIES	**MONITORING**
Changing knowledge, opinion and/or awareness of target audiences	- - - - OUTPUTS	
Changing actions by policy-makers: changes and enactment of policies	- - - - EFFECTS	**EVALUATION**
Improving people's quality of life (i.e., reducing poverty and discrimination)	- - - - IMPACT	

When a policy is enacted after a high-visibility advocacy campaign, the group responsible will usually take credit for the results. However, it is usually difficult to know exactly what led policy makers to make a certain decision. Thus, attributing the results of advocacy work can be difficult indeed. When advocacy campaigns are carried out by a coalition, it becomes nearly impossible (and often counterproductive) to attribute credit.

These are a few important considerations for evaluating an advocacy initiative:

♦   The unique characteristics of advocacy make it necessary to think in new ways about how evaluations should be carried out. While policy makers may approve new and favorable policies, or revise and change old ones, these *changes may take a long time to yield results that can be measured at the household level*, that is, to yield impact changes. This may have consequences for the timing of evaluations. Impact may need to be measured in a post-evaluation, after a certain period of time has passed rather than in a final evaluation of an advocacy initiative.

♦ Unlike our traditional programs, policy reform often happens in a place far removed from where the impact is sought. It is therefore difficult to *attribute* improvements in people's well-being to your advocacy initiative. As with other projects, it is better to acknowledge that many factors and actors contribute to improvements in people's lives, and not just one. **Measuring impact rather than attribution should be the focus of any CARE project, including an advocacy initiative.**

♦ *Measuring policy implementation faces some particular challenges.* While it is easier to assess if a new policy has been created, or an old one changed, making sure that a policy is being implemented can be difficult to measure. Often, policy implementation depends on many actors that have to carry out policies at the national, regional, and local levels. For example, it is easy to learn that a new regulation against discrimination of people living with HIV/AIDS may have been approved, but determining the extent to which it is actually enforced is much more difficult.

EXAMPLES OF KEY QUESTIONS FOR EVALUATING AN ADVOCACY INITIATIVE

Evaluating impact	*Possible key questions:* • Have policy changes resulted in improvements in people's quality of life? Why/why not? Can you provide data to support your findings? • Have policy changes contributed to protecting, promoting, or expanding people's rights?
Evaluating effects	*Possible key questions:* • Has the policy change you tried to achieve occurred, or are the prospects better than they were before? • Have new policies been approved, or outdated/adverse polices been changed? Are policies enacted at the national, regional and/or local levels? Why/why not? • What factors enabled/hindered the success of your policy change, that is, the creation, reform or enactment of policies? • Were bills or proposals formally introduced in the legislature or other government body or were informal decisions made? • Who made final decisions that enabled/hindered your policy change?
Evaluating your strategy	*Possible key questions:* • Did you select appropriate primary and secondary audiences? Did you have to change the targets of your advocacy along the way? Why/why not? • Did your advocacy messages change your target audiences' opinions or knowledge on the policy issue? Which messages were most successful, and which failed to convey your point? • Did you choose appropriate roles for your advocacy initiative? Could other roles have been more effective? • Did you advocate in a coalition? What were the benefits/drawbacks for advocating in a coalition? • Has your advocacy initiative increased the ability of community groups and/or local organizations to represent their own interests? • Did the advocacy initiative raise public awareness and interest in the policy issue? • What were the major obstacles faced by your advocacy initiative? What did you do to overcome those obstacles? • What can you learn from your strategy implementation for future advocacy initiatives?

CHAPTER 7 WORKSHEET
FRAMING A PLAN

Steps you can take	Questions to explore	Your notes...
Set a timeline.	♦ How long will it take to achieve your policy goals? ♦ Is the policy environment likely to change quickly? How flexible is your timeline?	
Prepare a budget.	♦ What are the costs of your planned activities? ♦ Have you included unexpected expenses? Have you considered all budget categories? ♦ From which sources can you obtain funding for your advocacy initiative? What donors have funded advocacy initiatives as part of relief and development programs in your country/region? ♦ What are the priorities for donors that have funded advocacy? Are they interested in particular issues? Are they interested in specific groups of the population? Do they have a geographical focus? ♦ What type of advocacy initiatives have they recently funded? What amounts were provided to those initiatives? ♦ How can you find out more about a donor? Who at your office knows? Do you have any other contacts that may facilitate access to a donor?	
Prepare a logframe.	♦ Do you have all elements you need for summarizing your advocacy initiative in a logframe? ♦ Can you clearly articulate impact and effect goals, outputs and activities? ♦ What indicators can you use for measuring the progress of your initiative towards achieving goals and results? Where can you obtain information on your progress?	
Plan for monitoring and evaluation.	**MONITORING:** ♦ Have your target audiences changed their knowledge, attitudes, awareness or opinions regarding your policy issue? Where can you get this information? ♦ Can you easily update policy maps? ♦ Can you track your activities, such as the number of messages sent to your target audience? ♦ Have political conditions changed since you planned your initiative? ♦ Does monitoring data indicate that your activities have achieved the desired outputs? If not, does monitoring information help you decide how to adjust, revise or re-direct activities? **EVALUATION:** ♦ To what extent has your advocacy initiative achieved impact and effect goals? Can impact be measured at the end of your advocacy initiative or not? ♦ Can you determine what made policy makers change their opinions and actions? ♦ What lessons can be learned for your next advocacy initiatives?	

CHAPTER 7