10

Now we're in the midst of not just advocating for change, not just calling for change - we're doing the grinding, sometimes frustrating work of delivering change - inch by inch, day by day.

Barack Obama

11

IMPLEMENTATION PLAN

11

INTRODUCTION

This chapter contains the nuts and bolts of a successful advocacy strategy. Our activities and logic framework will enable us to identify what we are doing to achieve our objectives, who is responsible for taking those actions, and how we will measure our success. The timeline should reflect the planning work we did in Chapter 8 and our budget should take into account all of the costs related to our advocacy strategy.

11.1

ACTION PLANNING AND LOGIC FRAMEWORK

Session time:
120 min

TIME

Activity 1
Activity 2

FACILITATOR
Guide

OBJECTIVES

- To define good activities that fulfill the objectives of an advocacy strategy
- To develop a strong logic framework

MATERIAL

- Flip charts (at least 3 sheets per participant)
- Markers
- Flipchart with list of activity verbs written on it (List is outlined in Activity 1 below.)

WORKSHEETS

- Worksheet: Logic Framework (preferably 2 worksheets per participant)

Trainer Notes

During this session, participants have the chance to start writing the activities that could become part of their advocacy proposals. The facilitator must be available to help participants in the process of creating realistic activities that can be implemented at a reasonable cost within the timeframe of the advocacy strategy.

ACTIVITY
ONE

40 min

Defining Activities

1. Ask participants to return to review the advocacy strategy objectives and indicators that they developed in the previous session (Chapter 8.3). 5 min
2. Distribute at least 3 sheets of flip chart paper to each participant and ask them to write down one objective at the top of each piece of paper. 5 min
3. Below each activity, participants will write down the activities associated with this objective.
4. Remind participants that activities have certain verbs that help define them. Share with the participants the following list of activity verbs and leave the list up for participants to refer to it throughout the session:
   - Train
   - Provide
   - Produce
   - Establish
   - Create
   - Carry out
   - Develop
   - Gather
   - Convince
   - Design
   - Implement

   20 min
5. Ask participants to help identify any additional verbs they can think of that would also apply to defining strong advocacy activities. After each activity is defined, ask participants to place the activities in chronological order per objective.

6. After all of the objectives have defined activities written in them, ask participants to assess the activities in light of their overall goal and objective as well as their SWOT analysis to assess:

   - Are these activities the best suited for to advance the stated objectives?
   - Based on our SWOT, is our organization the best suited to implement these activities? If not, who would we need to partner with in order to carry out these activities?

   20 min

7. In plenary, ask all of the groups to briefly present their advocacy objective and their corresponding activities (1 minute per objective) and solicit feedback from the large group. When the objectives and activities are being presented, ask the group to assess the following questions in order to provide constructive feedback:

   - Are the activities relevant to the fulfillment of the specific objective they are addressing
   - Can these activities realistically be implemented an organization or a group of organizations in the timeframe of the advocacy strategy? Participants must take into account the staff/volunteer time, costs and turn-around time needed to implement the activities.)
   - Are the activities appropriate for the advocacy strategy? Will it help accomplish the specific objective? Will it help accomplish the Expected Advocacy Result (EAR)?

   20 min

ACTIVITY TWO

60 min

Logic Framework Chart

1. Explain to participants that the Logic Framework is a visual way to organize their advocacy strategy in a summarized form so that all of the information is together in the same place. We can think of the Logic Framework as a kind of work plan because it provides details on how the project will be monitored and evaluated and who will be responsible for certain activities.

   15 min

2. Review the worksheet "Logic Framework," worksheet that was developed by the IPPF-WHR, noting all of the different components that the group will complete. There are many types of logic frameworks, but this was has been especially adapted to reflect the needs of an advocacy strategy.

   15 min

3. Highlight that the worksheet reflects all the different components that the group has developed in the last few days and puts them together in one place.

