



NIGERIA

# Overview of SMART Advocacy Training: A Guide to Quick Wins

Reach the **Right Decision maker**  
with the **Right Message**  
at the **Right Time**

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Bill & Melinda Gates Institute for  
Population and Reproductive Health



# Overview

- ❖ Key Concepts and Definition
- ❖ Attributes of an Advocate
- ❖ AFP's Theory of Change
- ❖ Types of Quick Wins
- ❖ Secret of to quick wins

# Key Concepts

## Goal

- ▶ Long-term outcome to describe the overall mission or purpose of a project, usually supported by several objectives

## Objective

- ▶ Brief statement of intent describing the specific outcome sought

## Quick Win

- ▶ Distinct, critical policy or funding decision that must occur in the near term to achieve a broader goal

# What is Advocacy



	Advocacy	Activism	SBCC
Description	Advocacy is a broad set of coordinated interventions directed at placing policy/funding improvements high on the political and development agenda, to secure international and local DECISION MAKERS commitment and action	Activism can be described as the use of direct, often confrontational action, such as a demonstration or strike, in opposition to or support of a cause to bring about social change, political change, economic justice, or environmental wellbeing.	SBCC is an evidence and research-based process of using communication to promote behaviors that lead to improvements in select social outcomes. BCC intends to foster necessary actions in the home, community, health facility or society that improve for instance health outcomes - promoting healthy lifestyles or preventing and limiting the impact of health problems using an appropriate mix of interpersonal, group and mass media channels
Perceptions	<ul style="list-style-type: none"> <li>• Displayed as a process of dialogue, friendly exchange</li> <li>• A tool to create social and political change</li> <li>• Often seen as working “within the system” to generate change</li> </ul>	<ul style="list-style-type: none"> <li>• ‘activism’ is apprehensive and dumped ‘dirty’</li> <li>• Depicted as a more radical process, involving FORCEFUL type of actions such as protests etc</li> <li>• A tool to create social and political change</li> <li>• Seen as working “outside the system” to generate change</li> </ul>	

	Advocacy	Activism	SBCC
Targets	<ul style="list-style-type: none"> <li>Decision Makers Centric</li> </ul>	<ul style="list-style-type: none"> <li>Public leaders</li> <li>Decision-makers</li> <li>Call for mass actions</li> </ul>	<ul style="list-style-type: none"> <li>Variety of groupings depending on an issues</li> <li>Individuals and communities,</li> <li>Opinion leaders,</li> <li>Religious groups,</li> <li>The media</li> <li>Variety of groupings depending on an issues</li> </ul>
Forms/Activities/ Actions/ channels	<ul style="list-style-type: none"> <li>Public speaking,</li> <li>Media campaigns,</li> <li>Conducting and publishing research,</li> <li>Petitions,</li> <li>Meeting with government officials,</li> <li>Etc.</li> </ul>	<ul style="list-style-type: none"> <li>Protest,</li> <li>Dissent,</li> <li>Strikes,</li> <li>Boycotts,</li> <li>Rallies,</li> <li>Street Marches,</li> <li>Sit-ins, and hunger strikes</li> </ul>	<ul style="list-style-type: none"> <li>Social Mobilisation</li> <li>Dialogues,</li> <li>Negotiation and Consensus,</li> <li>Mass Media,</li> <li>Interpersonal communication,</li> <li>Peer-to-peer</li> <li>Street theater,</li> </ul>
Purpose	<ul style="list-style-type: none"> <li>Political Commitment and Action</li> <li>Resource Mobilization - domestic and foreign</li> <li>Promotes accountability</li> <li>Unblocks policy bottlenecks</li> </ul>	<ul style="list-style-type: none"> <li>Quick cause correction demanding political commitment and action</li> <li>Promotes accountability</li> </ul>	Social mobilisation for development

# Defining Advocacy

**Evidence** based **collective** efforts or strategy mostly targeting **decision makers** and **designed** to influence actions, programs or policies of any type of an **institution**



