

Tool 9: Advocacy Strategy Profile²

Advocacy Strategy Profile, Part I							
		1	2	3	4	5	
Political Environment	Highly centralized decision-making						Decentralized decision-making
	Undifferentiated decision-making						Alternative decision-makers
	Little public accountability						Effective public accountability
	Hostile to reform initiatives						Receptive to reform initiatives
	Little tradition of participation						Tradition of participation
Resources Available to Group	Limited human resources						Extensive human resources
	Limited technical resources						Extensive technical resources
	Limited/unsustainable financial resources						Extensive/sustainable financial resources
Group's Organization Structure	Exclusively non-governmental						Mixed public, NGO and private sector participation
	Temporary organization						Permanent organization
	Policy influence as only activity						Many activities in addition to policy influence

Table 12: Advocacy Strategy Profile, Part II

Action Level				Advocacy Activities	Priority? Y/N
1	2	3	4		
Advocacy group becomes more informed about policy issues and their impact on its interests and constituents:					
				Group collects information on policy issue from relevant sources.	
				Group analyzes policy and related issues and examines impact of policy elements on group interests. Impacts should be quantified where appropriate.	
1	2	3	4		
				Group analyzes positions and interests of other stakeholders on the issue.	
				Group analyzes and understands decision-making process for this particular issue.	
				Group analyzes and understands the political environment for the policy issue; it understands the nature of support and opposition for the issue.	
Advocacy group formulates a position and strategy for advocacy on the issue:					
				Group formulates position on the issue in a participatory manner.	
				Group develops a written statement of its position on the issue (clearly stating policy interests and action required for implementation of the policy).	

² For a printable version of this tool reference, see "[Scaling Development Outcomes.](#)"

Action Level	Advocacy Activities	Priority? Y/N
	Group develops presentation materials using attractive, attention-getting techniques (short, punchy and to the point).	
	Group develops a strategy for lobbying and advocacy on the issue (strategy should outline where resources for the lobbying effort will come from and indicate who will do what, when and how).	
Advocacy group develops strategic alliances or develops/participates in coalition supporting policy change:		
	Group examines needs for participation in coalition or alliance on policy issue, and clearly understands costs and benefits.	
	Coalition or allies hold joint meetings to examine mutual interests; negotiate terms of joint actions and responsibilities of each partner; and examine needs for acquiring other resources (e.g., collaboration of think tanks, international organizations).	
	Organizations form coalition, alliance or network with clear understanding of each partner's role. They develop position statements and supporting presentation materials. They also develop a strategy for coalition activity and identify resources for carrying out actions.	
	The coalition, alliance or network plans and executes joint action, including the development of public forums, lobbying, media campaigns, etc.	
Advocacy group implements strategy for issue advocacy:		
	Group issues press releases, holds public forums, participates in local talk shows, etc.	
	Group disseminates policy papers.	
	Members initiate direct action to become “opinion leaders” on issue.	
	Group initiates and sustains lobbying campaign.	
	Group develops scorecard on actions taken and results achieved.	

