A group of business professionals in a meeting. A woman in the center is looking at a tablet held by another person. There are coffee cups on the table. The background is a bright office space with windows.

# Planning, implementing and evaluating advocacy and communication for policy change

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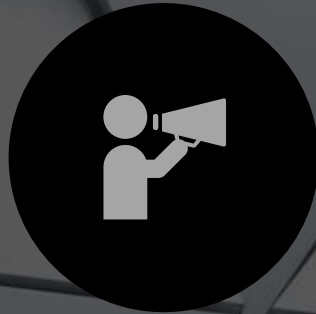
Health Policy Research Group

14th December 2022

# OUTLINE



PLANNING OF ADVOCACY  
AND COMMUNICATION  
INTERVENTION FOR  
POLICY CHANGE



IMPLEMENTATION OF  
ADVOCACY STRATEGIES –  
PRACTICAL EXAMPLES



MONITORING,  
EVALUATING AND  
LEARNING ADVOCACY  
INTERVENTIONS FOR  
POLICY CHANGE



GROUP WORK 4 –  
PLANNING AND  
EVALUATING SPECIFIC  
ADVOCACY AND  
COMMUNICATION  
INTERVENTIONS

# Planning

Careful planning helps to seize opportunities, use resources effectively, maintain focus on objectives

Preparation can help you to take advantage of “windows of opportunity”

You must be prepared to act quickly to capitalize on advocacy opportunities

# Planning (contd)-Prepare an advocacy matrix

Possible stakeholders	Power/Influence	Expected role in intervention	Planned strategy	Expected output
Policy makers				
Policy influencers				
Academia				
CSOs				
TB patients/survivors				
Doctors/healthcare provider				
Donors and partners				
NGOs/CBO				
Media				

# Preliminary steps

- Identifying the problems and the policy issues
  - What is the TB issue to be addressed?
  - Why is it important and to whom? This may have been highlighted through research, expressed as a demand by grassroots organizations, or it may have a normative basis
  - Does this problem have a policy dimension?
  - What current policies reinforce the problem?
  - What changes in policies could lead to improvement?
  - Who is responsible for those policies?

## Preliminary steps (Contd)

- Defining the advocacy goal
  - It can be helpful, at the preliminary stage, to define the goal of the proposed advocacy initiative.
  - What positive change can be expected to result if the initiative is successful?
  - Is the initiative intended to improve access to information, to promote dialogue, or to strengthen voice and influence?
  - Or will it contribute to all of these things?
  - Or to broader development goals?
  - Who will be the primary beneficiaries of the initiative?



# Preliminary steps (Contd)

- Consulting and building relationships
  - Building relationships is intrinsic to any successful advocacy effort and should also commence at an early stage.
  - Before engaging in detailed policy analysis and planning it can be important to consult with other organizations, especially those which share similar goals and interests.
  - Has any similar initiative been tried before?
  - If so, what were the results?
  - Is anything similar being considered or planned?
  - Are there opportunities to build a partnership-based approach from the outset?

# Preliminary steps (Contd)

- Establishing credibility as an advocate
  - The credibility of the organization, partnership or coalition that is advocating change is likely to be a key factor in its success.
  - Does it have a mandate to speak on behalf of those who are expected to benefit?
  - Does it have specialist expertise?
  - Does it have influence with decision makers?
  - What could be done to strengthen the credibility of the initiative – for example, further research and consultation, better alliances?



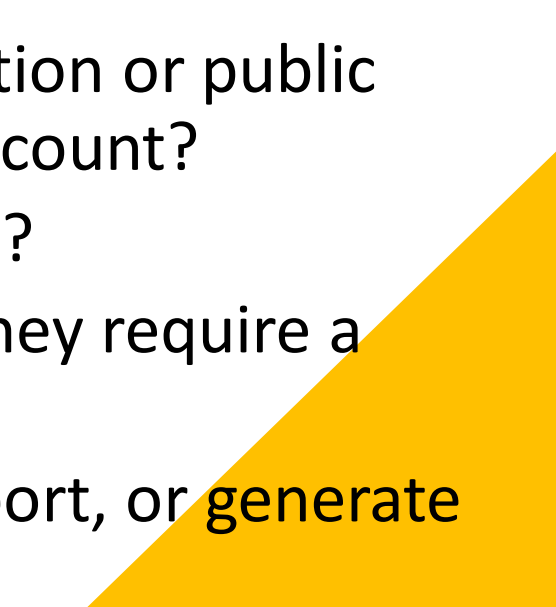
# Analyzing the policy environment

- Identifying relevant policies, laws and regulations
  - Having decided, in principle, to consider advocacy as a strategy to achieve pro-poor ICT access and having undertaken some preliminary work to define the advocacy goals,
  - The next stage involves closer analysis of the policy environment, starting with an audit of the relevant policies and political institutions
  - What policies are already in place (for example, national e-strategies, e-government, media development, digital divide initiatives)?
  - How are these reflected, or not, in current laws and regulations? It is important also to be aware of relevant international treaty obligations, laws and standards.

