



# Advocacy Action Guide

Four Phases to  
Health Policy  
Success





## Acknowledgements

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### **About the Global Health Advocacy Incubator:**

The [Global Health Advocacy Incubator](https://www.advocacyincubator.org) (GHAI) advances policy and systems change by mobilizing civil society movements and strengthening the capacity of our local partners to advocate for better health outcomes. We take a proven, systematic approach, customized by local partners, to deliver health policy wins in countries around the world, in diverse political systems. GHAI is an initiative of the [Campaign for Tobacco-Free Kids](#).

[www.advocacyincubator.org](https://www.advocacyincubator.org)

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Political mapping based  
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relevant stakeholders

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### OUTCOME

Policies are maintained  
and improved, supported  
by sustained advocacy

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### OUTCOME

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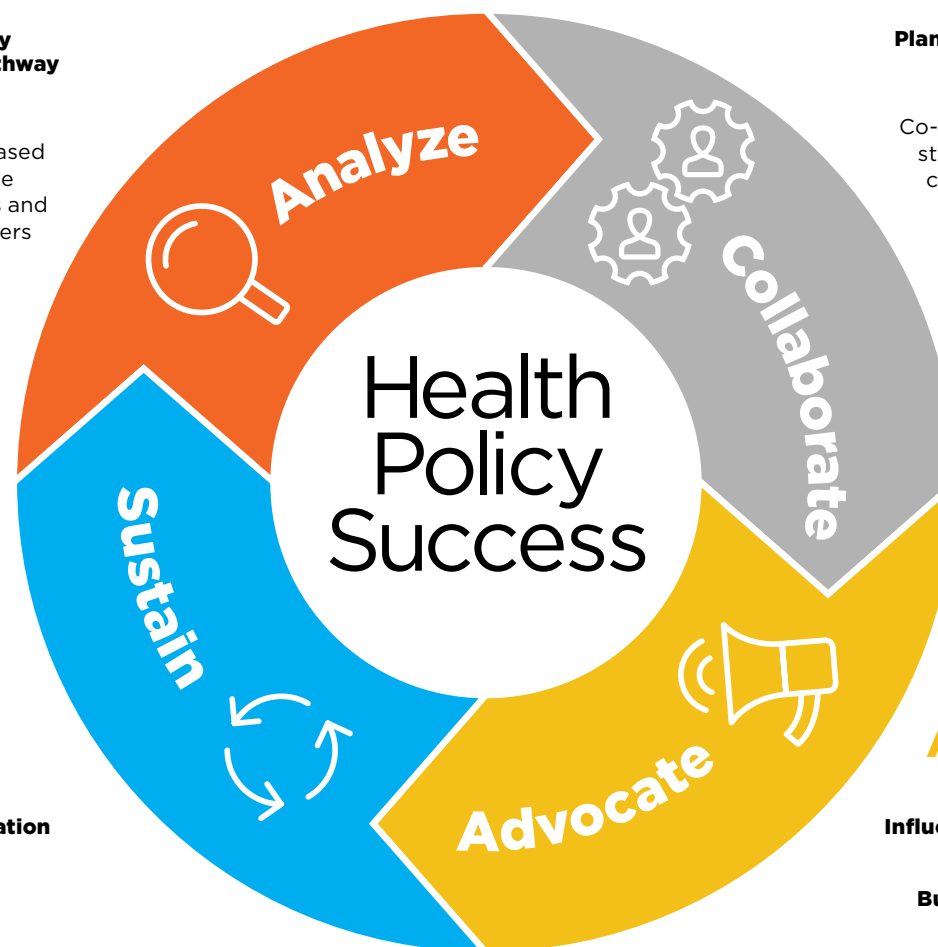
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### OUTCOME

Decision-makers act to pass and  
implement policy with public support  
free of opposition influence





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# Introduction

## What is this document?

We have developed this guide to serve as a resource for public health advocates to plan, organize and implement effective advocacy. This Advocacy Action Guide documents the Global Health Advocacy Incubator's (GHAII's) collective experience in achieving health policy outcomes in countries around the world on a range of public health issues. This guide updates our original Advocacy Action Guide developed in 2016 with lessons learned, case studies and insights from advocacy campaigns in more than 40 countries.

## How it will support your work as an advocate and how to use it

This Advocacy Approach outlines key phases towards achieving health policy outcomes. Based on GHAII's lived experience of successful advocacy, this approach lays out four phases of effective advocacy. Each phase includes detailed steps with case studies, templates and guidance on how to navigate through each step successfully. While the approach appears linear, we know advocates are often jumping between and across phases to respond to changing environments and opportunities to influence.

## Cross cutting elements

**COMMUNICATIONS** is a key input into successful advocacy outcomes. It is needed at all stages of our work, both to understand the existing narrative on an issue and to help inform and educate the public and decision-makers on the issue we are advocating for. It uses multiple platforms and channels.

**RESEARCH** and evidence-based advocacy has proven to be the most effective in influencing and bringing about policy change. Research which is packaged for its audiences to process easier, understand how it relates to them and is available quickly is a key investment for advocates. Research is used in every phase of our approach.

**LEGAL** - Policy change is based on legal systems, frameworks and structures that guide and direct government. Knowing legal processes, options and actors is vital to ensure the most expedient and effective policy pathways. Using the law to enforce, implement and defend policies is evolving as a field and proving to be a crucial tool in accountability.

**MONITORING AND EVALUATION (M&E)** is vital at every step of the advocacy process. This guide includes elements of M&E throughout that will help you to assess your capacity to do advocacy, understand and analyze barriers to your advocacy and make strategic adjustments to your advocacy plans. M&E can also help improve internal and external advocacy coordination, recognize progress towards your advocacy goal and provide a framework for sharing your advocacy work.



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## STEP 1

# Conduct a Landscape Analysis

### Why is this important?

A landscape analysis is a broad overview of the context in which you will be working to conduct policy advocacy. A landscape analysis includes but is not limited to:

- **The Country Context:** The burden of the public health issue requiring change and important elements of the country's governance
- **Policy and Legal Review:** Existing laws, legal frameworks, policy and regulatory processes that impact the issue
- **Stakeholder Mapping:** Identify key actors in the political, legal, media, social media, private sector and civil society spaces

This information will help you define your policy objectives, decide what is feasible and determine how to achieve it. This will help you identify opportunities for engagement with decision-makers and track their positions on your issue as they evolve. A landscape analysis provides you with the foundational knowledge you will need to begin generating ideas for your policy options and how to achieve them. This phase or analysis can take time, be prepared to reach out to experts for more detailed information for each type of analysis.

### How to do this:

1. **Country Context:** Briefly describe the burden of the health issue and relevant demographic and socio-economic context of the country. This includes information on who is and is not being reached with current services and what budget if any is allocated. This should also include relevant legal frameworks, their enforceability, relevant international instrument, their adoption status, global health policy and legal frameworks.
2. **Policy and Legal Review:** Mapping the policy decision-making process helps you determine what the policy process is and how and when you can influence it. Every country's policy process is different and there may be both formal and informal steps to achieving policy change. The legal review of relevant laws and regulations is used to address the issue raised in the country context. This identifies gaps that require change or enforcement and opportunities that can help achieve the policy goal.
  - a. Begin by outlining all the laws government bodies and agencies that will play a role in approving, rejecting or amending policy proposals. If a policy is in place, focus on those that are responsible for implementation.

**Government bodies include and are not limited to government decision-makers at each stage of the policy advocacy process:**

- Policy adoption (Parliament, Ministry, Executive – President/ Prime Minister etc.)
- Policy implementation (Municipalities, Departments, Agencies etc.)
- Policy enforcement (Parliament, Congress, Courts etc.)

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- b. Then, gather information on how each of those actors operates. Here are some key questions<sup>1</sup> that may help guide your research:

Policy Passage (incl. proposal & approval)	Policy Implementation (incl. enforcement)
<ul style="list-style-type: none"><li>How is the policy proposal introduced?</li><li>What documentation must accompany the proposal?</li><li>Is there a public comment period before decisions are taken?</li><li>How does the proposal get approved?</li><li>What are the options if the proposal does not get approved?</li><li>What happens after the proposal is approved?</li></ul>	<ul style="list-style-type: none"><li>Who is responsible for implementing the policy?</li><li>What regulations exist to guide that implementation?</li><li>What resources are allocated to that policy?</li><li>Is this policy resourced and how is this reported on?</li><li>What implementation metrics/indicators does the government have in place?</li></ul>

3. **Stakeholder Mapping:** Identify key stakeholders and their positions on the issue. A stakeholder mapping should include:

- a. **Priority:** Government decision-makers
- b. **Secondary:** Key influencers opposition, Non-governmental stakeholders, Academia, Media

Start with the decision-makers in your mapping, they will be your priority audience for influencing and you will look to your secondary audience to help you engage and influence the decision-makers. This mapping will help you understand which stakeholders you should engage with, and who may become your partners, allies and champions. Note each stakeholder's position on the policy issue, political will to act and how susceptible they are to change. A stakeholder mapping should also include potential opposition. Consider what everyone has at stake and how they may support or oppose a policy change. It will be important to understand how the public understand the issue, which communication channels (traditional and digital) are relevant and used in your country. Where do decision-makers and the public get their information? Determine the media policy in the country and potential roadblocks.

