

Introduction to Strategic Advocacy

Presented by:

Purnima Chawla

Center for Nonprofit Strategies

<http://cnpsweb.org>



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Clear Actionable Advice.

Definitions of Advocacy

To build support for a particular cause or policy.

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



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Clear Actionable Advice.

Advocacy can mean...

- Raising the urgency of an issue/problem
- Promoting your perspective on the issue (or that of your beneficiaries)
- Developing policies to address the problem
- Promoting a particular policy or solution
- Ensuring effective implementation and enforcement

Why *Strategic* Advocacy

- Better use of limited resources
- Simplifies decisions
- Minimizes risks
- Ensure coherence and credibility



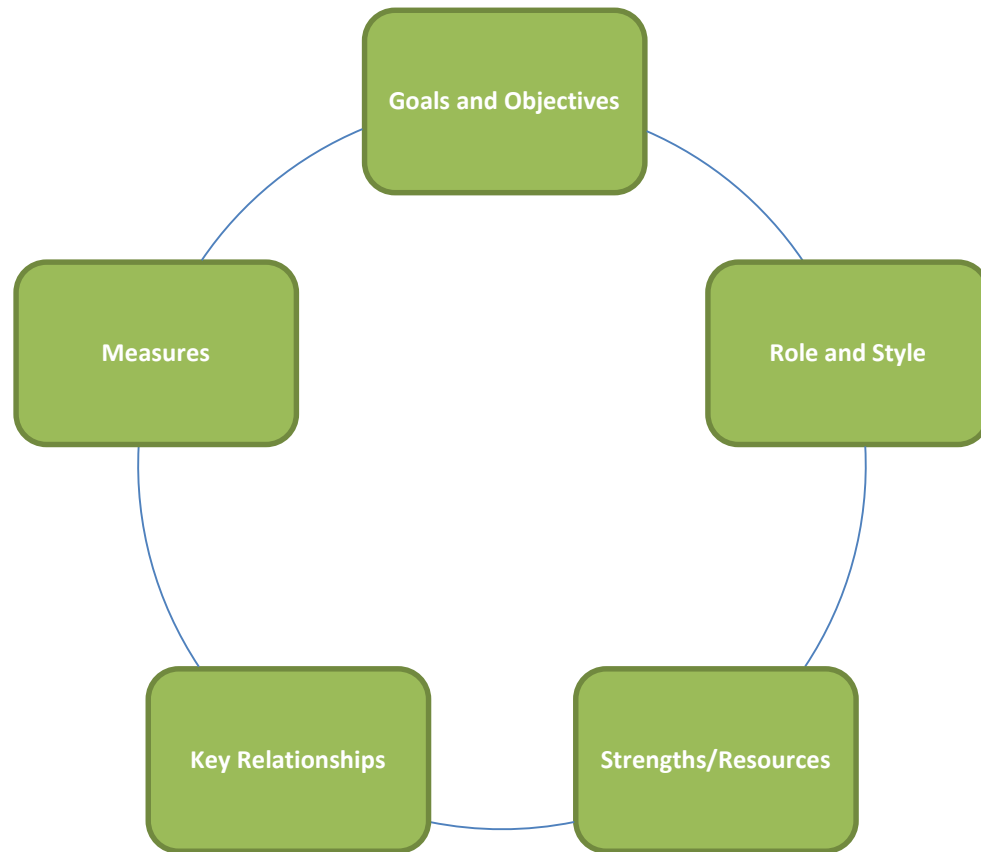
Can you be both strategic and opportunistic/responsive?

YES!

