

Cancer Advocates programme

Advocacy



A MEMBERSHIP ORGANISATION
FIGHTING CANCER TOGETHER

Cancer control advocacy is the strategic process of influencing governments, decision makers and other key stakeholders to create the commitments, policies, resources and frameworks needed to drive change. Evidence should sit at the heart of your national advocacy strategy as it is one of the most influential tools to help improve equitable access to core cancer services.

Successful advocacy campaigns start with a clear and well thought-through plan that identifies the most pressing issues, causes and solutions in order to make the most efficient use of the passion, dedication and skills of the people in your organisation or coalition.

It is essential that your organisation or coalition takes the time to plan your advocacy campaign in a thorough and inclusive way. The quality of the planning will influence the quality of the overall strategy, and subsequent outcomes. In addition, bringing your organisation or coalition partners together to develop your advocacy strategy can help to build ownership, motivation, trust and impact. As part of this process, it is good practice to take notes from your discussions and share these with colleagues to give you a common history of decision making that you can all agree on and refer back to as needed.

There is no single 'correct' way to perform advocacy. However, across the spectrum of advocacy resources, available, there are common areas and strategies that underpin successful advocacy efforts. While this guide is by no means exhaustive in its approach, it will provide you with an overview of how these common principles apply to cancer advocacy and is designed to help your organisation or coalition think through the key aspects of a comprehensive advocacy plan, illustrated on the next page.



A useful approach to use while developing your advocacy plan is a framework developed by Jim Schultz at The Democracy Centre¹ which breaks the process of developing an advocacy strategy down into nine questions. You can return to these questions throughout the planning cycle:

1. What do you want?
2. Who can give it to you? Or who can deliver the change you want?
3. What do they need to hear?
4. Who do they need to hear it from?
5. How best to get the message delivered?
6. What (resources) have we got?
7. What do we need to develop?
8. How do we begin?
9. How do we tell if its working?

1. J Schultz (2011) Nine Key Questions for Developing an Advocacy Strategy, The Democracy Centre http://democracyctr.org/dc_old/wp-content/uploads/2011/10/Advocacy-Strategy.pdf [Accessed 20.11.2018]

Develop a clear

advocacy goal



The foundation of successful advocacy is a clear and comprehensive strategy. Given the range of issues your campaign could address, it is important to take the time to thoroughly understand the issues, context and aims in order to select and implement the most effective actions to drive change. This section of the advocacy toolkit will help you to:

- Analyse and prioritise advocacy issues
- Develop an advocacy goal
- Set advocacy objectives to reach this goal.

This planning process is essential to make the best use of the resources available for your organisation or coalition, minimise the risks and maximise your opportunities for change.

Identify your advocacy issue

Every advocacy campaign starts with the same question **'what do we want to change?'**.

Answering this question requires your coalition to identify key issues you wish to address through your national advocacy strategy. As a starting point, it may be helpful to consider the following potential issues or areas for action;

- Burden of a specific type of cancer, e.g. cervical or breast cancer
- Access to care or service provision relating to a specific stage of the cancer control continuum from prevention, screening and diagnosis, to treatment, and supportive and palliative care
- Gaps in the national health system e.g. improving data for public health use, decentralisation of services, allocation of budget or training of health workers.

At this point in the advocacy planning process, your organisation or coalition may have identified numerous issues you wish to work on. The next step is to analyse your national situation to understand the problems, issues and solutions in order to develop an advocacy goal that your national coalition or organisation can effectively address.

It is essential that the prioritisation of potential advocacy areas is done in a collaborative manner, engaging individuals from your organisation and across your coalition, as relevant. While putting a consultation process in place and agreeing upon priorities is often time consuming at the beginning of the campaign, consensus is important for effective and timely action down the line. This prioritisation process does not mean that issues that are not selected are irrelevant. It might be that your organisation or coalition chooses to focus on one issue initially, in order to build towards a longer-term goal that will be achievable as your organisation's or coalition's experiences, resources and capacities increase.

Analyse your issue

For a national campaign to effectively respond to the issue you have identified, it is essential that your organisation or coalition fully understand its causes. This can be done using a problem and solution tree tool, as described below².



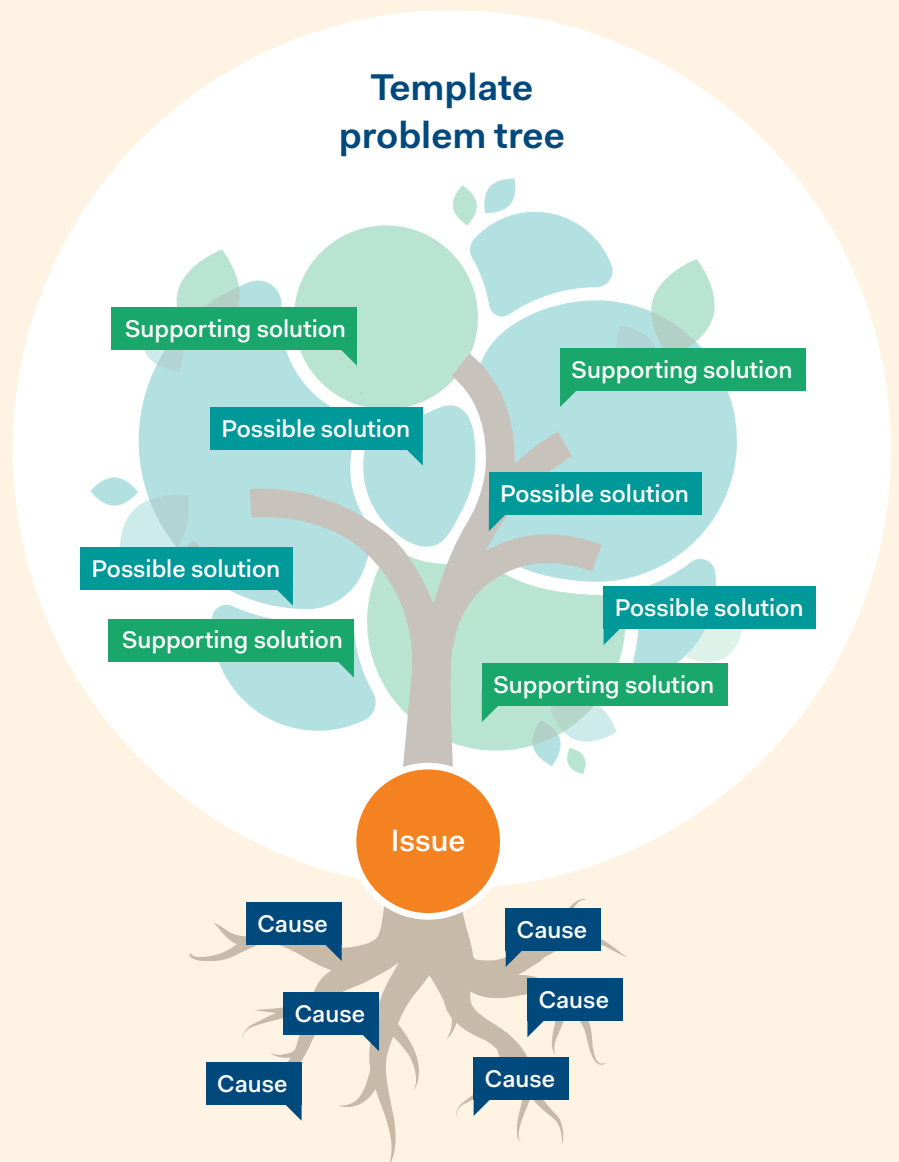
Activity 1: Advocacy problem tree

Issues are likely to have immediate, underlying and root causes. A core element of the planning process is to identify which are the most pressing, which may be resolved by other organisations, and which you can impact directly.