A landscape analysis is a **living document**. Be sure to regularly update it throughout the course of the campaign. A landscape analysis and the resulting political map are living documents that reflect your current understanding of the political environment and the key stakeholders within it. As the political environment changes — as a result of an election or your advocacy efforts — your analysis should, too.

<sup>1</sup> Adapted from Module 1.1B of the [Budget Advocacy Toolkit for Epidemic Preparedness](#)

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### CASE STUDY 1: PHILIPPINES



#### Landscape mapping to remove trans fatty acids in the Philippines:

In 2021, following advocacy by civil society organizations, the Philippines mandated the elimination of dangerous, industrially produced trans fatty acids (TFAs) from its food supply. The first step in the advocacy process was understanding the scope of the problem and levers for addressing it. ImagineLaw, a Manila-based nonprofit law organization, commissioned research on the local production and importation of partially hydrogenated oil and other foods high in TFA, drawing on a GHAI toolkit for market mapping.

### CASE STUDY 2: BRAZIL



#### Engaging decision-makers to reduce the trans fat burden in

Brazil: In Brazil, the National Agency of Sanitary Surveillance (ANVISA) had expressed interest in using regulations to reduce the health burden from trans fatty acids (TFAs), but limited public awareness and strong industry pushback made progress uncertain. Drawing on findings from its stakeholder and policy mapping, GHAI partnered with the Brazilian Association of Nutrition and the Federal Council of Nutritionists to help ANVISA decision-makers assess regulatory options and to support the agency with scientific evidence and international best practice. ANVISA approved strict new limits on TFAs in food in 2019.

### Resources:

[Budget Advocacy Toolkit for Epidemic Preparedness](#)

[Legal and Regulatory Review Toolkit for Civil Registration and Vital Statistics](#)



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## Template: Stakeholder Mapping

### Priority: Government Decision-Makers

Government Institution	Decision-maker	Role in the policy process	Position on the issue	Values and Interests	Opportunities for Engagement

### Secondary: Influencers

Individual	Affiliations	Role in the issue	Position on the issue	Values and Interest	Opportunities for Engagement

### Secondary: Non-Government Stakeholders

Organization /Entity	Affiliations	Role in the issue	Position on the issue	Values and Interest	Opportunities for Engagement

### Secondary: Academia

Organization /Entity	Affiliations	Role in the issue	Position on the issue	Values and Interest	Opportunities for Engagement

### Secondary: Media

Media House/ Individual	Type of Media	Affiliations	Position on the issue	Values and Interest	Opportunities for Engagement

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### Set your Policy Objective

#### Why is this important?

Advocacy campaigns are organized around long-term goals to achieve population-level impact. Objectives are the specific policy steps needed to reach that goal. Having a clear policy objective is essential to a robust campaign strategy. The objective describes the change you want to see happen and helps to identify the actions needed to achieve that change. The objective serves as a north star/guide and will help determine if your efforts have been successful. It is critical that the policy objective has support from coalition partners; this creates a stronger sense of ownership and motivation around the campaign.

#### SMART policy objectives:

- Keep you focused on how your actions are helping to achieve your objective
- Are the starting point of your strategy development
- Help create mutually beneficial partnership
- Provide a framework for measuring and evaluation progress

<b>S</b>	<b>Specific</b>	Does the objective clearly lay out the desired outcome, including the decision-maker's name and position and the action or decision you seek?
<b>M</b>	<b>Measurable</b>	Are there specific quantitative or qualitative indicators that can measure or verify whether your advocacy objective is met, and to what extent?
<b>A</b>	<b>Achievable</b>	Is the objective feasible within the determined time frame, given the current landscape and available resources?
<b>R</b>	<b>Relevant</b>	Based on available evidence, will the objective contribute to the overall goal of the advocacy effort?
<b>T</b>	<b>Time-bound</b>	Does the objective explicitly state an anticipated date by which the advocacy objective will be achieved?

#### How to do this:

1. Define your Goal: What is the ultimate impact you hope to achieve? This is often long-term.

##### Examples:

- Increase in health budget to retain and recruit health care workforce
- Decrease in childhood obesity and increased health outcomes for children



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2. Create SMART Policy Objectives: Use your landscape analysis and policy pathway to inform the objectives. A policy objective should identify three factors:

**Policy “actor”** or decision-maker – The individual with the power to convert the advocacy objective into action.

**Examples:** *Members of Parliament, minister, a relevant parliamentary committee, sub-national legislature or ministerial office*

**Policy “action” or decision** – The action required to achieve the objective (e.g., allocate funds for a national comprehensive tobacco-control program, to create a binding policy on food regulation)

**Examples:** *enact, amend or repeal a policy, establish a new budget line, allocate funds or issue a mandate to elect change.*

**Timeline and degree of change** – When the objective will be achieved ideally within 1-2 years. Some advocacy objectives also indicate the degree of desired change, or a quantitative measure of change

**Examples:** *by the end of 2023....*

- *Percentage change in uptake of a service*
- *Amount committed to a program*
- *Percentage of asks adopted in policy*

**Examples:**

- *By December 2023, Parliament will approve a ten percent increase in the national health budget*
- *By June 2024, Municipalities in five regions will have enforced their policy of no processed food in schools*
- *Government of Bangladesh enacts comprehensive road safety law by 2025 to achieve the SDGs, the Global Plan and national commitments for road safety*

### CASE STUDY 3: BANGLADESH



**Targeted advocacy brings hypertension medicine to community clinics across Bangladesh:** Heart patients in Bangladesh were forgoing daily wages and traveling for hours to obtain lifesaving hypertension medicines. GHAI and its partners, the National Heart Foundation of Bangladesh and PROGGA, set a clear objective to guide their advocacy: the Ministry of Health and Family Welfare should fund a continuous supply of affordable anti-hypertensive drugs at community clinics across the country. In 2023, that objective was met when the key hypertension medicine Amlodipine was added to the drug list of community clinics.

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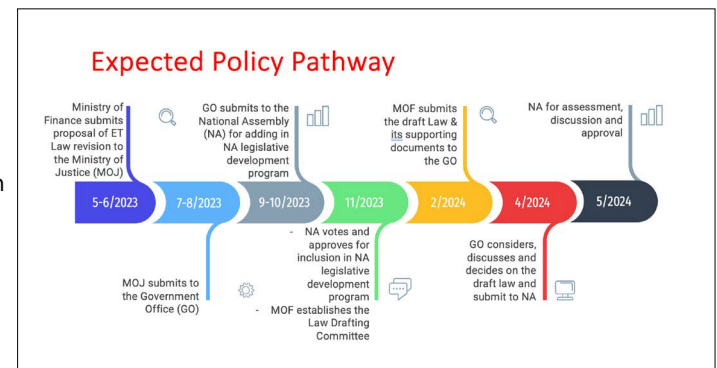
#### Why this is important?

The Policy Decision-Making Pathway and Political Mapping use the landscape analysis and objective to focus advocacy on a specific policy pathway. The Pathway refers to the steps involved in formulating policies within governmental or organizational structures. It typically includes problem identification, agenda setting, policy formulation, policy instrument identification, adoption/decision-making, implementation and evaluation. Political mapping is a systematic analysis of the political landscape to identify key stakeholders, power dynamics, decision-making processes and potential allies or opponents relevant to a specific advocacy issue. It aims to understand the political context in which advocacy efforts will take place.

- Clarify the policy decision-making process and pinpoints opportunities for engagement
- Identify your key targets and opposition
- Identify your partners
- Inform your strategy, tactics, messaging and communications plan
- Inform the timing of your strategies and tactics

#### How to do this:

1. **Consider your policy objective with the landscape analysis:** Combine your political research, legal research, stakeholder research, media analysis and policy objective. Based on that information, lay out the potential policy options you have.
2. **Analyze those policy options according to their feasibility and sustainability:** This analysis will help you determine what option is most realistic, how it can be done and who else you will need to work with to make it happen. The key elements of a political map come from your landscape analysis:
  - Map of the policy process
  - Description of each step in the process
  - Identification of decision-makers and stakeholders
  - Analysis of decision-makers and stakeholders



