HANDBOOK ON ADVOCACY

FOR
NETWORK OF ASSOCIATION OF PERSONS LIVING WITH HIV AND CIVIL SOCIETY ORGANIZATIONS

GHANA AIDS COMMISSION

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ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
CEDPA	The Center for Development and Population Activities
CMS	Central Medical Stores
CBO	Community Based Organisation
CSO	Civil Society Organisation
DHS	Demographic and Health Survey
FP	Family Planning
GAC	Ghana AIDS Commission
HIV	Human Immunodeficiency Virus
HSS	HIV Sentinel Survey
IEC	Information Education and Communication
GDHS	Ghana Demographic and Health Survey
MDGs	Millennium Development Goals
MCH	Maternal and Child Health.
MOH	Ministry of Health
NACP	National AIDS/STI Control Programme
NAP+	Network of Associations of Persons Living with HIV
NGO	Non-governmental Organisation
NHIS	National Health Insurance Service
IPPF	International Planned Parenthood Federation
OVC	Orphaned and Vulnerable Children
PLHIV	Persons Living with HIV
PMTCT	Prevention of Mother - To–Child- Transmission of HIV
PR	Public Relations
PRA	Participatory Rural Appraisal

PSA	Public Service Announcements
STI	Sexually Transmitted Infection
SDGs	Sustainable Development Goals
TV	Television
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNICEF	United Nations Children Fund
VCT	Voluntary Counselling and Testing
WIIFM	What's in it for me

TABLE OF CONTENTS

DEFINITIONS

Advocacy - speaking out or acting on behalf of a particular issue, person or group.

Audience - the group of people you are trying to reach and influence as part of your communication project.

Campaign - a combination of methods (e.g. radio, posters and peer education) to communicate a theme or key health message to a group of people.

Gatekeeper – a person who provides links between health projects/workers and the community. People or groups who may have influence over an audience being targeted Examples are traditional and religious leaders

Goal - something you want to achieve; includes general information such as the type of project and who the project will reach (which audience).

Objective is more specific than the goal (e.g. detailing who, what, when, and where information relating to the project) helping to achieve the project's goal.

Mass media - the various ways of reaching a large audience, using TV, newspapers, magazines, radio and drama.

Primary audience - people you would like to reach and influence directly to change their attitudes and/or behaviour. Example is a policy maker.

Secondary audience - people who influence primary audiences. Examples are spouses, secretaries, pastors

Stakeholder - people or groups that have an interest, skills, knowledge or experience that relates to the project being implemented.

WHY WAS THIS HANDBOOK DEVELOPED AND FOR WHOM?

The Ghana Network of Associations of Persons Living with HIV (NAP+) and other Civil Society Organizations (CSO's) have over the years been trying to make their voices heard on issues pertaining to HIV and AIDS. However, much has not been achieved because of their inability to engage in continuous and consistent advocacy.

The Ghana AIDS Commission (GAC) having realized that NAP+ has a big role to play in advocacy relating to policies, programs and budget allocations, trained NAP+ in the advocacy process. Since then, NAP+ have engaged in some advocacy to change policy and to address HIV-related stigma and discrimination. In order to sustain the momentum of advocacy and ensure that members of NAP+ continue to engage in advocacy, a Handbook has been developed to guide NAP+ in advocacy and in developing advocacy strategies.

This handbook is a simple user-friendly guide and a practical tool which can be used by all involved in any health advocacy irrespective of one's experience.

The main objective of this handbook is to provide a step-by-step guide to help one develop an effective advocacy campaign.

The specific objectives are to enable users:

1. Define Advocacy
2. Distinguish between advocacy and related concepts
3. Identify Steps in the Advocacy Process
4. Select an Advocacy Issue
5. Set a Long-Term Advocacy Goal for the Issue
6. Set Short-Term Advocacy Objectives to Contribute to the Broader Advocacy Goal
7. Identify and analyse target audiences
8. Explore benefits and resources of networks and coalitions
9. Develop advocacy messages
10. Draft advocacy action plans

The handbook is divided into two sections. Section A deals with the ten steps in the Advocacy process while the Section B lays emphasis on other skills and knowledge needed to conduct a successful advocacy campaign.

The Appendices provide more notes and sample worksheets on the advocacy process.

1. **INTRODUCTION**

The National HIV Prevalence in 2015 was 1.8% (HSS 2015) and the epidemic is said to have stabilised. This figure signifies a third consecutive record below 2%, sustaining an overall declining epidemic trend in Ghana. (NACP 2015). There are 274,562 PLHIV with women constituting about 60% and 89,113 on ART. New HIV infections stood at 12,635 persons in 2015 (NSP 2016-2020).

The age groups with the highest HIV prevalence are 45 – 49 (3.3%) and 35 – 39 (3.2%) putting the country at risk because this is the most productive group. With the changing trend of the epidemic, new policies and programs need to be put in place as well as ensuring the implementation of existing relevant ones. This requires vigorous advocacy from all sectors including associations of PLHIV. Without action the gains made over the years would be eroded.

Advocacy can be a cost effective process to curtail the spread of HIV and the astronomical costs associated with its management and containment. For instance, successfully advocating for the constant supply of test kits is a very cost effect way of controlling the spread of HIV.

On World AIDS Day in 2014, UNAIDS Executive Director declared that the world is embarking on a Fast-Track Strategy to end the AIDS Epidemic by 2030 which is linked to the Sustainable Development Goals (SDGs). However, UNAIDS set a short term goal which was for countries to work towards achieving the global fast-track targets of 90-90-90 by 2020; i.e. 90 percent of all people living with HIV will know their HIV status, 90 percent of all people with diagnosed HIV infection will receive sustained antiretroviral therapy and 90 percent of all people receiving antiretroviral therapy will have viral suppression.

In the recent publication, "*90-90-90 An ambitious treatment target to help end the AIDS epidemic*," UNAIDS presented a compelling case for increasing global targets to achieve rapid scale-up of critical interventions proven to be most effective in reducing HIV transmission. Achieving the UNAIDS Fast Track Targets can prevent 21 million AIDS-related deaths, 28 million infections can be averted, 5.9 million infections among children can be averted and 15-fold return on investment. In Ghana, these global targets among other local factors have informed the National HIV and AIDS Strategic Plan (NSP) 2016-2020

The targets in the NSP 2016-2020 are seen as being too ambitious. However, with proper planning and involvement of all partners a big difference can be made towards eliminating HIV and AIDS. Now is the time for more resources to be invested into programs and activities. NAP+ can play a great role by strategically advocating for some of these resources and programs and their efficient utilization. A good advocacy campaign can push Ghana nearer the achievement of the 90- 90-90 treatment targets.

Through the Fast-Track approach, countries are to achieve the following equally ambitious targets by 2020:

- Fewer than 500 000 people newly infected with HIV
- Fewer than 500 000 people dying from AIDS-related causes
- Elimination of HIV-related discrimination

In all this, advocacy has a very important role to play especially on the part of persons living with HIV and other civil society groups. The Ghana AIDS Commission has done tremendous work in slowing down the HIV epidemic in the country. However, they have had a number of challenges including mobilising adequate funding for their programs and activities. With new infections being recorded daily, efforts to curtail the disease can be undermined especially among the youth and key populations. It is therefore important to advocate for the most cost effective and workable interventions which includes providing livelihood enhancement programs aimed at improving the quality of life of PLHIV.

In its effort to eliminate HIV and to take cognisance of recent international response, the GAC and its stakeholders revised the National HIV and AIDS, STI Policy in 2013. The document provides useful information on the status of the epidemic, consequences and interventions necessary to adequately respond to the epidemic and the policies and organisational structures that have been put in place to address the epidemic comprehensively. The main objectives of the policy are:

- Halt and reverse the incidence of new infections with an ultimate aim to achieve zero new infections
- Eliminate mother-to-child-transmission of HIV
- Reduce HIV associated morbidity and mortality to ensure the continued survival of men, women and children infected with the virus
- Identify components that ensure that the basic human rights of each person in Ghana, especially persons infected and affected by HIV, are respected, protected and upheld
- Alleviate the social, cultural and economic effects of HIV & AIDS at individual, household and community levels by reducing HIV-related stigma and discrimination through the provision of information, basic needs, legal and community safety nets for PLHIV, OVC, key and vulnerable populations
- Ensure the integration and alignment of policies, strategies and resources for HIV within a responsive health system and other sectors to enhance overall efficiency while equity and sustainability of funding and other resources are addressed
- Ensure that access to social and economic opportunities remain open to PLHIV, key and vulnerable populations
- Provide multi-sectoral and multi-disciplinary guidance on co-ordinating programmes and resources for the implementation, research, monitoring and evaluation of HIV, AIDS and other STI interventions
- Ensure that HIV & AIDS prevention and control is pursued actively from a gender-sensitive perspective.

1.1 The National HIV and AIDS Response

Long Term Vision of the National response is that Ghana becomes a country where HIV & AIDS are eliminated.

Expected Impact of National Response

- Elimination of new HIV infections
- Elimination of HIV-related Mortality and Morbidity (keeping people living with HIV alive, healthy, productive)
- Comprehensively mitigating the effects of HIV and AIDS (breaking cycles; multi-sectoral.

Some Major Achievements in the National HIV response

The GAC over the years had worked with relevant stakeholders and development partners to achieve the following, among others:

1. HIV prevalence reduced from 3.6% in 2003 to 1.47% in 2015

2. Improved effective coordination of the National HIV and AIDS response through the establishment of Technical Working Groups at the national level and Technical Support Units in all the ten regions of the country.

3. The first ever Stigma Index Study was conducted in 2014 in Ghana using globally accepted tools designed by UNAIDS. The study measured the stigma level among persons living with HIV thereby providing the basis for the country to compare results within the global community.

