ADVOCACY AND PUBLIC POLICY TRAINING MANUAL

NANGO

Contents

Chapter One
Introducing Advocacy

Introduction

The chapter will introduce basic terms and concepts on advocacy. This will set foundation to the understanding of advocacy. Furthermore, the chapter will further the understanding of the scope of advocacy through understand and identifying the actors within the realm of advocacy and also contextualise the necessary technique to use so as to ensure the message gets to the recipient in a manner that he/she understands.

What is Advocacy?

In simple terms, advocacy means actively supporting something or someone (an idea, action, or person) and attempting to persuade others of the importance of that cause. It is also defined as a set of targeted actions directed at decision makers in support of a specific policy issue. Below are some of the definitions of advocacy:

- Advocacy is the **process** of influencing people to create **change** (WHO, 2006)
- Change: Attitudes, beliefs, behaviour
- Strategic series of actions designed to influence those who hold government, political, economic or private power in order to affect change in policy, legislation or programs (UNFPA 1997).
- "Advocacy consists of actions designed to draw a community's attention to an issue and to direct policy-makers to a solution." (Marge Schuler in *Human Rights Manual)*
- "Advocacy can be defined as action aimed at changing the policies, position and programmes of governments, institutions or organisations involving an organised, systematic influencing process on matters of public interest. In addition, advocacy can be a social change process affecting attitudes, social relationships and power relations, which strengthens civil society and opens up democratic spaces."
- "Put simply, advocacy means fighting for our rights. Advocacy includes figuring out how bureaucracies and systems work, and fighting decisions that deny us things we are legally entitled to — protection from discrimination, access to social assistance and health care, fair treatment by the justice system, etc. Advocacy also includes lobbying organizations, institutions, and various levels of government to change their rules and regulations that deny people the full economic, political, and legal rights set out in the United Nations' Universal Declaration of Human Rights" (Transcend – Transgender Support and Education Society).

Advocacy and Ethics

The terms "advocacy" and "lobbying" are often used interchangeably. In the broadest definition, they both refer to the process of trying to influence policymakers in favour of or against a specific cause, but in practice the scope of lobbying is narrower. While lobbying remains mostly limited to direct face-to-face interactions with decision makers, advocacy is much broader and involves grassroots mobilization, coalition building between many like-minded groups, getting the message out through the media, etc.

In recent years lobbying has also come to be associated with allegations of corrupt practices such as back-door dealings or illegal financial kickbacks to lawmakers, giving rise to the public perception of political corruption. Public policy advocacy, on the other hand, emphasizes openness, transparency, and need for the highest ethical standards in all stages of the advocacy process, especially during interactions with decision-makers. Advocacy is focused on delivering the message from a particular constituency to policymakers rather than financially contributing to a particular political outcome.

Understanding Advocacy

Advocacy in all its forms seeks to ensure that people, particularly those who are most vulnerable in society, are able to:

1. Have their voices heard on issues that are important to them.
2. Defend and safeguard their rights.
3. Have their views and wishes genuinely considered when decisions are being made about their lives.

The issues addressed by public policy advocacy may include:

- Laws and other legislative acts,
- Regulations,
- Court decisions,
- Executive decrees and orders,
- Political party platforms, or
- Governmental policies

Advocacy is an expression of the most basic rights of any constituency to have its voice heard and in that sense it is an essential element of a functioning democracy.

Principles of Advocacy

- Cause no harm.
- Respect and protect Human rights.
- Be realistic; balance short-term goals with long-term developmental goals.
- Advocacy must be supported by facts and evidence (Evidence Based).
- Target different sectors of society and key individuals; use multiple advocacy techniques at the same time if possible.
- Acknowledge your limitations and seek collaboration to strengthen your position.
- Be in context.

*CONTEXT: Sustainable outcomes of any advocacy campaign depend on the **environment/context** in which the advocacy is conducted. **Politics, Religion, Economics, Society, Culture, Attitude and Timing** are critical factors to consider when embarking on an advocacy agenda.*

Opportunities for CSOs advocacy initiatives through NSAA and NIP

Through the influences of NSAA and NIP initiatives, CSO will seek to achieve the following strategic changes through advocacy:

- Financing: from all sources (national governments, donors, self-financing, local private sector, community and microfinance) will be doubled and focused on sustainable and equitable access to WSS
- Sector planning: will become more accessible, transparent and accountable. It will be grounded in a consultative process in which all stakeholders participate
- Benefit to the poor: policy reforms and national investments will benefit the poor and enhance social service delivery
- Capacity: local government capacity in service delivery will be improved, and local government will work in a participatory way to plan, mobilise local resources, monitor and implement for all
- Accountability: greater parliamentary scrutiny and accountability of activities in various sectors will come from increased public awareness and media interest
- Participation: effective citizen participation will make WSS service providers more efficient, responsive and accountable to the poor

The critical factors in achieving these changes successfully are:
- Political will: creating the political will among governments and other service providers to serve the poor and voiceless;
- Policy communities: building the strength and capability of local analysts, researchers and other practitioners to combine their skills to contribute to evidence-based policy-making
- Public action: empowering poor people and strengthening civil society organisations and networks to hold governments and service providers accountable
- Political space: creating platforms for dialogue between governments, service providers and citizens for the negotiation of services, and policies that impact on services.

Understanding Evidence-Based Advocacy
Evidence Based Advocacy Typical Asks
- What is our situation? What is happening in our country in terms of Health, Agriculture and Governance?
- What is topical about Governance?
- How prevalent are the problems/challenges?
- How does it affect us, our family or community?
- Who are relevant stakeholders? Who are in positions of authority?
- What is our vision? What is our message? What can we do about it? How do we convey it?
- How do we know if our vision/message is working? Can we be effective?

Why Evidence Based Advocacy
- Evidence *MUST be RELIABLE & RELEVANT to interest decision-makers*
- Evidence enables you to accurately represents needs, priorities and interests of your constituencies;
- Evidence enhance your credibility and professionalism

Sound Information & Data
Ensure that your advocacy and policy demands:

- Are realistic and representative; Provide evidence about the problem, likely impact of change, feasibility of possible solutions and who is responsible to make change.
- Engage in credible research, challenges existing wisdom, use credible research approaches and methodologies.

Sources of Data
- Research
- Policy Documents
- Clinicians
- Case studies

The Art of Evidenced Based Advocacy
- Choose a position that is grounded in facts/science
- Determine target audiences
- Know your audience
- Choose evidence that is appropriate for your audience
- Choose action that is realistic for your audience
- Keep your message clear and brief

Remember Advocacy is an enabling process through which you, together with individuals, model families and others in your community take some action in order to assist the community to address their needs. Advocacy is your opportunity to influence polices or programs of health, agriculture or governance. It also means putting important problems on the agenda. Advocacy may be able to provide a solution to specific problems, and build support and networks that can tackle those issues that are affecting the communities.

Conclusion

Advocacy should be understood from a project cycle perspective, now that we have dealt with what it is and what it is not we turn our sights to the planning, execution and monitoring of advocacy in the coming chapters.

