

## Session 10

### Plan Advocacy Activities

<b>Purpose</b> Review the types of activities that can be used to support advocacy objectives and identify specific activities to support an objective in their advocacy strategy.	
<b>Objectives</b> By the end of this session, participants will: <ul style="list-style-type: none"><li>• Identify activities that could be effectively used for advocacy</li><li>• Decide which specific activities to include in their advocacy strategy</li></ul> <b>Total time:</b> 1.5 hours	<b>Session Preparations</b> <b>Materials Needed:</b> <ul style="list-style-type: none"><li>• Session10_AdvocacyActivities_PowerPoint file</li><li>• Handout:<ul style="list-style-type: none"><li>- How to Choose Appropriate Advocacy Methods</li></ul></li><li>• Prepared flip charts (titles only) posted on the four walls of the room:<ul style="list-style-type: none"><li>- Media/Communications</li><li>- Events/Meetings</li><li>- Materials/Publications</li><li>- Generating Data/Evidence for Advocacy</li></ul></li><li>• Flip chart paper and markers</li></ul> <b>Set-Up:</b> <ul style="list-style-type: none"><li>• Small groups at tables or theater style</li></ul>

#### Overview of Advocacy Activities—15 minutes

1. Use the speaker notes, questions, and probes provided to encourage participant interaction during the session.

Show slide 1.

Explain: **During this session, we will identify activities that could be effectively used for advocacy and decide which specific activities to include in your advocacy strategy.**

2. Show slide 2.

Ask: **What is an advocacy activity?** Probe for: an action conducted as part of the advocacy strategy to achieve an objective that helps reach the overall goal.

Say: **Remember that advocacy activities are the steps taken to achieve a specific objective that supports the overall goal. The objectives are actions we want targets to take in support of the goal. Activities are the actions we as advocates take in support of the objective.**



Planning Advocacy Activities is Step 6 in the Advocacy Strategy Development Process.

3. Show slide 3.

Say: There are a wide variety of activities that can help achieve objectives and reach the advocacy goal. Activities can be public or private. A public approach is one that brings together broad support from the public in highly visible activities, such as a rally or a public website. In contrast, a private approach occurs behind-the-scenes, such as a one-on-one meeting with an advisor or data review and analysis.

Activities can also be direct or indirect. A direct approach involves interaction with the policymaker, whereas an indirect approach may be working through the media or encouraging the public to contact and influence a policymaker.

An activity focused on a secondary target audience, by definition, would be an indirect activity because it does not involve direct interaction with a policymaker.

The type of activity you choose depends on the target audience and the information collected in the target audience analysis. Your approach should match your intended audience, goal, and objectives.

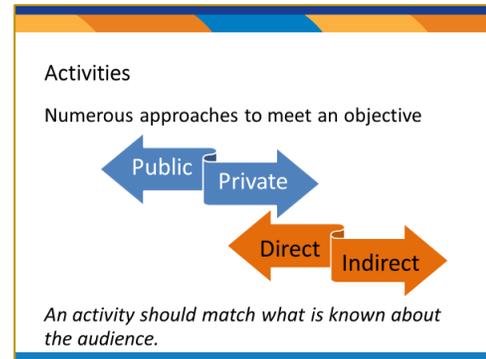
4. Show slide 4.

Say: Let’s review this example that we discussed in the goals and objectives session and explore potential activities that might be appropriate for these goals and objectives.

Read aloud the problem statement, goal, and objective from the example.

Say: Some associated activities in support of these goals and objectives include:

- Analyzing available data on current health care quality for people living with HIV and comparing it to national or international standards



**Example 1**

**Problem Statement:** People living with HIV (PLHIV) in Malawi are denied access to care, treatment, and support.

**Advocacy Goal:** Equal access to high-quality health services for all PLHIV in Malawi

**Advocacy Objective:** To secure a commitment from the Ministry of Health (MOH) that it will adopt a policy of providing high-quality health services to all PLHIV

**Potential Activities**

Activity 1: Analyze data on current quality of health care services for PLHIV

Activity 2: Develop a briefing paper on current status of care and potential impact of changed policy

Activity 3: Present data and briefing paper to technical working group of MOH at a quarterly meeting

Adapted from: A1 Analysis and Advocacy, Advocacy Training Manual, Health Policy Initiative, 2007.

- Consolidating the findings of the data analysis into a briefing paper with recommendations
- Preparing and delivering a presentation to a technical working group to explain the merits of the proposed policy change

As you can see, there are a variety of potential activities from data collection, to report development, to meetings and advocacy communication that can support the objective.