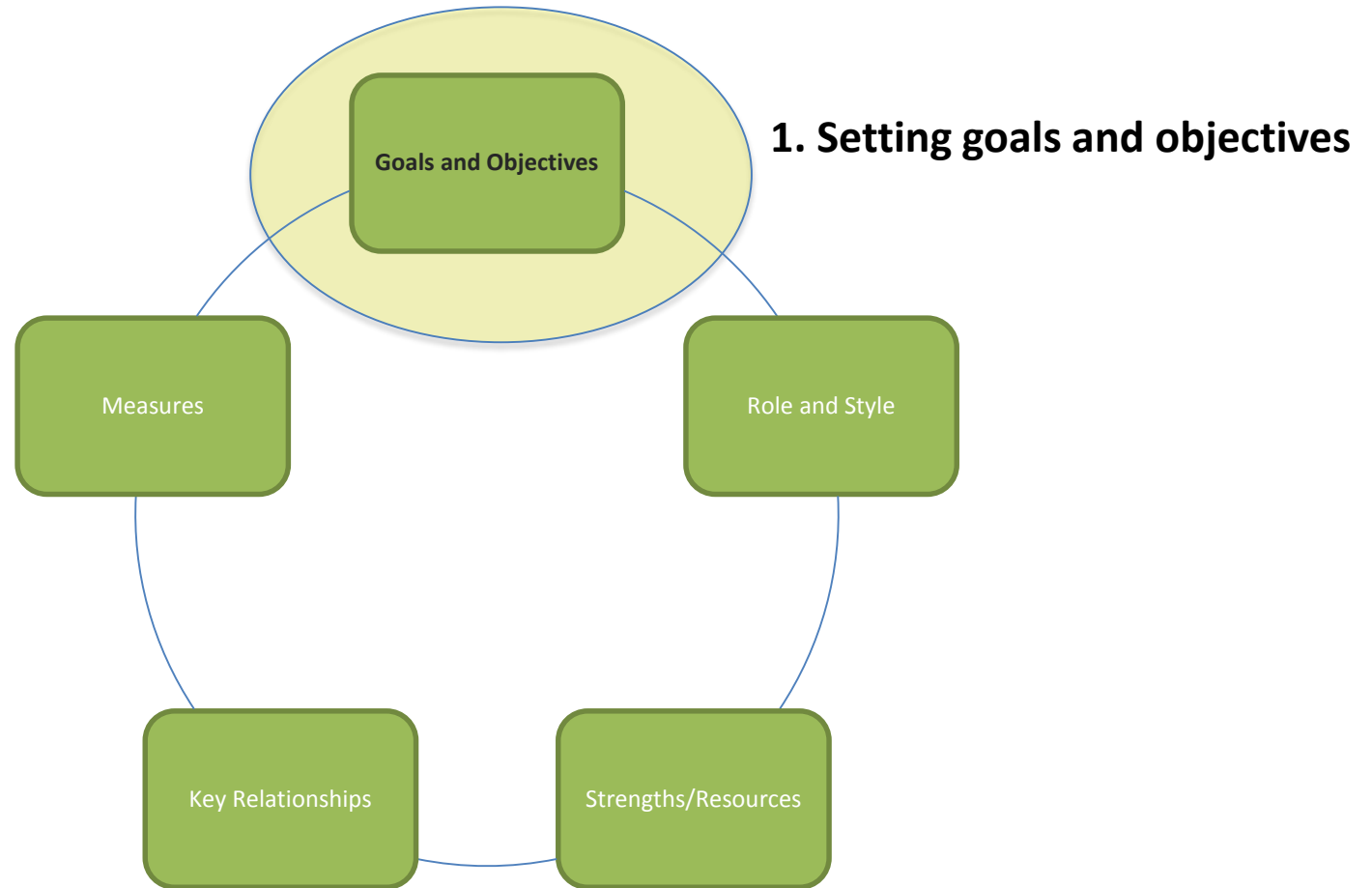
A strategy is a road map (not a checklist).
It enables you to correct course and adapt quickly.



Strategic Advocacy



Strategic Advocacy



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



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Clear Actionable Advice.

Setting Advocacy Goals

How does advocacy fit with your organization's mission and programs?

- Facilitate your programs (e.g. more resources)
- Spread your ideas or perspective
- Raise the profile and credibility of your organization
- Ensure your constituents get what they need

Limiting Your Goals

What is the range of goals you will work on?