To fill out your problem tree:

1. Add one of your coalition's issues to the trunk.
2. Brainstorm the causes of this issue and add them to the roots.
3. For each cause, ask 'why' and add in any underlying causes further down the root. Keep asking why until you feel you have reached the root causes for your country.
4. Where your organisation or coalition is not aware of the answer to the question above, flag it as a potential area for further research.
5. Looking at the root, underlying and immediate causes of the problem, start to brainstorm potential solutions and add these into the branches.
6. Explore whether your solutions would have any further effects nationally and add these down the branch.

It may be simplest to complete this exercise on a white/blackboard or with sticky notes to enable you to move things around as relationships between immediate, underlying and root causes become clearer.



² Adapted from Race to 2030: Advocacy Toolkit produced by NoHep Alliance: <http://www.nohep.org/wp-content/uploads/2018/05/Race-to-2030-Advocacy-Toolkit-online-FINAL-1.pdf> [Accessed 14.11.2018]

Repeat this process with the short list of issues your organisation or coalition has identified. The aim of this exercise is to visually represent both problems and solutions, and you may find that there are common solutions across the different problem trees that can be put forward as the core advocacy campaign goal. As a group, discuss these solutions to identify a shortlist of goals and map out the relationship between them; for example, supporting solutions could be included as an interim target or objective (see below).



While mapping out advocacy issues, causes and possible solutions it is useful to examine the assumptions you are making about where and how your possible solutions may drive changes. Different kinds of assumptions exist, and we can broadly group them into four categories³. At this stage, it is useful to recognise these, as they will have implications for the monitoring and evaluation of your advocacy efforts and may help to inform some of the indicators you use (please see the chapter on **monitoring and evaluation** for further information).

1. **Causal links between activities and results:** these examine whether your desired result logically flows on from the action your organisation or coalition is planning. For example, if you were to run a training course for journalists to improve reporting on cancer to help dispel myths and misconceptions, how many journalists would participate? Of that group, how many will go on to use the knowledge you have shared in further reporting?
2. **Drivers and pathways of change:** these examine our world views and how they shape how change happens. For example, if your organisations or coalition works to raise the profile of cancer nationally and mobilise the general public, will policy makers recognise the campaign as a trusted voice? Will cancer planners in the Ministry of Health and policy makers support updates key national policies and strategies?
3. **Social belief systems:** These are general social beliefs which inform judgements about what work is appropriate and feasible in a specific context, this includes myths and misconceptions around cancer. For example, if screening activities were run for breast or cervical cancer would stigma around the disease reduce the participation of some women? Would concerns around the stigma of a cancer diagnosis and fears about the costs of treatment discourage women from participating in follow-up activities?
4. **Operational assumptions:** these tend to focus on the external environment that your organisation or coalition is working in. For example, what impact might a general election or other major political shift have on your advocacy campaign?

3. Irene Guijt, Theory of Change Reflection Notes 3: Working with Assumptions in a Theory of Change Process, 2013
http://www.theoryofchange.nl/sites/default/files/resource/toc_notes_3_working_with_assumptions_in_a_toc_process.pdf

Develop your advocacy goal

Each of the potential goals you have identified will be important in their own way; however, by building consensus around **one** specific goal, your organisation or coalition will ensure focus and improve the chances of success. It is important to prioritise an issue that would benefit from advocacy and is realistic for your organisation or coalition and country. When selecting your goal, it is useful to consider aligning it with broader commitments, which can include targets and timelines, such as the **WHO Global Action Plan on NCDs**, the **Sustainable Development Goals (SDGs)** or national strategies and targets.




Activity 2: Reviewing advocacy issues to select a goal

The table below provides some key questions to think through to help your organisation or coalition in the selection of an achievable advocacy goal, given your organisation or coalition's current skills and resources. The answers to all of these do not need to be a 'yes', but, where your organisation or coalition has a negative response, these aspects may pose a challenge that will require greater planning and, potentially, resources to overcome them. Once you have agreed your priority advocacy issue and goal, please enter it into the table in activity three.

Responding to national needs


Is this a prevalent issue in your country?

Yes No

Comments 

Will it contribute to improving cancer control nationally?

Yes No

Comments 

Does your aim address the underlying causes of the issue?

Yes No

Comments 

Will it improve equitable access to cancer services in your country?

Yes No

Comments 


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Practical aspects


Is your proposed goal achievable in your country or region?

Yes No

Comments 

Is it easy to communicate and understand?


Yes No

Comments 

Is your coalition best placed to address this?


Can this be addressed by another stakeholder (e.g. government)?

Yes No

Comments 


How many other organisations or stakeholders do you need to bring in to address this?

Yes No

Comments 


Does the aim fit with your coalition or organisation's mission statement?

Yes No

Comments 

Does your campaign have a deadline?

Yes No


Comments 

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Does your organisation or coalition have sufficient resources (i.e. contacts and relationships, data, staff time etc.) to conduct a campaign?


Yes No

Comments 

Existing work


Are any other organisations or coalitions working on this issue?
If so, how would your advocacy campaign avoid duplicating activities?

Yes No

Comments 

Will your aim complement any existing programmes/campaigns or movements that could provide starting resources etc?

Yes No

Comments 

Political opportunity


Are national stakeholders interested in this issue?

Yes No

Comments 

Are there opportunities to integrate your issue into national discussions?

Yes No

Comments 



Spotlight on: Cancer Council New South Wales 'I care for Palliative Care' campaign

Understanding your advocacy issue and the context in which your organisation or coalition is working is essential to develop an effective advocacy campaign. Spending some extra time to understand this, as the team from Cancer Council New South Wales (CCNSW) did, will support you to identify the root causes of the problem you are working to address and can help you to identify possible solutions and activities to kick-start your campaign.

In New South Wales (NSW), data suggested that people with cancer were unable to access appropriate palliative care and were also unable to die in the place of their choosing. Additionally, Aboriginal people remained disadvantaged by limited access to specialist palliative care that corresponded to their values, rituals and heritage.

CCNSW decided to explore the issue with an in-depth literature review of national data from the Australian Institute of Health and Welfare (AIHW) on the ratio of physicians and specialist nurses for palliative care, per head of population working in NSW compared to other states in Australia. They then looked at the ratios recommended by the Australian and New Zealand Societies of Palliative Medicine. As a non-government organisation, they did not have access to each health district's current workforce data. Therefore, they consulted with a collaborator, a retired palliative care physician running her own advocacy campaign 'Push for Palliative' and who is well known to the government, to access anecdotal workforce data.

The CCNSW Health Information and Support Service also undertook a month long call-in where people were interviewed by trained staff about their experiences of accessing palliative care to explore the issue further and collect stories. Finally, CCNSW also reviewed research about Aboriginal palliative care and consulted with key Aboriginal stakeholders to ensure that the existing recommendations were the most appropriate. Based on this data, CCNSW determined that NSW had fewer palliative care physicians and nurses than were needed to meet the palliative care demands of the community.

In response, CCNSW determined that addressing the issue would require securing additional funding from the NSW government for an additional 10 palliative care physicians and 129 palliative care nurses as well as providing culturally-appropriate specialist palliative care services to Aboriginal people. CCNSW identified a range of different advocacy strategies to address the shortage of palliative care providers. These included sharing community stories using traditional media and online channels, mobilising community support via training and events, and targeted engagement of key decision-makers and members of parliament (MPs). The stories focused on personal experiences with palliative care, especially noting how it disproportionately impacts regional and rural communities. An on- and off-line pledge activity also provided members of the public and MPs with an opportunity to support the campaign.



All the above-mentioned meetings, pledge activities, collection and presentation of stories and community events were incorporated into a program of activities over the campaign period in order to engage decision-makers and ultimately influence the policy-making process.

An independent qualitative evaluation confirmed that the campaign was a success. It noted that the campaign created an environment in which the NSW government made a historic decision to provide an additional \$100 million in funding for palliative care services over four years. Without the campaign, palliative care could well have lost out to other healthcare and government spending priorities.