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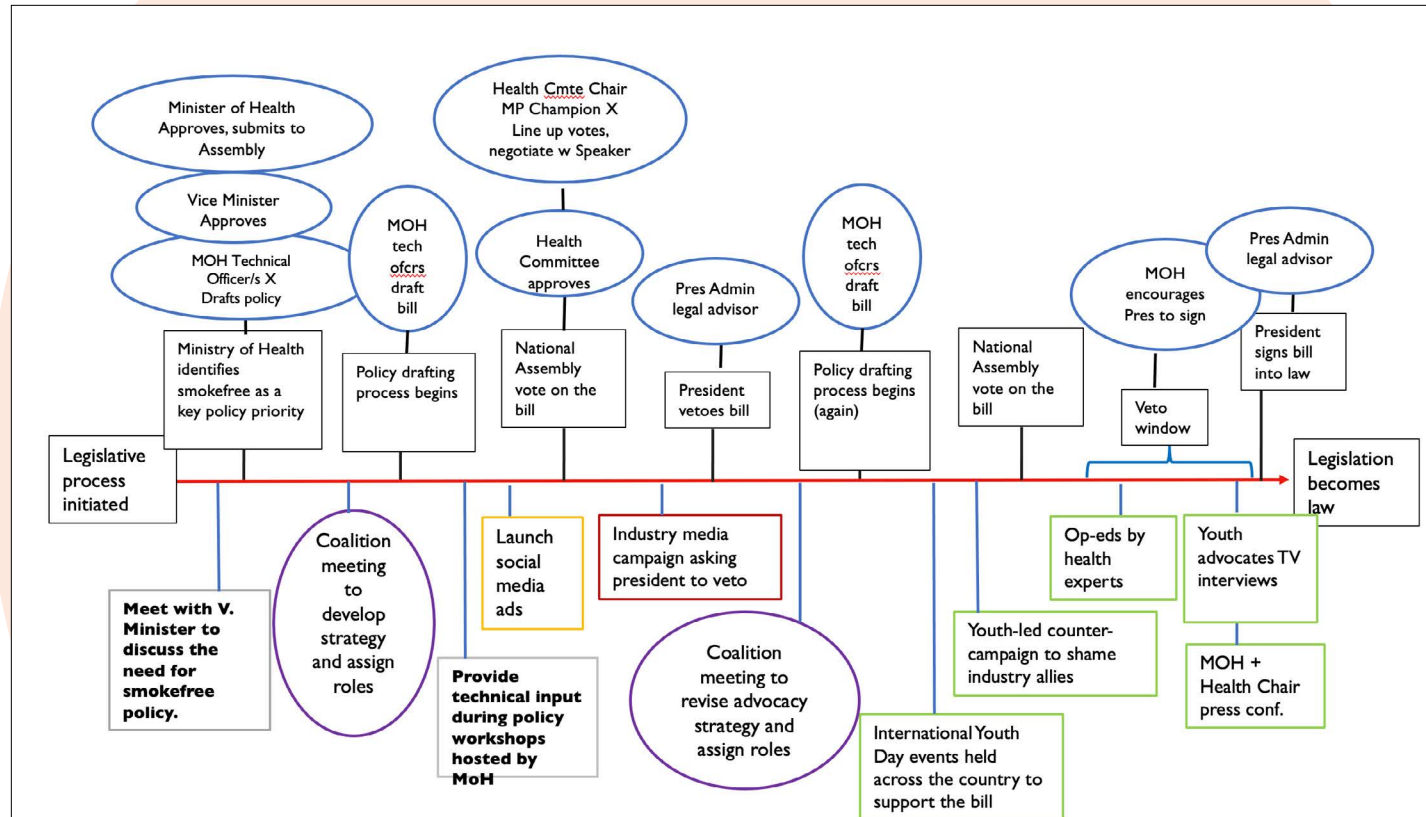
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**Example of a political mapping of a legislative process, highlighting stakeholders, process steps and opportunities for advocacy interventions.**





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**“What’s In It for Me” (WIIFM) Exercise:** Everyone has a unique history, background, experiences, faith, family, work and environment that has shaped them. We all view the world from a slightly different lens. When considering your audience, it is critical to take the time to view the world from the perspective of that audience. What keeps them up at night? What are his/her fears? Problems? Priorities? And why? In other words, put yourself inside the head of your policy target and try to think about the world from his/her/their perspective. Gaining an understanding of your audience will greatly help build the groundwork for the development of an effective message. Remember that your policy target can be an individual, group, committee, organization or segmented population.

Q1) What information about this person would be relevant for conducting a WIIFM analysis?

- Previous work history / Education / Motivations and ambitions / Family life / Relationships with other members of parliament or ministries / Memberships to professional organizations / Relationship to the industry

Q2) Why is this information important?

Q3) How would you go about gathering that information?

Assign a team member to continuously monitor and update your political map to ensure it stays relevant and can continue to be used as a resource as your advocacy work progresses and evolves.

### CASE STUDY 4: PHILIPPINES



[Understanding the decision-making pathway to pass a child restraint bill in the Philippines:](#) Before the Philippines adopted the Child Safety in Motor Vehicles Act in 2019, GHAI and its civil society partner ImagineLaw needed to understand the policy pathway that would lead to the President’s signature, including the decision-makers whose support would be necessary. The advocates created a policy map that prepared them for each step of the legislative journey: identifying congressional champions with a combination of relevant leadership positions and past interest in road safety; participating and testifying in committee hearings and Technical Working Group sessions; and providing language to reconcile the bills after they worked their way through both houses of Congress. After the bill passed and was signed into law, GHAI and its partners worked with the relevant government agencies they had identified to support the policy’s implementation.

### Resources:

[GHAI’s Online Advocacy Tools: Political Mapping tool](#)



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### Outcome:

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### Build Partnerships and Champions

#### Why is this important?

Successful campaigns are often the results of a group (formal or informal) of organizations and individuals that come together for a period of time to collaborate and focus efforts to achieve changes in policy, law, programs or funding streams for a particular issue. Working with partners and in coalitions brings together different expertise and influence – making it easier to carry out a range of advocacy and engage a broader set of decision-makers.

Diversity of Voices	Diversity of Expertise	Diversity of Resources
<ul style="list-style-type: none"><li>• Networks, grassroots/grasstops</li><li>• Relationships (media, policy makers, CSOs, academics, think tanks etc.)</li><li>• Geography</li></ul>	<ul style="list-style-type: none"><li>• Policy/issue knowledge</li><li>• Skills/capacity</li><li>• Ways of thinking/perspectives</li><li>• Communications</li></ul>	<ul style="list-style-type: none"><li>• Financial</li><li>• Human Resources</li><li>• Techniques/Skills</li></ul>

#### How to do this:

1. Using your stakeholder mapping – identify those that you think would be interested in supporting your issue.
2. Create a core group to create a draft campaign plan to inform the types of partnerships you will need and for potential partners to engage with and further develop.
3. Use the template to plot out what your coalition has and needs in terms of representatives and resources.
4. Establish clear process and rules of engagement to support collaboration and planning.
5. Be sensitive to the diverse needs and perspectives of the partners and create an environment of mutual respect and interest.
6. Regular and transparent communication and engagement is critical – a coordination team or lead agency can be selected to do this.
7. Create sub-groups as needed to focus on specific tactics or events – ensure they share their decisions and outcomes with the wider group.



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### Element of Strong Coalitions:

Alignment	Complementary Skills	Coordination	Mutually Beneficial
<ul style="list-style-type: none"> <li>Shared policy goals</li> <li>Shared vision</li> <li>Terms of Reference</li> <li>Agreed upon strategy</li> <li>Clear process for decision-making</li> <li>Clear roles</li> <li>Protected from opposition</li> </ul>	<ul style="list-style-type: none"> <li>Access to key relationships</li> <li>Coverage of core advocacy skills</li> <li>Grassroots support</li> <li>Issue expertise</li> <li>Influence</li> </ul>	<ul style="list-style-type: none"> <li>Share information/intel</li> <li>Timing of activities</li> <li>Trust</li> <li>Resources for implementation</li> <li>Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Incentive for participation</li> <li>Recognition for contribution</li> <li>Accountable</li> <li>Resourceful</li> <li>Sustainable</li> </ul>

**Capacity Mapping:** This is a good time to assess your own and your partners' capacity and how it will impact your policy advocacy. Consider your collective strengths and weaknesses as they relate to advocacy capacity. What type of experience do you have or need to execute a sustainable campaign?

## Advocacy Capacity Mapping

GHAI's advocacy capacity mapping tool is a collaborative exercise used with a partner to map their existing capacity, support a common understanding of advocacy areas and the expertise needed to deliver, agree on levels of capacity for each area to inform a Capacity Strengthening Plan to compliment their policy objectives.

### Advocacy Areas

1. Policy Analysis & Development
2. Campaign Planning & Monitoring
3. Research for Advocacy
4. Partnership Engagement & Coordination
5. Political Mapping
6. Cultivating Policy Champions & Influencing Decision-Makers
7. Communications & Media Advocacy
8. Digital Advocacy & Social Media
9. Budget Advocacy
10. Technical Support to Government

### Mapping Levels

N/A - Not Applicable	This capacity is not a focus for the organization and is not relevant to advocacy delivery/success - the organization agrees it is not an area for capacity expansion.
No Capacity	The organization has no capacity in this area and requires capacity to deliver advocacy outcomes.
Developing Capacity	The organization has identified this area as a priority, but capacity development is in the early stages and staff expertise is minimal.
Expanding Capacity	The organization has built a baseline and is working to expand capacity and establish this area as an organizational strength.
Established Capacity	This is an area of strength for the organization. It is sufficiently resourced and there is a high level of staff expertise on the matter.



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### CASE STUDY 5: BANGLADESH



**[A champion for tobacco control in Bangladesh:](#)** Mr. Saber Hossain Chowdhury is a Member of Parliament in Bangladesh whose leadership on tobacco control policies has contributed to the country's double-digit declines in adult tobacco use since 2009 and the Prime Minister's call to make Bangladesh tobacco-free by 2040. **[At an event in 2023,](#)** he explained that civil society advocacy has been successful in Bangladesh because advocates educated political leaders about "the cost of inaction" as well as "the benefit of action."