CHAPTER 2
Planning for Advocacy

Introduction

The advocacy planning cycle aims to identify the factors that might influence the outcome of advocacy. It also prepares NGOs to account for factors that have not been identified, as they arise. A systematic and analytical approach to advocacy work, which properly researches the issues, identifies targets and desired outcomes, stakeholders and their motivations and which is clear about the key messages it wishes to get across, is most likely to result in a dynamic and effective advocacy strategy. This section aims to show you how to develop an effective advocacy strategy, based around workable action plans. It offers practical techniques and a systematic framework for developing your own advocacy strategy.

Participation and Planning Overview

For any advocacy initiative to be successful there is need for proper planning and participation by the stakeholders. Often at times many initiatives fail because the planning stage would have not been done properly. To be effective, one has to understand the basics of advocacy planning as outlined below:

1. What is the **problem** that we want **to change** to stop corruption?
2. How the **process of change** can occur, including the advocacy environment and our capacity to take action;
3. Determine who the **people** are (decision-maker and those who influence them) **to make change occur**; and
4. Define the **activities** or **tactics** (including messages) **to get that change**.

STRATEGIC
We must research and plan our campaign carefully

SERIES OF ACTIONS
Advocacy is not simply one action only, for example, one meeting with a government agency, a phone call to our Member of Parliament, or one interview by the papers or TV station. Advocacy is a set of group of coordinated activities.

DESIGNED TO PERSUADE
We must be able to use our arguments and ideas to convince people that the change that we want to achieve is important and they will support it.

TARGETED
Our efforts to persuade must be aimed specific people or groups who have power or influence to make our advocacy campaign.
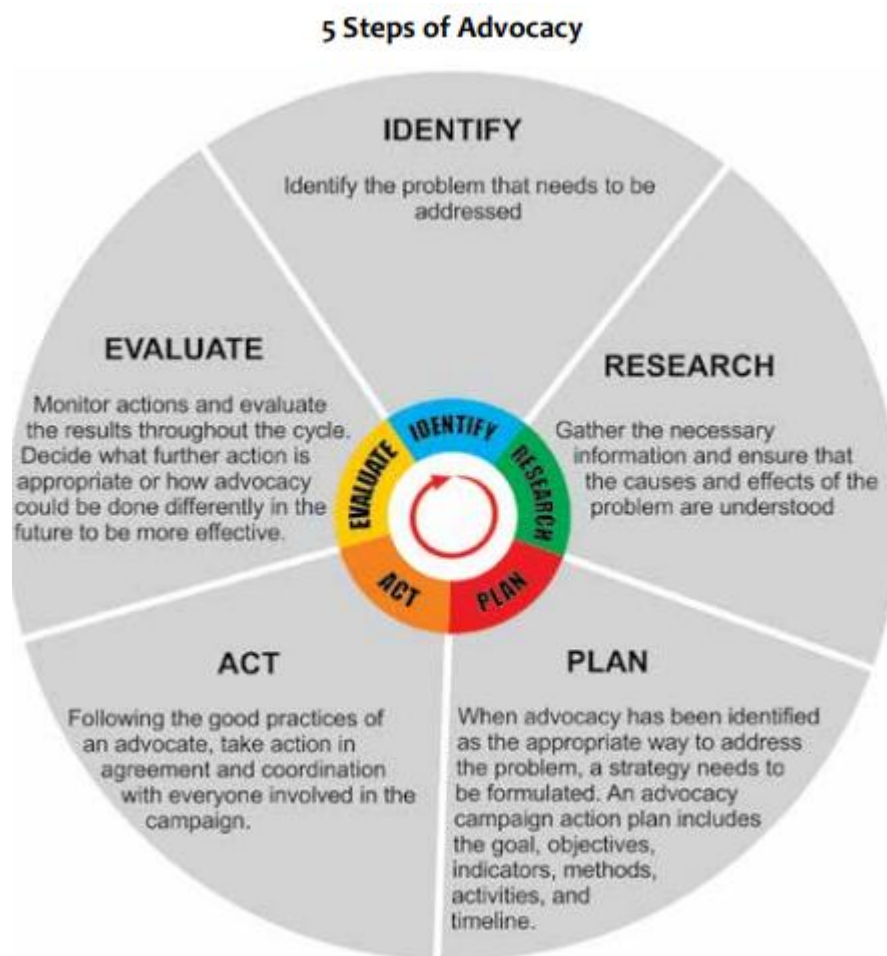

The advocacy planning cycle

Planning advocacy work is similar to any other project planning. It involves identifying what your objectives are, and how to achieve them. That leads to defining the activities you will carry out, and assigning responsibilities for making them happen.

The cycle can be split into two distinct parts – the first steps are more strategic in nature, the second develop that strategic background into a workable action plan. Advocacy planning is a *cycle* because although there are some sequential steps, some steps run in parallel with others, or may change sequence according to progress. It is also a repetitive process: on-going monitoring and review will lead to updating and adjusting the plan, as will different reactions to the advocacy among your targets.

An advocacy initiative campaign goes through a cycle of activities, which are:
i)   Identifying the problem
ii)   Researching the issues surrounding the problem
iii)   Planning a series or group of activities
iv)   Acting on the plan that has been identified
v)   Evaluating the results of our efforts

5 Steps of Advocacy

IDENTIFY
Identify the problem that needs to be addressed

EVALUATE
Monitor actions and evaluate the results throughout the cycle. Decide what further action is appropriate or how advocacy could be done differently in the future to be more effective.

RESEARCH
Gather the necessary information and ensure that the causes and effects of the problem are understood

ACT
Following the good practices of an advocate, take action in agreement and coordination with everyone involved in the campaign.

PLAN
When advocacy has been identified as the appropriate way to address the problem, a strategy needs to be formulated. An advocacy campaign action plan includes the goal, objectives, indicators, methods, activities, and timeline.

Source: Norwegian Agency for Development Corporation

Facilitator Notes

i)   Identifying and Understanding the Problem

The first step in developing a strong advocacy campaign plan is identifying the problem that you or the community are confronted with. To do that, however, you need to be able to prioritise the issues that concern you, and demonstrate their relative importance to those you aim to represent. To identify the key issues you want to focus on, you may need to narrow down a shortlist, examine each of these and prioritise them. In order to surface the problem, there are two techniques which can be used, that is Mind Mapping or Problem Tree analysis.

This leads to explaining what Mind Mapping and Problem Tree analysis is:

Mind Mapping as a technique in further understanding the problem that the community is confronting. A mind map is a graphic "map" which is a way of organizing something or an area of information. Like a brain cell, every mind map has a central point. This can be an image or a word. This is the main focus and represents the main subject of the map. In this case the main focus is the problem or issue affecting the community. The next crucial step would be to draw branches from the main problem and write the most important themes connected to it. Then make smaller branches that are linked to the main ones and all the branches will then form a connected structure.