4. HIV transmission from mother to child has reduced significantly.

5. Strengthened the capacity of Civil Society Organizations resulting in improved performance and attainment of high impact results for the national HIV and AIDS response.

6. Reduction of HIV prevalence among Female Sex Workers from 25% in 2010 to 11.1% in 2011; Men who have Sex with Men (MSM) from 25% in 2010 to 17.5% in 2011.

7. Through innovative programming using persons living with HIV as Ambassadors (Heart-to-Heart) to present a human face to the AIDS epidemic, HIV related stigma and discrimination have substantially reduced among the populace.

8. The GAC has developed the following Policy Documents:

- Revised National HIV and AIDS, STI Policy
- National Community Home Based Care Policy (CHBC) and Guidelines
- National Workplace HIV and AIDS Policy
- Development of the Policy Briefs on HIV and AIDS and Human Rights in Ghana

9. Through strong advocacy and intense engagement with the Private Sector, GAC has been able to mobilize domestic resources from near zero in 2010 to US$2million in 2015.

10. Government of Ghana’s contribution to the National Response increased from less than 5% in 2010 to 25% in 2015 through evidence-based strategic planning and effective engagement with Government.

Issues on hand for Ghana AIDS Commission

- Increasing efforts to mobilize domestic resources for the national HIV response
- Improving research, dissemination and utilization of strategic information
- Scaling up coverage and quality of PMTCT services towards elimination of mother-to-child transmission of HIV
- Strengthening decentralized response to HIV
- Demand creation strategies for condom use
- Youth Focused interventions

- Scaling up treatment coverage towards universal access and early treatment (Local production)
- Eliminating HIV-related stigma by working with Persons Living with HIV, communities and the media
- Improving quality and scale of targeted prevention interventions and leaving no one behind
- Strengthening implementation capacity of partners
- Eliminate Mother-to-Child Transmission of HIV (eMTCT) by gradually introducing option B+ i.e. placing all HIV positive pregnant women on antiretroviral treatment for life

Key Challenges

- Inadequate funding relative to demand creation and treatment need
- HIV commodities Logistic Management and Security (including warehousing and distribution)
- Low uptake of HIV services i.e. condoms, HIV testing
- High cost of optimum treatment for HIV positive mothers and children
- High levels of HIV-related stigma and discrimination
- Low comprehensive knowledge about HIV especially among younger age groups

SECTION A

1. VOICES OF CIVIL SOCIETY

How much of a voice does Civil Society/Community have in promoting HIV and AIDS issues in Ghana?

This is quite a complicated and diverse question, perhaps there is no one answer. This is because the answer will depend on the level of the CSO/NGO/CBO: is it at the national, regional or community level? How much of a success has the organisation had in making inputs on issues? So there is no single answer as people would stand at different places on this continuum and justify their position. Some would say civil society has "no voice" at one end, "some voice" in the middle, and "a very strong voice" at the other end. Participants from the same CSO could even find themselves at different places on the continuum while others would be surprised to find particular people standing in a position he/she would never have associated the person with. However, the fact that no-one stood at the extreme end showing "no voice" shows that there is hope for CSOs having a voice as seen during exercises at training workshops. It is worth noting that we all have a role to play as individuals and as groups for it to happen.

Some elements that are needed in Ghana to support civil society having a voice are:

- Free press: where the media is not censored
- Freedom of speech: One can speak one's mind within the confines of the constitution
- Strong civil society which is able to speak out on issues affecting the society
- Open and transparent government: Where the government is accountable to the people for its actions
- Democratic principles/government: for example, rule of law, proper representation of the people, freedom, equality etc.
- Citizens informed of their rights/educate to act on their rights

This is how advocacy comes in. Our advocacy efforts can be used to have our voices heard as CSOs.

2. DEFINITION OF ADVOCACY

"Advocacy is the act or process of supporting a cause or issue. An advocacy campaign is a set of targeted actions in support of a cause or issue. We advocate a cause or issue because (1) we want to build support for that cause or issue; (2) influence others to support it; or (3) try to influence or change legislation that affects it." **(International Planned Parenthood Foundation – IPPF Advocacy Guide, 1995)**

"Advocacy is speaking up, drawing a community's attention to an important issue, and directing decision makers toward a solution. Advocacy is working with other people and organizations to make a difference." **(The Center for Development and Population Activities – CEDPA, 2010)**

"Advocacy is a process that involves a series of political actions conducted by organized citizens in order to transform power relationships. The purpose of advocacy is to achieve specific policy changes that benefit the population involved in this process. These changes can take place in the public or private sector. Effective advocacy is conducted according to strength to a strategic plan and within a reasonable time frame." **(The Arias Foundation, Costa Rica, 2010)**

"Advocacy is a set of targeted actions directed at decision makers in support of a specific policy issue to bring about a change in policy, program or resource allocation". **(Policy Project training workshop participants, Accra 1999)**

Advocacy can be described as both a science and an art. It is said to be a science because even though there is no scientific formula for it, experience has shown that there is the need for systematic planning for an effective advocacy campaign. Networks coalitions or other groups of advocates must follow and include specific steps when designing and implementing an advocacy campaign; each step requires distinct knowledge and skills. Advocacy is an art because there is the need to articulate issues to inspire and motivate people to take action. This means the advocate has to be creative, incorporate a lot of style and even humour in some instances to draw attention to their cause from the public and media. This art emerges through constant practice and participation.

3 ADVOCACY AND RELATED CONCEPTS

People often confuse advocacy with other related approaches such as information, education and communication (IEC) campaigns, public relations and community mobilization. (Appendix 1)

3.1 *Information, Education and Communication (IEC)*

An IEC approach is designed to disseminate information – usually targeting a subset of the population – in order to raise awareness, increase knowledge or encourage behavior change. An HIV and AIDS prevention campaign, for example, is an IEC activity.

In an advocacy campaign IEC could be used to build public support for a particular policy issue.

3.2 *Public Relations*

Public relations (PR) activities are used when an organization wants to improve its image or increase sales/donations. Instead of targeting decision makers, PR campaigns target consumers, donors, voters or other stakeholders. PR campaigns typically are not linked to policy change. The private sector is usually associated with PR campaigns. For instance, the private sector would embark on a campaign to increase the sale of its products.

3.3 *Community Mobilization*

The purpose of community mobilization is to build a community's capacity to take action on its own behalf. A community identifies its priority issues and concerns, and mobilizes to implement and sustain change. Although an advocacy campaign might use community mobilization as a way to energize community support for an issue or to build local advocacy capacity, the end result of community mobilization is not linked to policy change. For example, a community would mobilize its people to build a pre-school to provide access for the children of farmers.

3.4 *Advocacy*

Advocacy campaigns *may* make use of IEC materials, a PR component to improve image, or community mobilization to build support. But these are not necessarily components of an advocacy campaign. The end goal of advocacy is to change policy, programs, and ensure resource allocation.

What characteristics do all four of these approaches share?
All four approaches:

- Include strategies for promoting change
- Use communication
- Are most effective when planned systematically

How does advocacy stand apart from the other approaches?

- Advocacy always seeks to change a policy, program, resource allocation, or operational policy.
- Advocacy efforts usually include an IEC component to raise the awareness of key audiences, but advocacy does not stop with awareness raising.
- The advocacy process is complete when a policymaker implements the prescribed policy action. While the general public may be one of the audiences for an advocacy campaign, the public is targeted to engender support and pressure policymakers.

4. THE POLICY CIRCLE

4.1 What is a Policy?

Formal government statement or official document of:

- Perceived problems regarding an issue
- Proposed solutions
- Desired goals and specific objectives
- A plan for implementation

Policy **–** Formal plan/framework agreed officially by government, political party, group of people, or a business organization.

Policies **–** A framework by which government affects the behavior of millions of people.

4.2 Types of policies

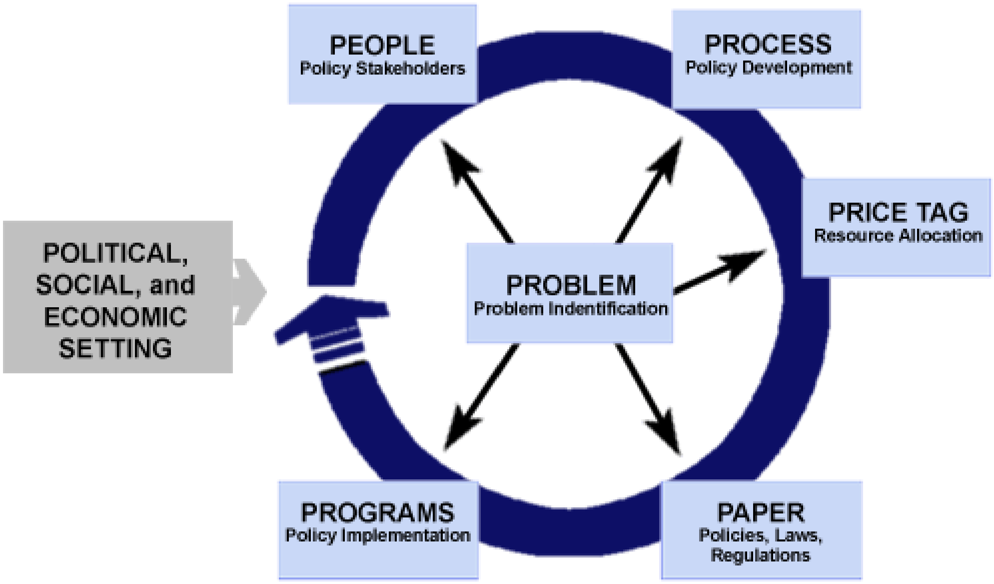
- ***Operational Policies*** **–** The rules, regulations, codes, guidelines, plans, budgets, procedures and administrative norms that governments use to translate national laws and policies into programs and services. For example, National Health Policy

- ***Law*** **–** A rule, usually made by a government that is used to order the way in which society behaves. For example the Public Health Law.

