

Advocacy Strategies

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Prepared for:
Saskatchewan Urban Municipalities
Association

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H+K PUBLIC AFFAIRS: WHAT DO WE DO?



We build a bridge between
organizations and government

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SUPER BOWL SUNDAY

On the drive up today I realized it was Super Bowl Sunday:

- Came up with what I think is a good metaphor
 - Know the game
 - Prepare for the game
 - Play the game

You can tell me if the metaphor is any good...

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OVERVIEW

We are going to cover 3 topics:

- Public Policy and Advocacy
- Advocacy Cycle
- The Meeting

Feel free to ask questions as we go along...

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PUBLIC POLICY

Public policy creation is the result of an incremental, often long-term process, with many variables and participants.

Public policy is :

- a dynamic and open-ended process
- viewed as complex and convoluted

Public policy changes in stages, in waves of momentum rising and building to create a change. Due to its complexity and unpredictability, no one group or organization can control the public policy process.

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PUBLIC POLICY

Public policy changes do not occur overnight; rather, they are the result of activities in each stage of the policy life cycle. Each phase can take weeks or years, depending on the depth of the issue, the people involved, and the intricacy of the policy itself.

However, all policy creation is incremental and builds upon prior developments and activities. A number of different strategies are often required to create one policy change.

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PUBLIC POLICY

Gerston (1997) suggests that an issue will appear and remain on the public policy agenda when it meets one or more of three criteria.

It must have sufficient scope (a significant number of people or communities are affected), intensity (the magnitude of the impact is high) and/or time (it has been an issue over a long period.)

http://www.phac-aspc.gc.ca/canada/regions/atlantic/pdf/pub_policy_partic_e.pdf

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PUBLIC POLICY AND ADVOCACY

Advocacy and/or Lobbying has most effect on the first two criteria:

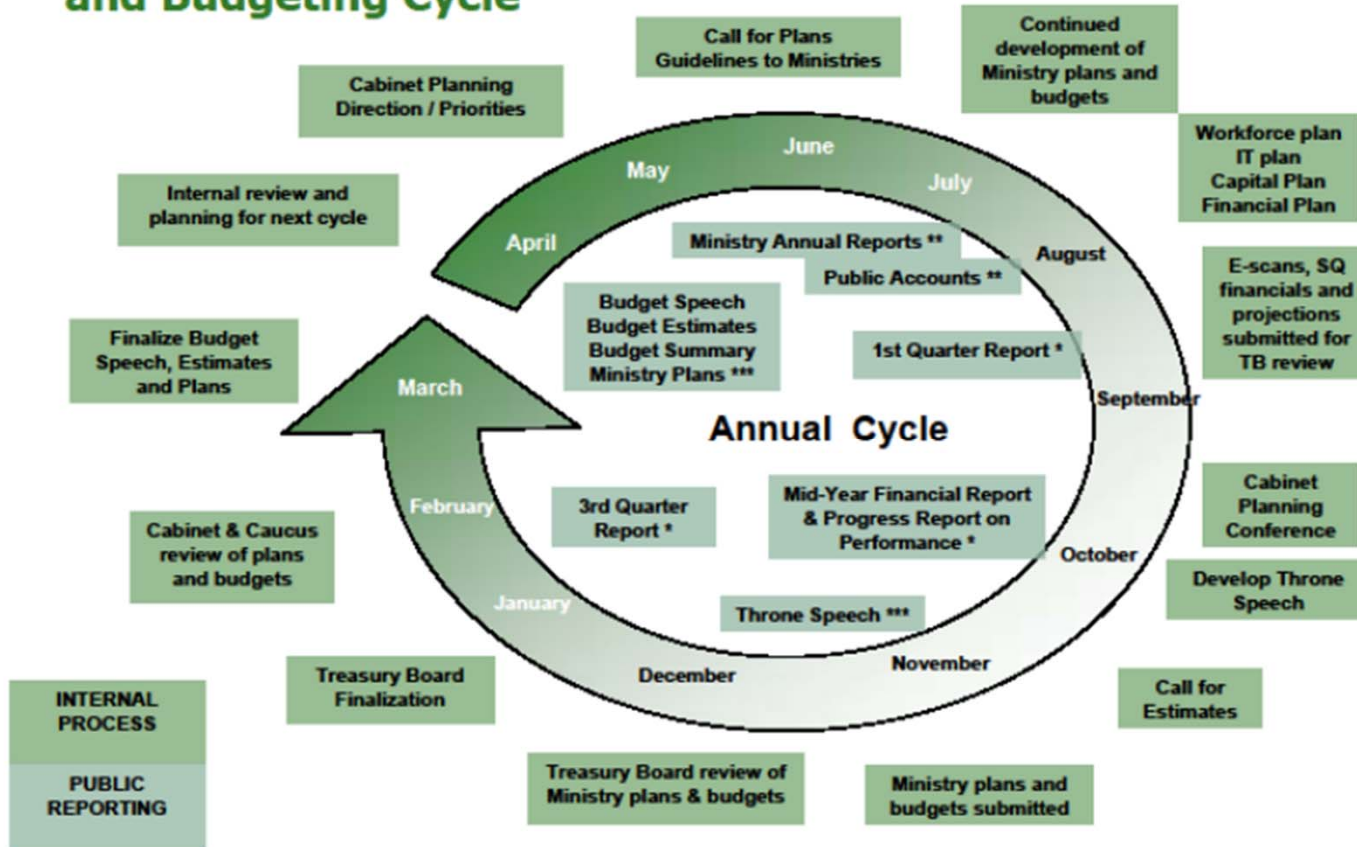
- Scope – the number of people affected
- Intensity - the degree/size of the impact

