

LABOUR ADVOCACY TOOLKIT

ORGANISING TO ACHIEVE UNIVERSAL ACCESS TO
HIV PREVENTION, TREATMENT, CARE AND SUPPORT



Preface	2
.....	
Acknowledgements	3
.....	
Introduction	4
.....	
Step 1 International and Country-level Assessment of Labour’s Position	9
.....	
Step 2 Identifying key Labour Universal Access Issues and Solutions	13
.....	
Step 3 Defining a Goal and Objectives	18
.....	
Step 4 Selecting Target Audiences	25
.....	
Step 5 Developing Partnerships	29
.....	
Step 6 Identifying Strategies and Activities	33
.....	
Step 7 Crafting Key Messages	37
.....	
Step 8 Mobilising Resources	40
.....	
Step 9 Monitoring and Evaluation (M&E)	43
.....	
Appendix I How to Conduct a SWOT Analysis	47
.....	
Appendix II Summary Contents of a Logical Framework	49
.....	
Appendix III Conducting an Analysis of Key Constituencies	50
.....	
Appendix IV Advocacy Monitoring and Evaluation Guide	55
.....	
Appendix V Sample Questions for Monitoring your Advocacy Plan	62

Acknowledgements

Advocacy to improve the lives of workers, their families and their communities has always been a mainstay of labour's agenda and it is no different when it comes to the challenges posed by HIV and AIDS.

This advocacy planning kit was produced by drawing on the experience of individuals who have worked within the international labour movement for decades. The development of the kit also relied heavily on the wealth of literature on AIDS advocacy. Of particular use were the extensive collections of the Joint United Nations Programme on HIV/AIDS and the World AIDS Campaign. The ILO Programme on HIV/AIDS also has a collection of resources on HIV/AIDS in the workplace – especially the framework ILO code of practice of practice on HIV/AIDS and the world of work - which should be of keen interest to governments, business and labour, all of whom share a common stake in the response to HIV and AIDS.

The author wishes to gratefully acknowledge the contributions of the kit's Editorial Review Board whose members include: Dr. Syed Asif Altaf, HIV/AIDS Coordinator, International Transport Workers Federation; Mr. Jan Dereymaeker, International Trade Union Confederation, Training and Education Unit, International Trade Union Confederation (ITUC); Mr. Alan Leather, Chair, Global Union AIDS Programme; Ms. Angela Lomosi, HIV/AIDS Coordinator, ITUC-Africa; Mr. Jefferson Pessi, Solidarity and Development Unit, Education International; Mr. Lucien Royer, Director of International Affairs, Canadian Labour Congress; and Mr. Hans Schwass, Global HIV/AIDS Coordinator, International Federation of Chemical, Energy, Mine and General Workers' Unions.

3

The process of developing the kit was informed by an extensive review of many advocacy guides too numerous to mention here. Standing apart from much of this writing is the work of Valerie Miller and Jane Covey in the often cited "Advocacy Sourcebook: Frameworks for Planning, Action, and Reflection." Their "Policy System Overview Map" is a tool repeatedly cited throughout this kit.

UNAIDS materials of all sorts were valuable resources in producing this kit. In particular, for the sections related to monitoring and evaluation and its importance from the beginning to the end of any advocacy effort. The world owes a great debt to this organisation and its dedicated staff.

Special thanks are also due to Edwin Nichols and Jostein van Vleit of the World AIDS Campaign for their advice and assistance in producing the kit.

These acknowledgements would not be complete without paying tribute to two colleagues who merit special attention and praise for their tireless efforts and dedication as advocates for an expanded trade union response to the AIDS epidemic. Here I refer to Alan Leather, Chairperson of the Global Union AIDS Programme, and Lucien Royer, International Affairs Director of the Canadian Labour Congress. Alan and Lucien are sure to be valued assets in continuing this work for years to come.

Robert E. Lovelace

The advocacy planning kit author, Robert E. Lovelace, has in worked the U.S. and internationally either directly for or with labour for nearly 30 years. Previously he worked in presidential and congressional campaigns and as legislative assistant to U.S. Representative Tom Lantos. He currently is an advisor to the Global Union AIDS Programme.

Introduction

Why this kit?

Trade unions more than most groups in society understand what it means to secure an agreement. They understand that when parties reach agreements they have obligations to honour and if either party fails to live up to its agreements there are consequences.

World leaders agreed at the United Nations and have subsequently reaffirmed in many international settings and on numerous occasions the pledge to provide universal access to HIV prevention, treatment, care and support by 2010.

4

It is almost certain that this pledge will not be honoured by 2010. The consequences of failing to live up to this agreement in this case are that millions of people will die, equally large numbers of people will be infected with the HIV virus and the cost of ever reaching universal access will rise exponentially with each passing year until the goal is achieved.

Failure to achieve universal access means that it will join other solemn health care commitments on the scrapheap of broken promises.

There is no question that the global response to the AIDS epidemic has seen significant progress in prevention and treatment over the past two decades, but still the epidemic is very much with us. Globally 33.4 million people are living with the virus and with all of our efforts, almost 7400 new infections occurred every day in 2008.¹

So it is still a long way to go to reach universal access to prevention, treatment, care and support by 2010. As of 2007, nearly all countries have national policies on HIV and AIDS. However, even with these policies, most have not been fully implemented and many lack funding allocations. Despite a general awareness of HIV now reaching nearly all areas of the globe, infection rates are still happening 2.7 times faster than the increase in number of people receiving treatment.² Such grim news clearly underscores the need to place a higher priority on prevention, especially in untapped venues such as the workplace.

Despite lagging prevention efforts, treatment for HIV and AIDS has improved and has become more widespread since 1988. Even with the progress many of those who are in need still do not have access— in 2008 58% of people in low- to middle-income countries needing treatment did not receive it.³ Without treatment, many will die within the next two

1 UNAIDS, World Health Organization. 2009. Global AIDS Epidemic Update
2 UNAIDS, World Health Organization. 2008. Report on the Global AIDS Epidemic
3 UNAIDS, World Health Organization. 2009. Global AIDS Epidemic Update

years. Whilst the number of countries protecting people living with HIV continues to increase, one third of countries still lack legal protections.⁴ Stigma and discrimination continues to be a major threat to universal access to prevention, treatment, care and support.

If the promise of reaching universal access is not reached or sufficient measures are not taken to put the initiative back on track, it will join other equally solemn health care commitments on the scrapheap of broken promises. Like the promise of the Alma-Ata conference in 1978 that “all peoples of the world by the year 2000 [will be able to access] a level of health that will permit them to lead a socially and economically productive life,”⁵ the goal will linger unfulfilled. From experience trade unionists know that breaking agreements breeds more broken agreements. It is time to end the string of broken global health promises by keeping the global pledge to provide universal access.

The purpose of this toolkit is to provide trade unions with tools to develop an advocacy plan to press for the attainment of the universal access goal at country level. Next to nothing worth anything has come to trade unionists without hard work and often a struggle.

Through the structures of the international trade union movement from the shop floor to their interactions with national and international decision makers at the highest levels, place unions in a unique position to hold leaders accountable for their promises—this kit is intended to provide tools for trade unionists to do exactly that.

5

What is universal access and why is it important to labour?

Some veteran campaigners recoil at the thought of trying to mobilise around a goal like “universal access to HIV prevention, treatment, care and support.” It does not help that there are multiple definitions for “universal access” or that the goal is not easily reduced to a few words that generates the excitement that campaigners crave, or that it can be confused with campaigns for access to medicines for AIDS treatment, which is only one part of the response.

The goal may be cumbersome as a rallying cry, but it conveys essential concepts that cannot be lost on policymakers. The first

When Access is Universal

Accessible: information and services including anti retroviral drugs are available to everyone who needs them at times and places where they can be used without fear or negative consequences;

Affordable: costs should not be the barrier for testing, treatment and services;

Comprehensive: the AIDS response requires strategies for prevention, treatment, care and support formulated with the broad participation of civil society including key populations and people living with HIV; and

Sustainable: absent an AIDS vaccine HIV prevention must be an unwavering priority while providing treatment, care and support for those living with HIV is a life long commitment.

⁴ UNAIDS, World Health Organization. 2008. Report on the Global AIDS Epidemic

⁵ Declaration of Alma-Ata, International Conference on Primary Health Care, Alma-Ata, USSR, 6-12 September 1978

concept is “universal access,” which is understood to mean that information and services are available to everyone who needs them. The second concept is to spell out the required elements for a meaningful AIDS response —“prevention, treatment, care and support.” Taken together these concepts eliminate any confusion over who the goal is for—all who need it—and whether the information or services are to be provided solely for prevention or treatment or care or support—it is all of these things.

The global AIDS epidemic is actually a combination of many diverse epidemics each coloured by their individual characteristics, circumstances and conditions. This is why there can be no single response to the AIDS epidemic that can be replicated from one country to another.

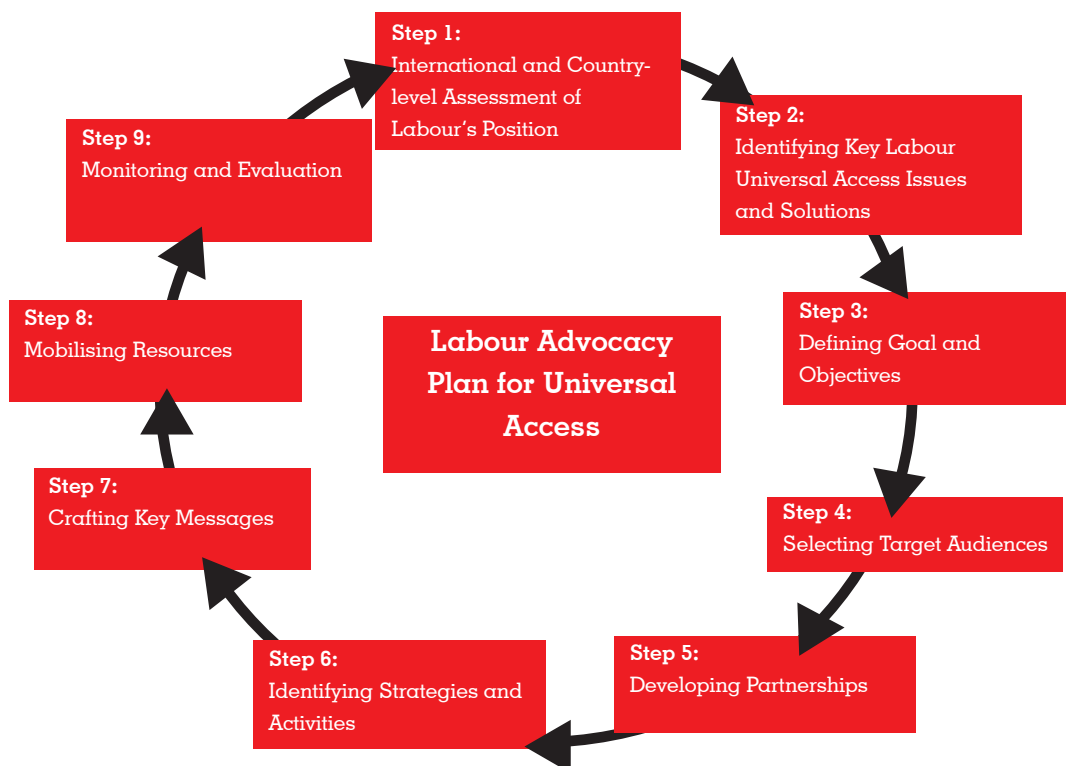
It is also one reason why unions must campaign on the ground in their respective countries to ensure there is a meaningful response that will reach their members, their families and the communities in which they live.

This kit encourages you to recognise that whatever ways you are working to expand the trade union response to AIDS is a step towards expanding universal access. So whether you are attempting to add or expand the labour component of a national AIDS strategy or gain a labour seat on your CCM, you are trying to increase access to AIDS information and services for a vital segment of society.

Labour must raise its voice to ensure that there are adequate resources to bring universal access to each of the elements—prevention, treatment, care and support—of the AIDS response in each country, but also needs to remain engaged to help guide those resources through advocacy to the right mix of responses appropriate to meet country needs. This vigilant advocacy role is where the voice of labour and its civil society allies is so vitally important.

6

What are the essential steps in developing an advocacy plan?



Whether they do it by habit or by instinct, labour campaigners engage in a series of common steps as they seek to change something. Sometimes the steps are so routine, time is so short and so many tasks need to be accomplished that actions in a campaign blur into one another or are completed without a thought but they get done just the same. We do not always call each step the same thing or do it exactly the same way, but the chances are that if we do not follow these steps or do them poorly we will lose.

This kit challenges the veteran campaigner and those just beginning to walk slowly through the steps and consider how each step can best adapted to fit local realities.

How to use this kit

What to read first

Skillful campaigners are very good at adapting. It is advised that you read through the kit at least once to try to get a sense of the “process” it encourages you to apply to your planning. Adapt the “process” to fit what you are trying to achieve in a way that will work best where you are working.

After reading this introduction and Step 1, if you read nothing else read Step 9 on monitoring and evaluation.

7

We want you to read everything, but if you learn to use monitoring and evaluation as a planning tool everything you plan in the future will be better planned. The reason is simple: if you are trying to get something done and you are unable to measure your progress against a standard of your own choosing then you either do not have a clear idea of *why* you are doing what you are doing or you may not be satisfied with the outcome.

Do not skip the Appendices!

Each appendix provides a tool, provides an example or explains the subject in more depth. You really cannot complete the step without at least reading through the relevant appendix.

What about the order of the steps?

Steps 1-7 clarify where your union has abilities to influence AIDS policy at country level, what your leadership and membership wants, who you need to influence, who you should consider working with, how and what you are going to do and what are the key messages you want to be heard. Working the steps in a different order may work better for you. In any case, just be sure you address the points described in the steps.