Set your advocacy objectives

Now that you have identified your advocacy goal, the next step is to identify your advocacy objectives. These objectives will help you break down the overarching goal into areas for work and support your organisation or coalition in identifying potential activities and timelines. It is useful to make a clear distinction between your advocacy goal, objectives and activities:

- **Goal:** What you want to achieve (often in the long-term)?
- **Objectives:** How your organisation will work to achieve this goal?
- **Activities:** What are the specific steps or activities needed to reach the objective (explored later in this toolkit)?

An advocacy goal can have multiple objectives and activities which run over different timeframes. Some objectives can be long-term or focused on the content you wish to change (e.g. adoption of a new national cancer control plan or policy) while others are concerned with the interim or process steps that can help to deliver this (e.g. building new relationships, delivering new research).

Irrespective of their duration, all your objectives should be simple, attainable and measurable for impact. The 'SMART' framework is a useful mechanism for ensuring this is the case. Once your organisation or coalition has developed a goal and objectives, you can then start with the allocation of resources, including staff time.

SMART objectives

Specific

- Is your objective clear and easy to convey?
- Is the scale clearly identified (which populations or geographical areas)?
- Does it use clear language, or are multi-use terms (e.g. sensitise, empower, accountable) defined and agreed across the coalition?

Measurable

- Have you identified who (or what) is the focus of the objective?
- Is it clear what you are seeking to change?
- Are data to measure your progress readily available, or do you need to develop new measures (e.g. surveys, focus groups, key informant interviews)?

Achievable

- Does the objective have a clear and reasonable timeline?
- Is the objective action-oriented?

Results oriented

- Will the objectives realistically lead to the achievement of your advocacy goal?
- Is this the right time to undertake this objective (e.g. is there sufficient political momentum, public opinion etc.)?

Time-bound

- Will the objectives realistically lead to the achievement of your advocacy goal?
- Is this the right time to undertake this objective (e.g. is there sufficient political momentum, public opinion etc.)?

Depending on the scale of your advocacy goal, an example of a SMART objective could be as simple as “By end the of the year, the coalition will have established relationships with the Health Officer for Region X and will have identified and set up introductory meetings with relevant staff in the Ministry of Health responsible for cancer control” or set out a more ambitious objective like “By 2025, Country X will have established a multisectoral cancer committee to support the implementation, monitoring and evaluation of the national cancer control plan.”

Develop a clear

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Activity 3: Setting out your advocacy issue, goal and objectives

Using the outputs from your discussions and activities one and two, add your campaign issue, goal and objectives into the table below.

The campaign issue

The campaign goal

SMART objectives

1.

2.

3.

Map decision makers



Policy making is a complex process, influenced by a variety of political, economic, social and cultural factors, and often involves a variety of stakeholders with competing interests. It can be done through formal and/or informal processes.

Therefore, understanding the political environment, the decision-making system, power dynamics and the process for policy development are critical to advocacy at all levels. You will use a different approach and different messengers in your advocacy efforts depending on whether you are planning to influence the development, formulation, adoption, implementation or evaluation of a policy.

This tool will guide you in how to:

- Map decision makers
- Map other stakeholders
- Identify opportunities to influence the decision-making process.

It is also important to bear in mind what messages will be most effective with your decision makers and this is discussed in the subsequent section.

Know your decision makers

Knowing who has the ability and authority to implement, influence or block cancer relevant policies or programmes is a key aspect of effective advocacy. Conducting an analysis of key decision makers will help you identify allies or potential opponents of policy change and is critical to designing an effective advocacy campaign.

Policy making as a process involves the identifying a problem, developing a policy or law or regulation, implementing this and evaluating its impact on a specified issue. As a result, it is important to engage with decision makers from the beginning of the process.

While mapping out decision makers in your national context, consider the following questions:

1. Which policy making body or organisation will make the decision you are trying to influence? Who sits on this body or organisation? When are these individuals selected/elected?
2. What does the decision-making process consist of?
3. What are official and unofficial opportunities to influence the process?
4. Who has the real power to make a change?
5. What level of attention is cancer receiving? Who is sympathetic to your issue?

The answers to these questions should help your organisation or coalition develop a shortlist of priority decision makers with whom you can start to build relationships and connections, using the tools below.



Activity 4: Mapping your decision makers

Using the table below, brainstorm which bodies or organisations are responsible for taking decisions relating to your advocacy goal and objectives.

Body or Organisation	Individual	Decision making process	Level of interest

Map your stakeholders

In addition to decision makers, there are likely to be many other individuals and organisations, collectively referred to as stakeholders, working nationally who will be able to influence the success of your advocacy campaign. These individuals can come from organisations within your coalition, broader networks or groups you have previously not worked with. Identifying and building relationships with these national stakeholders early in the campaign is important in order to gather their support and thereby build the momentum behind your campaign.

National stakeholders to consider are:

- Civil society organisations (CSOs) focusing on cancer, NCDs, health and beyond
- Patient groups
- Clinicians and professional societies
- Academics
- Community leaders, including cultural and religious leaders
- Other organisations with shared goals and policy interests
- Journalists
- Funders/ donors
- Appropriate private sector organisations.

It is recommended to include a range of stakeholders from the beginning, including, where appropriate, the planning phase. These groups and individuals can assist with building the advocacy evidence base, bring capacity and skills to the campaign, as well as supporting resource mobilisation. The stakeholders that you will engage with will vary according to your advocacy goal. For example, your stakeholders may be different when proposing changes to national health policies, compared to suggesting changes in the way cancer services are implemented locally.

Many cancer-related issues require solutions outside of the health sector, including legislative and regulatory measures. Considering new advocacy stakeholders and building partnerships across sectors, including education, finance, or labour can help significantly to accelerate progress on shared goals and better leverage platforms and infrastructure.

Building on the initial stakeholder mapping exercise you completed as part of the coalition building chapter, the activities below aim to support your organisation or coalition in identifying further partners.

When mapping out your stakeholders, it is useful to look at the broader social and political environment, as well as the current partnerships and capacity of your organisation or coalition. It is important to be aware of and manage any potential or actual conflicts of interest, and there is a section on managing these in the coalition building chapter.



Some key questions to consider here are:

Understand your environment

- Is the current political environment favourable?
- Are your organisation or coalition's advocacy activities aligned with key country and/or regional priorities for health, such as a national health, NCD or cancer control plan?
- Does your goal align with any national development strategies, or the activities of key development partners?
- Do you know what opposition your advocacy goal might face nationally?

Work in partnership

- Are there other organisations that are working towards the same goal and objectives?
- Does your organisation or coalition include perspectives from cancer patients, their families or healthcare staff?
- Does your organisation or coalition have relationships with national champions or opinion leaders who can support advocacy goals?
- Is your organisation or coalition working to build partnerships outside of health?



Activity 5: Analysing your stakeholders

A stakeholder analysis can be done in the form of a 'stakeholder map' or table that splits all stakeholders into categories and considers issues. Use the table below, and your work mapping out civil society actors in the coalition building chapter, to identify:

- The relevant stakeholders (individuals and groups. but not your decision makers)
- Knowledge of policies relevant to your advocacy goal (high, medium or low)
- Levels of influence (high, medium or low)
- Stakeholder's interest in your advocacy goal (e.g. high, medium or low)
- Beliefs (e.g. supportive, need convincing or not supportive)
- Ability to mobilise resources (no, yes and type).