Problem Tree Analysis on the other hand, helps to find solutions by mapping out the causes and effects around an issue or main problem. The first step is to identify and agree on a problem or issue to be analysed. The main problem or issue is then written in the centre of the sheet of paper and becomes the "trunk "of the tree. Next, identify the causes of the main problem and these become the roots of the tree. Next, identify the consequences of the problem, and these become the branches.

ii)   Understanding the Problem (Research)

What may be needed is to dig further to look at other factors related to the problem that can help you in further understanding the issue. This is where basic research comes in. You can ask the following, either in focus group discussions or informal interviews:

- What is the problem?
- Who does the problem affect? How does it affect you or the community?
- How strongly or intensely does this problem affect the indigenous community?
- Does the problem affect different people in different ways? How?
- What causes the problem?
- Who is responsible for addressing the problem?
- What in your opinion are the possible solutions to the problem or issue?
- What will be the impact of these different solutions be on the entire affected group or sub-groups in the community?

iii)   Formulating the Advocacy Action Plan

Now that you have identified the problem confronting the marginalized people and you have conceptualized or rather understood it clearly, there is need to create an Advocacy Action Plan. In forming the action plan, please take note that you need to identify the timeline of the:

- Goal

- Objectives
- Indicators
- Actors
- Activities

iv) Acting on the plan

In the implementation of the plan there is need to prioritize what comes first. Some activities may come later, while others need to be done first. There are things that ought to be considered in implementing the plan:

FOLLOW THROUGH
Commit to the plan. Do not start and then later on stop.

STAY FOCUSED
Keep everyone focused on the plan. Do not get distracted

BE TIMELY
It would be good to coincide our activities with specific important dates that may have better impact when we do our activities during these dates. These opportunities maybe important meetings, government conferences, holidays or so-called "red letter days," world theme days such as the International Day of the World's Indigenous Peoples on 9 August.

v) Evaluating the results of our efforts

Aside from a doable and well thought-of action plan, all successful advocacy campaigns should regularly monitor, evaluate and get feedback on how the campaign is progressing. By doing this, we can be able to undertake timely adjustments to our plans to adjust to changes in the situation.

Monitoring, evaluation and feedback are also means to check on accountability. We need to always ensure that the community has the complete, updated information on how we are going about with our advocacy campaign. Undertaking monitoring and evaluation is one way by which we are able to inform our community members that what we are doing is progressing and meeting our objectives, or is not doing well, and so we need to make changes in our plans.

➢ Monitoring

When we monitor, we gather information so that we can be able to measure the impact of our advocacy campaign. We also monitor to make sure that our activities are being implemented well and on time. As we monitor, we are also able to see problems that arise and we are able to address them immediately. Guide questions that can help us monitor are the following

a) Have we done the things that we said we were going to do?
b) If not, why not?
c) What activities do we need to change?

➢ Evaluation

Evaluation is a bit more complicated than monitoring because we would like to see the impact of our activities. This involves analysing the information that we have gathered when we

monitor our campaign. Evaluation is very important since this gives us an idea on our strengths and weaknesses and how far we are achieving our objectives. This also provides us the necessary basis to adjust or plans if needed. Guide questions that can help us in our evaluation work are the following

a) Have we achieved our objectives?
b) If not, why not?
c) What needs to change in the strategy as a result?

Chapter 3

Introduction

A critical element in the success of any advocacy effort is a thorough understanding of the opportunities that exist for influencing the policy process, be it nationally, regionally, or locally. Now, CSOs will learn to determine how given the realities of their particular political environment the policy process works and what they can realistically expect to achieve at the policy level. This assessment is important because it focuses the network's efforts on what is potentially attainable.

Learning Objectives
- By the end of the session, participants should be able to:
- Have gained familiarity with definitions of public policy and stages of the policy cycle.
- Relate basic concepts to policies that affect their work/ programming

Definition - Policy

There are no generally accepted definitions, however Public policy can be described as "a course of action" taken by a government or policy maker, which most often results "in plans and actions" and effects "on the ground" – or lack of them. Anderson (2000) adds that it is a purposive course of action taken by an actor or set of actors in dealing with a problem or matter of concern. Policy formulation is a high level overall plan or course of action embracing the general goals and acceptable procedures of government body. It is a highly political process.

Some examples of public policy might be:
- An expression of intent, usually by a politician. For example, to encourage economic development
- A programme of linked proposals detailing the way in which a government will address a broad set of issues under one banner. For example, Poverty Reduction Strategy Papers
- A formal government response to a specific public concern. For example, eradication of cholera
- A document setting out guidance in a sector. For example, water policy or land policy
- A national or local government budget.

Activity

Ask Participants to list off head the policies they have interacted or are familiar with. Have the categories them into either personal policies or public policies

Policy	Group of people affected by the policy	Positive impact	Negative Impact
SI 64 (2016)	Cross Boarders Businesses		
Education Circular P35	In school youths Girl child Women		

Phases of policy making

Ecoinformatics international
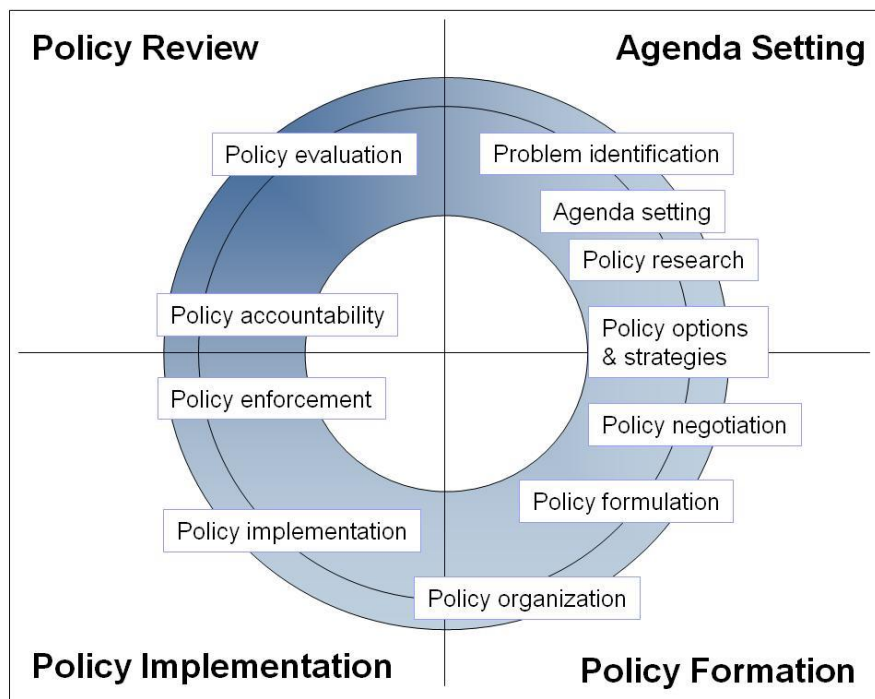
1. Agenda setting. The focus here is on how the problems that may become the targets of public policies are identified and specified.

- At this stage, CSOs can influence agenda setting by recommending problems basing from their experiences.

- There is need for CSO to give loud voice in influence

- There is need for research based evidence

Brainstorm questions: Why only some problems, out of all that exist, receive consideration by policy-makers requires an examination of agenda setting; that is, how governmental bodies decide what problems to address. What is a public problem? Why does some condition or matter become a public problem? How does a problem get on a governmental agenda? Why do some problems not achieve agenda status?

2. *Policy Formulation*. This encompasses the creation, identification, or borrowing of proposed courses of action, often called alternatives or options, for resolving or ameliorating public problems.

- The participation for CSOs or pressure groups is minimal to some extent as legislators become primary participants at this stage
- Through lobbying and advocacy CSOs can influence the quality of discussions by legislators at this stage

Brainstorm question: Who participates in policy formulation? How are alternatives for dealing with a problem developed? Are there difficulties and biases in formulating policy proposals?