Use the steps with your partners

When you broaden your campaign to include *allies outside labour*, you should go through some version of the steps again with your new partners. This will enable

you not only to update your plan to fit new realities, but it will also place you in a position of leadership as you take them through the steps. That does not mean you scrap what you have already done—the union should always keep its primary agenda in mind—but the reality is that by taking on partners, some aspects of your original plan almost certainly will need to change.

But what if you only have one objective instead of an entire campaign?

This kit encourages you to think strategically about your union’s response to AIDS as opposed to accomplishing a single task, but once you are comfortable with the process you can apply a version of the steps to any policy objective, large or small.

When are you finished?

One of the key concepts this kit tries to emphasise is a campaign as a continually evolving process until it has reached its pre-determined end point. So as you progress through the planning process by going through the steps, it is very possible that having completed one step you may have doubts about how well it builds on the work you did on the previous step, or whether you have completed enough work that leads to the next step.

This is a good thing because it means you are actively using the process to identify areas where you may need to go back to refine some of your earlier ideas—maybe include new ones and discard others—or adapt in other ways to develop a campaign where one action builds on another until you reach your goal.

The way forward

Most likely whatever your union is already doing or plans to do is in some way already contributing to expanding universal access—even if you have never thought of it that way. Expanding universal access and each of its key components—prevention, treatment, care and support is the way forward. This toolkit can help bring your AIDS programme into alignment with your country’s national AIDS strategy. More importantly, it can help you become an important player in filling the gaps so that the national response to AIDS addresses the needs of your members, and their families and communities.

The GIPA Principles

GIPA - “the Greater Involvement of People living with HIV/AIDS” derives from principles in the Paris AIDS Summit Declaration of 1994, which committed to:

“Support greater involvement of people living with HIV/AIDS through an initiative to strengthen the capacity and coordination of networks of people living with HIV/AIDS and community-based organizations...”;

“Fully involve non-government and community-based organizations as well as people living with HIV/AIDS in the formulation and implementation of public policies”;

“Protect the rights of individuals, in particular those living with or most vulnerable to HIV/AIDS, through the legal and social environment”;

“Make available necessary resources to better combat the pandemic, including adequate support for people infected with HIV/AIDS, non-governmental organizations and community-based organizations working with vulnerable groups”;

“Strengthen national and international mechanisms that are concerned with HIV/AIDS related human rights and ethics...advocacy and guidance”.

—The Paris Declaration- Paris AIDS Summit, 1 December 1994

Step 1

International and Country-level Assessment of Labour's Position

Assessing your environment

9

Every journey begins with a first step and in this case it is to understand your union's strengths and weaknesses and how it "fits" in the AIDS policy environment. Having a solid understanding of where you are will make it that much easier to understand what you need to do to get to where you want to go.

Since most decision-making is at country-level, and an increasing proportion of resources are decentralised from the international to the national level, this kit focuses mainly on activities that will be conducted within a country. Throughout the kit the term "union" is used to refer to a labour organisation without specifying any level of affiliation—so you will have to factor in whatever political and protocol considerations need to be taken into account.

The place to begin your assessment is to look within the union. Good campaigners spend their resources wisely; they do not waste their time or money doing work that has already been done. If your union already has an AIDS plan of action you are ahead of the game. If not, review your union's advocacy agenda, current plan of action, strategic plan or other compilation of the union's priorities to see how and where AIDS fits in the union's overall priorities.

If you are just starting or even if you have a well-established programme it is a good idea to do a quick internal assessment by conducting a SWOT analysis of your union's AIDS-related work. This exercise involves examining in as much detail as possible the Strengths, Weaknesses, Opportunities and Threats that apply to your union, in this case relating to work on AIDS (See Appendix 1). Get well acquainted with the SWOT tool as it can and should be used regularly to make campaign decisions.

SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Unions are never far from other labour structures that may be able to help provide support or add other voices to expand your influence—at the least these include your links to national trade union centres, Global Union Federations and the Global Unions AIDS Programme—so be sure to reach out to them as you begin.

Turning your attention outside the union, most governments have created national bodies—often called national AIDS committees or commissions—to respond to the AIDS epidemic. Most national committees have developed and adopted national AIDS strategies. These strategies represent the priorities and direction of the country’s response to AIDS.

The priorities identified in national AIDS strategies are often referred to as targets. Progress in reaching the targets is measured against what are known as indicators. *Together these are the steps that the country has designated as necessary to achieve universal access and how progress will be measured. In most cases once an indicator has been identified there will be some resources available to achieve the indicator—even if the resources are insufficient.*

10

Many national AIDS strategies list targets and indicators in a diagram format known as a logical framework or “log frame.” (For an example that you can use later in developing your campaign plan, see Appendix II)

At present there is no single accessible internet location that links to the national AIDS bodies and strategies of all countries, including some of the most affected countries, but to see if your country’s national AIDS authority has a website, and for leads to access other important country information, see the web links in the box below.

<i>Links to country information</i>	<i>Other country information</i>
National AIDS Commissions http://hivaidsclearinghouse.unesco.org/en/related-links/national-aids-commissions.html	Country Progress http://www.unaids.org/en/KnowledgeCentre/HIVData/CountryProgress/2007CountryProgress.asp
UNAIDS National Commitment and Action Indicators http://cfs.indicatorregistry.org/	Progress towards Universal Access: 2008 country fact sheets at http://www.unaids.org/en/PolicyAndPractice/TowardsUniversalAccess/2008_UAPProgress.asp
2008 National Composite Policy Index (NCPI) reports -Countries http://www.unaids.org/en/KnowledgeCentre/HIVData/CountryProgress/2008_NCPI_reports.asp	
The HIV/AIDS Survey Indicators Database http://www.measuredhs.com/hivdata/reports/start.cfm	
Global Fund Country Coordinating Mechanisms http://www.theglobalfund.org/en/ccm/	

Your internal assessment is complete when it gives you an honest appraisal of your union’s advocacy capabilities -strengths and weaknesses- and has identified the union’s AIDS-related needs and priorities.

Compile a list of the key country priorities as they have been identified by the national government, the CCM, UN agencies, and donors.

Remember to include on your list all the relevant actors including those from UN agencies and other such as UNAIDS, the ILO, UNDP, UNFPA, UNICEF as well the World Bank and bi/multi-lateral initiatives like PEPFAR and IHP+. And finally, don't forget to include private donor initiatives like the Gates Foundation and faith-based initiatives. Each of these actors has AIDS related priorities and possibly a publically available list of indicators of how they will measure their progress. Taken together your list identifies AIDS priorities that are backed with resources that may link to your union's needs. They also may have already identified a gap that your union can help fill.

With your internal assessment you have a clearer picture of what your union's AIDS related needs and priorities are, and when you have reviewed the information you have gathered from other actors you will



Tip – Fundraising proposals often require a “problem statement or needs assessment.”
By working through this step you will collect all of the information you need to describe your epidemic and the country's response.

have an understanding of key country priorities. Where are the linkages? Is there common ground between union needs and the current priorities identified by the national AIDS coordinating committee? Are there gaps that unions can help fill?

11

Begin to compile a list of these linkages and gaps in the priorities you think your union can help fill. It is possible, even likely, that there are quite a few areas where union needs and priorities match the priorities that have already been identified as country priorities. The question you need to consider is whether AIDS-related trade union concerns are sufficiently addressed in the national AIDS strategy. Is this also true in the CCM strategic plan, grants or planned future grant proposals? If your country is among the pilot countries for IHP+, are trade union needs being addressed? What you now have is a snapshot of linkages and gaps that will help your work in Step 2.

Conducting an analysis of key actors and constituencies

If you are already engaged in AIDS work you probably already are familiar with many of the key actors within government and civil society. Whether your union decides to lead a campaign or join an existing coalition of AIDS activists, conducting an assessment of the key AIDS actors and constituencies in your country is a very worthwhile exercise. Even though your purpose here is to assess the key actors and constituencies as they are, not necessarily what they should be, remember the GIPA principles from the introduction and the need to be inclusive. Make sure to identify and take note of any gaps and revisit the question of gaps when you begin to consider campaign partnerships.

An assessment of key AIDS actors will help you assess the strength of your current alliances, identify areas where you need to build new or strengthen old relationships, determine when your potential partners can best exercise their influence and inform your thinking as you identify issues and solutions.

See Appendix III for an overview of how to analyse key actors and constituencies while using the Policy System Overview Map tool. The mapping tool encourages you to list all of the relevant constituencies you can identify and group them in categories where they exercise their influence in the policymaking process. You then apply the SWOT tool to determine the strengths, weaknesses, etc., posed by involving, ignoring or targeting the actors and constituencies you have identified.

Anticipating your opponents

It is a fact that your union lacks control over events and the actions of others that will affect your campaign plan. But a strong knowledge of your policymaking environment and the key actors makes it easier to anticipate how the campaign will unfold and to prepare accordingly. The constituent analysis exercise can help build your knowledge base and help identify your strongest potential critics so that you will be able to develop strategies to either engage or deal with them.

- 12** Labour is no stranger to opposition and knows full well that sometimes change is resisted simply because institution(s) or person(s) do not want them to change. Your critics may be acting to protect strong vested interests that they believe are threatened by your campaign. Whatever the reason, you need to understand as best you can what motivates your potential opponents.

In the process, you might learn that effective education can help them understand that what you are proposing is not a threat at all, but you also might learn that your differences are irreconcilable.

All of the information you have assembled in completing this step will be useful throughout the campaign and it also will provide you with a knowledge base that can be used in many other ways to strengthen your AIDS programme.

Summing up

In completing this step, you have identified:

- your union's present AIDS-related advocacy capabilities, needs and priorities;
- the key national and international policy actors;
- the country targets to achieve universal access;
- the key actors and constituencies and have assessed whether they should be involved, ignored, or targeted; and,
- the potential critics and considered strategies to engage or deal with them.

Step 2

Identifying Key Labour Universal Access Issues and Solutions

Universal access targets in general

13

Recall the key concepts underpinning “universal access,” i.e. the required elements for a meaningful AIDS response are “prevention, treatment, care and support” (as a comprehensive and inter-linked package), and information and services should be available to everyone who needs them. Taken together these concepts mean that anyone who needs information and services and all that entails for each element—prevention, treatment, care and support—should be able to access them.

There have never been enough resources to achieve universal access by the promised date of 2010, but even if the funds were unlimited there is no one-size-fits-all plan to reach universal access. That is because the HIV epidemic is very diverse/variable—a key driving force fuelling HIV infection in one place may not pose the same threat in another country or even another city or state of the same country.

That is why the more you know your epidemic the stronger basis you will have in developing your response. Your national AIDS authority has already made an assessment of the epidemic in your country and this should be reflected in its national AIDS strategy.

An overriding goal of AIDS advocacy is to ensure that the national AIDS strategy is an evidence-based response that meets the needs and overcomes the barriers facing those living with and affected by HIV.

The national AIDS strategy is your country's blueprint for universal access—how it defines universal access and the targets it has designated to achieve it. (Some countries have specific plans and targets to achieve universal access.)

It is important to note here that *ideally national AIDS strategies are developed with the substantial involvement of the many communities affected by HIV and AIDS, but this is not always the case*. Even in the best of circumstances these plans do not necessarily provide enough emphasis on one aspect or another of the AIDS epidemic or adequately address them in the response.

Identifying key labour universal access issues and solutions

From your Step 1 review of the national AIDS strategy, the Country Coordinating Mechanisms (CCM) grants and proposals, and other sources, it should be easy to sort out—if it was not already clear—where labour is or is not included as part of the current national response and the chances of it being included in the future.

14 Your review identified the linkages between country priorities and your union's needs and priorities (including your AIDS plan of action if you have one) and the gaps where AIDS-related trade union needs were not recognised at all or were not given enough emphasis. Take the lists you compiled of country priorities (targets and indicators) and your comparisons of linkages and the gaps with union priorities that you compiled in step 1. Separate the linkages from the gaps that you have identified.

The linkages identify a shared recognition of the importance of a priority. The linkages also identify priorities where labour could be included *if efforts were made to scale up the response to achieve universal access*. To put it another way, if an advocacy campaign to increase resources for universal access identified labour priorities as important reasons why more resources for universal access is necessary, labour is more likely to be included in the national response.

It is easier to press for change when both sides agree on the need for change, which is what the linkages should represent. Union support, and even better leadership, in demanding greater resources for universal access will go a long way in increasing the likelihood of labour drawing from an expanded pool of resources.

Filling in the gaps—where labour's priorities are either not addressed or not being sufficiently addressed—will require more advocacy work. To start, you will need to build understanding that a gap exists in the first place and that labour is uniquely suited to fill the gap.

Union leadership in pressing for universal access will increase the likelihood that workers will be able to access HIV information and services through expanded workplace programmes.

Let's begin with an example of where a labour priority—using union-led workplace HIV prevention programmes to illustrate the point—is not included in the national response at all. For whatever reasons, policymakers like the national AIDS commission may not recognise the value that unions can add to the national HIV prevention strategy and as a result have not included a labour dimension to the national prevention response. They may change their view if through advocacy they are persuaded that unions are ideally suited to conduct peer-to-peer prevention programmes.

Staying with the same issue, let's say that the national prevention strategy does recognise the workplace as an important venue for prevention programmes and it is providing some resources, but these can only cover a few worksites and those programmes that receive support are only run by employers. *This is an example of an insufficient response.*

You have completed a great deal of work in shifting through many documents that have described the state of the epidemic in your country and how your national government and various other actors are responding. Now it is time to insert your findings in a table similar to the example provided below.

Indicator Analysis Tool

15

Source	Targets and Indicators	Union Priorities	Linkages	Gaps	
				Not included	Not sufficiently included
National AIDS Commissions					
CCMs					
MDGs					
MDGs (UNDP site)					
UNAIDS -National Commitment and Action Indicators					
2008 NCPI reports					
UNAIDS - Universal Access Target Setting					
UNDP					
UNICEF					
World Bank					
Other -The HIV/AIDS Survey Indicators Database					

Remember that this table is an example only. You should modify it to best suit your situation. You will want to include other sources of targets and indicators that you are likely to discover as you sift through the national AIDS strategy, CCM documents and other sources. And remember to try not to get too discouraged when different terms are used to describe the same thing from one agency or donor to the next.

