Stronger Health Advocates Greater Health Impacts

A workbook for policy advocacy strategy development

✳PATH

For more information on PATH's policy and advocacy initiatives, please visit http://sites.path.org/advocacyimpact/ or email advocacyimpact@path.org.

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Introduction

Policy advocacy is essential to achieve public health goals by ensuring that the necessary resources, policies, and political will are available to support, scale up, and sustain global health programs. Because there are so many methods of influencing policy—and usually limited resources to pursue them—PATH has designed a 10-part framework that supports individuals and organizations to develop a high-impact, outcome-oriented policy advocacy strategy.

At PATH, we believe that program implementers, health professionals, private-sector leaders, researchers, and members of civil society each have a critical role to play as advocates for health programs. This workbook is designed to lead new and experienced advocates through a 10-part framework that includes identifying an advocacy issue and goal, targeting key decision-makers and influencers, and developing advocacy tactics and messages to influence change.

Across issues and geographies, many individuals and organizations have used the 10-part framework to help achieve their public health goals. In Zambia, adolescent and youth rights groups helped ensure the introduction of a national reproductive health curriculum in secondary schools after developing a strategy using the 10-part framework. In Kenya, a maternal health coalition used the framework to develop a strategy to influence a new policy that increased access to maternal health services in one of the country's largest counties. And in Cameroon, a scientific organization that was introduced to advocacy through the 10-part framework is now using evidence they gathered on non-communicable diseases to make the case for national funding and policies for preventive health services.[1]

No matter what the health issue, or the level at which you seek change—globally, nationally, or within your community—this workbook will provide the information and tools you need to develop an advocacy strategy that can advance your existing goals and make a real impact.

> **THE 10 PARTS OF A POLICY ADVOCACY STRATEGY**
>
> PATH's 10-part framework helps seasoned global health advocates and newcomers alike develop a policy advocacy strategy that will advance their programmatic health goals. The 10 parts include:
>
> 1. Advocacy issue
> 2. Advocacy goal
> 3. Decision-makers and influencers
> 4. Decision-makers' key interests
> 5. Advocacy opposition and obstacles
> 6. Advocacy assets and gaps
> 7. Advocacy partners
> 8. Advocacy tactics
> 9. Advocacy messages
> 10. Plan to measure success

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[1] To read more about these and other examples please visit: http://sites.path.org/advocacyimpact/our-successes//our-successes/.

What is policy advocacy?

As you begin to develop your advocacy strategy, it is important to familiarize yourself with the terms and concepts used in the following pages.

Advocacy is a word that can have different meanings across countries and contexts. For the purposes of this workbook, policy advocacy is defined as the deliberate process of informing and influencing decision-makers in support of evidence-based policy change and policy implementation, including resource mobilization.

There are several different types of policy change, such as: developing a new policy, updating or amending an existing policy, eliminating a harmful policy, and allocating or committing resources within a budget. Policy implementation can also take several different forms, including: disseminating a policy, enforcing a policy, appropriately disbursing funds, or demonstrating accountability for policy commitments, as well as carrying out the provisions called for within policies.

> **Policy advocacy** is the deliberate process of informing and influencing decision-makers in support of evidence-based policy change and policy implementation, including resource mobilization.

How will a policy advocacy strategy enhance my work?

By using this workbook to develop a comprehensive advocacy strategy, you can increase your ability to plan, facilitate, and implement advocacy initiatives to bring about change as part of a standalone project or larger program. By working through the activities in the pages that follow, you will:

- Identify the components of a policy advocacy strategy.
- Develop a specific advocacy goal that is relevant to your work.
- Identify key decision-makers and influencers that can make your advocacy goal a reality.
- Design strategic advocacy activities and targeted messaging to reach and influence decision-makers.
- Draft a policy advocacy strategy and work plan to share and implement with colleagues.

The most innovative and successful advocacy strategies are often devised in group settings; we encourage you to collaborate with colleagues or partners, in order to maximize discussion and the flow of creative ideas, utilizing this workbook. You can, however, also develop a strategy on your own.

A 10-part framework for advocacy strategies

This workbook is structured to reflect PATH's 10-part framework. Each section within this workbook covers one of the 10 parts and has a corresponding worksheet(s) for you to complete. The worksheets

will guide you through the development of a policy advocacy strategy in a logical way, from the identification of your advocacy issue to a plan to measure your progress and success.

There are many ways to approach this framework, and though the parts are numbered from 1 to 10, the order is flexible. Rather than being a set of stringent rules, the 10 parts will help you to create a dynamic advocacy strategy. As the policy environment shifts, you may want to revise and update your strategy. It is helpful to revisit parts of your strategy to ensure that it is still relevant and targeted to help you achieve your desired goals.

Preparing to develop a strategy

To ensure that your advocacy strategy is relevant and focused, it is recommended that you conduct an assessment of the landscape related to the issue your organization wishes to address. You should be able to gather most of this information through desk research and/or discussions with your colleagues. Interviews with key stakeholders may help fill in any gaps. We recommend that you consider the following areas in your analysis:

- Policies that govern your selected issue and any gaps in their development or implementation.
- Relevant government entities and decision-makers and their perspectives on your issue.
- Potential advocacy partners, including interest groups, private-sector entities, and coalitions, and other relevant stakeholders, such as health professionals and community members.
- Evidence to support your desired change.

Additional resources

If you would like additional information about advocacy strategy development, or if you would like to guide a group through the development of an advocacy strategy, you can find the facilitator's guide that corresponds to this workbook on PATH's Advocacy Impact website: http://sites.path.org/advocacyimpact/our-tools/.

PATH has an e-learning course in policy advocacy strategy development that can be accessed online. This tool introduces users to the 10-part framework, and it can serve as a complementary resource to help you design your advocacy strategy. You can find the course online at: http://www.global3learning.org/.

For more information or questions about PATH's advocacy tools or other advocacy capacity-strengthening resources, please visit http://sites.path.org/advocacyimpact/ or email advocacyimpact@path.org.

An advocacy strategy should be based on a specific and clear issue you wish to address. Though the 10-part framework is flexible, it is important to start with Part 1. Part 1 guides you through a process to evaluate potential issues for advocacy and select one issue as the focus of your advocacy strategy.

Many issues could make a good issue for advocacy; however, any issue you select for policy advocacy should have these five qualities:

- It should be an existing objective or natural outgrowth of your organization or program's work. Advocating for an issue with which your organization has no experience limits your credibility.
- It should be based in evidence. There needs to be proof that your issue is in fact a problem.
- A change in policy or implementation of a policy should help to improve the problem.
- It should be reasonably attainable in three to five years.
- It should be suitably specific and clear. Broad health topics, such as HIV/AIDS, are too general to develop a focused, powerful advocacy strategy.

A helpful way to ensure your issue is suitably specific is to start with a brief statement of the main problem you hope to address through policy advocacy. A main problem is typically a challenge that impacts those you serve or impedes delivery of effective care. Next, identify root causes of that problem. It's these root causes that tend to become your specific issues for advocacy.

For example, if the main problem you want to address is that too many infants contract HIV from their mothers. A root cause of that problem might be that pregnant women have limited access to nevirapine, a leading drug to prevent transmission of HIV from mother to child.[2] You will want to identify two or three root causes to a given problem, then ask yourself the following questions to determine whether each root cause would make a good advocacy issue:

- Can a change in policy or implementing an existing policy help improve the root cause?
- Does your organization have programmatic experience with this root cause?
- Do you have any evidence that this root cause is in fact an issue?
- Can the root cause be reasonably (if not completely) addressed in three to five years?