4. Ask participants to complete the "Logic Framework" worksheet for their project. If necessary, have several copies of the worksheet available per participant to allow them the opportunity to produce a clean copy of their worksheet.

   30 min

11. ACTION PLANNING AND LOGIC FRAMEWORK

WORKSHEET: LOGIC FRAMEWORK[1]

Title of the Project	
Goal	
Advocacy Expected Result	
Specific Objective	

Key Activities	Indicators	Means of Verification	Frequency	Person Responsible
No.	Process			
	Results			
No.	Process			
	Results			
No.	Process			
	Results			

[1] Obtained from the "Handbook for Advocacy Planning," IPPF:New York 2009. Available at http://ippfwhr.org/en/publication/handbook-advocacy-planning.

11.1

ACTION PLANNING AND LOGIC FRAMEWORK

Session time:
120 minutes

TIME

Activity 1
Activity 2

PARTICIPANT Guide

OBJECTIVES

- To define good activities that fulfill the objectives of an advocacy strategy
- To develop a strong logic framework

MATERIAL

- Flip charts (at least 3 sheets per participant)
- Markers
- Flipchart with list of activity verbs written on it (List is outlined in Activity 1 below.)

WORKSHEETS

- Worksheet: Logic Framework (preferably 2 worksheets per participant)

ACTIVITY ONE

60 min

Defining Activities

Participants will define activities that will fulfill their advocacy objectives and expected advocacy result (EAR).

ACTIVITY TWO

60 min

Logic Framework

Participants will complete the IPPF-WHR logic framework chart based on their advocacy strategy

NOTES

11.2

TIMELINE

TIME

Session time:
30 minutes

Activity 1

FACILITATOR
Guide

OBJECTIVES

- To identify the initial components of the timeline for advocacy activities
- To use standard timeline format to organize activities in accordance to the timeframe for the advocacy strategy

MATERIAL

- Session objectives written on flip chart paper
- LCD projector

WORKSHEETS

- Worksheet: Standard Timeline Format

ACTIVITY
ONE

30 min

Timeline Components

1. Review objectives written on the flip chart.
2. Explain that a timeline helps to keep the advocacy strategy focused, ensuring that organizations complete tasks for their advocacy strategy in conjunction with other team members and allies. A timeline also provides a time-bound "map" of the strategy at a glance.
3. Explain that the timeline format used here is also called a Gantt Chart, which is commonly used in project management. This format is one of the most popular and useful ways of showing activities (tasks or events) displayed against time.
4. Review the information required to fill in the Standard Timeline Format with the group, explaining the following:

   - On the left of the chart is a list of the activities, and along the top is the time scale. Each activity is represented by a bar; the position and length of the bar reflects the start date, duration, and end date of the activity.

   - At a glance, viewers can identify:
     - What the various activities are
     - When each activity begins and ends
     - How long each activity is scheduled to last
     - Where activities overlap with other activities, and by how much
     - The start and end date of the whole project

5. Using one of the participants' advocacy strategies as an example, demonstrate to the group how they would fill in an activity and show its frequency or duration by shading in the appropriate months on the row where they wrote the activity.

11.2 TIMELINE

6. Explain the following components of a timeline:
   - Standard timelines are constructed in 12-month periods
   - All implementation phases of the advocacy strategy, including needs assessments and evaluation activities, are incorporated
   - Timelines should reflect reporting periods and allow most of the final month to compiling evaluation results and report writing

7. Explain that organizations should detail evaluation activities as specifically as possible to show that data collection and other activities are being systematically done throughout the project.

8. Using the activities in their own advocacy strategies, guide participants in completing the Standard Timeline Format so that activities are laid out by objective on the timeline format.

9. Check in with each participant, answer questions, and make sure that people understand the process.

10. In the final 5-10 minutes of the activity, address recurring questions/concerns that came up while working with the participants.