5. Show slide 5.

Say: Let’s review another example and explore potential activities that might be appropriate for these goals and objectives.

Read aloud the problem statement, goal, and objective from the example.

Say: Some associated activities in support of these goals and objectives include:

- Bringing together diverse, relevant stakeholders in a meeting to compile their views on the items to be included in the plan
- Reviewing plans from similar countries and including these comparisons and information in a briefing note to the National AIDS Council (NAC) outlining important considerations
- Tracking the public commitments that NAC made and the progress toward developing the plan on a dashboard accessible to the public

**Carousel Activity—30 minutes**

6. Show slide 6.

Say: The two examples provided a brief sketch of the many potential advocacy activities available. We’re now going to brainstorm and list as many potential advocacy activities as we can.

Use the instructions on the slide to introduce the activity.

### Example 2

**Problem Statement:** Lack of government commitment (policy and resources) to the national HIV and AIDS program is limiting HIV services for the general population.

**Advocacy Goal:** Adoption of national HIV and AIDS policy and allocation of appropriate resources for its implementation.

**Advocacy Objective:** National AIDS Council (NAC) will draft and submit a National HIV and AIDS Policy and Operational Plan for approval within one year.

**Potential Activities**

Activity 1: Hold a stakeholders meeting to gather input about activities that should be included in the plan.

Activity 2: With research partners, review plans of other countries and develop a briefing note on important considerations for the NAC.

Activity 3: Develop a website to track commitments by the NAC of what will be included in the plan and progress toward completion.

Adapted from: *A<sup>3</sup> Analysis and Advocacy, Advocacy Training Manual, Health Policy Initiative, 2007.*

### Activity—Advocacy Activity Carousel

- Form 4 teams, with 1 team per flip chart.
- Each team should list as many advocacy activities as they can under the headings (not specific to any goal):
  - Media/Communications
  - Events/Meetings
  - Materials/Publications
  - Generating Data/Evidence for Advocacy
- After 1 minute, switch to the next flip chart and continue adding to the list of activities.

Adapted from: *Stronger Health Advocates, Greater Health Impacts (PATH), 2013.*



Form the teams quickly by asking participants to count 1-2-3-4 and assign the ones to the first flip chart, the twos to the second, and so on.

Instruct the teams to stand near their assigned chart.

Say: **Your team has one minute to list potential advocacy activities related to the heading shown on the flip chart. The activities do not need to be related to any specific advocacy goal or objective—the only criteria are that the activity fits under the heading and can be used for advocacy.**

**After one minute, each group will switch to the next flip chart.**

Aim to have approximately eight to 10 activities on each flip chart. Stop after each group has gone to each flip chart at least once; repeat if necessary.

After teams have completed the lists, gather the large group near one flip chart and review/discuss the activities listed on the flip chart using the series of questions below.

Potential ideas for each flip chart are included at the end of this session in Table 1.

Ask:

- **What is missing from this list?**
- **What are some new and unusual activities that could attract the interest of a target audience?**

Add participant responses to the flip chart. As time permits, choose one or two of the following questions about one or two activities per list. Ask:

- **How would you use this activity for advocacy?**
- **What would you need to consider when doing this activity?**
- **What are the pros and cons of this activity?**
- **How might a target respond to this type of activity?**

After reviewing the first flip chart, move onto the next; repeat until each flip chart has been reviewed.

Say: **There are many options for activities and several considerations to keep in mind when selecting the right activity. Let's review and discuss some of those considerations again.**

**Choosing Activities—20 minutes**

7. Show slide 7.

Distribute the handout, *How to Choose Appropriate Advocacy Methods*.

Say: *This handout describes several advocacy methods, highlights the strengths and weaknesses of each, and suggests when each method might be appropriate.*

Notice that the questions shown on this slide are included on the second page of the handout as a guide to help review and select activities.

Review the questions with the participants, highlighting the issues summarized below.

Say: *As you ask yourselves the questions, recall the target audience analysis and consider how your target audience processes information. Also keep in mind the target audience’s stage in the advocacy communication model.*

Consider the level of visibility you would like for the activity. Also consider the opposition and whether your activity may diminish their influence.

Each activity has a different cost associated with it. Consider the budget and resources available when making these decisions.

Consider if there are any other planned events that present an opportunity for an advocacy activity.