If you answer "no" to any of these questions, choosing that root cause as your advocacy issue will likely not be an effective use of your time. If you answer "yes" to all of the questions, that root cause would likely make a good issue for advocacy.

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[2] This example is based on actual events. It has been adapted throughout this workbook to illustrate how the ten-part process can be applied to develop advocacy strategies to improve health.

Part 1 Worksheet: Identifying Potential Advocacy Issues

Write the main problem you want to address in the top box and three root causes of that problem in the boxes underneath. Then answer the four questions for each root cause. If you checked "yes" to all four questions, write the root cause in the box below labeled "Potential Issue for Advocacy." At this point, you may have several root causes that could be a good issue for advocacy; you'll be able to compare and choose between root causes utilizing a different worksheet. If you do not yet have at least two root causes that would be suitable for advocacy, flip to the other side of the worksheet and repeat this exercise with a different main problem.

MAIN PROBLEM ➡️

ROOT CAUSES* ➡️

*Root causes are potential issues for advocacy.

	YES	NO	YES	NO	YES	NO
Can a change in policy or implementing an existing policy help improve the root cause?	☐	☐	☐	☐	☐	☐
Does your organization have programmatic experience with this root cause?	☐	☐	☐	☐	☐	☐
Do you have any evidence that this root cause is in fact an issue?	☐	☐	☐	☐	☐	☐
Can the root cause be reasonably (if not completely) addressed in three to five years?	☐	☐	☐	☐	☐	☐

POTENTIAL ISSUE FOR ADVOCACY?

POTENTIAL ISSUE FOR ADVOCACY?

POTENTIAL ISSUE FOR ADVOCACY?

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Part 1 Worksheet: Identifying Potential Advocacy Issues (Duplicate)

MAIN PROBLEM ➡️

ROOT CAUSES*

*Root causes are potential
issues for advocacy.*

	YES	NO	YES	NO	YES	NO
Can a change in policy or implementing an existing policy help improve the root cause?	☐	☐	☐	☐	☐	☐
Does your organization have programmatic experience with this root cause?	☐	☐	☐	☐	☐	☐
Do you have any evidence that this root cause is in fact an issue?	☐	☐	☐	☐	☐	☐
Can the root cause be reasonably (if not completely) addressed in three to five years?	☐	☐	☐	☐	☐	☐

POTENTIAL ISSUE FOR ADVOCACY?

POTENTIAL ISSUE FOR ADVOCACY?

POTENTIAL ISSUE FOR ADVOCACY?

There are likely many valid issues to address at any given time, but choosing too many can dilute your advocacy efforts. To help you decide among issues, it is important to make a relative comparison using a standard set of criteria, such as:

- Specificity and clarity of the issue.
- Amount of evidence to prove the issue.
- Potential for partnership to address the issue.
- Amount of political will to address the issue.
- Unique experience and expertise of your organization in addressing the issue.
- Availability of resources (time, money, and influence) to address the issue.
- Risk to your organization in addressing the issue.
- Likelihood a policy change or implementation of a policy will significantly impact the problem.
- Feasibility of success in three to five years.

Generally speaking, an organization will usually not want to focus on more than three to five issues at any given time. You are encouraged to identify one issue and use that issue as a foundation as you proceed through the remaining nine parts. If there is more than one issue for which you want to build an advocacy strategy, you can go back at a later time and work through the 10 parts for that issue as well.

Part 1 Worksheet: Choosing an Advocacy Issue

Write your potential issues for advocacy from the previous worksheet(s) in the top row. Rate each of the issues as high, medium, or low using the criteria in the left column. Then total the number of highs, mediums, and lows for each issue. While there are no absolutes, the issue with the most highs and mediums usually has the greatest chance of impact and success. If your potential issues rank similarly, choose your favorite issue as the focus of your advocacy strategy. Whichever issue you select will become the focus for the advocacy strategy you develop moving forward.

Criteria	Issue 1:	Issue 2:	Issue 3:
The selected issue is specific and clear.	❑ High (very specific/clear) ❑ Medium (fairly specific/clear) ❑ Low (unspecific/unclear)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
Qualitative or quantitative data exist to prove it is an issue.	❑ High (strong evidence) ❑ Medium (some evidence) ❑ Low (none/weak evidence)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
Partnership potential exists among influential organizations, leaders, and stakeholders.	❑ High (many partners) ❑ Medium (some partners) ❑ Low (no partners)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
Political will exists to address the issue.	❑ High (supportive) ❑ Medium (neutral) ❑ Low (opposed)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
Your organization has unique experience or expertise to contribute.	❑ High (unique role) ❑ Medium (fairly unique role) ❑ Low (many others have this)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
Your organization has advocacy resources to address the issue.	❑ High (many resources) ❑ Medium (some resources) ❑ Low (no resources)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
The goal carries no or little risk for your organization.	❑ High (no risk) ❑ Medium (minimal risk) ❑ Low (significant risk)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low

Policy change or other action is likely to have significant impact on the issue.	❑ High (significant impact) ❑ Medium (some impact) ❑ Low (no impact)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
Success is feasible in three to five years.	❑ High (very likely) ❑ Medium (possible/maybe) ❑ Low (unlikely)	❑ High ❑ Medium ❑ Low	❑ High ❑ Medium ❑ Low
Totals	# of Highs _____ # of Mediums _____ # of Lows _____	# of Highs _____ # of Mediums _____ # of Lows _____	# of Highs _____ # of Mediums _____ # of Lows _____
Final advocacy issue:			

After selecting your advocacy issue, it is important to develop an advocacy goal to focus and guide your strategy. An advocacy goal typically has four parts: what, how, who, and when. We recommend you begin developing your goal by identifying the "what" and the "how."

The "what" is typically the change that you want to see happen. The "how" describes the specific action a decision-making institution can take to make your desired change a reality. Together, these two parts form your policy solution for addressing your advocacy issue.

Let's revisit the example from Part 1. The issue identified was that pregnant women have limited access to nevirapine, the leading drug to prevent transmission of HIV from mother to child. Perhaps to address this issue, "what" you would like to see happen is for administration of nevirapine to be made the standard of care for prevention of mother to child transmission (PMTCT) and rolled out in national public health facilities. "How" this might happen is through an amendment to the National HIV/AIDS Strategic Plan.

Once you have identified the "what" and "how," it's time to identify the "who"—the decision-making institution that will provide your solution—and the "when"—the time frame by which they will do it. You then combine these four pieces of information into one concise statement to create your advocacy goal. For example: The Ministry of Health (MOH) will amend the National HIV/AIDS Strategic Plan to make nevirapine the standard of care for PMTCT and plan for roll out in national public health facilities by December 2016.

There is usually more than one policy solution to any advocacy issue. It can be helpful to have multiple solutions in mind given the ever-shifting political environment. If you have the time and inclination, we recommend you develop two advocacy goals and then make a relative comparison to determine which is the most feasible at this moment. Criteria similar to the ones that helped you determine your advocacy issue can be used for this purpose. You will build your advocacy strategy with one goal as its focus, but having an alternative goal will enable you to more easily refine your strategy as necessary.