In completing the table chances are that you have probably identified many of the key issues you will want to consider addressing in your campaign, but labour's key universal access issues can never be confined to what others think needs to be done.

Labour's perspective can add a new dimension on how to mobilise the general population and will enrich national discussions about universal access. Labour's long tradition of fighting for the rights of those who would otherwise be unable to defend themselves is well earned and respected. And often labour's ability to assess practical realities and strike a balance that secures progress where it is attainable while never wavering from its ongoing pursuit of social justice.

Here are some questions to consider during your brainstorming session as you work to identify the key universal access issues that you think should be highlighted in your campaign.

A labour perspective guided by its free-thinking independent membership will enrich national discussions about universal access.

16

- *How are workers and their families affected by the epidemic in our country? What are the main problems that discourage them from accessing HIV information and services? Are these problems recognised in the National AIDS Strategy? Are the targets and indicators sufficient to overcome problem? What could be done to accelerate progress?*
- *Amongst workers and their families who are the most affected by HIV and AIDS? How and to what degree does this affect their lives and the lives of their fellow union members? Are there factors or conditions in the workplace that magnify or perpetuate these problems (for example, intolerance, threats of dismissal, leave policies, health and death benefits, workplace policies)?*
- *Who is in the best position to influence change in the workplace? Do they recognise HIV and AIDS related problems and are they doing anything about them? How will they likely react to the changes needed? What forces outside the workplace can help make changes related to HIV in the workplace?*
- *Outside the workplace where are the key decisions related to HIV made? How are decisions made? Are the usual ways labour uses to influence the process likely to be effective? Are there "new" ways unions can use to influence the process and what would they look like?*

- *What does labour want to see as a result of our advocacy? Is what we want realistic? Do these changes accurately reflect the wants and the needs of those we are saying we want to help?*



Tip – Some fundraising proposals require a “problem analysis”— your assessment of the gaps in reaching key targets and indicators. Your work on this step identifies the key gaps and areas where labour can provide the solutions needed to address the gaps— information that you can use to write this part of your proposal.

Matching issues with the right solutions

The exercise in determining the linkages and gaps from the comprehensive assessment of targets and indicators should have helped identify the key priorities for future action – issues. The solutions are what actions need to be taken.

Generally speaking the critical questions “What can be done to address the issue?” and “Can it be done?” is a good place start when considering solutions to the issues you intend to raise in your advocacy campaign.

17

It is important that solutions have at least five qualities: they must be *coherent* (linked directly to solving the issue), they must be *realistic*, they must be *practical*, they must be *attainable*, and they must be based on *facts*. It also helps if the solution is compelling.

A proposed solution asks the policymaker to accept that the expected outcome is likely to work and in such a way that it justifies changing the way things are being done. The best way to illustrate that a solution is likely to work is to assemble a case built on facts. The more compelling the case the easier it is to justify why it there should be change.

If many of the key issues selected for the campaign draw on issues where there is a linkage between union priorities and elements of the national AIDS strategies, the same reasons that motivated national AIDS commissions to add them to the national AIDS strategy can be used as evidence to support those key issues.

Summing up

In completing this step, you have:

- assessed universal access country targets and indicators from numerous sources;
- identified the linkages and gaps between union needs and country targets;
- identified key universal access issues; and,
- developed solutions to respond to the key issues.

Step 3

Defining a Goal and Objectives

18

In Step 1 you should have gained an appreciation of where your union “fits” in the policy environment and an understanding of your strengths and weaknesses and the other forces around you. In Step 2 you collected and assessed the priorities of the key actors and by comparing them with the union’s priorities identified linkages and gaps that enabled you to select your key universal access issues. Together the outcomes of these steps tell you where you are and provide a general idea of where you want to go. Now we come to the point of the detailed planning of how we are going to get there.

Most likely the list of key issues selected in Step 2 covers a range of subjects, some of which have greater priority for your union than others. You need to organise, prioritise and present your key issues in such a way that they are likely to be accepted. In broad terms this is what your advocacy plan should try to do.

Your advocacy plan is key to bringing coherence to the range of change you are seeking and to systematise the way you are going to go about doing it.

Advocacy should be goal oriented. A goal is the highest level of achievement that is realistically attainable given the amount of time and the resources you have. Everything your campaign does should be connected in some way with achieving your goal. You might think this sounds a bit extreme, but if after defining your goal your plan is based on “vertical logic,” you will be surprised at how easy it can be.

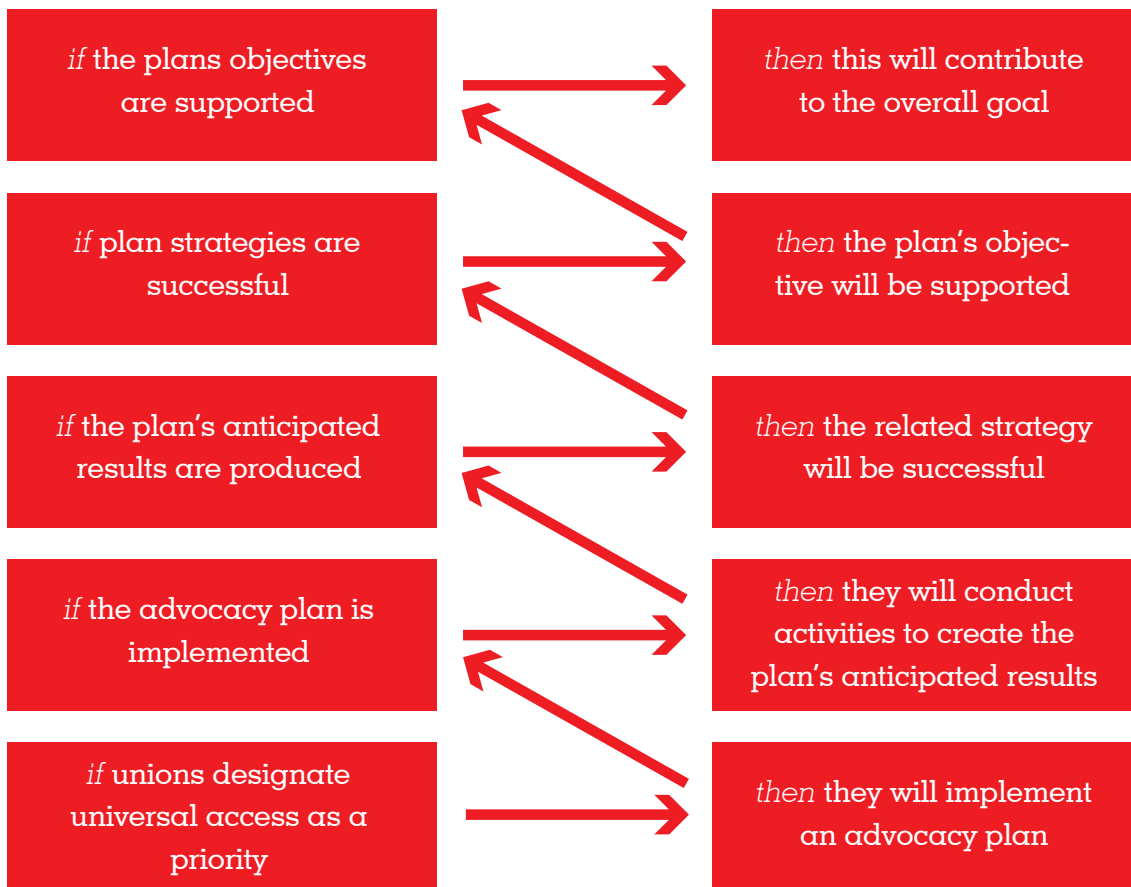
If you are just starting or even if you have a well-established programme it is a good idea to do a quick internal assessment by conducting a SWOT analysis of your union's AIDS-related work. This exercise involves examining in as much detail as possible the Strengths, Weaknesses, Opportunities and Threats that apply to your union, in this case relating to work on AIDS (See Appendix 1). Get well acquainted with the SWOT tool as it can and should be used regularly to make campaign decisions.

The importance of vertical logic

You have entered the phase of your planning that will make a great difference in whether you succeed or fail. You have a better chance of succeeding if you have a clear vision of what you want to achieve as your final outcome—your goal. You can improve your chances of reaching that goal if your plans are guided by vertical logic where one campaign activity logically precedes the other and the overall process leads to the expected outcome—your goal. Here is an example:

- *if unions designate universal access as a priority, then they will implement the advocacy plan*
- *if the advocacy plan is implemented, then they will conduct activities that will yield the plan's anticipated results*
- *if the plan's anticipated results are produced, then the related strategy will be successful*
- *if plan strategies are successful, then the plan's objective will be supported, and*
- *if the plans objectives are supported, this should then contribute to the overall goal*

19



When you start the process of identifying a goal and objectives you might find that what you initially thought you wanted to do is not the best way to accomplish what you set out to do (advance your issues), so it might take a few attempts before settling on your final choices. Get used to considering and discarding different options because you will probably be doing the same thing as you select activities.

Setting an achievable goal

If your union already has adopted a resolution or developed a mission statement, strategic plan or similar document for your work on HIV and AIDS you may have already established a goal. For those who have not yet established a goal, here are some thoughts to consider.

A goal should be what your union aims to accomplish in the long term. It is the highest level that you aspire to achieve. If your goal embodies both what you are striving to accomplish and why, your goal can help keep the work of the union and its partners focused while signalling to policymakers, the media and target audiences what your work is all about. The goal should be time bound. It should be clear, attainable and bold. A goal can also strive to inspire and attract support for what it is attempting to achieve.

20

Consider as you develop your goal how best to make the goal of universal access to HIV prevention, treatment, care and support by 2010 concise, compelling, and understandable in your country context. Activists have struggled to make the call for universal access a rallying cry, but finding an alternative that captures the sweeping coverage of the universal access commitment has proven to be difficult.

...finding an alternative way to concisely describe the sweeping coverage of the universal access commitment in compelling terms can be challenging.

There are good reasons to consider using universal access as a basis for your goal. First, it is a ratified international commitment. Second, a wealth of research, campaign material and in many cases country-specific information has already been produced. Third, there are existing country-based and international networks that collaborate on universal access campaigning. And finally information can be drawn from an existing knowledge base that can help inform campaign plans, messages, targets, and activities.

Determining measurable objectives

Objectives are the backbone of your strategy. By constructing objectives following the suggestions below, you will also address questions that are central to your

strategy: what types of activities you will conduct, when they will take place, who will be responsible, and how are activities linked to targets.

Objectives are statements describing steps that produce measurable results that contribute to progress in achieving the programme goal.

What this means in simple terms is that it will probably take many steps to reach your goal, so you need to carefully think out what those steps are, in what sequence and describe them in detail. The reasons are clear—advocacy work that is not driven by clear objectives might produce a lot of drama, but it rarely produces sustainable results.

Union resources are usually limited—there is never enough time, person-power or money to accomplish everything—so demonstrating lasting results is important to keeping your issue at the top of the union’s priorities. The process of constructing sound programme objectives forces you to think in detail about what steps are needed to accomplish your goal, and later they will serve as a source to inform you about whether or not you are making progress.

Characteristics of objectives



21

Let’s begin with the SMART tool, a very common way that is recommended to help develop programme objectives. With SMART an advocacy objective needs to be:

- **Specific:** Is the objective simple and easy to understand? Is it concrete and focused? Will it bring about the real progress needed to reach the goal?
- **Measurable:** Will the objective lead to progress in reaching the goal that can be documented and evaluated?
- **Achievable:** Can the objective be achieved, even if you face intense opposition? Are there clear audiences and partners for it? Do you have the appropriate resources (time, skills, etc.) to put it into action?
- **Realistic:** Who is going to do the work? Do they have the necessary skills? Where are the financial resources coming from? Is the expected outcome sufficient to justify the investments of political will, human resources, time, money, and forgone opportunities?
- **Time-referenced:** Does the objective have a clear and realistic timeframe, including an end date?

There are a number of variations on the SMART tool that bear consideration, particularly in developing an advocacy plan. One is not to become too preoccupied with the order of the acronym – for example you might put achievable before measurable. But achievable and measurable are linked because you cannot determine whether something is achievable unless it has an end point that has to be measured somehow. Remember that achievable includes having the resources to accomplish what you are attempting to do.

Some objectives can be very important but they are just not realistic because something else has to happen first. If the objective you are struggling with is very important, rather than abandoning it altogether, break the objective into two or more parts making sure they are in sequential and priority order.

One final variation on the SMART tool is to add another "R" for relevance.

- **Relevant:** Is the objective clearly linked to your goal? Does it motivate people to care deeply enough about the issue to take action on it? Will it mobilise enough support and resources (money, political will, etc.) to make it achievable?

This table provides you with an exercise to help you formulate your objectives.

Building Objectives	Example
1. What activity will you engage in? With whom (organisations, community leaders, youth, parents)?	A campaign messaging workshop for the universal access advocacy plan will be conducted for the 10 affiliated unions of the National Workers Union (NWU).
2. What outcome do you expect from this activity? By when do you expect this outcome to be achieved? (Be sure there is a direct connection between the activity and the desired outcome)	One month following the workshop a majority of the trade union AIDS focal points and communications officers from the 10 affiliated unions will be able to explain from a common perspective, the components of the NWU's universal access advocacy plan.
3. What tools/methods will the programme use to measure the outcome?	Starting from a baseline of zero, the affiliated unions will develop: 1.) a descriptive fact sheet on the goals, objective and general activities of the advocacy plan for union officers and members, 2) a flyer describing the advocacy plan and an appeal for volunteers will be prepared for the general membership, 3) an article describing the plan will prepared for the union publication, and 4) a press release will be issued by the union to the general public announcing the launch of the advocacy plan.
4. What degree or level (percentage or numbers) of the desired outcome do you want to achieve to indicate success? Over what period of time?	7 of the affiliates of the NWU, including all of the 5 largest unions, will develop facts sheets, a membership flyer, union article and external press release within 1 month of the orientation session.
5. How many people will directly benefit from this activity? Or, what systems, partnerships, community networks, or groups will directly benefit from this activity?	Approximately 20 union AIDS focal points and communication officers will directly benefit from the orientation session.
6. Restate your objective (steps 1-5):	One month following the workshop a majority of the union AIDS and communications focal points of the 10 affiliates of the NWU will be able to articulate a shared description of the components of its universal access advocacy plan by participating in a campaign messaging workshop. Of those affiliates attending, at least 7 including the 5 largest affiliates will develop a fact sheet for union leadership, a membership flyer, a union publication article and external press release describing the advocacy plan.

