

Advocacy Planning to Achieve Your Goals

Presented by:

Purnima Chawla

Center for Nonprofit Strategies

<http://cnpsweb.org>



Center for Nonprofit Strategies

Clear Actionable Advice.

What Is Advocacy

To participate in a process to influence decision-makers in a political, social or institutional system.

What is an Advocacy Campaign?

A series of coordinated activities designed to achieve a desired outcome.

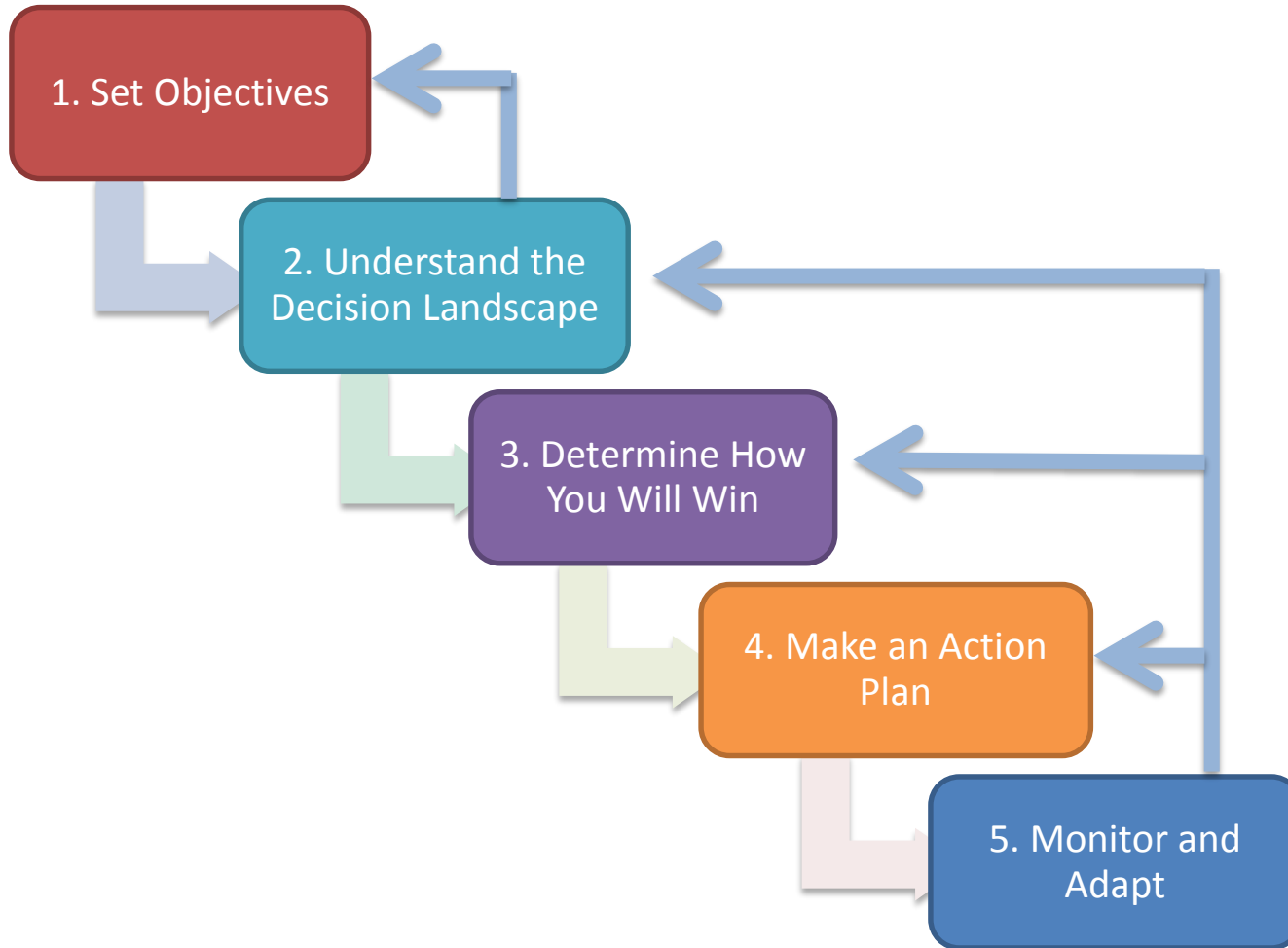
Usually, a time-bound, concerted effort that ends in a “win” or a “loss”.

