INTRODUCTION TO ADVOCACY

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WHAT IS ADVOCACY?

• There are many different interpretations of what ‘advocacy’ includes, and there is no single agreed international definition.

• Examples of definition:
  • “Influencing people and organisations in power to create an environment which protects the rights, health and welfare of everyone, both HIV positive and negative.”
  • “The process of putting forward one’s view to public and decision makers”
  • Be involved in decisions which affect YOU!
  • Advocacy is positive action to make change not just criticism!
Advocacy

- Research
- Planning & Coordination
- Alliance Building
- Policy Analysis
- Lobbying
- Publicity
- Activism

SESSION 1.1
WHY DO WE ADVOCATE?

• To change people’s lives!

• Some problems can only be solved with the help of influential people or organizations, i.e., they can only be solved by advocacy

• Only effective as part of broader programs of work

• Advocacy should always be used with full involvement or permission of the people affected

• CAUTION: Advocacy can cause harmful side effects for your organization

• Advocacy should always be used with careful planning
HOW DO WE ADVOCATE?

• Advocacy can take many different forms – for example, it can be written, spoken, sung or acted.

• It can also vary in the time it takes to be effective, from one hour to more than several years.

• We can do advocacy work on our own or with others.

• Some of the most powerful advocacy methods are led by the people affected by the problem or issue, or directly involve them.

• Sometimes advocacy work is forced on us – the problem or issue is already there, and we use advocacy to reduce the problem. This is reactive advocacy.

• At other times it is possible to plan for the future, to ‘set the agenda’ and use advocacy to create a positive environment or prevent a problem before it happens. This is proactive advocacy.
The Advocacy Cycle

1. Identify issue
2. Analyse problem
3. Draft objectives
4. Situation analysis
5. Capacity assessment
6. Finalise objectives
7. Devise advocacy plan
8. Implement advocacy plan
9. Monitor & evaluate
10. Revise advocacy plan

Organisational Context

SESSION 1.3

ILGA EUROPE
European AIDS Treatment Group
10 KEY STEPS IN ADVOCACY

• Bringing like minded people together
• Identifying the problem
• Setting the objective
• Getting the arguments
• Identifying your target
• Identifying your allies
• Identifying your resources
• Create an action plan
• Implement, monitor and evaluate

• Announce and celebrate success
BRINGING LIKE MINDED PEOPLE TOGETHER

• People with common concerns are the most effective.

• Reach out to a relevant group

• Meet to discuss

• Create a clear agenda
IDENTIFYING THE PROBLEM

Problem Tree

Core Problem

Effects

Causes

SESSION 2.2
SETTING THE OBJECTIVE

- An overall goal is important
- Objectives must be SMART
- Everyone involved must agree or at least accept the objective(s)
- General rules:
  - Be clear on the objective(s)
  - Develop a strong case
SMART OBJECTIVES

• Setting objectives is a way for you to determine what you would like to achieve within a specified timeframe

• There are several definitions but ultimately they all mean the same thing, which can be used to provide a comprehensive framework for goal setting:

  • **S** - *specific*, significant, stretching
  • **M** - *measurable*, meaningful, motivational
  • **A** - *achievable*, agreed upon, attainable, acceptable, action-oriented
  • **R** - *relevant*, realistic, reasonable, rewarding, results-oriented
  • **T** - *time-based*, time-bound, timely, tangible, trackable
SMART OBJECTIVES

1. Specific
   • Well defined: Who, what, when, where and why
   • Use actions verbs like create, design, develop, implement etc.
   • Clear to anyone that has a basic knowledge of the project

2. Measurable
   • How will you know if the goal has been met? Are you able to gather these measurements?
   • Know if the goal is obtainable, how far away completion is and when it has been achieved

3. Achievable
   • Is the objective achievable with the available resources, timeframe and capacity?
   • Should be within the individual/organisations control and influence
   • Agreement on objectives with key stakeholders

4. Relevant
   • Is the objective relevant to project goal and overall mission?
   • The objective should help achieve the goal

5. Time-Based
   • Should identify a definitive target for completion
   • Enough time to achieve the goal but not too much to affect performance
• The facts about the issue concerned.

• Successful advocacy depends on a strong analysis of the situation you are addressing.

• It may be necessary to do additional research (get available public health data, learn about existing policies)

• It is important to write this down – a background paper (you can ask for help on this, friendly lawyers, journalists, etc.)
IDENTIFYING YOUR TARGET

• Who you are trying to influence?

• It is important to figure out who has the power to make decisions.

• Determine the decision that can be influenced.

• Sometimes there are multiple decisions or decision makers.

• Strategy must be tailored.