- **Plan or Strategy** – document providing a medium or long-term plan defining program objective, strategies and activities to attain objectives, resources to implement strategies, appropriate organizational structure. For example, Ghana AIDS Commission Strategy document

- **Program –** provision of services. For example, National immunization program.

THE POLICY CIRCLE



Source: The Policy Project

People/Places
Policy Stakeholders and Institutions (government and non-government)

Process
Policy Development (problem identification, issue framing, agenda setting, dialogue and formulation**)**

Price
Resource allocation

Paper (or Paperless)
Policies, Laws, Regulations (Laws, explicit or implicit national and operational policies, resource allocation plans)

Programs/Performance
Policy Implementation (including organizational structure, resources, and evaluation)

NB: The Policy Circle is not intended to be linear or even circular, but places the problem or issue to be solved at the centre. The six policy “Ps” of the Policy Circle operate under the broader contextual forces of politics, society, and economics.

4.3 When to develop a policy

- When an issue affects an entire country or organization or a large segment of the population
- There is a clear need for organizational guidance on acceptable behaviour
- There is no consistent way of dealing with an issue; it is dealt with differently every time it occurs
- Resources are not distributed to benefit everyone

- A new situation arises that requires special consideration
- Greater attention to this issue will bring real benefits

4.4 When not to develop a policy

- A problem can be resolved through existing administrative or management channels
- A policy already exists, e.g., some public health policies sufficiently cover HIV and AIDS issues
- The time and resources required to develop a policy far exceed the capacity of an organization or coalition Circumstances are so unfavourable that there is a serious risk of a negative response
- Regularly followed procedures already fit most people's needs

5. STEPS IN THE ADVOCACY PROCESS

Advocacy is a systematic process with distinct steps and activities.
It is important to understand that there needs to be a plan when developing an advocacy campaign. This means that all the steps need to be covered. However, there is no "one" process, and usually it is not linear, as some steps can take place concurrently. Sometimes the process can move very quickly and advocates have to do many steps at once. Other times some steps may need to be rearranged differently from a previous campaign. This is the art of advocacy, creativity.

5.1 Define the issue

There is the need to define an issue to do advocacy. That is, the topic or problem to be addressed. Social problems like HIV and AIDS are large and complex, so for an advocacy strategy to be effective it is important to analyse the problem and look for the specific, concrete issues that are most in need of advocacy. For example, it could be "ART drugs at ART centres". In order for an issue to be appropriate for advocacy, it must be able to be solved, at least in part, through policy change. There are many issues for advocacy, and the challenge is to identify an issue that support can be built for, have the data to substantiate, and can result in real change.

It is important to collect data to substantiate the issue on hand. There are various tools used in prioritising issues. See Appendix 3. This example is a checklist which lists different criteria that can be used to assess the issues chosen in order to help rank and identify which one is best for the group to focus their advocacy efforts.

N.B: Issues should always be articulated in the neutral and not negative.

5.2 Set Goal

It is important to think through what one is trying to do. What is the purpose? What is your goal and what steps do you need to take?

An advocacy goal is a **general statement** or big picture of what you hope to achieve in the **long term** (3 – 5 years), i.e. something which would require many different actions from many groups to solve.

It is achievable partially through a series of policy decisions/actions BUT, may not be achievable solely by this campaign and these groups; may also require public awareness and behavior change as well to achieve the goal.

5.3 Set Objectives

What are advocacy objectives? They are short term, specific, measurable achievements (1-2 yrs.) that contribute to reaching the goal—internal targets—achievable by the organizations in the advocacy campaign

Advocacy objectives must be SMART:

S Specific

M Measureable

A Achievable

R Realistic

T Time bound

Advocacy objectives **MUST** also include 3 other elements:

POLICY ACTOR (Who has power?)
+
POLICY ACTION OR DECISION (What action is needed?)
+
TIMELINE/ DEGREE OF CHANGE (By when or **by how much?)**
(e.g. within 2 years; 5% of budget)

A clear objective makes it easy to convince others of what you want to do. The advocacy objective will state:

- What you want to change in terms of policy?
- How the change will be effected?
- Who will make the change?
- When the change will be made?
- Where applicable—by how much?

Examples of Advocacy Issue, goal and objectives

1.

Advocacy Issue: PMTCT nationwide.
Advocacy Goal: Increase in uptake of PMTCT by 90% over three years.
Advocacy Objectives: (i) GHS and GAC set up a joint review committee to examine reasons for low PMTCT by July 2016. (ii) The Ministry of Health and the Ghana AIDS Commission ensure comprehensive access to PMTCT information and services in all types of health centres (FP, MCH, VCT, STI) by December. 2016

2.
Advocacy Issue: HIV services for minors
Advocacy Goal: “All minors have access to HIV testing and treatment”

Advocacy Objective: NACP, GAC and MOH set up a joint review committee to reframe the existing policy to enable minors undertake HIV testing and treatment by December 2016.

What role does data collection play in these three steps? Why is it necessary to collect data during these step? What kind of data?

Data Collection:

- Collect data to verify your claims.
- Figures and pictures speak louder than words.
- Collect information that will back up your objective statement.
- This information will also be useful when you are designing your messages.
- Present methods of information gathering.
- Use available scientific data, e.g., from national/global surveillance surveys, demographic surveys, etc.

5.4 Target Audience Identification and Analysis

In advocacy campaign, anyone receiving your message is a target audience.

A. **Primary audiences** – those with authority to make the final decision. For example, policy makers.
B. **Secondary audiences** – "influentials", those who have access to and influence over the primary audience such as other policy makers, friends, relatives, media, religious leaders, etc.

Both are critical to advocacy. Sometimes we do not have access to the decision maker and must go through a secondary audience.

Media can be a target as well as a vehicle to reach a target audience.

Gatekeepers are people or groups who may have influence over an audience being targeted, be it primary or secondary. For example, traditional and religious leaders

What you need to know about target audiences

- Position on the issue (for, against, neutral or undecided).
- How important is their support for achieving your advocacy objective?
- Level of demonstrated support (have they spoken out publically, is there a record of them speaking for or against the issue, etc.).
- Level of power or influence (in terms of your advocacy objectives).
- Level of knowledge about your advocacy issue.
- How easy is it to reach this person or institution?
- Level of trust that you have in this person or institution (to do what they say they will do, to represent your issue accurately, etc. (Appendix 4)

The WIIFM analysis - "WHAT'S IN IT FOR ME"

How his/her (target audience) support for the issue can also support or help him/her politically, professionally, or personally, etc.

No person is a clean slate. Every human is shaped by their history, background, experiences, faith, family, work, and environment. We all view the world from a slightly different lens. When considering the audience, it is critical that time is taken to view the world from the perspective of that audience. What are his/her perspectives? Priorities? Fears? And why? Understanding your audience will greatly aid in crafting an effective message to influence his/her decision. One way to do this is with the WIIFM brainstorming Tool.

Example
Target audience: *Minister of Health*
WIIFM:

- Genuinely concerned about his country and dreams of a healthy population one day.
- Worried about budget cuts, donor cut-backs and the current economic climate.
- He knows the data well – he is concerned about a shortage of trained healthcare personnel, supply chain challenges and increasing rates of unmet need.
- Is proud that he is one of the youngest Minister of Health in his country and has a bit of an inflated ego. He likes his lifestyle and is not willing to risk losing this appointment.
- Preoccupied by the political climate of the country and worried about religious leaders' opinion on family planning programs.
- Well-acquainted with MDGs and now SGDs as they relate to HIV and AIDS?
- Gets frustrated with the "red-tape" at the Ministry.
- Gets bogged down with long reports and is tired of reading the same statistics over and over.
- Is married to a doctor, has three children. Loves spending time with her family.

Once the WIIFM have been listed your WIIFM, some conclusions can be drawn about the audience in terms of the advocacy campaign. What could one possibly learn from the above that would help in knowing the target audience? For example,

- If a briefing is prepared for this man, would you write a detailed background full of basic information about HIV and AIDS? Why or why not?
- Would you suggest that he take a controversial position? Why or why not?
- How could you appeal to his role as one married to a physician? A father?

Remember – the WIIFM Analysis can be used on groups, institutions and sub-sets of the population as well. (Appendix 6 & 7)

5.5 Building Support through Networks and Coalitions

The advocacy group seeks to broaden its support base among civil society members and other allies. The larger the support base, the greater the chance of success. There is strength in numbers. Advocates and networkers need to reach out through networks and coalitions, public awareness campaigns, etc.

"Networking is a process for initiating and maintaining contact with individuals and organizations that share or support common goals and agree to work together to achieve those goals." **(Source: Policy Project)**

An advocacy network are groups of organizations and individuals working together for a period of time to achieve changes in policy, law, programs or funding for a particular issue.

How to identify potential collaborators and where to find them

- Attend meetings and conferences
- Work with the media (both as a target and a collaborator)
- Hold public meetings

- Join active sites on-line.

Benefits of Networks

- Keep you up to date on what is going on
- Provide a ready-made audience for your ideas
- Provide support for your actions
- Provide access to varied and multiple resources/skills
- Pool limited resources for the common goal
- Achieve things that single organizations or individuals cannot—power of numbers
- Form the nucleus for action and attract other networks
- Expand the base of support **Source: Policy Project**

(Appendix 9)

Partner and Stakeholder Analysis

It is important to identify the gaps in an organization's skills, knowledge and resource gaps related to conducting effective evidence-based advocacy campaigns.