- How deep/wide is your advocacy effort?
- Is it aligned with your resources?
- What are the risks of engaging (or not engaging)



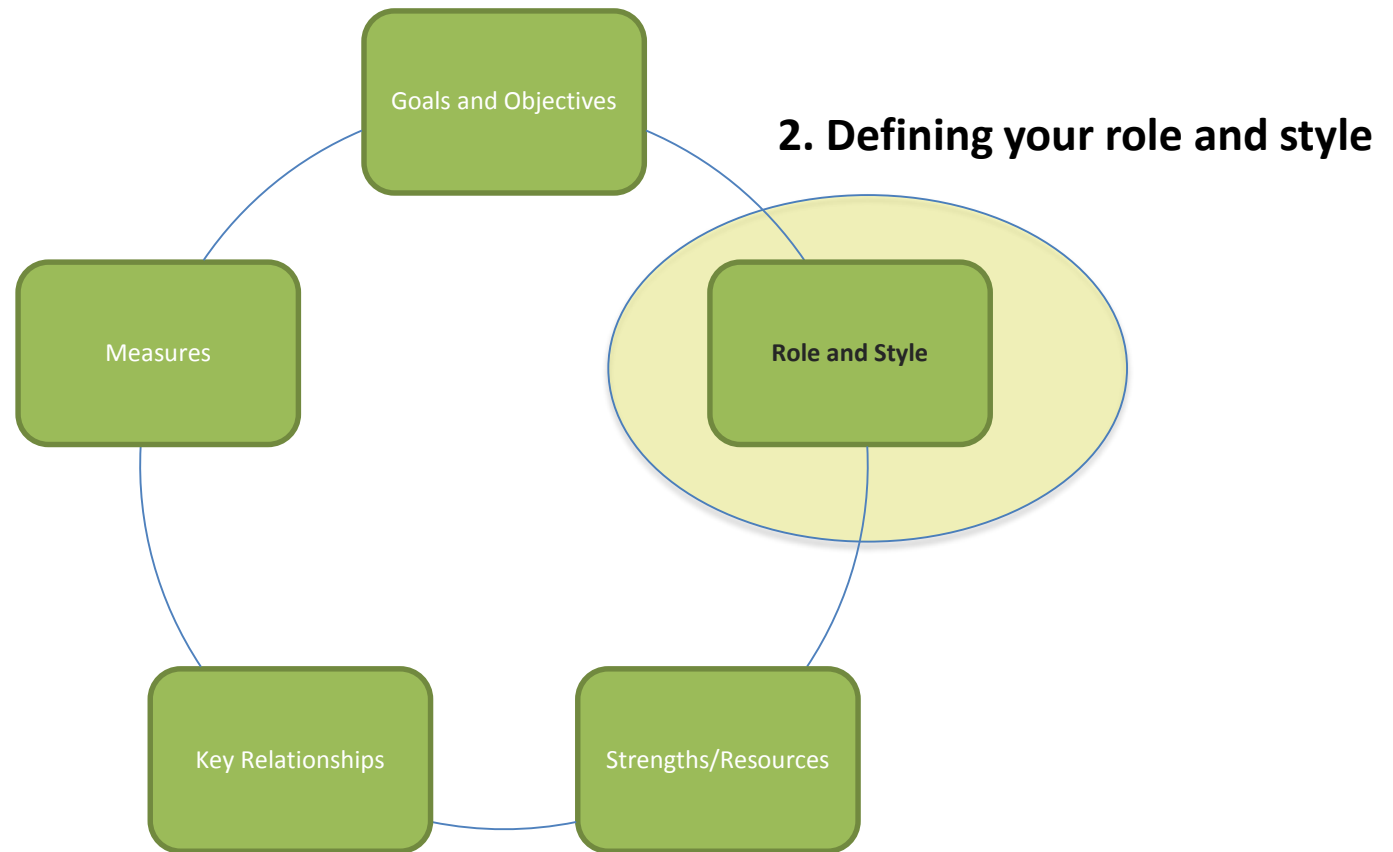
Choosing Objectives

- What specific decisions are you seeking right now? **Who** will do **What** and **When**.

Why **SMART** objectives are smarter?