### CASE STUDY 6: MEXICO



**[Mexico's Safe Mobility Coalition:](#)** In Mexico, where there are more than 16,000 road traffic deaths each year, nearly 100 civil society organizations coordinate their road safety advocacy through the Coalición Movilidad Segura ("Safe Mobility Coalition"). The coalition's advocacy led to the adoption of a constitutional amendment in 2020 establishing a right to mobility and road safety, followed by a General Law on Mobility and Road Safety in 2022. With the partnership of GHAI, the coalition is working with the federal government to support the new law's implementation as well as harmonization of state and local road safety laws.



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### Templates:

#### Checklist for establishing a coalition:

	Clear goals and objectives
	Diverse membership with common interests
	Participatory process in planning
	Shared understanding of terms and roles
	Identified chair or leaders and establish process for fair decision-making
	Trusting relationship
	Reliable systems for communication
	Defined process for conflict resolution
	Balance of campaign identity and organizational autonomy

#### Template for assessing a coalition:

Element of a coalition	What do we have	What do we need	Potential partner	What would make this a mutual partnership
Relevant constituencies				
Advocacy capabilities				
Key relationships (government)				
Key relationships (media, CSO, NGO, academic, etc.)				
Policy expertise				
----- (fill in the blank)				



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### Develop a Strategic Plan

#### Why is this important?

A Strategic Plan takes your landscape analysis and objective(s) and outlines the strategies or ways in which you plan to reach your targets audience and drive your campaign forward. It includes a detailed plan which outlines how, when and with whom your advocacy and campaign efforts will happen.

#### The Components of a Strategic Plan

- Goal and Policy Objective
- Indicators of Success (and means of verification)
- Potential Obstacles/Risks
- Strategies
  - Activities
  - Responsible Persons
  - Resource Needs
  - Timeframe

Great strategies are most effective when they are treated as a LIVING DOCUMENT — something that is used by the group to constantly REFLECT on the progress and IDENTIFY challenges you may have in achieving that progress. The strategy is filled with your assumptions on how things will influence and lead to change ... but, sometimes your efforts are not as effective as you had hoped, and/or external factors change, making your plans no longer valid. These are all opportunities to change your plans – with clarity as a group on why and how those changes will happen.

#### How to do this:

1. Indicators of Success: Once you have agreed on a SMART policy objective, identify what would be indicators of success in achieving that objective. These indicators can also include milestones on the way to achieving that objective.
  - a. **Indicator:** A metric that gives you concrete data on how good/bad you are doing towards your goal. *Example: 10% - the amount approved by parliament for an increase in the national health budget*
2. Potential Obstacles/Risks: Identify what would stop or challenge the achievement of your objective, include both internal and external obstacles and risks. *Example: Internal obstacles: Unable to recruit a social media expert to implement the social media plan. External obstacles: Upcoming elections could result in change of leadership in the Ministry of Health.*



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### How to do this:

Strategies include and are not limited to:

1. Direct interactions with decision-makers and relevant stakeholders
2. Using the media and social media to influence decision-makers and the public
3. Grassroots mobilization to engage supporters
4. Technical support to government and stakeholders to implement the policy you seek

## Road Safety- Example

Objective: Government passes a vehicle safety bill into law by end of 2024

### Strategy 1. Gain trust with key lawmakers

- ☐ Activity 1. Conduct a political mapping exercise to identify key lawmakers
- ☐ Activity 2. Meet with the top five most important lawmakers over breakfast
- ☐ Activity 3. Create factsheets for lawmaker with compelling data and best practice policy options based on evidence and research

### Strategy 2. Ensure vehicle safety becomes a trending topic on X/Twitter

- ☐ Activity 1. Create key messages with both human-interest stories and facts and figures
- ☐ Activity 2. Identify influential social media platforms for public and lawmakers to host ten social media posts
- ☐ Activity 3. Post the content one day before the vote on the bill
- ☐ Activity 4. Activate network to share posts widely tagging relevant lawmakers



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A strategy will include details on:

1. Activities to be undertaken
2. Responsible persons for the activities
3. Resources needed to implement the activity including budgets
4. Timeframe for when the activity will take place

The below template is a guide for planning. Advocates are encouraged to add and edit these templates to ensure the information is relevant to their context and overall plans.

### Strategy Template

#### Goals

Policy objectives	Indicators of Success	Potential Obstacles/Risks

Strategies	Activities	Outputs/ Indicators	Responsible Person/ Organization	Resources Needed	Timeline

Test each activity against your SMART policy objective:

- How will the activity further your objective?
- How does it relate to what the decision-maker considers important?
- Is the activity needed to achieve your advocacy win?
- Is the activity SMART?
- Is the activity worth the time and resources it will require?
- Who is responsible for communicating with your working group and keeping the strategy on track?



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### CASE STUDY 7: BRAZIL



**From planning to action in Brazil:** In 2023, the Brazilian city of Niterói passed a landmark law prohibiting the sale, marketing and distribution of ultra-processed products (UPPs) and other products that contribute to childhood obesity in schools. The policy covers 70,000 students from public and private schools and demonstrates Brazil's continued global leadership in school food policy. It was championed by the Desiderata Institute, a Brazilian nonprofit organization committed to improving health for children and adolescents. Desiderata Institute's successful "Niterói says 'Yes' to a healthier childhood" advocacy campaign leveraged the city's strong local pride to build grassroots support for the bill. Their advocacy strategy identified the city council as the relevant decision-makers, with their constituents as important influencers. Their strategies included direct engagement with the city council, connecting with city residents and families in person through digital media, and grassroots mobilization including a petition and public event.

Because policy change can take time, we can measure progress using interim outcomes and indicators that tell us if we are on track to achieving our objective(s).

Interim outcome	Indicators	Methods of Measurement
<b>Increase policymaker support/political will for policy objective</b>	<ul style="list-style-type: none"><li>● Increased # of policymakers in support of legislation</li><li>● Increased # of policy champions</li><li>● Policy process indicators</li></ul>	<ul style="list-style-type: none"><li>● Sign-on letters; statements of support; votes; etc.</li><li>● Use relevant criteria to identify "Champions" will vary by country/context</li></ul>
<b>Increase public support/public will for policy objective</b>	<ul style="list-style-type: none"><li>● Change in public opinion</li><li>● Increased # of partners/coalition members</li><li>● Increased # of "supporters" or other digital engagements</li></ul>	<ul style="list-style-type: none"><li>● Polling</li><li>● Number of partners involved in campaign</li><li>● Grassroots actions (emails, calls, signed petitions, etc.); likes/follows/shares</li></ul>
<b>Create a more favorable media environment for policy objective</b>	<ul style="list-style-type: none"><li>● Increased quantity of news stories</li><li>● Increased quality of news stories</li></ul>	<ul style="list-style-type: none"><li>● Media monitoring</li></ul>
<b>Increase capacity for advocacy</b>	<ul style="list-style-type: none"><li>● Increased knowledge/expertise</li><li>● Increased # of sophisticated advocacy activities</li></ul>	<ul style="list-style-type: none"><li>● Pre/post capacity assessments</li><li>● Key campaign assets completed (Political mapping; strategic campaign plan; etc.)</li></ul>

### Resources:

[M&E Tools for Advocacy Work \(INTRAC\)](#)

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### Plan Communications

#### Why is this important?

Successful advocacy strategies require effective communication. To ensure your communications are as persuasive as possible, you will need to plan them in advance of your campaign, once you have finalized your policy objectives. To do this you need resources including budget, staff and expertise.

The most important principle of effective communication is to know your audience. Depending on your chosen strategies, your audiences may range from decision-makers to journalists and community members. These groups each have different communication needs; the materials and messages that work for one group may not necessarily work for another. The more you know about your audience, the more targeted and effective your advocacy outreach will be.

Media advocacy is one form of communication and is a valuable strategy to create an environment favorable to policy change by:

- Keeping an issue visible and understood as a critical public health issue
- Creating awareness of and urgency around the issue to encourage action
- Exposing evidence to decision-makers and the public
- Educating on solutions to policy challenges
- Inspiring decision-makers and the public to take action

#### Components of a Communications Plan

- Communication objectives
- Target audience(s)
- Key messages
- Preferred messenger(s)
- Communications channels
- Communications action plan





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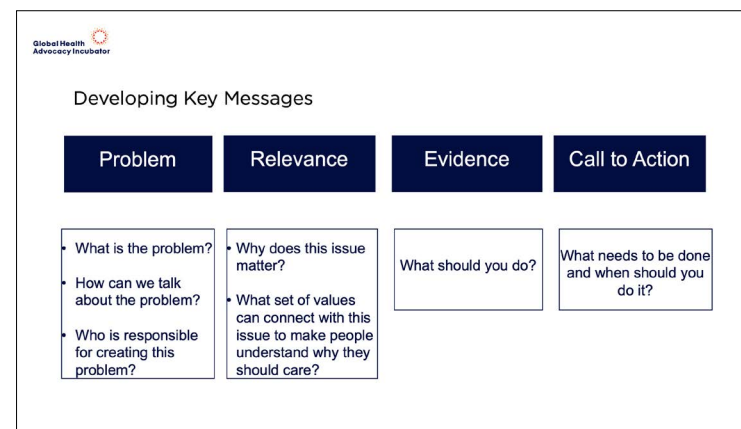
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**Communication Objective:** This speaks to what outcomes you are looking from your communications that would contribute to your policy objective. *Example: By 2024, x number of journalists will feature human interest stories on the impact of drownings on child survival in mainstream media.*

**Target Audience:** Identify your primary and secondary target audience using these guiding questions:

- Who are potential target audiences for this campaign?
- Who do we want to reach at each stage of the advocacy campaign?
- What do we need to know about the target audience?
- Conduct a “What’s In It For Me?” (WIIFM) exercise

**Key Messages:** The top-line message sums up what policy needs to change, outlines the campaign’s objective and describes why it’s important. Messages should be clear, concise and straightforward. Defining three key messages at the outset of a campaign is the general rule of thumb. These are meant to be top-level; your messages will be further supported by evidence (e.g., statistics, testimonials, examples, stories). A social media toolkit is a useful tool to collect and share your key messages, it includes examples of wording for social media for different target audiences.