Multiple strategies working in concert
Usually several actors and target audiences

Usually a decision by a social institution, corporation or government agency. E.g.

- A new/better policy
- Better implementation or enforcement
- More resources
- A symbolic gesture

Advocacy Planning in 5 Steps



1. Set Goals and Objectives



Center for Nonprofit Strategies

Clear Actionable Advice.

The big problem you're trying to solve.
e.g. End marriage of girls under 18 years

Goals and Objectives

Specific changes that you can bring about to help reach that goal. E.g.

- Passage of law prohibiting underage marriage
- Better enforcement of such laws in your state or district
- Laws mandating school attendance for girls
- Efforts by local school districts to keep girls in school
- More funding for youth programs to empower girls

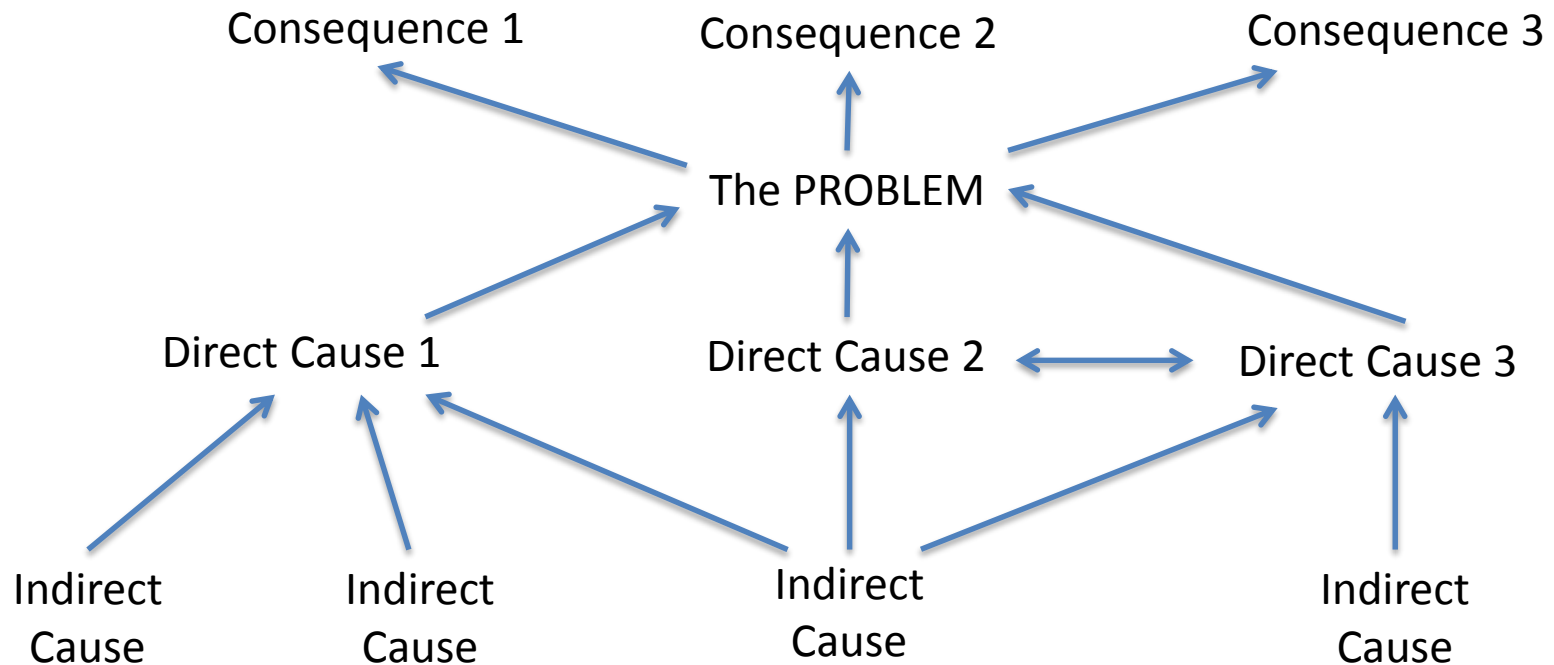


Center for Nonprofit Strategies

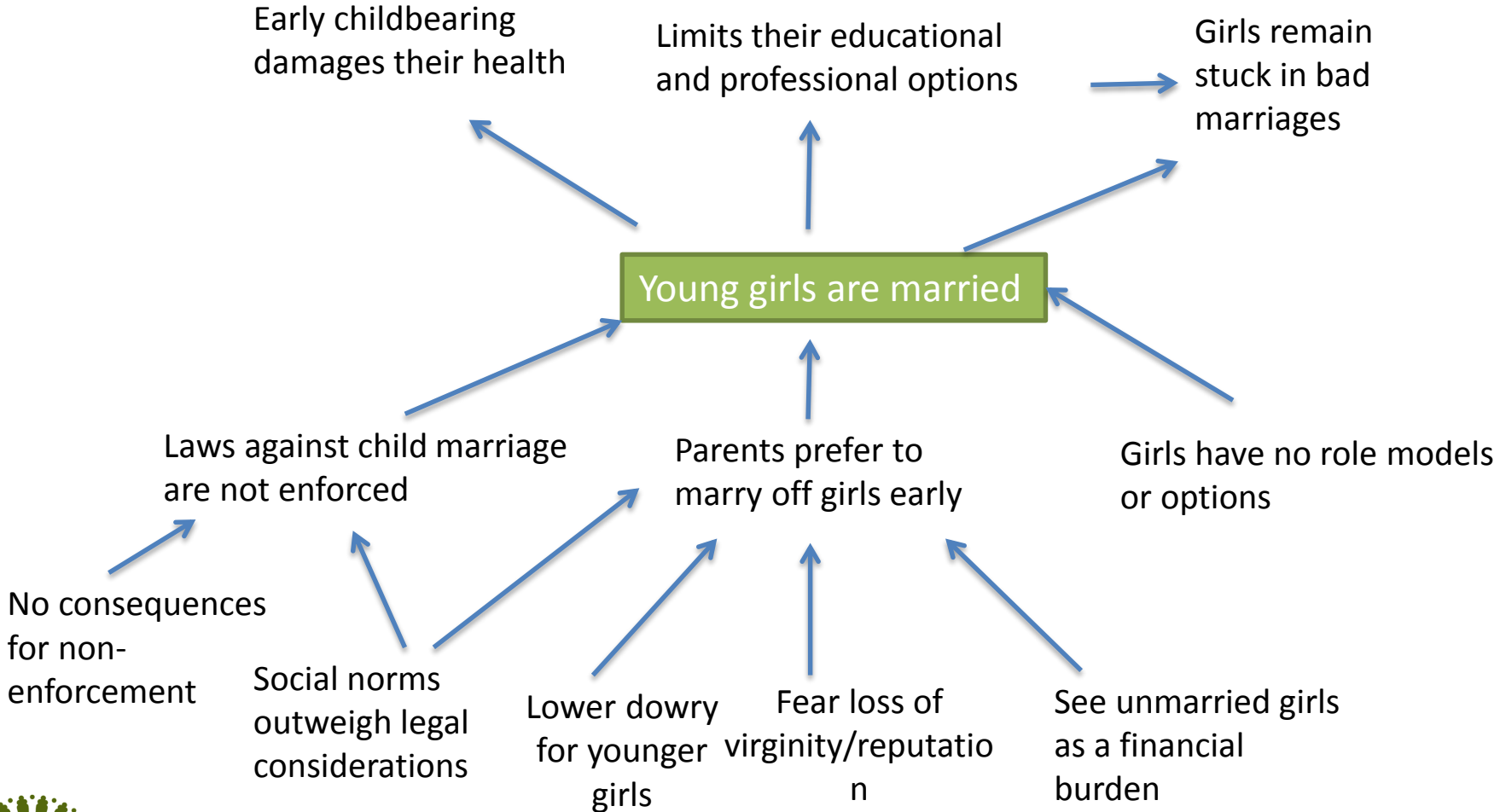
Clear Actionable Advice.