7. Performance measures (for the above objective)	Fact sheet, flyer, union article and press release
8. Evaluation methods (for the above objective)	Verification of distribution of fact sheet to leadership and flyer circulation among membership, publication of union article and verification of distribution of press release.

Objectives may have other features describing their relationship to time:

- **Short-term:** To be achieved in the immediate period, such as within a year.
- **Medium-term:** To be achieved in the not-too-distant future, such as within two or three years.
- **Long-term:** To be achieved in a relatively distant time, such as five years.

Geographical scope → country-level, regional or international

Target audience → e.g. government officials, policy makers, media, and NGOs

Purpose → e.g. influencing parliament, promoting public dialogue

23

Developing measurable objectives can be complicated and your ability to develop them will improve with continued practice, but in the meantime here are some concluding thoughts –your objective is clear and specific enough when:

- *Everyone who is involved in achieving the objective knows that it includes them specifically;*
- *Everyone involved understands the objective;*
- *The terms used to describe the objective are clearly defined and understood by everyone; and,*
- *You have avoided jargon.*

Monitoring & evaluation and indicators

It is unfortunate that this kit, like most others, includes the monitoring and evaluation section towards the very end. It is recommended that you skip ahead and read the section on monitoring and evaluation (M&E) and the related appendix (See Appendix IV) because a good advocacy plan is significantly strengthened when M&E is integrated in the very beginning; in fact it can depend on it.

Every decision you make in your campaign including deciding to include new activities, enlist new allies, open another front of debate or deciding not to do these things should be assessed in view of where you are in meeting your objectives. If

your decision is to be an informed one, rather than just following your instincts, you need to take stock of your progress then determine if your decision will contribute or detract from your progress. Indicators are designed to tell you where you are – they help provide the information for you to measure progress (remember the 'M' in SMART).

It is hard to avoid jargon when reading about indicators, especially in national AIDS strategies and in donor documents. Here are examples of common terms often associated with indicators:

Objectively verifiable indicators (OVIs), refer to the expected outcome or result that is to be achieved. These are used for all steps in the advocacy plan. Characteristics of good OVIs are:

Measurable	An indicator must be able to be measured in either quantifiable or qualitative terms
Feasible	An indicator should be feasible in terms of finances, equipment, skills and the time available
Relevant and Accurate	An indicator should reflect what we are trying to measure in an accurate way
Sensitive	An indicator should be capable of detecting change during the time of interest
Timely	An indicator should be able to provide information in a timely manner

24

Means of verification (MOVs), or what are the sources of information to show that the indicator has/has not been achieved.

Once indicators have been developed, the source of the information and means of collection should be established for each indicator. An MOV should test whether or not an indicator can be realistically measured within the bounds of a reasonable amount of time, money and effort. The MOV should specify:

- Where the information will be collected (e.g. reports, records, research findings, publications);
- Who is to provide the information; and,
- How often it will be provided.

Summing up

In completing this step, you have:

- considered the importance of goals, objectives, and vertical logic in developing an advocacy plan;
- reviewed the elements of an advocacy goal;
- reviewed the characteristics of advocacy objectives and how to construct them; and,
- considered the importance of thinking about M&E at the beginning of the planning process

Step 4

Selecting Target Audiences

Targeting in general

25

All advocacy efforts operate under resource constraints, which is just one of the reasons your efforts need to be directed at those who have the greatest ability to either support or oppose your campaign goal. That is not to say that unions should not try to engage their members and the general public in large displays of support, but if they do they need to remember that many decisions are made quietly behind closed doors in governments all over the world.

Effective political targeting is based on a clear understanding of where power is actually concentrated. Unions generally have a pretty sophisticated understanding of the centres of power in their country. This sophistication usually extends to knowing how to use just the right combination of very public displays of power with quiet negotiation behind the scenes. For the purposes of this kit, we are going to keep it simple.

This involves prioritising the key individuals, organisations and networks that are most likely to influence public opinion and/or the decisions and actions of policy makers.

The targets of your advocacy plan are the institutions and persons that have the decision-making power to bring about the solution that you seek.

In step 1, you conducted a constituency analysis to take stock of key actors who influence AIDS policy in your country. In this exercise you were asked to complete a Policy System Overview Map.

Policy System Overview Map

Players → Phases of Policy-making Process ↓	Institutions	Individuals	Their Interests or Stakes	Their Positions
Agenda Setting				
Formulation and Enactment				
Implementation and Enforcement				
Monitoring and Evaluation				

26

When completed, this chart provides you with a quick overview of power relations and positions of key actors as you see them. Keep in mind that this is only an example and you may choose to include additional detail to the map depending on your country—for example, you may want to make more phases to the policy-making process—to gain a more complete picture.

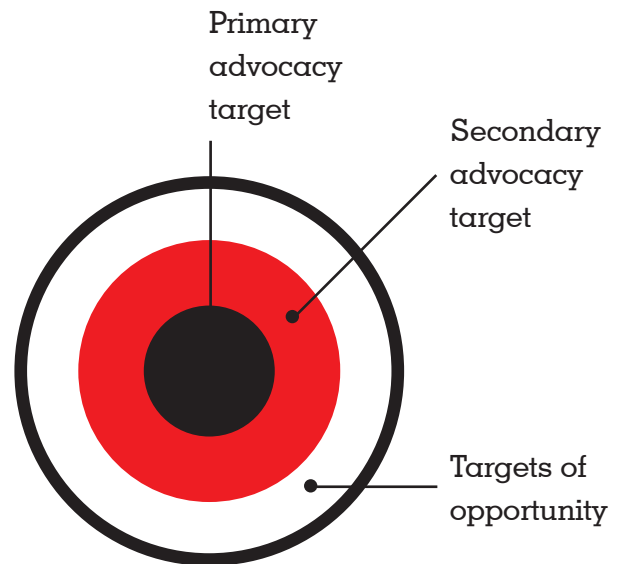
In the first column under phases of the policy-making process, you identify not only who the particular key actors are in relation to a given decision, plan or undertaking – take, for example, the preparation of the Ministry of Health budget recommendations. You also need to establish when. Looking across the column you also know who the other key actors are at this stage in the policy-making process. If the Health ministry’s budget is important to achieving your objective, all of the people and institutions along this row should be designated as targets for some type of activity (letters, meetings, etc.) by your campaign. This map also tells you information that can help shape the message to your target, based on what you know about their interests and their positions.

Use your knowledge of the way your country works and your imagination and you will be surprised how easy it is to systematise your contact with the key policy actors not only in government, but for example the CCM, to make sure that they know your views at precisely the right time that it might make a difference.

Let’s step back a bit to consider the other types of targets. Since you need to prioritise you will want to group your targets into three types: Primary, Secondary, and Targets of Opportunity.

Identifying primary and secondary targets

Draw a target. Place your most important advocacy targets—the ones most able to effect the change you want—nearest the centre of the target. These are your primary targets. As you move outward from the centre of the target, position other targets in the descending order of their power over influencing what you want. These are your secondary advocacy targets and audiences.



27

- **Primary advocacy targets:** The decision-makers who have the authority to *directly* affect the outcome of your goal. These are the individuals who will decide whether things remain the same or whether the status quo is changed.
- **Secondary advocacy targets:** These individuals, institutions and groups who have the ability to *influence* your primary audiences and help or prevent you achieving your advocacy objectives.
- **Targets of opportunity:** These are targets who emerge unexpectedly but who can influence the primary or secondary targets. Examples could be an unscheduled visit by a head of state, celebrity or international figure. You can not plan for these events, but you should take advantage of them if they present themselves.

Almost certainly government officials may outnumber other types of people in this category. But it is important to differentiate among government officials who have more ability than others to either support or oppose your position. The minister of finance for example, presumably has a great deal to say about overall government spending priorities including what is or is not in the budget for the ministry of health and AIDS programmes specifically.

In this example, *the minister of health, senior civil servants in the ministries of finance and health, parliamentarians and some civil groups including networks of people living with HIV* would be among the **secondary advocacy targets**, because though important, they influence the decisions rather than make them. Keep in mind that while these types of groups are secondary targets in terms of influencing the health budget, for other policies they are very likely to be primary targets for different policy objectives.

Having completed the constituency assessment in Step 1 you should have already identified many of the key actors outside of labour who also should be considered among your secondary advocacy targets, but in the event you may have missed some here are additional suggestions and why they should be considered.

People with Influence	Rationale
The media	The media is an important force in relaying a sense of urgency around an accelerated response to HIV and AIDS. They absolutely cannot be overlooked.
People living with HIV and their networks	Highly visible advocates that have driven the global response. They speak from personal experience and live with the reality of HIV everyday. Few if any can provide a more credible voice that can project with personal power and immediacy the need for greater support.
NGOs and their networks	Nongovernmental groups from a broad range of international and national groups with interests from human rights to women's issues. Can offer established networks among some constituencies that are difficult to overlook.
Religious and traditional leaders	Key religious leaders and lay groups that have influence on religious institutions can be effective. Have been strong allies on international AIDS issues. Some sponsor social welfare or relief operations.
Business groups	Like labour many business groups lack resources to develop capacity for a strong world of work response.
Academic institutions	Academics and their institution are often recognised as credible spokespersons and should be enlisted where possible.
Political leaders including Parliamentarians and government officials	Political will must always be demonstrated at all levels. With the power and influence to shape national and local policies political leaders also serve as powerful voices in international settings. Do not overlook the fact that these leaders rely on senior civil servants, personal staff and others to help make policy decisions.
UN agencies and international donors	Other UN agencies including the ILO and international donors have considerable influence, not the least of which is the ability to deliver resources or influence national government policy.

Labour's work with constituencies was long identified as important to advancing social justice for all—women, youth, migrant workers and other groups—is worthy of special attention. At local, regional and the international level, labour often collaborates with these constituencies on shared policy objectives. Much more can be done to collaborate with these constituencies on HIV and AIDS work. Too often, the opportunities presented through already existing relationships and the shared venues where labour and NGO's often gather are missed opportunities to expand alliances on AIDS related work with special constituencies.

The potential for collaboration between businesses and employers on AIDS work from the enterprise level to the sectoral level is also greatly underutilised. There has been some progress on increasing the number of enterprises with HIV and AIDS workplace policies and at the sectoral level with framework agreement language on AIDS, but after nearly 10 years from a stepped up labour response to the AIDS epidemic -much more could be done.

Summing up

In completing this step, you have:

- reviewed the Policy Process Overview Map to demonstrate its application in identifying key advocacy targets;
- distinguished between primary and secondary advocacy target and targets of opportunity; and,
- and reviewed professions to consider when trying to expand the pool of supporters and advocates.

Step 5

Developing Partnerships

Labour's strengths in partnerships: use them

29

Labour knows from experience that there is power in partnerships. At the centre of the reasons why people join unions is an acceptance of the fact that the power of many is greater than the power of one.

The lack of AIDS programmes geared to the needs of workers ought to be evidence enough that a "go it alone" approach is not working for unions. Indications are that the competition for AIDS resources is intensifying, not dissipating. This competition has the potential to unravel the greatest strength of AIDS activists—the united power of many.

Particularly after Step 1, but also in your work on the other steps, the names of people and organisations who are considered to be AIDS activists or key actors in some other way are probably becoming very familiar to you. If you completed the constituency analysis you also have a good sense of their relative strengths and weaknesses, and probably have at least some preliminary thoughts about who would be good allies.

There is a very real danger that as the anxiety level increases over what is looking to be a gloomy forecast for future resource-mobilisation, at least some of these groups will turn inward and squabble over what were never enough resources in the first place as opposed to looking outside of themselves and uniting to increase the total amount of resources for everyone. It takes leaders to inspire people and organisations to look outside their own narrow interests.

So now is one of the moments when labour can summon from its impressive history the leadership qualities it has displayed so well during past periods of turbulent change, such as the transition from colonialism to independence, the defeat of apartheid, and the rebuilding of a post-Communist Eastern European bloc. These comparisons are not drawn lightly as the global economy threatens to halt and begin to reverse development progress.

Labour is well suited to play a key leadership role in raising the sense of urgency to counter a backward slide. Its basket of skills—political experience, ability to negotiate, organising and mobilising talent—are sorely needed if progress is to be made on moving universal access forward at country level. If unions led country-level efforts on universal access it would bring considerable mobilising skill to the table, but labour's coalition building and partnership skills would be put to the test in creating the movement necessary to succeed.

AIDS activists also have demonstrated considerable mobilising skill, in some countries especially. There have been a few countries where partnerships between AIDS activists and labour have been strong, but this is the exception rather than the rule. A recent example was the collaboration between the Congress of South African Trade Unions (COSATU), and other national trade union centres that joined with countless other civil society organisations to demand that the International Monetary Fund (IMF) provide more resources to developing countries. A joint letter coordinated by the South African-based Treatment Action Group demanded greater resources for the Fund's concessional lending and called on the IMF to lift conditions tied to the loans. So collaboration is certainly possible and there is probably a lot to be learned from each other.⁶

30

It might be useful to review what AIDS activists are commonly taught about coalition and partnership building. The remainder of this section is drawn from numerous sources and attempts to summarise the common elements that civil society organisations learn about coalition building and partnerships. As you read through them, note the similarities and differences compared with your own understanding of partnership building.

