

Developing Advocacy Strategy

By

Omolade

What is Strategy

- *“Strategy is a framework guiding those choices that determine the nature and direction to attain the objective”.*

Develop , or rather craft, an advocacy strategy that not only best deals with the issue and address the root causes of the problem/issue, but also helps the powerless and marginalized to realize that they have power, and use it to effectively participate in the decision making processes at all levels.

Why developing an Advocacy Strategy

Developing an advocacy strategy entails figuring out how to reach interim outcomes while keeping the long-term vision alive.



Keep in Mind Being strategic is essential because it makes advocacy effective.

Why Developing Advocacy Strategy

- Planning helps put resources (time, funds, skills) to their most effective use.
- Planning helps minimize risks and maximize opportunities for advocacy.
- Planning helps advocates navigate the complex, dynamic and diverse environments in which organization operates.
- Planning helps align advocacy with other areas of work and organizational goals, both long term and short term.

Advocacy Plan

Creating an advocacy plan helps to

- Understand the situation,
- Stakeholders and their relative power, and how change happens; identify target audiences.
- The right messages, and the right messenger to deliver the message; identify.
- Processes, opportunities and entry points; recognize capacity and gaps
- Finally set goals and interim outcomes, develop an action plan, and monitor and evaluate results.

Nine Questions for planning your Advocacy strategy

- **What do we want?**
- **Who can make it happen?**
- **What do they need to hear?**
- **Who do they need to hear it from?**
- **How can we make sure they hear it?**
- **What do we have?**
- **What do we need?**
- **How do we begin to take action?**
- **How can we tell if it's working?**

Questions and Tools

- **Question 1. What do we want?**

To understand the situation ...

- Tool 1. Developing a problem and solutions tree
- Tool 2. Planning research
- Tool 3. Generating an evidence base
- Tool 4. Choosing advocacy priorities

Question 2

- **Who can make it happen?**
- *To understand stakeholders, their relative power and how change happens*
- Tool 5. Mapping stakeholders' interests, influence and importance
- Tool 6. Mapping stakeholders' relative power
- Tool 7. Mapping targets

Question 3

What do they need to hear?

To reach a specific audience ...

- Tool 8. Developing evidence-based messages

Question 4

Who do they need to hear it from?

To Identify the right messenger for your audience...

- Tool 9. Choosing messengers strategically

Question 5

How can we make sure they hear it?

To identify processes, opportunities and entry points ...

- Tool 10. Choosing the best channels to deliver your message
- Tool 11. Identifying and planning opportunities
- Tool 12. Lobbying
- Tool 13. Negotiating

Question 6 and 7

- **What do we have?**
- **Question 7. What do we need?**

To recognize capacities and gaps ...

- Tool 14. Advantages, challenges, threats, opportunities, next steps:
the ACT-ON model for assessing internal advocacy capacity

Question 8

How do we begin to take action?

- *To set goals and interim outcomes and develop an action plan ...*
- Tool 15. Being SMART
- Tool 16. Advocacy action planning

Question 9

How do we tell if it's working?

- *To monitor and evaluate advocacy ...*
- Tool 17. Using 'logical frameworks' to plan advocacy action

Advocacy Cycle



Advocacy Tool

Tool 1. Developing a problem and solutions tree

1. Begin by drawing a flow chart, as shown above, by placing the main issue in the center.
2. Brainstorm to determine a list of *causes* and *consequences or effects*; list consequences above the central issue and causes below it.
3. List as many causes of the problem you can think of. Draw arrows from the causes to the central issue. While listing each cause, brainstorm on the 'cause' of the 'cause'. Link all of these by arrows to show their connection.
4. Next, write the effects, or the consequences of the problem, above the central issue box. Draw an arrow from the central problem to the effect. For each effect, ask what further effect it could have.

Problem Tree and Solution Tree

5. Identify the most vulnerable and excluded, and consider how they are affected by the issue.
6. After the brainstorming is complete, look at the causes again and highlight those that could be changed or improved with the help of influential people or institutions through advocacy.