# Analyzing the policy environment (contd)

- Mapping relations of power and decision making
  - Where are policy decisions taken and who has influence over them?
  - What other ministries have an interest in the impact of the current or proposed policies?
  - Are there other public bodies with relevant influence or responsibility, such as a communications regulator or a national media council?
  - What about the legislature or parliament – are there interest groups in the policy area?
  - Can support be usefully mobilized across different political parties?
  - Who else has influence over the key political decision makers?

# Analyzing the policy environment (contd)

- Considering the options for policy change
    - Would a change in policy alone be sufficient to achieve the advocacy goal?
    - Or might the proposed policy change also require legal and/or regulatory change?
    - What about the economic impact – are there taxation or public spending implications that should be taken into account?
    - Are there alternative approaches to be considered?
    - Could the goals be achieved incrementally or do they require a fundamental change in policy?
    - What policy options are most likely to attract support, or generate opposition?
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# Developing the strategy

- Focusing on the goal and objectives
  - In developing the strategy, it is advisable to return to the advocacy goal and to set specific and realistic objectives that can be achieved within a reasonable, defined timeframe.
- It should be possible at the end to say whether or not they were achieved. If the goal is ambitious, it may be necessary to set more limited and incremental objectives that can contribute to achieving the goal over a longer timeframe.



# Developing the strategy (contd)

- Identifying the target audiences
  - It is useful to distinguish between primary and secondary audiences.
  - The primary target audiences are the institutions, and the individuals within them, who have authority to make the policy decisions that are sought. These are generally determined by the policy goal and objectives.
  - The secondary audiences are those who are best placed to influence the decision makers. These may include politicians, public servants, the media, development agencies, influential NGOs and so on.

# Developing the strategy (contd)

- Identifying allies and opponents
  - It is important to identify both the potential allies and the likely opponents
  - What other organizations share similar goals and concerns?
  - Would they support the initiative, be open to partnership or to joining a broader coalition?
  - Are there already coalitions in place?
  - What risks might there be in alliance or coalition building?
  - What groups or organizations might feel threatened by the proposals?
  - Could this coalesce into organized opposition?
  - What can be done to reduce the risk of opposition?

# Developing the strategy (contd)



Selecting the advocacy approach



What advocacy strategies are most likely to influence the target audiences?



Will it be effective to work through dialogue and negotiation with policy makers?



What is the likely impact of public pressure – can it be expected to lead to a positive response or to resistance?



What sort of treatment can be expected from the media: supportive, hostile, or indifferent?



Are there incremental strategies that might be more likely to achieve results?



Through what mechanisms might competing interests be brokered?



# Developing the strategy (contd)

- Identifying the key messages
  - In relation to the goal and objectives, what messages are likely to be persuasive with the primary audience?
  - What about the secondary audience – are different messages needed for different audiences?
  - If the approach taken is public or based on a broad coalition, what key messages are likely to mobilize the broadest support, gain traction in the media, or have a viral effect, with the audience acting as a multiplier?

# Framing the plan

- Preparing a plan of action
  - Effective advocacy requires good organisational planning.
  - Having defined the goal, objectives and strategic approach, it is important to be systematic in mapping out the actions to be taken to achieve results, including timelines and milestones.
  - This is best brought together in a logical framework including measurable progress indicators.

# Framing the plan (contd)



Budgeting and identifying resources



Cost considerations are likely to influence the approach to be taken.



Policy monitoring and dialogue, for example, may be achieved with just limited staff and the means to publicize the results.



A media-oriented advocacy campaign might require substantial costs: preparing news releases and placing stories, commissioning photographs or a video, designing posters



A capacity-building project or a demonstrator project might require significant investment in equipment and training.



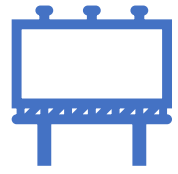
Organizations working in TB policy advocacy will frequently have the skills and know-how to harness new TB Strategies in their advocacy work



Funds and other resources will need to be sufficient to sustain the approach for its duration.