Part 2 Worksheet: Identifying Potential Advocacy Goals

Building on the advocacy issue you identified in Part 1, fill in the boxes below to develop a potential advocacy goal. In the "what" box, briefly describe the change you want to achieve. In the "how" box, describe the specific action a decision-making institution can take to make your desired change a reality. To help you identify your "how," you may want to think back to the different types of policy change and policy implementation described in the section, "What is Policy Advocacy." Is there a specific type of policy-related action that applies to your situation? Next fill in the "who" box, or the name of the decision-making institution with the authority to make your desired change. In the "when" box, write the deadline by which you want to see their action take place. Then, fill in the blanks below with the corresponding information from the boxes. This will give you a concise advocacy goal statement.
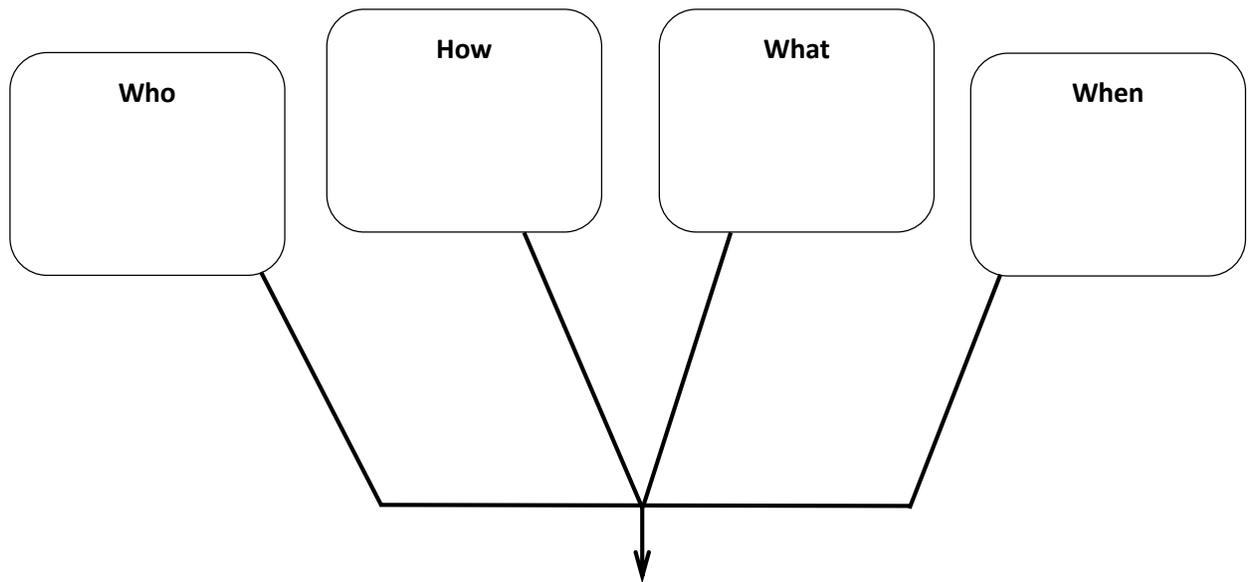
Who	How	What	When

Policy advocacy goal[3]

_____ will _____ to ensure
    (WHO)   **(HOW)**

_____ by _____ .
    (WHAT)   **(WHEN)**

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[3] This is simply a suggested order for combining the four parts into an advocacy goal statement. You may prefer to combine the four parts together in a different order.

Part 2 Worksheet: Identifying Potential Advocacy Goals (Optional)

Who	How	What	When

Policy advocacy goal[4]

_____will _____ to ensure
    (WHO)   (HOW)

_____ by _____ .
          (WHAT)   (WHEN)

---
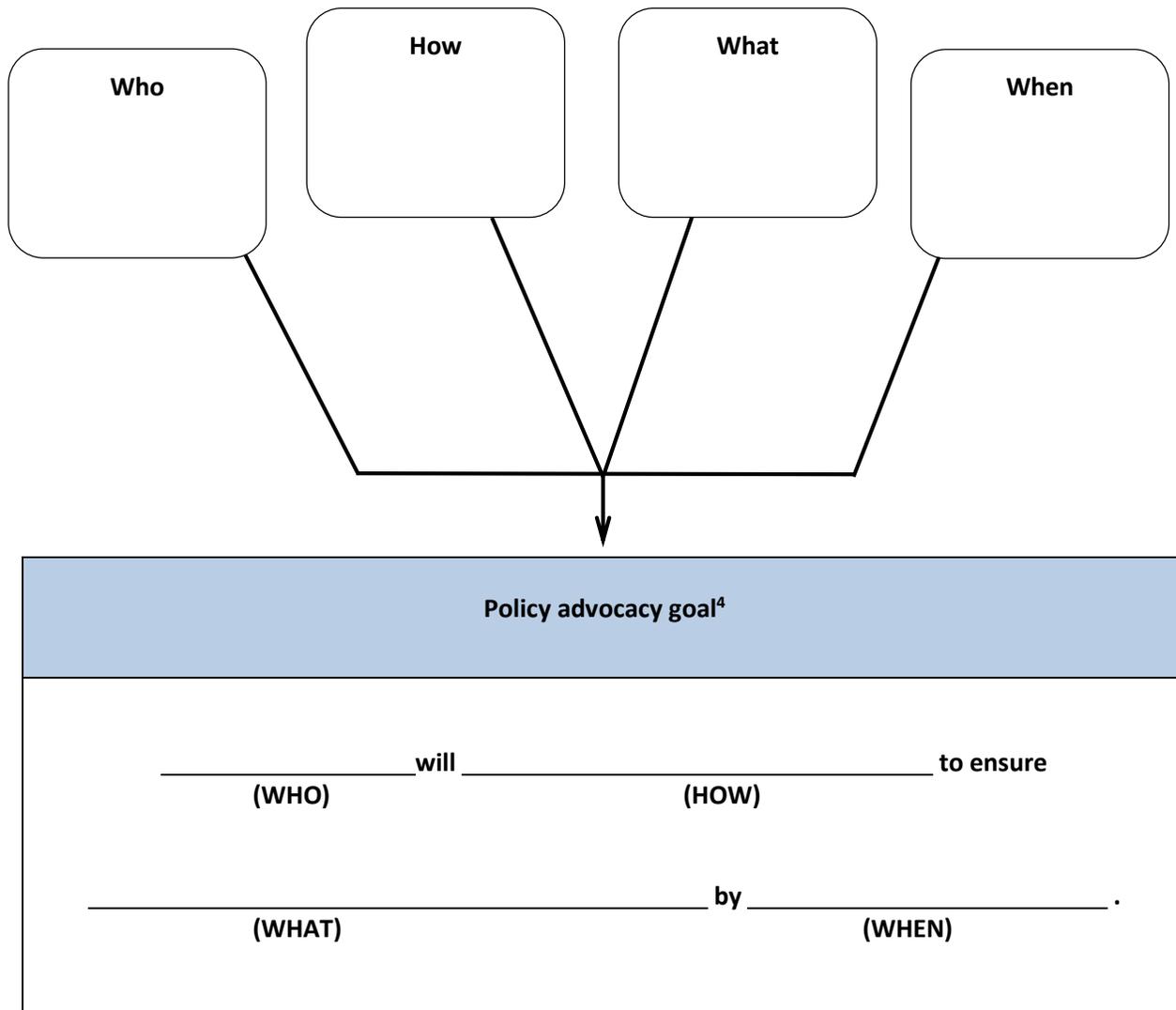
[4] This is simply a suggested order for combining the four parts into an advocacy goal statement. You may prefer to combine the four parts together in a different order.