3. *Policy Implementation*. (A synonym is administration.) Here attention is on what is done to carry into effect or apply adopted policies. Often further development or elaboration of policies will occur in the course of their administration.

- CSOs through programming help in the implementation stage
- CSO play watchdog role in holding authorities accountable and responsible for the quality of implementation- adherence to agreed targets and objectives

Brainstorm questions: Who is involved? What, if anything, is done to enforce or apply a policy? How does implementation help shape or determine the content of policy?

4. *Evaluation.* This entails activities intended to determine what a policy is accomplishing, whether it is achieving its goals, and whether it has other consequences.

- This evaluation stage of the policy is also considered as the Policy review stage
- CSOs through reports should justify the impact of a policy
- CSO provides a watchdog role and through shadow reports

Brainstorm questions: Who is involved? Who is advantaged and disadvantaged by a policy? What are the consequences of policy evaluation? Are there demands for changes in or repeal of the policy? Are new problems identified? Is the policy process restarted because of evaluation?

Role of Civil Society in public policy formation

According to Court, et al (2006) civil society can engage with policy processes in many ways. These can be :

- Bridge citizens and policy makers for pro-poor policies
- Identify the political constraints and opportunities and develop a strategy for engagement
- Inspire support for an issue action by building consensus within citizens for active citizenry
- Create new ways of framing an issue or policy narrative
- Inform the views of others in the community
- Share expertise and experiences
- improve and, add, correct or change policy issues
- Hold policy makers accountable
- Evaluate and improve their own activities, particularly regarding, service delivery provision. Being exemplary will make civil society more credible in the eyes of the public

Conclusion

Having understood the policy formulation, you now need to be able to identify the interaction between policy and advocacy. At what stages does one engage and target their advocacy drive to successfully change policies.

Chapter 4
Research and Advocacy
Introduction
Planning to conduct an advocacy initiative, one needs to factor in the process of subject research. An in-depth unbiased research the subject matter, stakeholders and precedents on the matter provides a good foundation for a successful advocacy initiative. This chapter will focus on the fundamentals of research and analysis of issues in an advocacy project.

Advocacy toolkit: Research planning table
The following table will help you to formulate what questions you need answered. It will also help you to break those questions down into more specific research questions. It allows you to record what possible sources of existing information might answer those questions, and how you might collate further information.

Topic/Research question	Sub topic/Research question	Sources of information	Methods of information collection	Who's responsible/ by when should data be available

Tools for analysing the issues
Once you have identified the issues you are most concerned with, and have collected the relevant information about them, the next step in the advocacy planning cycle is to subject the issues to a thorough analysis.

By analysing your issues, you can identify how you can influence the issues and which stakeholders are best placed to attempt to bring about that influence. There are a number of different ways of analysing an issue, but each of them really attempts to do the same thing: to break the issue down into smaller parts. This aids understanding of the issue, the context in which the issue operates and how you can bring about change.

Here we present four different tools for analysing your issue, and where it fits into your advocacy work: The problem analysis framework, the problem tree, the RAPID framework and the PESTLE analysis.

1. The problem analysis framework
This method of analysis centres of splitting the issue under consideration into a list of sub-issues. Within each sub-issue, you will examine the consequences of the problem, its causes and any possible solutions.

ISSUE:			
Sub-issues	**Consequences**	**Causes**	**Solutions**
Sub-issue 1			
Sub-issue 2			
Sub-issue 3			

For example:

| ISSUE: Access to drinking water in rural regions			
Sub-issues	**Consequences**	**Causes**	**Solutions**
Sub-issue 1 **Insufficient boreholes in rural areas**	Rural residents spend hours collecting water every day from the few boreholes that do exist. Residents collect unsafe water from other sources. Etc.	Ethnic bias in governance favours boreholes for some communities over others. Political motivated funding for boreholes in constituency of politicians. Lack of resources allocated to borehole creation Etc.	Changes in policy, practice, laws, attitudes and behaviour Etc.

Note that continually asking **'why'**, helps to provide a comprehensive analysis of the problem. For example, a deeper analysis of the causes of poor borehole provision may reveal overarching structural constraints that allow politically motivated allocation of resources to take place; for example, the debt burden on the national economy prevents sufficient spending on rural water supply.

2. The problem tree

Problem tree analysis is one of many forms of project planning and is well developed among many development agencies. It is a visual method of analysing a particular problem, based around mapping the different aspects of the problem on large sheets of paper. It works particularly well when analysing an issue in a group. The 'tree' enables participants to visualise the links between the main issue and its resulting problems, as well as its root causes.

The tree's trunk represents the core problem, its roots represent the causes of the problem, and the branches represent the effects of the problem.

- Draw the shape of the tree on a large flip chart, and write the focal or key problem or issue on the trunk of the tree
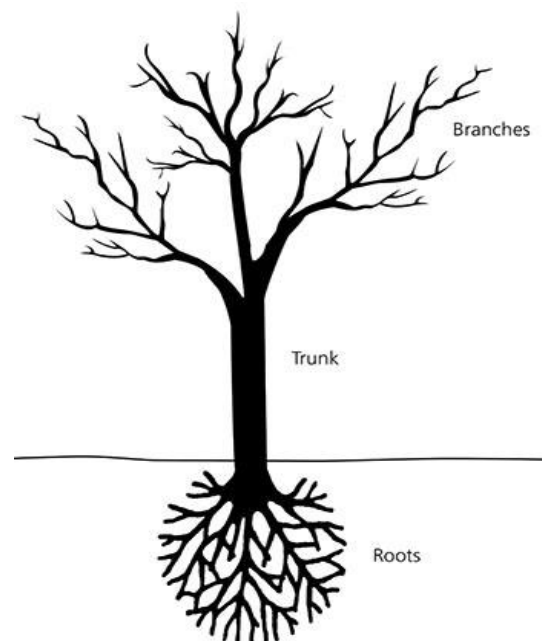
- On smaller pieces of paper or card, write down the causes of the problem. These are placed on the tree as its 'roots'

- On other cards, write down the consequences that result from the main issue. These are placed on the tree as its 'leaves'

- In a group, you can negotiate with each other using the tree as a discussion tool, about the priority and placement of different leaves and roots. The heart of the exercise is the discussion, debate and dialogue that is generated as factors are arranged and rearranged, often forming sub-dividing roots and branches

The next step in the problem tree process is to begin to break down the causes of the problem, so that you can see where you may be able to have most effect.

- Take one of the key root (cause) cards, and make that the tree's trunk (key problem). You can now analyse *that* problem's causes in the same way, perhaps showing areas where you may be able to have influence

The final step is to use the tree to help you define your goals or objectives, why you should attempt to achieve your goals, and what you need to do to achieve them. You can convert the problem tree into an objectives tree by rephrasing each of the problems into positive desirable outcomes – as if the problem has already been treated.

- Write your goal on the trunk of the tree – this will be a reversal of the negative statement that made up the cause of the problem, defined in step two. For example, 'there are not enough boreholes in a rural area', would become 'sufficient boreholes in a rural area'

- To clarify the purpose of your goals, write on cards the benefits that will accrue if this goal is achieved. These become the 'leaves' of your tree

- Now, write on cards the steps or actions you need to take to achieve that goal. These become the 'roots' of your tree

Again, you can convert the negative statements that made up the roots of your problem, into positive statements. For example, 'insufficient funds are provided for WSS in the rural area', can be converted into 'make sufficient funding available for WSS in the rural area'.

