Advocacy Strategy Checklist

Step		Guiding questions	Objective	Knowledge Management Questions	Tools that help answer the questions	Output
1.	Setting the advocacy objective	What is the problem: What do you want to achieve and what are key political-legal, socio-economic challenges and opportunities to achieve your goal? What is the solution: What is the specific change you want and what evidence do you have to prove the benefits of that change? Analyse what is the specific change to solve the main issue. In doing this you may reformulate the main issues in to an achievable change	- Ensuring a thorough and shared understanding of the causes of the problem and the solutions of the problem. - Identifying which evidence is available and which evidence is still needed.	- What evidence do you have to support the problem analysis? - What evidence is still needed to support your problem analysis? - What evidence do you have for the solution you are proposing? - What evidence is still needed to support the solution you are proposing?	Problem tree and solution tree. Page 9 and 13 of CARE Advocacy Handbook https://www.care-international.org/files/files/publications/CI-Global-Advocacy-Handbook.pdf	- Problem analysis - Solution analysis Input for the knowledge plan (see step 8): - List of evidence supporting the problem and solution analysis. - Evidence that still needs to be developed to support problem and solution.
2.	What is the specific change you want to see in policy, practice, investment?	Taking into account the problem and solution analysis, which change in policies, investments and practices is needed to get closer to the solution? Include in the discussion how we	- Formulating SMART advocacy objective(s).		Page 14 of the CARE Advocacy Handbook **Policy Formulation in Accordance with IRM Characteristics**	- SMART advocacy objectives.

		think that change happens, your underlying assumptions for this change, which should be made explicit so that you can monitor them on a continuous basis. Where is the decision on this change in terms of time/process in the policy/budget cycle or broader environment? In what phase is the decision? Formulate changes in a SMART way and identify milestones. If possible include some objectives that can be achieved in the short term and will create a sense of achievement and buy in from the decision makers. Be realistic, is it attainable, or should you aim for something smaller (or bigger:-)?			**Policy Implementation in Accordance with PfR Principles**	

| 4. | Power mapping and policy asks. | Who can make the change you want to see? Who are the key decision makers (power mapping) that influence the decision, what is their role in the decision making process, and what is/are your policy ask(s)?

Analyse each decision makers, being aware of their position, most important stakeholders, interests, ambitions, position, perceptions, what or who influences them, developing policy asks for specific targets in line with the advocacy objective to be achieved.

If your advocacy is effective, what will this decision maker do differently? | - Analyse the decision makers to get a common understanding of how they could contribute to the SMART advocacy objective and understand why they would (not) do so. | - For each main decision maker separately: What would be convincing evidence to support the argument for this person?
- Do we have this evidence?
- If not, how can we develop it? | Use a power mapping tool to understand how decision makers relate to each other and to the problem/solutions.

Page 16 of the CARE Advocacy Handbook | An analysis of each decision maker (preferably the name of this person, make it as concrete as possible!), including their (1) position, (2) role in the decision making, (3) their stakeholders, (4) interests, (5) ambitions, (6) current attitude towards the problem/solution and a (7) specific ask.

Input for the knowledge plan (see step 8):
- List of decision makers + which evidence will be used
- Evidence that still needs to be developed, tailored to the relevant decision maker. |
| 4. | Message development | Message development per key decision maker, based on stakeholder analysis and where the | | | Page 24 and further of the CARE Advocacy Handbook | - For each main decision maker separately: key |

		decision is. For messaging, consider to include: - 'killer fact' - Example to showcase the problem (with emotive value). - Element of surprise. - ASK: what do you want the decision maker to do concretely? (Think of the Science of Persuasion video!)			To inspire work on visual messaging: *Visualising Information for Advocacy* https://visualisingadvocacy.org To support work on messaging: The Science of Persuasion (Cialdini) https://www.youtube.com/watch?v=cFdCzN7RYbw&t=2s (English) https://www.youtube.com/watch?v=1kn-K2c_tYU (Spanish)	messages. Which components should be included in a key message for this particular decision maker? - On a flip chart or in the computer so that it can be shared on screen via ppt.
5.	<u>Stakeholder mapping</u>	Who else can influence the decision makers? This can be linked to the stakeholders of the decision-makers described above and the power mapping which can be extended to	- Check who else can be included/helpful to work towards your advocacy objective.		Stakeholder/power mapping tool. Revisit page 16 of the <u>CARE Advocacy Handbook</u>	- List of broader stakeholder group which can support advocacy. - List of CSOs to include in

		include more actors. Who are your friends (and who are your enemies)? Who are the fence-sitters (who can be influenced more easily than others)? The stakeholders: cooperation, added value of your lobby, conflict, complementarities. These can include other CSOs, allies in government agencies/departments, media, opinion leaders, etc. Also consider indirect routes, for instance by influencing third parties that have authority/influence over the formal decision makers	- Make a list of CSOs with interest & influence to involve in advocacy and capacity strengthening.			advocacy capacity strengthening.
6.	Mobilizing Support	How are you going to engage with your 'friends' especially CSOs and create opportunities for them to support your advocacy? What is in it for them? Why would the CSOs you want to mobilize be part of your efforts? What exactly would you like these CSOs to do?	- Have a clear common understanding of which CSOs and other friends can be invited to join advocacy efforts and what would motivate them to do so.			- Overview of which CSOs will be proactively approached (and who exactly in that CSO) to be part of the advocacy and possibly the capacity strengthening and! how you will

		If your engagement is effective what will these CSOs do differently?				approach them. Put this either on flip chart or in the computer so that it can be projected via ppt.
7.	Designing an effective strategy	Choose an effective advocacy strategy that includes either one of the following or a combination of more than one strategy: Campaigning: Create and mobilize the public around the advocacy issue, change perceptions, and build support to influence decision-makers and stakeholders Awareness building, communication and media work: enhance PfR's credibility and legitimacy as an advocate by promoting its public image and visibility; deliver persuasive, evidence-based and solution-oriented messages to the public, decision-makers, stakeholders and those who influence them. Policy Engagement: Participate actively in the policy (review) process. Engage in or initiate (in)formal consultations on policy development.	- Selecting appropriate strategy, approach and channels of communication.		From page 29 in the CARE Advocacy Handbook And page 19 of the UNICEF Advocacy Toolkit (https://www.unicef.org/ evaluation/files/Advocacy _Toolkit.pdf)	- Overview of strategy, approach and channels of communication per decision maker.

| | | Lobbying and negotiating: One-on-one discussions with decision-makers to influence them to change policy, practice or behaviour
Developing partnerships/coalitions: Generate organizational support and momentum behind issues, connect messengers with decision-makers, and utilize diversity to achieve common advocacy goals

And approach per key decision maker: do you take a collaborative or more distanced approach, or campaign against, or a combination

Selecting channels of communication/advocacy activities: How (events/meetings/media) are you going to get your message to the decision maker?

E.g.
- Planned face to face meetings.
- Attending events the decision maker is also attending to create opportunities for informal discussion.
- Organizing an event/conference.
- Op Ed.
- Press conference. | | | | |

		- Media engagement. - Policy brief. - Exhibition. - March. - Flash Mob. - Study tour.				
8.	Resources and capacities	Does the alliance have the resources to implement the advocacy strategies? Financial, Timelines, Human Resources, Capacities, Organizational structures, etc. Which resources are needed to implement the strategy? Which resources are already in place? Which resources need to be increased?	- Create a common understanding of resources that will be available to implement the strategy.		Page 26 of the CARE Advocacy Handbook	Overview of the resources that need to be strengthened to implement the advocacy activities and ideas on how to do this (will feed in to the session on capacity strengthening)