- *What are the strengths?*
- *What are the weaknesses?*
- *What is the best way to address these gaps? Do we build our own capacity in these areas, or reach out to other organizations to help us fill these gaps?*

If the decision is to rely on other organizations, then there is the need to identify which organizations can help fill these gaps. A tool (Appendix 6) can be used for this exercise. (Appendix 8)

5.6 Message Development

Messages are written for the target audience. Messages are not written because it is clever or because the organization or advocacy network "likes" the message. They are written so that they resonate with or speak to the specific target audience. This is why a target audience analysis is carried out.

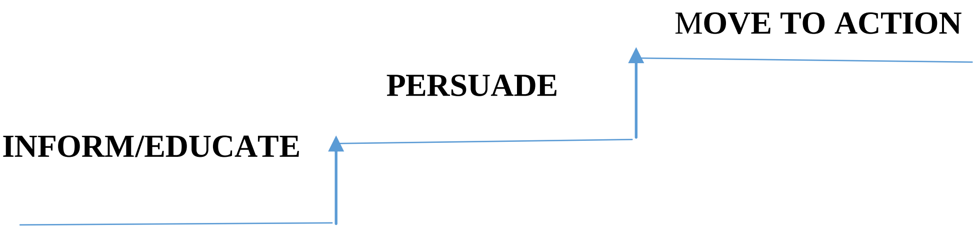
People do not live in isolation – the experiences and environment shape the way people think about everything: likes, dislikes, prejudices, values, priorities etc. Messages need to take the target audience's background into consideration for messages to be effective.

For instance, a Minister of Finance might not care about PLHIV morbidity. But he might care about saving money. So don't write a message that reflects one's own values and views expressing that the right thing to do is to increase spending for PLHIV health. Write a message that reflects HIS values and views – that by investing in the health needs of PLHIV such as provision of ART, the government is helping to create a healthy and productive workforce that will result in economic stability for the country. The same outcome is achieved --increased spending on ART—but through a different message about why it is important.

Think back to your target audience analysis:

- How much does your target audience know about the issue?
- Are they new to HIV and AIDS?
- Do they need more information and education on the issue?
- Are they an expert? Then you can speak to them in familiar terms and provide more data or technical information.

__Informing, persuading and moving to action__



The diagram above helps one to decide where to target the messages. Is the audience at the entry level? Does one need to educate them about the issue? Maybe they are knowledgeable about the issue but not convinced they should support it. Then move to persuasion. Or perhaps they know about the issue, support the issue and are ready to move to action.

For example:

Inform/Educate – ART medicine is provided to PLHIV to last for only 2 weeks instead of 4 weeks due to shortages.

Persuade – It is essential that the government invests in the purchase of medicine for PLHIV to save lives

Call to Action – Stand with us next Wednesday when we approach the MOH about their budget to appropriate greater funds to the purchase of essential drugs for PLHIV.

Depending on your audience, time and resources, you may be able to "educate and persuade" in on one message or "persuade and call to action" in one message. But do not attempt to combine 1, 2, and 3 or jump from 1 to 3. Do not try to accomplish too much in one message. Speak to the target audience at the appropriate level.

There are many ways to organize one's thoughts for message development. One methodology is to discuss the ***Value, Barrier, Data*** and ***Story*** behind the message.

- Value –What does your audience value most of all? What is going to speak to their heart or their mind or their pocketbook? What is their priority – their number one (1) concern? Values are not always positive. Remember that their key value could be "keeping their power" or "saving money" or "not being controversial." Think back to their WIIFM and select the key 1-2 values of the target audience.
- Barrier – What might stop the target audience from doing what you want them to do? If you went into their office today with a proposal, what is the first excuse they'll give? Is it lack of time, lack of money, misinformation, religious belief, other priorities, alliance with someone else? What is it? Pick one – the main barrier. If the barrier is not known, one cannot formulate a counter-argument. This is an essential piece.
- Data – Data is power and helps convince people that the issue is critical. Most people respond well to facts and figures. Research and find a few key points that support the message. Example: Due to cost of transportation, X do not go for their drugs after it is finished in 2 weeks and therefore more and more PLHIV are deteriorating. Think of

positive figures too! With GHC X we will be able to serve all PLHIV on ART on monthly basis.

- Story – Data is good for the mind – stories are good for the heart. Stories remind the audience that the issue is about real people, not just statistics. Tell them about "Mabel" who was very ill when she was diagnosed but has been able to live a healthy normal life because of her continuous access to ART.

Elements of a message

Content

The content is the central idea of the message.

• What is the main point you want to communicate to your audience?
• What single idea do you hope the audience will take away from your message?

Content should attempt to answer the following questions:
• What do you want to achieve?
• Why do you want to achieve it?
• How do you propose to achieve it?
• What action do you want the audience to take?

Language

Language refers to the words you choose to communicate your message. It can also refer to the actual language you use (English, Twi, Ga etc.).

- Is the word choice clear, or could various audiences interpret it differently?
- Is the language appropriate for your target audience? Obviously you would use a different language when appealing to university researchers than you would when communicating to a youth group. Be careful not to use offensive words.
- Use words that conjure up images and raise emotions, such as empathy for suffering children
- Use familiar words the audience will understand and identify with

Source/Messenger

A. This is the person who will deliver the message. He or she should be presentable, credible, articulate, know the issue thoroughly, be available, etc. Religious leaders are presumably seen as credible to the target audience. However, sometimes it may be useful to involve representatives of the community affected by the policy change, or others who have the potential to contribute in the effort as messengers.

Characteristics of a message

- Simple
- Concise
- Appropriate language
- Content consistent with format
- Credible messenger (spokesperson)
- Tone and language consistent with the message (i.e., serious, humorous

Message-Delivery Formats

The format is the method, medium, or communication channel that will be used to deliver the message for maximum impact. The format used will be one that is most suited to the audience. Consider the most compelling format to reach the target audience. The most common format is the initial face-to-face meeting during formal and informal gatherings. This would be beneficial before getting into petitions, radio, or television. There are different ways to deliver advocacy messages.

They include the following:

- Face-to-face meetings
- Executive briefing packages
- Public rallies
- Fact sheets
- Policy forums
- Public Service Announcements (PSA)
- Posters or flyers in public places
- Petitions
- Public debate
- Press releases and press conferences
- Contests to design posters, slogans, etc.

The next step is to identify which tactics are most appropriate for specific target audiences. For example, consider high-level policy makers. Which tactics are most likely to have an impact on a policy maker? Given that policy makers often have little disposable time, answers may include briefing packets, fact sheets, face to-face meetings, policy forums, etc.

Several factors can help determine the most appropriate or effective format or tactic, including:

Cost
Cost of mass media, such as radio or television, can be very costly, so advocacy groups should seek out free or reduced-cost opportunities to use mass media.

Risk
Risk is an element that separates advocacy from IEC or public relations work. When an NGO or a network goes public with an advocacy issue, especially a controversial one, there is always the chance that its reputation will be tarnished. Certain advocacy tactics entail more risk than others do. Public debates and live forums that highlight both sides of an issue can turn into heated events. Nevertheless, risk can be minimized by careful planning, selection of speakers, rehearsals, etc. Religious organizations tend to have a lower risk perception because of their high level of credibility among their members and the respect they command within the broader society for their responsibility to protect the moral, spiritual, and social well-being of their "flock."

Visibility
A religious or faith-based network may choose to use a contact or connection to raise the visibility of an event. Perhaps a celebrity or high-ranking public official is willing to visit a project site or attend a church/ mosque/temple or other religious meeting place. This may provide an excellent opportunity to recruit other decision makers to participate in the event or visit the venue and promote a particular advocacy objective.

Timing and Place

Consider the timing of a message and the place of delivery. When and where will you deliver your advocacy message? Advocacy messages are effective when delivered at times of increased public debate. It increases community dialogue and discussion. Is there an electoral campaign underway that might make policy makers more receptive than usual to your message? Are there other political events that you can link up with to draw more attention to your issue? Some advocacy groups connect their communication strategies to events like World AIDS Day, Day of the African Child, International or Women's Day.

Effective Messaging

An effective message should:

- Summarise the change you want to bring about
- Be simple, short and punchy; just a few sentences
- Be jargon-free
- Be tailored for your audience
- Include a deadline for when you want to achieve your objective
- Include reasons why change is important
- Include any actions you want the audience to take in response
- Be memorable
- Be repeated until they gain influence
- Be consistent
- Combine the emotional and the rationale

One-minute message/elevator speech

It is often necessary to present a clear and concise message in a limited time frame. Advocacy groups often invite journalists to be present when messages are delivered to policy makers. If there will be a mass media presence at the advocacy event, it is all the more important to present the message in a tight package. In order to maintain the attention of a policy maker or the viewing public, an advocate should be able to communicate his or her main idea in 30–60 seconds.

Statement: This is the central idea of the message. In several strong sentences, the advocate should present the essence of the message.

Evidence: Support the statement or central idea with some facts. The speaker should use data that the audience can relate to, such as the health statistics from the local department of health, or HIV statistics from the GAC.

***Example*:** Provide an example to illustrate and bring the message home. A good example can raise the level of communication from informing the audience to motivating or moving them to action.

Call to action: After presenting the statement, supporting evidence, and the illustrative example, the advocate should present several clear steps that the audience can take to rectify the problem. (Appendix 11)

5.7 Fund Raising

The advocacy group needs to determine how they are going to pay for all the activities in the various steps of the process. It comes here because you can't raise funds until you know what you're doing and understand how much it will cost. The group raises funds and mobilizes other resources to support the advocacy campaign.

The ability to mobilize resources is a valuable skill for advocacy networks. Access to financial resources expands the options available to the advocacy network and gives members the freedom to try new, creative, or even higher-risk activities than would be possible with limited funds. But no matter how much an advocacy campaign benefits from financial resources, it is entirely possible to launch a successful campaign with the resources and energy of network members alone.

