

Handout 1: Advocacy planning framework

Step 1 Select an issue or problem you want to address



Step 2 Analyse and research the issue / problem



Step 3 Develop specific objectives for your advocacy work



Step 4 Identify your targets



Step 5 Identify your allies



Step 6 Identify the types of advocacy activities for your work



Step 7 Identify your resources

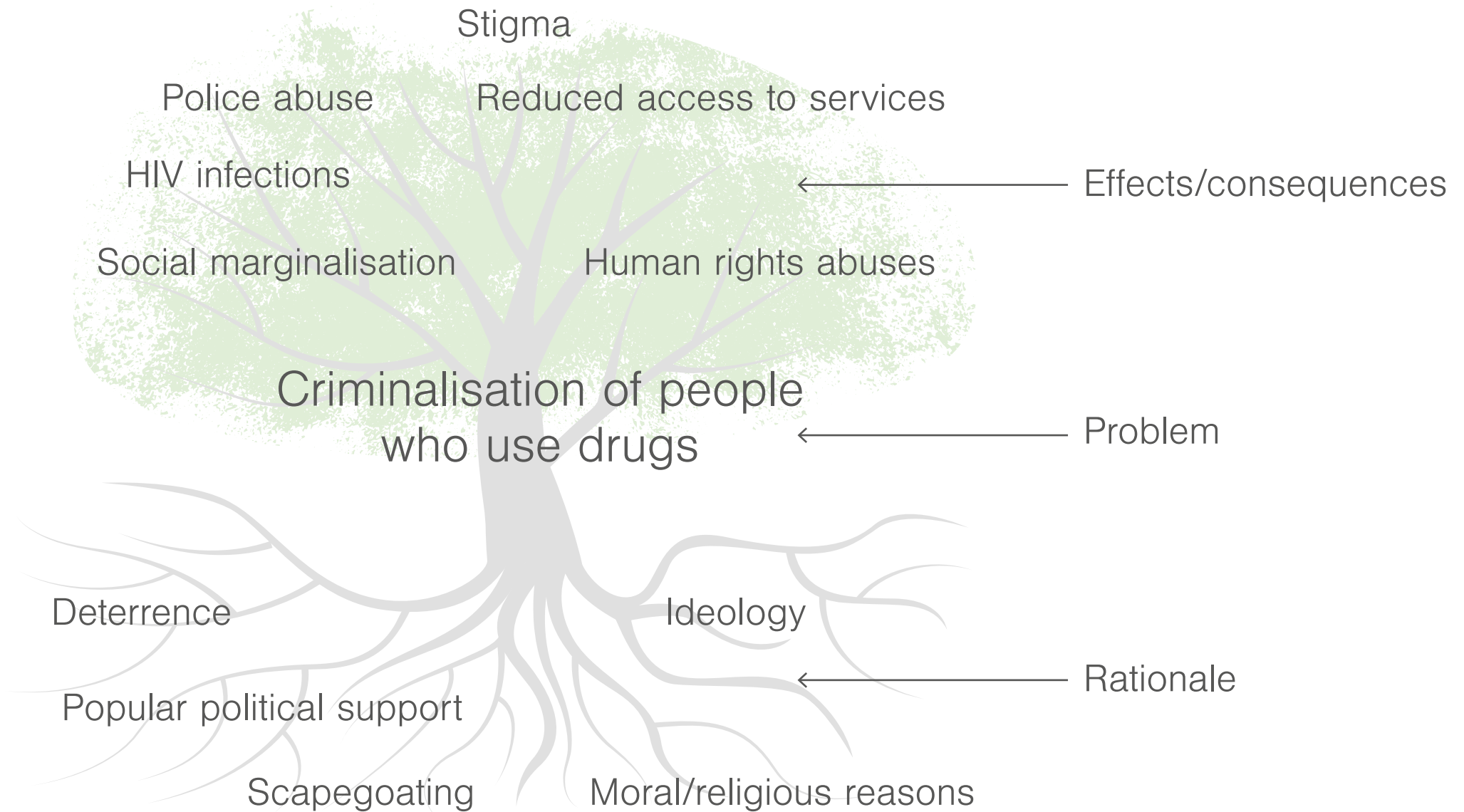


Step 8 Create an action plan



Step 9 Implement, monitor and evaluate

Handout 2: The Problem Tree



Handout 3: Advocacy Plan / Roadmap Template

Objective	Objective 1 - By July 2023, three influential members of parliament will make positive public statements supporting the decriminalisation of people who use drugs
Target	Influential parliamentarians and their senior advisors Members of the Public
Activities	Meetings with three parliamentarians
Resources required	Team leader Team to organise events and logistics Volunteers Access to the media Funding Venue for the Meetings
Persons /organisations responsible	Team leader
Timeframe	By May 2023
Expected Outcome	Positive support from 3 parliamentarians in public statements.

