ADVOCACY STRATEGY DEVELOPMENT

RMNCH BUDGET ANALYSIS & ACCOUNTABILITY WORKSHOP
NAIROBI, KENYA
30th AUGUST 2013

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<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Who</th>
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<tbody>
<tr>
<td>8.30-9.00</td>
<td>Recap</td>
<td>Tessa</td>
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<tr>
<td>9.00-10.00</td>
<td>Strategy development</td>
<td>Me</td>
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<tr>
<td>10.00-10.30</td>
<td>Discussion: points of challenge</td>
<td>Plenary</td>
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<td>10.30-11.00</td>
<td>Break</td>
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<td>11.00-13.00</td>
<td>Group work – strategy development</td>
<td>Country</td>
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<td>13.00-14.00</td>
<td>Lunch</td>
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<td>14.00-14.30</td>
<td>Logframe</td>
<td>Tara</td>
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<td>14.30-15.30</td>
<td>Group work - logframe</td>
<td>Country</td>
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<td>15.30-16.00</td>
<td>Break</td>
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<td>16.00-17.00</td>
<td>Presentations by country group &amp; discussion</td>
<td>Plenary</td>
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<tr>
<td>17.00-17.30</td>
<td>Next steps &amp; close of workshop</td>
<td>Tessa</td>
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CATALYST FOR IMPLEMENTATION

Part of core mandates & in workplans –

Time to implement!

• Catalytic funding available for one year of implementation
• But this is complementary not comprehensive
• Strategy/plan/logframe development
• Submit proposed with plan – costed
• Through existing alliances /networks
• Within scope of existing mandates & strategies/workplans
• Deadline for submission of alliance proposal: end September
ADVOCACY STRATEGY DEVELOPMENT

THE ADVOCACY CYCLE

- Analyse the situation
- Identify advocacy issue
- Set goals and objectives
- Analyse policy and power
- Identify targets and influentials
- Mobilise resources
- Monitor, Evaluate & Learn
- Build added strength
- Develop messages
- Develop and implement action plan
- Gather evidence

ADVOCACY STRATEGY TEMPLATE

BACKGROUND
- Brief context & situational analysis – what’s the problem? Why advocate on the issue? Human rights, commitments, accountability, outcomes...

AIM
- Long-term goal that want to contribute towards, e.g. MDGs 4 & 5?

OBJECTIVES
- Specific Measurable Attainable Realised Time bound change objectives
- Do these contribute to the realisation of your aim?

TARGETS
- Who has the power to make the necessary changes?
- Who influences these people?

ALLIES/PARTNERS
- Who can you work with to build momentum and support?
- Different perspectives...

ACTIVITIES & OUTCOMES
- Policy & research
- Advocacy
- Regular mobilisation
- Engagement of key stakeholders

KEY MESSAGES
- For each audience

TIMELINE
- Moments/opportunities for influence? How to be prepared for these with evidence and advocacy needed?

ROLES & RESPONSIBILITIES

BUDGET
- What gaps (incl. capacities)? How fill them?

M&E
- Logic/rate
ISSUE SELECTION: WHAT’S THE PROBLEM?

• **SITUATIONAL ANALYSIS:**
  – Outcomes, coverage, equity
  – Linking with plans, costing, budget, expenditure
  – NB system bottlenecks
  – RMNCH & health

• **PRIORITISE:**
  – Opportunity for change through advocacy (ambitious & realistic)
  – Added value
CHANGE OBJECTIVES: WHAT ARE THE SOLUTIONS?

• Relate to:
  – Process
    • Participatory?
    • Timely?
    • Evidence-based?
  – Access to information: transparency?
  – Plan content & policy design?
  – Plan costing?
  – Budget allocations: prioritisation? Sufficient quantity?
  – Expenditures & absorptive capacity?
CHANGE OBJECTIVES CONTINUED...

**BE:**
- **SPECIFIC**
- **MEASURABLE**
- **ACHIEVABLE**
- **REALISTIC/RESOURCED**
- **TIME-BOUND**

**EACH OBJECTIVE SHOULD IDENTIFY:**
- Actor
- Policy action/decision
- Timeline
- Degree of change

Be prepared to REVISE OBJECTIVES as you implement.
WHO CAN MAKE THE CHANGE?

• POWER MAPPING
  – Targets: Who makes this decision? e.g. Head of State, MoH, MoF
  – Influentials: Who influence those decision-makers?

• NB
  – Formal & informal
  – Technical & political
  – Institutions & individuals

… For EACH change objective
TIMING IS CRITICAL

WHEN are your opportunities to influence change?
Don’t miss your opportunity!