**Examples:**

**Message 1:** Define the problem and link to solution

- *Example: Each year, our communities endure thousands of tragic deaths and injuries on the road that are preventable through policy change.*

**Message 2:** Policy-specific messaging

- *Example: The MVAA is a comprehensive act focusing on reducing road accidents in India; it has already been instrumental in saving [x number] of lives within one year of enforcement.*

**Message 3:** Advocacy messaging -> call to action

- *Example: The central government has the opportunity to save even more lives by mandating child restraints and helmets — but has yet to do so. [Consider adding a call to action]*





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**Communication Channels** – Map the media environment (including social media) to understand the various channels available to you for media advocacy efforts. Do ongoing Media Monitoring and Analysis while advocating to track the public narrative and assess the impact of your communications plan.

Strategies to engage the media include:

- Journalism workshops
- Grassroots digital campaigns
- Earned media events
- Integrated paid marketing campaigns
- Media and spokesperson trainings

### Communications Plan

Policy Goal  
and Objectives:

Communications Objectives					
Target Audience	Key Messages	Preferred messengers	Communication channel	Materials	Gaps/Support Needed

Activity	Responsible Person	Resources (including Budget)	Timeframe

### Resources:

[Media Action Guide](#)



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### Outcome:

Decision-makers act to pass and  
implement policy with public support  
free of opposition influence

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### Influence Decision-makers


#### Why is this important?

A core strategy for policy advocacy is to engage relevant decision-makers and strategic influencers. The aim is to educate them about and/or persuade them to support action on your policy objective. This can include specific policy language, systems that need to be put in place or outreach to other decision-makers, as well as follow up on the implementation of existing policies.

Building a relationship with strategic decision-makers is best done with those that already support your objective or are neutral/undecided. Staunch opponents are seldom converted, but it is still important to understand who they are and why they oppose your issue. It is vital that all engagement with decision-makers is well prepared, delivered and followed up on ideally by messengers they respect. Be aware of any lobbying restrictions that may apply in your country with regards to influencing decision-makers.

#### How to do this:

1. Your strategy will identify the most relevant decision-makers and influencers you need to engage.
2. Use the WIIFM analysis to understand what motivates specific decision-makers and who would be effective messengers to engage with them.
3. If you are unable to get a meeting with a decision-maker – consider the strategies or engagement:
  - a. Organize external events such as panel discussions, report launches or public events that you could invite the decision-maker to, as a speaker or just to participate.
  - b. Attend events you know the decision-maker will attend and network.
  - c. Ask your coalition members if they have any formal or informal contact with the decision-maker that can be used as an entry point.
4. Establish a single communication channel (person) with the decision-maker to ensure they are not being overwhelmed by too many people. Make sure this person is following up on meetings and available to answer requests decision-makers have for information, support or insights.
5. Track your engagement with the decision-maker – document the relationship and keep track of any materials (media or internal meeting notes) that demonstrate the decision-maker supporting your issue.



**Decision-makers:** People in government who are directly responsible for writing and/or approving laws, budgets and regulations. They could be ministers of agencies, members of parliament or congress, committee chairs, the prime minister, etc. The decision-maker should have formal decision-making authority over that step in the policy process.

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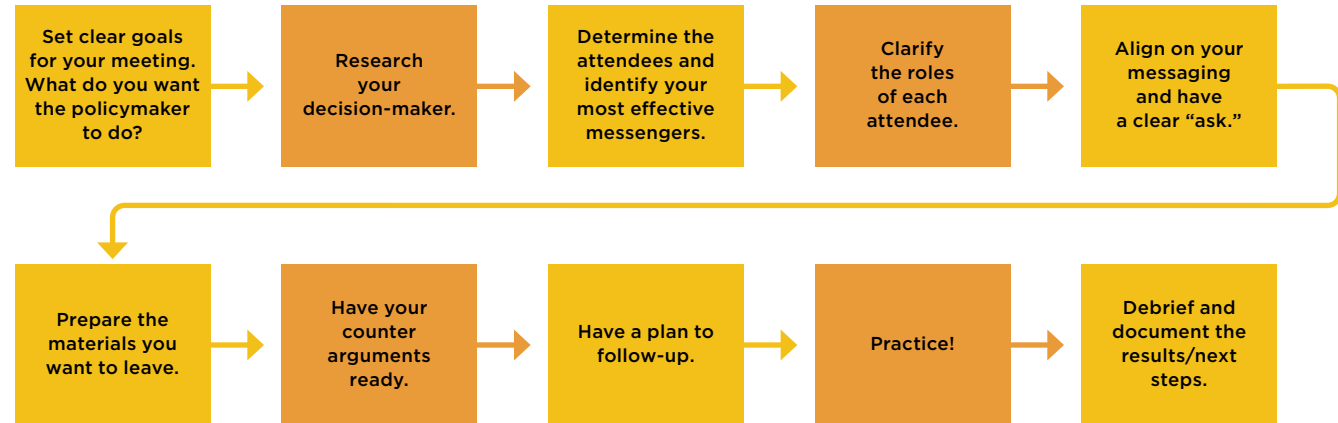
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### Meeting with Decision-makers:



### Some Decision-makers can become Champions

What makes a policy champion?	What can a policy champion do?
<ul style="list-style-type: none"> <li>• Passion for the issue</li> <li>• History of working on the issue/issue expertise</li> <li>• In a leadership or decision-maker position</li> <li>• Able to influence the process</li> <li>• Well-regarded/in good public standing</li> </ul>	<ul style="list-style-type: none"> <li>• Vote in support in a critical time</li> <li>• Share information and intel</li> <li>• Provide and/or secure expert technical assistance, research, and data</li> <li>• Educate and mobilize other decision-makers</li> <li>• Engage the media/generate media attention</li> <li>• Move the policy process forward</li> <li>• Engage in joint problem-solving</li> <li>• Organize hearings, testimony, other events</li> <li>• Speak up in defense of a policy during public consultation</li> </ul>





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### Template

Decision-maker	Ask	Lead	Other linkages/ messenger	Meeting updates	Next steps

### CASE STUDY 8: SENEGAL



**[Engaging political leaders on epidemic preparedness in Senegal:](#)** ONG 3D and other civil society advocates sensitized political decision-makers across the legislative and executive branches of government about the urgent need for sustained domestic investments to address epidemic preparedness gaps. They organized calls, meetings and workshops with health, finance and budget leaders including parliamentarians and representatives from the Directorate General of Health, the Directorate of Research, Planning and Statistics and the Ministry of Finance. This engagement helped to build a common understanding of the challenges posed by infectious disease outbreaks on the health and wellbeing of Senegal people and their economy. Following this outreach, Senegal increased funding for its Health Emergency Operation Center and other government entities involved in finding, responding and preventing disease outbreaks, and included the investment case for preparedness in the Ministry of Health's Public Investment Program.

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### Build Public Support

#### Why is this important?

Public support is often a key factor in influencing decision-makers and getting them to take action. For many issues, the weight of public demand and approval supports changes. Real public support is when people understand the issue and are willing to be vocal about the importance of policy change in addressing the issue, and will lend credibility to your advocacy, confirming that this is an issue of importance and in the public interest. Lastly, public support means that the community has taken ownership of the issue, making it more likely that they will continue to push for this over the long-term and support the sustained impact of the policy change.

The public is a large group, and in most cases your advocacy will focus on sub-groups of the public. These could be a specific community or a category of persons such as young people, parents, community leaders, people most affected by the issue, etc. These groups will often lead the way to engaging with the broader public and helping decision-makers recognize the importance of an issue. Often within these groups you will find champions, individuals who are willing to speak out publicly, write articles in the media, meet with decision-makers and support continued efforts to sustain policy changes.

#### How to do this:

In some cases, the first step in building public support is to create awareness that the issue exists. To do this you would need to educate the community on the issue and ensure they see it as important and relevant to their lives. Next, you will need to be clear on what action is needed to address the issue and how they can engage decision-makers to act.