# Risk assessment

- What are the main risks to successful project implementation?
- Risk analysis involves assessing the impact of each particular risk and the likelihood of it happening and rate both impact and likelihood (e.g., low, medium, high).
- How can the high and medium risks be managed to reduce their impact and/or likelihood?
- Any risk of harm to individuals?
- Might the planned advocacy provoke state repression?
- Are there non-state actors that pose physical dangers?



# Implementation

- Getting the message across
- Good communications is at the core of effective advocacy.
- This requires attention to the message, the audience and the means of delivery.
- The message needs to be clear: it should explain what is being proposed, why it is needed, and what difference it would make.
- It also needs to be compelling: it should be crafted to the interests and knowledge of the audience.
- The means of delivery must ensure it is received and heard – whether, for example, a written proposal, face-to-face presentation or public demonstration.
- It is rare that a single advocacy message will be received and acted upon.
- The message needs to be reinforced, by repetition and through the influence of secondary audiences.

# Implementation (contd)

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Using the media has a particular role to play in public advocacy initiatives, especially campaign-based approaches.

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Not all advocacy work uses the media, and a media-based approach carries risks as well as opportunities.

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The media can bring a mass audience, potentially increasing profile and credibility, but they can also bring bad publicity and may contribute to mobilizing opposition as well as support.

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Using the media requires planning and skills, including building contacts, knowing the media audience, writing press releases, placing stories, being interviewed, providing visual imagery and organizing newsworthy events.

# Implementation (contd)

- Building partnerships and coalitions
  - Most advocacy initiatives involve some degree of mobilizing public support behind the proposal.
  - What partnerships and alliances are most likely to assist in mobilizing broad-based support?
  - What processes can best achieve trust, collective ownership, and effective collaboration?
  - Should the initiative operate as an open coalition and, if so, what mechanisms are needed to enable participation and to assure accountability?
  - Is support needed to build the advocacy capacity of partner organizations?
  - Media and the internet can also be used to recruit and mobilize broad-based public support.





# Implementation (contd)

- Employing tactics and negotiation
  - Advocacy is rarely a one-way communications process.
  - Some advocacy work is more reactive than proactive towards policy makers, or is explicitly dialogical.
  - Policy and decision makers may well respond to advocacy proposals with their own questions or alternative proposals.
  - Other interested parties may launch strategies to counter the proposals
  - It may become necessary to modify the proposals to achieve results.
  - What alternatives might be considered?
  - What counter proposals can be expected?
  - What is non-negotiable
  - what could be up for discussion?

# What is Evaluation

- “ the systematic investigation of the merit, worth, or significance of an ‘object’ ” Michael Scriven
- “ ...the systematic assessment of the operation and/or outcomes of a program or policy, compared to a set of explicit or implicit standards as a means of contributing to the improvement of the program or policy...” Weiss Carol
- “ A systematic way to determine the “value” of a program, program components, or activity.”

# Evaluation

Throughout the implementation phase it is important to monitor the process, the results and the policy context.

Mechanisms are needed to track activities such as meetings and communications and to monitor results such as media coverage and expressions of public support.

Data needs to be maintained on the target audiences: contact details, positions they have taken, offers of assistance

The process and results should be evaluated not only at the end of the planned timeframe but on a regular basis

Advocacy invariably takes place in a dynamic environment

The policy terrain can change for social, political or economic reasons that are independent of the advocacy initiative

The ability to react quickly and flexibly, to spot windows of opportunity, and to anticipate new challenges requires close monitoring of the policy context