3. The RAPID framework

The Research and Policy in Development (RAPID) team at the Overseas Development Institute developed the RAPID framework to help develop an understanding of the policy and political influences on a particular issue, as well as identify that issue's stakeholders and policy actors.

To do advocacy work effectively, NGOs need to understand the power relationships involved in a particular issue, as well as the decision-making processes involved. If, for example, an NGO is planning advocacy work on the financing of WSS services in poor urban areas, an analysis is needed of exactly who makes the decisions about financing WSS services and how those decisions are made.

The RAPID framework helps to ensure that the right questions are asked to develop this understanding. This RAPID framework is set out on the following page. Once you have identified the answers to the key questions in the RAPID framework, these can be used to determine the next steps you need to take in your advocacy work, and how to go about it. For each answer to the questions, you should identify what action you might need to take in relation to the question, and how to go about it.

The RAPID table – moving on from analysing your advocacy issue, to planning what action to take

What you need to know (answers taken from RAPID framework)	What you need to do	How to do it
Political • Who are the policy makers? • Is there a demand for new ideas from policy makers? • What are the sources/ strengths of resistance? • What is the policymaking process? • What are the opportunities and timing for input into formal processes?	• Get to know the policy makers, their agenda and their constraints • Identify potential supporters and opponents • Keep an eye on the horizon and prepare for opportunities in regular policy processes • Look out for, and react to, unexpected policy windows	• Work with policy makers • Seek commissions • Align research programmes with high profile policy events • Reserve resources so you can move quickly and respond to policy windows • Allow sufficient time and resources
Evidence • What is the current theory? • How divergent is the new evidence? • What sort of evidence will convince policy makers? • What are the prevailing narratives?	• Establish long-term credibility • Provide practical solutions • Establish legitimacy • Build a convincing case and present clear policy options • Package new ideas in familiar theory or narratives • Communicate effectively	• Build up programmes of high-quality work • Create action-research and pilot projects that demonstrate the benefits of new approaches • Use participatory approaches to help with legitimacy and implementation
Links • Who are the main stakeholders in the policy discourse? • What links and networks exist between them? • Who are the intermediaries and what influence do they have? • Whose side are they on?	• Get to know other stakeholders • Establish a presence in existing networks • Build coalitions with likeminded stakeholders • Build new policy networks	• Build partnerships between researchers, policy makers, and communities • Identify major networkers and salespeople • Use informal contacts
External influences • Who are main national and international actors	• Get to know the national and	• Develop extensive background on

in the policy process? • What influence do they have? • What are their aid priorities? • What are their research priorities and mechanisms? • Who are the main international actors or donors in the policy process? • What influence do they have? Who influences them? • How do social structures and customs affect the policy process?	international actors, their priorities and constraints • Identify potential supporters, key individuals, and networks • Establish credibility • Monitor donor policy and look out for policy windows	donor policies • Orient communications to suit donor priorities and language • Try to work with the donors and seek commissions • Stay in regular contact with important individuals

A PESTLE (21) analysis offers a framework for examining the external environment and trends that may affect the issue you are working on. Having drawn up a list of the PESTLE factors, you should identify which ones are significant to your work, as opportunities or threats. Your problem is examined according to the following factors in the country in which you are working:

Political: including for example government and government bodies, legislature and judiciary, and any other political movements or pressure groups

Economic: including for example its GDP, debt, sources of government income, private sector employers, income distribution etc.

Sociological: including for example demographics, education and health, employment rates, land ownership and media

Technological: including for example information technology infrastructure, access to telecommunications

Legal: including for example the restraints and other legal factors relevant to your advocacy work

Environmental: including for example deforestation and desertification, pollution, drought, flooding, wildlife and/or agriculture

Assessing the risks

In some countries speaking out on some political, economic, legal or environmental issues may endanger personal safety for the advocates themselves, or for those whose issues they champion. These factors need careful consideration when planning advocacy work, and the above tools should enable you to do this.

Obtaining the consent of anyone who may be at risk, and ensuring that the risks are understood and mitigated, is vital. Working in alliances with other organisations can help in these circumstances. Alternatively, individuals or groups can work anonymously through external organisations (such as those with an international profile), levering pressure on decision-makers without endangering themselves.

Setting objectives

Following research and analysis of the issues, along with its associated power relationships, the next stage is to begin drawing up specific objectives for your advocacy work. You need to define exactly what you want to happen, and by when. Setting objectives will enable you to be clear about what you are trying to achieve, and will assist you in your planning and design of advocacy activities. In the longer term, clear objectives will also allow evaluation and monitoring of your advocacy work.

One well established way to determine what your key objectives or strategies might be, is to subject your issue to a thorough SMART analysis.

Specific: what exactly do you want to happen?
Measurable: will you know when you have achieved it?
Achievable: is it realistic or even possible to achieve your objective, given your resources and time?
Relevant: is it relevant and appropriate to all stakeholders, and to the problem itself?
Time-bound: by when do you want it to happen?

Some SMART advocacy objectives for a water and sanitation project, for example, might be:

- **To convince the Ministry of Education to agree to adopt a national hygiene promotion programme, as part of the curriculum for all primary and secondary school age children, within 12 months**
- **To increase funding for sanitation provision in the five poorest districts by 50%, within 18 months**
- **To convince the District/Municipal Chief Administrative Officer and the District/Municipal Assembly in a specific district/municipality of the value of NGOs in delivering WSS services to villages during the development phase of the authority's new strategic plan**
- **To repeal the city ordinance that prevents the water utility from connecting households in slum areas to its service within the next two years**
- **To ensure that the price subsidy for water and sanitation services go to the poorest 20% households in the town as soon as it is implemented**
- **To ensure that the national economic and development planning authority includes WSS coverage targets in the country's new five-year development plan**

Some not so SMART advocacy objectives might be:
- **To promote hygiene education in schools**
- **To promote sanitation use among poor communities**

Chapter 5
Research and Stakeholder analysis

Introduction
Effective policy action begins and is continuously reinforced with study and research. It may not be easy to determine the processes by which a country formulates and implements reproductive health policies, particularly if the government's decision making is complex or in
transition from a top-down to a more decentralized process. It is important, however, to identify as accurately as possible the various factors that affect policy development decisions so that appropriate strategies can be adopted to influence the policymaking process. Identifying these factors will help the network use its resources in a manner that maximizes impact.

Identifying targets
Advocacy work is all about influencing those with the power to effect change. Your research and analysis should, by now, have highlighted what changes you would like to bring about, and the political and other factors involved in the issues you are concerned about.

The next step is to identify those who are most likely to be your allies in your advocacy work, and those who can be convinced to become allies, or at least facilitators to help you. You will also need to identify those who stand in the way of you achieving your advocacy aims.

You will need to identify exactly who you need to convince and influence in order to bring about change. These are your advocacy targets. Most importantly, you need to tailor your 'ask' according to what your targeted decision-maker is capable of delivering.

It is useful to begin the process of identifying your target by identifying all of the stakeholders and actors involved in your particular issue. These can be quickly be classified according to their role, in relation to the advocacy issue. Your targets, friends, community stakeholders and others should all be included in the matrix.

