

## Sharing experiences with the group

- ① For your *advocacy objective*, which decision-making institution are you trying to influence?
- ② Describe the first stage in the decision-making process at that institution.
- ③ Is the official decision-making process you are trying to influence more formal or informal? Why?

## B. Policy Process Mapping

Although every decision-making process will contain elements of the stages outlined above, each process will vary in its rules and procedures. In the next box are key questions to ask in order to understand fully the process you are trying to influence. These are the elements in creating a Policy Process Map.

## Policy Process Map

- ◆ What organization or policy-making body will make the decision you are trying to influence?
- ◆ What is the formal decision-making process for this institution? What are the steps in the formal process? When will each step take place?
- ◆ What are the informal workings or “behind the scenes” actions for the decision-making process?
- ◆ Who is/are the key decision makers at each stage? (See Module 4 for more information on identifying decision makers).
- ◆ Which steps are open to outside input? Which stages in the process can you influence? How can you influence these stages?



## Case Study

The case study on the following pages is based on the child nutrition example from Module 3. Our advocacy objective will be to start a national salt fortification program in the next two years. The key institutions are the Ministry of Health, the Ministry of Finance and the Prime Minister’s Office. This case study will illustrate the stages of the policy process within the **Ministry of Health**.

### Policy Process Map: Stage One

<b>Generate Proposal</b>	
<b>Institution/Organization:</b> Ministry of Health	
Formal Process	Proposal for a national salt fortification program is generated by the Nutrition and Child Health Offices in the Ministry of Health. One or two people from these offices is assigned with the task to develop the proposal fully.
Informal Process	Informal discussions among the Child Health Office, Nutrition Office, Ministry of Food and Agriculture, salt producers, children's organizations and health organizations take place. Elements of the policy are proposed and discussed.
Decision Makers Involved	Directors of the Child Health and Nutrition Offices at the Ministry of Health.
Approximate Date of Action	January and February. Offices at the Ministry of Health are most open to new ideas at the start of the fiscal year.
How we can influence the process at this stage	<ul style="list-style-type: none"> <li>◆ Meet with child health and nutrition officials to introduce our proposal and to gain their interest, support and enthusiasm.</li> <li>◆ Be helpful to these offices with other issues they are working on, when appropriate. Become knowledgeable about the issues in which the key decision makers in these offices are interested.</li> <li>◆ Meet with groups that might support the program, such as salt producers, children's health organizations and health organizations to enlist their support.</li> <li>◆ Work closely with the person or people tasked with developing the proposal. Offer assistance, ask to see drafts of the program and give comments.</li> </ul>

### Policy Process Map: Stage Two

<b>Introduce Proposal</b>	
<b>Institution/Organization:</b> Ministry of Health	
Formal Process	The proposal is finalized within the offices of Child Health and Nutrition and submitted to the Minister of Health for consideration.
Informal Process	The directors of the offices of Child Health and Nutrition informally indicate their level of support for the proposal. Their full support is important or the Minister of Health will probably not consider the proposal.
Decision Makers Involved	Director of the office of Child Health, director of the office of Nutrition, Minister of Health
Approximate Date of Action	February-March
How we can influence the process at this stage	<ul style="list-style-type: none"> <li>◆ Urge the directors of Child Health and Nutrition Offices to pursue the support of the Minister of Health.</li> <li>◆ Ask the salt producers, children's groups and health organizations to communicate their support for the program to the office directors and the Minister of Health.</li> </ul>

### Policy Process Map: Stage Three

<b>Deliberate</b>	
<b>Institution/Organization:</b> Ministry of Health	
Formal Process	The Minister of Health's office considers the proposal and offers changes.
Informal Process	The Minister of Health and her advisors informally talk to key groups and officials, both inside and outside the Ministry, to find out what people think of the proposal. Advisors make a recommendation to the Minister about whether to accept the proposal, accept the proposal with changes, or reject the proposal.
Decision Makers Involved	Minister of Health and her advisors
Approximate Date of Action	March-April
How we can influence the process at this stage	<ul style="list-style-type: none"> <li>◆ Continue to communicate support for the program to the Minister of Health.</li> <li>◆ Meet with the Minister's advisors about the proposal. Invite business leaders, donors, and others who can influence the Minister to the meeting(s).</li> <li>◆ Hold an event on the benefits of salt fortification that the Minister will attend (perhaps as a speaker).</li> <li>◆ Interest journalists in the proposal and try to get positive media coverage.</li> </ul>

### Policy Process Map: Stage Four

<b>Approve or Reject Proposal</b>	
<b>Institution/Organization:</b> Ministry of Health	
Formal Process	The salt fortification proposal is added to the agenda for the officers meeting with the Minister. The Minister will announce at this meeting whether she accepts or rejects this proposal.
Informal Process	Pressure is needed from the offices of child health and nutrition, as well as outside groups, to encourage the Minister to make a positive decision and add the subject to her agenda for the officer's meeting.
Decision Makers Involved	Directors of the Child Health and Nutrition Offices, Minister of Health
Approximate Date of Action	April-May
How we can influence the process at this stage	<ul style="list-style-type: none"> <li>◆ Continue to express support for the program to the Minister's office. Be persistent.</li> <li>◆ Continue to have people that the Minister knows and respects meet with her or write to her in support of the program.</li> </ul>