- A partnership is a strategic collaboration carried out with other individuals or organisations to achieve an advocacy goal and objectives. A partnership builds support, generates consensus for joint action and helps “boost the numbers” that are working to achieve an advocacy goal and objectives.
- Diversity is an added advantage especially when people and organisations set aside their differences to unite on a single issue. A diverse partnership sends a powerful signal to policy makers, opinion leaders and the general public that an issue is so compelling, a wide range of people and organisations—that otherwise have little in common or normally passionately disagree—have joined to seek change.

- Playing a catalytic role in forming partnerships and nurturing a diverse collection of interests takes time and effort. The time is well spent because it makes good economic sense—partnerships allow smaller organisations to pool their resources and take on initiatives that are too large to address individually—and it helps newer groups grow from the experience of working with seasoned organisations whilst older groups are infused with fresh ideas and enthusiasm.
- Building partnerships may be one of the most underappreciated ways there is to build organisational capacity. A good partnership involves different groups seeking to capitalise on each other's strengths and help fill gaps where they are needed.

Types of Partnerships

Partnerships are usually characterised by a shared sense of purpose, the duration of the relationship and the number of partners who participate. They can be formed for strategic or tactical reasons. Partnerships can have formally defined rules to adopt positions and established procedures for communications and conflict resolution, or function without formal rules. The risk with the latter form is that there usually are no means to resolve conflicts other than to either work it out or leave the partnership. The degrees of formality can be different amongst the various types of partnerships mentioned below.

31

- **Long-term** partnerships are just what the name implies. The relationship may be longstanding on many issues besides AIDS and is almost surely expected to continue well into the future. The partnership is characterised by well defined areas of collaboration, task delegation, and dispute resolution that have either been precisely defined or have through experience evolved over time.
- **Tactical or short-term** partnerships are formed to address immediate and limited needs. The need for joint action or event at a specific venue might be a reason to form a short-term or tactical partnership.
- **Coalitions:** consist of a group of organisations working together in a coordinated fashion towards a common goal. Coalitions offer the advantages of enlarging your base of support, creating a visible united "front", encourage the pooling of resources and enhance the combined credibility of the forces that are seeking to achieve goals set out in the advocacy campaign. Most often, the term "coalition" is chosen for the comfort level it gives individual groups to disassociate themselves from some of the positions taken by other coalition members. This ability to "agree on big issues and differ on others" is viewed as strength rather than weakness. Coalitions usually describe more rather than less formal organisational alliances and often their shared interests overlap more directly.
- **Networks:** describe what are often more informal groups comprised of individuals or organisations who share an association of common interests and are willing to assist one another and who collaborate often on a case by case basis. Networks tend to have fluid membership and less rigid structure. These attributes make networks easier to create, though to remain viable, they must be skilfully maintained.

Traits of Partnerships

Even though some types of partnerships survive better without formal rules and procedures there are certain traits that apply to building and maintaining a successful advocacy partnership of all types. These include:

Respect – Everyone involved in the partnership must feel that his or her opinion will be heard and respected.

Clear shared objectives – Successful partnerships set joint goals and objectives and members agree that all activities should focus on accomplishing them.

A shared commitment to communicate – Partnerships are unlikely to last unless all members trust one another enough to share information. Failure to do so weakens the combined power of the partnership, probably sows seeds of distrust, and results in an uneven commitment to continue the partnership.

Agreement on decision-making process – Partnerships often operate by consensus, if only because it can help keep the group focused on areas of common agreement. Where consensus is not possible, some partnerships allow a majority to carry the day. Clear rules about decision-making can be very helpful, but forcing a decision does not necessarily translate into ensuring follow-up action. Larger partnerships may decide to select a steering group or executive committee to help run the proceedings between general meetings, with the boundaries of the committee's decision-making power agreed by all members in advance.

Means to resolve disputes – Disagreements are inevitable in most partnerships—especially when passionate advocates get around the table. You can attempt to adopt rules to resolve disputes, but they will not always work. Someone on the losing end of a rules dispute can harbour lasting resentments. So we need to be fair whilst striving to keep principles and evidence above personalities. Members should be sensitive to the fact that sometimes the health of the partnership is more important than always being “right.” Unless you are willing to see group members walk away, try not to allow dissatisfied colleagues to remain isolated for too long. Remember that there are real problems that brought you together in the first place.

32

Summing up

In completing this step, you reviewed:

- labour's role in leading partnerships;
- the various types of partnerships and the reasons they are usually created; and,
- the common traits that can help preserve partnerships.

Step 6

Identifying Strategies and Activities

33

STRATEGY involves the “big picture” – the overall plan of how the campaign will achieve its goals and objectives.

In Step 1 you were asked to consider where you fit in the policy environment, which is to say where your union fits in the “big picture.” One of the ways you did this was to determine how the union’s interests were reflected in the existing policies of National AIDS Commissions and the Global Fund.

In Step 2 you began to consider in more detail exactly what priorities and indicators are reflected in the current plans of the National AIDS Commissions in particular, but also those from other sources. By completing the chart comparing the priorities of the policy-makers (National AIDS Commission, Global Fund, etc.) with union priorities, you created a “menu” of choices from which you could select your issues.

In Step 3 you looked at your menu selections and recalling your assessment of where you fit in the big picture you developed an overarching goal and a set of objectives. Because developing sound objectives meant that you also had to think how the objectives were going to be achieved, you had to consider what kinds of activities you should conduct, how they related to the targets, how the activities were linked to the targets, who was going to do the work, and when it was going to take place. In the process you may have decided to scrap some of your objectives as unworkable or unrealistic and maybe send a few objectives back for revision and refinement.

In Steps 4 and 5, you considered target audiences and partnerships which rounded out the essential strategic information you need for your campaign. In taking these

steps you have constructed a *framework* to help bring a big picture concept of what your strategy might look like into sharper focus. It is possible you have a clear view, but you should not be surprised if you do not. If you have not used the log frame tool referred to in Step 1, then consult Appendix II to see how this tool can be useful in plotting out your campaign.

Finding the right strategy

The reality of conducting a trade union advocacy campaign for universal access is that it will serve as an umbrella strategy for policy issues that may each be worthy of a campaign in their own right.

If, for example, one of the issues you identify as a priority is to expand workplace-based HIV prevention programmes, this issue alone will require its own set of objectives to reach a distinct audience with more specific messages, and activities.

So within the overarching strategy of mobilising to achieve universal access, key issues such as expanding workplace-based HIV prevention should be planned with their own objectives and activities. Are there similar issues on your list?

34

Remember that you want to accomplish your goal, so what did your analysis tell you about other related and relevant issues?

Taking the long list of issues where trade unions are either minimally included or are excluded in the response to AIDS, and given what you know now about actors, constituents and potential partners, what would be included in a package of priority issues that would enable unions to build a broad mobilisation?

This is the stage in your planning when you consider questions like these and take into account all that you have learned to distil it into an overall plan—your strategy. Your strategy should be achievable and reflect a manageable number of realistic objectives during the period of time your campaign will run.

This may mean some issues of great interest will have to be postponed for the time being. But if you have been thorough in your work, you will have completed a good deal of the planning for the next phase of your campaign and maybe a vision of your future advocacy priorities for the foreseeable future.

It is unrealistic to expect that you will be able to reverse years of overlooking the trade union role in the AIDS response with one campaign. Do not make the mistake of trying to do too many things at once.

Matching strategies with goals and objectives

One of the things that can make discussions about strategy bewildering is the confusion about the difference between a “strategy” and a “tactic.” It is not uncommon for the terms to be used interchangeably, which is a mistake. It is such a common mistake - let’s remove it from the picture.

Remember that **strategy** involves the “big picture” – the overall plan of how the campaign will achieve the union’s goals and objectives. Putting together the overall plan involves deciding who the important actors and target audiences are and which of them will be the recipients of your messages.

Tactics are activities specifically created and selected to reach specific and measurable objectives. *Tactics are the actual ways in which the strategies are executed.* They include the means of communicating with your target audiences—briefings, letters, petitions, demonstrations and any other tool you use to present your messages to the target audience. Look at each tactic from the standpoint of what it will do to achieve the objectives.

35

If you have taken care in constructing your objectives as was described in Step 3, it is pretty difficult to get diverted by the confusion over strategy versus tactics. The process of constructing objectives is amongst the more important things that you will do. So it is a good idea at this stage to review your objectives to be certain that they are geared towards achieving the strategy that you have identified.

Will the objectives you have chosen produce the outcomes you need to move closer to achieving your goal? Are you trying to accomplish too much with one objective? Is there a need to divide any of your objectives? How will the introduction of new partners change your objectives? Are the activities you planned to achieve the objectives enough to get the job done? Are they realistic? Is there vertical logic in what you plan to do?

There is a very good chance that at the end of this review you have considered adding new objectives, discarding others or developed new ideas about how to make your first draft objectives more realistic and attainable.

Identifying activities

Unions are generally quite gifted in selecting activities that will galvanise support amongst their membership and the general public, so it would be presumptuous to offer advice in this regard. So when it comes to mobilisation, protests, press events and the usual ways of generating attention, this is best decided by union veterans at country-level.

But unless country conditions dictate otherwise, it is much more likely that a good deal of the activity will take place in less public settings, punctuated by enough public events to signal that a campaign is underway. In any case, special attention will have to be paid to campaign communications and materials.

A tactic to consider would be to develop a manifesto of sorts that would describe the country's needs to step up the inclusion of labour in the national AIDS response with detailed recommendations. This could serve the added purpose of providing a good reference source for union leaders who would have a document at hand that summarises labour's needs and views on scaling up the national AIDS response.

A good deal of the campaign's "activity" will likely need to be focused on the target audience comprised of government officials, the CCMs and other AIDS policy actors including the National AIDS Commissions, the CCM and in some cases international donors. This audience is less likely to be motivated by some of the traditional tactics that labour may use to influence policymakers.

Amongst the material needed will be policy papers, fact sheets and empirical data. There is a wealth of information that could be accessed from a variety of sources such as UNAIDS and the ILO AIDS Programme. Still the campaign will need to find a way to address what is likely to be a fairly consistent demand for written materials of a more technical nature and to ensure that the team responsible for generating materials is up to the task.

36

Creating a cadre of union lobbying teams, composed of articulate members with strong knowledge of universal access issues, but particularly with respect to the country's response would be a way to address multiple needs such as meeting with policy makers, briefing parliamentarians, working with the media and speaking before community groups.

Ultimately the selection of activities should be driven by what serves the purpose of advancing the advocacy objectives and what is appropriate to reaching the key targeting audiences, decisions that can only be made on the ground.

Summing up

In completing this step, you have:

- reviewed the ways the previous steps have assisted you in collecting strategic information to assist in developing the strategy;
- been encouraged to conduct a review of objectives; and,
- considered communication needs as an element of the campaign's activities.

Step 7

Crafting Key Messages

What is a key message?

37

A message is a concise and persuasive statement about your advocacy objective. It captures what you want to achieve, why and how. As its purpose is to create action, it must also include the specific action that you want the audience to take.

As a result of working through the previous steps you have gained a clearer picture of who you need to be speaking to (key AIDS actors including primary and secondary targets), what you are going to be speaking to them about (your key issues brought into focus through your objectives) and in your last step you have begun to think about partnerships.

Assuming that you will be working with partners you will need to find a balance between how you want to communicate your messages and your need to respect whatever sensitivities are necessary to preserve your partnerships. This you can sort out later, but first you need to have a clear idea of the things you want to say.

A good deal can be said about messaging, but without the benefit of your knowledge of your political environment and the key issues you have chosen it is difficult to be precise in this kit. Still there are some basic principles.

The key is to keep it simple.

Leave the details to position papers and letters to officials—and make sure these types of materials include your key messages—but when talking about the issues in public settings, keep it simple. Your messages should be simple and clear enough so that anyone who hears and agrees with it can easily repeat it to someone else—which is exactly what you want them to do.

Characteristics of effective messages

The effectiveness of your message depends on a number of factors.

The messages you are going to be communicating will take many forms. They may appear in writing in the form of letters, position papers, statements, petitions and posters; they may be spoken in both formal and informal settings; for the more creative, they may be sung or appear in dramatic form; and today it is even possible they might be texted or tweeted.

In all of these forms, you should strive for your advocacy messages to be:

- **Clear:** Is the message absolutely clear?
- **Engaging:** Does the audience feel that the message speaks to them?
- **Persuasive:** Is their personal stake in the issue obvious? Can they sense the negative consequences of inaction and the positive consequences of acting?
- **Compelling:** Does the message convince the audience to take action and tell them what to do?

There are other considerations for messages especially when taking into account where your message is going to appear, in what format and in what setting. These include:

38

- **The source.** The messenger is often as important as the message itself. It is important to choose an individual or organisation that the audience finds credible and will respond to.
- **Timing.** The timing of an activity can enhance or detract from your message. Your message can be drowned in a sea of other news on any given day. If you know in advance this is a possibility you should forgo releasing new “news” until it has a chance of being heard. A good general rule of thumb is to not get into playing the game of trying to pick the perfect time—see consistency. If timing rather than content is more important to make your message effective, then it would be a good idea to rethink whether the content of your message is what it should be.
- **Consistency.** It is important to deliver a consistent message to your target audience through a variety of channels over an extended period of time. Messages will not be absorbed by audiences and influence their opinion overnight. As such, repetition is vital – delivering the same message in different ways in order to increase your impact.

Another important point for you to consider is the need to be consistent about communicating a trade union perspective, particularly if you have chosen—as is recommended—to act in partnership with other groups. A trade union perspective can be communicated with all of the qualities above and is especially needed in the key areas you have identified as your goals.

After all, you know better than anyone else why it is important to ensure the inclusion of working people and their organisations in the national AIDS strategy. Your union has the authority to speak up on behalf of a critical part of the population that universal access may otherwise leave out. So never waver from calling for support for the issues that motivated you to stand up in the first place.

