

ADVOCACY STRATEGY DEVELOPMENT

RMNCH BUDGET ANALYSIS & ACCOUNTABILITY WORKSHOP
NAIROBI, KENYA
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AGENDA

Time	Topic	Who
8.30-9.00	Recap	Tessa
9.00-10.00	Strategy development	Me
10.00-10.30	Discussion: points of challenge	Plenary
10.30-11.00	Break	
11.00-13.00	Group work – strategy development	Country
13.00-14.00	Lunch	
14.00-14.30	Logframe	Tara
14.30-15.30	Group work - logframe	Country
15.30-16.00	Break	
16.00-17.00	Presentations by country group & discussion	Plenary
17.00-17.30	Next steps & close of workshop	Tessa

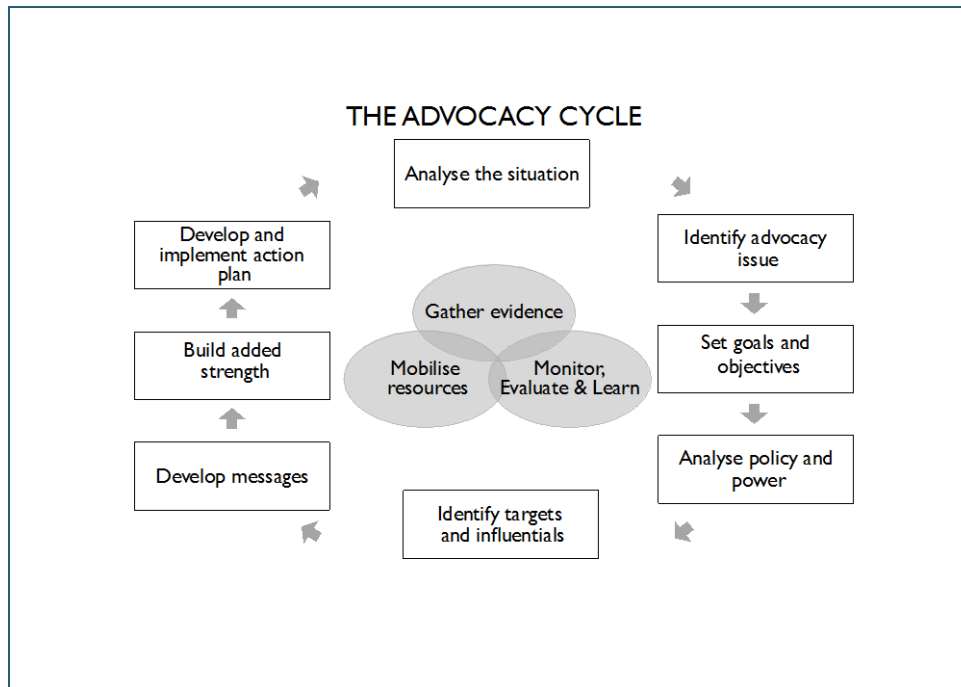
CATALYST FOR IMPLEMENTATION

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



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 Realistic 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 those people?

ALLIES/PARTNERS

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

ACTIVITIES & OUTPUTS

- Policy & research
- Advocacy
- Popular 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&L

- Log-frame

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 of 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



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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!



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