1. **Using your stakeholder and political mapping analysis, identify groups in the public who would support your issue.**
  - a. Understand the context and needs of that community in terms of level of knowledge of the issue, communications channels they use and opportunities for them to share their asks with decision-makers.
  - b. Develop your messaging for these groups and flesh this out in your communications plan. Ensure your messaging is personal – people need to relate to the issue for them to place value on it.
  - c. Be selective, you cannot engage everyone, see what groups would be most effective to support your policy objective.
  - d. Create a sense of urgency, people need to know that delays or inaction will have serious consequences.
  - e. Understand the various ways in which media advocacy can be used to engage these groups and build that into your plans.



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### 2. Ask people to do something, rather than just telling them about the issue.

People are more likely to support you if they can feel effective in doing so. Giving them an opportunity to influence the results of addressing the issue gives them ownership of the process.

### Check list of some things the public might do:

- ☐ Write, call or e-mail politicians to advocate.
- ☐ Report instances of the issue - car accidents, drowning risks, abuse, overdoses, illegal marketing, etc.
- ☐ Join a neighborhood watch or other active group.
- ☐ Change their behavior, if only temporarily: stop smoking for a day, get their blood pressure checked, talk to a homeless person.
- ☐ Go to a meeting or rally.
- ☐ Volunteer, either with a direct service organization or for an initiative or coalition.
- ☐ Host a webinar, house party or town hall-type meeting to discuss the issue.
- ☐ Identify and build champions in those communities. Support them in building their knowledge base and give them platforms to share their messages and engage with decision-makers.





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As your support grows, demonstrate it at every opportunity. Most people want to be in the majority. If they're convinced that supporting you is backing a winner, they'll do it. Recognize and give awards to community members who do things to affect the issue and demonstrate their support for your work.

And don't forget to invite:

- Members of the media!
- Politicians who support your cause and may try to change policy accordingly.
- Community volunteers who work on your issue.
- Organizations — or their directors or staff members — that do an outstanding job on your issue.

### CASE STUDY 9: BARBADOS



#### Mobilizing youth for healthy food policy in the Caribbean:

In the Caribbean, unhealthy and cheaply processed foods are taking a toll on young people's health. Currently, one third of Barbadian children are on a trajectory for health complications in childhood and adolescence and increased risk of noncommunicable diseases (NCDs) in adulthood. The region projected a 2.6% annual increase in adult obesity and a 4.7% increase in childhood obesity by 2035. At least 73.3% of students aged 13-15 consumed at least one carbonated soft drink per day, while 70.9% are not achieving WHO recommended levels of physical activity. As part of a national advocacy campaign, the Youth Sub-Committee of the Barbados Childhood Obesity Prevention Coalition trained youth champions to meet with decision-makers and engage in public campaigns on the dangers of processed food and the urgent need for a policy on health school foods. Their efforts, together with other civil society organizations including the Jamaica Youth Advocacy Network, resulted in the adoption of the Barbados National School Nutrition Policy in 2023. Based on their experience, youth involved in the campaign have reached out to peers across the Caribbean, building momentum and supporting each other to ensure other countries also take action.



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The media are a vital part of building public support and play an important role in reaching the public and decision-makers.

### Why engage media in an advocacy campaign?

- Educate many people at once about a social problem and the policy solution
- Provide legitimacy, credibility and visibility
- Reach opinion leaders
- Set the agenda and shape the debate
- Engage new actors and constituents
- Dramatize harms and dangers of inaction
- Create outrage about the problem
- Convert outrage to action
- Change the social norm
- Personalize the policy issue
- Mobilize advocacy activities

### CASE STUDY 10: BANGLADESH



#### Engaging journalists to shed light on the need for drowning prevention:

In 2023, GHAI and its partner SoMaSHTe, the Society for Media and Suitable Human-communication Techniques, hosted the first award ceremony to acknowledge journalists in Bangladesh for their contribution to in-depth news reporting on child drowning and prevention efforts. Dr. Hasan Mahmud, the Minister for Information & Broadcasting of the Bangladesh government, explained in his keynote remarks that “Giving awards for such public interest issues is a very useful initiative for journalists. In this, journalists will be more motivated to produce in-depth reports and the government will also be able to take effective initiatives.” AMMS Arefin Siddique, Chairman of the Bangladesh News Agency, presided over the event. He affirmed, “Mass media can increase public awareness at various levels through their activities and highlight various initiatives of the government.... This will increase awareness at the individual level, as well as get the attention of various policymakers and influencers at different tiers of the government.” The award ceremony ensured the national government could continue to prioritize drowning prevention, after it committed to funding and expanding a successful child drowning prevention in 2022 following civil society advocacy.



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### Why is this important?

Understanding your opposition is critical to ensuring your campaign is effective and not undermined by others. In your strategy, you outline risks to your campaign and this should include clearly identified actors that would either not agree with your policy objective or actively work against it – these are your opposition. In many instances the opposition is well resourced and able to move swiftly to undermine or discredit your advocacy efforts. Good planning and proactive strategies can help to pre-empt some of their strategies.

Opponents often deploy a wide range of tactics, practices and arguments to weaken or prevent advances in healthy policies at the international, national and sub-national levels. These actions vary to some extent across different geographies, but they are part of a classic playbook.

Delay	Delay implementation of a policy or regulation that restricts their actions.
Dilute	Make a regulation very vague so that it is difficult to implement and hold accountable.
Misdirect	Get the public to focus on another issue to distract them from your issue.
Deceive	Provide incorrect or misleading information to decision-makers.
Undermine	They present themselves as a good actor.
Capture	Embed themselves in government processes and influence from within.

### In public health your opposition often falls into two buckets:

1. **Actors who don't think your issue is a priority:** Not only do they not consider your issue a priority, they may actively work to discourage any efforts to address your issue. For example, they may want investments to go to different health issues instead, or they may argue that implementing a regulation is too costly.

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2. **Actors who see your issue as a threat to their interests:** These actors either see your issue as a threat to their current way of working or their profits. For example, processed food manufacturers may view soda taxes as a threat to their markets, just as the tobacco industry is threatened by regulations on smoking.

The power imbalance between industry, governments and CSOs requires bringing together global and national efforts to effectively counter this interference. Advocates can work together to monitor, expose and counter industry interference with policy process at all levels through different actions.

### How to do this:

1. **Understand the Opposition:** You have allies and opponents on every issue, so you need to be sure to identify your opponents and recognize the type and degree of opposition.
  - Who cares about the issue?
  - Who might have something to lose, directly or indirectly?
  - What specifically will they lose?
  - What is the opposition positioning?
  - What is the opposition looking for?
2. **Monitor the Opposition:** Once you are clear on who the actors are, plan to proactively monitor them. Monitoring should be an integral part of your activities. Monitor constantly, especially at the most critical parts of a campaign. If it is left to “When I have time,” valuable information and opportunities may be missed.
3. **Share information on the Opposition:** Share information on oppositions tactics amongst your respective coalition, source and share across the region as some actors will use the same tactics across regions. If relevant, let trusted media know about their actions and tactics and warn decision-makers of this.
4. **Act on what you know:** Based on the information you have, make no delay in acting to both expose and mitigate the work of your opposition. This can include:
  - Challenge and denormalize industry participation in the design, formulation, implementation and evaluation of policies.
  - Understand national and international industry tactics to oppose healthy policies—for example, by monitoring of industry actions and discourses.
  - Expose industry tactics to interfere with and “capture” government policy making processes.
  - Use litigation when necessary to defend policies or block harmful practices that undermine their implementation.



### GHAH creates policy briefs that identify how and when the opposition interferes in the food policy sphere





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- Demand that governments be transparent in their relations with the private sector and promote regulations to prevent conflicts of interest and to foster transparency.
- Demand that governments make policy decisions based on the best available scientific evidence, free of conflicts of interest.

**5. Reassess and evaluate the situation constantly:** Your opposition will quickly change their tactics once they see your engagement. Continue the monitoring and respond accordingly to ensure that opponents are not able to undermine your overall advocacy plan.

### Templates:

#### Opposition Profile Form

Entity			
Location			
Board members [may be connected to government or key policy makers]			
Media spokesperson [may identify as representing a nonpartisan group]			
Their public relations firm			
Public positions			
Their affiliations and umbrella groups			
Corporate social responsibility programs and local funding [funded organizations may lobby on the industry's behalf]			
Relationships with decision-makers or influencers			

#### Opposition Monitoring Form

What will you monitor?	Who/what are possible sources of inside information?	Who will get the information?	How will you get the information?	How often will you update your information?

