



Zimbabwe Aids Network
Civil Society Coordinating Platform on HIV/ AIDS, SRHR and Health

Evidence Based Advocacy

Training Manual

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1. Introduction to Advocacy

What is Advocacy?

Many definitions

If you try to Google the word “advocacy”, you will find a huge amount of definitions among which it is not easy to guide your research. That’s why it is important to start with the original meaning of this word: the word “advocacy” comes from the Latin ‘*advocare*’ and literally means ‘to call out for support’. Today it has acquired a more specific and political connotation and it describes a particular democratic process, where individuals or groups of people take different actions to try to influence those who make decisions that affect our lives. But it is important to point up that advocacy is not just about influencing public policy, but also and first of all about influencing public opinion. Even if most of the time advocacy is defined as speaking on behalf of others, one of its aims must be raising the public’s consciousness about a particular issue.

- The act of pleading or arguing in favour of something, such as a cause, idea, or policy; active support. <http://www.thefreedictionary.com/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 programs of governments, institutions or organizations involving an organized, 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 in all its forms seeks to ensure that people, particularly those who are most vulnerable in society, are able to:

1. Have their voice 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.

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.
- 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.*

Context Analysis

Political: *NGO & government culture, Political Will*

Reality & Religious: reality in Zimbabwe is that some religious institutions are reported to *discriminate, stigmatize and intolerant* towards Sex Workers, PLHIV & LGBT communities

Economical: availability of funding to implement activities

Social: Creating safe spaces

Cultural: cultural context of a community can make or break an advocacy engagement if key cultural factors are not adhered to

Timing: Timing is everything!! Have your evidence ready to feed into the target discussion!

Attitude: Your and their ATTITUDE

Different Types of Advocacy

- Self-Advocacy/Case Advocacy: focuses on changing the situation for an individual and protecting their rights,
- Family Level: When a family stands on behalf of its member,
- Citizens Advocacy: An advocacy initiative led by a member(s) of the community on behalf of an individual who is vulnerable and not in a good position to exercise or defend their rights.
- Community - National – International Level Systems/Administrative Advocacy: means efforts to change policy and practice at the local, national or International level,
- Legislative Advocacy: Working with elected officials, advocates can educate decision makers and suggest policies that would benefit their communities,
- Media Advocacy: Using media to increase public awareness and influence broader public debate issues such as homosexuality

PURPOSE OF ADVOCACY

- The purpose of advocacy as defined by UNFPA is to promote or reinforce a change in policy, program or legislation.
- Rather than providing support directly to clients or users of services, advocacy aims at winning support from others, i.e. creating a supportive environment.

There are many reasons to engage in advocacy, but we can summarize three main good reasons to do it:

- To solve specific problems through concrete changes in public policies and program

Advocacy focuses on solving specific problems related to social, economic, political or cultural realities. Citizen advocates develop plans and implement strategies and activities aimed at achieving concrete solutions to these problems. It is important to involve from the beginning the people who are affected by the problem that you wish to solve in order to reflect the priorities of the population and achieve real change in their daily life.

- To strengthen and empower civil society

Advocacy, to the extent that it promotes social organization, alliance building, leadership formation and networking at the national and international levels, stimulates the strengthening and empowerment of civil society.

- To promote and consolidate democracy

Advocacy implies a permanent relationship between civil society and the state. It is an important gauge of a genuine democracy. Engaging in advocacy is one way to strengthen citizen participation in decision-making about public policies and programs and to promote a transparent political culture.

The main purpose of advocacy is to bring about positive changes to your population. Sometimes advocacy will address issues through the implementation of a national policies e.g. through the implementation of public health policy. Moreover, advocacy could help to meet the goals of health policies, where specific resource allocation and service delivery models are formulated for advocacy campaigns.