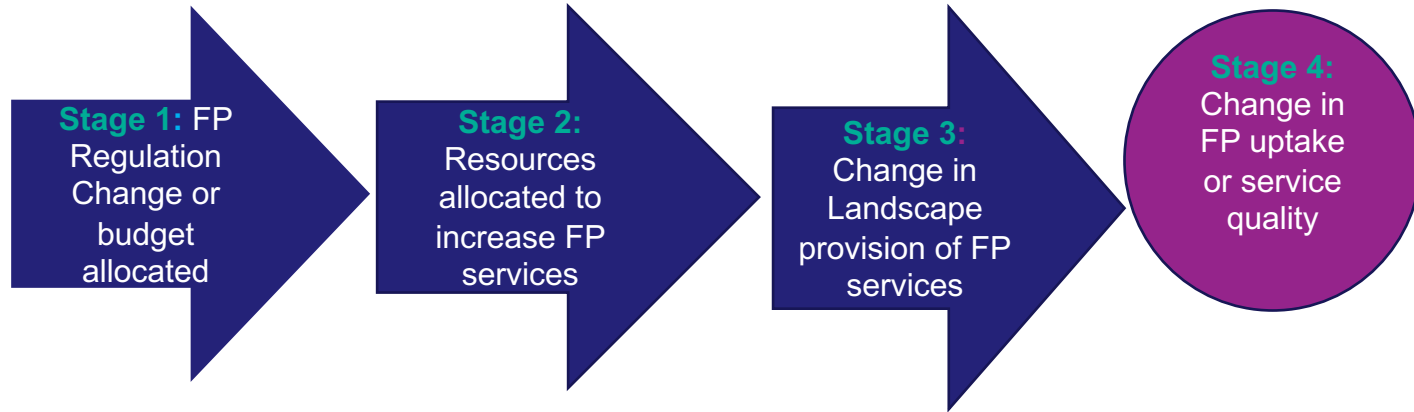
# Attributes of an advocate:

- ❑ Diplomatic
- ❑ Informed - basis - credible evidence
- ❑ Strategic and Flexible
- ❑ Mobilizer
- ❑ Patient but Persistent
- ❑ Appealing and Resourceful
- ❑ Synergistic – Teamwork

# Why is Advocacy Critical in Family Planning Programming?

- ❑ Create Enabling Policy Environment for Program Implementation
- ❑ Increase resources and funding for FP in Supported State, LGAs and Communities
- ❑ Increase/Amplify Voices for FP in Supported States, LGAs and Communities
- ❑ Change FP uptake and or Service Quality in supported Facilities

# AFP's Theory of Change



At each stage:

- ▶ Use AFP-SMART to identify barrier and quick win(s)
- ▶ Use cascade analysis to document quick win
- ▶ Use decision tree to track progress towards impact (stage 4)
- ▶ Provide additional documentation that barrier is addressed
- ▶ Consider feasibility of going to next stage

# Types of Quick Wins

<b>Funding</b>	Strengthen the Advocacy Core Group to increase family planning budget line and approval and releases in the state
<b>Policy</b>	Ensure that all Community Health Workers are trained to provide support in line with Task Shifting Task Sharing Policy
<b>Visibility</b>	The Nigeria Government announces new FP2020 commitment at the London Family Planning Summit in July 2017