Start with an Issue Analysis

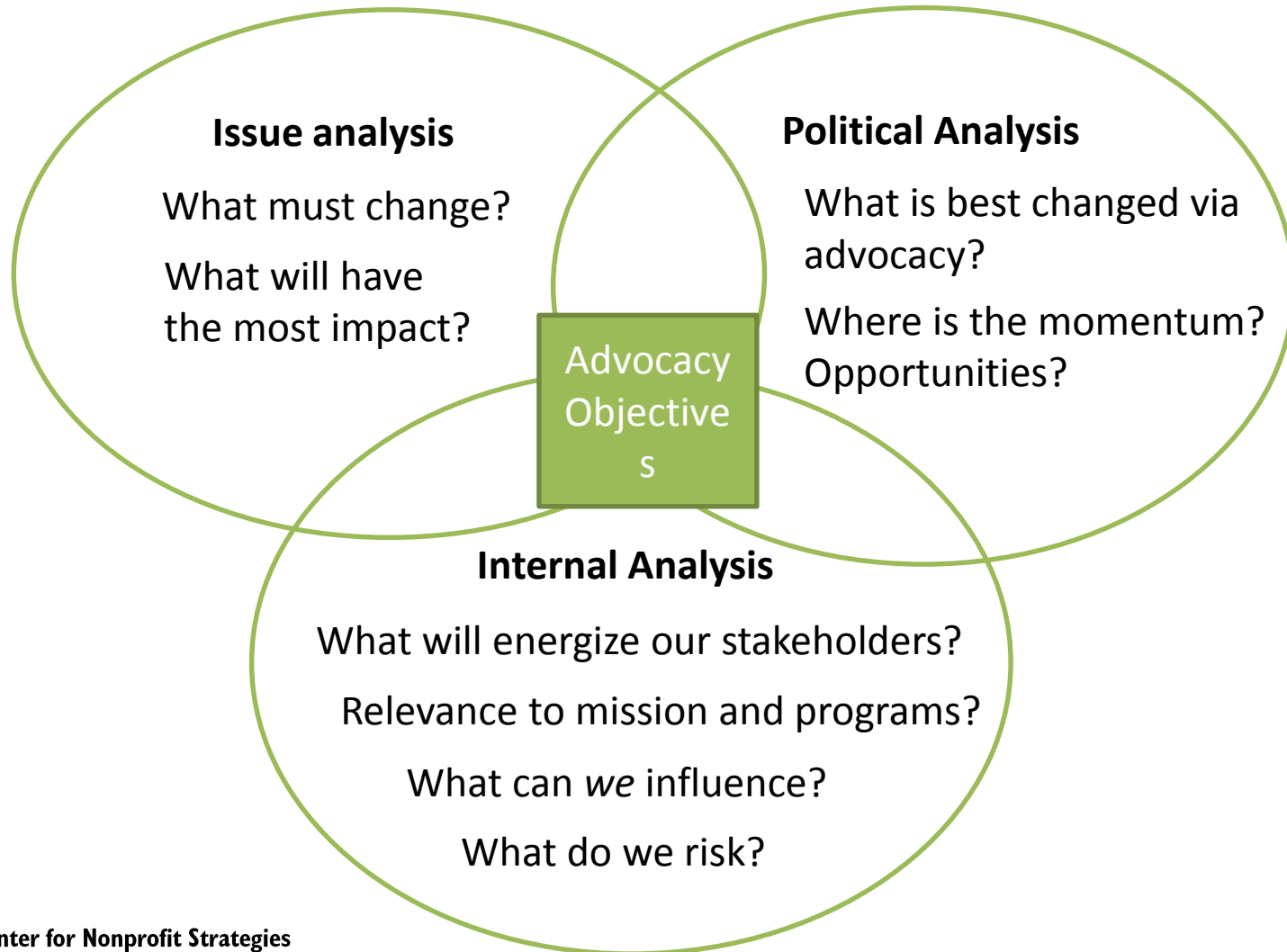
*What is the problem?
Why does this happen?*



Identify What You Will Change



How to Set Objectives



- ✓ Specific
- ✓ Measurable
- ✓ Attainable
- ✓ Realistic
- ✓ Time-bound

Why make objectives **SMART**

Who will do What and When



Center for Nonprofit Strategies

Clear Actionable Advice.