When choosing an activity, consider how much risk your organization is willing to take to move an issue forward.

Ask if there are any questions and clarify as needed.

Questions to ask when selecting activities:

- Will the activity address the key interests of our target audience?
- Will the activities pique the interest of our audience?
- Do we have sufficient funding to implement the activity?
- Will the activity lessen the influence of any opposing groups or counter their messages?
- Do we have the expertise and resources to carry out the activity?
- What upcoming events, significant dates, or government decisions could be opportunities for mobilization and advocacy?
- Does the activity pose any risk to our organization?

Source: Stronger Health Advocates, Greater Health Impacts (PATH), 2013.



**Select Advocacy Activities—25 minutes**

8. Show slide 8.

Use the instructions on the slide to introduce the activity.

Say: **In your small groups, continue with the same objective from your advocacy strategy that you have been using for the exercises in previous sessions. Identify three to five potential advocacy activities suitable for your objective.**

Prepare to share and discuss one of these activities with the larger group. The following slide shows an outline of the information to include on a flip chart to support your presentation.

*Note: The “level” of the objective (broad or narrow) will drive this activity. If the objective is narrow, there are limited options for activities. If the objective is broad, encourage the group to be creative but careful about sequencing activities in a logical manner.*

9. Show slide 9.

Say: **In preparation for your presentation to the larger group, prepare a flip chart showing your goal, objective, target audience, and one of your activities. Also write a brief description of why you think this activity will help accomplish your objective.**

Allow 15 minutes for groups to identify their activities and prepare a flip chart.

Give periodic updates about the amount of time remaining.

Circulate among the groups to answer questions and ensure that the activities each group is considering are feasible and appropriate for their objective.

Ask each group to take two to three minutes to make their presentation to the larger group.

After all the groups have completed their reports, summarize your observations about the variety and appropriateness of activities chosen by the groups.

Ask if there are any additional questions and clarify as needed.

**Activity—Selecting Advocacy Activities**

- Using the same objective you have been developing, identify three to five activities to include in your advocacy strategy. (15 minutes)
- Use the guidance/resources to ensure that the activities are suited to your goal/objective.
- Write your objective and activities on a flip chart (follow outline shown on next slide).
- Present one activity to the larger group and respond to questions. (2–3 minutes/group)



**Activity—Selecting Advocacy Activities**  
*(continued)*

On your flip chart write:

- Goal
- Objective
- Target Audience
- Activity (related to the objective)
- Why This Activity Will Influence the Decision-maker



Say: Remember that there are numerous advocacy activities you can use. It is important to rely on the target audience analysis and your knowledge of the situation to select the most appropriate activities.

*Note: Remind participants to retain their flip charts, because these will be needed later in the workshop.*

**Wrap Up—5 minutes**

10. Show slide 10.

Conclude the session by reviewing the learning objectives, summarizing the key concepts and definitions, and clarifying any participant questions.

Learning Objectives—Session 10

- Identify activities that could be effectively used for advocacy
- Decide which specific activities to include in your advocacy strategy

Table 1. Possible responses for advocacy activity carousel

<b>Materials/Publications</b>		
Report	Blog post	Peer-reviewed journal article
Fact sheet	Infographic	PowerPoint presentation
Policy brief	White paper	Newsletter
Brochure	Talking points	Photo/video library
Case study	Article	Poster
Video clip		
<b>Media/Communications</b>		
Op-ed (opinion/editorial)	Interview	Press conference
Press release	Media advisory	Desk side briefing
Press briefing	Website	Installation art
Twitter account	YouTube channel	Google Hangout
Facebook account	Radio program	Letter to the editor
Webcast	Flickr	Talk show
Email, phone calls, letters	Petitions	Public awareness campaign
Poster	Billboard	Podcast
<b>Meetings/Events</b>		
Photo exhibit	Report launch	Task force/coalition meeting
Policy dialogue	Expert panel/debate	Cocktail reception
Private dinner	Symposium	Parliamentary briefings
Film festival	Science fair	Breakfast/luncheon meeting
Exhibit	Field/site visit	Meeting with decision-makers
Study tour	Gala	Stakeholder educational briefing
Demonstration	Summit	Advocacy training
Policy dialogue and forum	Engage media to cover your issue/event	Mobilize groups (community members, public interest groups)
<b>Generating data/Evidence for advocacy</b>		
Disease transmission modeling	Data forecasting	Cost-effectiveness modeling
Budget impact modeling	Demonstration/pilot project	Review program data
Focus groups	Research studies	Pilot project