Adversaries those who oppose your position but who may not be directly responsible for decision making	**Beneficiaries or constituents** The people you represent
Allies Individuals or organisations that can help you reach your advocacy goal	**Internal stakeholders** colleagues and others from within your organisation that have a stake in the process and the result

It is important to remember that a matrix such as this is not static, and nor is it strictly drawn. Groups may move from being adversaries to being allies (or vice versa) as your advocacy work progresses. Your beneficiaries may also begin as adversaries to your work, and may need convincing of its validity.

Social epidemics

One way to understand the interplay between stakeholders involved in a particular issue, and how those relationships can lead to success in advocacy, is to understand how social trends sometimes spread like a virus. A small change can 'catch on' as a good idea, leading eventually to a dramatic change.

Malcolm Gladwell in his book *The Tipping Point 22* suggests that ideas spread first through exposure and contagion, secondly due to small causes, and thirdly through a dramatic rise or fall in one moment "when everything can change all at once". As such, a small feature can 'tip' a small trend into a huge trend, and the influence of a few individuals can make a big difference if they have the necessary qualities. The key players in this process are:

Connectors: networkers who know how to pass information to, and are respected for their access to key players
Mavens: information specialists who acquire information, and are able to educate others

Salespersons: powerful, charismatic and persuasive individuals, who are trusted, believed and listened to

If you can identify the above players in your own issue, they may well become some of your targets.

Once the key stakeholders and influentials in a particular issue have been identified, it is worth analysing them and their position, so that you can target your advocacy in the right place. There is little point in spending resources trying to convince either someone who is already supportive of your cause or, someone who is not in any position to be able to make decisions that will help your advocacy objective to be reached.

Stakeholder analysis table (9)
An analysis will offer clarity about your allies, adversaries and targets, and help you prioritise and strategize.

For each stakeholder, you need to identify three things in relation to your issue:
- What is the attitude of the stakeholder to your position? (for instance, very anti, anti, neutral, pro, very pro)
- How important is the issue to your stakeholder?
- How much influence does your stakeholder have on the issue?

The issue:	

Your position:	

Stakeholder	Attitude of the stakeholder to your position	Importance of the issue to the stakeholder	Influence of the stakeholder on the issue
	AA A N P PP	L M H	L M H
	AA A N P PP	L M H	L M H
	AA A N P PP	L M H	L M H
	AA A N P PP	L M H	L M H
	AA A N P PP	L M H	L M H
Key	o *AA = Very anti* o *A = Anti* o *N = Neutral* o *P = Pro* o *PP = Very pro*	o *L = low* o *M = medium* o *H = high*	o *L = low* o *M = medium* o *H = high*

Using the stakeholder analysis table above, you can now begin to prioritise stakeholders in terms of whether they should be a target for your advocacy work or not. In short, stakeholders who regard the issue as important, and who also have influence over that issue, are likely to be your key targets, as the following diagram illustrates:

Importance of the issue to the target audience

HIGH	Secondary audience	**Priority Audience**	**Priority Audience**
MEDIUM	Ignore	Secondary audience	**Priority Audience**
LOW		Ignore	Secondary audience
	LOW	MEDIUM	HIGH

Influence of the target audience on the issue

A similar analysis will allow you to identify those who are likely to be your key allies and opponents in relation to your advocacy issue.

- Those who have most influence but are most anti- your position, will be those where the key convincing will need to take place;
- Those with the most influence and who are most in favour of your position, are likely to be key allies.
- Those with high influence, who are neutral on your issue, could well be your key targets at the earlier stages of your advocacy work.

Attitude of the target audience to your position

Very Pro			**Main allies**
Pro			
Neutral			**Key battleground**
Anti			
Very Anti			**Main opponents**
	LOW	MEDIUM	HIGH

Influence of the target audience on the issue

Influentials

When drawing up your list of stakeholders and targets, it is useful also to identify secondary targets at the same time by looking a little deeper into the decision-making process. Often, you may not be able to reach decision-makers themselves, however effective your advocacy planning. Instead, your advocacy may need to be targeted at those who *do* have access to decision-makers. These 'influentials' may be your most important route to bringing about change through that relationship.

Influentials can be found in a variety of places, and not just among those officially part of a decision-maker's immediate circle. They include the media, members of parliament, donors, faith leaders, other government departments and trade unions.

Once your key targets are identified in this way, you can decide how best to attempt to influence them. There are a number of ways to influence stakeholders, based on the matrix analysis you have already used.

For example, you may wish to attempt to convince a stakeholder who currently regards your issue as low priority or of low relevance to them, to increase their prioritisation of or interest in it. Or, you may seek to increase the influence of allies and those who are pro- your position; or indeed reduce the influence of those who are anti- your position.

Comprehensive target analysis

Upon identifying your key targets for advocacy work, you can ask yet more questions that will clarify exactly where your work should be targeted in order to convince them.

For each target, you might ask:
- What do they know about the issue?
- What is their attitude towards it?
- What do they really care about?
- Who has influence over them?
- What influence or power do they have over the issue?

An example table, drawn up for a fictitious NGO advocacy initiation, is provided below:

Target/ influential	What do they know about the issue?	What is their attitude towards the issue?	What do they really care about?	Who has influence over them?	What influence or power do they have over the issue?
1) Provincial government Chief Executive, Governor or Province, Provincial Council	The have very little exposure to the problem, especially in rural areas of province	Not important: they don't think there's anything wrong in the lack of sanitation services, open defecation in rural areas etc. However, members of Council, Governor and Chief Executive, who live in provincial capital, have their own latrines/pour flush Toilets	Getting donor aid into the province: Council members care about votes and elections in two years' time; they're keen for their names to be linked with a good project investment in province	World Bank and other major donors; the electorate (Council members)	
2) District government officials	Slightly more exposure to the issue than provincial level	Not very interested	Increasing their level of funding, in particular in relation to the Provincial government and attracting donor aid into district	Donors; Provincial government	These actors have potentially strong voices and if they can be exposed to the problems and convinced of the need they may be able to influence decisions to invest more financial resources into WSS
3) The media	Little exposure	Not relevant or Important	Circulation figures; interesting stories		
4) Ministry of Water officials	Good understanding of the issues	Split: those based at district level are keen to see changes; national	Budget Allocations	Ministry of Finance;	Ministry of Water officials do have access to the Ministry of Finance officials

	involved	level staff have other priorities	Standards in sanitation and other services	World Bank	and could demonstrate both good field practice and the benefits of investing increased resources into WSS
5) World Bank (major funders in the WSS sector)	Some understanding	Not a priority	Increased 'economic efficiency' in government services		The Executive Directors of the governing body of the World Bank Group are very high level actors and would be difficult to influence. However, one can try to influence the World Bank country Task Managers who have opportunity to influence the Executive Directors when they report on good field level programmes

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Chapter 6
Communication Strategy

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Introduction

Communication & Advocacy

Learning objectives: By the end of the chapter, readers will be able to:

a) Define an advocacy message.
b) Select appropriate persuasion techniques.
c) Identify characteristics of effective messages and messengers.
d) Develop either a Health, Agriculture or Governance advocacy message for an audience of their choice.