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Effective fundraisers understand the importance of setting realistic goals based on their particular setting and advocacy issues. They know how to target potential contributors and develop persuasive appeals to reach them.
They are creative in forging innovative strategies to raise money—from seeking small grants from bilateral development organizations to targeting private sector concerns within their own communities. They also know how to leverage contributions from one source to gain additional resources from another and thus pave the way for future advocacy activities.

Develop fund raising strategy

- Why would this source be interested in supporting the network's advocacy goal and objectives?
- What approach would be most effective in gaining the source's support?
- What are the next steps and who will be responsible for them?

Sample fundraising strategy

Source	**Potential Interest**	**Approach**	**Next Steps**

Fundraising Methods

Successful advocates have used many different methods to obtain the resources they need for their work. Examples include the following:

- setting membership dues for the network or alliance generally based on a sliding scale
- soliciting in-kind contributions
- holding special fundraising events such as dinners, film festivals, picnics, raffles
- cultivating large individual contributors
- seeking corporate donations

- selling merchandise such as crafts, artwork, t-shirts
- obtaining international, national, or local government grants
- promoting donations around a particular holiday
- auctioning donated goods and services
- selling advertising space in newsletters or other publications.

Donations

Contributions to advocacy efforts can be varied and creative. Individuals or organizations can donate:

- money
- labour;
- equipment, office space, supplies, printing services;
- technical expertise;
- administrative support; and
- space for meetings and events.

Potential Donors

Funding may come from many different sources, including

- individuals;
- private sector companies (including multinational firms);
- philanthropic/donor agencies and foundations; and
- government-sponsored initiatives.

Source: The Policy Project

Sometimes companies wish to support initiatives in the communities in which they work. Often, however, donors have their own agenda or attach conditions to their gifts. If these conditions conflict with an advocacy goal, the network should refuse the offer of support. Such support will likely harm or weaken the advocacy effort.

Donors/Funding Sources as your Audience

Certain types of information, language, and presentation styles will elicit a positive response from funding sources. Donors generally like to see:

- a well-run and efficiently managed organization or effort;
- financial stability and budget information;
- examples of successful efforts;
- a good strategy and a reasonable chance of success;
- traits that distinguish the network from other organizations in the same field;
- why the work is important and necessary;
- the achievements associated with any previous contributions
- information on the network's activities and successes; if the network is new, information on its strategy and goals.

General Fundraising Suggestions

- It is important to find out what types of organizations the donor has funded in the past, how much it typically donated, and what is the nature of its current interests.
- An annual report, if available, will provide the needed information.
- To avoid donor control over the advocacy agenda or strategy, it is important not to accept donations, grants, or contracts for activities that do not match specific advocacy objectives

- All donors, especially foundations have their own programmatic and ideological agendas, and it is important to match funding sources and advocacy objectives.
- Strive for a diverse funding base to avoid dependence on a few sources.
- Appoint qualified individuals to lead fundraising efforts
- As in advocacy itself, relationships are central
- Invest time and energy in getting to know potential contributor
- Include staff of multinational organizations in the membership of the network. These individuals may be helpful in obtaining support for advocacy efforts
- Clarity is another critical component to your fundraising ask. Having clearly defined organizational goals will make a huge difference in whether your supporters become actual donors. Many potential donors will walk away if the mission is not clear
- Articulate the importance of the cause in everything you say and do from a perspective that will move your target audience. Let your passion show. Show how past contributions have changed lives in your local community. Show how failure to contribute will jeopardize the lives of PLHIV
- Follow-up is very essential in advocacy fundraising

5.8 Develop Implementation/Action Plan

Decide who is going to do what, when, and what will be the result. The implementation plan needs to be coordinated and realistic. Often the network relies on volunteer time and effort. There is therefore the need to work with committed people to ensure that activities happen. (Appendix 12)

5.9 Collect Data

Data collection goes on throughout the process. Data collection ensures evidence based advocacy; increases credibility and likelihood of success. Opponents will be looking for holes in your arguments.

- In order to be effective advocates for HIV and AIDS issues, advocates and policy champions must understand and accurately represent the needs, priorities, and interests of their constituencies.
- By collecting and disseminating data on community needs, advocates demonstrate the importance it places on both listening to the people and gathering the information needed to support its advocacy actions.
- Data are tools_that can be used when presenting an advocacy issue to policy makers. The more information and data that advocates possess, the more realistic and representative its policy demands will be.
- Furthermore, data-based advocacy messages enhance the professionalism and credibility in the eyes of decision makers and other influential persons.

What is important to remember is that networks and advocates need data at various stages of the advocacy process:

- to decide what specific issue to advocate for
- to analyse the knowledge and values that specific target audiences have towards a specific issue
- to develop appropriate messages
- to track support for its advocacy campaign
- to monitor and evaluate the campaign

When initiating a data collection activity, advocates should consider its own information needs and those of the policymakers. Determining the time, money and skilled human resources needed to collect, analyse and present the data will determine the kind and amount of data that can realistically be collected.

Kinds of Data

Quantitative data is stated in terms of numbers and/or percentages. It gives a numerical value to the information.

Qualitative data is extremely varied in nature and expressed in words. It includes virtually any information that can be captured that is not numerical in nature.

Qualitative	Quantitative
Content Analysis Focus group Key informant interviews Observations	Census MOH health information system DHS Other sample surveys

Note that finding solutions for HIV/AIDS issues may require collecting different kinds of data. If data are not available, advocates may need to obtain the data, or do **primary data** collection. If data are available, advocates may need to get access to the data in order to do **secondary data** analyses.

- **Primary data** are collected directly by individuals, organizations or government agencies through the use of a survey, focus group, service records or interviews. The information collected through these methods is then compiled, entered into data bases, analysed and used in reports and documents.
- **Secondary data** are data that have already been collected and are available as a file, database or document for others to re-analyse or review. The Demographic and Health Surveys (DHS) Studies are examples of secondary data that are available to advocates, policy makers and others to users.

Data can be collected by using **qualitative** or **quantitative** methods or a combination of both. Each kind of data must be collected using specific methods that are closely followed. Often policy makers and others are more comfortable looking at or using quantitative data, but neither kind of data are superior to the other; each has its strengths and weaknesses.

Qualitative data are descriptive or narrative text that describe behaviour and institutions by conveying impressions, opinions, values, rituals, beliefs and emotions. They provide information on what people think, feel, and do in their own words. Qualitative data are collected through various ways including interviews, observations, or by using direct quotes or discussions.

One of the advantages of qualitative data is that they offer detailed, rich, in-depth information. However, qualitative data are usually collected on a small number of individuals and therefore cannot be used to make generalizations about entire populations or large groups of people.

Quantitative data measure amount or degree. They provide information in terms of numbers, such as the % of women between the ages of 15-49 who are accessing ART.

When large amounts of quantitative data are collected they can be used to make comparisons between groups and to do more complex data analyses.
However, one of the disadvantages of quantitative data is that important nuances/distinctions can be missed.
Both qualitative and quantitative data require expertise to correctly collect, compile and analyse.

When planning a data collection activity, the advocate should consider the following:

- What are the advocate's information needs?
- What are the information needs of the relevant policymakers?
- What are the time and costs involved in data collection?
- What human resources and skills are needed to design the methodology and collect, analyse, and present the data?

Selection of the actual data collection technique or techniques depends on the answers to the above questions.

Data collection can involve qualitative or quantitative techniques or a combination of both. There are advantages and disadvantages to the various data collection methods, and each method produces different results.

5.10 Monitoring and Evaluation

Monitoring measures progress in achieving specific results in relation to a strategy's implementation plan.
Evaluation attempts to determine as systematically and objectively as possible a strategy's worth or significance. **(Source: Monitoring and Evaluating Advocacy: Advocacy Toolkit companion, UNICEF)**

Note that activities are monitored and results are evaluated.

The goal of any advocacy project or programme is to improve the lives of ordinary citizens.

Monitoring

Each advocacy project should be monitored on a continuous basis over its lifetime. Reasons for this include to:

- assess to what extent the strategy is successful – and to adapt it accordingly
- be able to respond to unpredictable events
- provide regular opportunities to communicate, work together and share experience – build relationships
- document the process in order to be able to learn from experience to improve future work in advocacy
- demonstrate the results to donors, supporters, policy-makers, and other stakeholders

Advocacy monitoring also involves constantly collecting and analysing information on wider issues. Monitoring might cover information on:

- internal issues: this includes how well staff (and partners) are working, and how well activities are being implemented

- external issues: this covers key changes in the external environment, and what else is happening (or what others are doing) that might affect the results of the advocacy project
- collaborative issues: how well the project is linked into and able to cooperate with relevant alliances and coalitions, or how well are any capacity building activities being carried out; and
- progress towards objectives: what progress is being made towards the ultimate goals and objectives of the advocacy project?

Evaluation

Whereas monitoring is an ongoing process, evaluations take place at a specific moment in time – either part way through a piece of advocacy work (mid-term review) or at its completion. In addition to the reasons cited for monitoring advocacy, project reviews and evaluations enable organisations to:

- evaluate the progress of the project against its stated objectives
- learn about what works well and what needs adapting
- demonstrate innovative and effective strategies
- demonstrate the results and impact to donors, supporters, policy-makers and other stakeholders
- generate financial and political support for advocacy work.

The main questions that an evaluation addresses include:

- To what extent were the original objectives achieved? Or were they the right objectives in the first place?
- How did objectives change and evolve throughout the advocacy project, and why?
- What impact did any change have on the lives of communities (if at all)?
- What factors contributed to success or failure?
- Which specific approaches worked and which did not?
- What should have been done differently given hindsight?
- What needs to be changed in the future as a result of this evaluation?