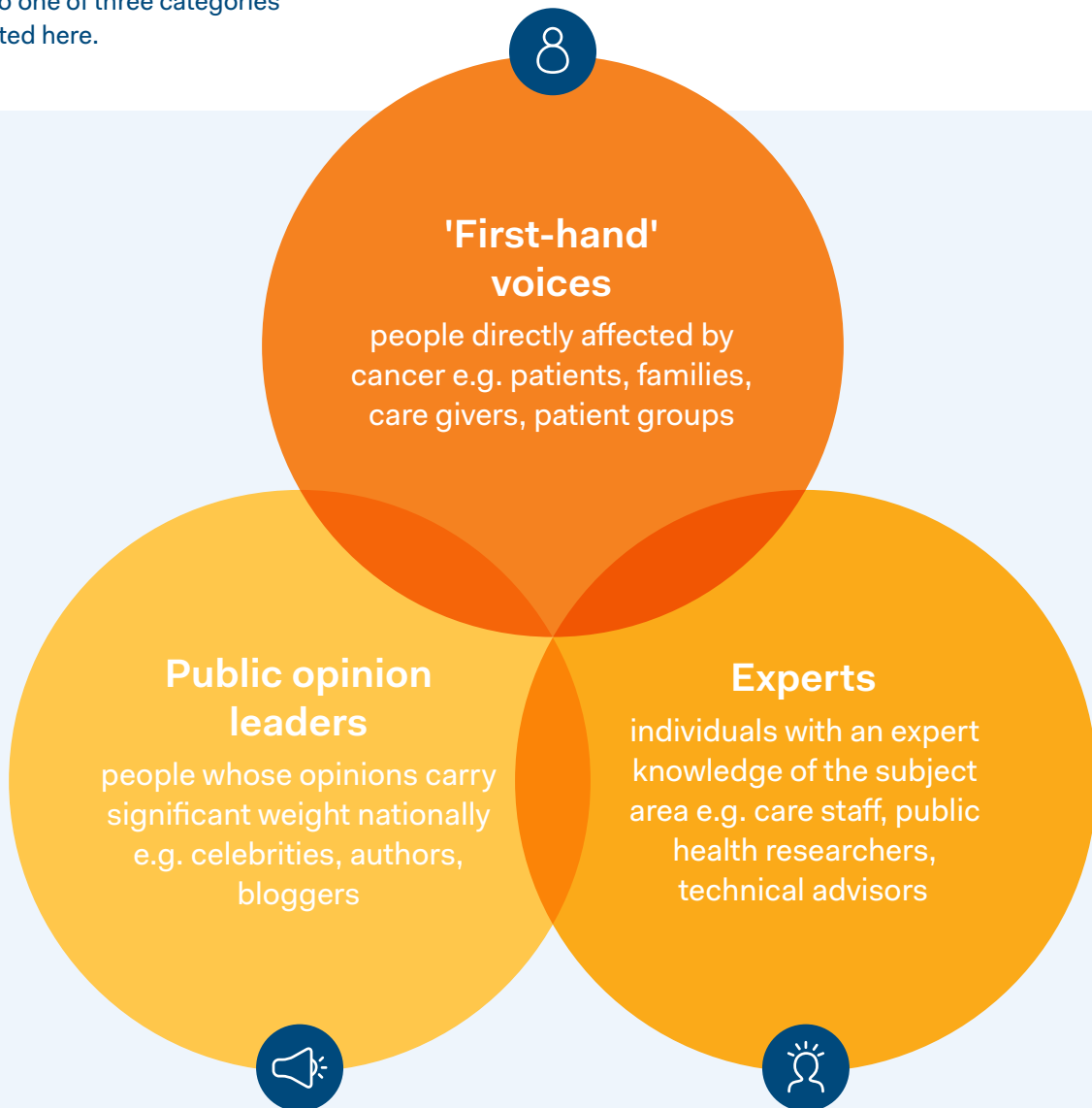
Stakeholder	Knowledge	Influence	Interest	Beliefs/ attitudes	Mobilise resources	Potential advocacy actions/ resources

Identify your influencers

Once you have mapped priority decision makers, your organisation or coalition may realise that reaching them is not as straightforward as expected. In this situation, your stakeholders can provide an important channel of communication. Conducting advocacy focused on these 'influencers' can be a strategic and effective way to reach decision makers with key messages. As a result, it can be useful to think of your stakeholders as an additional audience for your advocacy messages.

Types of advocacy influencer

Advocacy influencers tend to fall into one of three categories indicated here.





Activity 6: Mapping routes to your decision makers

Based on the analysis of your priority decision makers and national stakeholders, use the graphic below to help identify which influencers you can leverage to drive your advocacy. Start by putting your priority decision maker(s) at the centre and then add in those influencers with direct access, such as technical experts, and those who can indirectly influence decision makers, such as by opinion leaders who can shape the national conversation on cancer. Your organisation or coalition may need to repeat this exercise for your different objectives if they are targeting different decision makers.

Decision makers

Direct influencers

Indirect influencers



Spotlight on: Identifying change-makers in Oyo State, Nigeria

Identifying and connecting with your campaign stakeholders and decision-makers is a cornerstone of your advocacy campaign. Successful campaigns often identify and use connections to help increase the reach of their advocacy activities and participate directly in the campaign.

Since 2016, the ABC Foundation in Nigeria has been running an advocacy campaign for the Oyo State Government to develop and implement a sustainable cancer control plan, with the support of the Nigerian Ministry of Health. The long-term aim of this campaign is to use the plan to trigger the engagement of other civil society stakeholders and improve the coordination of state-level cancer control activities.

As part of their preparations, the ABC Foundation mapped the decision-making process, using existing contacts in national and state Government, to understand where there were opportunities to influence the health ministries, and how to best use their main stakeholders.

The first activity was to reach out to contacts within the Nigerian Federal Ministry of Health, as this body has the overarching duty to develop, implement and monitor the national cancer control plan, and was able to help and promote the development of the Oyo State plan.

Next, the Foundation identified key individuals in the State Ministry of Health, including the Commissioner for Health and the Director of the Department of Public Health.

Following on from these conversations, the team was introduced to, and built a relationship with the Cancer Desk Officer and other Officers in the Department of Public Health and the State Ministry of Health. This was essential to success as the State Ministry of Health took the lead in cancer control programming for Oyo state and engaging the Officers from the beginning helped build a sense of belonging, responsibility and involvement.

At the same time, the Foundation identified key supportive members of the State Executive Council and the State House of Assembly and presented them an overview of the cancer burden, which also showed the role that these individuals could play in addressing the cancer burden, driven by a state cancer plan.

Subsequently, the Oyo State Ministry of Health established a technical working committee to support the Ministry in mapping out a cancer control plan for the state. This committee identified further relevant stakeholders and engaged them, and the Foundation worked to mobilise civil society organisations and developed a coalition to engage in this process.

Bringing these actors together and raising the profile of cancer amongst policy makers boosted cancer up the political agenda, and the Oyo State cancer control plan was launched in April 2018. A clear and accurate understanding of stakeholders enabled the ABC Foundation to better build and use its reputation to mobilise actions and reach its goals. Since 2018, the State Ministry of Health has been designated as the lead for the Oyo State cancer control plan and the ABC foundation has taken up the role of primary implementing partner, leveraging synergies to work across all sectors.

Identify opportunities to influence the policy process

Timing is crucial to effective advocacy. It is useful to understand the schedule for policy development processes, when proposals and budgets are developed, and when they are reviewed and approved in order to inform your advocacy strategy. It can be frustrating to find out that a policy change cannot take place because the timing is not right, for example, the deadline for proposing changes has just passed. Last minute arrangements do not often work, so advocating for your priority earlier in the decision-making process is more likely to yield positive results.

Your understanding of the decision-making process will help to highlight opportunities and entry points to begin influencing decision makers, and the broader environment.

Understand windows of opportunity

Policy change can take place when a 'policy window' opens. Understanding the context around these opportunities helps to identify when they might open and close. Staying informed about the planned policies guarantees more possibilities to participate in consultations and more opportunities for impact. These opportunities can also be used to strengthen your advocacy position, create alliances, raise awareness amongst key groups and deliver your messages directly.

Windows of opportunity for your organisation or coalition's goal could be:

- A dedicated parliamentary session, a review of policies, or an expert report back to parliament
- An annual budget review or campaign budget pledges
- Stakeholder meetings or conferences
- Media pressure following a specific event or international awareness day.