2. Understand the Decision Landscape

The Decision Process

Decision-Makers

The Stakeholder Map



Center for Nonprofit Strategies

Clear Actionable Advice.

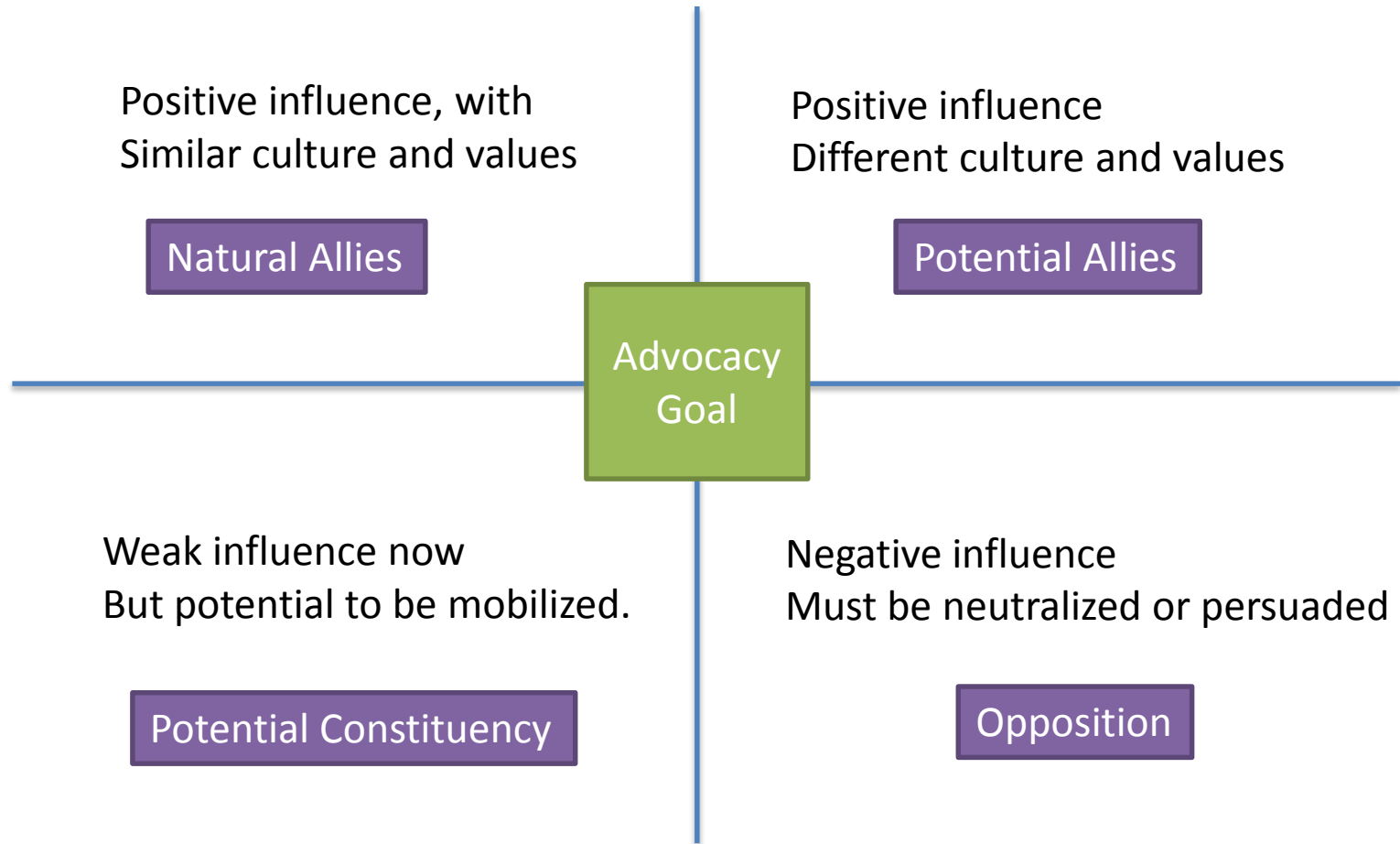
The Decision Process: How will this decision be made?

How does the process work?

- What is the timeline for the decision?
- Who holds the power? Who has influence?
- What are the opportunities to participate?
- What are the formal and informal avenues to influence the decision?