Part 2 Worksheet: Prioritizing Advocacy Goals (Optional)

If you have two possible advocacy goals, write each goal in the top row. Next score each goal as high, medium, or low according to the criteria in the left column. Total the number of highs, mediums, and lows to determine which goal might have the greater chance of success at this time (mostly highs and mediums). Select your preferred goal and write that as your final goal at the bottom of the worksheet.

Criteria	Goal 1:	Goal 2:
The goal is specific and clear.	❑ High (very specific/clear) ❑ Medium (fairly specific/clear) ❑ Low (unspecific/unclear)	❑ High (very specific/clear) ❑ Medium (fairly specific/clear) ❑ Low (unspecific/unclear)
Qualitative or quantitative data exist to prove the goal will help address the issue.	❑ High (strong evidence) ❑ Medium (some evidence) ❑ Low (no/weak evidence)	❑ High (strong evidence) ❑ Medium (some evidence) ❑ Low (no/weak evidence)
Partnership potential exists among influential organizations, leaders, and stakeholders.	❑ High (many partners) ❑ Medium (some partners) ❑ Low (no partners)	❑ High (many partners) ❑ Medium (some partners) ❑ Low (no partners)
Political will exists to address the issue through this goal.	❑ High (supportive) ❑ Medium (neutral) ❑ Low (opposed)	❑ High (supportive) ❑ Medium (neutral) ❑ Low (opposed)
Your organization has unique experience or expertise to contribute.	❑ High (unique role) ❑ Medium (somewhat unique) ❑ Low (many others have this)	❑ High (unique role) ❑ Medium (somewhat unique) ❑ Low (many others have this)
The goal carries no or little risk for your organization.	❑ High (no risk) ❑ Medium (minimal risk) ❑ Low (significant risk)	❑ High (no risk) ❑ Medium (minimal risk) ❑ Low (significant risk)

Criteria	Goal 1:	Goal 2:
The policy goal is likely to have significant impact on the issue.	❑ High (significant impact) ❑ Medium (some impact) ❑ Low (no impact)	❑ High (significant impact) ❑ Medium (some impact) ❑ Low (no impact)
Success is feasible in three to five years.	❑ High (very likely) ❑ Medium (possible/maybe) ❑ Low (unlikely)	❑ High (very likely) ❑ Medium (possible/maybe) ❑ Low (unlikely)
Totals	# of Highs _____ # of Mediums _____ # of Lows _____	# of Highs _____ # of Mediums _____ # of Lows _____

Target policy advocacy goal:

At this point you have identified an advocacy issue and goal that ideally are both evidence-based. Before proceeding to develop the rest of your advocacy strategy, you may wish to compile the evidence that supports your advocacy goal. These resources may be readily available, or you may need to do additional research and information gathering in order to be prepared with the necessary evidence to support your efforts.

There are a variety of sources of evidence that may help you in your advocacy efforts, including but not limited to:

- Literature reviews
- Key informant interviews
- Demographic and Health Surveys (DHS)
- Census data
- Peer-reviewed journal articles
- World Health Organization guidelines
- Global standards
- Normative guidance
- Publically available health management information system (HMIS) data
- Focus group discussions
- Facility assessments
- Program evaluations
- Field reports

In addition to identifying different sources, it is useful to categorize the type of evidence you have available. You may want to consider whether it is a primary or secondary source. Primary evidence, sometimes referred to as original or primary data, is information you have gathered yourself for your specific research purposes. Secondary evidence, or secondary data, refers to the collection, summary, collation, or analysis of existing data and information.

Also, consider whether the evidence is qualitative or quantitative. Quantitative evidence may come from sources such as census data, DHS, or numerical summaries of survey data. Qualitative evidence may come from sources such as focus groups, interviews, or consultative workshops.

Taking the time to compile a dossier of the evidence that supports your advocacy goal at the beginning will help you to further develop your strategy and carry out your advocacy activities.

Part 2 Worksheet: Developing an Evidence Dossier (Optional)

Use the table below to create a dossier of the evidence you have to support the issue that you want to address and the proposed solution. Write the title or full citation for the source(s) of your evidence in Column A. Next categorize the type of evidence (qualitative or quantitative; primary or secondary) in Column B. In Column C, summarize major findings from the source that support your advocacy goal. In Column D, note the ways in which this information might be used in your advocacy efforts (e.g., include it in fact sheets, share it in meetings with decision-makers).

A. Title and/or citation	B. Type of Evidence	C. Major findings that support your advocacy goal	D. Ways to use this evidence in your advocacy efforts
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		

(continue to next page)

A. Title and/or citation	B. Type of evidence	C. Major findings that support your advocacy goal	D. Ways to use this evidence in your advocacy efforts
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		
	❑ Qualitative ❑ Quantitative ❑ Primary ❑ Secondary		

PART 3: DECISION-MAKERS AND INFLUENCERS 3

In Part 2, you identified a decision-making institution as part of your advocacy goal. In Part 3, you will identify specific decision-makers. These decision-makers become the primary targets of your advocacy efforts.

Decision-makers are the people with the power or authority to make your advocacy goal a reality. Categories of decision-makers often include ministerial representatives, parliamentarians, or district health committee members, among many others. Decision-makers can exist at the global, national, or subnational level. They can even exist within organizations or facilities, depending on the institutional target of your advocacy efforts. Oftentimes, you will need to persuade decision-makers across sectors and levels of governance to make your desired change, even if only one institution has the ultimate authority to act.

Another important target of your advocacy strategy are key influencers of your decision-makers. Key influencers are those people or groups who can have a compelling force on the actions, opinions, or behavior of decision-makers. Even if you have direct access to your target decision-maker, it can be useful to reach them through the people that he or she listens to most. Categories of key influencers can include, but are not limited to, professional or business association representatives, civic leaders, academics, journalists, community action groups, celebrities, or research institutions. When identifying your target decision-makers and influencers, it is helpful to be as specific as possible, noting individual names as appropriate.

Part 3 Worksheet: Identifying Decision-makers

Starting in Column A, list the different categories of decision-makers that are relevant for your advocacy strategy. Depending on your focus, you may have multiple categories or only one category. Then, in Column B, write the specific names or titles of the most relevant individual decision-makers for that category.

A. Category of decision-makers	B. Specific decision-makers
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.

Part 3 Worksheet: Identifying Influencers

Select three priority decision-makers from the previous worksheet and list them in the shaded column. Next, in Column A, identify potential categories of influencers for each individual decision-maker. Then, in Column B, list up to three powerful and specific influencers within each category.

Decision-makers (from previous worksheet)	A. Category of influencers	B. Specific influencers
1.		1.
		2.
		3.
		1.
		2.
		3.
2.		1.
		2.
		3.
		1.
		2.
		3.
3.		1.
		2.
		3.
		1.
		2.
		3.

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In order to best persuade your target decision-makers, you will need to understand their level of awareness and current position on your advocacy issue and goal. Knowing this, and knowing your decision-makers' key interests, will help you to develop targeted advocacy activities and messages.

A decision-maker's level of awareness could fall into the following four categories: unaware or not familiar with your issue/goal; aware of your issue/goal but mostly uninformed; aware of your issue/goal but inaccurately informed; or accurately informed. If your decision-maker falls into the first three categories, your outreach to this decision-maker will need to include educational components. You need to provide basic information to someone before they can be expected to take action. However, if your decision-maker is already aware and informed, you will want to focus on building their will to act as opposed to providing them information they already know.

