



USAID
FROM THE AMERICAN PEOPLE

IRC

Supporting water sanitation
and hygiene services for life

FRESHWATER CONSERVATION AND WASH

ADVOCACY STRATEGY WORKSHOP

REPLACE W/LOCATION
REPLACE WITH WORKSHOP DATES

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CONSERVATION
INTERNATIONAL




the Jane Goodall Institute

The Nature
Conservancy



WORLD
RESOURCES
INSTITUTE



AFRICA BIODIVERSITY COLLABORATIVE GROUP

WORKSHOP OBJECTIVES

- Introduce advocacy and create a foundation of knowledge and understanding of advocacy concepts and approaches.
- Understand current advocacy priorities for your organization's integrated Freshwater/WASH portfolio.
- Understand and apply the key elements of advocacy strategy design — specifically identifying the advocacy issue, goal and objectives; decision-maker and influencer identification; and message design and execution — tailoring messages to target audiences.
- Build upon and learn from existing advocacy and influencing experiences and expertise.



ADVOCACY STRATEGY ROADMAP



AGENDA

- **DAY1:** Introductions, advocacy terminology and elements, advocacy issues, root causes and evidence base
- **DAY2:** Advocacy goals and objectives, stakeholder mapping
- **DAY3:** Advocacy strengths, limitations and partnerships, advocacy work planning, messaging
- **DAY 4:** Measuring advocacy progress and adaptive management, next steps

Write a definition of advocacy on the cards provided



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DEFINING ADVOCACY

Advocacy is the process of strategically managing and sharing knowledge to change and/or influence policies and practices that affect people's lives



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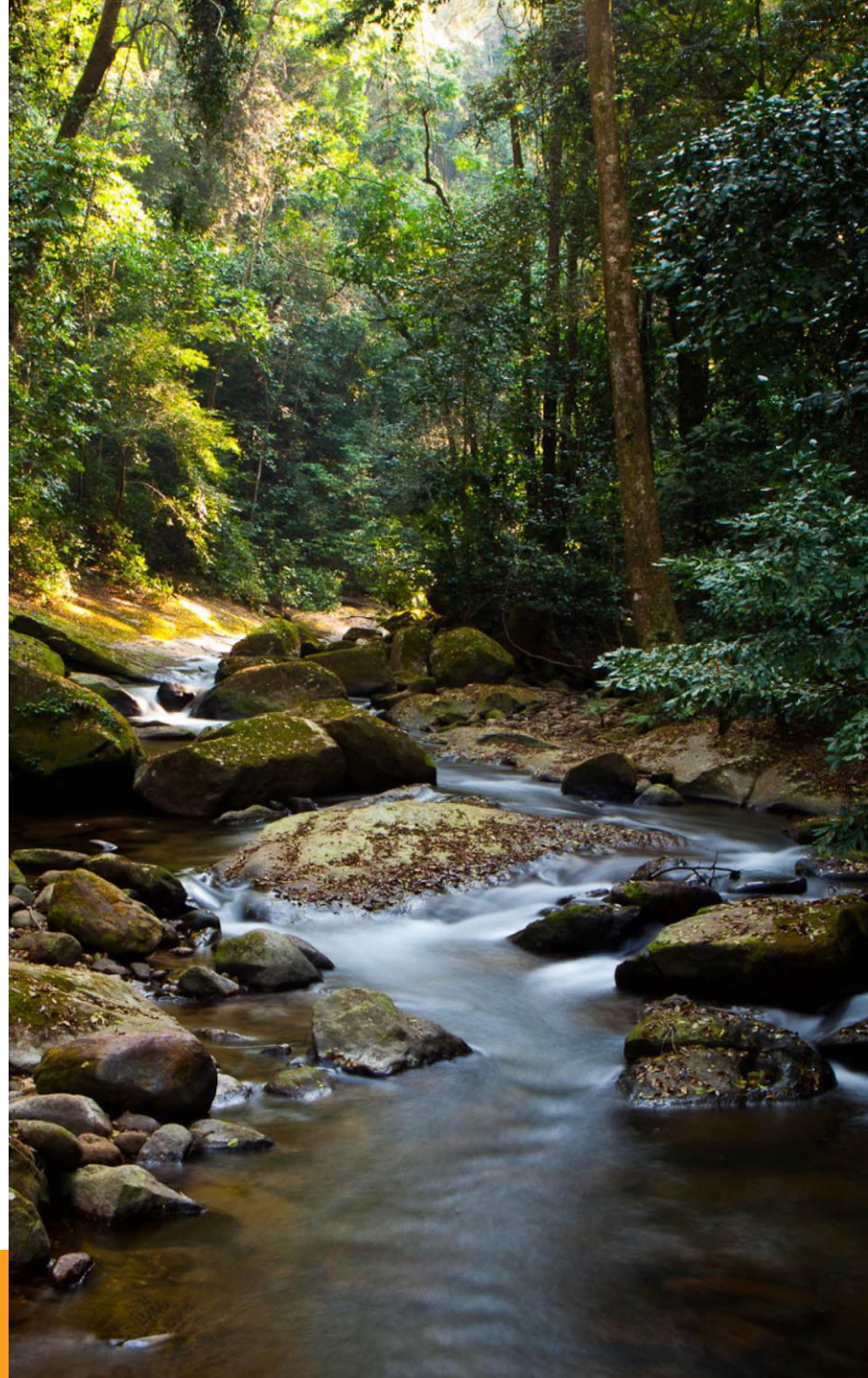
ADVOCACY