Time is the one factor that is difficult to influence. Most public policies develop over long periods of time.

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PUBLIC POLICY AND ADVOCACY

Saskatchewan's Planning and Budgeting Cycle

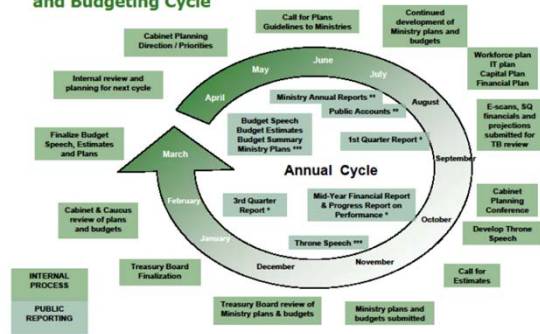


Note: this illustrates a typical cycle, variations in the timing may occur from year to year.

In any given year, public reports are provided for the current year (*) the year just completed (**) and the upcoming year (***)

PUBLIC POLICY AND ADVOCACY

Saskatchewan's Planning and Budgeting Cycle



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PUBLIC POLICY AND ADVOCACY

Remember:

Advocacy is a long-term process.

Politicians need solutions, not complaints.

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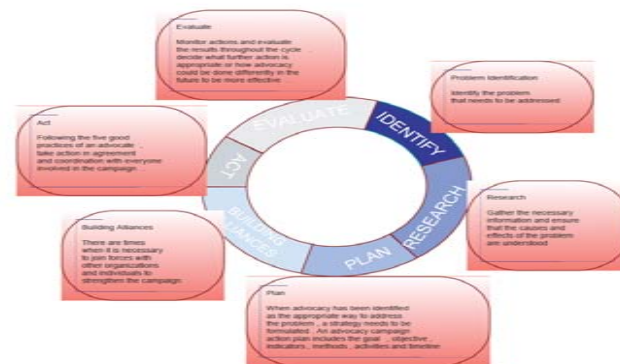
ADVOCACY CAMPAIGNS

Advocacy campaigns follow a general cycle of activity:

- A. Problem Identification
- B. Research
- C. Planning
- D. Building Alliances
- E. Act
- F. Monitoring and Evaluating