Specific
Measurable
Attainable
Realistic
Time-bound

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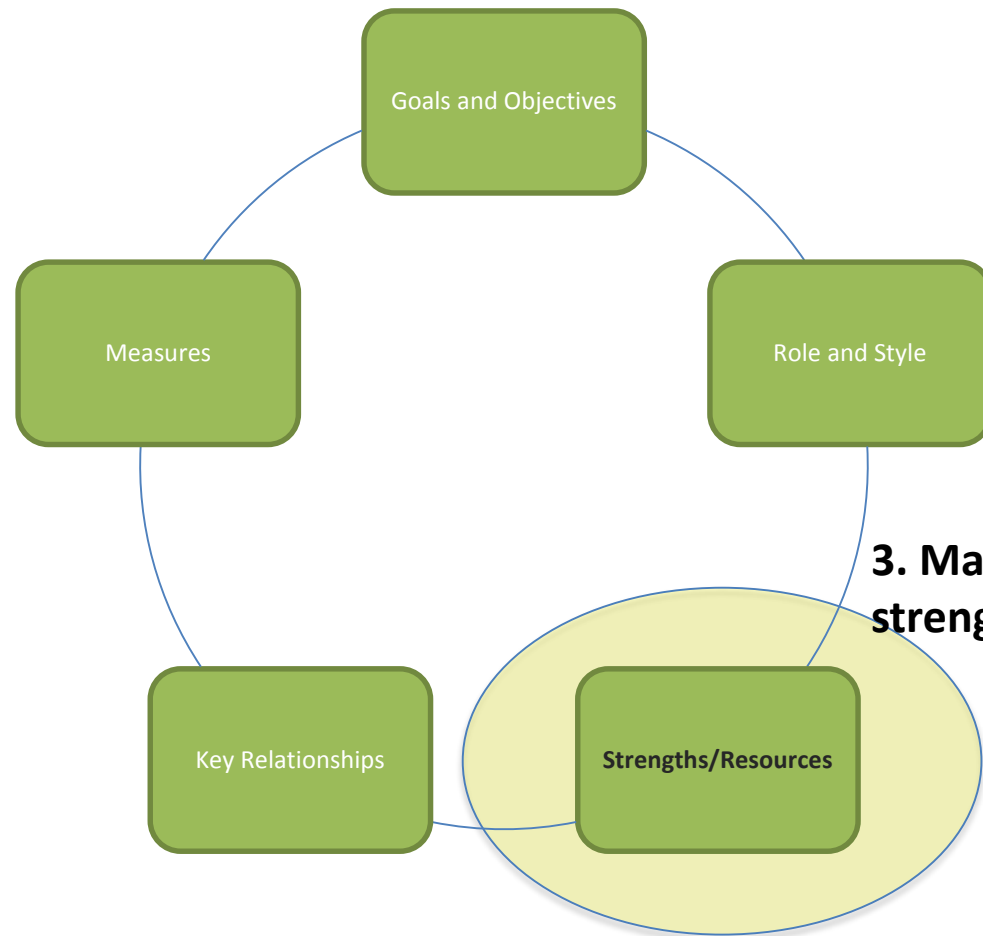


2. Defining Your Role and Style

How you will participate in advocacy?

- Where (what levels and forums)
- Ideological vs. pragmatic
- Single objective vs. opportunistic
- Confrontational/Insider/Friendly critic
- Start/join a campaign?
- Start/join a coalition?

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3. Mapping your advocacy strengths and resources

What qualifies you to be an advocate?