- Is a deliberate process
- Aims to inform and influence decision-makers
- Seeks to changes that are evidence-based

DEFINING ADVOCACY

- Advocacy is the practical use of knowledge for purposes of social changes directed to government policies, laws, and procedures.
- Advocacy supports an issue and persuades the decision-makers on how to act in order to support that issue.
- Advocacy is a process, not a one-way activity.
- Advocacy is about motivating and mobilizing the community. It starts with a small group of people who share concerns about a specific problem and are willing to devote time, their experience and resources available to reach the desired change.

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ADVOCACY APPROACHES



ADVOCACY APPROACHES INCLUDE BUT ARE NOT LIMITED TO

- Lobbying
- Campaigns
- Meetings with government officials
- Translation of research
- Education/influencing events
- Consensus building and/or
- Creating champions

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LOBBYING



***Lobbying** is a form of advocacy that involves directly engaging with decision-makers, particularly a politician or public official who has control or significant influence over a policy, piece of legislation or regulation.*

EXAMPLES OF LOBBYING:

- Asking your Member of Parliament or representative to introduce, amend or vote for or against particular legislation
- Direct citizen outreach to parliamentarians, representatives or other government officials asking them support or oppose specific legislation or regulations
- Online or written petitions asking for legislators to support or oppose particular legislation

EXPERIENCES WITH ADVOCACY



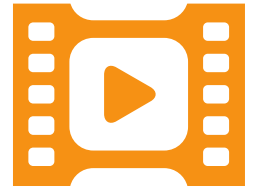
BASED ON
THE DEFINITIONS

*What have you done
in the last 6 months
or year that you
would consider
advocacy?*

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ADVOCACY STRATEGIES



- Differences between ad hoc and formal advocacy
- Advantages of collective voice
- Cohesive messaging to inform policy and practice
- Building strong grassroots movements
- Changes in policies and budgets
- Implementation of policies and laws

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PARTS OF AN ADVOCACY STRATEGY



PART 1 Advocacy Issue, Root Causes and Identifying your Evidence Base



PART 2 Advocacy Goals and Objectives



PART 3 Decision-makers and Influencers



PART 4 Opposition and Obstacles



PART 5 Advocacy Strengths, Limitations and Partnerships



PART 6 Advocacy Approaches and Activities



PART 7 Advocacy Messages



PART 8 Measuring Progress and Adaptive Management

COUNTRY CONTEXT PRESENTATION

FIRST NAME

LAST NAME

title/affiliation

*(Insert name(s) and title/affiliation of who
will deliver the country context
presentation(s).)*

IMPLEMENTATION V. ADVOCACY

	DECISION-MAKER (TARGET) OF THE MESSAGE	ASSOCIATED SOURCE OF THE CONTENT
DESIGN	Focused on key conservation targets and focus on threat reduction	Focused on advocacy issues and focus on addressing root causes
GOALS	Tied to conservation targets	Tied to advocacy issues and root cause
OBJECTIVES	SMART – Specific, Measurable, Attainable, Realistic, and Timely	Designed around Who? What? How? When?
ACTIVITIES	Developed with the focus on addressing threats and achieving set objectives/intermediate results reflected in the activity's Theory of Change	Developed with the focus on influencing target decision-maker
M&E	Aimed at measuring the progress toward expected change	Aimed at measuring the process and incremental changes along the way

ADVOCACY ISSUES AND ROOT CAUSES

A GOOD ISSUE FOR ADVOCACY IS...

- A current objective or focus area of your program's work
- Based in evidence
- Can be improved with advocacy (a change in policy, implementation of an existing policy, change in budget, etc.)
- Possible to do in 3 – 5 years
- Specific and clear

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ADVOCACY ISSUES AND ROOT CAUSES

QUESTIONS ABOUT ROOT CAUSES

- Can a policy change or implementation of an existing policy help improve the root cause?
- Does your organization have programmatic experience with this root cause?
- Do you have any evidence that this is a root cause?
- Can the problem be addressed in 3-5 years?