Know your audience

Whether your audience is one or a thousand, a politician, a UN official, your General Secretary or the entire membership, you have to try to communicate your message in a way that is appropriate to your audience. This involves understanding them, having a sense of what they know already and of their attitudes on this and similar issues, and finding ways of presenting points that make sense to them and that build on the familiar – even if you want to go on to introduce new and possibly difficult ideas.

Developing key messages for labour

Labour has always had unique reasons why it should be a key part of the response to AIDS. One of the obvious is that labour is present in the one place that most people share in common—the workplace.

The sheer size of its membership is almost always much larger when compared with other civil society organisations. Another characteristic is the diversity of its members and the type of work they do. Often the geographic distribution of that membership—usually not solely confined to urban areas. Ties to the community are usually strong.

39

Labour is usually among the most established non-governmental social institutions with democratically elected leaders and procedures to ensure that its leadership represents the sentiments of its members. It has vast experience in organising, coalition building, mobilising and political advocacy. Few organisations engage in negotiating and conflict resolution on a more regular basis than labour.

These are just a few reasons why labour should be raising its voice and has the ability to ensure that its voice is heard. What are the messages that will resonate best in your country?

Remember that though these characteristics set labour apart from other civil society actors, they are not a substitute for a track record of action. Long before resources are available to support expanded programmes, labour needs to demonstrate its response to AIDS and, equally important, to develop key messages that illustrate *what labour is already doing* with the few resources it has.

Summing up

In completing this step, you have:

- gained an understanding of the characteristics of a key message;
- recognized the importance of your audience; and,
- considered strengths of labour to include in key messages.

Step 8

Mobilising Resources

40


The lack of resources has been a constant barrier to scaling up labour's response to HIV and AIDS. After nearly 10 years of trying to steer resources to this important but neglected sector, there is no reason to believe that the floodgates will open any time soon. So what is to be done?

Part of the answer remains what it was in the very beginning; that there needs to be a better appreciation of labour's capabilities - not so much solely on the basis of labour's potential —that argument has not worked and there are no signs that it will work anytime soon. At least part of the answer lies in doing a better job of telling the story more effectively of what labour has already done.

Some advocacy plans will undoubtedly include objectives aimed at securing funds from sources such as the National AIDS Commissions and the Global Fund. If this is your intention it will be helpful if there is a highly visible push by labour nationally and globally to advocate for substantially increased resources for labour in contributing to universal access.

Part of the motivation in preparing this kit was to provide labour with tools to capture the attention of influential policymakers at country level so they would not be able to overlook labour's contribution, but even this will require resources.

Neither this kit, nor this section is geared towards helping you prepare a proposal though by going through the steps you have completed a great deal of the work. You have done this by taking stock of your organisation's position in the policy environ-

ment and assess what are the programme priorities, and thus the funding priorities are in your country. You have identified gaps where labour can help fill a void. You have set clear objectives, a programme of activities whose progress can be verified against indicators. Throughout this kit there have been “tips” marked by  drawing attention to where some of your work is similar to what is required to prepare a fundraising proposal.

In the research phase of your work described below, you will find the type of format best suited to your environment. Other tools are easily electronically accessed and in the future you can consult a tailor-made for labour in the forthcoming ILO toolkit for trade unions on HIV and AIDS.

In the meantime you should consider generating a fundraising proposal to support the activities contained in your advocacy plan.

Mobilising donor resources parallels the advocacy process itself – as it involves setting realistic goals, targeting audiences, developing persuasive messages, etc. In particular, the process involves:

- **Researching:** reviewing past resource country-level mobilisation experiences and analysing the current fund-raising environment, including any new opportunities. This should include listing all donors with their basic conditions and requirements – many now have forms on their websites. You will find fuller details, including lists of donors, in the ILO toolkit mentioned above. You should also realistically assess your abilities to begin work immediately on what you say you are proposing to do.
- **Planning:** Identify your funding needs and priorities (according to the components of your advocacy plan). Then, developing a detailed plan of who you will approach for funding, for what amount and for what purpose. For example: Are you looking for money for facilities or staff? Are you looking for support for parts of the plan such as publishing a report or for the process of researching its contents? Keep in mind that generating resources is not always about money – individuals and organisations sometimes offer practical resources such as staff and technical expertise.

When you are preparing your fundraising plan prioritise your targets – with the larger donors first. Remember that donors expect results so a campaign that is already seen as ‘moving’ is likely to attract greater support. Ask potential partners or donors for specific contributions or partial support, whether this is an amount of money or a defined project (like hosting the first few planning meetings). To cover smaller but still important costs tie requests to specific campaign needs such as printing a rally announcement.

Be specific -- a vague request sends two signals: 1) the resources may be wanted, but not critically needed and 2) you do not really know what you need.

- **Consider partnerships:** Especially if you have never conducted an AIDS programme you should consider developing a partnership with other organisations, an employer, the Ministry of Labour and alliance of civil society organisations, etc. It could very well be that as part of your joint advocacy work with other partners you will identify fundraising as a shared priority.
- **Implementing:** Having gone through the effort of developing a fundraising plan, make sure you are staying on track to implement it.
- **Managing:** Managing the mobilised resources effectively and being accountable for their use.

Summing up

In completing this step, you have:

- considered the need to better communicate "labour's story";
- considered that higher visibility on universal access advocacy might improve fundraising prospects;
- seen how the "tips" included throughout the proposal have highlighted work that could be used in the preparation of fundraising proposals; and,
- noted how fundraising parallels the advocacy process – researching, planning, targeting, implementing etc.

Step 9

Monitoring and Evaluation (M&E)

M & E from start to finish

43

Though there are signs of change, bring together a bunch of seasoned campaigners and tell them that what you want to talk about is monitoring and evaluation (M&E) and you will likely get a less than enthusiastic response. This may be because M&E is one of last things that people think about—if they even think about it. After all, it always comes at the end of grant proposals, right? Wrong. M&E may come at the end of most grant applications or project proposals, but it should be very much included from the beginning and throughout any planning exercise.

First, let's define the terms: **monitoring** is an on-going process that involves tracking an advocacy plan step-by-step and gathering information to indicate what is happening and what is being achieved.

Evaluation is a periodic process that compares the data gathered from monitoring to a series of agreed indicators. It involves 'taking a step back' and assessing how well an advocacy plan is going.

The real reason for having M&E is to make sure that a plan has a chance of working—not because some donor wants to give you a passing or failing grade. There is little point in spending all of the time to develop an M&E plan only to put it on the shelf until you report back (and maybe have to explain why you did not achieve what you set out to do).

The process of putting together your M&E plan is an invaluable exercise in focusing your thinking. Don't worry about the jargon - inputs and outputs, process-based, outcome-based, and impact-based—the main thing is to grasp the basic concepts. Just remember that the whole point is to improve the chances of making your plan work from start to finish. Besides there is no standard way of monitoring and evaluating a campaign—traditional M&E approaches are difficult to apply because things are always changing in a campaign.

A very good work describing how to apply M&E to an advocacy process was produced by UNAIDS which has been adapted and included as Appendix IV. The document underscores many of the points stressed in this section.

To develop an M&E approach for a campaign requires a critical look at how the campaign was planned and conceived: will the proposed/planned activities really lead to achieving the campaign goal? That is why earlier on, the point was made that it is very important to ensure that beginning with your selection of goals and objectives to the end there is a "vertical logic" to what you are saying that you are going to do.

In Step 1, if you completed the exercise in Appendix III you filled in the Policy System Overview Map. When completed, this chart provides you with a quick overview of power relations and positions of key actors as you see them.

44

A point of this exercise was to map out which institutions and people have the most influence over policy at a given stage of the policy development process so that you are not only able to identify who you need to target, but also when you need to target them. The map also gives you some indication about what motivates them and what their positions are likely to be.

Taken all together you have gained a good deal of information about your key targets –you know who they are, when you need to reach them, and what their positions are.

If you have developed your objectives with care as explained in Step 3, each of your objectives are clearly linked to your targets at the appropriate time, making sure that your arguments are appropriate to their position on the issue. You also will have integrated indicators and a means of verifying them within your objectives so you will know if you are achieving your intended result. Throughout the campaign, if you regularly consult your progress against the indicators, you will have a good idea of where your campaign "is" at a given moment.

To assemble the M&E matrix you will want to list all of your objectives in one column, the indicators in another column and baseline information if you have relevant data from existing programmes. The targets and sources of verification can be taken from the tables you used to construct programme objectives in Step 3.

Goal

Objective	Indicators	Baseline	Target	Source of Verification	Assumptions



Tip – Many fundraising proposals require an M&E component. The M&E format can vary but the log frame contained in Appendix 1 and the matrix included above are among the most commonly used.

Collecting data

For this exercise most of the data for monitoring activities is relatively easy to collect by using the means you have previously specified. More rigorous M&E exercises use other types of data such as:

- **Qualitative research:** This explores, in some detail, the emotional responses of target groups to specific elements of a campaign and is often used as a development tool. For example, focus groups often help to decide the design of a particular advertisement or leaflet.
- **Quantitative research:** This explores the more factual, data-based effects of the campaign. It is more likely to identify formal milestones involved in reaching the campaign goal. It might include assessing at certain intervals how many people the campaign has reached or encouraged to take action.

For the purpose of this plan, more practical sources to consider in collecting data include:

Ways to support M&E

- Holding focus group discussions to comment on draft campaign materials.
- Collating feedback forms in campaign packs and on campaign websites.
- Counting the number of campaign materials distributed.
- Researching the percentage of a target group who have seen campaign materials; can recall the campaign message; and can claim to have changed behaviour or taken an action since the campaign's start.
- Logging the total numbers of visitors to a campaign website.
- Documenting the number of names on a petition.
- Analysing the changes to annual rates of HIV since the launch of the campaign.
- Analysing the number of people accessing HIV and AIDS services since the campaign.

46

Using M&E as a means to track your campaign progress

A very thorough list of sample monitoring questions is provided in Appendix V. The Appendix includes questions that you should have considered from the start of your work. These and other questions that will occur to you during the course of your campaign are intended to help alert you when there is a need to include something that you overlooked or if it is time for a course correction. Have the courage to make changes –there is no point in continuing to do something that isn't working even though to change would cause major disruptions.

Summing up

In completing this step, you have:

- reviewed the importance of using M&E in the planning process;
- noted the differences between traditional M&E approaches and the flexibility required for M&E for advocacy efforts;
- considered the types of data collected and ways to collect it; and,
- reviewed a list of sample questions for used in monitoring advocacy plans.

How to conduct a SWOT analysis

SWOT (Strengths, Weaknesses, Opportunities and Threats) is a simple common tool to organise information in a way to help to develop or amend plans, identify and solve problems and inform decision making. Here are ideas to help get you started.

Why is SWOT analysis useful?

SWOT analysis can be used before tackling problems or tasks—large or small—but it is particularly useful in helping to organise essential information especially before making major changes or adopting new priorities. SWOT analysis forces decision makers to look internally to list strengths and weaknesses and externally to identify opportunities, and threats in relation to a particular task or objective.

Benefits

SWOT analysis can provide:

- A framework to help steer and focus discussions
- The development of suitable strategies and tactics
- The assessment of core capacity and competency
- The evidence for, and cultural key to, organisational change.

47

SWOT Checklist

1. Set the objectives of the assessment

The first key step is to be clear on what you are doing and why. Be realistic about shaping the exercise to the task whether it is wide or narrow, general or specific.

2. Select the appropriate contributors

The outcome should result from consultation and discussion, not just personal views, so that ownership within the organisation grows and a culture of change is established.

3. Assigning research and information gathering tasks

The quality of the assessment will be affected by the quality of the preparation. Assembling information for the analysis should be divided among the SWOT participants based on their expertise.

Two stages are recommended: exploratory, followed

by data collection, and detailed, followed by a focused analysis.

Gathering information on Strengths and Weaknesses should focus on the internal factors of skills, resources and assets, or lack of them. Gathering information on Opportunities and Threats should focus on the external factors where there are limits on what the organisation can control, such as political, cultural, or economic factors.

4. Creating the right climate for discussion

The atmosphere should encourage the free flow of information where participants can offer—free from blame—observations and ideas appropriate to the task.

The leader/facilitator has a key role in finding the right balance between allowing time for the free flow of thought while keeping the discussion focused.

The discussion should dig deeper than describing something by guiding participants to be specific, to evaluate and to analyse.

5. List Strengths

Strengths can relate to the organisation, its mission, existing policies and programmes, organisational culture, and organisational talent such as knowledge, skills, and capabilities.

6. List Weaknesses

This discussion should be an honest appraisal of the way things are, not an opportunity to focus exclusively on the negative. Key questions include:

- what obstacles may prevent progress?
- which elements need strengthening?
- where are the weakest links in the chain?

7. List Opportunities

This step assesses factors such as the membership traits (numbers, sectors, skills, location), socio-economic and political/policy environment, alliances, organising and communication skills and demographic factors, among others, to evaluate where the organisation could project its influence.

8. List Threats

The opposite of Opportunities – these are things that are capable of restricting change or that can shift emphasis or perception in ways that could erect obstacles that slow change. This discussion should be an honest appraisal—not a pessimistic exercise—that having identified threats encourages thinking about how counter barriers to progress and ways to go about converting threats into opportunities.

9. Compare and evaluate listed ideas against Objectives

Compile the lists and group facts and ideas in relation to the SWOT analysis objectives. List the important facts, observations and ideas in priority order making sure that they relate to what you are doing and why.

10. Carry your findings forward

Make sure that the SWOT analysis is used in subsequent planning. Revisit your findings at suitable time intervals e.g. on return from your visit to check that they are still valid.

Do's and don'ts for SWOT analysis

Do

- Be analytical and specific.
- Record all thoughts and ideas in stages 5-8.
- Be selective in the final evaluation.
- Involve the right people in the exercise.
- Choose a suitable SWOT leader or facilitator.