Your passion for the cause

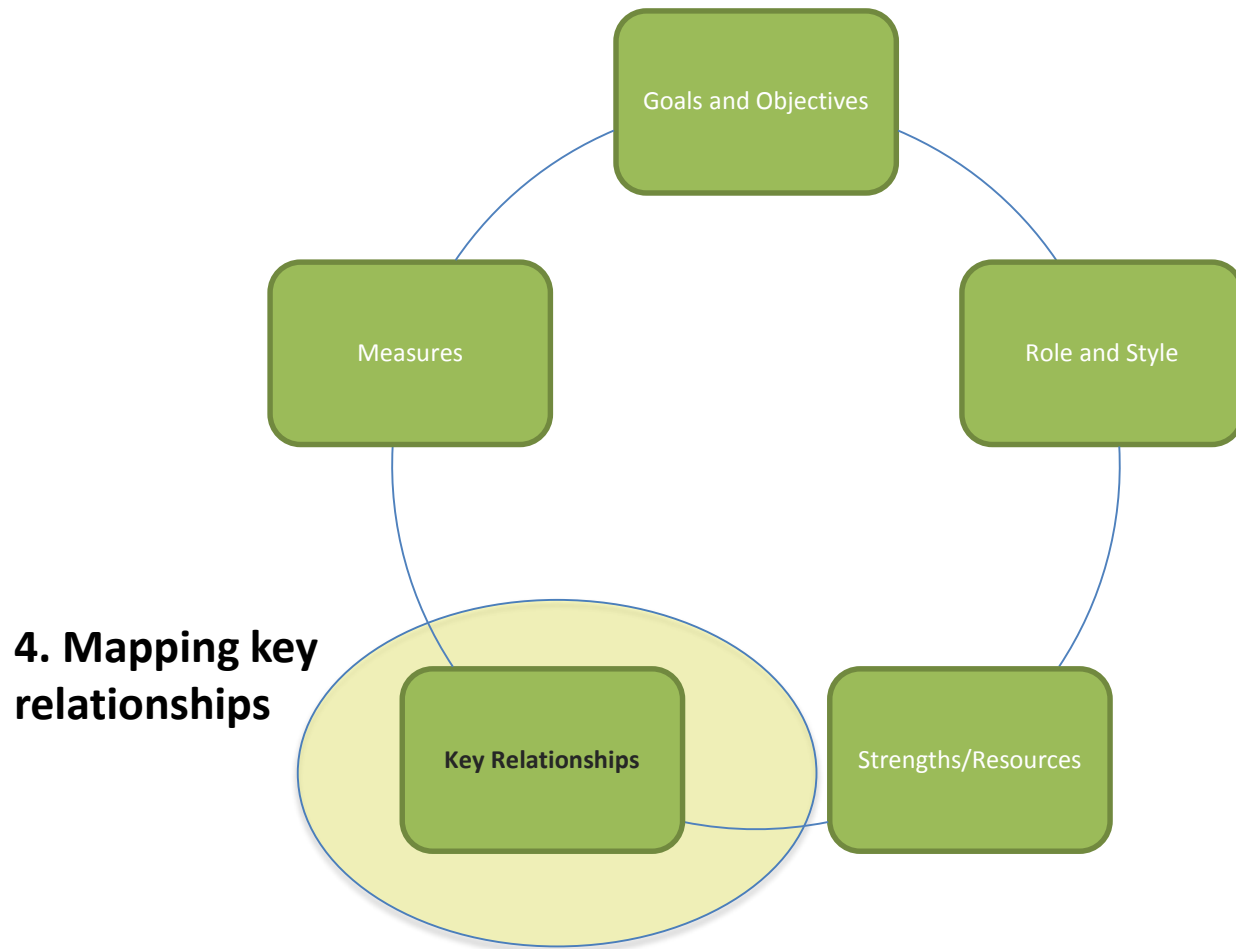
Everything else can be learned or developed.

What makes you an effective advocate?

- Knowledge/expertise
- Experience in the field
- Authority to speak for a group of people (formal or informal)
- Ability to mobilize/influence a group of people
- Ability to frame messages, communicate ideas
- Relationships and access

How will you use, maintain and cultivate these sources of “power”.