2. 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 policies 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.*

3. DESIGNING AN ADVOCACY STRATEGY

An effective advocacy strategy must adhere to:

1. Strategic and evidence informed decisions
2. Planned activities while at the same time remaining creative
3. Ready to seize opportunities as they arise
4. Flexible enough to adapt to change
- The process of developing an advocacy strategy is **not linear: Issue, policy, context and advocacy network**

Qualities of a good policy advocacy issue

- 1. It should be an **existing** objective or natural outgrowth of your community/ organization. Don't advocate for an issue with which you have no experience. It limits your credibility.
- 2. It should be based on **evidence**. There needs to be proof that your issue is in fact a problem.
- 3. A change in policy or implementation of a policy should help to **improve the problem**.
- 4. It should be reasonably **attainable** in the short and long-term.
- 5. It should be suitably **specific and clear**. Avoid broad health topics.

Policy Engagement Strategies

Our policy engagement should include:

- Understanding how and when to engage with policymakers at all levels of government
- Developing strategies for working with policymakers, their staff and the advocates who influence the policy process
- Translating evidence/data/research into policy-relevant products which include policy briefs, fact sheets and infographics that are disseminated to target audiences
- Facilitating meetings with policymakers and guiding follow-up;
- Organizing briefings, roundtables and other policy forums; and

- Using media advocacy to target messages and policymakers.

Step 1

Formulate a clear initial objective for your engagement strategy. This is likely to change as you monitor, evaluate and learn from the implementation process. But in order to assess how you allocate resources and begin to develop a strategy, you need an objective. The previous chapter demonstrated focusing techniques to ensure your influencing objective will get to the root of an issue within a nuanced understanding of what the problem is and why it persists.

Step 2

Develop a realistic set of stakeholder-focused outcomes to in turn help set the framing for the Monitoring strategy

Step 3

Extrapolate from the analysis of the political context and the level of complexity in order to develop one or more hypotheses about how such outcomes are likely to come about, that is, a change theory. On the basis of this change theory, a framework is then used for Step 4

Step 4

Select specific activities to be undertaken by you and your partners to ensure you are able to engage with your target stakeholders in the most appropriate way to help bring about your objective. This includes thinking about communication activities to reach your audience and writing a communications strategy.

Step 5

Highlight capacity and resources and how you might carry out the process of developing your engagement strategy.

Step 6

Develop the actual engagement strategy.

Advocacy Goals and Objectives

Defining a Goal

- The goal is the Big plan, Vision or Overall Aim

Advocacy Objective

- Is a specific plan of action.
- A good policy-influencing objective should be clear about why the changes you are proposing are important, who they affect, what needs to be done about it and where you stand in relation to others who are also trying to bring about change