In addition to assessing a decision-maker's level of awareness, you will also need to determine their position on your issue/goal. Useful places to collect this information include: public voting records (if available), newspaper articles or other press coverage, and discussions with colleagues. A decision-maker's position generally falls into one of four categories: high support, low support, non-mobilized, and high opposition. When planning your advocacy strategy, prioritize the decision-makers you can persuade—generally those who are either non-mobilized or low-support. It's important to target those who might become strong supporters with thoughtful outreach.

Once you understand your key decision-maker's current position, you will want to identify his or her key interests. This will help you design advocacy tactics and messages that are more compelling.

There are endless factors that may shape the opinion of your target decision-maker, but examples of interests that may be relevant include:

- The latest evidence and data
- Societal and cultural norms
- Personal history or experience
- Relationships or networks
- Religious views
- Financial considerations
- Constituent viewpoints
- Media coverage
- Upcoming elections
- Political positioning
- Other health and development issues
- International standards
- Time
- Professional advancement

Part 4 Worksheet: Identifying Decision-makers' Key Interests

In the shaded column, list up to five decision-makers from the Part 3 Worksheet: Identifying Decision-makers. Rate the awareness and position of each decision-maker on your issue/goal, using the checklists in Columns A and B. Then identify two key interests of each decision-maker and list them in Column C.

Key decision-makers (from Part 3)	A. Awareness of issue	B. Current position on issue	C. Decision-makers' key interests
	❑ Unaware ❑ Aware, uninformed ❑ Aware, inaccurately informed ❑ Aware, accurately informed	❑ High support ❑ Low support ❑ Non-mobilized ❑ High opposition	1. 2.
	❑ Unaware ❑ Aware, uninformed ❑ Aware, inaccurately informed ❑ Aware, accurately informed	❑ High support ❑ Low support ❑ Non-mobilized ❑ High opposition	1. 2.
	❑ Unaware ❑ Aware, uninformed ❑ Aware, inaccurately informed ❑ Aware, accurately informed	❑ High support ❑ Low support ❑ Non-mobilized ❑ High opposition	1. 2.
	❑ Unaware ❑ Aware, uninformed ❑ Aware, inaccurately informed ❑ Aware, accurately informed	❑ High support ❑ Low support ❑ Non-mobilized ❑ High opposition	1. 2.

PART 5: ADVOCACY OPPOSITION AND OBSTACLES 5

As an advocate, you may encounter individual actors or organizations that may stand in the way of your goal. Advocacy opponents can range from those who strongly object to your issue/goal to those who simply have competing priorities or agendas. Some individuals or organizations may oppose your issue/goal due to lack of information, a desire to maintain the status quo, or concerns about funding, timing, and capacity.

It is important to first assess the influence of your opponents. If they have little or no influence with your target decision-makers, don't spend time and valuable resources challenging them. If they are influential with your decision-makers, identifying and understanding their motives and tactics will help you design approaches to lessen their influence, such as developing strategic partnerships. Partnering with a trusted organization or individual from the same sector as your opponent can help diminish the authority of your opponents.

It is not just individuals and organizations that can stand in the way of your advocacy goal; challenges and obstacles can come in many forms and may include:
- Lack of funds to conduct advocacy activities
- Limited staff time and capacity for advocacy
- Lack of country-specific evidence for the proposed solution
- Issue is controversial
- Poor coordination among ministries and departments
- Shifts or vacancies in government positions
- An upcoming election slows down work
- Policy is not scheduled to be revised for several years
- Government is not open to advocacy and/or doesn't involve civil society organizations in decision-making

To help overcome obstacles when they occur, anticipate those that are most likely to arise and develop plans to work around them. Be creative in your approaches, but also realistic.

Part 5 Worksheet: Addressing Opposition

List two to four potential opponents to your advocacy goal, either individuals or groups, in Column A. In Column B, identify their possible reasons for opposing you. In Column C, rank their level of influence on your key decision-makers. In Column D, note any arguments or tactics the opposition uses to promote their views. Finally, in Column E, list ways you might mitigate their influence. Additional research may be needed to complete this worksheet.

A. Opponents	B. Reason for opposition	C. Influence on decision-makers	D. Known arguments and tactics of opposition	E. Ways to lessen their influence
		❑ High ❑ Medium ❑ Low, none		
		❑ High ❑ Medium ❑ Low, none		
		❑ High ❑ Medium ❑ Low, none		
		❑ High ❑ Medium ❑ Low, none		

Part 5 Worksheet: Overcoming Obstacles

Write your policy advocacy goal in the far right bubble. Then list two to three obstacles that you will likely face in reaching that goal. In the bubbles beneath, list some ideas on how you might overcome each obstacle.

OBSTACLE #1	OBSTACLE #2	OBSTACLE #3	POLICY ADVOCACY GOAL:

STRATEGIES TO OVERCOME THESE OBSTACLES:

PART 6: ADVOCACY ASSETS AND GAPS 6

There are many types of skills, expertise, and resources needed for policy advocacy. Before developing a plan for the activities and tactics you will use to achieve your advocacy goal, you should conduct an inventory of the resources, or assets, your organization has to effectively carry out policy advocacy. This inventory will help you to identify any gaps you may have and plan a strategy that plays to your organizational strengths. Ideally, your advocacy strategy will be a natural extension of what you already know or do well.

The following is an illustrative list of the skills, expertise, and resources you might need to implement your advocacy strategy:

- Available, experienced staff
- Available or likely funding
- Staff who can serve as spokespeople
- Relationships with media
- Social media experience
- Expertise in policy analysis
- Technical knowledge of an issue
- Community and social mobilization networks
- Expertise in drafting policy
- Evidence to support the policy solution (data, stories, reports)
- Expertise in coalition-building
- Relationships with decision-makers and influencers
- Organizational reputation for advocacy
- Expertise in web-based communication

Part 6 Worksheet: Taking Inventory of Advocacy Assets and Gaps

Column A lists a variety of skills, expertise, and resources that are useful in policy advocacy. In Column B, list the specific individuals or materials that exist within your organization (if at all). Then in Column C, rate the level or extent to which that resource is available for advocacy (high, medium, or low). Based on your ratings, select your three greatest assets and your three greatest gaps.

A. Skills, expertise, and resources	B. Specific individuals or materials (Names of people, departments, etc.)	C. How much of this resource is available for advocacy?
Staff who are available to work on advocacy		☐ High ☐ Medium ☐ Low
Staff who can be influential spokespeople		☐ High ☐ Medium ☐ Low
Staff relationships with decision-makers		☐ High ☐ Medium ☐ Low
Staff relationships with media		☐ High ☐ Medium ☐ Low
Expertise in communications and media relations (e.g., policy briefs, letters to the editor)		☐ High ☐ Medium ☐ Low
Expertise in coalition-building		☐ High ☐ Medium ☐ Low
Expertise in community and social mobilization		☐ High ☐ Medium ☐ Low

A. Skills, expertise, and resources	B. Specific individuals or materials (Names of people, departments, etc.)	C. How much of this resource is available for advocacy?
Expertise in web-based communications		☐ High ☐ Medium ☐ Low
Expertise in policy analysis and/or policy development		☐ High ☐ Medium ☐ Low
Familiarity with the policy process		☐ High ☐ Medium ☐ Low
Evidence to support the policy solution		☐ High ☐ Medium ☐ Low
Funding (current or likely)		☐ High ☐ Medium ☐ Low

Three greatest ASSETS:

Three greatest GAPS:

Advocacy conducted in partnership is almost always more successful than going it alone. By increasing the number of organizations working on an issue, you can demonstrate wide-scale, diverse support for your issue—especially if partners are from different sectors. Partnering can also improve your ability to reach and persuade a wider set of decision-makers and influencers and fill your organizational gaps.