# The Secret to a Quick Win

Focus our energy and attention on

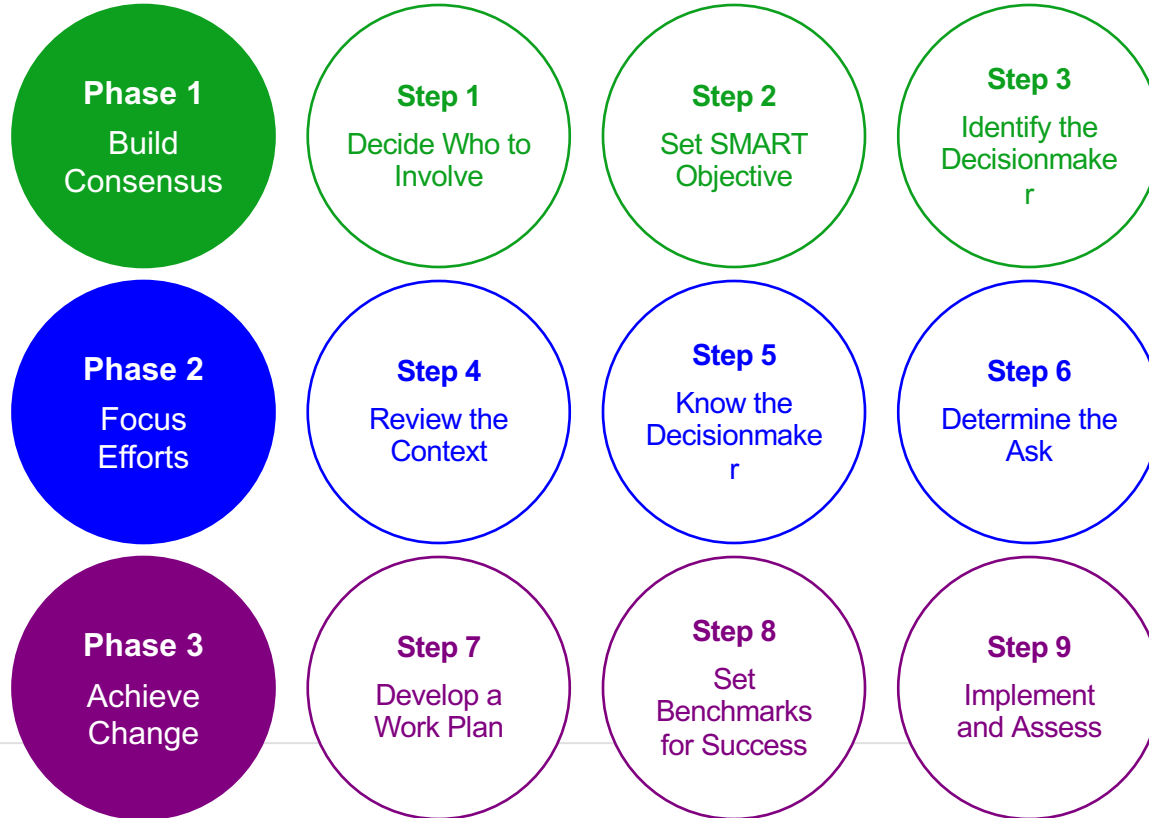
*opportunities for action* that have

the *highest potential for impact* in

the *near term*

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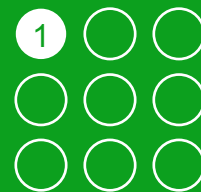
# AFP SMART in 9 Steps



# PHASE 1: STEP 1

## Decide Who to Involve

# Step 1—Decide Who to Involve



**Private Sector**

**Government**

**Healthcare Providers**

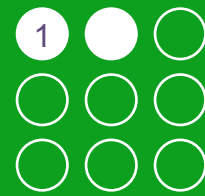
**Academia**

**Civil Society**

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# Step 1—Decide Who to Involve



What dictates who to involve?

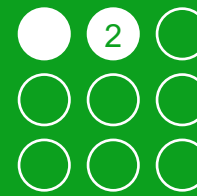
- ✓ Landscape analysis
- ✓ Draft objectives to be validated

Which other entities have you found most useful?

- ✓ Community representatives
- ✓ Political leaders

What lessons have you have learned in bringing all the desired key constituents together?