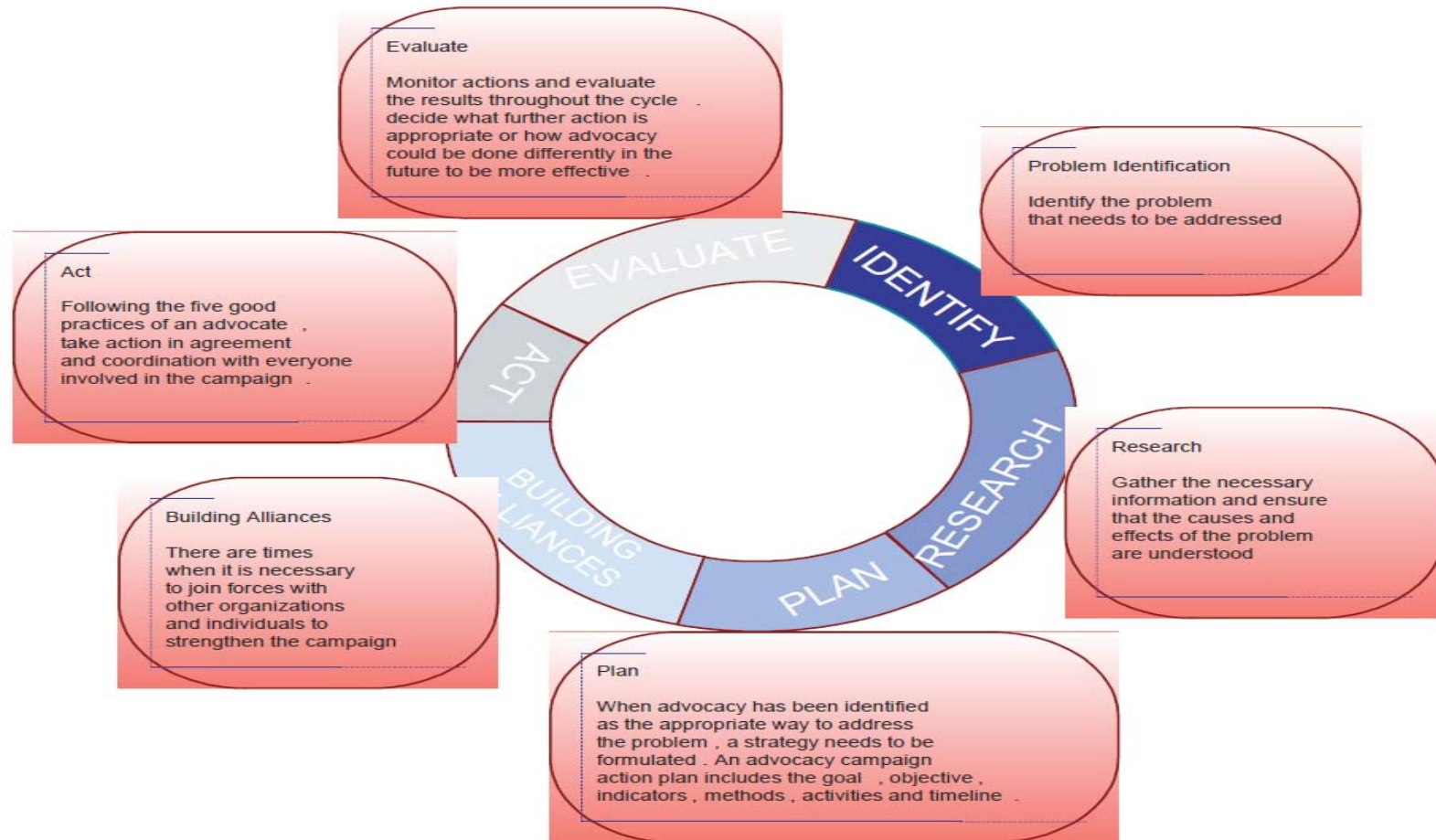
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THE ADVOCACY CYCLE



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THE ADVOCACY CYCLE



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THE ADVOCACY CYCLE

PROBLEM IDENTIFICATION

- For advocates, a problem is a negative situation affecting a specific group of people. The first step in preparing for an advocacy campaign is to identify these problems and educate ourselves as to their causes and effects. Each problem is made up of a variety of different issues. A "good" advocacy issue is focused enough so that it can be linked to a clear policy/political situation and can easily be communicated to many people.
- One method of problem identification is to look at the CAUSES, CONSEQUENCES and possible SOLUTIONS to the problem. Examining the consequences shows how the problems affect people's lives. This helps in identifying constituencies and will later assist in choosing targets and messages for outreach.

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THE ADVOCACY CYCLE

RESEARCH

- Research is an important step in preparing for an advocacy campaign or activity. Many campaigners make the mistake of implementing advocacy activities without researching the problem.
- Advocates must be fully informed about the problem if they expect to persuade people and institutions to change policies for the better.
- People advocating for a cause or an issue, must be able to answer the questions , What?, How?, When?, Where? and most importantly, Why?.
- Remember, information is power and the only way to obtain this power is through research.

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THE ADVOCACY CYCLE

PLAN – GOALS AND OBJECTIVES

- Goals articulate the desired change in policies or practices that the advocates want to achieve over a set period of time. Goals are usually the higher level result that the campaigners wish to achieve.
- Objectives define what will be accomplished, with whom, how and in what period of time.

PLAN - INDICATORS

- Indicators are a sign that the advocates know how they are progressing toward their objectives.