To make the most of the opportunities, you need to have a clear idea about what can be achieved during each of these windows. As there are likely to be several opportunities over the course of your campaign, the key is to identify and pursue the greatest potential to move your goal forward. The table in activity seven should help you to set out and start planning for these opportunities to make the best use of the resources you have. It might be necessary to complete this table and revisit it at different times for different objectives⁴.

In case you are not able to identify an existing opportunity that would be a good fit for your goal, you could try and create an advocacy opportunity in your organisation or coalition linking to a social or political event, meeting or conference. You could use World Cancer Day and other relevant awareness days as a key date in planning your activities, or international meetings where countries report back on progress, such as the UN General Assembly or High-Level Political Forum (see the section on communicating your messages for further information).

4. Adapted from tool 10 of Advocacy Toolkit: a guide to influencing decision that improve children's lives produced by UNICEF https://www.unicef.org/cbsc/files/Advocacy_Toolkit.pdf [Accessed 14.11.2018]



Activity 7: Mapping windows of opportunity

Using your work from activity four (mapping your decision makers) start brainstorming which windows of opportunity there might be to influence this individual or group. If there are no immediate windows or opportunity consider whether you can use other events, such as World Cancer Day, to start the conversation. Where possible, add in the dates that this window of opportunity will be open as this will help you to develop a timeline later.

This may not be an activity you can complete immediately and consulting with your stakeholders might help to identify new windows.

Objective	Decision maker	Window of opportunity (formal and/or informal)	Date

Craft compelling messages



Crafting effective messages for appropriate audiences is a foundation for advocacy. This section will provide an overview on how to:

- Build compelling primary messages
- Identify where you need supporting messages
- Conduct evidence-based advocacy to present a compelling case for change.

Determine your messages and audiences

Once you have identified your decision makers and stakeholders, it is the time to start crafting persuasive messages. At this point, ask yourself **'what do they need to hear?'** to move your decision makers and stakeholders, collectively referred to as your audience, to support your work. When developing your advocacy messages, it is useful to think about creating one primary message that can be built on and supported by two or three secondary messages.

There are no hard-and-fast rules on how to write great advocacy messages, but the most compelling and successful messages tend to cover the three 'c's:

- **Convincing** – The message helps you to engage decision makers and other stakeholders
- **Clear** – Your audience understands your message in less than one minute
- **Consistent** – It is founded in your national reality so that the message should be acceptable to, and championed by, everyone in your coalition⁵. Many voices calling for the same change are more powerful.

Build your messages

Core message

Your primary message is the most important tool to help persuade your audience to support your work. Strong and compelling messages can also play a significant role in helping to build consensus across your organisation or coalition around your advocacy goal. When thinking about core messages the golden rule is that they should be simple to understand and direct.

During this process, it's essential to consider your aim and the different audiences to which you will appeal. For example, the arguments you present to a Minister of Health may differ significantly from those developed for an international funder, a company working nationally, the Ministry of Finance, etc.

5. Adapted from Race to 2030: Advocacy Toolkit produced by NoHep Alliance: <http://www.nohep.org/wp-content/uploads/2018/05/Race-to-2030-Advocacy-Toolkit-online-FINAL-1.pdf> [Accessed 14.11.2018]

Craft compelling messages

When developing messages, it is useful to consider:

- **The problem:** Does your message provide a short, clear outline of the issue?
- **The solution:** What do you think the solution is, and how does it help solve the problem?
- **The action:** What is it that your stakeholder needs to do? This will change with your audience and can be built out further in your secondary messages.
- **The 'why':** Set out clearly why your stakeholder should care about this, and why it is important to them. This could be because of the economic, social or political impacts.
- **The person:** Make sure to provide space for the people who are affected by the issue to raise their voices. Human stories are incredibly powerful and patients, their families, and carers are some of the most influential advocates in any coalition. This can also extend to key decision makers and stakeholders who might have been affected by cancer, and so may be more receptive to your advocacy.



Activity 8: Building core messages

The table below provides a template to map out the different aspects of your core messages for the various audiences you will be targeting. Once you have the answers to each of these sections, you can compile these into one, succinct primary message.

Audience (decision maker, stakeholder)	Elements to consider				
	Problem	Solution	Action	'Why'	Personal stories

Supporting messages

Building on your analysis of your target audience, you should be able to determine what motivates them, what could move them to action and, therefore, how you can align these with your advocacy goal to develop a compelling and influential message. Using this analysis, it is very useful to consider which pieces of additional information audiences might need to encourage them to act. These additional pieces of information, or supporting messages, should consider personal differences in your audiences' values, political views, education, employment, profession, etc. alongside the factors mentioned below.

When thinking through your messages, it can be useful to prepare:

- **Answers to specific questions** – Be prepared to answer any specific questions that decision makers or other stakeholders might have, for example, what is the economic impact of action?

What impact will this change have? How have similar changes been made in our country? What have other countries/regions done to address this?

- **A long-term vision** – Understanding what your desired outcomes and expected results will deliver for your country is useful. This is particularly important if you are pursuing a change that will take a long time to deliver, or which might have multiple stages.
- **Local context** – It is useful to be able to discuss how your campaign fits into national or regional goals, or how it resonates with national values to support your advocacy story. Local data can be incredibly useful here.
- **Myths and misconceptions** – Work on cancer control is often slowed by myths and misconceptions about the ability of countries to build the systems needed. It is useful to think about these and prepare persuasive, clear responses.



Activity 9: Building supporting messages

Use the table provided to list your decision makers and other stakeholders and brainstorm questions they may have about your core message, and how you can respond to these.

Audience (decision maker, stakeholder)	Elements to consider					
	Economic arguments	Examples of success	Long-term vision	Local context	Myths & misconceptions	Others

Craft compelling messages

After completing the activities eight and nine, your organisation or coalition should be able to distil out core and supporting messages for your priority decision maker and other stakeholders. You can use the table below to set these out and agree them across your organisation or coalition.

Audience (decision maker, stakeholder)	Primary message	Supporting messages

Once you have drafted your messages, it is advisable to bring together a group of known and friendly stakeholders from outside your coalition to practice or trial these messages. Hearing their questions and input gives you time to update or refine your messages before facing policy makers or the general public.



Evidence-based advocacy

Successful advocacy is informed by clear evidence. As a result, advocates often use the terms 'evidence-based' or 'evidence informed' advocacy to describe the use of science to shape health policy and influence the design and delivery of services and programmes.

In deciding how to use evidence to support an advocacy strategy, two key questions are:

1. **What do we know?** Consequently, what are the policy and programmatic implications?
2. **What do we not know?** In which case, where can we get this information?

Where we 'do know' research studies and health data are available to support an advocacy goal, the challenge for organisations is to identify, interpret and communicate the existing evidence to create a compelling argument. Presenting this compelling case involves highlighting the scientific evidence, identifying a specific and feasible solution and, where possible, sharing examples of where this has worked successfully, as well as examining the data that may be used to challenge the proposed change.

Where these data are lacking, advocates may need to look at developing new collaborations to help to fill the gaps. Developing collaborations that bring together partners with different perspectives can enable your organisation or coalition to better understand and quantify problems and create platforms to exchange information and share technical expertise.

In some cases, the research and data required to support evidence-based advocacy is inadequate or unavailable. In this instance, look back at the questions raised in the problem and solution tree, as well as the relationships you have across your organisation or coalition as a starting point to assess whether information is required to strengthen the advocacy messages.

Using evidence and information effectively

There is no singular definition of what constitutes good 'evidence' for decision making. As such, it is more useful to examine evidence through the lens of its appropriateness for the policy being considered. This might include a mixture of quantitative studies (such as randomised control trials, and observational studies) alongside qualitative research, which often focuses more on social aspects, such as health-seeking behaviour or attitudes and perceptions of health/ illness.