Although collaboration is useful and important, having too many partners could also undermine your advocacy strategy. Therefore you must select your partners strategically. Consider the following when evaluating potential advocacy partners:

- The best partners usually bring resources to the advocacy effort—especially ones that fill gaps that may exist for your organization.
- Partners should generally be easy to work with.
- Partners should be in alignment with your advocacy goal. However, if you require them to agree on all aspects of your strategy, you may reduce the number and quality of partners.
- Strong partners usually bring few risks. Risks should not immediately disqualify a partner, but weigh their strengths against their weaknesses to determine how you might best work together.

Once you have identified partners, there are many different ways you can work together. It is important to consider your organization's needs and your advocacy goal and then identify how you would like to specifically collaborate with each partner.

Part 7 Worksheet: Selecting Advocacy Partners

List three to five potential advocacy partners across the first row. These may be organizations, individuals, alliances, and coalitions. Starting with the first partner and working downward, provide two to three strategic reasons for selecting that partner, along with any potential risks they may bring. Finally, note how you would like to collaborate with each partner.

	Potential partner:	Potential partner:	Potential partner:	Potential partner:	Potential partner:
Strategic reasons to partner					
Potential risks					
Anticipated collaboration					

Now that you've created an advocacy goal; identified decision-makers, influencers, and opponents; evaluated your assets and gaps; and strategically chosen partners, it is time to develop a concrete work plan to achieve your advocacy goal. The first step to developing your work plan is to create advocacy objectives.

An objective is a short- to medium-term accomplishment or outcome that will contribute to your overall advocacy goal. It can be helpful to think of advocacy objectives as steps along the policy process or actions your decision-makers, influencers, or key stakeholders might take to demonstrate their commitment to change. Unlike objectives you may have developed for health programs, an advocacy objective identifies actions you want someone else, such as a decision-maker or other key stakeholders, to take. The actions that you or your organization will take are your activities.

An advocacy objective has three parts: who, what, and when. The "who" is the person or entity taking action, the "what" is the action they will take, and the "when" is a time frame for that action to occur. With these parts in place, your advocacy objective is also likely to be **s**pecific, **m**easurable, **a**chievable, **r**elevant, and **t**ime-bound—or SMART.

Let's revisit our earlier example. The advocacy goal was: The MOH will amend the National HIV/AIDS Strategic Plan to make nevirapine the standard of care for PMTCT and plan for roll out in national public health facilities by December 2016. A related objective might be: The Nevirapine Technical Working Group proposes draft language for inclusion in the National HIV/AIDS/STD Strategic Plan by December 2015. Are you able to identify the "who," "what," and "when" within this objective?

Once you have developed your objectives, you can determine your advocacy activities or tactics. When designing advocacy activities, be strategic and targeted to ensure that activities directly contribute to achieving your objectives and overall advocacy goal. The strongest activities will address the interests of your target decision-makers and influencers, and will move them to take action.

Part 8 Worksheet: Developing Advocacy Objectives

Insert your advocacy goal from Part 2 into the box on the left. Develop at least three advocacy objectives for that goal. Remember, a good advocacy objective includes: who, what, and when. Objectives should also be SMART: **s**pecific, **m**easurable, **a**chievable, **r**elevant, and **t**ime-bound.

Your advocacy objectives

Your advocacy goal
(Part 2)

1

2

3

Part 8 Worksheet: Developing an Advocacy Work Plan

In the top row of each table, list one of your objectives from the previous worksheet. For each objective, write in Column A two to four activities you will conduct to achieve that objective. In Columns B and C, indicate the specific staff and partners who will carry out each activity. In Columns D and E, estimate the approximate cost and timeline for each activity.

OBJECTIVE #1				
A. **Activity**	**B.** **Responsible staff**	**C.** **Partner(s)**	**D.** **Cost**	**E.** **Timeline**

OBJECTIVE #2				
A. **Activity**	**B.** **Responsible staff**	**C.** **Partner(s)**	**D.** **Cost**	**E.** **Timeline**

OBJECTIVE #3				
A. Activity	B. Responsible staff	C. Partner(s)	D. Cost	E. Timeline

An advocacy message translates your advocacy goal into a concise and compelling case for action to a decision-maker. It should be no more than five to eight sentences long and take less than three minutes to deliver. Your advocacy message should answer these four questions:

- What is the issue?
- Why should the decision-maker care about the issue?
- What is the proposed solution and how will it impact the problem?
- What do you want the decision-maker to specifically do following your interaction?

The most effective messages are brief, solution-oriented, and crafted with the decision-maker's key interest in mind.

Your message should always end with a clear request for the decision-maker. Most decision-makers likely won't be able to achieve your entire objective or goal as a result of one interaction; therefore, you need to identify achievable intermediate actions for them. Remember also that there is no "one size fits all" message—depending to whom you are speaking, you will likely need to adjust your message.

Who delivers your message is just as important as what is contained in the message. The right message delivered by the wrong messenger won't be as compelling. Messengers can be individuals, groups, or organizations. The best messengers have two key qualities:
- **Influence with your decision-maker**: Your messenger has access to and credibility with your decision-maker. He or she is someone to whom your decision-maker will likely listen.
- **Expertise on the issue**: Your messenger is informed on the issue and can speak about it easily. Expertise means that they can speak with authority from their experience. For example, a doctor has medical expertise. A patient also has expertise to speak about his or her experience with a specific disease.

As with your messages, there is no "one size fits all" messenger. You should assess the qualities of your messengers for each of your different decision-makers and select strategically.

Part 9 Worksheet: Crafting Advocacy Messages

In the top boxes, list the name of one of your key decision-makers and one of their key interests. Answer the four questions in the bubbles as they relate to the selected decision-maker. Then combine the answers into a compelling and concise message in the bottom box. You may need multiple copies of this worksheet in order to complete a table for each decision-maker. If each decision-maker has a similar key interest, you do not need to complete multiple tables.

Decision-maker:	Key interest:

1. What is the issue?

2. Why should the decision-maker care about this issue?

3. What is the proposed solution and its likely impact on the problem?

4. What do you want the decision-maker specifically to do?

5. Combine the four parts into a compelling and concise advocacy message:

Decision-maker:	Key interest:

1. What is the issue?	2. Why should the decision-maker care about this issue?

3. What is the proposed solution and its likely impact on the problem?	4. What do you want the decision-maker specifically to do?

5. Combine the four parts into a compelling and concise advocacy message:

(continue to next page)

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| Decision-maker:	Key interest:

1. What is the issue?	2. Why should the decision-maker care about this issue?

3. What is the proposed solution and its likely impact on the problem?	4. What do you want the decision-maker specifically to do?

5. Combine the four parts into a compelling and concise advocacy message:

Part 9 Worksheet: Identifying Advocacy Messengers

Write the name of one of your key decision-makers in the circle on the left. List three potential messengers for that decision-maker. Be as specific as possible. Next, plot potential messengers on the grid based on their expertise and influence, and then select your priority messenger. Ideal messengers fall in the upper-right corner. As with your message, your messenger will likely vary depending on the decision-maker you are targeting and their key interests. You may need multiple copies of this worksheet to complete a chart and grid for each of your decision-makers.

