ADVOCACY CAMPAIGN OUTLINE

1. Conducting Advocacy Research
   A. Gather initial information about a social problem or issue. This includes beginning research to understand the problem.
   B. Define the problem. Three step process: 1) Become aware of the issue, 2) Refine the problem within the small group/organizational context, 3) Determine problem priorities.

Community Tool Box, op.cit., Chapter 31: Conducting Advocacy Research
http://ctb.ukans.edu/tools/en/chapter_1031.htm
   Section 1. How to Conduct Research: An Overview
   Section 2. Conducting Studies of the Issue
   Section 3. Gathering Data on Public Opinion
   Section 4. Studying the Opposition
   Section 5. Requesting Accountability
   Section 6. Demonstrating Economic Benefit or Harm

2. Develop the MISSION, GOALS, and OBJECTIVES for the Campaign
   A. The mission. The mission statement tells what the campaign is about. It is a broad statement which provides a general direction for organization or task group’s work (i.e., what the campaign is about) (Healthy Families, Ending Hunger).
   B. The goals. Goals provide a general direction and commitment to action, but are rarely achieved. (e.g., to reduce tobacco advertising aimed at minors; to improve nutrition in school lunches).
   C. The objectives. Objectives are relevant, attainable, measurable, and time-limited outcomes to be achieved.

Community Tool Box, op.cit., Chapter 30. Principles of Advocacy
http://ctb.ukans.edu/tools/en/chapter_1030.htm
   Section 1. Overview: Getting an Advocacy Campaign Off the Ground
   Section 2. Survival Skills for Advocates
   Section 3. Understanding the Issue
   Section 7. Developing a Plan for Advocacy

3. Design the Advocacy Campaign
   A. Determining community and system changes (i.e., new or modified programs, policies, and practices) the group hopes to bring about. [Include the specific changes (e.g., new hiring policy) sought by the Advocacy Campaign].
   B. The action steps required (Who will do what by when to bring about the specific changes to be sought)

1 Modified from: The Community Tool Box. “Outline for Planning an Advocacy Campaign.”
http://ctb.ukans.edu/tools/advocateforchange/outline.jsp
4. **Identify Resources and Assets**
   A. The number and kind of people who are available and committed
   B. The financial resources available
   C. The communication technologies, facilities, and other material resources available
   D. The information and ideas that could be helpful
   E. Other assets that can be used to support the effort

5. **Indicate Potential Allies and Opponents**
   A. Identify likely allies and how they will support the effort
   B. Identify likely opponents and how they might resist or oppose the effort
      1. State the likely purposes of the opposition
      2. Outline tactics that may be used by the opposition
      3. Indicate how the opposition can be countered

6. **Identify Targets and Agents of Change**
   A. Describe the targets of change in light of anticipated allies and opponents (i.e., those whose behavior should change). Indicate how conditions should be changed to affect their behavior.
   B. Describe agents of change (i.e., those who can contribute). Indicate how conditions should be changed to support their engagement in the effort.
7. State the Strategies and Tactics of the Campaign
   A. Identify those strategies that will be used. Based on the particular situation/context, state the specific strategic goals and tactics that will be used.
   B. Review whether the planned strategies/tactics meet the group's criteria and situation. Consider whether they:
      (1) Fit the group's style (Are group members comfortable with the approach?)
      (2) Uses available resources and allies (i.e., Does it take advantage of the group's strengths? Engage its allies? Deter opponents?)
      (3) Are flexible (i.e., Does it permit adjustments with changing situations)
      (4) Are likely to work (i.e., Does it bring about the desired effect with the issue and with opponents?)
8. Describe the evaluation of the Advocacy Campaign
   A. Clearly state what indicators will signify "success" (e.g., in bringing about community and systems changes; in achieving longer-term outcomes).
   B. Describe how measures of success can be obtained (e.g., review records; interviews).
   C. Indicate how the initiative will make sense of the results (e.g., how data will be analyzed; how those affected will be involved in interpreting the information).
   D. Describe how the information will be used to improve the effort (e.g., feedback will be provided to leadership and membership; retreats to review progress and make adjustments)
9. Implement the Advocacy Campaign!

10. Evaluate the Advocacy Campaign


- Section 2. Providing Feedback to Improve the Initiative
- Section 4. Communicating Information to Funders for Support and Accountability