It is essential that the type and strength of the evidence, alongside the variables being investigated and the methodology, must suit the policy needs at hand. Some aspects to consider are:

- Potential benefits of the intervention nationally, for example, to improve accuracy of diagnosis, improve treatment outcomes, reduce side effects, etc.
- Examples of where this policy or intervention has been effective
- Cost of the policy, and returns on this investment
- Legal challenges or concerns over its implementation or the precedent it sets
- Perception of the issue amongst key national stakeholders, including:
 - Clinical/health worker community - Is the intervention deemed to be safe, achievable, and nationally appropriate?
 - General public - Are there any myths or misconceptions about the intervention?



Key sources of data for advocates to be aware of are:

- Academic research: Primary (original research), systematic reviews and meta analyses like those conducted by the **Cochrane group**
- National reporting: Data from cancer registries, country health surveys, other health reviews
- International data sets: **GLOBOCAN**, NCD country capacity survey, WHO's cancer country profiles
- International recommendations: WHO's model list of essential medicines, priority medical devices for cancer management, 'Best Buys' and other recommended interventions for NCDs.

Presenting evidence effectively

Communicating evidence effectively is a core advocacy skill, particularly when your organisation or coalition is reaching out to national policy makers, who will be the focus of this section. Policy makers are required to balance multiple issues when making decisions, and they frequently draw on public beliefs, the prevailing political context, what is familiar and emotional responses to shape their response. Policy makers need to gather information quickly and effectively, so, as advocates, it is can be very useful to have prepared a compelling case with clear and easily understandable evidence to help you make your case.

When communicating with policy makers, there are two key tools that many advocates have found useful:

1. Policy briefs

These are most often used by advocates to present evidence and information on a desired policy option. A policy brief is a short, concise document on a single topic that presents a problem, its context, and gives clear policy recommendations and provides evidence to support the reasoning behind these recommendations. They should be written in language that is understandable to a non-specialist audience.

In developing the policy/programmatic recommendation or option, consider including information on the following:

- What are the cost implications of the recommendation?
- What additional skills, training, or equipment are needed?
- Who will deliver the intervention? What supporting health systems do they need?
- What are the necessary governance arrangements?
- What are the potential barriers to successful implementation of the option?
- What strategies to mitigate these barriers should be considered?

2. Policy Dialogues

In addition to one-to-one meetings, policy dialogues are a good place to raise key issues and the evidence behind the development of a policy or programme. Policy dialogues provide an opportunity to:

- Ensure that the contents of the policy brief are understandable and understood
- Bring in key stakeholders
- Introduce relevant information not included in the policy brief
- Discuss the technical, economic and political dimensions of a problem and the policy recommendations.

Select your activities



By developing a clear action plan for your advocacy campaign, you will be able to bring together all the key elements you have developed so far. The aim of this section is to provide you with a high-level guide to:

- Map out what communication channels are available
- Identify how you can start to leverage these
- How to engage with the media.

Communicate your messages

There are numerous ways to deliver your advocacy messages, both directly, and using the messengers you have identified. Effective advocacy often makes use of a mix of strategies, based on the audience you are trying to reach.

The table starts to map out ways you can engage with different stakeholders. However, you should consider which other communication channels are available in your country or region:

Audience	Communication channel
Policy maker	<ul style="list-style-type: none">• Writing a letter• One-to-one meeting• Posting questions at a townhall meetings or constituency events• Organise a stakeholder meeting• Briefing paper or policy recommendations• Petition or polling
Civil society organisations	<ul style="list-style-type: none">• One-to-one meeting• Discussion panel, webinar• Briefing paper, website text
Media	<ul style="list-style-type: none">• Press release (either your own, or adapting one from an external source)• Interviews, editorials• Media workshops• Specific social media posts• International health awareness days or events
General public	<ul style="list-style-type: none">• Posters, leaflets, adverts• Videos, art installations, theatre, music, poetry• Radio• Blogs• High-profile public messengers and supporters• International health awareness days• Awareness raising events (sports, music, demonstrations)

Select your activities

When selecting communication channels, it is valuable to consider:

Who is your audience?	Where do they get their information from?	What skills do you have in your organisation or coalition?
<ul style="list-style-type: none"> • Where are they based geographically? • What languages do they speak? • What is their understanding of cancer? • What myths and misconceptions might they have? 	<ul style="list-style-type: none"> • Do they prefer written, visual or audio communications? • Which sources of information do they have greatest access to and trust in, for example, academic research vs. media articles? • Who do they need to hear this information from, do you have the messengers you need? 	<ul style="list-style-type: none"> • What skills are needed to use the communication channels you are considering? • What relationships are needed to access these? Do you have access to these skills within your organisation or coalition? • If not, how can you source these skills and what are the costs?



Activity 10: Selecting your communication channels and advocacy activities

Using the table below as a framework, you can now start to map out how your organisation or coalition would like to engage each of your target audiences. You may find that you have multiple options, note all these down and then work as an organisation or coalition to prioritise which you feel would be most effective and feasible, given your current resources. When thinking about these activities, look back at the milestones and windows of opportunities you identified in Activity seven as these may help highlight any 'hard' deadlines to complete these activities by.

Audience (decision maker, stakeholder)	Communication channel(s)	Proposed advocacy activities	Deadline?



Engage policy makers

Advocacy with decision makers focuses on gaining access to and influencing an individual or group who has the authority to deliver change. There are numerous ways to engage with decision makers. Where relationships exist, you can organise one-to-one meetings, or approach individuals at public meetings. Alternatively, you can use measures of public opinions, like polls, petitions or events, to demonstrate public demand for action nationally.

Good relationships with decision makers are the foundation of effective advocacy. Periodic briefings with these individuals and their offices are a good way to strengthen the relationship. Briefings usually feature experts talking about new data, approaches or recommendations on a topic. Whether for briefings or one-to-one meetings, the points below set out the key steps within these meetings:

- Define your agenda and priorities: Understand what you want to cover in this meeting, how you want to engage the decision maker, and what action you want them to take (it can be as simple as becoming familiar with a topic).
- Prepare clear talking points: In conversation, be precise and brief, set out your primary message and support it with your secondary points. Try to relate this back to government policies, positions or documents to align your agendas. No need to avoid controversial subjects, but research your position well and remain calm during the discussion. A debate is fine, but an argument won't get you very far!
- Leave behind a resource for future reference: Many decision makers are not subject experts. A well-researched and referenced document, written in clear and simple language can be helpful and appreciated, and provides you with an opportunity to reach out in future regarding any questions, or developments to the subject material.
- Share your notes and a thank you message: Sharing notes with colleagues across your organisation or coalition helps to build expertise on different positions within governments and support partnerships internally.

Work with the media

Traditional media

In many cases, the media will be one of your most influential advocacy partners. They can help you raise awareness of your issue amongst the general public, and, at the same time, exert influence on policy makers and other key decision-makers. As a result, your organisation or coalition should think of them as a partner and build a relationship over time, rather than considering them only as a tool for a phase of your advocacy campaign.

To understand how to work with the media, your organisation or coalition needs to appreciate who the media are and what drives their work, as the term encompasses several categories. Before choosing the best type of media, it is vital to consider your audience, as this will shape which media channels you will utilise. For example, to target policy makers, you may wish to focus on broadsheet political and healthcare media whereas, for patients and the public, newspapers, magazines, public events and TV/radio may be more effective in communicating your messages.

For more specific tools on how to engage the media, check out the [UICC summary on engaging with the media](#).

Social media

Social media is an increasingly important tool for engaging directly with the general public and key stakeholders. It is also a major source of news and information for individuals you may not have previously been able to reach.

Some examples of how social media can be used to support a movement are **World Cancer Day** and the **NCD Alliance's Social Media Basics** and **2018 UN High-level Meeting Campaign Fuel** toolkits.

As with all other advocacy relationships, it is necessary to consider why, how and when you want to utilise social media, as well as which individuals you want to target as key influencers and messengers.