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ADVOCACY ISSUES AND ROOT CAUSES

CRITERIA FOR PRIORITIZING AN ADVOCACY ISSUE

- Specificity and clarity
- Amount of evidence to prove the problem
- Potential for partnership to address the issue
- Amount of political will to address the issue
- Organization has unique experience and expertise to contribute to addressing the issue
- Availability of resources (time, money, and influence) to address the issue
- Risk to your organization to address the issue
- Likelihood the policy change or action will significantly impact the problem
- Feasibility of success in 3-5 years

ISSUE



Use this slide to document participant brainstorm of potential advocacy issues to be addressed via the strategy drafted in this workshop – or – use flipchart paper to document brainstorm and delete this slide.

EVIDENCE BASE



Critical programmatic or technical documents or research that could support your position on the issue

TYPE OF DOCUMENT OR EVIDENCE	SOURCE



DAY 2

Advocacy goals and objectives and stakeholder mapping

GOAL AND OBJECTIVES



- Goal (Long-term, higher level)
- Objective (Shorter-term, steps to achieve goal)
- Components
 - **WHO:** the decision-making institution with the power to take action on your advocacy issue.
 - **WHAT:** the change you would like to see relative to your advocacy issue.
 - **HOW:** the specific action the decision-making institution can take to accomplish the change.
 - **WHEN:** a time frame for the action to occur (often between six months and three to five years depending on the particular advocacy effort).

GOAL AND OBJECTIVES



SMART GOALS AND OBJECTIVES

- Specific
- Measurable
- Achievable
- Relevant
- Time-based

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EXAMPLES OF OBJECTIVES



EXAMPLE 1

- **Non-SMART Objective:** Conduct a pilot project on the importance of freshwater ecosystems.
- **Example SMART Objective:** The Ministry of the Environment conducts a pilot project that will train community health workers to educate 80 villages about the relationship between healthy, freshwater ecosystems and healthy people by January 2021.

EXAMPLE 2

- **Non-SMART Objective:** Get media coverage highlighting habitat restoration.
- **Example SMART Objective:** A major national newspaper runs a series of articles about the importance of restoring riverine habitat along the Umzimvubu to protect human, livestock and ecosystem health by November 2020.

GOAL AND OBJECTIVES

Goal group brainstorming activity



Small group objective work



DECISION-MAKERS AND INFLUENCERS



■ DEFINITIONS

Decision-makers: People with the formal power or authority to take the desired policy action and/or their key advisors or staff.

Influencer: People or groups who can have a compelling force on the actions, opinions, or behavior of decision-makers.

■ ALIGNMENT, INTEREST AND INFLUENCE MATRIX (AIIM)

DECISION-MAKERS AND INFLUENCERS



KEY QUESTIONS

- What are their priorities?
- What motivates them?
- What is their background?
- How supportive are they of your issue?
- How aware are they of your issue?

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OPPOSITION AND OBSTACLES



KEY TERMINOLOGY

- **Opposition:** a group of adversaries or competitors, especially a rival political party
- **Obstacle:** Something that blocks one's way or prevents or hinders progress
- **Resistance:** the refusal to accept or comply with something; the attempt to prevent something by action or argument
- **Influence:** the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself
- **Mitigation:** Reducing the severity of the problem, issue and/or obstacles



DAY 3

*Advocacy strengths,
limitations and
partnerships,
advocacy work
planning, messaging*

STAKEHOLDERS, LIMITATIONS AND PARTNERSHIPS



KEY ADVOCACY SKILLS

- Passion, commitment
- Ability to communicate verbally and written (articulate)
- Ability to work in a team
- Likeable
- Understand protocols/context and behave appropriately within them
- Respectful
- Persistent
- Good at research and evidence creation
- Translating evidence into messages
- Well connected
- Listening
- Ability to read people/discern the situation/identifying cues/knowing when to and not to push
- Policy writing and analysis
- Realism
- Negotiation skills
- Motivation skills
- Presentable/good physical appearance

PARTNERSHIPS



STRATEGIC REASONS TO PARTNER

- Adds to the number of organizations actively working on the issue.
- Brings together new constituents demonstrating wide-scale and diverse support for the issue.
- Demonstrates benefit to multiple sectors of importance.
- Improves ability to reach and persuade a wider set of decision-makers and influencers.
- Helps to mitigate the influence of the opposition.
- Yields additional expertise, skills, and resources.
- Helps fill an organization's advocacy gaps.