Handout 4: Aim (or goal), objectives and activities

Aim /Goal	The long-term result that you are seeking to achieve (e.g full decriminalisation of drug use)
Objective	A short term target that contributes toward achieving the long-term aim; objectives describe the desired outcome or end result of activities (e.g. increased awareness and understanding on the part of lawmakers of the human rights imperatives and public health benefits of decriminalisation of drug use)
Activities /Strategy	The individual activities that will accomplish the objectives (e.g. organising sensitisation sessions with lawmakers, identifying a champion for decriminalisation of drug use from amongst lawmakers)

Handout 5: SMART Questions

Specific / strategic	<ul style="list-style-type: none">✓ Are the short-term aims you have chosen well defined?✓ Can they be understood?✓ Are there clear actions that could be taken to achieve them?✓ Are they significant enough to achieve the longer term goal?✓ Could choosing this aim cause difficulties in other areas?
Measurable	<ul style="list-style-type: none">✓ How will you know when the aim has been achieved?✓ What evidence will be needed to confirm it?✓ How will you measure success?
Achievable	<ul style="list-style-type: none">✓ Do you have the capacity and expertise to achieve the aim?✓ Will you have enough resources?
Realistic	<ul style="list-style-type: none">✓ Can you realistically achieve your aim or goal in the given time period?✓ Is it realistic to achieve given the socio-political context? For example if a new country leader with strong conservative party support and previous record of human rights violations has recently been elected.✓ Is it realistic to achieve with the current resources we have, including access to funding, capacity of human resources, etc.?
Time-bound	<ul style="list-style-type: none">✓ When should your advocacy come to an end?✓ Does this give you enough time to achieve your aim?✓ If you have chosen a number of issues to work on, in what order do they need to be addressed?✓ Do they need to happen by a certain point in your advocacy?

Handout 6: Advocacy targets

Primary advocacy targets	Benefits/ drawbacks in approaching them directly	(1) Who / what are they accountable to, or regulated by?	(2) Who/ what are they influenced by?	Secondary advocacy targets
Government ministers	Benefit: takes you straight to the source of power. Drawbacks: they are largely supportive of criminalisation of drug use and may not be prepared to listen to our campaign message.	Political leadership Voters	Voters / public opinion Media Political opposition	Voters/general public Political opposition
Public prosecutors	Benefit: You can address issues such as standards of evidence and discriminatory use of the law directly with key decision makers. Drawback: You will not be able to secure repeal of the law.	Their own prosecutorial guidelines National legislature National/ regional human rights frameworks Constitutional court International human rights law	Government Media	Media Sympathetic politicians within national legislatures
Media outlets	Benefit: provide a powerful lever for influence on public opinion and political and other actors. Drawback: have the potential to provoke a backlash against the campaign.	National laws/ regulatory frameworks National legislature	Public opinion	Sympathetic politicians within national legislatures

Handout 7: Identifying partners and allies

Type of power	Rationale	Example
Members : are they a large organisation with many members?	A group with many members is less likely to be ignored by decision-makers, the media and the public	Trade unions can mobilise their members to attend demonstrations
Money : will they donate money to your organisation or cause or do they have strong connections with donors?	Access to donor funding gives organisations the resources they need to do advocacy	Large international NGOs can introduce you to donors overseas that you would not otherwise have access to
Credibility	A group or individual who is respected by decision-makers and/or the media can lend that credibility to your cause	A well- known and well-liked activist can speak out about drug use without fear of stigma and discrimination
Appeal : do they have a special appeal for the media?	Public personalities can have universal appeal and connecting with them can help advance the rights of people who use drugs	A celebrity or national sports person can be an important spokesperson for drug policy issues if they are briefed by you
Network : are they part of an organised network?	Working with a group that is part of a larger network can give to access to other organisations that are part of the network, their resources and credibility	An international network can amplify your advocacy efforts in international settings
Reputation : are they well known as a group which does high quality work and who will not back down?	Working with a group that is recognised as an expert can enhance your credibility	An ally that has already successfully made change will be seen by the media and decision-makers as an effective voice on your issues
Skills : do they have skills that your organisation does not have?	An ally can bring technical, media, legal and other skills that will advance your advocacy	A coalition that includes lawyers can make credible arguments on law reform
Newsworthy : is the organisation newsworthy or does it have strong relationships with the media?	Some groups will already have strong relationships with the media that you can build on	A group that is already doing advocacy on high profile issues