Key Communication Elements in Advocacy

- Content/Ideas: What ideas do you want to convey? What arguments will you use to: persuade your audience?
- Language: What words will you choose to get your message across clearly and effectively? Are there words you should or should not use?
- Source/Messenger: Who will the audience respond to and find credible?
- Format: Which way(s) will you deliver your message for maximum impact? e.g., a meeting: letter, Position paper, or Press Statement?
- Time and Place: When is the best time to deliver the message? Is there a place to deliver: your message that will enhance its credibility or give it more political impact?

Message Delivery

Example: <u>Elevator Speech</u>

- ELEMENTS

Statement+Evidence+Example+Call2Action

1. What it is – the problem you are solving for your community?
2. What it can do – a tailored description of the benefit?
3. Where it's helped – a relevant, quantified proof point?
4. Why it's best – justification for why it beats other options?
5. What next – a realistic decision that can be taken on the spot?

Remember "The PURPOSE of an elevator pitch is NOT to close the deal. The purpose of an elevator speech is to interest the audience to continue the conversation."

- Tailor your message to the given forum
- Keep your message clear and brief

Petitioning

A petition is a simple yet effective tool in advocacy. With just a little bit of effort, you can generate attention and momentum around an issue, grow your list of advocates, and

pressure the government and policy makers to act. Plus, a petition helps to raise your organization or consortium's visibility and gain support and recognition.

What is a petition?

Historically, a petition was a written request stating a grievance and requesting relief from a ruling authority such as a king. In modern day language, petitioning embraces a range of <u>expressive activities</u> designed to <u>influence public officials</u> through <u>legal, nonviolent means.</u>

A petition is a statement signed by a group of people calling on a specific target to take action. For example, you could collect signatures on a petition to the finance minister urging him to deal with the cash crisis in Zimbabwe. Once you've reached a critical mass of signatures, you'll want to <u>deliver the petition</u> to the target so he or she understands how many people support the action you have proposed.

How to organize an effective petition?

1. **Choose a topic and target.**

What is the situation you want to change, and who has the power to make that change? Do you want your member of parliament to sign or vote for a bill? E.g. the Public Health Act. What is important is to have a topic and a target, since your petition is most effective when you deliver it.

2. **Keep the petition language short and simple.**

Both the signees and targets of the petition should understand what your petition seeks to achieve. Describe the problem (e.g. antenatal user fees hindering the prevention of mother to child transmission of HIV) and the solution (e.g. introducing payment plans for maternal health care). Then include the "ask", or the action you want the target to take (e.g., implement free maternal health care services at all government hospitals). A well-written petition should communicate the urgency of the problem and the need for action. It is recommended to keep petitions between one and three paragraphs in length.

3. **Collect signatures.**

Every event you hold is an opportunity to collect signatures, whether it's a community meeting, a workshop, or coalition meeting. All you need are copies of your written petition and pens! You might need to separately collect the **names**, **e-mail addresses**, and contacts numbers of all signers. Name and e-mail address will help you follow up with petition signers afterward to keep them posted on the topic and get them more involved in your advocacy work.

4. **Deliver your petition**

If you are delivering your petition to <u>an elected official</u>, drop by his or her office with a list of all the signatures you collected. If you want to deliver the petitions to the parliament portfolio committees, coordinate your delivery with <u>the House calendars</u> to find out when the parliament will be sitting. Finally, a petition delivery can make a

great photo op. Take pictures as you deliver the stack of petitions to the target's office.

The Art of Diplomacy

Diplomacy is the art of being able to get a message across and convince people to change without damaging the relationship. It is saving face while defending/advancing your agenda/interests. In diplomacy you use reason, kindness, and compassion. You show respect for the other person. The art of diplomacy also means the ability to limit communication. In many cases limiting communication to essentials helps to attain goals and helps to avoid mistakes; as larger volume of communication increases chances to commit a blunder.

Tact is the art of making a point without making an enemy.

Sometimes the most appropriate action may be to withhold your opinion, or it may be possible to introduce an idea, or favoured outcome, in such a way that the other person can take ownership of it. In other situations it may be best to take a direct stance, stating exactly what you want and how you intend to achieve it.

Tact is a careful consideration of the feelings and values of another so as to create harmonious relationships with a reduced potential for conflict or offense. Tact is considered to be a virtue. An example of tact would be relating to someone a potentially embarrassing detail of their appearance or demeanor without causing them distress. Tact is a form of interpersonal diplomacy. Tact is the ability to induce change or communicate hurtful information without offending through the use of consideration, compassion, kindness and reason.

A tactful person can tell you something you don't want to hear and you will be thankful for the information when they are finished. But generally the more you know the less you need to say.

How to Use Tact and Diplomacy Effectively

- When you're planning a potentially difficult conversation you should first focus on knowing what you want to achieve: what is your favoured outcome?
  Write it down and think about your reasons. Try to take a step back from your personal opinions and think about the facts surrounding the situation.
- **Consider and write down what the objections might be from others.**
  Think carefully about your answers to their concerns; demonstrate that you have considered their opinions or arguments.
- **Do not enter into negotiations in an angry or stressed way.**
  Try to remain calm and keep an open mind. Find out the facts, as well as what is and what is not possible before you react.
- **When communicating, listen to what the other person (or people) has to say.**

Watch for non-verbal communication, such as body language, and their tone of voice to help you understand their message. Hold back your own opinions and ideas until you have had chance to understand the other persons point-of-view, and then plan your responses carefully to fit with the feedback you are receiving.

- **Negotiate.**
  If what you seek is in conflict with the other person's ideas, you may have to discuss how sacrifices can be made to provide a better result for both of you in the long run. Mutual sacrifice is usually seen more favourably than one-sided sacrifice. Aim to reach a compromise which results in a win-win situation.

- **Strengthen your argument by offering time-scales of when you foresee the benefit of your proposals being reached.**
  Be precise in giving figures and dates. Favour logic and fact over personal opinion. Have something written or drawn out in advance, if it helps.

- **If possible turn statements into questions. Rather than directly voicing your opinion, turn your statement into a question for the other person to think about.**
  This not only leads somebody to think along the same lines as you but also makes room for discussion of what interests you and what may potentially benefit both parties. This is particularly useful if you are not entirely sure what you are able to achieve or exactly what is needed to overcome a problem. This strategy often allows for more exploration of options – a more open approach than just stating your opinion.

- **If the conversation gets heated, try to give yourself room to respond in ways that help rather than inflame a situation.**
  If you can, catch yourself at the moment your gut reaction wants to take over: take a breath and give yourself time. Tell the other person that you need to think about what they just said, rather than feel obliged to answer immediately.
  Take control of a situation rather than becoming out of control and risk saying or doing something you may later regret. Taking control of social situations in a way that leaves both parties feeling comfortable with the outcome is an important part of showing tact and diplomacy.

- **Keep an eye on the prize!**
  Keep your preferred outcome in mind, try not to get distracted, go off on a tangent or get bogged down in irrelevant details. Remember to be assertive – being tactful and diplomatic does not mean bowing to pressure or giving up on what you want.