Problem Tree Framework

Issue			
Sub Issue	Consequences	Cause	Solution
Sub-issue1 Insufficient boreholes in rural region	Rural residents spend hours collecting water every day from the few boreholes that do exist.	Ethnic bias in governance favours boreholes for some communities over others.	Changes in policy, practice, laws, attitudes and behaviour
Sub-issue2			
Sub-issue 3			

Planning for Research

Topic/Research Question	Sub – topic /research question	Where can you find the information	Who will contribute to the research	How will you collect and analyze the information
What is the historical trend in Water Supply and Sanitation financing from national revenues?	How much was allocated by national government to Water Supply and Sanitation sector in FY 2000-2018	National budgets over the years		

Lobbying

Lobbying is “the organized effort of like minded groups or individuals for systemic peaceful change to government policy”.

Lobbying, on the other hand, is a form of advocacy specifically targeting legislators and government officials.

Lobbying Activity

Lobbying activities include:

- Submitting brief position papers or memoranda to parliamentary portfolio committees and government officials explaining the key points and evidence underlying the position for which you are lobbying.
- Making oral presentations to parliamentary portfolio committee hearings.
- Conducting research and collecting data to back up the proposals made in your position papers/submission.
- Monitoring parliamentary debates and committee hearings.
- Writing letters to individual politicians to solicit their support.
- Signing petitions that are delivered to a political figure.
- Delivering a memorandum to a political figure.

Identifying Target

- Advocacy work is all about influencing those with the power to effect change. Your research and analysis should, by now, have highlighted what changes you would like to bring about, and the political and other factors involved in the issues you are concerned about.

Stakeholder Analysis

An analysis will offer clarity about your allies, adversaries and targets, and help you prioritize and strategize

For each stakeholder, you need to identify three things in relation to your issue:

- What is the attitude of the stakeholder to your position? (for instance, very anti, anti, neutral, pro, very pro)
- How important is the issue to your stakeholder?
- How much influence does your stakeholder have on the issue?

Stakeholder Analysis Cont.

Using the stakeholder analysis table from the Advocacy Toolkit above, you can now begin to prioritize stakeholders in terms of whether they should be a target for your advocacy work.

1. stakeholders who regard the issue as important, and
2. who also have influence over that issue, are likely to be your key targets, as the following diagram illustrates:

Importance of the issue to the target audience

Secondary Audience (High)	Priority audience	Priority audience
Ignore (Medium)	Secondary audience	Priority audience
Ignore (Low) LOW	Ignore MEDIUM	Secondary Audience (HIGH)

Consideration

Those who have most influence but are most anti- your position, will be those where the key convincing will need to take place;

- Those with the most influence and who are most in favor of your position, are likely to be key allies.
- Those with high influence, who are neutral on your issue, could well be your key targets at the earlier stages of your advocacy work.

Determining your Allies

Very Pro citizens, media, judges,			Main allies
Pro	Ministry of Police		
Neutral	Judges, House committee		Key battleground
Anti	Police service commission		
Very Anti	IG, police officers,		Main opponents
	Low	Medium	High
Influence of the target audience on the issue			

Target Analysis

Target/ influential	What do they know about the issue?	What is their attitude towards the issue?	What do they really care about?	Who has influence over them?	What influence or power do they have over the issue?
Provincial government Chief Executive, Governor or Province, Provincial Council	The have very little exposure to the problem, especially in rural areas of province	Not important: they don't think there's anything wrong in the lack of sanitation services, open defecation in rural areas	Getting donor aid into the province: council members care about votes and elections in two years' time; they're keen for their names to be linked with a good project investment in province	World Bank and other major donors; the electorate (Council members)	

Advocacy Plan

Objectives	Activity	Target	Timing	People Responsible	Resources Required	Reviewed Plans
Objectives						
Objectives						
Objectives						