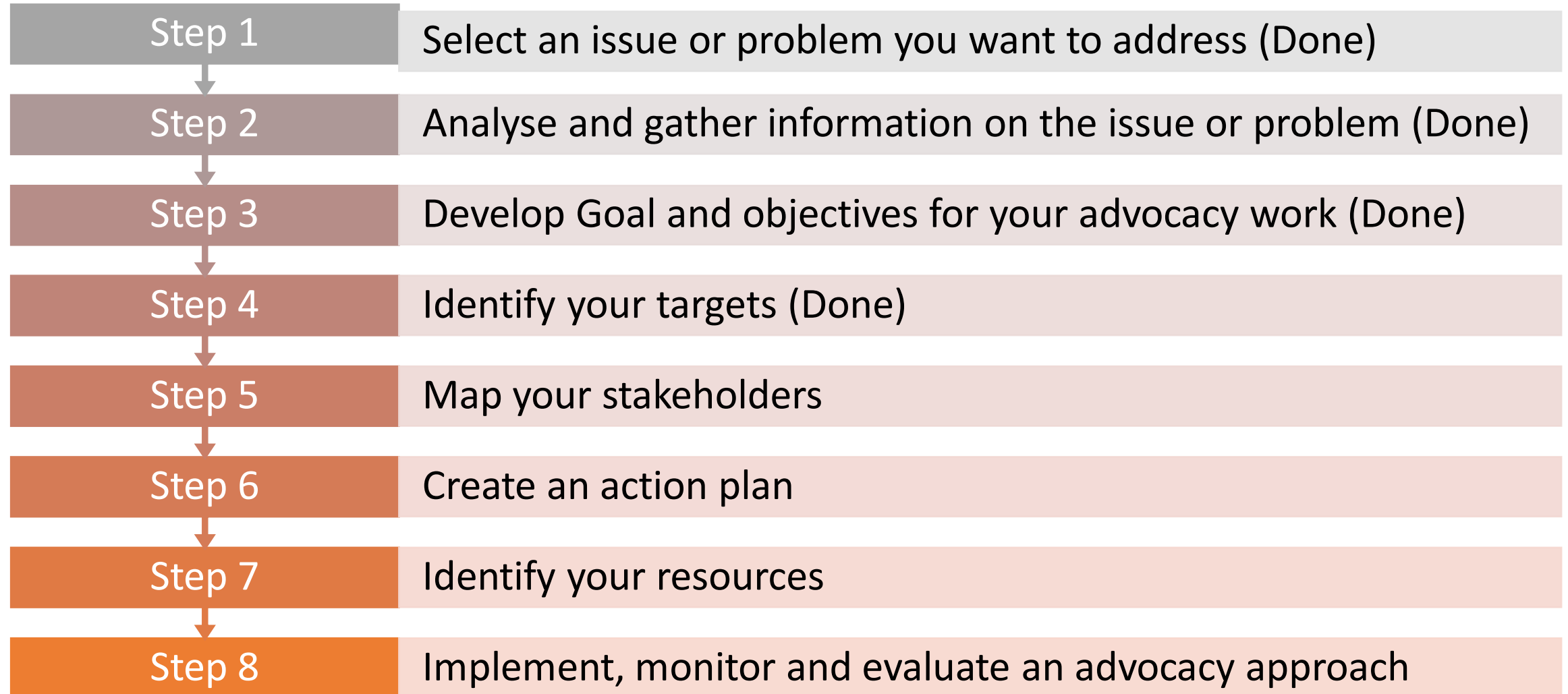
# Evaluation (contd)

Learn	to identify and engage important stakeholders
Develop	a simple logic model e.g. outcome mapping
Learn	to focus the evaluation
Learn	to select appropriate data collection methods for your evaluation questions
Learn	to analyze and interpret data and findings
Understand	how evaluation findings can be used

# Outcome Mapping Template

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make?
Have good conversations with people about factors impacting on their wellbeing and what they can do to change	People experiencing poor health and wellbeing	This is a good conversation and I feel ready to make the change	People know what matters to them and have the knowledge, confidence, skills to change	People make changes and actively manage their wellbeing	People have improved wellbeing
We capture learning from our work and share best practice through regular reports	Practitioners in our organisation	This is for me	Access to a range of relevant community supports and services	People access support from appropriate agencies	Services are used more appropriately
We develop and deliver training	People that plan and manage services in our organisation and across the local service system	People feel this is relevant and important to their role	Practitioners, planners and managers know what is working well and what can be improved	Practitioners, managers and planners make changes to improve their services	Services are continually improving
We work collaboratively to develop and share resources to support good practice	People that work with the population of interest		Practical approaches to work with people and systems to promote health and wellbeing	Deliver effective services and improve practice	People get support to maximise health and wellbeing

# Group work 4 Planning an implementing activism



# Improving Advocacy

- Identify your short-term and long-term goals
- Involve experts from multiple disciplines
- Involve key stakeholders, Capitalize on current “hot” political or media issues to build momentum
- Constant evaluation and adaptation of your advocacy effort is the best way to ensure success.
- Adaptability, creativity and persistence are characteristics of successful advocates.
- An ongoing process, so establish a regular process of understanding emerging policy issues based on research and analysis and sharing of information
- Periodically review & document changes and successes and accordingly plan revised actions based on shared learning
- Establish means to keep all actors and audiences informed on the progress, results, learning, challenges and the changes



Thank you for Listening

