



# Strategic Advocacy and Communication Workshop



Sara Cameron, UNICEF Tanzania

**“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”**

*Margaret Mead*

**“Advocacy is the deliberate process, based on demonstrated evidence, to directly and indirectly influence decision makers, stakeholders and relevant audiences to support and implement actions that contribute to the fulfillment of human rights.” UNICEF**

**“All development requires some kind of behavior change on the part of stakeholders...to effect behavior change, it is necessary to understand why people do what they do and understand the barriers to change or adopting new practices...”** World Bank

**EFFECTIVE ADVOCACY AND  
COMMUNICATION STRATEGIES GENERATE  
SOCIAL CHANGE, AND ENSURE  
SUSTAINABILITY OF PROGRAMME RESULTS**

**POOR ADVOCACY AND COMMUNICATION  
PLANNING WASTES MONEY, CAN  
UNDERMINE PROGRAMME RESULTS OR  
LEAVE NOTHING THAT LASTS**

## QUESTION....

**WHAT INFLUENCES DECISION-MAKERS – POLITICIANS, CIVIL SERVANTS TO SUPPORT NEW POLICIES, STRATEGIES, BUDGET ALLOCATIONS ETC?**

**WHAT INFLUENCES PEOPLE TO ADOPT NEW BEHAVIOURS?**

# COMMON COMMUNICATION MISTAKES

1. Failing to allow sufficient time and investment for communication planning, design and monitoring or to enable social change to take effect
2. Impulsive, last minute, poor planning, not strategic, no clear result - focusing on visibility, awareness raising as if these were results
3. Directive approach focused on delivering key messages rather than on engaging audiences as partners in change
4. Missing opportunities to engage and work with partners to move the agenda for change

# WHEN IS COMMUNICATION STRATEGIC

Strategic communication makes the best use of resources to achieve change in policies, budgets, attitudes, behaviour

1. Understand the issue
2. Understand the audience, identify partners
3. Define clear objectives/results
4. Define the obstacles and the opportunities
5. Identify the channels to use to reach the audience
6. Develop key messages, tools and methodology
7. Integrate monitoring indicators and evaluation plan
8. Test the model
9. Monitor while implementing and adjust as needed
10. Learn from the experience
11. Build capacity

Budget

**Planning** – monitoring and evaluation

**Participation** – ownership

**Partnerships** – capacity building

# UNDERSTAND THE ISSUE

## **Determine severity and causes of problems**

Review existing data, survey results, study findings, and any other information.

## **Identify factors inhibiting or facilitating desired changes**

Consider the basic social, cultural, and economic challenges facing the people the program would like to reach.

## **Develop a problem statement or advocacy/ communication brief**

Develop a clear statement that sums up the problems to be addressed.

# UNDERSTAND THE AUDIENCE

## **Carry out a social, attitudes and behavioral analysis**

Establish the situation to accurately measure the program's progress; understand audience priorities, assess knowledge, attitudes, skills, and behaviors of participants. Identify social networks, socio-cultural norms, collective efficacy, and community dynamics (including leadership patterns)

## **Analyze communication access**

Segment the primary, secondary, and tertiary audiences. Analyze audiences' media access and use; Determine the availability of communication materials and skills development needed for interpersonal communication

# IDENTIFY AND MOBILIZE PARTNERS

## **Conduct a participation analysis**

At the national and international level, identify partners and allies to help initiate policy change and strengthen communication interventions.

## **Identify capacity gaps**

Understand capacity strengthening needs of local media, traditional media, NGOs, and communication agencies; the organizational capacity of partners and allies.

# DEFINE OBJECTIVES AND THEORY OF CHANGE

## **Establish communication objectives**

Set objectives that are Specific, Measurable, Appropriate, Realistic, and Time-bound (SMART). Select key audience segments and quantify the changes in knowledge, attitudes, skills, behaviors, policies, or process changes expected within a specific time.

## **Develop program approach**

Select a behavior change model upon which to base the program. Explicitly state the assumptions underlying the basic strategy and approach. Explain why and how the program is expected to change behavior. Position the program clearly to benefit the audience.

# IDENTIFY CHANNELS, DEVELOP PLANS

## **Determine channels**

Consider a coordinated, multimedia approach for a synergistic impact. Where possible, mass media, community mobilization and interpersonal communication among family, friends, community, social networks, and service providers.

## **Draw up an implementation and M+E plan**

Develop a work schedule with regular benchmarks to monitor progress. Prepare a line-item budget. Complete a management plan, including partners' roles and responsibilities. Identify indicators and data sources to monitor program Implementation as well as audience reaction to it.

# DESIGN AND DEVELOPMENT

## **Creative Messaging and Design**

Developing concepts, materials, messages, stories, and participatory processes combines science and art. These not only must be guided by the analysis and strategic design in Steps One and Two, but also must be creative to evoke emotion that motivates audiences.

This may include guidelines, toolkits, job aids, interactive Internet process, TV or radio scripts, educational comic books...Involve key stakeholders — managers, field workers, and members of the audience — in design workshops to ensure that the end products meet their needs.

# TESTING, REVISING, RE-TESTING

## **Test**

Test materials, messages, and processes with stakeholders, primary, secondary, and tertiary audiences. Feed back results to partners and allies to ensure maximum ownership and use.

## **Revise**

Make changes based on pretest results for messages, stories, or participatory processes that are not understood correctly, not remembered, or are not socially or culturally acceptable.

## **Retest**

Retest materials to ensure revisions are done well and make final adjustments before replication and production.

# IMPLEMENTATION AND MONITORING

## **Train trainers and field workers**

Address capacity gaps; build institutional capacity and teamwork as well as individual skills.

## **Mobilize key participants**

Share information, results, and credit with partners, allies, and communities. Keep everyone involved motivated towards the strategic goal.

## **Manage and monitor program**

Check program outputs to ensure quality and consistency, while maximizing participation. Track statistics; use studies, focus groups, observation, to measure outputs

## **Adjust program based on monitoring**

Make mid-course corrections in activities, materials, and procedures and to fine-tune program components.

# EVALUATION AND RE-PLANNING

## **Measure outcomes and assess impact**

Assess not only if the desired change has occurred in knowledge, attitudes, or behavior among the intended audience, but also assess impact, linking communication/advocacy outcome to programme results

## **Disseminate results**

Share impact results widely with partners, allies, key stakeholders, the media, and funding agencies.

## **Revise/redesign program**

Revise to address weaknesses in design processes, materials, or overall strategies and activities. Identify how to replicate positive impact. Return to the analysis stage if the situation changes.

# Discussion