POTENTIAL MESSENGERS:

1.

2.

3.

PRIORITY MESSENGER:

High

Expertise on the issue

Low

High

Influence with the target decision-maker

(continue to next page)

POTENTIAL MESSENGERS:

1.

2.

3.

PRIORITY MESSENGER:

High

Expertise on the issue

Low   High

Influence with the target decision-maker

POTENTIAL MESSENGERS:

1.

2.

3.

PRIORITY MESSENGER:

High

Expertise on the issue

Low   High

Influence with the target decision-maker
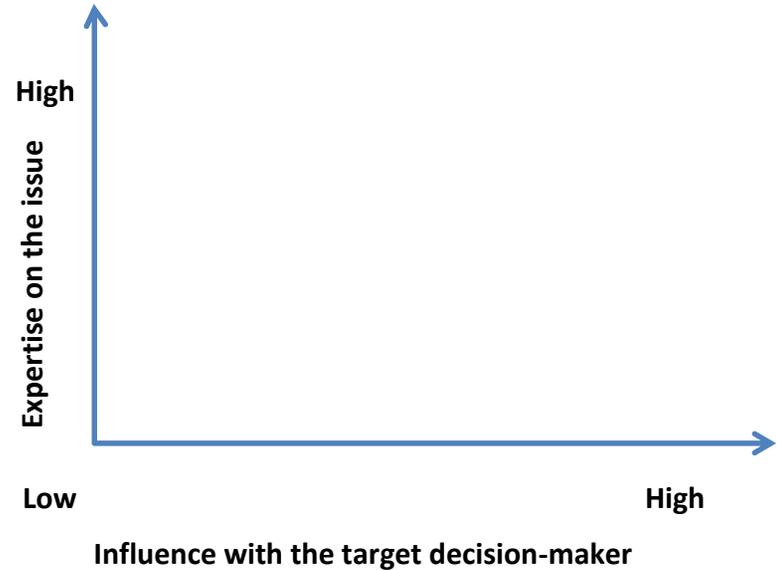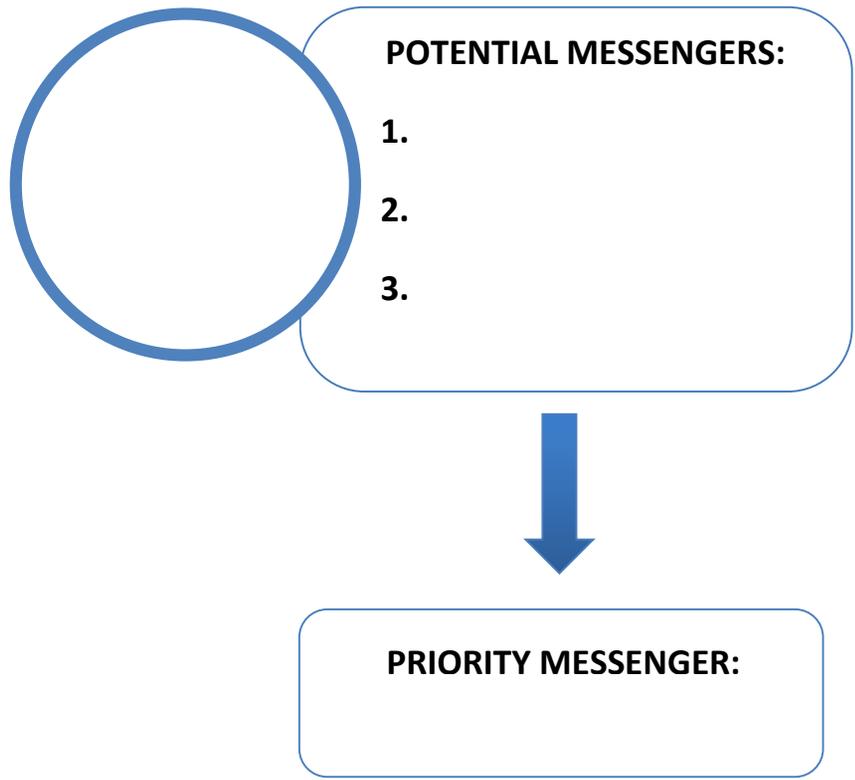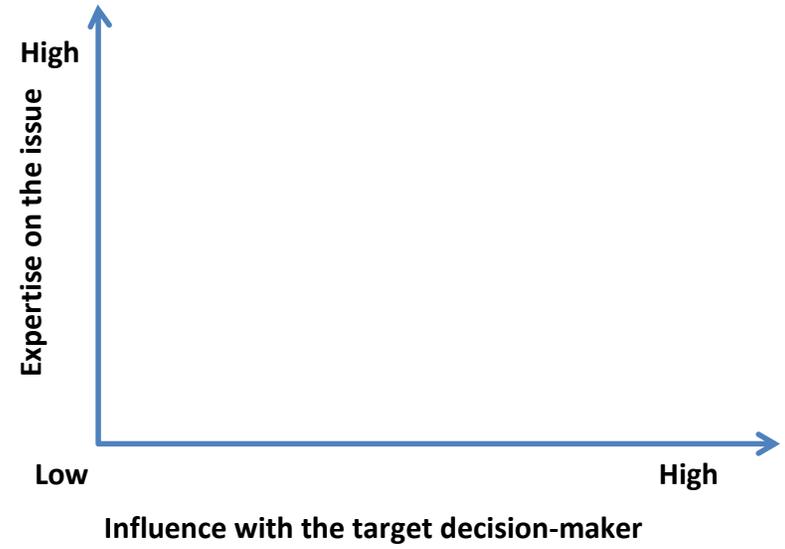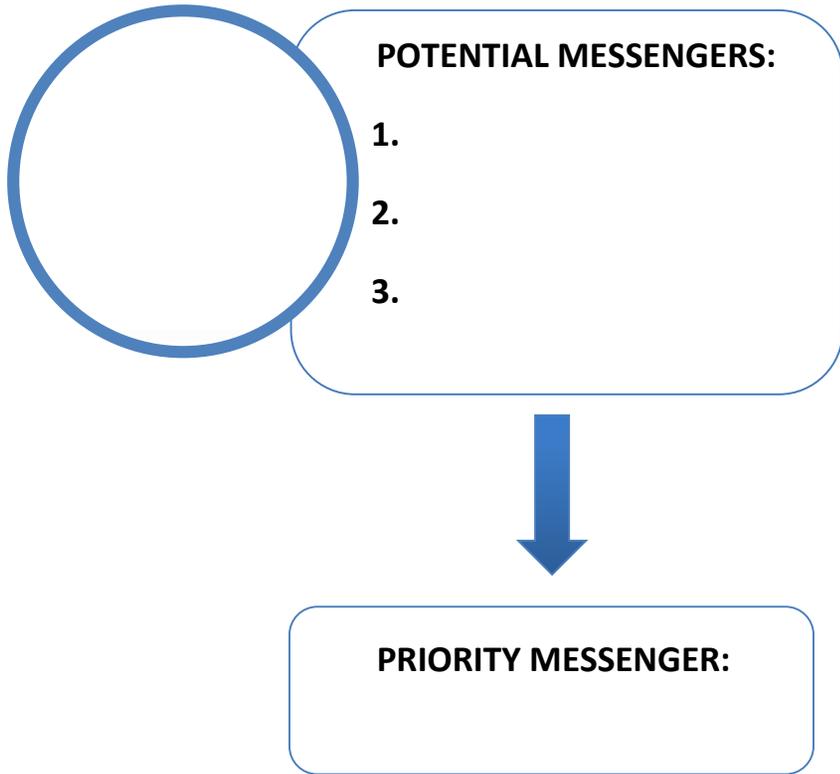
Advocates often define success as achieving their advocacy goal. Policy change and implementation, however, can take a long time. The final part of an advocacy strategy is to develop a plan to track progress toward achieving your advocacy goal. Measuring this progress will help you to:

- Adjust your advocacy strategy as you go and respond to changes in the environment.
- Demonstrate the value that advocacy can add to an issue or cause.
- Inform the planning of future advocacy work.
- Mobilize additional resources for advocacy efforts.
- Account for funding and demonstrate results to your donor(s).
- Motivate you and your partners to sustain your efforts.