(Source: Tracking Progress in Advocacy: Why and How to Monitor and Evaluate Advocacy Projects and Programmes © INTRAC 2009)

SECTION B

6. TEAM BUILDING

Characteristics of successful networks—and other teams as well—include a climate of trust and openness, a sense of belonging to something important, and honest communication wherein diversity of experience is encouraged and flexibility and sensitivity to others is practiced. When mistakes are made, members see the mistakes as part of the learning process. Open discussions help members find the causes of problems without assigning blame. Members of effective networks recognize their interdependence and the need for each other's special knowledge, skills, and resources. They know that together they can achieve results that as individuals they could not.

Although effective networks often engage in a form of participatory leadership, they recognize that the role of the leader is that of a facilitator who:

- Listens carefully
- Creates a climate of trust

- Eliminates fear
- Acts as a role model
- Delegates tasks
- Shares information readily
- Motivates and empowers members
- Deals promptly with conflict
- Keeps network on track
- Runs meetings effectively and efficiently

Members of effective networks practice cooperation, not competition. They take responsibility for their individual roles in advancing network objectives, but they value their team identity. In addition to pooling their skills and understanding, they recognize that the team approach provides mutual support. Advocacy requires hard work and a long-term commitment. It is easy for one person's commitment and enthusiasm to wane. The synergy that comes from people working together productively on an important issue can sustain efforts, even through difficult times.

6.1 People on successful teams

- Clarify roles, relationships, assignments, and responsibilities.
- Share leadership functions within the group and use all member resources.
- Tolerate ambiguity, uncertainty, and a seeming lack of structure.
- Take interest in each member's achievements as well as those of the group.
- Remain open to change, innovation, and creative problem solving.
- Are committed to keep group communication on target and schedule while permitting disagreements.
- Promote constructive criticism and helpful feedback.
- Foster trust, confidence and commitment within the group.
- Foster a norm that calls for members to support and respect one another and remain realistic in their expectations of on another.

6.2 Dealing with and Resolving Conflict

Although members of a network are committed to a common purpose, they may approach tasks and decisions quite differently. This is particularly true when the network is going through a process of change in deciding what and how they will do things differently. As noted above, constant change is a feature of networking in the field of HIV and AIDS. Conflict in networking is, therefore, inevitable. A constructive approach to this reality is to expect it and develop the skills to resolve it.

The potential sources of conflict include:

- Assumptions and perceptions: Different people view the same situation and see it differently because their past experiences, personal beliefs, and values differ.
- Individual values, needs, and goals: One person's values, needs, and goals may conflict with another's values, needs, and goals. The values, needs, and goals of the organization may conflict with the values, needs, and goals of the network or other members.
- Emotions: Powerful emotions such as fear, anger, and frustration often block communication or distort perceptions, leading to conflict with others.

- Competition: Struggles for time, money, attention, performance, and personal or group success can be healthy or destructive.
- Lack of information or clarity: Members perceive that they do not have all the information or do not understand the information. People also understand things differently and all of this can result in conflict.
- Individual communication styles: Insensitive or inappropriate interactions can create resistance. An aggressive approach that belittles others usually causes conflict. An over accommodating and passive nature can also cause frustrations that lead to conflict.

The following steps could serve as a guideline for a conflict-resolution process

Step 1: Decide who will facilitate the process for resolving the conflict. Ask a group member or a third party facilitator, mediator, or arbitrator to lead the group. Alternatively, hold an outside session just for those directly involved in the conflict.

Step 2: Review the current situation, define facts, and revisit the results you need to achieve. Ask "If we want to achieve these results, what must we do about this conflict?" and then determine which issues the network must resolve to do its work.

Step 3: Ask the parties involved in the conflict to define their needs.

Step 4: Search for alternatives and their implications.

Step 5: Decide on the solution and action steps for implementation. What if this does not work? Sometimes personal hostility and other conflicts cannot be resolved. Then it is important to explore alternative approaches.

Confront the situation outright: Call a meeting and insist that the disagreeing individuals agree on a process to settle the dispute. Consider an outside facilitator. If settlement is impossible, create a working agreement and agree to disagree while working together in the network. This can and does work.

Confront the situation through people of influence: Collectively, ask important people (members of the governing body or other members) associated with each of the warring individuals and/or organizations to intervene. This option allows the conflicting parties to fight in another more appropriate arena than the network.

Work without the fighting parties: Prolonged periods of conflict among specific members can be stressful for all network members and can damage the network itself. When all else fails, consider working without the people and/or organizations involved in the seemingly irresolvable conflict. Few networks are so dependent on one or two people or organizations that it would not survive if the fighting parties left the network.

7. PUBLIC SPEAKING

7.1 Quadrant System – for both small and large groups

- Mentally divide audience into 4 parts and slowly make sure you hit all quadrants while you speak
- Look at one person in the quadrant – pick individuals – make eye contact

- Don’t read
- Don’t look at the same person twice
- Never look away mid-sentence, change your glance after your complete sentence or thought
- Use but, and, so to break up long sentences
- Do not scan
- NB: This is to help you practice. Do not force yourself to look at all of the quadrants equally or throughout your speech or it will not look natural

7.2 Standing without a podium

- Don’t stand with lock knees, feet parallel with shoulders. Put one foot in front of the other, square your shoulders, relax your shoulders.
- Simple slow hand gestures
- No hands in pocket, on hips, no clicking of pen
- No arms crossed
- No pointing
- No clenched fists

7.3 Standing with a podium

- Bring a step stool to stand on if you need the height
- Don’t stand too close
- No “push-ups” using the sides of the podium
- Use fingertips as a guide
- No slouching/slumping

7.4 Reading from notes

- Write when to pause in your notes
- Use bold to highlight important points
- Practice but don’t sound scripted
- Do not read the speech
- Use top half of the page only
- If no podium use index cards instead of A4 or A5 sheets

7.5 Seated interview - no seats

- Sit on edge, front of chair. Do not sit back – it appears disengaged
- Tilt forward from the waist
- If pants or long skirt, one leg forward
- If skirt, cross your legs OR cross your ankles and tuck your legs back (good for short people)
- Don’t use arms rests – looks like an electric chair
- Quiet hands

7.6 Seated interview at a table

- Hands and forearms in a V – helps hold yourself up easily
- Keep elbows on table
- Easy small gestures
- Don’t link fingers or move around too much
- Keep your hands “quiet”

7.7 On television

- Imagine a TV screen, keep your hands in that space in front of you
- Bright colours, white, black usually not advised for TV
- No wild patterns or jewelry to distract from your words
- Ask for a test first
- Never reach out towards the camera
- Focus on the camera
- Slight movements so you are somewhat animated – no statutes

7.8 If you make a mistake

- Pause, collect yourself, look at your notes
- "Let me make that point again b/c it is so important"
- Look up only when you are ready
- Repeat the last thing you said – emphasis is always fine

7.9 Others……...

- If you have a soft voice, ask for a microphone
- Start with a question to engage the audience and get them thinking
- If you use words like "um" a lot, anticipate it and replace with a pause
- Smile – pleasant face

APPENDIX 1: ADVOCACY AND RELATED CONCEPTS

The following chart illustrates the difference between advocacy and several related concepts. Advocacy can usually be distinguished from other approaches in that the objective of advocacy is policy change.

Approach	Actors/ Organizers	Target Audience	Objective	Strategies	Measuring Success
Information, Education, Communication (IEC)	Service providers	Individuals Segments of a community (women, men, youth)	Raise awareness and change behaviour	Sorting by audience Mass media campaigns Community outreach Traditional media	Change in knowledge or skills (behaviour change) Process indicators Focus groups Service Statistics
Public Relations	Commercial Institutions	Consumers	Improve the company's image and increase sales	Large-scale advertising (radio, TV, print media) Public events Sponsoring a "charity"	Improved public perception Increased Sales Increased market share
Community Mobilization	Community members and organizations	Community members and leaders	Build a community's capacity to rank needs and take action	Door-to-door visits Village meetings Participatory Rural Appraisal (PRA)	Issue specific process and outcome indicators Quality of participation

Advocacy	NGOs/networks Special interest groups Professional associations	Public institutions and policy makers	Change policies, programs, and resource allocation	Focus on policymakers with the power to affect advocacy objective High level meetings Public events (debates, protests, etc.)	Process indicators Media scans Key informant interviews Focus groups Opinion surveys

APPENDIX 2: THE ADVOCACY PROCESS

ADVOCACY PROCESS

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- Issue
- Goal and Objectives
- Target Audience
- Building Support
- Message Development
- Channels of Communication
- Fundraising
- Implementation

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APPENDIX 3: A LIST OF PRESSING ADVOCACY ISSUES IDENTIFIED BY NAP+ GHANA AT WORKSHOP, MARCH 2016

- Monitors for ART adherence
- Stigma and discrimination
- Model of hope motivation
- Funding for NHIS for PLHIV
- Defaulter tracing
- Test kits
- HIV service to minors
- ARV at ART centres
- Education for children on HIV and the use of its related drugs
- HIV information and education for both HIV Positive and negative adolescents
- Adolescent issues in HIV
- HIV services for minors
- Models of Hope
- Psychosocial counsellors
- Data on PLHIV
- Condom and lubricant use
- Male attitude towards PMTCT
- Access of PMTCT
- Access to ART sites
- Access to ARVs
- PLHIV in policy making and programming
- Funding for HIV activities
- Attitude of health providers
- HIV testing for minors
- Stigma and discrimination
- Disclosure
- Strengthening of support groups
- Early infant diagnosis
- CD4 Reagents at ART centre
- PLHIV nutrition

APPENDIX 4: CHECKLIST FOR CHOOSING AN ISSUE

A good advocacy issue is one that matches most of these criteria. Rank your three priority issues against the criteria (HIGH, MEDIUM, LOW)

Issue 1:	**Issue 2:**	**Issue 3:**	**CRITERIA** **Will the issue….**
			1. Be widely felt by many people?
			2. Have broad support?
			3. Be easily understood?
			4. Result in real improvement in people's lives?
			5. Be achievable?
			6. Help build alliances with other groups?
			7. Have a clear timeframe?
			8. Be consistent with the group's values?
			9. Respond to the community's expressed needs?
			10. Have data available to support the issue? What types of data?
			11. Have an explicit and desired policy outcome for over the short and long term?