### Policy Process Map: Stage Five

<b>Advance to the Next Level</b>	
<b>Institution/Organization:</b> Ministry of Health	
Formal Process	If the proposal is approved, the Minister of Health submits the proposal to the Ministers of Food and Agriculture and Finance and the Prime Minister for consideration. If the proposal is rejected by the Minister of Health, the offices of Child Health and Nutrition should work to modify the proposal so that it is acceptable and will be approved.
Informal Process	If the proposal is approved, the Minister of Health also informally indicates her level of support for the program to the Prime Minister and Ministers of Food and Ariculture and Finance. (The Minister of Health may have multiple proposals before the Prime Minister for approval. She might have to choose among them.)
Decision Makers Involved	Minister of Health, Minister of Finance, Prime Minister
Approximate Date of Action	May-June
How we can influence the process at this stage	<ul style="list-style-type: none"> <li>◆ Increase media outreach to get more coverage on child health and the proposed salt fortification program.</li> <li>◆ Write letters to the Prime Minister and Minister of Finance expressing support for the program and explaining its benefits.</li> <li>◆ Meet with the Prime Minister or his staff about the program.</li> <li>◆ Meet with the Finance Minister or his staff about the program.</li> </ul>



## C. Alternatives to the Formal Process

What if the formal process simply will not respond to your thoughtful and persistent advocacy? Do not give up on the formal process, even if you are going to try some alternative methods. Policy and programmatic changes made within formal structures have the benefit of being more permanent and providing a precedent for future actions. On the other hand, in an alternative process *people are the policy*, since there is no official record of changes. As people leave or retire, your advocacy gains may not continue. Therefore, keep working on the formal structure even as you expand into the alternative arena.

The key question to ask if you want to try working outside the official process is: Does your advocacy objective require an **official** policy or programmatic change to be successful? If not, you might try the alternative process.



### Case Study

Let's examine which of the advocacy objectives from Module 3 might be amenable to an alternative process.

#### Objective 1:

**Start a national program to fortify salt with iodine in the next two years.**

This objective is not amenable to using an alternative process because it requires an official, coordinated effort on the part of both government and salt producers

#### Objective 2:

**Start a community-based nutrition education program to improve young child feeding practices in the next year.**

This objective might be achievable through an alternative process. Community-based organizations could offer free and simple nutrition education to community members. Clinic workers might also be encouraged to include some nutrition education with their health interventions without any “official” policy or programmatic change.



Once you have ascertained whether your objective can be achieved through alternative means, the next questions to ask are:

1. Who can effectively implement the policy/program change without an official decision or action?
2. How can you reach these people and help them to make the change?
3. Would these people later join your advocacy effort to change the official policy/program?

<b>The Alternative Advocacy Process</b>	
Who can effectively implement the policy/program change without official action?	Community organizations and clinic health workers, if they include nutrition education in their interactions with the community.
How can you reach these people and help them to make the change?	Invite them to attend a nutrition education seminar. Help them develop strategies for including simple nutrition education interventions.
Would these people join your advocacy effort to change the official policy/program?	The clinic health workers, if they feel that nutrition education has had an impact on other community members in the past.

## Exercises



In small groups or in pairs, complete the blank Policy Process Maps on the following pages by listing the formal and informal processes, decision makers involved at each stage, when each step will take place and how you can influence the process at each stage. Use one of your own advocacy objectives that you have selected.

(To save time, you can subdivide your group and have each sub-group do one stage.) When you are finished share one of your Policy Process Maps with the whole group.



Could you achieve your advocacy objective through an alternative process? If so, identify:

1. Who can effectively implement the policy/program change without an official decision or action?
2. How can you reach these people and help them to make the change?
3. Would these people later join your advocacy effort to change the official policy/program?

### Policy Process Map: Stage One

Generate Proposal	
<b>Institution/Organization:</b>	
Formal Process	
Informal Process	
Decision Makers Involved	
Approximate Date of Action	
How we can influence the process at this stage	

### Policy Process Map: Stage Two

<b>Introduce Proposal</b>	
<b>Institution/Organization:</b>	
Formal Process	
Informal Process	
Decision Makers Involved	
Approximate Date of Action	
How we can influence the process at this stage	

### Policy Process Map: Stage Three

<b>Deliberate</b>	
Institution/Organization:	
Formal Process	
Informal Process	
Decision Makers Involved	
Approximate Date of Action	
How we can influence the process at this stage	

### Policy Process Map: Stage Four

Approve or Reject	
<b>Institution/Organization:</b>	
Formal Process	
Informal Process	
Decision Makers Involved	
Approximate Date of Action	
How we can influence the process at this stage	

### Policy Process Map: Stage Five

Advance to the Next Level	
<b>Institution/Organization:</b>	
Formal Process	
Informal Process	
Decision Makers Involved	
Approximate Date of Action	
How we can influence the process at this stage	

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## Building Alliances

Advocates constantly build networks among people and sometimes coalitions among organizations in order to bring about change. Often you can do together what no one can do alone.

Networks and coalitions take time and energy to develop and maintain because they involve building relationships of trust with other people. Many advocates find this aspect of their work to be both the most difficult as well as the most rewarding professionally and personally.

## Objectives

In this module, we will:

- A. explore how to **create** and maintain **networks**;
- B. examine the advantages and disadvantages of **building coalitions**;
- C. review methods for effective **coalition participation**.

### A. Creating Networks

We all have networks of friends, relatives, colleagues and acquaintances that we call on for support from time to time. An advocacy network is similar, except that it is built consciously and deliberately to assist in reaching your advocacy objective. As an advocate, networking both within and outside your organization is essential to meeting your goal. Networks, because they are informal and fluid, are quite easy to create and maintain.

#### Definition

##### **What is a network?**

A network consists of individuals or organizations willing to assist one another or collaborate.

### Sharing experiences with the group



How would you benefit from being part of a network? How would it help your advocacy efforts?

There are no rules for building networks because your style will be as unique as your personality and tailored to the relationship you have with each person in your network. With this in mind, four general steps are explained on the following pages to help you start your advocacy network.