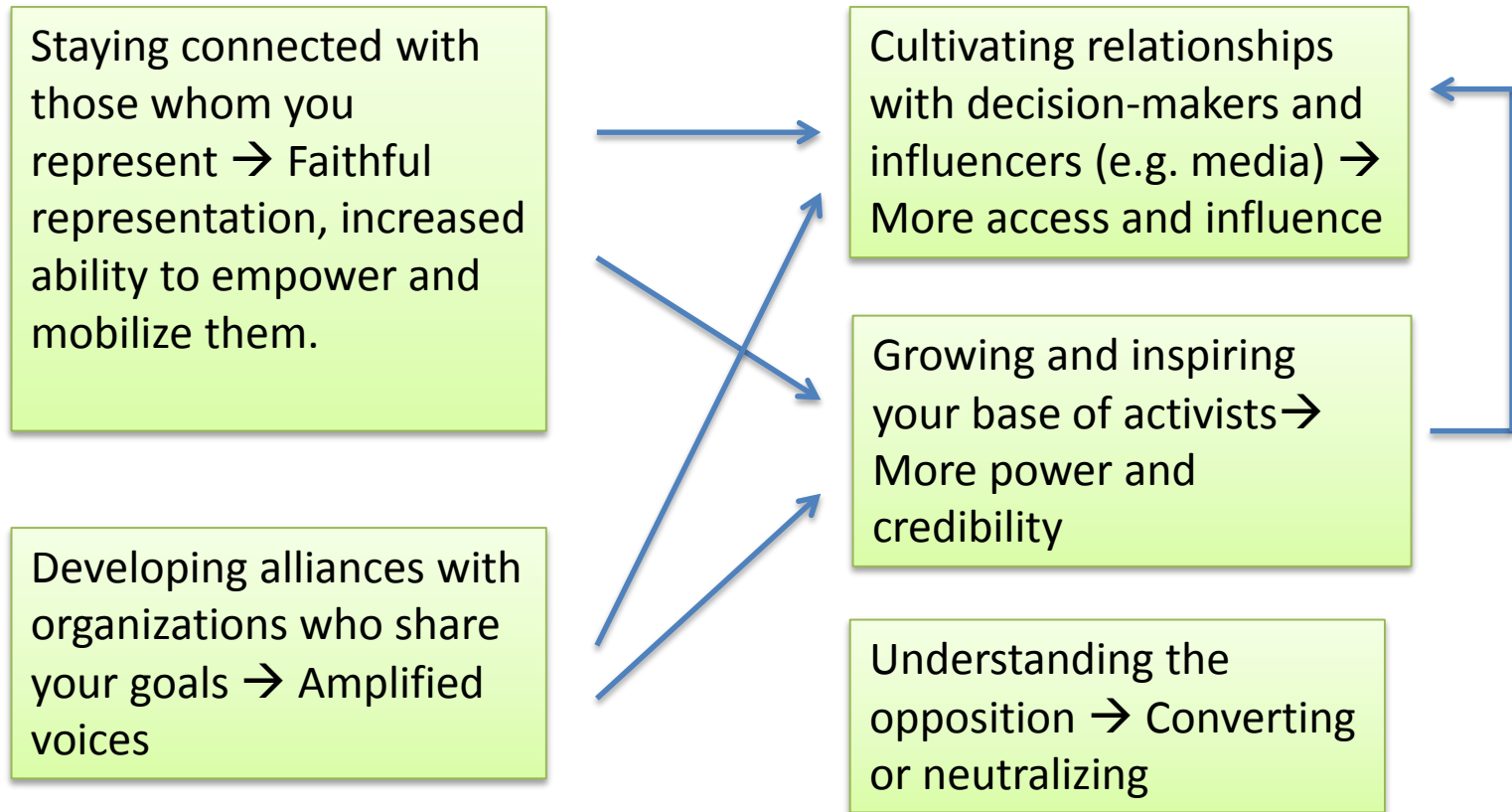
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