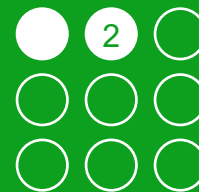
- ✓ Institutional reps as opposed to the particular officer needed
- ✓ Session timing and in-person attendance



## **Step 2**

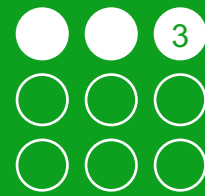
Set SMART  
Objective

# Step 2—Set SMART Objective



**What are we trying to accomplish and what can we do *now*?**

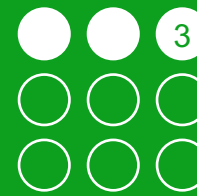
<b>Specific</b>	indicates what will be achieved and by what means
<b>Measurable</b>	framed with quantitative or qualitative descriptors
<b>Attainable</b>	is within reach
<b>Relevant</b>	contributes to the overall goal of your advocacy efforts
<b>Time-bound</b>	sets a specific date for achievement



## Step 3

Identify the  
Decisionmaker

# Step 3—Who Makes the Decisions?



Who has the power to help ensure that your issue is addressed?

For example, who can ensure that contraceptive supplies and services are available for women who would want and need them?

## Example Decisionmakers

### Private Sector

Economists  
Healthcare  
providers

### Academia

Researchers  
Professors

### Government

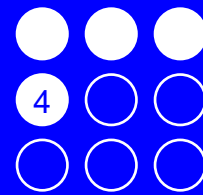
Minister of Health  
Minister of Gender  
Minister of Finance  
Advisors to the Minister  
Technical Officers

### Civil Society

Nongovernmental Organizations  
Faith-based Organizations  
Women's Associations  
Youth Groups  
Advocacy Officers

### Healthcare Providers

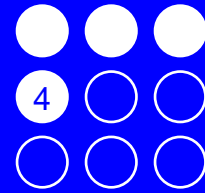
Doctors  
Nurses  
Midwives



## **Step 4**

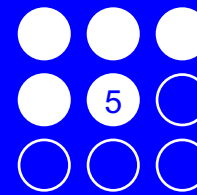
Review the  
Context

# Group Work 4.1



## Box 4.1 External Challenges

## Box 4.1 External Opportunities

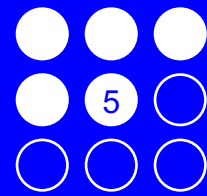


# **Step 5**

## Know the Decisionmaker

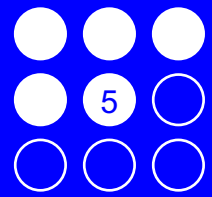


# Step 5—What Do We Know About the Decisionmaker?



- What is their background? What are their core concerns?
  - Have they made any statements for or against family planning?
  - Whose opinion do they care most about?
  - Are they willing and able to act on issues they care about?
- Have they voted for or against issues related to population, family planning, or maternal or reproductive health?
  - Who is in their social or political circle? Whose opinion do they care most about?
  - Are they willing and able to act on issues they care about?

# What Does the Decisionmaker Value?



Maternal health or  
women's rights?

Cost-effectiveness of  
public health programs?

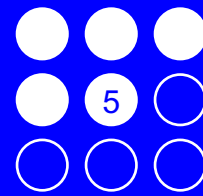
Young people?

Socio-economic  
development?

Cost-effectiveness?

- Factors we should consider include:
  - Do they care most about maternal health or women's rights?
  - Is it important to them that public health programs are cost-effective?
  - Does their age make them more or less open to change?
  - Is it evidence or personal experience that appeals to them most?
  - Is it an election year, and will their post possibly be affected?
  - Is the President/Head of State supportive of family planning?
  - Is policy action on your issue a way to advance their careers or reputations within regional or global arenas?

# How Do We Best Approach Each Decisionmaker?



## **Provide information**

- Why is our issue important?

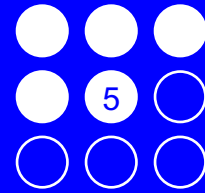
## **Encourage the will to act**

- What is most likely to persuade the decisionmaker to take action?