*Remember Objectives must be **SMART***

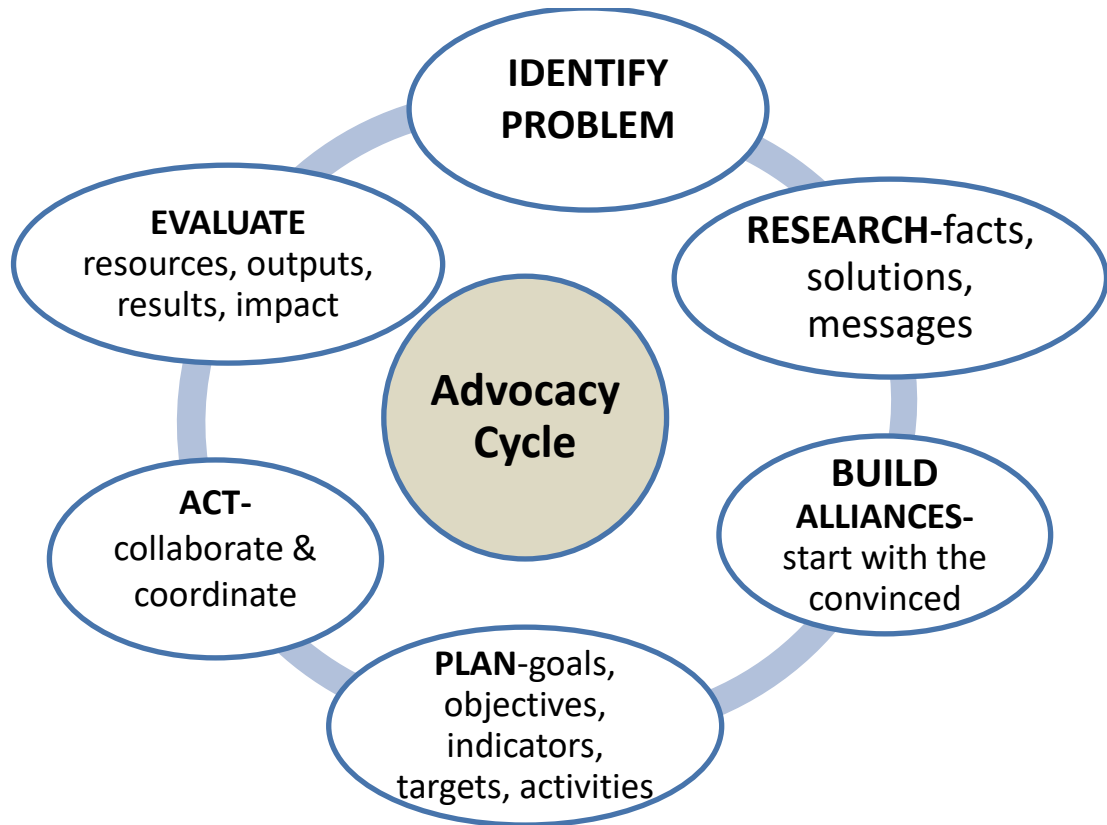
Defining an Activity

- Actions to achieve goals and objectives

STEPS INVOLVED IN ADVOCACY

1. Defining the situation- what is the issue?
2. Establishing clear advocacy goals and objectives for policy action
3. Identifying obstacles and opportunities (SWOT)
4. Identifying target audiences- either those who make the necessary change or influence decision makers.
5. Developing key activities e.g. Key messages to influence your target audience, communication materials etc
6. Decide on the advocacy techniques and tactics
7. Building Alliances & Coalitions
8. Implementing the advocacy plan
9. Monitoring and Evaluation
10. Review, adjust and re-do

Advocacy Cycle



4. AGENDA SETTING & POLICY ACTION

This chapter sets out steps to help you develop a strategy to engage with and influence policy effectively, depending on the nature of the policy problem, the context and the constellation of actors and networks.

STAGES OF AGENDA SETTING

- **Stage 1: Identification of an issue for Policy Action**

There are an unlimited number of problems which need attention among KPs, but not all can get a place on the action agenda. Advocates must decide which problem to address and attempt to get the target institution to recognize that the problem needs action.

- **Stage 2: Solution formulation**

Advocates and other key actors propose solutions to the problem and select one that is politically, economically, and socially feasible

Stage 3: building the Political will

- The will by decision-makers to act on the problem and its solution, is the centerpiece of advocacy. Actions during this stage include **coalition building, meeting with decision-makers, awareness building and delivering effective messages**. Engage passionately offering feasible solutions and support your proposal with verifiable evidence.
- **Stage 4: Policy Action**

Once a problem is recognized, its solution is accepted and there is political will to act -ACT! Develop a solid advocacy strategy and follow the decision-making process for the adoption of the policy change. If the proposal is rejected, it may be reworked and the process may begin again. If further information is needed or conditions set, provide it!

- **Stage 5: Evaluation**

Evaluation is critical though it is often not reached. Good advocates assess the effectiveness of their past efforts and set new goals based on their experience.