It is essential when using social media to also plan in how you may want to calmly, clearly and positively engage with opponents to your message. Given that there is no formal moderation on many of these channels, they do provide a platform for people who wish to promote myths, misconceptions and mis-information about cancer. Engage with these individuals only where you feel comfortable, using clear, positive and evidence-based messages.



Spotlight on: The Norwegian Cancer Society's #sjekkdeg campaign

When thinking about how to reach out to your decision makers and stakeholders, it is worth spending some time reflecting on when and how you can get creative to reach these individuals. Since 2015, the Norwegian Cancer Society has been jointly running the #sjekkdeg campaign, focusing on improving the uptake of the national cervical cancer screening programme in Norway.

Started by Thea Steen, a Norwegian journalist and blogger, after her cervical cancer diagnosis, the campaign recognised that traditional outreach methods were not encouraging enough women to participate in cervical cancer screening. In response, the campaign focused on using different ways of approaching women, particularly those aged 25-35, to raise awareness about the importance of cervical cancer screening and where they could access screening services.

The campaign decided to think differently about communication and made use of short and long films featuring young Norwegian celebrities, a full-length documentary of

Thea Steen's story, who unfortunately died of cervical cancer in 2016. The team also tried something new with printed coffee cups with messages about cervical cancer screening and an offer of a free coffee, as well as editorial pieces in magazines and mainstream newspapers. Following the success of the first phase of the campaign, a range of organisations joined in to help spread messages further including cervical cancer patient organisations, hospitals and family doctors. The campaign also engaged new supporters, as well as fashion brands and a national coffee shop chain.

Using this wave of public attention, the coalition was able to advocate for policy changes which changed the way outreach activities to women were conducted, such as introducing the use of SMS to reach women and increasing the information included in invitation letters. This momentum was also used to successfully advocate for improvements in diagnostic and laboratory practices, including the introduction of HPV screening nationally.

Analyse resource needs



One of the most challenging elements of developing an advocacy strategy is drawing your analysis together to move from proposed activities to a clear action plan. This section provides an overview on how to:

- Map existing resources
- Identify gaps
- Develop solutions on how to fill these and start prioritising activities on this basis.

By this stage, your organisation or coalition should have a clear agreement on your advocacy goal, objectives, target decision makers, stakeholders and influences, messages and strategies for communication. It is now time to reflect on resources to which your coalition has access in order to identify the gaps and where further work is needed to fill these. Many of the activities above will have helped you identify where your resources are, and so the framework below provides a high-level overview to assist you in setting these out visually.

We can think about advocacy resources falling into different categories:

- **Evidence:** Data on cancer burdens, interventions, their effectiveness, their cost effectiveness, economic impact assessments, polling data on public opinion and desire for change, etc.
- **Relationships:** Decision makers, experts, patients and those affected, opinion leaders and shapers, champions, media
- **Policy materials:** Policy briefs, proposals, analyses of previous policy impacts, experiences, as well as momentum from previously successful campaigns, etc.
- **Practical resources:** Staff time, funding, office and meeting space, recurring events or meetings.



Activity 11: Mapping out your resource needs

Reviewing the activities that you identified in activity 10, using the table below as a framework to identify where you have already access to resources required. Where a type of resource is not required for that activity, fill in that box with 'Not Applicable'. You may need to complete this table for each of your objectives.

Activity	Evidence	Relationships	Policy materials	Practical resources

The next step is to use Activity 11 identify the gaps in resources your organisation or coalition is facing and what measures you may need to take to address these. It can be useful to start mapping out how long your organisation or coalition believes it will take to respond (whether weeks, months or years). It might be that your partners need time to research potential responses, and so this tool can be revisited while you are implementing your strategy. Often, organisations are limited by financial resources and for further information on how to develop a fundraising strategy to support your advocacy please refer to the fundraising chapter.



Activity 12: Identifying your resource shortfalls

Using the table below as a framework, identify where you have resource gaps. You should be able to highlight these from the resource needs you set out in Activity 11. Once you have identified your gaps brainstorm as an organisation or coalition how you could address these.

Activity	Gap	Response	Timeline

Reflecting on the outcomes from all the activities so far, your organisation or coalition should be able to decide which of your actions can be pursued now, and which might need to be pushed back as an intermediate or long-term activity. It is possible that, given the resource gaps you need to fill, some objectives need to be revised entirely.

Key questions to consider in this process are:

- What are your short-term objectives? What can be achieved in the next six months to help bring the right people to the table? What windows of opportunity are available now that require faster responses?
- Which objectives need to be scheduled in over the longer-term, for example, to build the relationships needed for change, or to compile further evidence required?

You may find it useful to visually display the activities under your different objectives using the summary table (Activity 14). This should help you to see, at a glance, that you have developed the core components of your campaign. There are several different project management tools, such as Gantt charts, that can be useful in mapping out timelines and allocating responsibilities. This can help to show how different activities can build on each other, when there will be periods of high activity, and how you can schedule work across the organisation or coalition to ensure the necessary support to deliver what the campaign needs.

As the campaign develops, you can return to the Gantt chart to track progress, as well as review and rearrange activities depending on the speed of progress, new developments and opportunities.

Organise your

advocacy strategy



The final step in developing your advocacy strategy is to bring all the different elements together in order to prioritise actions. At this point you should have a comprehensive idea of who your stakeholders are, what activities you would like to pursue, and where the gaps are in your resources

While drawing your work together in summary table (**Activity 14**) it is a good time to critically analyse your advocacy strategy so far and ensure that you are aware of any assumptions made, looking back at your problem tree, and risks to which you might be exposed.

Evaluate risks

Any advocacy activity will involve some level of risk, but by recognising these your organisation or coalition will be able to better navigate or prepare to mitigate their impacts. Key questions to consider are:

- How likely is it that an action fails, or does not deliver the expected results?
 - How significant would this be on the achievement of the campaign's overall goal?
 - What are the possible remedies or mitigating actions?
- We can divide risks into different categories:
- **Operational:** these relate to the practical development of your advocacy campaign and its day-to-day implementation. They can include difficulties building consensus, leadership disputes, poor communication, limited or loss of financial resources, limited staff capacity, limited skills or experience, poor project management, unforeseen financial expenses due to new staff salaries, inflation, shortages of materials or equipment
 - **Political environment:** These stem from difficulties in the political and social environment that you are working in. They can include the loss of political champions, unwillingness to engage with civil society, a reduced or heavily earmarked health budget, changes in national laws and policies that are relevant to cancer
 - **Technical:** These result from limited technical capacities for national cancer control and can include limited or delayed implementation of national policies on cancer control, inadequately trained healthcare staff, lack of standardised guidelines or insufficient numbers of healthcare professionals to deliver interventions



Activity 13: Identifying your risks

As an organisation or coalition, it is important to identify the risks that your campaign faces. Using the discussion above, you can group the risks your campaign faces by their probability (high or low) and the impact they will have if they occur (high or low).

When planning your activities, it can be useful to think about what actions can be taken to address or mitigate the risk of high-impact and high-probability events, while low-impact risks are important to consider but are not likely to require specific planning. As an organisation or coalition, note the actions you might wish to take underneath the risk in the boxes below.

	High impact risk	Low impact risk
High probably risk		
Low probability risk		



Stories of change

A **Theory or Story of Change** can be useful tool when developing an advocacy strategy and the monitoring and evaluation framework to assess its impact. At its simplest, a Story of Change is a narrative that sets out the journey your advocacy strategy will take you on, which links the activities contained in your strategy to short-term, intermediate and long-term results.

By developing a Story of Change your organisation or coalition will start with your long-term advocacy goal and work back to your proposed activities to ensure that each step flows logically. Through this process, your organisation or coalition can **1)** identify all the intermediate conditions or outcomes that are needed, **2)** examine the causal relationships that connect these outcomes with your advocacy goal and **3)** help you determine how to achieve these outcomes based on your advocacy strategy.