## **Recognize their leadership**

- How can we thank the decisionmaker publicly and celebrate his/her role in securing a win?

# Group Work 5.1



Decisionmaker Name (from Box 3.1):

Knowledge:

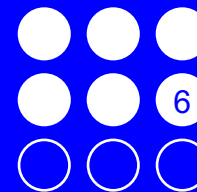
Values:

Willingness to Act:

Box 5.1  
Core Value

# Answer the following questions:

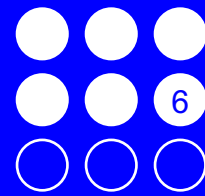
- These questions include:
    - What is their profession and background?
    - Have they made any statements for or against family planning?
    - Have they voted for or against issues related to population, family planning, or maternal or reproductive health?
    - Who is in their social or political circle? Whose opinion do they care most about?
    - Are they willing and able to act on issues they care about?
-



## **Step 6**

Determine the  
Ask

# Step 6—What Is Our “Ask” and How Can We Support It?



## **Support the ask through**

### **■ Rational arguments**

- Use facts or evidence

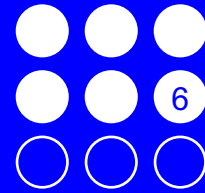
### **Emotional arguments**

- Use evocative stories and photos

### **Ethical arguments**

- Use a rights-based approach

# How Did They Do It?



## Rational

Piloted demonstration project documents that community health workers provide injections safely

## Emotional

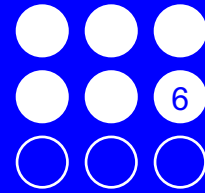
Recognized nurses' empathy that women receive high-quality healthcare

## Ethical

Stressed that community-based care would overcome inequity between women living in rural and urban areas and among the wealthiest and the poor



# Group Work 6.1



## Box 6.1

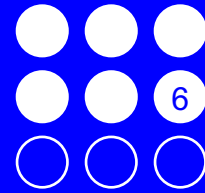
Identify Decisionmaker:

Rational

Emotional

Ethical

# The Five-Point Message Box



2. Enter decisionmaker's  
core concerns  
(Step 5)

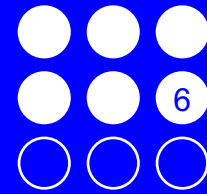
3. Anticipate objections and  
prepare response

1. Enter decisionmaker's  
name (Step 3)

5. Answer the question:  
"What is the benefit?"

4. Articulate the SMART ask

# The Five-Point Message Box—Example



2. **Decisionmaker's core concern:** All women do not have equal access to healthcare

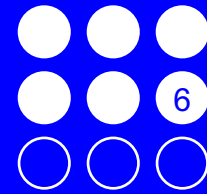
3. **Objection:** Universal access is too expensive  
**Response:** Family planning is one of the most effective investments

1. **Decisionmaker:** Budget analyst for the Minister of Finance [Name of person]

5. **Benefit:** Health gains for underserved groups (e.g., lower maternal mortality)

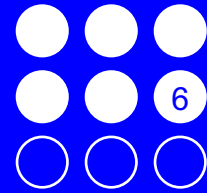
4. **SMART ask:** Create a line item for family planning in the budget

# Group Work 6.2



1. Decisionmaker's Name:	
2. Decisionmaker's Core Concerns:	
3. Objection:	
4. SMART Ask:	
5. To What End?:	

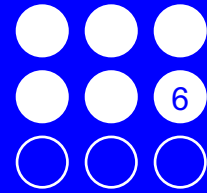
# Message and Messenger



Each team member  
should be able to  
deliver the message  
and the supporting  
message points

Remember: the  
messenger is as  
important as the  
message

# Determine the Messenger

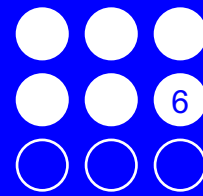


Policymake  
r

Celebrity

Communit  
y Members

# Deliver the Message



- Will your request be part of an informal discussion or require a formal presentation?
- How much time will you have to make your case?
- If more than one of you is involved in the meeting, who will present the issue and who will ask the decisionmaker to act?
- How will you follow up after the meeting? Is another meeting needed?