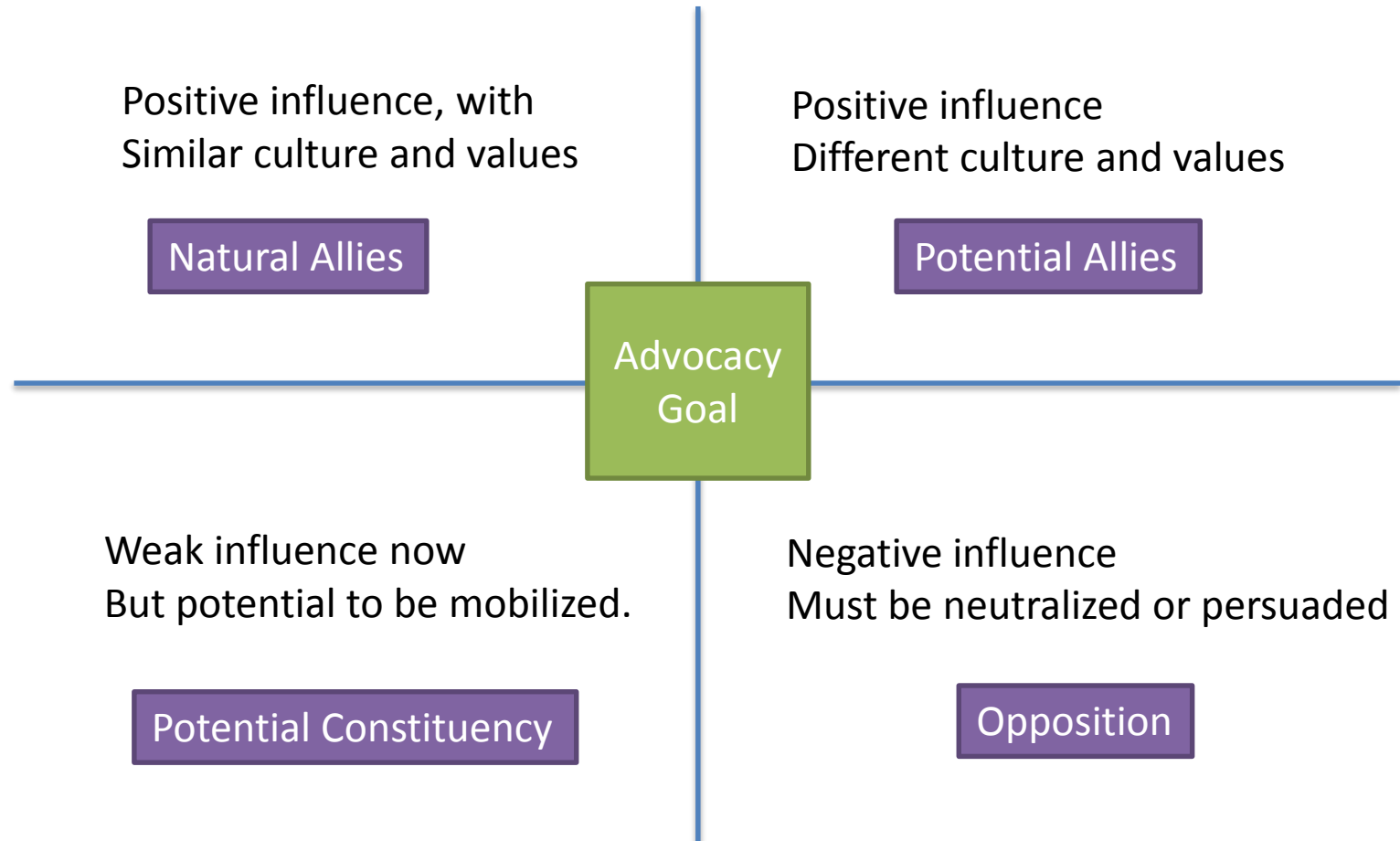
4. Key Relationships