Who sets the agenda?
Who frames the problem?
Who develops policy solutions?
Who decides among the options?
Who monitors and reports on implementation?

The Stakeholder Map: Who can influence the decision?



CHECKPOINT: Go/No go Decision

- Is there a convincing evidence base for our recommendation?
- Is this the right time for a campaign?
- Can we mobilize the resources to give it a good shot?
- Can we win?
- What are the risks of failing?
- What are the risks of not acting?
- Will my advocacy affect the outcome?

3. Determine how you will win

(Hint: By having a winning strategy!)



Center for Nonprofit Strategies

Clear Actionable Advice.

A winning strategy is based on knowledge and analysis

Decision-makers

What will motivate them?
What is blocking them from making the right decision

Stakeholders

How can you cultivate allies? How will you neutralize the opposition?

Your Strengths

What are your sources of power and influence?

Key Influencers

What will motivate them to join your cause?

WINNING STRATEGY

The Evidence Base

The arguments to support your case

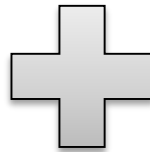
The Decision Process

Opportunities for participation
Timing of tactics

The Basic Strategy



A persuasive argument in a compelling frame



E.g.:

- Media and public opinion
- Moral authority/Core values
- Expertise/credibility
- Professional pressure
- Political cover
- Neutralizing opposition

Choose and Profile Target Audiences

- What they know and believe
- What they say and do
- What they stand to gain (“Gain”)
- What they stand to lose (“Pain”)

Then Tailor your Efforts

- WHAT to say (ideas, arguments)
- How you will persuade:
 - HOW you make the case (language, style, format)
 - WHO carries it (messenger)
 - WHEN, WHERE and HOW it is delivered.

4. Develop Your Action Plan

The Action Plan puts your strategy
into action



Center for Nonprofit Strategies

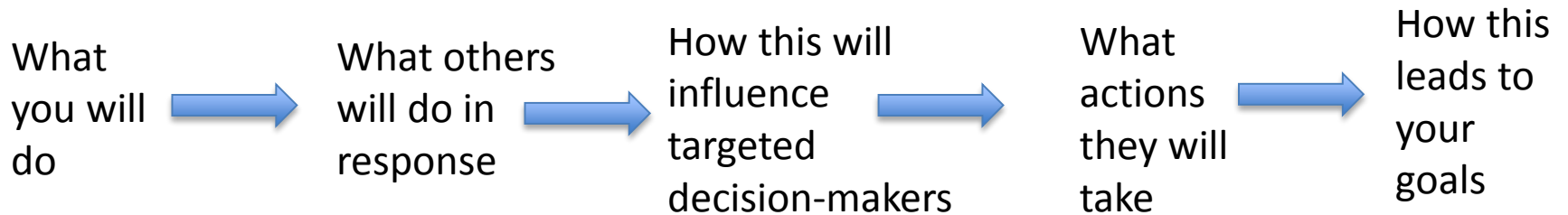
Clear Actionable Advice.

Action Plan to Reach and Persuade Target Audiences

- What messages and materials need to be developed
- How and when they will be delivered; by whom (tactics, channels, timing)
- How coalitions and relationships will be managed
- What milestones must be achieved

- *What needs to be done?*
- *Who will do it?*
- *When?*
- *What resources are needed?*

Connecting Actions to Outcomes



Connecting Actions to Outcomes

Whom do you need to influence?
How will you do this?

OBJECTIVE

Introduction of
law banning
child marriage
in Parliament

Passage of law
banning child
marriage

GOAL

End Child
Marriage

5. Monitor and Adapt



Center for Nonprofit Strategies

Clear Actionable Advice.

Why Monitor Advocacy

- ✓ To track ongoing progress in a long battle
- ✓ To adapt the action plan
- ✓ To update your knowledge of your strengths, the landscape, and decision-makers
- ✓ To know if you are faithfully implementing the strategy
- ✓ To test the strategy itself
- ✓ To report on your achievements and secure funds
- ✓ To facilitate collaboration

What to Monitor

- Outputs
- Process measures
- Outcomes (milestones towards ultimate objective)

Record expected and unexpected outcomes.

Advocacy Planning in 5 Steps

