Advocacy planning: Stakeholder analysis, coordination and message targeting

Training for CSOs on advocacy for vaccine financing
At the end of this session

- Learn about the Hopkins A Frame approach to advocacy
- Use the framework to analyse stakeholders and plan for vaccine financing advocacy
- Understand the importance of coordination in advocacy
- Understand how to target messages for specific audiences

Hopkins A-Frame approach to advocacy
What is the Hopkins A-Frame approach?

- It is a sequentially arranged approach with six basic advocacy and communication principles.
- It provides techniques on how to:
  - define the problem
  - identify and map stakeholders
  - develop effective messages and strategies to communicate them
  - engage and influence critical stakeholders.
“NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED CITIZENS CAN CHANGE THE WORLD; INDEED, IT'S THE ONLY THING THAT EVER HAS.”

— MARGARET MEAD
Story: Biggest ever day of collective action to improve healthcare that started with a tweet

By Helen Bevan, National Health Service
Co-Author: Damian Roland, Jackie Lynton, Pollyanna Jones, Joe McCrea

Summary

This entry tells the extraordinary story of how a small group of trainee clinicians, young leaders and improvement facilitators from within the National Health Service (NHS) of England created a call to leadership action that resulted in 180,000 people taking action to improve the care and experience of the patients we serve.

NHS Change Day 2013 was the biggest day of collective action for improvement in the history of the NHS. It made a profound impact across the whole of England and was a force for good in the lives of tens of thousands of patients.
The Hopkins A-Frame: Analysis

- What is analysis?
- What is the policy issue?
- Who are the key decision makers?
- What are their priorities?
- What are the best channels to reach them?
Analysis in advocacy

• Analysis is the process of breaking a complex topic or substance into smaller parts to gain a better understanding of it.¹

• Analysis is the foremost component in advocacy planning as it helps you understand the issues surrounding your project, your team and the coalitions needed to succeed

• Good advocacy starts with analyzing and understanding the problem. You will need to ask yourself some basic questions – what is the problem, what is my goal and what information do I need to achieve my goal?
Why do we need analysis?

- To prepare you for advocacy activities as it highlights the key components of your advocacy project
- To help advocates understand;
  - How change can happen
  - Who is involved
  - What is your organisation’s role
  - When do you need to act

Example

When planning a round table meeting for policy makers you will need to understand i) the process of *policy change* (for instance all the steps needed to increase financing for vaccines) ii) who the key policy makers that can aid the process of the policy change are.

Your first role is to provide evidence to support the need for the policy change
We must engage key decision makers to bring about change

Who are the key decision makers

**Definition** - Those who decide on the course of action for vaccine financing especially at the highest level in the government

**Examples** - the President, Ministers’ of Health & Finance, Governors, House of Representatives members, LGA chairmen

What action do you want them to take

- Agree to expand vaccine budget
- Make policy statement supporting expanded vaccine budget
- Increase health budget envelope
- Push and approve expanded vaccine budget
To influence key decision makers you need to understand their priorities

• Stakeholder analysis is a tool employed to recognize priorities and identify potential partnerships that can influence the outcome of advocacy

• A stakeholder analysis will provide a sense of which institutions and individuals have a stake in the issues being considered, as well as their interest, support or opposition and influence on vaccine financing in Nigeria.
Key stakeholder analysis

<table>
<thead>
<tr>
<th>Interest</th>
<th>Influence</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
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</thead>
<tbody>
<tr>
<td>High</td>
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<td>Medium</td>
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<tr>
<td>Low</td>
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## Hopkins A-Frame approach to advocacy: Analysis

### What are the stakeholders’ interests and influence with regards to increasing vaccine financing

<table>
<thead>
<tr>
<th>Area of Interest</th>
<th>Analysis</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder (name, position, sector)</td>
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<tr>
<td>Stakeholder’s interest in the issue</td>
<td>What outcome does he/she expect</td>
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<tr>
<td></td>
<td>What does he/she stand to benefit</td>
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<tr>
<td></td>
<td>Does he/she have a conflicting interest</td>
<td></td>
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<tr>
<td>Stakeholder support or opposition to the issue</td>
<td>Has he/she publicly supported or opposed the issue</td>
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<tr>
<td></td>
<td>What his/her previous position on the issue</td>
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<tr>
<td></td>
<td>Has position on the issue change over time</td>
<td></td>
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<tr>
<td>Stakeholder influence</td>
<td>Does he/she have the political, social &amp; economic power to influence the issue</td>
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<tr>
<td></td>
<td>Does he/she have control over strategic resources</td>
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<tr>
<td></td>
<td>Does he/she have any level of informal influence</td>
<td></td>
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<tr>
<td></td>
<td>How much power does he have to make change happen</td>
<td></td>
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<tr>
<td>Stakeholder importance</td>
<td>Need for engagement</td>
<td></td>
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<tr>
<td></td>
<td>Achievement of sustainable change</td>
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</tr>
</tbody>
</table>
Decision makers are faced with several important policy priorities within and beyond the health sector.