Don't

- Ignore the outcomes at later stages of the planning process.
- Try to cover up weaknesses.
- Merely list errors and mistakes.
- Lose sight of external influences and trends.
- Allow the SWOT to become a blaming exercise.

SWOT analysis is a tool not a substitute for strategic analysis. It serves a purpose by providing a logical framework to guide a systematic discussion of an organisation's resources and alternatives that might emerge from a resource-based perspective. A criticism of SWOT analysis is that it can be based on a very general, categorical assessment of internal capabilities or overly tied to aspirations, biases and hopes.

Avoid Errors

- SWOTs should not exist in the abstract. They can exist only with reference to an objective. If the desired end state is not openly defined and agreed upon, the participants may have different end states in mind and the results will be ineffective.
- Opportunities external to the company are often confused with strengths internal to the company. The same can be said of weaknesses and threats. They should be kept separate.
- SWOTs are sometimes confused with possible strategies. SWOTs are descriptions of conditions, while possible strategies define actions.

Summary contents of a logical framework

(source: <http://www.kar-dht.org/logframe.html>)

Narrative Summary	Verifiable Indicators (Vis)	Means of Verification	Important Assumptions
<p>Goal: The overarching purpose that the activity contributes at a national or sectoral level</p>	<p>What are the quantitative ways of measuring, or qualitative ways of judging, whether these broad objectives are being achieved? (estimated time)</p>	<p>What sources of information exists, or can be provided cost-effectively?</p>	<p><i>(Goal to Supergoal):</i> What external factors are necessary for sustaining objectives in the long run?</p>
<p>Purpose: The result(s) that the activity aims to achieve</p>	<p>What are the measurable ways or qualitative evidence that can be used to assess the achievement and distribution of results and benefits? (estimated time)</p>	<p>What sources of information exists or can be provided cost-effectively? Does provision for collection need to be made under inputs-outputs?</p>	<p><i>(Purpose to Goal):</i> What conditions external to the project are necessary if achievement of the project's purpose is to contribute to reaching the project goal?</p>
<p>Objectives: Indicate step-by-step the results that are to be produced by the project in order to achieve project purpose</p>	<p>What kind and quantity of results, and by when will they be produced? (quantity, quality, time)</p>	<p>What sources of information?</p>	<p><i>(Objectives to Purpose):</i> What are the factors outside the control of the project which, if not present, are liable to restrict progress on the achieving the objectives needed to fulfil the project purpose?</p>
<p>Activities: Indicate each of the activities that must be undertaken in order to accomplish the outputs.</p>	<p>VI's should be included against all activities.</p>	<p>What are sources of information?</p>	<p><i>(Activity to Objectives):</i> 1) What external factors must be realised to obtain planned outputs on schedule? 2) What kind of decisions or actions outside the control of the project are necessary for inception of the project?</p>

49

Other resources you might find helpful in developing a logical framework:

- Designing Projects and Project Evaluations Using The Logical Framework Approach. Bill Jackson. Oct 1997. IUCN <http://www.iucn.org>
- AusGuideline: 3.3 The Logical Framework Approach. Update 27 Oct 2005. Australian Government www.ausaid.gov.au/ausguide/pdf/ausguideline3.3.pdf
- UNESCO Institute for Education's E-learning for Literacy course for developers and practitioners. <http://www.literacyexchange.net>

Conducting an analysis of key constituencies

Step 1. This exercise should be among the very first things you do in the planning stages of your advocacy campaign.

Step 2. Assemble the 'key campaigners'—from within labour—who will work on the campaign on a regular basis.

Step 3. Use a flipchart or board to complete the Policy System Overview Map using the example provided as a guide. The purpose of this exercise is to compile a list of all of the campaign's potential constituencies. Write down all of the relevant constituencies—groups, organisations, institutions—and arrange them into categories (such as 'NGOs' or 'government groups').

Policy System Overview Map

Players → Phases of Policy-making Process ↓	Institutions	Individuals	Their Interests or Stakes	Their Positions
Agenda Setting				
Formulation and Enactment				
Implementation and Enforcement				
Monitoring and Evaluation				

50

Step 4. Take each category one at a time and do a SWOT analysis to identify the Strengths, Weaknesses, Opportunities and Threats *posed by involving, ignoring or targeting the constituencies.*

Policy System Overview Map

Sound planning requires an understanding of the political forces that are in play during the decision making process. If the advocacy strategy aims to influence key decision makers or leaders, we need to understand who they are, what actions they are likely to take, and what interests motivates their actions.

The Policy System Overview Map¹ is a tool that can be applied to the broad national context of AIDS related policy or adapted for application to a specific matter of policy. The exercise of completing the map for the national context is a useful exercise because it can help capture all of the key policy actors, when they take action or choose not to, what positions they take and the likely reasons why. This helps bring into focus the overall policy environment, but also provides a map of the key constituencies that have the ability to either support or oppose your advocacy strategy.

The map can also be applied to plot out the array of forces that influence specific parts of the policy process such as in the example provided. This example is based on the preparation for a Ministry of Health budget. It is completely fictional—naturally the details will vary according to the established practice in each country. A government policy example is used because it can illustrate in a more universal way how to fill in the map.

51

If the map were applied to plot the national context or another process, the Country Coordinating Mechanisms (CCMs) of the Global Fund for example, the policy map would look much different. For one thing, there would be more institutions listed under the appropriate column.

Phases of policy-making process

Entries in the first column, “phases of the policy-making process—agenda setting, etc.,” are usually formalised for government decision making. Often there are clear dates for each step in process even if they are not widely known by the public. You need to learn these deadlines so that you can prepare your action when it matters most.

Agenda Setting – Here you are listing all of the key actors that play roles in setting the direction of the universal access in your country under the appropriate columns. You may choose to divide the institutions column to take into government institutions as well as non-governmental.

Formulation and Enactment – Here you are listing the steps involved in deciding which among the various policy options is chosen and how the chosen policy option is adopted or enacted.

¹ Miller, V. & J. Covey (1997). *Advocacy Sourcebook: Frameworks for Planning, Action, and Reflection*. pp.51-55. Boston: Institute for Development Research (IDR).

Implementation and Enforcement – Just because a policy is enacted or adopted doesn't mean that it will be implemented that way it was intended. This means that advocates have to pay careful attention to the implementation and enforcement phases.

Monitoring and Evaluation – Advocates also need to pay attention to the M&E phase as this is supposed to be the way that the success or failure of a policy is measured. How success is measured and whether the appropriate means is being used to measure success is important. Ineffective programmes are a threat to the lives of those they are intended to serve as well as the continued sustainability of funding –so don't overlook M&E.

Key actors, their interests and their positions

Entries in the remaining columns are meant to describe the actions, motivations, and the positions that each actor takes at each stage of policy making process. Sometimes key actors will do nothing during a particular stage, even if you might think they could or should.



The Policy System Overview Map is a tool that can be used to guide discussions that are geared towards identifying key actors, when their role is important, what positions they hold and why they hold them. The product of this analysis can serve as an essential element of planning your specific advocacy strategy by identifying and assessing key constituencies.

Policy System Overview Map *(example National Health Budget)*

Players →	Institutions	Constituencies	Individuals	Their Interests or Stakes	Their Positions
	<ul style="list-style-type: none"> Ministry of Health 	<ul style="list-style-type: none"> MOH Department Heads National AIDS Commission (NAC) Parliamentary bodies Local health departments Programmes supported by MOH Funding Programmes that want MOH funding for other purposes Cabinet Departments that compete for MOH funds CSOs that support general and specific MOH programmes CSOs that compete for MOH funding Etc. 	<ul style="list-style-type: none"> Other Cabinet Ministers Directors of MOH departments Chairperson(s) of Parliamentary body and/or health caucus of MPs NAC Members Local health officials Key CSO leaders Etc. 	<ul style="list-style-type: none"> Support/oppose more MOH funding Increase/maintain programme support Etc. 	<ul style="list-style-type: none"> Other Ministries compete for MOH funding (provide detail for each) NAC supports increase Etc.
Phases of Policy-making Process ↓		↓	↓	↓	↓
Agenda Setting	<ul style="list-style-type: none"> MOH Strategic Plan Determines AIDS related priorities National “voice” on health priorities Supports NAC & CCM Interacts with international actors (UNAIDS, Global Fund, donors – bi/multilateral) 	<div style="background-color: #800000; color: white; padding: 10px; text-align: center; width: 100px; margin: 0 auto;"> Identify actions taken to influence outcome </div>	<div style="background-color: #800000; width: 100%; height: 10px; margin: 0 auto;"></div>		
Formulation and Enactment	<ul style="list-style-type: none"> Interacts with PM & Cabinet Solicits budget recommendations from Ministry departments (date) Programmes submit proposed budgets (date) Reconciles proposed budgets with Ministry of Finance ceilings (date) Submits proposed budget (date) Public release of MOH budget (date) Parliamentary Hearings/Budget debate (date) Budget adopted 	<div style="background-color: #800000; width: 100%; height: 100px; margin: 0 auto;"></div>			

Players → Phases of Policy-making Process ↓	Institutions	Constituencies	Individuals	Their Interests or Stakes	Their Positions
Implementation and Enforcement	<ul style="list-style-type: none"> • Funds allocated to programmes (date) • New programmes launched, new personnel recruited • Reviews programme reporting (1/4, 1/2 or annual?) for all programmes • Ensures compliance with national law & international standards 				
Monitoring and Evaluation	<ul style="list-style-type: none"> • Internal M&E • External M&E • Parliamentary oversight • Informal: Press & CSOs 				



Advocacy M&E guide

(Adapted from a UNAIDS document: Advocacy Monitoring and Evaluation Guide “Promoting HIV Prevention in Six Target Countries”)

The characteristics of advocacy make it clear that monitoring and evaluation should go beyond the (originally) planned activities and strategies. Traditional M&E approaches are difficult to apply when trying to assess the dynamic nature of advocacy. The flexible and strategic nature of advocacy requires a flexible M&E approach, which takes into account the (originally) planned project activities, as well as the unplanned, unexpected events and actions by others that may change the context in which advocacy occurs, and which require a strategic change of the overall advocacy approach.

HAND-IN-HAND PLANNING OF ADVOCACY STRATEGIES AND M&E

55

In developing an M&E approach for advocacy strategies, a key lesson learnt from the logical framework analysis is that planning and M&E go hand in hand. This often requires reformulating objectives, as well as the overall strategies or specific activities.

Similarly, developing an M&E approach for the advocacy strategy you selected to evaluate will require a critical look at how the advocacy strategy was planned and conceived: will the proposed/planned activities really lead to the expected output and help achieve the advocacy objective? In other words, is there enough “vertical logic” between the proposed activities and the advocacy objective?

The difficulty with advocacy is that there is no clear answer to what makes a strategy work or not. Similarly, there is no standard way of monitoring and evaluating advocacy. In this sense, this document is a flexible guide, not a standardised tool: it aims to provide a clear framework and guidelines for monitoring and evaluating the advocacy strategy, without claiming to provide a simple, standard approach.

Hand-in hand planning for advocacy interventions and their monitoring and evaluation

This section provides a stepwise approach to creating an advocacy M&E tool, tailored to the specific needs of each individual advocacy strategy. The key approach is to critically review your current advocacy strategy and adjust where necessary to strengthen its focus on the stated objective. In the process of spelling out the details of the advocacy plan, the monitoring and evaluation elements can be incorporated “seamlessly.” The following steps will help develop a clear advocacy strategy and spell out the different M&E requirements.

Step 1:

Review your analysis of the issues you are trying to influence through advocacy

Whilst it is beyond the scope of this M&E guide to go into much detail on the development of advocacy strategies, it is important to highlight a number of key aspects of a good advocacy problem analysis, since a weak analysis leads to weak planning and implementation, which undermines the usefulness of monitoring and evaluation.

56

A key component of the analysis is a good understanding of the force-field that influences policy decisions. If the advocacy strategy aims to influence key decision makers or leaders, we need to understand who they are, and how they make their decisions. One practical tool to do this is the Policy System Overview Map, which allows you to summarise the main players active in each phase of the policy-making process, as well as their positions: the institutions and groups concerned about the issue (e.g. HIV prevention amongst people who use drugs); the key individuals from those institutions working on those policies, what stakes or interests they have in it, and what they think about the policy. The Policy System Overview Map provides a quick overview of power relations and positions, which can serve as the basis for planning your specific advocacy strategy, and for identifying key targets for that strategy.

Figure 1 presents the basic matrix for mapping the policy system:

Policy System Overview Map				
Players → Phases of Policy-making Process ↓	Institutions	Individuals	Their Interests or Stakes	Their Positions
Agenda Setting				
Formulation and Enactment				
Implementation and Enforcement				
Monitoring and Evaluation				

.....

The result of Step 1 should be a clear understanding of the key stakeholders who influence the policy or other area you are targeting with your advocacy intervention. This allows you to focus your advocacy strategy on the right decision makers.

.....

Step 2:

Review your current Advocacy strategy

Your current advocacy strategy probably consists of an action plan with a number of related tactics and activities, to be implemented in a systematic, organised manner. From an M&E perspective, it is important that there is a clear “vertical logic” underlying these different tactics and activities, in other words, that one activity logically precedes the other and that the overall advocacy process lead to the expected outcome in terms of policy change, or strengthening civil society capacity and/or involvement in decision-making processes.

The starting point for the advocacy strategy is of course the advocacy objective, as specified in the overall project log frame, which also provides some details on the key outputs that are expected as a result of your advocacy strategy. The log frame does not, however, provide details on the tactics and activities themselves. The milestones that were developed at the beginning of the project may provide some additional information, but they are often not very specific in terms of the activities to be implemented, especially not regarding the process of how to implement them, which is crucial in advocacy.

57

Examples of tactics and activities that can be employed for advocacy strategies – some of which are taken from UNAIDS 10 essential policy actions to revitalise HIV prevention – are given in the box below:

.....

Advocacy tactics and activities can include:

.....