HOW DOES POLICY EVOLVE

- When a government acknowledges a public problem, and agrees to do something about it, policy makers search for practical solutions in the form of policies.
- It is important for NGOs and community organisations to fully understand how each of the different stages of policy making work in their respective countries, or context

PHASES OF POLICY MAKING

- Agenda setting
- Policy formulation
- Decision-making
- Implementation
- Monitoring
- Evaluation

- Adjusting
- Reviewing

5. ADVOCACY ACTIVITIES & Strategies

- Organizing: Build power at the base.
- Educate Legislators: Provide information on issues.

Educating the Public about the Legislative Process: Introduce communities and constituencies to the legislators whose represent them. When communities have the opportunity to meet legislators face to face and discuss the issues that affect their everyday lives, not only do legislators receive the tools they need to represent their communities, but those communities are empowered to invest more heavily in the outcomes of policy debates, giving them a stronger hand in their own future.

- Research: Produce relevant resources that reflect the real story of your community.
- Organizing a rally: Mobilize for your cause.
- Regulatory efforts: Take action at the agencies.
- Public education: Educate the community on the issues..
- Nonpartisan voter education: Inform the electorate on the issues.
- Nonpartisan voter mobilization: Encourage citizens to vote.
- Educational conferences: Gather, network, share information, and plan for the future.
- Training: training sessions teaches successful strategies and skills for direct action organizing on issues related to students.
- Litigation: Win in court for your cause or your community.
- Lobbying: Advocate for or against specific legislation. All nonprofits are permitted to lobby.

Taking a closer look at Sensitization

- A process of shaping ideas, beliefs or feelings of an individual or group to specific events or situations.
- It usually involves emotions.
- Sensitization targets everybody in the community, common people and decision makers.

Examples of sensitization

May be in the form of:

- Peaceful walking rallies
- Drama
- Radio programs
- Messages in t-shirts
- Road banners
- Posters

COMMUNITY MOBILIZATION

Community mobilization is a process of enabling people to:

- Organize themselves, recognize opportunities, identify their collective potential, and utilize available resources to realize a shared goal through unified action.

CATEGORY	EXAMPLES OF ADVOCACY ACTIVITIES
Research and Policy Analysis	<ul style="list-style-type: none">• Prepare and disseminate research reports, policy briefs, etc

Coalition Building and Capacity Development	<ul style="list-style-type: none"> • Create engagements strategies • Create and sustain new coalitions
Communication and Media Outreach	<ul style="list-style-type: none"> • Post blog entries, tweets, and comments on online forums • Prepare press releases or opinion articles • Express opinion during media interviews • Breakfast meetings, etc
Government Relations and Oversight	<ul style="list-style-type: none"> • Participate in on-going formal government consultation or advisory processes • Engage in independent –watchdog activities to monitor and evaluate government activities

6. Communication & Advocacy

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

- Define an advocacy message.
- Select appropriate persuasion techniques.
- Identify characteristics of effective messages and messengers.
- 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: Elevator Speech

- 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 expressive activities designed to influence public officials through legal, nonviolent means.

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 deliver the petition 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 an elected official, 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 the House calendars 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 demeanour, 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

7. MEASURING ADVOCACY WORK AND IMPACT

- For evaluators, advocacy efforts can pose assessment challenges.
- **Advocacy, POLICY & PRACTICE CHANGE** is often a complex, long term process, involving a number of actors.
- **'Outright success'**, in terms of achieving specific, hoped-for changes is rare
- **Traditional M&E approaches**, especially those aiming to attribute causality may not be suitable.
- **'Contribution challenge'**- work in alliances/coalitions
- So.... How do you **MEASURE** your advocacy work to influence policy and bring about **CHANGE**?
- Interest has grown in **M&E for ADVOCACY**
- An early step in planning M&E for advocacy entails:
 - ✓ Theory of Change
 - ✓ Logic model
 - ✓ Impact Plan

Gives an explanation of how a given effort will bring about change and what results are anticipated.