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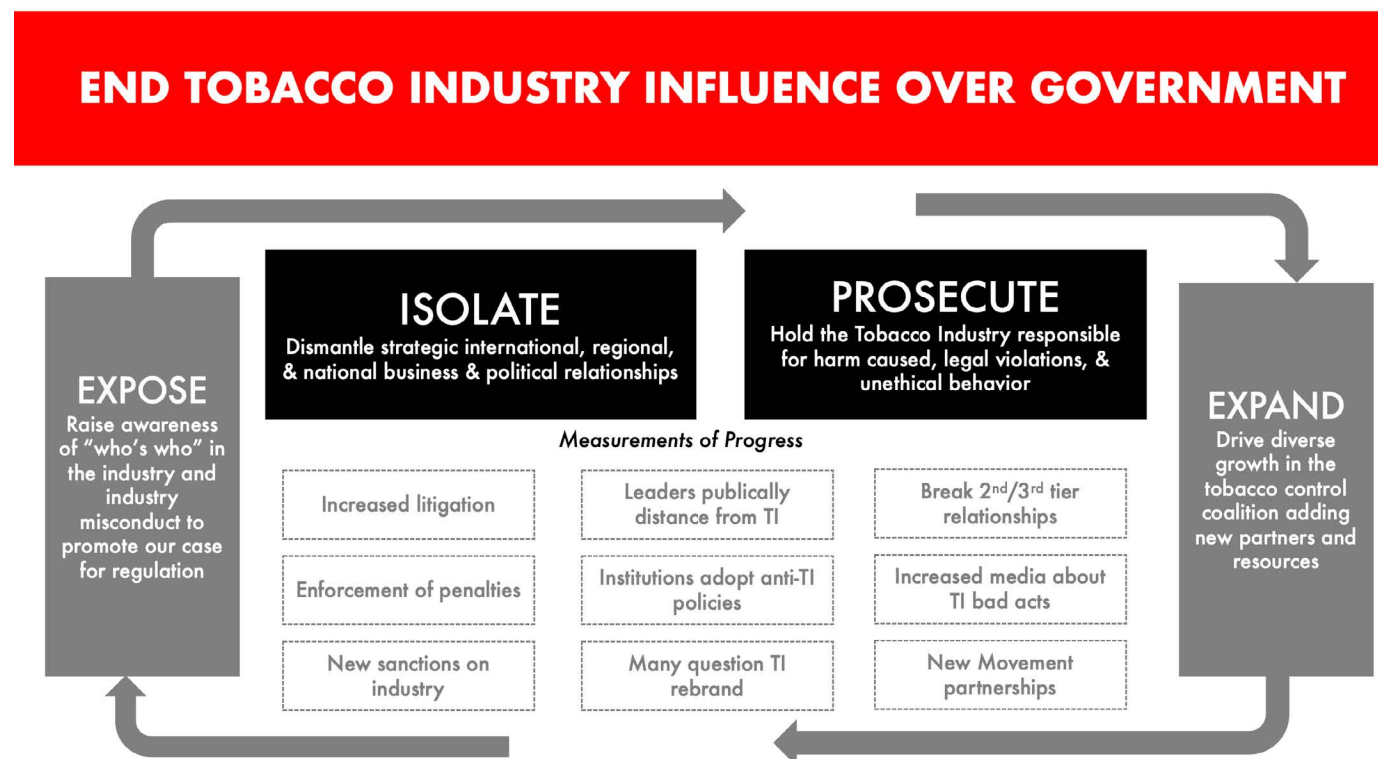
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### Tobacco Control Strategy for Countering Opposition:





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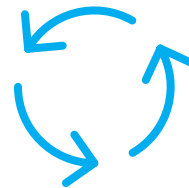
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### Outcome:

Policies are maintained and improved,  
supported by sustained advocacy

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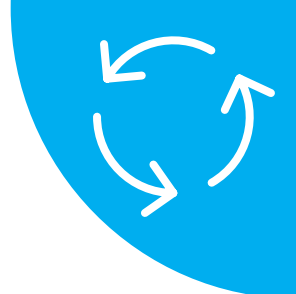
### Why is this important?

Once a policy has been passed, it requires continued engagement to ensure it is being implemented. To support implementation requires the development and adoption of strong regulations. Regulations shift the focus from policy making to administration. They outline the processes, resources and responsible parties for enacting the policy. They are also important for ensuring that the public is educated about the new policy and able to either take advantage of the services provided (such as immunization services) or adhere to the restrictions or requirements put in place (no-smoking areas). Effective implementation often requires structures to ensure this is happening. These can include costed implementation plans, enforcement plans and monitoring and reporting systems. Beyond these structures, advocates and communities often play a role in monitoring implementation for gaps in compliance or in the reach of the services.

### How to do this:

To both support and monitor the implementation of a policy there are several actions that you and your partners can take:

1. **Understand and track the process of the policy adoption and implementation:** Know which government departments are to be involved, their roles and who specifically is responsible for this work. Engage with them to advise on implementation plans, but also let them know that your coalition is paying attention to this work.
2. **Promote the results and impact to key stakeholders:** Celebrate the success of the policy and ensure all stakeholders both in government and outside are aware of the value of this policy and are interested in its success. You can do this by publishing articles in the media congratulating the government and sharing data on the positive impact of this policy on communities.
3. **Collect information on implementation:** To educate the public about the policy and its relevant program(s), you will need to collect information that can be used to exhibit the activities and achievements and demonstrate accountability to decision-makers, policymakers and other interested stakeholders. You should collect information on health-related behaviors, attitudes and health outcomes in your community, working with your champions and coalitions members to follow up on both expectations and experiences people have with the policy. Information collected can be shared with relevant government agencies to pressure them to do more to enforce and/or amend the policy. When implementation is phased, it is critical to track what activities should be enacted at what phase and hold government accountable to the established timelines.



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4. **Ensure budgets are being allocated:** Governments must allocate and disburse resources to improve programs. Advocates should track both existing and new funding and press their government for the efficient release of resources to ensure funding is disbursed on time, in full and reaches the intended people. Tracking budget allocations and expenditure will help to identify bottlenecks and barriers and inform policy options to improve the budget process.
5. **Sustain public engagement:** One of the first steps in educating the public about the policy is to make your community aware of the program's existence and the various activities that are part of the program. Communicating effectively through the media can be one of the most valuable ways to educate the community about your program, stimulate interest about the policy or program, track implementation and gain support for your initiatives. Sponsoring or participating in special events and promotions is another great way to conduct education about the program with a diverse group of audiences in a variety of settings.

These activities will inform the next generation of advocacy planning and implementation.

### Resources:

- [GHA! Budget Advocacy Toolkit for Epidemic Preparedness](#)

### CASE STUDY 11: NIGERIA



**Tracking budget allocations for epidemic preparedness in Nigeria:** In Nigeria, the Legislative Initiative for Sustainable Development (LISDEL) designed a Health Security Accountability Framework, in collaboration with government and civil society stakeholders, to track budget allocations and funding targets for epidemic preparedness. The Health Security Accountability Framework is a tool to increase accountability in budgeting and promote evidence-based decisions related to health security financing. It was designed so that it could be adapted to fit local contexts and funding priorities based on an agreed-upon set of indicators and targets. [In Nigeria's Kano State](#), the framework has been used successfully to ensure consistent funding for a new budget line for epidemic preparedness and response.

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## Templates:

Policy Implementation Tracker					
Government Institution*	Responsibility in the policy implementation	Funding required versus allocated	Lead person	Reporting system	Policy implementation resources (ie. regulations, action plans, M&E)

\* "Government institution" refers to all elements of the government, including government ministries, agencies, authorities, training institutions, local government authorities, etc.

Budget Accountability Tracker			
Target	Allocation	Expenditure	Data Source

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### Why is this important?

Governments' priorities may change over time, and this can be seen not only in the evolution of policies but also decisions to change or remove policies. Opposition groups may also challenge policies and regulations to weaken them or remove them on legal grounds. To ensure that your policies are maintained, expanded and invested in, you need to be prepared to defend and enforce them. Civil society has a role to play in providing support to government to defend hard-won policies, advocate for the government to address any policy or implementation gaps and document and share the positive impact of implementation.

A policy is also better placed to sustain itself if it can evolve based on the changing needs of the community. This often means expanding the policy to more geographic areas or communities. Support for expanding a policy can include holding the opposition at bay with proactive advocacy strategies, supporting an ever-growing community of advocates and identifying areas for improvement or gaps in coverage or enforcement.

### How to do this:

1. **Maintain momentum in the public sphere:** Keep communicating, sharing information and updating community members, champions, decision-makers and partners on the policy, its status and its impact, as well as opportunities for enhancement. Share ways in which the public can support the implementation of the policy.
2. **Consider legal avenues to defend a policy from opposition:** The opposition may use the courts to strike down regulations that would support the implementation and enforcement of a policy. Civil society can support governments to counter this opposition through litigation and amicus briefs.
3. **Use legal means to push for enforcements of a policy:** In some cases the government is not enforcing or expanding a policy as needed to address gaps or ensure implementation of a policy. In these instances, civil society can use the courts to compel a government to take action.
4. **Showcase positive leadership for the policy:** Cultivating decision-makers who are champions for your issue will help to ensure that even in spaces where civil society has limited engagement, the decision-makers will push for the policy to be a priority and be given the investment and support it requires. These champions will benefit from up to date evidence and data on the effectiveness and importance of the policy.



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5. **Preempt opposition narratives and strategies:** Use your opposition monitoring analysis to anticipate how opposition groups' motivators and needs may influence their strategies and plan activities to preempt them. This could include circulating evidence and data that counters their narratives, advocating for strong conflict-of-interest policies and building trust with decision-makers and other key stakeholders who may be targets of opposition messaging.
6. **Direct enforcement/challenges of industry behavior by civil society in the courts,** either to hold them accountable or to advance policy goals by moving government and the populace away from industry actors by exposing their actions.

