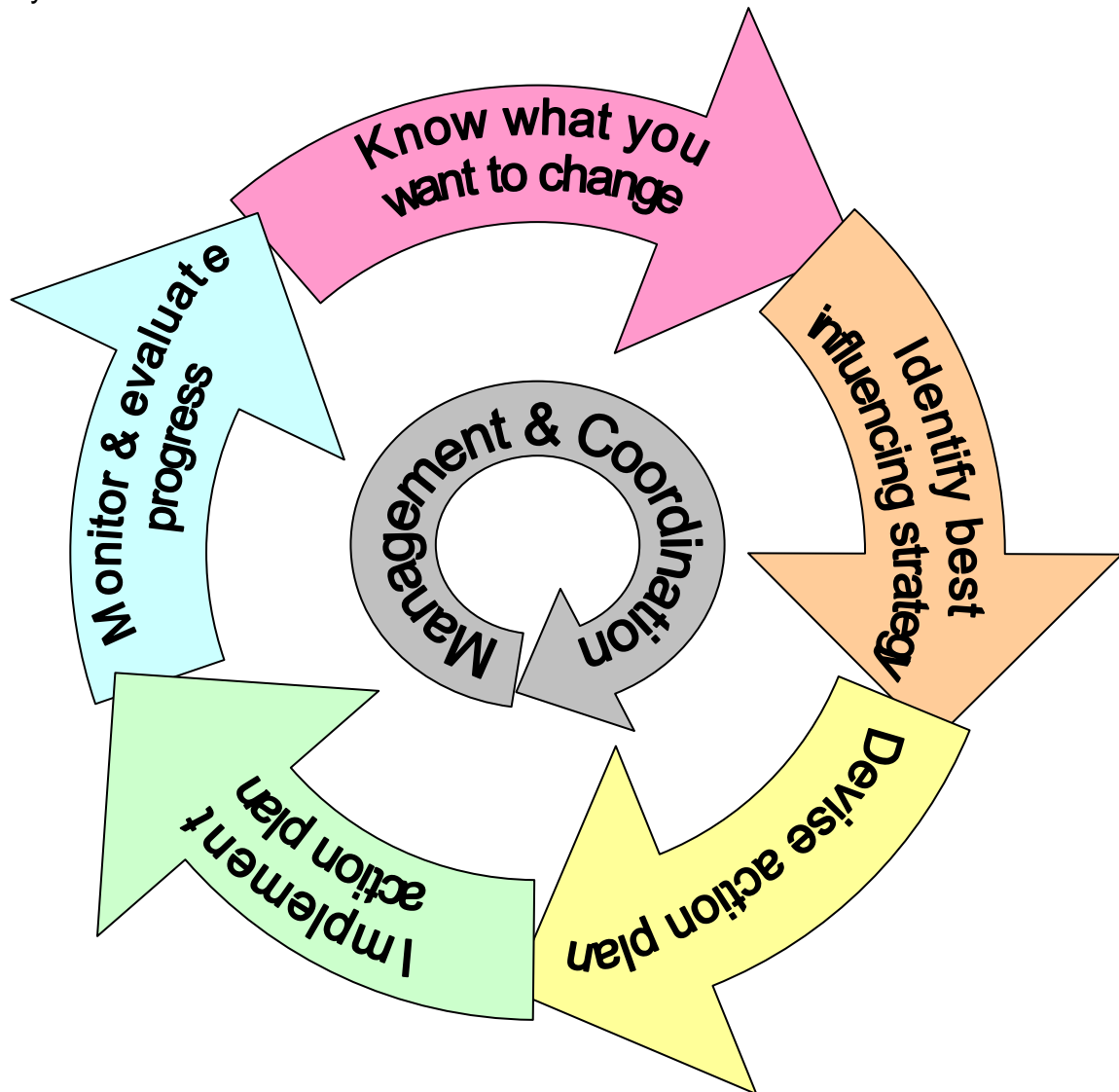


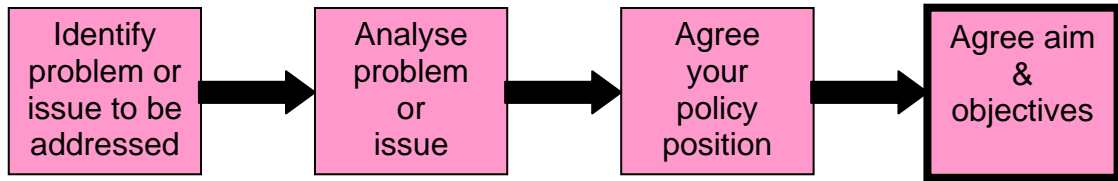
The Advocacy & Campaigning Cycle

Every advocacy project or campaign is different, but there are certain phases that they all go through. These are set out in the Advocacy & Campaigning Cycle:

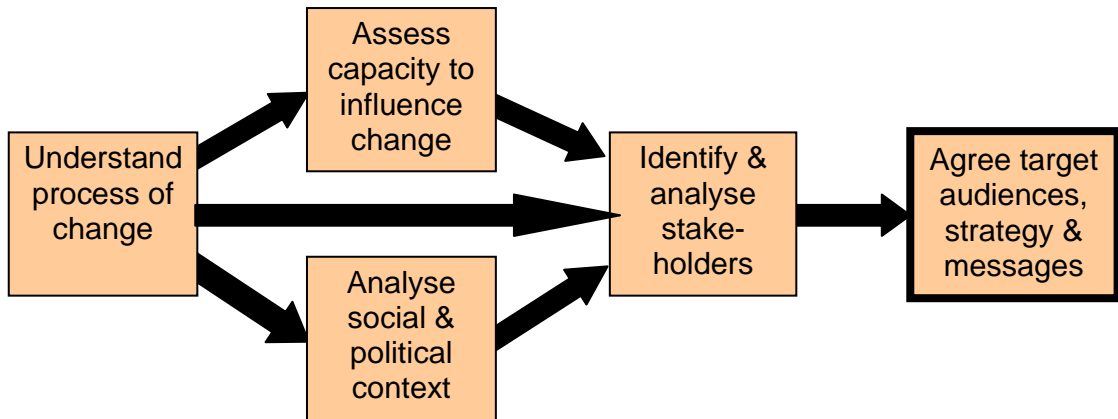


Each of the phases can be broken down into a number of discrete steps (see below). How explicitly you follow these stages, the effort you put into each stage, and how formal you are in documenting it, will depend on the scale of the advocacy work and its context. When faced with responding to a simple issue, we may instinctively go through these steps without being aware of it. When we are planning more complex advocacy, and doing it with other people, then we will produce better plans if this process is followed more closely.

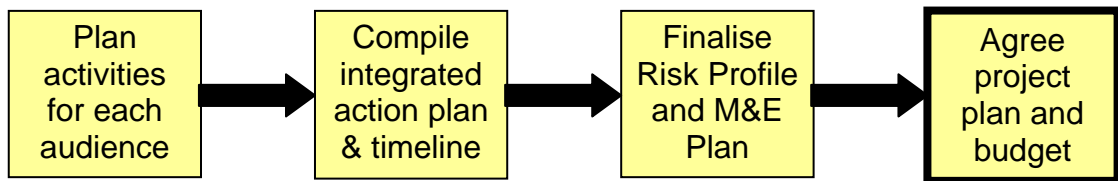
Phase 1: Know what you want to change



Phase 2: Identify best influencing strategy

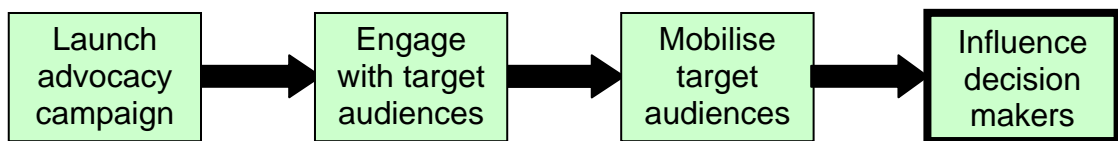


Phase 3: Devise action plan

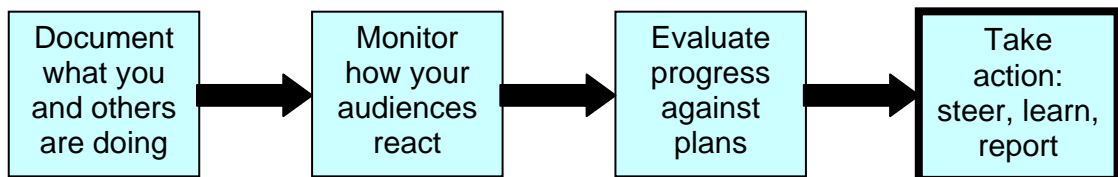


Phase 4: Implement action plan

What you need to do to implement your advocacy or campaign plan will be determined by what your plan is. All plans will be different, developed according to the context and needs. The steps below are just a simple representation of the process.



Phase 5: Monitor & evaluate progress



Management & Coordination

It is good practice for planning to be carried out by a group of people. This enables you to draw upon a larger pool of skills and knowledge, ensure that a number of perspectives are taken into account, and promote ownership of the plans across the organisation.

Depending on the group or organisation concerned, an individual may be nominated to lead the process, and the group may be formalised as a project team. The timetable and process for planning the advocacy project or campaign needs to be set out in a project plan. This can be updated and revised as the work progresses.

The same leader and team may also drive and coordinate the implementation of the advocacy campaign, or new ones put in place.

During the planning phases, managers need to:

- Ensure the team has sufficient resources (time, money and people)
- Provide expert advice and feedback
- Ensure that proper risk assessment and management is carried out
- Approve (or not) the end point of each of the planning phases:
 - Aims and objectives
 - Influencing strategy
 - Activity plan & budget

During implementation, managers need to:

- Ensure coordination and internal communications mechanisms are in place and functioning
- Ensure Monitoring & Evaluation takes place and is documented, receiving regular activity and progress reports
- Make quick decisions to enable rapid response to events and opportunities
- Motivate – give specific, constructive feedback and ensure that everyone celebrates successes, no matter how small

Why adopt a systematic approach to planning?

Why do we need to put so much emphasis on planning our advocacy and campaigning? Why don't we just get on with it?

Like an ice-berg or a hippopotamus, most of the work in advocacy and campaigning is hidden from view. As the saying goes: "to fail to plan is to plan for failure".

We have to remember that our proposals are contested. Other people do not agree with us (if they did agree, the proposals would already have been adopted and there would be no need for our advocacy work).

We must also recognise that advocacy and campaigning is complicated. There are many different forces acting on the decisions and behaviours we are trying to influence, some obvious but many of them hidden.

Finally, we have to recognise that we have very limited resources, especially when we compare them to the government, companies and other organisations that we may be trying to influence or counteract.

We must therefore be strategic in our planning and use of resources if we are going to make the impact that we want to. A systematic approach to planning advocacy won't guarantee success, but it will make it more likely and it will help us to draw useful lessons from our experiences.

Adopting a systematic approach to planning also helps others to be involved in the process. One of the key success factors for advocacy is to have widespread support and participation. By clearly mapping out the process of planning and what is expected at each stage, you will be encouraging that participation.

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