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PLAN - TARGETS

- Primary Targets - are individual decision makers with the most power to respond to the advocacy demands and address the issue.
- Secondary Targets - A person who cannot solve the problem directly but has some the ability to influence the primary target

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THE ADVOCACY CYCLE

PLAN - ACTIVITIES - Sample of Advocacy Activities

<ul style="list-style-type: none"> <i>Policy Research</i> <i>Press Conference</i> <i>Training</i> <i>Lobbying</i> <i>Strike</i> <i>Demonstrations</i> <i>Poetry Contest</i> <i>Letter Writing</i> <i>Watchdog Activities</i> <i>Marches</i> <i>Interviews</i> <i>Flyers</i> <i>Surveys</i> <i>Round Table</i> 	<ul style="list-style-type: none"> <i>Press Briefing</i> <i>Public Forum</i> <i>Website</i> <i>Theater</i> <i>Press Releases</i> <i>Networking</i> <i>Court cases</i> <i>Mediation</i> <i>Meetings</i> <i>Poster Campaign</i> <i>Exposure tour</i> <i>Newsletter</i> <i>Petitions</i> <i>Negotiations</i>
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PLAN - ADVOCACY CAMPAIGN ACTION PLAN

Objectives	Indicators	Means of Measurement	Target	Allies	Activities	Time
Within two years, the Legislature adopts a policy to...	The Legislature adopts 50% of the policy plan	Copy of the Policy Media reports on the policy	MLA Cabinet Media	Other Municipalities SUMA Sports Organizations	Media campaign to mobilize support	2 years

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THE ADVOCACY CYCLE

BUILDING ALLIANCES

- Alliances and coalitions bolster advocacy by bringing together the strengths and resources of diverse groups to create a more powerful voice for change.
- The benefits of working collaboratively in a coalition include:
 - Strength in numbers
 - Strength in diversity
 - Shared workload and resources
 - Cohesion and solidarity

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THE ADVOCACY CYCLE

ACT

- After preparation of the Advocacy Campaign Action Plan and building any necessary alliances, it is time to conduct the advocacy itself and take the message to the target groups. Before beginning a series of chosen activities however, the advocates need to prioritize. Some activities can be done at any time, while others may require precise timing to correspond with outside activities, that may or may not be directly related to the advocacy campaign.

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MONITORING AND EVALUATION

- Monitoring - In order for monitoring to be effective, it must be completely integrated into all phases of an advocacy campaign. When monitoring is done regularly, one can tell if the activities are helping to archive the objectives.
- Evaluation - Evaluations help in critical thinking about strengths and weaknesses. Using indicators from the advocacy campaign action plan, one can assess what has been accomplished. One must be prepared to adjust the advocacy campaign action plan, even while the campaign is underway, to reflect the result of the evaluation.

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THE ADVOCACY CYCLE

Questions ??????

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THE MEETING



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THE MEETING

- A face-to-face meeting with a legislator or their staff is the most influential means of communication. It is the most time consuming, but very rewarding, both professionally and personally.
 - There are two very powerful face-to-face interactions that we recommend:
 - Office visits
 - Tours

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THE MEETING

- Office Visits

- Elected officials have two offices. First, they have their Legislative office and their constituency office, which is located in the elected official's home constituency
 - With a constituency office visit, you needn't travel far from home to meet with your elected officials.
 - With a legislative meeting, there may be travel required, but it is an opportunity to see more than one MLA and/or Cabinet Minister

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THE MEETING

- Contact the office:

- This can be done either via telephone or mail

- Prepare for the meeting.

- Typically meetings with lawmakers last an average of 30 minutes, so choose what you want to present wisely.
- Compile a few of your best, most compelling arguments.
- The most compelling stories are personal ones, such as a individuals whose lives have been changed through the work your organization does.

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THE MEETING

- Assemble a group of advocates

- While it is certainly possible and effective to arrange a visit for a single individual, we recommend putting together a group of 3-5 individuals who are from the member's constituency. Group visits are more influential, and the experience will build relationships and skills among all participants

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THE MEETING

- The Meeting

- Begin by thanking them for meeting with you
- Sure, they haven't committed to anything and may not share your position (yet!), but always remember to be cordial.
- Let everyone in the group introduce him or herself.
- Provide your name, your role, and some brief background about your organization.
- Present a clear agenda.
- State the issue you are there to discuss.

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THE MEETING

- Ensure a good presentation of self
 - Reflects your legislative IQ
 - MLAs and staff share opinions about people
 - If the MLA's audience is the constituency, then the lobbyist's audience is the Legislature
 - The ultimate response is trust
- Be Helpful
 - Members should see you as a asset

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THE MEETING

- Provide useful information
 - Like any business deal – sell a bad deal and they will never work with you again
 - Pass along useful political intelligence
 - “Who is for/against this?”
 - Don't tell them what to do about it
- Be forthcoming
 - Tell the good with the bad
 - Know your stuff

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THE MEETING

- Create leave behind items:
 - Talking points
 - Supporting documents
- However:
 - Keep it brief
 - Don't leave too much at once
 - Always leave behind a one-pager

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