PARTNERSHIPS



EFFECTIVE PARTNERSHIPS

- *Bring resources to the advocacy effort.*
- *Are generally easy to work with.*
- *Are aligned with your advocacy goal.*
- *Bring few risks.*



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PARTNERSHIPS



QUALITIES OF AN EFFECTIVE PARTNER

- Swift attention to problems
- Shared power
- Clear expectations
- Mutual responsibility
- Ample recognition, thanks, and praise
- Inspiration and celebration
- Strategic thinking
- Persistence
- Personal and regular contact
- Regular flow of information (bi-directional)
- Focused goal-setting
- Common goal/purpose
- Complementary skill sets and networks
- Mutual respect
- Money, resources
- Demonstration of performance – track record of success

PARTNERSHIPS



TYPES/FORMS OF COLLABORATION

- Information and data sharing
- Developing common messages
- Mutual consultation
- Joint planning and strategizing
- Coalitions and alliances



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TYPES OF COLLABORATION



INFORMATION AND DATA SHARING

Individuals and organizations agree to freely share information and data based on their contacts and what they learn in their work. There is no joint decision-making or requirement to use the information in a certain way.

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TYPES OF COLLABORATION



DEVELOPING COMMON MESSAGES

Partners agree to share information and then analyze it together to identify trends and develop shared messages. Each organization will use these messages as they see fit within their own advocacy and not necessarily in coordination with each other.

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TYPES OF COLLABORATION



MUTUAL CONSULTATION

Partners use one another as a resource to develop their own individual plans to achieve policy advocacy goals. They get ideas from each other but still do separate work.

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TYPES OF COLLABORATION



JOINT PLANNING AND STRATEGIZING

Partners identify similar challenges and develop mutually reinforcing plans and strategies to address them. Each partner does its own work but holds the other accountable for agreed-upon actions.

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TYPES OF COLLABORATION



COALITIONS AND ALLIANCES

The most formal type of collaboration where individuals and organizations work together on a shared plan of action. They are committed to supporting the plan and each other. Some coalitions are temporary, and the partners disband after they reach their common goal. Other coalitions are like a long-term alliance, with a permanent structure and organization.

ACTIVITIES AND APPROACHES



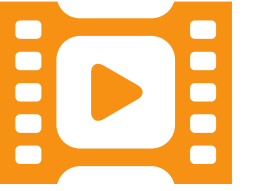
ACTIVITY CATEGORIES

- Events and meetings
- Materials and publications
- Generating or collating data and evidence
- Media and communications

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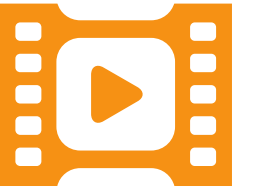
ACTIVITIES AND APPROACHES



KEY QUESTIONS TO CONSIDER

- Will the activity address our decision-makers' key interests?
- Will the activities catch the interest of our decision-makers and/or their influencers?
- 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? (Opportunistic)
- Does the activity pose any risk to our organization?

OBJECTIVE:



ACTIVITY	RESPONSIBLE STAFF	PARTNER(S)	COSTS (STAFF DAYS AND OUT OF POCKET COSTS)	TIMELINE (FREQUENCY AND BY WHEN)

QUALITIES OF A COMPELLING MESSAGE

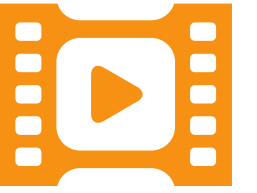


- Brief
- Focused
- Solution-oriented
- Supported by evidence
- Targets key interests of the decision-maker
- Uses non-technical language
- Optimistic and hopeful
- Has a clear request

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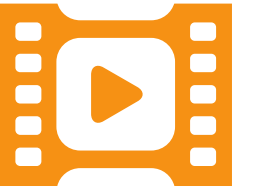


FOUR PARTS OF AN ADVOCACY MESSAGE



- 1. What is the issue?*
- 2. Why should the decision-maker care about the issue?*
- 3. What is the proposed solution and how will it impact the problem?*
- 4. What do you want the decision-maker to specifically do following your interaction?*

IDEAL MESSENGERS



- *Messengers should be diverse.*
- *Messengers should represent a range of seniority.*
- *Messengers should be effective public speakers.*
- *Messengers should support your advocacy goal.*

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MESSAGING



MESSAGE	DECISION-MAKER (TARGET) OF THE MESSAGE	ASSOCIATED SOURCE OF THE CONTENT



DAY 4

*Measuring advocacy
progress and
adaptive
management, next
steps*

MEASURING PROGRESS



- *Measure small incremental change*
- *Changes in language*
- *Public statements*
- *Tools: outcome harvesting, language measurement*

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NEXT STEPS

- Before you leave the room today, what are the next steps required for finalizing the strategy?
- Who might need to review/approve the draft?
- What are the roles/responsibility of those who contributed to the draft strategy in this workshop? What about those not involved in the drafting?
- When will contributors to the strategy re-convene to check in on progress?

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*Congratulations on the completion
of your draft advocacy strategy!*

*Best of luck as you advocate for the integration of FW-WASH
to protect water resources for people and nature.*

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