UNDERSTAND decision making processes:
• Planning
• Costing
• Budgeting
• Implementation
• Review

&

• Popular & political opportunities

… WORK BACKWARDS – what do you need to do to influence decisions?
ACTIVITY PLANNING

Based on **strategic approach** - NB political space & context
- Cooperative (insider)
- Confrontational (outsider)
- Persuasive (critical insider)

• **Evidence** generation

• **Lobbying**

• **Popular mobilisation/campaigning**
  - NB political pressure and power of lobby groups/electorate
    - E.g. public hearings, opinion polls, radio programmes

• **Stakeholder engagement** for comparative advantages, e.g.
  - Cultivating champions – celebrities?
  - MPs for appropriation & oversight
  - Media to raise profile & public support (NB outlet - mass/targeted?)
**EVIDENCE & RIGOUR**

- Evidence of the problem – scale, severity, impact on lives
- Likely impact of change – on lives saved, efficiency savings etc.
- Feasible solutions
  … Reliable & relevant

- Quantitative and qualitative, e.g.
  – Compelling, killer stats
  – Scenarios
  – Human interest stories
ADVOVACY TO BRING ABOUT CHANGE

EVIDENCE ALONE DOESN’T PERSUADE…

TIMING - AUDIENCE – MESSAGE – CHANNEL

PLAN AHEAD!
MESSAGES

- Relay the problem, cause, solution, impact
- ACTION-oriented (not passive)
- ADAPT to be audience-specific
- FRAME to respond to target’s interest
COMMUNICATING INFORMATION EFFECTIVELY

• Inform, persuade, move to action
• Appropriate language – technical jargon?
• Accessible format - briefings, scorecards, press release etc.
• Accuracy of interpretation (nuance)
• Who’s the most effective messenger for the intended audience?
• NB technical & political considerations
ASSESS CAPACITIES

• Skillsets:
  – Management/coordination
  – Analytical
  – Strategic thinking
  – Communication/influencing
  – Social/networking
  – Stakeholder involvement
  – Mobilisation of public
  – M&E
  – Relationships
  – Mandates
  – Access to processes
  – Role in systems
  – ...
PARTNERSHIPS & ALLIANCES

• Building added strength
• Which stakeholders? Comparative advantages?
• Format/level of collaboration:
  – Network (information exchange)
  – Coalition (more formalised, joint work, single event/issue/campaign)
  – Alliances (longer-term agreement, joint strategies)
  – Partnerships (working together on specific tasks)
RISK ASSESSMENT

NB Different stakeholders – different perspectives, implications
• Risk on funding, staff, relationships, reputation, programmes, ability to operate, constituency…
  – Severity of risk?
  – Likelihood or risk?
• Risk of NOT doing advocacy?
• Benefits vs. risks
• Depends on targets – context specificity!
• How mitigate risks?
  – Contingency planning & flexibility
  – Stakeholder engagement and regular communication throughout process
  – Importance of evidence basis/credibility & relationships
MOBILISING RESOURCES

• Budget to incl.:
  – Skills/capacity development
  – Time/HR
  – Activity requirements e.g. research/writing, work with coalitions, travel, communications, material development and production
  – NB flexibility in budget
• Legal, ethical or technical restrictions on using resources for advocacy & policy change goals? Neutrality from donors?
• Reporting requirements
MONITORING, EVALUATION & LEARNING

• Limited time on how to do M&E&L for advocacy but critical that this is built into strategy
• Afternoon session will look at a tool for this – LOGFRAME!
GROUP WORK: STRATEGY DEVELOPMENT

• Technical input?
• How to adapt, nuance, develop?
• Stakeholder comparative advantage: roles and responsibilities?

THINK CREATIVELY!
LOGFRAME FOR PLANNING & M&E
WHY?

- Track implementation
- Monitor progress
- Adapt as necessary
- Strengthen strategy
- Stay focused on objectives
- Document evidence of influence
- Demonstrate results/impact
- Generate political & financial support
- Identify lessons for future work
GROUP WORK: LOGFRAME

• Linking back to objectives:
  – Activities
  – Outputs, incl. key performance indicators/milestones
  – Outcomes, incl.
    • Capacity building
    • Changed relationships
    • Increased profile of an issue
• NB unexpected outcomes
• Caution re. attribution – contribution
• Evidence for M&E of advocacy – internal, external, quantitative, qualitative, baseline
• 3 objectives, activities related, discuss roles/responsibilities, ways of working, M&E etc.
NEXT STEPS

• Disseminate & build capacity of networks/alliances & peers
• Implementation!
• NB proposal submission

Before you go, please complete the workshop EVALUATION
THANK YOU!