*Adapted from: Stronger Health Advocates, Greater Health Impacts. PATH; 2013.*

## How to Choose Appropriate Advocacy Activities

There are no simple rules for choosing the best advocacy methods. Your choice will depend on many factors: (a) the target person/group/institution; (b) the advocacy issue; (c) your advocacy objective; (d) the evidence to support your goal; (e) the skills and resources of your organization/coalition; and (f) timing—for example, external political events, when a law is still in draft form, immediately before a budgeting process, time of year, and stage of advocacy process. Below is an example of the strengths and weaknesses of some methods for a particular advocacy objective and targets. Remember that every case is different.

Method	Strengths	Weaknesses
<b>Analyzing and influencing legislation and policies or their implementation</b>	<ul style="list-style-type: none"> <li>• If analysis shows that a government or organization’s current practices are costing them money, this can be powerful evidence</li> </ul>	<ul style="list-style-type: none"> <li>• Criticism of policies could anger stakeholders</li> <li>• Not useful for managers who dislike formal policies</li> </ul>
<b>Position paper or briefing note</b>	<ul style="list-style-type: none"> <li>• Suitable for presenting to decision-makers and policymakers</li> <li>• Useful background briefing for journalists</li> <li>• Ensures that public statements by allies always agree</li> </ul>	<ul style="list-style-type: none"> <li>• Can easily be lost among other paperwork</li> <li>• Some decision-makers and policymakers do not like reading papers</li> <li>• Difficult to involve beneficiaries</li> </ul>
<b>Working from inside</b>	<ul style="list-style-type: none"> <li>• Some decision-makers listen more closely to people they know</li> </ul>	<ul style="list-style-type: none"> <li>• Limited opportunities in organizations—all policy is made by senior decision-makers</li> </ul>
<b>Lobbying or face-to-face meetings</b>	<ul style="list-style-type: none"> <li>• Opportunity to present “human face” of the issue and to build a personal relationship</li> <li>• Those who may benefit from policy change can explain their case directly</li> </ul>	<ul style="list-style-type: none"> <li>• Decision-makers are often too busy to attend</li> </ul>
<b>Presentation</b>	<ul style="list-style-type: none"> <li>• Opportunity to present the issue in a controlled way, directly to decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>• Decision-makers often too busy</li> <li>• Difficult to gain permission for presentation to high-level decision-makers and policymakers</li> </ul>
<b>Drama</b>	<ul style="list-style-type: none"> <li>• Emotional appeal works with some decision-makers</li> <li>• Suitable for mass meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Some decision-makers will feel that drama is not appropriate</li> <li>• Difficult to find opportunity to perform for decision-makers</li> </ul>
<b>Press release</b>	<ul style="list-style-type: none"> <li>• Useful for organizations needing public support</li> <li>• Useful to launch a campaign or for quick reaction to opposition or new developments</li> <li>• Inexpensive</li> </ul>	<ul style="list-style-type: none"> <li>• No use for organizations that do not need/want public support</li> </ul>

<b>Media interview and using the media</b>	<ul style="list-style-type: none"> <li>• Same as for press release</li> <li>• Useful at times when advocacy issue needs a “human face”</li> <li>• Inexpensive</li> </ul>	<ul style="list-style-type: none"> <li>• Can have negative impact if the interviewee is not prepared or does not deliver message well</li> <li>• Can be manipulated by journalists</li> </ul>
<b>Press conference</b>	<ul style="list-style-type: none"> <li>• Same as for press release</li> <li>• Good for presenting evidence, especially case studies/examples</li> <li>• Useful to launch a major campaign or for reaction to serious opposition or major new developments</li> </ul>	<ul style="list-style-type: none"> <li>• As with a press release, requires high level of organization</li> <li>• Expensive</li> </ul>

Source: *Advocacy Tools and Guidelines: Promoting Policy Change*. CARE; 2001.

**Questions to ask when selecting activities:**

- Will the activity address the key interests of decision-makers?
- Will the activities pique the interest of our decision-makers?
- Do we have sufficient funding to implement the activity?
- Will the activity lessen the influence of any opposing groups or counter their messages?
- Do we have the expertise and resources to carry out the activity?
- What upcoming events, significant dates, or government decisions could be opportunities for mobilization and advocacy?
- Does the activity pose any risks to our organization?

Source: *Stronger Health Advocates, Greater Health Impacts*. PATH; 2013.