HIGH: Always or almost always meets the criterion.
MEDIUM: Often meets the criterion.
LOW: Rarely or never meets the criterion.

APPENDIX 5: CHECKLIST FOR SELECTING AN ADVOCACY OBJECTIVE

Criteria	**Objective 1**	**Objective 2**
1. Do qualitative or quantitative data exist to show that the objective will improve the situation?		
2. Is the objective achievable? Even with opposition?		
3. Will the objective gain the support of many people? Do people care about the objective enough to take action?		
4. Will you be able to raise money or other resources to support your work on the objective?		
5. Can you clearly identify the target decision makers? What are their names or positions?		
6. Is the objective easy to understand?		
7. Does the objective have a clear time frame that is realistic?		
8. Do you have the necessary alliances with key individuals and organizations to reach your objective? How will the objective help build alliances with other NGOs, leaders, or stakeholders?		
9. Will your work on the advocacy objective provide people with opportunities to learn about and become involved with the decision-making process?		

APPENDIX 6: AUDIENCE ANALYSIS – RANKING TOOL FOR ADVOCACY PLANNING

This comprehensive table allows one to think broadly about this audience and make some decisions about who should be targeted first based on access, level of commitment, level of support, etc.

<table>
<tr><th rowspan="2">Primary Audience</th><th>How critical is his/her/its support</th><th>Level of power or influence over policy</th><th>Level of demonstrated support</th><th>Level of knowledge about the issue</th><th>Ease of reaching this audience</th><th>Level of Trust in this person or institution</th><th>Does the issue help his/her/its agenda?</th></tr>
<tr><td colspan="7">Rate on a scale of 1 – 5 (1 = low and 5 = high)</td></tr>
<tr><td>1.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="8">WIIFM:</td></tr>
<tr><td>2.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="8">WIIFM:</td></tr>
<tr><td>3.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="8">WIIFM:</td></tr>
</table>

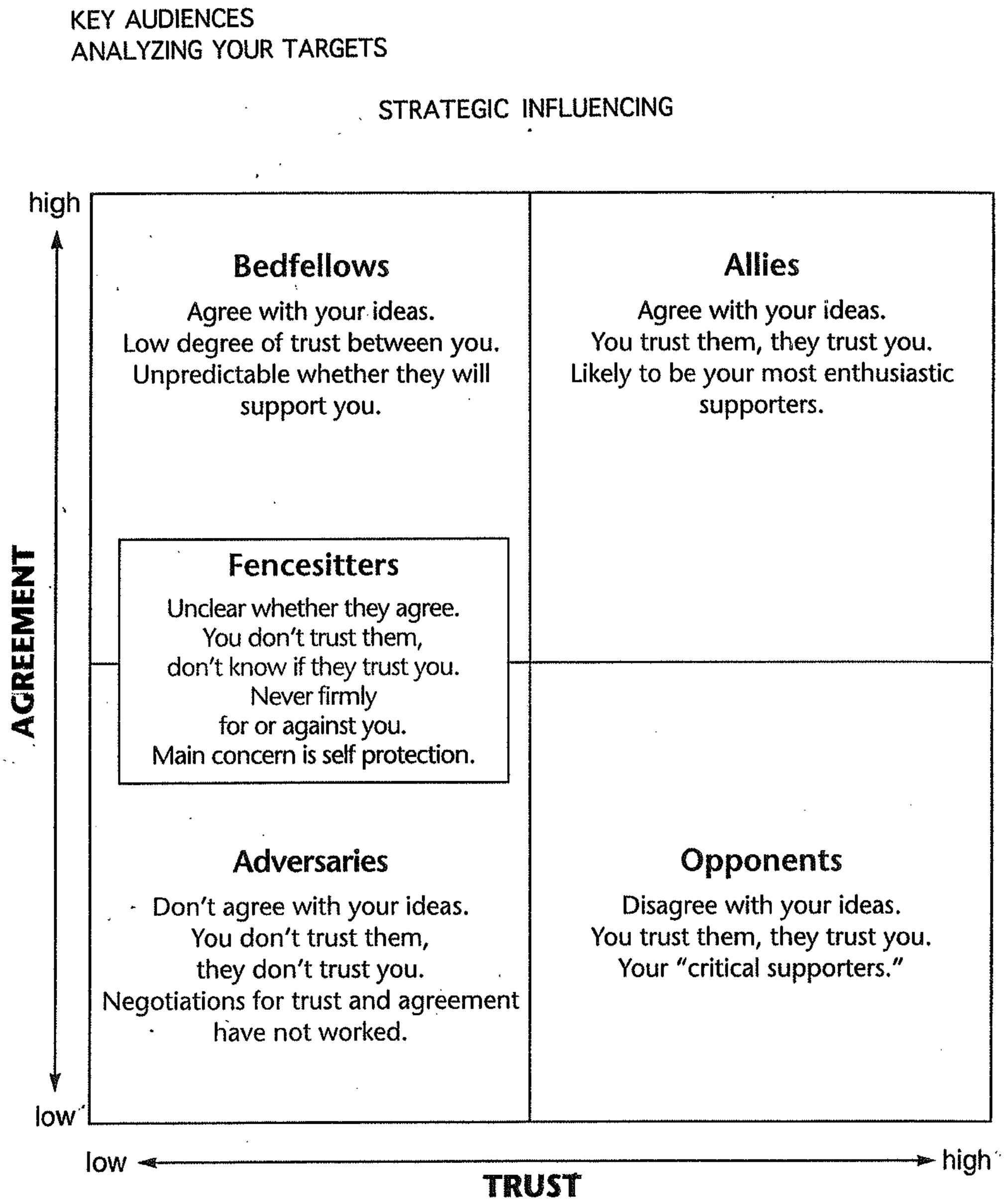
AUDIENCE ANALYSIS – RANKING TOOL FOR ADVOCACY PLANNING

Secondary Audience	**How critical is his/her/its support**	**Level of power or influence over policy**	**Level of demonstrated support**	**Level of knowledge about the issue**	**Ease of reaching this audience**	**Level of Trust in this person or institution**	**Does the issue help his/her/its agenda?**
	Rate on a scale of 1 – 5 (1 = low and 5 = high)						
1.							
WIIFM:							
2.							
WIIFM:							
3.							
WIIFM:							

- Which of the targets should be prioritized?
- Are there individuals or organizations listed that are not supportive and will never be –that is, adversaries that you need to monitor but not target with messages?

APPENDIX 7: STRATEGIC INFLUENCING

This is a tool to gauge trust. Sometimes our partners can be trusted, and sometimes they cannot be. This helps us group our audience into categories based on how much we can trust and rely on their ongoing support



APPENDIX 8: PARTNERS AND STAKEHOLDER ANALYSIS

1. Write your organization's identified gaps in the left-hand column, shaded grey.

2. What organizations can help fill these gaps? Write the names of the organizations in the boxes while discussing the following questions:
   - ✓ Which organizations have the most expertise in this [gap] area?
   - ✓ Which organizations have access to our policy targets?
   - ✓ Which organizations have the strongest influence on our policy targets?
   - ✓ Which organizations can connect us to other key partners or champions?
   - ✓ Which organizations have good media relations?
   - ✓ Which organizations are trusted organizations that have supported us before?
   - ✓ Which organizations have available funds/resources to partner?

Skill, Knowledge or Resource Gap	**Organization**	**Organization**	**Organization**	**Organization**

APPENDIX 9: BUILDING ADVOCACY ALLIANCES THROUGH COALITIONS AND NETWORKS

In seeking to be effective advocates on HIV and AIDS issues, there will be the need to form alliances with those in other sectors. An alliance is a mutually beneficial relationship formed between two or more parties to pursue a set of agreed-upon goals or to meet a critical need while remaining independent. The parties agree to cooperate in carrying out activities where each brings different strengths and capabilities to the arrangement.

There are two types of alliances: Coalitions: Groups of organizations that work together in a coordinated fashion toward a common goal.

Networks: Individuals and organizations that associate with each other around a common issue to share information, develop strategy, and identify possibilities for joint action.

For our purposes, a network will mean a loosely formed alliance, while a coalition will have a more formal and structured arrangement.

COALITIONS

A coalition is a group of organizations that is formed for a specific purpose. Coalitions enlarge the base of support for policies, alternatives, and initiatives among a broad range of groups.

Types of Coalitions

Coalitions come together for a specific goal, and when that goal has been achieved, usually the coalition disbands or sets a new goal. Occasionally, such temporary coalitions grow into more permanent structures, becoming federations or partnerships that are incorporated with a staff and board of directors.

Whether a coalition is permanent or temporary, it can take on one or more of the following characteristics:

Formal: In formal coalitions, the members join the coalition, pay dues, and are identified as coalition members on the letterhead, coalition statements, etc.

Informal: There is no official membership in these coalitions, so members are constantly changing. With the membership turnover, the issues and tactics of the coalition may sometimes also shift.

Forming Coalitions

The objective of forming coalitions is not just to keep in touch with other groups as in networking, but also to build up and expand the support base in order to become more effective and more forceful. The formation of coalitions is aimed at achieving alliances to broaden the support for action on an issue. The wider the coalition of allies, the more power and influence it will have in making a difference. Coalitions of people with different backgrounds and skills can achieve credibility in a way that single organizations may not be able to.

If you decide to form a coalition, consider two different ways to form one:

1. Have an Open Meeting This is one of the most common ways to organize a coalition quickly. It is used for informal coalition building. Use this technique for coalition formation only if your advocacy objective is flexible. You can invite a broad array of organizations or

publish an announcement of the meeting in specific media forms. Tailor your invitation to reach a broad or narrow group as required.