• Understand the context and constrains of the decision maker.

• Understand the timing of the decision.

• Focus as much as you can on particular decisions and particular time.

• Sometimes it’s up to advocates to put a matter on the agenda.
IDENTIFYING YOUR ALLIES

• Build alliances and coalitions (who can be your partner, who can support you and who is your opponent?).

• Working together is likely to achieve the best results.

• Remember: there is a strength in numbers but make sure everyone agree on the coalition goals!

• Can and should respect each other differences.
IDENTIFYING YOUR RESOURCES

• What capacities, tools and skills you have?

• Make a rational assessment

• If you feel short on some resource make an effort to find it or build it.
CREATE AN ACTION PLAN

• Determine your methods
• Methods:
  • Writing letters, petitions and making phone calls
  • Public education: campaigns, oral presentation, written articles, fact sheets, open classes, reports, speaking events
  • Meetings with government officials
  • Do not be afraid to get creative!
ACTIVITIES

• ACTIVITIES are means of achieving the results

• E.g. Activity: Drafting the report
  Result: Draft of the report
<table>
<thead>
<tr>
<th>Activities</th>
<th>Persons Responsible</th>
<th>Resources Needed</th>
<th>Indicators of Success &amp; Evaluation Plan</th>
<th>Date Completed</th>
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## GANNT DIAGRAM

### ACTIVITIES

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<td>Jan</td>
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<td>1</td>
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<td>1.1. Subactivity</td>
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<td>2. Activity (responsible person)</td>
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TIPS FOR MEETING WITH POLICY MAKERS

• Be persistent in seeking a meeting.

• Have clearly identified agenda.

• Be prepared with specific request.

• Have a lead spokesperson setting out background and reasons.

• Be respectful.

• Show extent of support.

• Seek ongoing dialogue.

• Use publicity (mass media and social media).
**IMPLEMENT, MONITOR AND EVALUATE**

- Review objectives, facts needed, and participants. Adjust accordingly.

- Arrange meetings and discussions so that the group stays together and addresses new concerns.

**WHY?**

- To assess management and process planning

- To identify project results

- To improve project lessons of general applicability

- To understand different stakeholders’ perspectives

- To ensure accountability
What does this picture tell?????
MONITORING AND EVALUATION

- Monitoring is systematic regular collection of information and occasional analysis to identify and measure changes over a period of time (observe, check, record, evaluate).

- Evaluation is the analysis and direction of an activity and involves making a judgment on progress and impact (judge, value, assess, provide info for planning).

- The main differences between Monitoring and Evaluation are the timing and frequency of observation and the types of questions asked. When M&E are integrated as a project management tool, the line between the two becomes rather blurred.
HOW DO WE EVALUATE ADVOCACY OPTIONS?

- It's important when an advocacy strategy is developed that outcomes are very clear and measurable.

- Advocacy is too often evaluated by just 'doing' things (how many times a presentation is given, how many people are sensitized, how often advocacy targets are spoken with).

- Evaluations should also include looking for actual outcomes (Was a law changed? Are health care workers more sensitive to the needs of key populations?).

- How would we know?
INDICATORS

• To quantify and qualitatively assess a certain segment of implementation of a project
• To measure the results
• They have to be acceptable for stakeholders and certainly for donors
• Numerical value – number – is a crucial part of indicator
• Quality is subjective category

• E.g
• Activity: Organization of a training;
• Result: Training organized;
• Indicator: 20 participants attended the training.
ANNOUNCE AND CELEBRATE SUCCESS

• This is important:
  • For you and your organization.
  • For motivation.
  • Future advocacy actions
  • For sharing a good practice.
UNDERSTANDING POWER

Check: http://www.powercube.net/

Credit to The Hague Academy for local governance
Levels of power

- Household level
- Local level
- National level
- Global level
UNDERSTANDING POWER

- **Spaces of power**

- **Closed** – decisions made by closed groups

- **Invited** – people asked to participate but within set boundaries

- **Created** – less powerful actors claim a space where they can set their own agenda
UNDERSTANDING POWER

- **Forms of power**
  - **Hidden** – observable decision making mechanisms
  - **Invisible** – shaping or influencing the political agenda behind the scenes
  - **Visible** – norms and beliefs, socialisation, ideology

Levels of power:
- International
- National
- Local

Spaces of power:
- Closed
- Invited
- Claimed

Forms of power:
- Hidden
- Invisible
- Visible

The Hague Academy for local governance
THANKS TO ALL ADVOCATES AND ACTIVISTS WHO HAVE CONTRIBUTED TO MAKING A CHANGE
10 KEY STEPS IN ADVOCACY

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