- Constituents—the people whom you represent
- Activists—the people whom you can mobilize to act
- Target audiences—those who make the decisions (corporations, legislators, government agencies)
- Influencers—those who can influence the decision-makers
- Allies—the organizations that work with you
- Opposition—organizations that work against you

Advocacy is about cultivating, managing and using relationships

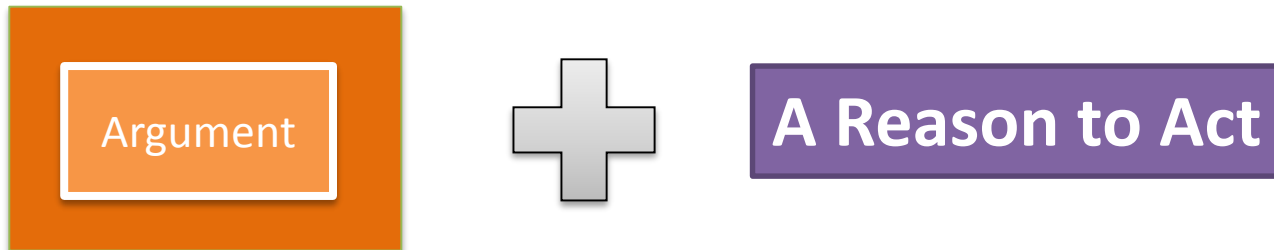


The Stakeholder Map is a useful way to organize the landscape



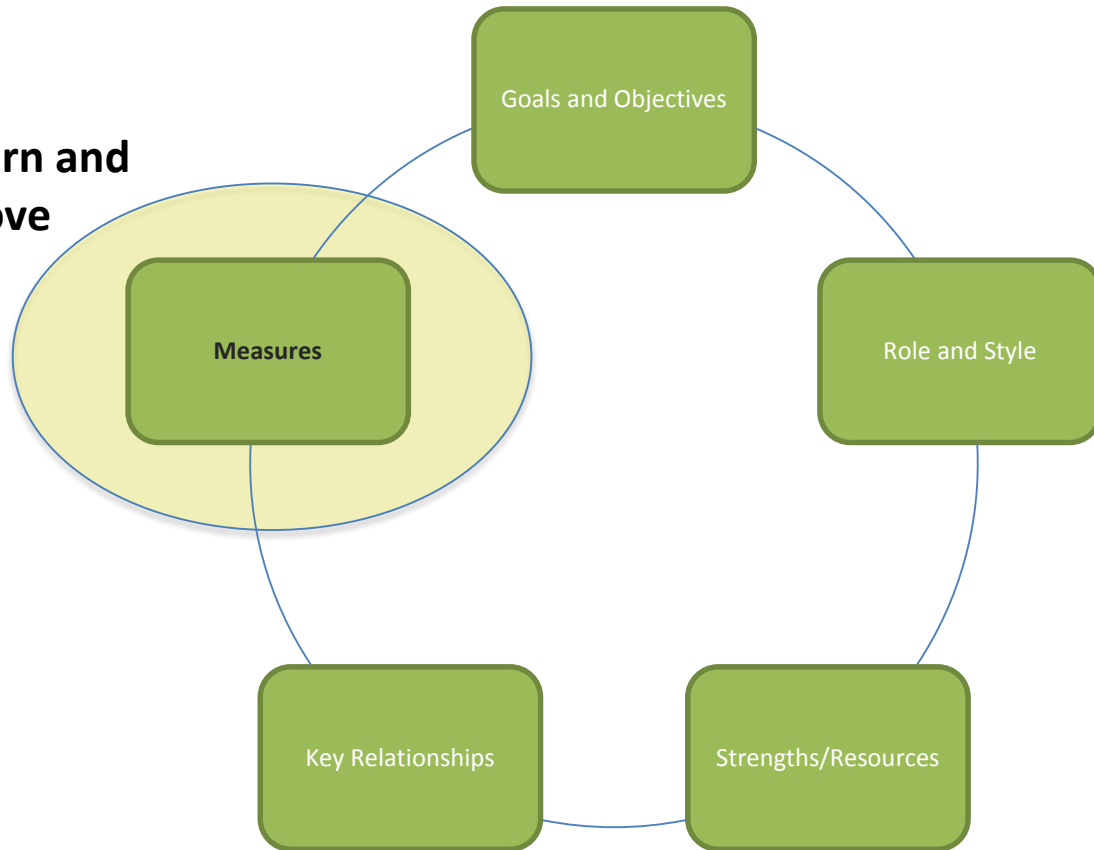
Your Basic Strategy

- Whom will you influence? (target audience)
- What do you want them to do differently?
- How will persuade them to do this?



Strategic Advocacy

5. Learn and improve



Why Monitor Advocacy

- ✓ To track ongoing progress in a long battle
- ✓ To facilitate collaboration
- ✓ 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

What you should monitor

- Outputs
- Process measures
- Outcomes (milestones towards ultimate objective)
- Advocacy resources (update stakeholder map)

Record expected and unexpected outcomes.