- Build and maintain leadership from all sections of society, including governments, affected communities, NGOs, faith-based organisations, the private sector and trade unions;
- Involve people living with HIV, addressing their distinct prevention needs and acknowledging their significant contribution to HIV prevention;
- Sensitisation events, e.g. addressing cultural norms and beliefs, recognising both the key role they may play in supporting prevention efforts and the potential they have to fuel HIV transmission;
- Consciousness raising, e.g. addressing gender norms and relations to reduce the vulnerability of women and girls, and involving men and boys in this effort;
- Support the mobilisation of community-based responses, including with key affected populations, such as sex workers, men who have sex with men (MSM) and people who use drugs;
- Mobilise resources and strengthen human and institutional capacity across all sectors, particularly health and education;

- Review and revise AIDS-related legal frameworks;
- Ensure that the human rights of vulnerable populations are protected;
- Action research;
- Workshops and conferences;
- Media events;
- Public hearings and lobbying;
- Model projects;
- Policy reports; and,
- Letter writing.

The operationalisation of this specific advocacy strategy requires a detailed plan of the individual steps that need to be taken along the advocacy path. This requires thinking through a likely chain of cause and effect that might be expected to take place between the individual advocacy activities and the final expected change. “Breaking down” your advocacy strategy in individual small steps makes it possible to select specific M&E indicators (qualitative and/or quantitative) that allow monitoring and documenting progress towards the objective along these individual steps. Make sure you know where to easily collect or find the information needed for this indicator (means of verification).

58

This breaking down of the strategy in small steps should be a continuous and flexible process: at the beginning you make a rough assessment of the steps that will need to be taken; as time passes and implementation proceeds, it will become increasingly clear what the next steps should be or not. Again, the original milestones can be used here – if appropriate – as starting points. New steps can be inserted as it becomes clear which additional activities will be needed.

The result of Step 2 should be: 1) a clear understanding of how your advocacy strategy will lead to the achievement of the objective; 2) a detailed plan of the individual steps (activities) that are part of this strategy; and 3) a set of clear qualitative and/or quantitative indicators (with their MOVs) to measure and document progress for each step.

Step 3:

Identify possible unplanned, external events or actions by others that may affect the implementation of your advocacy strategy

As mentioned in the overall framework document, advocacy is different from other strategies in that it focuses on influencing decisions-making processes by others. This means advocates are much less in control of the implementation of their strategies than people who are implementing e.g., a condom-distribution project.

Because of the limited amount of control over events and actions by others that may influence the implementation of your advocacy strategy, it is particularly important to be aware of the force-field in which you operate. The Policy System Overview Map developed in Step 2 already helps understand this. In addition, it is useful to identify possible or likely events that may occur during the implementation of your advocacy strategy, and which may have an impact on what you (can) do or not. This analysis of potential risk, threats, events and actions by other stakeholders, as well as positive developments is important to understand the context in which you operate, and how it may hamper – or support – your advocacy strategy.

The detailed, stepwise advocacy plan you developed as a result of Step 3 can serve as a basis for identifying these unplanned, external factors step by step. As a result, you will have identified the potential events or actions that may occur at each point (step) of implementing your overall advocacy strategy and affect its successful completion.

From the M&E perspective it is important to have some kind of framework to record and monitor the influence of external factors, which will help understand and evaluate the impact of the advocacy strategy itself. The list of external events and actions that may occur during each step of the advocacy strategy will serve as the basis for monitoring these events during the advocacy implementation process. It will help you as an implementer keep an open eye for these external developments, identify them in time, and – if necessary – adjust your own strategy accordingly.

59

The result of Step 3 is: 1) a list of unplanned, external events and actions by others that may (positively or negatively) affect the implementation of your advocacy strategy. The list will indicate these external factors for each step of the advocacy-implementation process; and 2) the list will provide a framework for monitoring the influence of unexpected, external events and help evaluate the overall impact of the advocacy strategy itself.

During the actual implementation of the advocacy strategy, this list should be used to monitor the external environment of the project. The implementing organisations should keep notes of what external events or actions actually took place, or happened, so that these notes can be used later on for the overall evaluation of the advocacy strategy.

Step 4:

What will be your response to external events?

In addition to monitoring the steps of your own advocacy interventions as planned, and the unexpected, unforeseen (but sometimes predictable) external events and actions, it is also important to keep track of your own response as an advocate to the changing context in which you are implementing your advocacy strategy.

Evaluation of the advocacy strategy will not only be against the planned activities, but

also need to take into account what actually happened. The adjustments you will make – as well as perhaps your decisions not to make necessary adjustments – to changes in the project context that affect your advocacy strategy can be of various types:

- You will need to drastically change your approach and develop an alternative advocacy strategy (or perhaps even abandon advocacy as an unproductive strategy);
- You will need to change the target of your advocacy intervention (you may not have understood who are the real decision makers);
- You will need to make minor adjustments to your current strategy, e.g. by changing the time frame of your work plan, by modifying specific activities and steps, by adding new steps to the overall process, etc.

Whatever changes the implementing organisations and individuals decide to make to the overall advocacy strategy, they need to be documented together with the internal or external events that made them necessary. It is important to link these adjustments to the specific step or stage in the overall advocacy process during which they were made, to make it possible during the evaluation to understand why the adjustments were made.

.....
The result of Step 4 is: a clear overview of the adjustments that were made to the advocacy strategy, linked to the internal or external events and actions that prompted the adjustments. This will help evaluating the impact of planned advocacy activities vs. strategic adjustments that were made in the context of changing realities.
.....

MONITORING AND EVALUATION OF THE ADVOCACY STRATEGY

The systematic planning of the advocacy strategy, hand in hand with the overall M&E approach, will have resulted in the following results, which guide both the systematic planning and strategic implementation of the advocacy strategy, as well as its monitoring and evaluation:

<p>Step 1 Analysis of policy context</p>	<ul style="list-style-type: none"> • A clear understanding of the key stakeholders who influence the policy or other area you are targeting with your advocacy intervention. This allows you to focus your advocacy strategy on the right decision makers.
<p>Step 2 Review advocacy strategy</p>	<ul style="list-style-type: none"> • A clear understanding of how your advocacy strategy will lead to the achievement of the objective; • A detailed plan of the individual steps (activities) that are part of this strategy; • A set of clear qualitative and/or quantitative indicators (with their MOVs) to measure and document progress for each step.
<p>Step 3 Monitor external events</p>	<ul style="list-style-type: none"> • A list of external events and actions by others that may (positively or negatively) affect the implementation of your advocacy strategy. The list will indicate these external factors for each step of the advocacy-implementation process; • The list will provide a framework for monitoring the influence of unexpected, external events and help evaluate the overall impact of the advocacy strategy itself.
<p>Step 4 Adjustments to strategy</p>	<ul style="list-style-type: none"> • A clear overview of the adjustments that were made to the advocacy strategy, linked to the internal or external events and actions that prompted the adjustments. This will help evaluating the impact of planned advocacy activities vs. strategic adjustments that were made in the context of changing realities.

Sample questions for monitoring your advocacy plan

ASSESSING OBJECTIVES:

- Do all of our objectives reinforce our goal?
- Have we identified objectives for all steps in the advocacy plan?
- Are all objectives properly constructed?
- What are the obstacles that are either blocking or slowing the process of meeting our objectives? What are the barriers? How can they be overcome?
- Are the same obstacles likely to continue to slow our progress in the remaining objectives? Which ones? Are there any remaining steps we could take to remove or neutralise these barriers before we consider changing the objective?
- Are there any objectives where it appears that there will never be any progress?
- For objectives where progress is stalled or that appear unlikely to move forward, what might we do to preserve what we intended to achieve but shift our approach in trying to achieve them? What else could we do to move our objectives forward? (If this is a policy question or parliamentary question, is compromise necessary?)
- Compared with our success in achieving the indicators we identified, how do our results compare? Which of the objectives are achieved/are likely to be achieved? Where are we failing to achieve our objectives? Where are we failing?
- Is there a pattern of reasons why we are consistently failing to meet certain objectives? Does failure appear to be the result of a process issue?
- Amongst those objectives that we are meeting, is there a pattern of reasons why we are consistently succeeding? Can these reasons be applied to other objectives where progress is lagging?
- Which objectives should we retain, eliminate, or change? What are the advantages and disadvantages of doing so?
- What new objectives have been added since the last M&E review?

ASSESSING TARGETED AUDIENCES

- Do our targeted audiences know who we are? Do they understand why we want our advocacy campaign to target them?
- How many of our 5 top primary and secondary targets can they restate the general goal of our advocacy plan? Is their perception of our goal accurate? Can they name any of our key issues? Can they name 3 or more of them?

- Can they identify who they would ask, if they had a question about our advocacy plan?
- Can they recall ever receiving information regarding the campaign?
- Have they ever made a request for information without being prompted?
- Of our primary and secondary targets, which one are the most engaged? Why?
- Are we confident that we have identified all of the essential primary targets? Which new ones have been added to the advocacy plan since beginning? What are the secondary targets that can assist in reaching them?
- How many targets of opportunity have we identified since beginning the advocacy plan? What was successful about exploiting this opportunity? How do we think we will be able to apply the same lessons we learnt again? Where?

ASSESSING MESSAGES:

- Have our messages resonated with the key audiences? If not, what adjustments can we make to improve transmitting these messages to the key audience?
- What messages have worked particularly well with our primary and secondary targeted audiences that should be applied in our messages to the general public?
- Are our messages producing the overall intended result? Are there patterns in why some messages failed and other succeeded? Is this a matter of how the messages are conveyed, by whom, and when? Do process factors related to success or failure?
- What are the consistent qualities of the content of messages that resonated? Does there appear to be a pattern in the content of messages that fail?
- How can we integrate the qualities of our successful messages in other messages and eliminate the factors that caused other messages to fail?
- What new ways can we use to transmit messages?
- Are our spokespersons effective? Are we expanding the number of people who can articulate the aims of your advocacy plan? Where is this proving to be the most effective, why and how can these lessons be applied in other areas?

ASSESSING STRATEGIES AND ACTIVITIES

- Are the strategies and the activities identified in the advocacy plan proving to be an effective way of conveying messages? Is the combination of the activity and the message proving to be persuasive with the targeted audience? Where has this been particularly effective?
- Are all of your activities increasing the frequency of delivering key messages?
- Is this having a clear positive impact on achieving the objective? If so, how can these lessons be applied elsewhere, including employing similar strategies and activities for other targeted audiences?

- If there were problems is this because of the message, the activity, both or combining the two together? What adjustments are needed? Would the message work better with another activity or did the activity just not work?
- Since the beginning of the campaign where have we found it necessary to alter a strategy or discard a type of activity? Have you adjusted our entire plan accordingly?
- Are strategies and activities tied to or mutually reinforcing the strategies and activities of our partners?

ASSESSING PARTNERSHIPS

- Are we gaining or losing partners? Does there appear to be a pattern as to why either is happening? Are we consistently trying to enlist new partners? Is it succeeding? Do there appear to be consistent reasons why new partners join? How can we more widely communicate these benefits (reasons for joining) so that we can enlist new partners?
- Are our existing partnerships meeting or exceeding our expectations? Is the main reason the partnership is successful because it is resulting progress in meeting the advocacy plan, achieving objectives and making progress toward the goal? What are other reasons?
- Can we export the factors that contribute to making our best partner relationships successful to other partners?
- Are we meeting the expectations that our partners have of us? Are we perceived as leaders—beyond the talk does anyone follow? Are we accountable? Do we own up to our mistakes? Are we consistent in doing what we say we will do? Do we meet deadlines? Consistently sharing timely information and on time? Can we honestly say we treat our partners the way we would like them to treat us?
- Are there any conflicts with our partners? Among the conflicts or tensions, is there a pattern? Many conflicts are based on fear, are there any reasons why partners should be fearful of us or do they sense that we are fearful of them? Are there issues of trust? What can we do to minimise fear and build trust?
- Are there certain times when partner relations are consistently good or times when the relationships appear to be tense? Are these times tied to certain events (e.g., -- elections, budget announcements, Global Fund funding Rounds). What can be done to lower the anxiety level of partners during these tense times? What can be done to further strengthen partner relations when the relationships are working best?

ASSESSING PLAN MANAGEMENT

OVERALL

- How do we think that others outside of our operation view us?
- Are we known as credible, accountable and dependable to our allies? To our opponents?

- Do they see a creative team of highly efficient, caring, motivated and talented people or something else?
- As an outsider, if you visited your offices for the first time, what would be your impression? Do you think your team inspires confidence?
- Do we consistently meet or fall short on our process indicators? Where are our strengths and weaknesses? How can we transfer these strengths to other areas of our operations? What steps are we taking to make improvements where they are needed?
- Do our public events function smoothly? If not, why? Are we continually updating a checklist of things that can go wrong, so we can avoid making the same mistake twice?
- Are we or is our organisation overwhelmed? What steps can we take to try to get more help?

MOBILISING RESOURCES

- Have we developed our resource mobilisation strategy? Developed our generic fundraising proposal? Researched and targeted potential donors? Engaged in follow-up?
- Does the resource mobilisation effort include employers? What is their level of contribution? What steps can be taken to increase employer contributions? How can this process be replicated with other employers?
- What is our current financial situation? What is our financial forecast? Do we have sufficient resources to complete our plan? How are we going to meet the goals of our plan when our financial resources are stretched?
- Are we routinely seeking small contributions to offset small costs (flyers, campaign materials, meeting room costs, speaker systems)?
- In areas where we have been successful in attracting funds, what are the reasons that most contributed to this success?
- When we have failed, why did we fail and what steps are we taking to correct these shortfalls?
- Is our accounting system adequate? Does it inspire the confidence of donors? We can always spend money smarter and more efficiently, so how are we doing it?

M&E

- Are we using M&E on a consistent basis?
- Do we routinely apply our findings to make adjustments in our work? If not. Why not?
- When do we plan to conduct our next M&E review?

The financial contribution of UNAIDS towards this project is gratefully acknowledged