Using this framework, your organisation or coalition can then develop an 'outcome framework' to help you identify the corresponding activities and indicators that will help you achieve your goal and track progress. Many of these steps have been covered through the discussions and activities in the Advocacy Toolkit so far, and you can use the summary table (Activity 14) as a framework to bring all your work together. This will also be the foundation for your monitoring and evaluation plan, which is explored further in the next tool.

There is an extensive literature on Theories or Stories of change that you can explore further, but at its core a Story of Change is a useful advocacy tool for several reasons:

1. Helps to ensure that your organisation or coalition are not wasting time, efforts or resources on activities that won't help you deliver the change you want to see.
2. Generates a useful and accessible way of describing how and why your advocacy campaign will deliver your goal, given the political, economic and social context you are working in. This is important for engaging stakeholders, as well as potential funders and decision makers.
3. Provides a narrative that your organisation or coalition can return to as you monitor progress to help you re-examine your assumptions, as well as review and revise activities depending on the speed of progress, new developments and opportunities.

Draw your strategy together

Congratulations, your organisation or coalition should now be able to draw together your advocacy strategy!

There are many ways to present this document and the summary table in Activity 14 just provides one framework to do this. Each of the Activities you have undertaken should provide you with some the information you require to complete the table, and if you cannot easily find the information you need, look back at the relevant exercise and notes from your discussions.

The final step in any advocacy strategy development is to take a step back and look at the framework holistically to see if it makes sense, and this is where a Story of Change can be a particularly useful tool. Look at the framework below as an organisation or coalition and reflect on if there are any key pieces of information which are missing? Are there any stakeholders that you are aware of now that might need to be factored in? Do all your proposed activities logically connect and build on the preceding steps? At this point your timelines for the different objectives should be clear, do they make sense with the windows of opportunity you have identified?

**Organise your
advocacy strategy**



Activity 14: Compiling your advocacy strategy summary

Advocacy goal:

Objective 1

Who is your target decision maker(s)?	
Who are your other national stakeholders?	
What is your primary message for your decision maker(s)?	
What are your supporting messages for your decision maker(s)?	
When are your key windows of opportunity/milestones?	
What communication channels will you use?	
What are your short-term or immediate activities?	
What are your intermediate activities?	
What are your long-term activities?	
What are your anticipated results?	
What resources are required?	

**Organise your
advocacy strategy**

Objective 2

Who is your target decision maker(s)?	
Who are your other national stakeholders?	
What is your primary message for your decision maker(s)?	
What are your supporting messages for your decision maker(s)?	
When are your key windows of opportunity/milestones?	
What communication channels will you use?	
What are your short-term or immediate activities?	
What are your intermediate activities?	
What are your long-term activities?	
What are your anticipated results?	
What resources are required?	

Organise your
advocacy strategy

Objective 3

Who is your target decision maker(s)?	
Who are your other national stakeholders?	
What is your primary message for your decision maker(s)?	
What are your supporting messages for your decision maker(s)?	
When are your key windows of opportunity/milestones?	
What communication channels will you use?	
What are your short-term or immediate activities?	
What are your intermediate activities?	
What are your long-term activities?	
What are your anticipated results?	
What resources are required?	

Monitor and evaluate a contribution

A critical question to ask is ‘**How do we tell if its working?**’ and throughout the toolkit there are multiple references to setting targets to measure progress. You can find an in-depth guide on how your coalition can build a monitoring and evaluation framework in the section dedicated to this subject.

Background materials



It is important to understand the global and national context that you are working in, to identify challenges and opportunities that will help you build momentum behind your national advocacy strategy.

A useful starting point will be to familiarise yourself with your country's national cancer control plan (NCCP) or national non-communicable disease (NCD) plan, if there is one. A few questions to consider here are:

- Does my country have an NCCP or a national NCD plan that includes cancer? Check out the **ICCP portal** to see if your cancer plan is listed there, if it is not, please send a copy to **iccp@uicc.org**.
- How is your national plan or national documents aligned with international health and development commitments?
- Are there any timelines associated with this goal, or can you use one from one of the international plans or goals (see below)?

The sections below provide a short list of existing tools and documents that UICC has found helpful in its global advocacy planning. If you have any recommended additions, please contact **advocacy@uicc.org**.

Global health and development commitments

Since 2011, there has been a growing international focus on cancer and other NCDs in global development discussions. One major milestone was the inclusion of a commitment to reduce premature mortality from cancer and NCDs in Agenda 2030, or the Sustainable Development Goals.

By using this international framework of commitments, you can tie your national advocacy goal and objectives into a global movement and use existing commitments made by your governments support your own asks. As a first step, check out **UICC's global commitments and targets navigator** to see which of the global goals and action plans supports your own objectives, and explore from there.

2017 cancer resolution

The **2017 cancer resolution** marked a turning point for the global cancer control community. For the first time, governments discussed and agreed on a high-level framework for comprehensive cancer control, recognising the critical importance of prevention, early detection, treatment, and palliative care and data in reducing unnecessary mortality and suffering from cancer.

Following the adoption of the 2017 World Health Assembly cancer resolution, "**Cancer prevention and control in the context of an integrated approach**" which reaffirmed cancer control as a global health priority, UICC launched the Cancer Advocates programme under its original name, Treatment for All, to support in-country civil society to improve their advocacy knowledge, skills and network and bring about change to national policy, legislation and budget allocation.

This resolution can be a valuable advocacy resource to push for action nationally. **Read UICC's high-level summary of the resolution** to consider how this can be leveraged in your context.

Global commitments to addressing the burden of women's cancers

In 2018, WHO Director General Dr Tedros Adhanom Ghebreyesus issued a landmark call to action to eliminate cervical cancer as a public health problem globally. This led to the formal adoption of the **Global Strategy for the elimination of cervical cancer as a public health problem** by the World Health Assembly in August 2020, with its subsequent launch on November 17th 2020. This represents a unique and unprecedented opportunity to leverage these global commitments to advance action at the national level. The Strategy includes three specific pillars of action with associated targets to achieve by 2030;

- 90% of girls fully vaccinated with HPV vaccine by 15 years of age
- 70% of women screened with a high-precision test by 35 and 45 years of age
- 90% of women identified with cervical disease receive treatment and care.



Other useful toolkits

- NOHep: **Race to 2030: accelerating action at national level**
- Save the Children: **The education we want**
- UNICEF: **Advocacy toolkit**
- WHO Toolkit for **Cervical Cancer Prevention and Control**

UICC is currently developing a set of resources specifically on advocacy for cervical cancer elimination, please contact UICC for more info.

In 2021, WHO further built on this momentum with a call to action to accelerate progress on breast cancer, introducing their third global cancer initiative, **the Global Breast Cancer Initiative**. Emphasising the importance of collaborative action, the initiative aims to reduce the growing burden of breast cancer and associated inequities, through health promotion, timely diagnosis, and comprehensive cancer management.


The objective is to reduce global breast cancer mortality by 2.5% per year until 2040, averting an estimated 2.5 million deaths.

Cervical and breast cancer are leading causes of death from cancer in women globally, with a disproportionate number in low resource settings, however, through effective advocacy, stronger political attention, and targeted investments, significant progress can be achieved.



Congratulations. You're on the road to developing a strong advocacy strategy.

By this point, your organisation or coalition should have completed the tools to help you:

- 
- ✓ Identify and select the advocacy issue your coalition will focus on
 - ✓ Develop and agree your advocacy aim and objectives
 - ✓ Map key decision makers
 - ✓ Identify key stakeholders or influencers
 - ✓ Build compelling advocacy messages
 - ✓ Select your advocacy activities
 - ✓ Identify your resource needs (and shortfalls)

Using these tools, you should be able to construct a clear and compelling advocacy strategy. Through this implementation phase, it is important to factor in time to monitor and evaluate your impact and revise your activities as the political landscape (and potential resources) change over time. The tools you will need for this are contained in the section on monitoring and evaluation.