2. Assemble the Coalition by Invitation Only. This technique is used to create more solid, long-term coalitions. The issue and agenda are more likely to stay focused on your objective, and you can select the groups that will bring prestige, power, resources, and energy to your effort. The disadvantage of this technique is that the coalition will not be as broad or its members as numerous. You will want to meet with each group individually to introduce the coalition idea and discuss their possible participation. Once you have met with all potential members, you can hold the first meeting to officially kick off the new coalition.

Joining Coalitions

The following hints will help you benefit from any coalition you join.

- Understand clearly who is running the coalition, who the members are, and what the goals and positions are before you join.
- Be sure you understand clearly the financial, programmatic, and staff support you and your organization will be expected to contribute.
- Make sure you and your organization have the time and resources to participate.
- Find out exactly how your organization will benefit by being involved. Learn what the coalition will offer you; e.g., Will your organization have opportunities to present its work through the coalition? Will you gain access to decision makers or the media?
- Make a commitment to participate. A coalition will not be responsive to your needs and requests unless you are willing to do your share. In addition, you cannot have a voice in decisions unless you are at the meeting to speak up.

Running an Effective Coalition

Once you have formed a coalition, the work begins.

Below are some hints to strengthen your coalition and keep it running smoothly and effectively.

- Keep in personal contact with key coalition members and make sure that all members are informed regularly of developments on your issue, actions taken by the coalition, or other items of interest. Most organizations join coalitions to have access to information on a timely basis, so continual flow of information is essential.
- Get to know all the coalition members well so as to be properly informed about their positions and opinions. These might be quite different from yours.
- Achieve consensus among coalition members on short- and long-term goals. Do not set goals and objectives that are too ambitious. Choose an objective that the coalition can achieve in a timely manner. An early success will help build confidence, credibility, and support your group.
- Involve powerful coalition members in all decision making. If a key organization or individual is left out of a decision, you may have to revisit the decision and, in extreme cases, you risk losing that group or individual.
- Keep coalition meetings brief and on a regular schedule. Lengthy meetings will discourage people from attending; meeting too often can cause “meeting fatigue.” Have a time limit and a clear agenda for all meetings. In addition, facilitate discussion to make sure that all are heard. Always circulate a sign-in sheet.

- Develop subgroups strategically to take on specific tasks. Do not let the number of subgroups grow uncontrollably because your members will be spread across too many groups or will burn out.
- Do not avoid troublesome issues. Difficult issues must be discussed openly at meetings or they will split apart your coalition. If the issues are too contentious, you can talk individually to the parties who disagree and try to develop a solution, or you can involve an outside mediator or facilitator.

Advantages and Disadvantages of Working in Coalitions

Advantages

- Enlarges your support base; you can win together what you cannot win alone
- Increases financial and programmatic resources for an advocacy campaign
- Magnifies existing resources by pooling them together and by delegating work to others in the coalition.
- Enhances the credibility and influence of the campaign, as well as that of individual coalition members
- Helps develop new leadership
- Broadens the scope of work
- Assists in individual and organizational networking to leverage influence

Disadvantages

- Distracts from other work and can take time away from regular organizational tasks
- May require accommodation with other, more powerful organizations; larger or richer organizations can have more say in decisions
- If the coalition process breaks down, it can harm everyone's advocacy by damaging members' credibility
- May require compromise of positions on issues or tactics
- You may not always get credit for your work; sometimes the coalition as a whole gets recognition rather than individual members; coalitions should strive to highlight their members as often as possible.

NETWORKS

A network brings together individuals, groups, or organizations that share a common goal and want to work together to achieve it. The members have at least one thing in common. Networks are useful and powerful tools for achieving shared goals. However, developing networks is not quick or simple. It is a long-term process to build lasting relationships. There may not be an immediate reward for all efforts made in the short term, but there is value in the process itself and it is clear they need nurturing and reinforcing. Networking— sharing information—is one way of doing this. And as well as seeking support, religious organizations must lend support to other organizations on relevant issues of importance to them.

Benefits of Networks

- Provides a ready-made audience for ideas
- Provides support • Offers updated information
- Provides access to a variety of resources and skills
- Pools limited resources for the common goal
- Forms the platform for possible joint action

Basic Elements of Forming a Network

- Establish a clear purpose or mission
- Involve individuals and organizations who share the vision and mission
- Build a commitment to participatory processes
- ***Organization:*** Clarify roles, compile a skills inventory and a communication system
- ***Leadership:*** Share leadership functions, set realistic goals and objectives, foster trust and collaboration
- ***Meetings and documentation:*** Meet only when necessary, keep attendance lists and minutes, discuss difficult issues openly. **(Source: Handbook for Religions Leaders on HIV and AIDS Advocacy & Media Relations)**

APPENDIX 10: STAGES OF TEAM GROWTH: FORMING, STORMING, NORMING, AND PERFORMING

As a team or network matures, members gradually learn to cope with emotional and group pressures. Generally, this happens in four stages.

Stage 1 – Forming

When a team or network is forming, members cautiously explore the boundaries of acceptable group behaviour as they make the transition from individual to member status. Feelings in this stage include excitement, anticipation, and optimism as well as suspicion, fear, and anxiety about the work ahead. Members attempt to define the task at hand and decide how it will be accomplished. They also try to determine acceptable group behaviour and how to deal with group problems. Because much is going on to distract members' attention, the group accomplishes little work. This is perfectly normal.

Stage 2 – Storming

This is probably the most difficult stage because members begin to realize that the task is different or more difficult than they imagined. They become testy, blameful, or overzealous. Still too inexperienced to know much about decision making, members argue about just what actions they should take, even when they agree on the issue facing them. They try to rely solely on their personal and professional experiences and tend to resist collaboration. Feelings include sharp fluctuations in attitude about the chances of success. These pressures mean that members have little energy to spend in meeting common goals, but they are beginning to understand one another.

Stage 3 – Norming

During this stage, members reconcile competing loyalties and responsibilities.

They accept the team or network's ground rules (or norms), their roles, and the individuality of each member. Emotional conflict is reduced as previously competitive relationships become more cooperative. Feelings include a new ability to express criticism constructively and relief that everything seems likely to work out. There is more friendliness as members confide in one another and discuss the team's dynamics. As members begin to work out their differences, they have more time and energy to spend on their objectives and start making significant progress.

Stage 4 – Performing

Members begin diagnosing and solving problems and implementing changes. They have accepted each other's strengths and weakness and learned their roles. They are satisfied with the team's progress and feel a close attachment

Developing team identity

Being a member of a team implies getting to know and appreciate the other team members as individuals as well as skilled professionals. Developing team identity will maximize team success. To help develop team identify remember the Six Rs:

Reason: Effective teams capture and communicate a meaningful purpose. What are the shared goals and objectives of the team? Create common ground, early in the teambuilding process, to establish priorities that are beyond immediate (or unanticipated) personal interests.

Roles: Every member of the team brings unique strengths. Which abilities are required for effective team performance? How are roles and responsibilities determined? Team roles and responsibilities should adapt to changing situations, with the right team members in the right roles at the right times.

Rules: Effective teams establish respectful, predictable norms. What are the team expectations regarding meeting times, communication styles, and quality of contributions? How are team members held accountable for process and results? Anticipate different circumstances and agree to acceptable and unacceptable procedures.

Relationships: Trust and empathy enhance performance. Does team decision-making foster respect and appreciation for diverse perspectives? How can team members improve their interpersonal skills? Plan for good times and anticipate stress and conflict. Strategize in advance to clarify preferences for constructive problem solving.

Rewards: Effective teams create common gains. They contribute to and share the credit for achievements. How will the team reward progress and celebrate successes? Share success and learn from failure. All team members gain from opportunities for growth and development.

Reflection: People are encouraged to practice self-**Reflection**. Open reflection and discussion about "out"/"in" groups or group problems are very important. It is important that members commit to learning more about themselves and how they function in teams. In what areas do team members need to build their capacity in order to function more effectively in teams?

Performance is the measure of an effective team. Indicators of high quality teams include shared commitments, clear roles and responsibilities, respectful relationships, desired results, and the flexibility to respond to emerging priorities. To form a high performance team, ensure that diverse perspectives are embraced and “group think” is minimized. **Adapted from WLP, CEDPA, 2004**

APPENDIX 11: ADVOCACY MESSAGE DEVELOPMENT WORKSHEET

Target audience	
Action you want audience to take	
Message: ***Statement***	
Message: ***Data***	
Message: ***Story/Anecdote***	
Message: ***Action Desired***	
Message vehicle(s)	
Messenger(s)	
Time and Place for Delivery	

APPENDIX 12: IMPLEMENTATION/ACTION PLAN

I. Advocacy Issue:

____

____

____

____

II. Advocacy Goal

____

____

____

____

III. Advocacy Objectives

1.
2.

IV. Evidence/Data Requirements and Sources

Quantitative Data	**Source (Web site, paper, person, research, etc.)**

Qualitative Data / Information	Source (Web site, paper, person, research, etc.)

V. Advocacy Action Plan

Advocacy Objective 1:							
Activities	**Task**	**Person(s) Responsible**	**Resources Required**	**Time-frame**	**Monitoring & Evaluation**		
					Expected Outcome	**Indicator of Success**	**Documentation**

Advocacy Objective 2:							
Activities	**Task**	**Person(s) Responsible**	**Resources Required**	**Time-frame**	**Monitoring & Evaluation**		
					Expected Outcome	**Indicator of Success**	**Documentation**

VI. Fund Raising Plan

What is funding needed for?	Amount needed?	Potential Donor/ Donor Contact	Potential for funding High Medium Low	How will donor be contacted	Staff Responsible	**Next Steps**	**Outcome**	**Follow up Required**

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