



STEP 2: THINKING AND WORKING POLITICALLY

Effective advocacy requires the right information, delivered at the right time, in the right context, to the right audience. This requires advocacy actors to think and work politically. Thinking and working politically means that advocates understand who has the power to support or challenge change and use this knowledge of power and politics to achieve objectives.

Organisations working in advocacy must continuously explore their context and adapt their advocacy efforts according to realities on the ground: identifying opportunities and barriers. Thinking and working politically does not require a specific output but is about adopting a certain mindset.

A range of political economy tools can be integrated into future ways of working to support CSOs to think and work politically. These include budget planning and funding flow maps and stakeholder and power mapping to identify champion, collaborations and barriers and develop networks of change.



Budget Process Mapping

Another approach that can also be helpful is mapping out the planning and budgeting processes within a country or context as well as which decision-making spaces are open to CSOs influence, in order to understand when, and at what level, the government may have the ability to take on board solutions and create change; and thus, where advocacy is most effective.



Civil Society Organisations at the Advocacy Workshop in Nairobi, March 2020



TOOL: Stakeholder mapping

Stakeholder mapping is a visual process which entails laying out the stakeholders on an issue or in a project on one diagram. The benefit of stakeholder mapping is to get a representative diagram of who may be able to influence a project or piece of work and how those people are interconnected. Stakeholder mapping often generates a long list of stakeholders. Prioritisation is key because time may not allow CSOs to work with all stakeholders. As such, it is important to consider who should be the focus of the advocacy. A power matrix allows those undertaking the advocacy to identify which stakeholders they should target their messages to or empower in order to achieve change. It also investigates the position and motives of each player.

How to Map Stakeholders:

In order to complete a stakeholder mapping, it is important to understand who stakeholders are, their level of influence and their key interests.

Stakeholders are people or organisations that:

- Stand to be affected by the advocacy problem
- Have influence and can therefore change the problem
- Can influence decision-makers.

Stakeholder analysis:

- A process to determine whose interests should be considered when developing an advocacy strategy.

How to do a stakeholder analysis:

- Utilising the below table (Figure 4), place the stakeholders into the appropriate boxes which will help determine how to engage with them
- Influence in this case means the extent the actor shapes or has power over the problem?
- Interest in this case means the extent the actor has an interest in supporting the advocacy goal?





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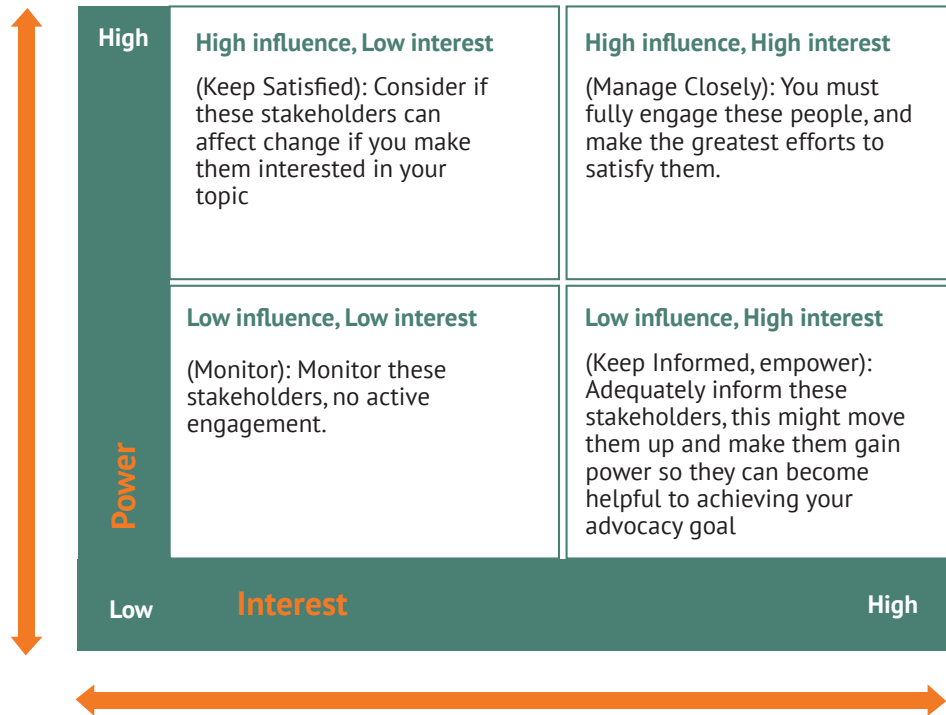


Figure 4, Stakeholder Mapping

For example, if a CSO were interested in access to family planning and used this tool to identify stakeholders, they might come up with the following groupings:

- Low influence/high interest: Head of the women’s civil society group, who supports family planning but has limited political power to influence policy or budgets.
- High influence/low interest: This could be a politician who doesn’t see family planning as her/his political priority but has high decision-making legitimacy and connections.

- High influence/high interest: A Minister who sees family planning as a priority and has been driving the passing of a specific policy.
- Low influence/low interest: Bureaucrat who is uninterested in family planning and has little power to influence policy.

CASE STUDY: Who has the power over primary health care in Lagos

In Lagos, Nigeria, the coalition developed a detailed stakeholder analysis map identifying who they would need to influence to achieve improved MNH services.

This process helped the coalition to identify the correct stakeholders to advocate to and partner with to achieve their objectives, including the Commissioner of Health, key members of the Lagos State House of Assembly (including the Speaker and Chairman of the Health Committee), religious leaders, local government chairmen and journalists. Partnerships and collaborative working relationships were cultivated with the Community Development Advisory Council, Ward Health Alliance, state legislators and Muslim and Christian associations.

Utilising these networks and targeting key decision-makers, the coalition successfully advocated for the reconstitution of the Governing Board of the Primary Health Care Board, with the inaugural meeting held on 9th March 2020. The reconstitution of the Board is an important pre-requisite for accessing the Basic Health Care Provision Fund and provides oversight and regulation of primary health care facilities, both critical components for improving MNH.