- **ToC** is an essential tool for the M&E of policy influence and provides a roadmap for M&E activities

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 responses
	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	<ul style="list-style-type: none"> The voices of previously excluded stakeholders are now heard
POLICY AGENDA	<ul style="list-style-type: none"> Desired policy issues are a priority on the policy agenda Desired policy change is supported by powerful decision makers
POLICY	<ul style="list-style-type: none"> Desired change is translated into new legislation or regulations
IMPLEMENTATION	<ul style="list-style-type: none"> New policy is implemented as proposed
IMPACT	<ul style="list-style-type: none"> New policy has intended consequence (PRACTICE)

A theory of 'no-change'

There is currently a great deal of emphasis on theories of change and a proliferation of ways in which they are presented. In our experience, few of them give sufficient

consideration to understanding the status quo and what a 'theory of no change' would look like. But, given the difficulty of change in many contexts, especially institutional change, it is worth asking why change is unlikely to come about. Mapping out where actor incentives, interests and embedded power structures prevent change from taking place will provide a useful baseline against which you can assess what changes have happened, to support your monitoring and learning processes. A analysis of what is happening in different sectors (based on monitoring and playing the watchdog role) can be used to present an initial theory of no change. A more detailed analysis would build on this by analyzing the complexity of the issues and the systemic political and institutional factors. The most detailed theory of no change would be done using a political economy analysis. An initial theory of change Having set out the expect to see, like to see and love to see outcomes in the previous exercise, you will be part way to developing a theory of how change happens. To help you approach an assessment of how specific changes may or may not occur, you can refer back to Chapter 1, to the analysis of different contexts that affect advocacy. For each stakeholder group it may be useful to consider how they would respond to socio-economic trends and unforeseen events. All of this analysis can be drawn together into an initial theory of change. At this stage, the 'theory' you shape will be a hypothesis or set of hypotheses that needs to be revised and refined while you learn, interpret and adapt as the CSNIP Monitoring project progresses. Eventually, this will enable you to build a more credible and robust 'theory of change'.

8. Important Reminders

DOS AND DONTs OF ADVOCACY

DO

- Be brief and clear but detailed and reasonable
- Be precise about what you want
- Consider the timing of your request in light of competing priorities.
- Follow up
- Ask whether s(he) supports your position

DON'T

- Tell him/her what to do
- Be rude, critical or threatening
- Overstate your position or influence
- Use someone else's words
- Forget to say thank you

In Advocacy its good and important to know when to:

- WHISPER
- SHOUT/SCREAM
- ACTION

ADVOCACY VS ACTIVISM

- Advocacy and activism are tools to create some sort of social and political change. Advocacy is often thought of as “an act of publicly representing an individual, organization, or idea” and used as an umbrella term for many intervention tactics such as “speaking, writing or acting in favour of a participate issue or cause, policy or group of people.” (Cucow, 2011; PHAC, 2010).
- Activism is described as “a policy of taking direct action to achieve a political or social goal” (Zeitz, 2008).
- Advocacy is often seen as working “within the system” whereas activism is seen as working “outside the system” to generate change (UBC, 2010).

HARD VS SOFT ADVOCACY ISSUES- FOOD FOR THOUGHT

- Political Correctness vs our advocacy Issues???
- Are we genuine in our advocacy issues? Are we really addressing the real issues or we are targeting issues that are within our comfort zones.
- After all do we have the real power to change things? If so are we effectively using the power? Power is a Zero-sum Phenomenon.

LET'S IDENTIFY OUR TARGETS

- Short term-low hanging fruits (Financing in Health, Command Agriculture)
- Medium term-
- Long term

9. CONCLUSION

- There is need for advocacy in order to promote increased action for better governance
- Advocacy needs to be continuous but strategic
- Change is not easy, persistence and perseverance is needed
- Advocacy is likely to be successful if the target audience understands the problem, feel the need and know the meaning
- Create clear linkages between **RESEARCH & ADVOCACY**

“Above all Not Too Much ZEAL”