Overview of SMART Advocacy Training: A Guide to Quick Wins

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

October 2017 | Umuiaha, Abia State, Nigeria
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
<table>
<thead>
<tr>
<th>Advocacy</th>
<th>Activism</th>
<th>SBCC</th>
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</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>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</td>
<td>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.</td>
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<table>
<thead>
<tr>
<th>Perceptions</th>
<th>Perceptions</th>
<th>Perceptions</th>
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<tbody>
<tr>
<td>Displayed as a process of dialogue, friendly exchange</td>
<td>‘activism’ is apprehensive and dumped ‘dirty’</td>
<td></td>
</tr>
<tr>
<td>A tool to create social and political change</td>
<td>Depicted as a more radical process, involving FORCEFUL type of actions such as protests etc</td>
<td>A tool to create social and political change</td>
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<tr>
<td>Often seen as working “within the system” to generate change</td>
<td>Seen as working “outside the system” to generate change</td>
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<tr>
<td>Targets</td>
<td>Advocacy</td>
<td>Activism</td>
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<tr>
<td>---------</td>
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<tr>
<td>• Decision Makers Centric</td>
<td>• Public leaders</td>
<td>• Variety of groupings depending on an issues</td>
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<tr>
<td></td>
<td>• Decision-makers</td>
<td>• Individuals and communities,</td>
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<tr>
<td></td>
<td>• Call for mass actions</td>
<td>• Opinion leaders,</td>
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<tr>
<td></td>
<td></td>
<td>• Religious groups,</td>
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<tr>
<td></td>
<td></td>
<td>• The media</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Variety of groupings depending on an issues</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Forms/Activities/Actions/channels</th>
<th>Advocacy</th>
<th>Activism</th>
<th>SBCC</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Public speaking,</td>
<td>• Protest,</td>
<td>• Social Mobilisation</td>
<td></td>
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<tr>
<td>• Media campaigns,</td>
<td>• Dissent,</td>
<td>• Dialogues,</td>
<td></td>
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<tr>
<td>• Conducting and publishing research,</td>
<td>• Strikes,</td>
<td>• Negotiation and Consensus,</td>
<td></td>
</tr>
<tr>
<td>• Petitions,</td>
<td>• Boycotts,</td>
<td>• Mass Media,</td>
<td></td>
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<tr>
<td>• Meeting with government officials,</td>
<td>• Rallies,</td>
<td>• Interpersonal communication,</td>
<td></td>
</tr>
<tr>
<td>• Etc.</td>
<td>• Street Marches,</td>
<td>• Peer-to-peer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sit-ins, and hunger strikes</td>
<td>• Street theater,</td>
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<table>
<thead>
<tr>
<th>Purpose</th>
<th>Advocacy</th>
<th>Activism</th>
<th>SBCC</th>
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<tbody>
<tr>
<td>• Political Commitment and Action</td>
<td>• Quick cause correction demanding political commitment and action</td>
<td>Social mobilisation for development</td>
<td></td>
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<tr>
<td>• Resource Mobilization - domestic and foreign</td>
<td>• Promotes accountability</td>
<td></td>
<td></td>
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<tr>
<td>• Promotes accountability</td>
<td></td>
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<tr>
<td>• Unblocks policy bottlenecks</td>
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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

Stage 1: FP Regulation Change or budget allocated

Stage 2: Resources allocated to increase FP services

Stage 3: Change in Landscape provision of FP services

Stage 4: Change in FP uptake or service quality

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

<table>
<thead>
<tr>
<th>Funding</th>
<th>Strengthen the Advocacy Core Group to increase family planning budget line and approval and releases in the state</th>
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<tbody>
<tr>
<td>Policy</td>
<td>Ensure that all Community Health Workers are trained to provide support in line with Task Shifting Task Sharing Policy</td>
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<tr>
<td>Visibility</td>
<td>The Nigeria Government announces new FP2020 commitment at the London Family Planning Summit in July 2017</td>
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</table>
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.
AFP SMART in 9 Steps

**Phase 1**
- Step 1: Decide Who to Involve
- Step 2: Set SMART Objective
- Step 3: Identify the Decisionmaker

**Phase 2**
- Step 4: Review the Context
- Step 5: Know the Decisionmaker
- Step 6: Determine the Ask

**Phase 3**
- Step 7: Develop a Work Plan
- Step 8: Set Benchmarks for Success
- Step 9: Implement and Assess
PHASE 1: STEP 1

Decide Who to Involve
Step 1—Decide Who to Involve

Private Sector
Government
Healthcare Providers
Academia
Civil Society
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 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?

<table>
<thead>
<tr>
<th>Specific</th>
<th>indicates what will be achieved and by what means</th>
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<tbody>
<tr>
<td>Measurable</td>
<td>framed with quantitative or qualitative descriptors</td>
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<tr>
<td>Attainable</td>
<td>is within reach</td>
</tr>
<tr>
<td>Relevant</td>
<td>contributes to the overall goal of your advocacy efforts</td>
</tr>
<tr>
<td>Time-bound</td>
<td>sets a specific date for achievement</td>
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</table>
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
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?
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
<table>
<thead>
<tr>
<th>Rational</th>
<th>Piloted demonstration project documents that community health workers provide injections safely</th>
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</thead>
<tbody>
<tr>
<td>Emotional</td>
<td>Recognized nurses’ empathy that women receive high-quality healthcare</td>
</tr>
<tr>
<td>Ethical</td>
<td>Stressed that community-based care would overcome inequity between women living in rural and urban areas and among the wealthiest and the poor</td>
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## Box 6.1

### Identify Decisionmaker:

<table>
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<tr>
<th>Rational</th>
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<table>
<thead>
<tr>
<th>Emotional</th>
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</table>

<table>
<thead>
<tr>
<th>Ethical</th>
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</table>
The Five-Point Message Box

1. Enter decisionmaker’s name (Step 3)

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

3. Anticipate objections and prepare response

4. Articulate the SMART ask

5. Answer the question: “What is the benefit?”
1. **Decisionmaker**: Budget analyst for the Minister of Finance [Name of person]

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

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

5. **Benefit**: Health gains for underserved groups (e.g., lower maternal mortality)
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<tbody>
<tr>
<td><strong>1. Decisionmaker's Name:</strong></td>
<td></td>
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<tr>
<td><strong>2. Decisionmaker's Core Concerns:</strong></td>
<td></td>
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<tr>
<td><strong>3. Objection:</strong></td>
<td></td>
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<td><strong>4. SMART Ask:</strong></td>
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<td><strong>5. To What End?:</strong></td>
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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

Policymaker

Celebrity

Community Members
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 Challenges

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

<table>
<thead>
<tr>
<th>SMART Objective</th>
<th>Next Steps/Input Activities</th>
<th>Estimated Budget</th>
<th>Person(s) Responsible</th>
<th>Timeline</th>
</tr>
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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?
### Box 8.1
#### Indicators of Progress

<table>
<thead>
<tr>
<th>Anticipated Outputs</th>
<th>Anticipated Outcomes (Quick Wins):</th>
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Step 9
Implement and Assess
Step 9—Putting it All Together

Landscape Assessment

- Evidence of Impact
  Validation of results using evidence and review of the landscape for change

- SMART Objectives
  Identification of SMART objectives needed to alter the landscape to produce effective quick wins

- Quick Win Achievement
  Documentation and monitoring of outputs and outcomes toward impact
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
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