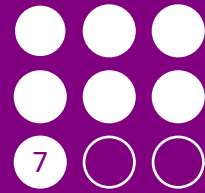


## **Step 7**

Develop a  
Work Plan and  
Budget



# Step 7—Assess Internal Resources



Do we have financial resources?

Do we have the time?

Do we have the data to support our request?

Do we have human resources?

### Box 7.1 Internal Opportunities

# Specify Advocacy Activities



How will the activity further our objective?

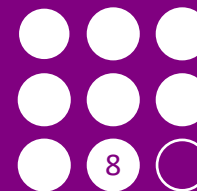
How does it relate to what the decisionmaker considers important?

Is the activity worth the time and money it will require?

Is the activity needed to achieve a Quick Win?

Is the activity SMART?

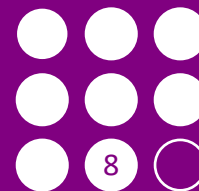
Box 7.1 Internal Challenges				
SMART Objective	Next Steps/ Input Activities	Estimated Budget	Person(s) Responsible	Timeline



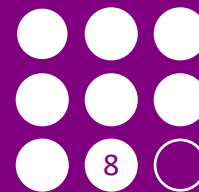
## **Step 8**

Set  
Benchmarks for  
Success

# Step 8— Three Ways to Measure Success



- **Outputs**—Did you carry out all the advocacy activities in your work plan?
- **Outcomes**—Did you fulfill your SMART objectives and achieve a Quick Win?
- **Impact**—Did your Quick Win improve the situation for those who need and want access to family planning?

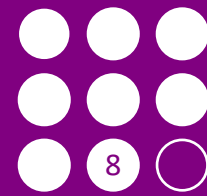


## **SMART Objective:**

Kampala Resident City Commissioner signs ordinance to schedule fixed days for waste pick-up in Central Kampala division, as a pilot, by April 2016

- **Outputs**—One-on-one meeting with city commissioner; a brief with data on previous successful pilot waste pick-up projects
- **Outcomes**—Signing of ordinance; resources allocated in city commission budget
- **Impact**—Did your Quick Win improve the situation? What's the next objective?

# Group Work 8.1

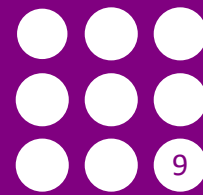


## Box 8.1 Indicators of Progress

Anticipated Outputs

Anticipated Outcomes (Quick Wins):

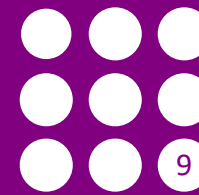




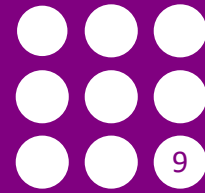
## **Step 9**

Implement and  
Assess

# Step 9—Putting it All Together



# Assessing Our Impact



We assess

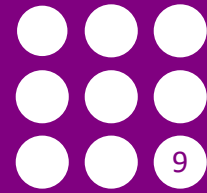
Because advocacy can produce useful results

To capture longer-term gains from quick wins

To better explain the value of our investments in advocacy

To keep our eyes on the long-term impact as we track our quick-wins

# What Do You Do After a Quick Win?



Review your plan

Ask: What must happen next to get to your goal?

Has your landscape changed? Is the next objective still correct?

Should you reformulate your advocacy strategy? Should you add another objective?

Learn more. Get involved. Meet the challenge.

# The Challenge Initiative Nigeria

[tci@nurhi.org](mailto:tci@nurhi.org)

[www.tciurbanhealth.org](http://www.tciurbanhealth.org)