Following stakeholder mapping, it is your job to understand the decision maker’s priorities, build their interest on the issue through evidence based advocacy for example by sharing information on the long term health and economic benefits of vaccines and push it to policy makers until it gets on their priority agenda.
What are the best channels to reach them?

• You can reach out to key decision makers through informal and formal networks
  • **Formal**;
    • Organise roundtable meetings for parliamentarian, governors, LGA chairmen, chief executive of established industries
    • One on one meetings with relevant stakeholders
    • Write a letter to decision makers
  • **Informal**;
    • Build on personal relationships- pay courtesy visits to relevant stakeholder, invite to campaigns on vaccine financing, hold informal meetings, attend social gatherings with them and raise casual discussions around vaccine financing, make phone calls or send text messages
“The secret of change is to focus all of your energy, not on fighting the old, but on building the new”

Socrates
Coalitions

- Coalition refers to the coming together of number of different organisations agreeing to put up efforts towards a common goal, having in mind a common vision, objective and strategy. Though members of the coalition may play different roles using their own strength and networks, the outcome of their collective interventions achieves a greater impact in enhancing advocacy for vaccine financing in Nigeria.

- This process is often comprehensive and participatory, thus allowing ownership to be housed within members of the coalition.
Coalition building is an essential element of advocacy. As an advocate for vaccine financing in Nigeria, you are encouraged to get as much support as you can from the locality you operate in.

To achieve this, you need to identify people with common interest and educate them on the issues with clear messages that you would have develop.

You can get together a group of people, volunteers and non-government organisations to campaign for vaccine financing in Nigeria.
What activities/events/materials will you develop?

- **Your events/activities/materials should be directed towards your targeted audience.**

- Depending on your approach, there are a variety of activities you may plan and materials to develop for advocacy including information, education and communication (IEC) materials, documentaries, round table discussions.

- IEC materials help ensure that evidence based messages are communicated to a wide audience. Some of these include factsheets, brochure, leaflets which will be provided for advocates to adapt

- **Messages should be simple, clear and factual**

- For instance, when paying a courtesy visit to a busy policy maker your message should be well articulated on print and should not be more than one page with the specific action points. This is to ensure that the policy maker can revisit your request and at a glance understand your message.
Policy issue
Need to increase the vaccine budget

Goal
Stakeholders commit to and increase the budget for vaccines

Fact
Nigeria will graduate from GAVI support

Target
Key decision makers
### Hopkins A-Frame approach to advocacy: Strategy

#### Guidelines on how to develop messages

<table>
<thead>
<tr>
<th>Target audience</th>
<th>Ask</th>
<th>Expected outcome</th>
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</thead>
<tbody>
<tr>
<td>Public sector-policy makers, program managers, implementers etc.</td>
<td>Need to increase budget for vaccine in Nigeria from 2015</td>
<td>See increase in vaccine and immunization budget</td>
</tr>
<tr>
<td>Private sector</td>
<td>Support the government in financing, procuring and distributing vaccines in Nigeria</td>
<td>See private organisations take up corporate social responsibility projects that is vaccine related</td>
</tr>
<tr>
<td>Grassroots/Media</td>
<td>Educate on the importance of vaccines in saving lives and its economic benefits, Sensitize on routine immunization activities, Ensure the message is put out there in a clear manner, Online buzz Publication</td>
<td>See strong media presence on vaccine financing in Nigeria, See the citizens advocating for vaccines, See increased immunization coverage in Nigeria</td>
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Schedule activities

• A schedule is simply a plan for carrying out a process or procedure giving lists of intended events and times

• Schedules can be helpful in organizing and giving order to your activities and helps promote the period of transition from one activity to the next.

• Scheduling your activities will clearly illustrate whether or not you are reaching your target audience and set objectives.

• Create a work plan for every activity and ensure it does not coincide with political activities

• Importantly make sure that you have enough time to prepare for every activity.
A vaccinated world is a healthier world!

#NigFundVaccines
www.wavang.org
THANK YOU FOR LISTENING