Remember: Diplomacy is about being honest, but not brutally honest. Characteristics of diplomatic communication include, but are not limited to: relaxed demeanor, tact, sticking to the subject matter, being non-judgmental. Avoiding, hasty or too broad generalizations; using inoffensive language, avoiding rude and sarcastic remarks, flexibility on non-principal issues a positive approach

Chapter 7
Monitoring and Evaluation

Introduction

This chapter will focus on Monitoring and evaluating of advocacy initiatives. Monitoring and evaluation must be central to your advocacy action plan right from the beginning, something that takes place alongside research, planning and execution of your plans, and which influences how you work at every stage. By building it into advocacy planning from the start, you can connect the goals you want to achieve with the development of indicators for success. On-going monitoring acts as a way of measuring the progress you have made at every stage.

What you will learn from this chapter

• The aspects of work that can be monitored and evaluated
• Some of the challenges of monitoring and evaluating advocacy work
• Questions you can use to review progress in your advocacy

1. MEASURING ADVOCACY WORK AND IMPACT

For all of the challenges associated with evaluating advocacy, the outcomes and the impact of advocacy work need to be recorded. Where possible we need to measure quantitative as well as qualitative indicators.

Inevitably, the indicators to measure progress towards advocacy objectives will mainly be qualitative. They may often have to be proxy indicators, as results of advocacy are often intangible (especially the intermediate results before policy change is achieved). This makes the monitoring and evaluation of advocacy more difficult, but the principles remain the same.

In practice, it will be necessary to monitor advocacy in a wide range of ways, including, for example: monitoring your target, your relationships, the media, your reputation and public opinion. However, it is vital the monitoring and evaluating system does not get too complex – keep it simple.

Given the contested outcomes of advocacy, it will be useful if data collected for monitoring and evaluation can sometimes be triangulated – using different sources of information; using different methods of data collection; and, using different people to collect data.

Advocacy activities also need to be periodically examined in the light of your organisation's aims, in order to prevent advocacy work losing its sense of direction or absorbing resources without being able to justify or account for their use.

Sharma's Advocacy Training Guide (37) includes a self-assessment questionnaire, which is a good place for those planning and carrying out advocacy work, to start to review their progress.

You may wish to answer the questions as a group, or as individuals, and then bring your results together for analysis.

Advocacy objective

- Is your advocacy objective moving smoothly or have you encountered obstacles? What are the obstacles and how can they be overcome?
- What else can you do to move your objective forward? Would building new alliances or increasing your media outreach help move your objective through the decision-making process?
- If your objective does not seem achievable, should you alter it? What would be achievable?
- Could you achieve part of your objectives by negotiating or compromising?
- How much does the policy/programme change reflect your objective? Did you win your objective entirely, partly or not at all?
- Can/should you try to achieve the rest of your objective during the next decision-making cycle?
- Or should you move on to an entirely new advocacy objective? What are the pros and cons for each decision?
- Did the policy/programme change make a difference to the problem you were addressing? If you achieved your objective in whole or in part, has it had the impact you intended?

What and How to Measure Advocacy M & E

Influencing Approach	What to Measure	How; Tools
Evidence & Advice	Outputs	Evaluating research reports; policy briefs/monographs, Websites
	Uptake & Use	Logs; new areas for citation analysis; user survey
	Influence	Outcome assessment; Episode studies; Most Significant Change Stories
Public campaigns and advocacy	Target audience attitudes, behaviour, etc	Surveys, focus groups, direct réponses
	Media attention	Media tracking logs, media assessment, coverage
Lobbying approaches	Actors; relationships; policy process and institutions	Recording meetings; tracking people; interviewing key informants; probing influence

LEVEL of CHANGE	What to Measure
ACCESS	• The voices of previously excluded stakeholders are now heard
POLICY AGENDA	• Desired policy issues are a priority on the policy agenda • Desired policy change is supported by powerful decision makers
POLICY	• Desired change is translated into new legislation or regulations
IMPLEMENTATION	• New policy is implemented as proposed
IMPACT	• New policy has intended consequence (PRACTICE)

Key questions to consider in Advocacy M & E

Message delivery/communications
- Did your message reach the key audiences? If not, how can you better reach those audiences?
- Did your audiences respond positively to your message? Which messages worked? Why? Which did not work and why? How can you alter the messages which were not effective?
- Which formats for delivery worked well? Which were not effective and why? How can these formats be changed or improved?
- Did you receive any media or press coverage? Was it helpful to your effort? How could your media relations be improved?

Use of research and data
- How did using data and research enhance your effort?
- Were data presented clearly and persuasively? How could your presentation be improved?
- Did your advocacy effort raise new research questions? Are more data needed to support your advocacy objective? If so, are the data available elsewhere or do you need to conduct the research?

Decision-making process
- How is the decision-making process more open because of your efforts?
- Will it be easier to reach and persuade the decision-makers next time? Why, or why not?
- How many more people/organisations are involved in the decision-making process than before you began? How has this helped or hindered your efforts?
- How could you improve the way you move the decision-making process forward?
- What alternative strategies can you pursue to help take the discussion forward? Should you target different decision-makers? Should you consider different activities e.g. joint learning seminars?

Coalition-building
- How was your coalition successful in drawing attention to the issue and building support for the advocacy objective?
- Was information distributed to coalition members in a timely fashion? How could information dissemination be improved?
- Are there any unresolved conflicts in the coalition? How can these be addressed and resolved?
- Is there a high level of cooperation and information exchange among coalition members? How could internal coalition relations be enhanced?
- Did the coalition gain or lose any members? How can you enlist new members and/or prevent members from leaving?
- Does the coalition provide opportunities for leadership development among members?
- How was your network helpful to your advocacy? How can you expand your network?

Overall management/organisational issues

- Is your advocacy effort financially viable? How could you raise additional resources?
- Is the accounting system adequate? Can you provide to funders an accurate accounting of how money was spent?
- How could your financial resources have been used more efficiently?
- Were all events produced successfully and meetings run smoothly? Which were not and whynot? How could logistics be improved?
- Are you or your organisation overwhelmed or discouraged? How could you get more assistance?
- Should you narrow your goal or extend your timeframe to make you effort more manageable?

Challenges of monitoring and evaluating advocacy work?

A great deal of NGO monitoring and evaluation – not just of advocacy work – tends to focus on inputs and outputs, with less attention given to the more challenging but ultimately more important outcomes and impact.

Evaluation is the assessment of the impacts from advocacy and is full of methodological challenge. Some of the particular difficulties associated with assessing the impact of advocacy work – in contrast to that of practical project work – are listed below:

- Advocacy is often a long-term activity and policy change may be incremental and slow and implementation may lag significantly behind legislative change. It is therefore often hard to say when a significant change has occurred
- The process of change is often unpredictable
- Multiple objectives – advocacy objectives may sometimes be process orientated and include policy changes, programme changes, networking, opening up democratic space for citizens and increased accountability from service providers
- Hidden decision-making processes may be used by bureaucracies and politicians
- Cause and effects are usually difficult if not impossible to clearly demonstrate, as you will be working to influence using a number of advocacy tools, and it may not be clear which activity made the difference to the direction taken by the decision-maker
- Advocacy work is often carried out through networks and coalitions and whilst this is likely to increase the visibility and power of advocacy work, it also makes it more difficult to attribute the results to the work of a particular organisation or assess the exact contribution of each organisation or group
- A variety of approaches is commonly used at the same time, some more confrontational, others based around private debate. This combination may be effective but renders the evaluation of the contribution of each approach difficult
- Much advocacy work is unique with little repetition

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