### CASE STUDY 12: UGANDA



**Protecting regulations from the tobacco industry:** In September 2019, Uganda adopted regulations to implement its Tobacco Control Act of 2015. Seeking to delay implementation, British American Tobacco (BAT) filed a lawsuit challenging the regulations. The Campaign for Tobacco-Free Kids worked with the government and civil society organizations to defend the regulations in court and prevent delay of their implementation. BAT's initial request to stay implementation of the regulations was denied, and in 2021 it formally withdrew the suit in its entirety and declared its commitment to implement the regulations. Tobacco-Free Kids is working with local groups to educate and engage the public around the law and supporting advocates to monitor and facilitate implementation and enforcement, as well as to detect any further tobacco industry attempts to undermine the process.

### Resources:

[Webinar — From Tobacco to Ultra-Processed Products: Uncovering the Manipulative Tactics of Unhealthy Industries on World No Tobacco Day \(Global Health Advocacy Incubator\)](#)

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### Why is this important?

In each of the steps in an advocacy process, advocates need to return to the cycle of analyzing, collaborating and advocating. With each round of the cycle, advocates should refine their advocacy objectives, strategies and plans to ensure they are responding to the immediate environment. Throughout this process, it is essential to celebrate success and keeping the community invigorated. It is common for campaigns to lose momentum. Keeping the drumbeat going by sharing information about implementation, positive impacts and even gaps and threats to implementation is vital to maintaining interest.

A refined campaign requires reflecting on what has happened in the past, pulling out the best practices and lessons learned and sharing them with old and new partners. Continue recruiting new collaborators as individuals move on, sometimes leaving organizations or communities. In some instances, the recruitment of new advocates will span generations, such as by enlisting and supporting youth. For example, it has taken generations of advocates to expand access to girls' education.

### How to do this:

1. **Celebrate success:** A first step in refining a campaign is to ensure there is consensus among the advocates on what has been achieved to date. A case study of the achievement is a useful exercise that helps the group ensure they are documenting the situation, acknowledging the contributions made to the change and gaining clarity on what was achieved. Documentation doesn't need to take up too much time, and can be as simple as an After Action Review..
2. **Reinvigorate the community:** If you have a coalition in place, ensure the group is still communicating and convening on a regular basis – think about ways to reach out to other communities or link up with similar causes to share both your policy success and to support on your sustained advocacy ambitions. In some cases existing coalitions or networks may link up for even broader support of an issue.
3. **Stay in touch:** Continue to engage and build your relationships with decision-makers, influencers and champions around your issue. Keeping people briefed with the latest information and supporting them to become proactive advocates for your issue will only make your work stronger. Consider including the relevant decision-makers or champions in your advocacy strategy development; this will enhance their ownership of the advocacy.
4. **Reassess risks and opposition:** Reassess the risks and opposition to your issue regularly. Using your strategy template, identify the risks and ensure the strategies you decide on can either mitigate or address the risks identified.



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### Resources:

[Rapid After Action Review Template, USAID Learning Lab](#)

### Template: Assess the success of policy change implementation

Indicator of Success/Progress	Description of Progress	Description of Gaps and Barriers
A strong policy that meets international standards has been passed <ul style="list-style-type: none"><li>The policy that has been adopted meets international standards</li><li>Strong regulations are in place to ensure implementation</li></ul>		
Sufficient on-going support exists for the policy <ul style="list-style-type: none"><li>Policymakers and public support for the policy continues, and there is little to no risk of the policy being reversed or weakened</li><li>Funding levels are adequate to sustain policies and programs</li></ul>		
Compliance rate is high <ul style="list-style-type: none"><li>The policy is being implemented and enforced consistently</li><li>There is an implementation plan, along with funding, resources or quality assurance to ensure it is implemented properly and achieves intended impact</li><li>There is a publicly available system in place to track the policy regularly to ensure it is being implemented properly and achieves intended impact</li></ul>		
The policy is covering to the needs of all <ul style="list-style-type: none"><li>The policy is delivered to all those in needs</li><li>Regular checks are in place to track who is not being reached and why</li><li>Policy is changed to ensure universal coverage</li></ul>		



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# Glossary

**Advocacy:** A set of strategic, focused actions directed at decision makers in support of a specific policy issue.

**Capacity Mapping:** A collaborative process of self-evaluating strengths and weaknesses in several advocacy areas.

**Civil Society:** The voluntary participation of citizens in the civic and social bodies that form the basis of a functioning organization as opposed to state and commercial institutions.

**Coalition:** A group of organizations and individuals that come together for a period of time to collaborate in order to achieve changes in policy, law, programs or funding streams for a particular issue.

**Communication Channels:** The medium through which a message is delivered to an audience. Channels can include print (newspapers), broadcast (TV or radio) or social (Twitter or Facebook) media; paid advertising (newspaper ads or billboards); meetings or round tables; public events; petitions; email; and more. All media channels are communication channels, but not all communication channels are media channels.

**Country Context:** A review of the country's health policy landscape, including the burden of disease; socio-cultural, political, economic and geographic factors; current interventions and programs; and data and demographics about affected populations.

**Decision Makers:** People in government who are directly responsible for writing and/or approving laws, budgets and regulations. They could be ministers of agencies, members of parliament or Congress, committee chairs, the prime minister, etc. The decision-maker should have formal decision-making authority over that step in the policy process.

**Digital Advocacy:** Digital advocacy is the use of technology to create, promote and mobilize support for a particular cause or campaign. Digital advocacy may include sending out emails or text messages, creating social media campaigns, holding virtual events, and more.

**Earned Media:** Publicity or exposure gained through non-paid means, such as word of mouth, social media sharing, news coverage, or online mentions.

**Goal:** The overall, long-term intended impact of the advocacy effort, usually the result of achieving one or several interrelated objectives.

**Government Institutions:** Refers to all elements of the government, including government ministries, companies, agencies, authorities, training institutions, local government authorities, etc.

**Grassroots Advocacy:** The process of communicating with the general public and asking them to contact their local or national officials regarding a particular issue.

**Grasstops:** A term to describe people inside or outside of government who have influence over or access to the decision-maker and a stake in the policy outcome. Also known as "influencers."

**Indicator:** A metric that gives you concrete data on how good/bad you are doing towards your goal. Example: 10% - the amount approved by parliament for an increase in the national health budget.

**Landscape Analysis:** An assessment of the country-specific political, policy, economic, legal and social/cultural context that informs identification of the policy changes needed and effective strategies to achieve the policy goal.

**Legal and Legislative Gaps:** The complete or partial absence of the necessary legal or legislative provisions in a current regulations or legislative act in question.

**Legal Framework:** A set of laws, regulations or rules, including government strategies or plans of action.

**Legislative/Regulatory Process:** Procedures and timelines followed to introduce and enact legislation and issue regulations, guidelines or other relevant measures.



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**Media Advocacy:** Conducting strategic, targeted activities with and across media platforms to advance policy objectives.

**Media Channels:** Specific platform through which content is distributed to an audience. Examples include television, print, radio, websites, social media platforms, etc.

**Messengers:** The person or organization delivering content to the target audience. Ideally, the messenger is credible and able to influence the target audience.

**Milestone:** Point in your project lifecycle when something substantial has been achieved. Example: Public media campaign undertaken to urge parliament to increase the national health budget.

**Outcome:** Intermediate and long-term effects of the policy or program on individuals, groups and communities; the ultimate and desired change that contributes to impact.

**Output:** Products generated from human, technical and financial inputs, resulting from or contributing to activities implemented. Outputs contribute to outcomes.

**Policy:** Policies are governments' main tools for guiding action, and are typically expressed in laws/regulations, official policy statements or guidelines, and institutions which then result in programs and specific initiatives financed and/or conducted by government organizations to address these challenges.

**Policy "Action" or Decision:** The action required to achieve the objective (e.g., allocate funds for a national comprehensive tobacco-control program, to create a binding policy on food regulation)

**Policy "Actor" or Decision-Maker:** The individual with the power to convert the advocacy objective into action.

**Policy and Legal Review:** Analysis of existing laws, legal frameworks, policy and regulatory processes that impact the issue.

**Policy Champion:** A policy decision-maker who strongly supports the advocacy objective and contributes additional effort beyond what is asked of them.

**Policy Objective:** The result you want to achieve within a foreseeable timeframe and with available resources. Achieving a policy goal usually requires meeting a series of strategic and interrelated policy objectives.

**Political Mapping:** A structured approach to examining and presenting the power dynamics and social forces that influence government.

**Primary Research:** Research that you gather yourself, firsthand. Examples include surveys, interviews, observations, and ethnographic research.

**Secondary Research:** Summary or synthesis of data and literature that has been organized and published by others. When doing secondary research, researchers use and analyze data from primary research sources.

**Stakeholder Mapping:** Identify key actors in the political, legal, media, social media, private sector and civil society spaces.

**Strategic Planning:** A process of defining a strategy or direction and making decisions on activities and allocating resources to attain strategic goals.

**Strategies:** Approaches to achieve the policy objective. Each strategy should focus on influencing some aspect of the policy process, by engaging or influencing the relevant decision makers. There may be multiple strategies in support of each objective.

**Target Audience:** The groups and individuals advocacy should reach to achieve the policy objective. The target audience may include key representatives from government who play a role in the adoption of policies or the drafting of guidelines.



# Additional Resources

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# Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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