Advocacy progress is often measured in terms of outputs and outcomes. Outputs measure productivity—usually quantitatively—and show that the activities you planned actually happened. For example, outputs of your advocacy efforts might be, "three meetings with decision-makers," or "two press releases issued."

Outcomes, on the other hand, measure effectiveness, and capture the effects or changes seen as a result of your activities. Outcomes help to answer the question "what happened as a result of our activities." Examples of outcomes might include a statement of support from a key decision-maker, increased government funding allocations, or mentions of your issue in media outlets.

If you need help identifying outcomes, ask yourself the following questions:

- What changes or effects could you observe as a result of your activities?
- How could a decision-maker show commitment to your advocacy goal?

Part 10 Worksheet: Planning to Measure Success

Write your objectives in the top row of each chart below. Then list three to five expected outputs and three to five expected outcomes in the areas beneath.

OBJECTIVE #1:

OUTPUTS

1.
2.
3.
4.
5.

OUTCOMES

1.
2.
3.
4.
5.

OBJECTIVE #2:

OUTPUTS

1.
2.
3.
4.
5.

OUTCOMES

1.
2.
3.
4.
5.

OBJECTIVE #3:

OUTPUTS

1.

2.

3.

4.

5.

OUTCOMES

1.

2.

3.

4.

5.
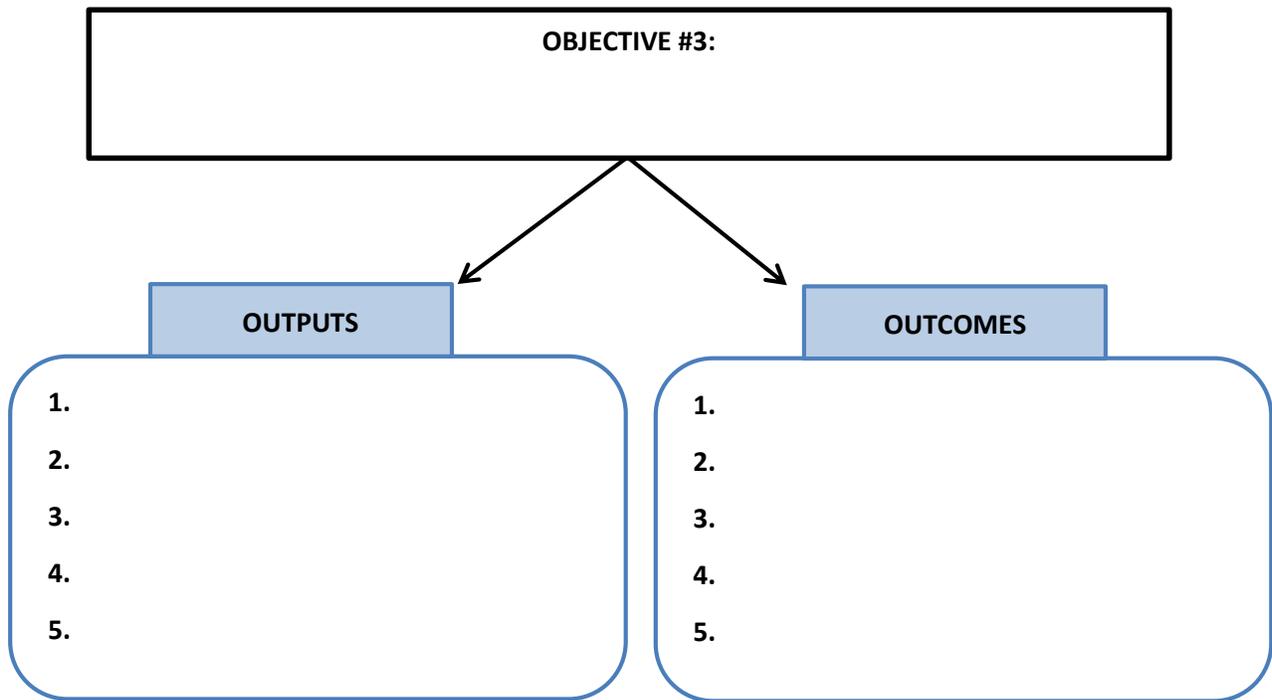
Congratulations on completing your advocacy strategy!

Advocacy strategy template

*This template is an optional resource that can be used to consolidate the work from each of the worksheets in to an easy-to-use summary strategy document.

GOAL AND OBJECTIVES
The advocacy goal is the focus of the advocacy strategy and describes the overarching policy change or policy-related outcome the project seeks to achieve. Advocacy objectives are intermediate steps necessary to reach the overarching goal and focus on what the advocacy outputs will seek to achieve.
Advocacy Goal
Related Objectives

DECISION-MAKERS AND INFLUENCERS	
Decision-makers are the persons who have the power to give you what you want—the people who can say yes or no to the advocacy goal. Influencers are persons or groups who can have a compelling force on the actions, opinions, or behavior of decision-makers. These groups combined are the primary targets of the advocacy strategy.	
Decision-makers	**Key Influencers**
1) 2) 3) 4) 5)	1) 2) 3) 4) 5)

OPPOSITION AND OBSTACLES
There may be pockets of resistance to your policy advocacy goal that the project seeks to achieve, for reasons extending from competing priorities and/or agendas to concerns about funding, timing, and capacity. It is critical to identify potential resistors (persons or groups) that may have a real impact on the outcome and any strategies to mitigate their influence.

Potential Resistors
1) 2) 3) 4)
Mitigation Strategies
▪ ▪ ▪ ▪

PARTNERS

Partners are critical interest groups, NGOs, private-sector entities, multilateral organizations, or coalitions that are currently working on the issue in which coordination and collaboration will further anticipated outcomes.

Potential Partners
1) 2) 3) 4)
Anticipated Roles of Partners
1) 2) 3) 4)

TACTICS

Tactics are the specific activities and strategies that will help influence key advocacy targets in support of the advocacy objectives and ultimately the advocacy goal.

Objective 1:
▪ ▪ ▪ ▪ ▪
Objective 2:
▪ ▪ ▪ ▪ ▪

Objective 3:
Objective 4:

INDICATORS
In order to demonstrate success and progress toward the advocacy goal, track outputs—measures of productivity/activity—and outcomes—effects or changes seen as a result of tactics.
Illustrative output indicators
1) 2) 3) 4) 5)
Illustrative outcome indicators
1) 2) 3) 4) 5)