NOTES

11.2

TIMELINE

Session time:
30 minutes

TIME

Activity 1

PARTICIPANT
Guide

OBJECTIVES

- To identify the initial components of the timeline for advocacy activities
- To use standard timeline format to organize activities in accordance to the timeframe for the advocacy strategy

MATERIAL

- Session objectives written on flip chart paper
- LCD projector

WORKSHEETS

- Worksheet: Standard Timeline Format

ACTIVITY
ONE

30 min

Timeline Components

Participants complete the timeline based on their advocacy strategy activities.

NOTES

11.2 TIMELINE

WORKSHEET: STANDARD TIMELINE FORMAT

Name of Advocacy Project _____ Name of Organization _____

Objective 1

	Months in year 20_____											
Activities	1	2	3	4	5	6	7	8	9	10	11	12

11.2 TIMELINE

WORKSHEET: STANDARD TIMELINE FORMAT

Objective 2

	Months in year 20_____											
Activities	1	2	3	4	5	6	7	8	9	10	11	12

11.3

BUDGET

Session time:
30 minutes

TIME

Activity 1

FACILITATOR
Guide

OBJECTIVES

- To identify the initial components of the budget for an advocacy strategy
- To use standard budget format to organize activities and costs

MATERIAL

- Session objectives written on flip chart paper
- LCD projector

WORKSHEETS

- Worksheet: Standard Budget Format

ACTIVITY
ONE

30 min

Budget Components

1. Emphasize that it is important to follow the funder guidelines when putting together an advocacy project. The funder may specify a budget format, or simply provide guidelines for maximum line item totals. The budget format we use here is adapted from IPPF-WHR's Guide to Designing Results-Oriented Projects and Writing Successful Proposals.

2. Review the Excel Sample Budget Form. Display the form on the LCD project and explain how the electronic form works (auto sums, etc.).

3. Explain each of the main budget line items and how participants can adapt this format for their individual projects, including the following general budget guidelines:

   - **Personnel.** This line item should make up no more than 50% of the budget, for either consultants or staff.

   - **Administrative Costs/Indirect Costs.** Indirect costs can include rent, electricity, gas, administration, non-project personnel (such as accountants or administrators), and security expenses. These expenses are not directly related to a specific project, but an organization must maintain them to remain open. Indirect costs usually comprise between 5-15% of the solicited budget

4. Sometimes a budget has to be accompanied by a "Budget Justification" that details the costs of each line item. Usually Budget Justifications are done as a separate document and detail the costs per major line items—but again, participants should follow funder guidelines.

5. Have the participants begin the budget document, either in hard copy or electronically, estimating costs as they are able. Have them highlight those costs that require more research.

6. Answer questions as needed to help make sure that people understand the process.

7. Save 5-10 minutes at the end to address recurring questions/concerns that came up while working with participants.

11.3

BUDGET

Session time:
30 minutes

TIME

Activity 1

PARTICIPANT
Guide

OBJECTIVES

- To identify the initial components of the budget for an advocacy strategy
- To use standard budget format to organize activities and costs

MATERIAL

- Session objectives written on flip chart paper
- LCD projector

WORKSHEETS

- Worksheet: Standard Budget Format

ACTIVITY
ONE

30 min

Budget Components

Participants complete the budget based on their advocacy strategy activities.

NOTES

11.3 BUDGET

WORKSHEET: STANDARD BUDGET FORMAT

Project Name:
Organization:
Date:
Time period covered by the project:

Expense Category	Cost per unit	Number of units	Year 1-Donor	Other Funding
Personnel (Salaries, benefits, etc)				
Project Manager			$0.00	
Bookkeeper			$0.00	
Communications Manager			$0.00	
Advocacy Coordinator			$0.00	
subtotal:			$0.00	$0.00
Technical Assistance				
Consultant technical assistance fees			$0.00	
Staff travel and per diem			$0.00	
Consultant travel and per diem			$0.00	
Participant stipends			$0.00	
subtotal:			$0.00	$0.00
Major Office Supplies and Equipment				
Computer and software			$0.00	
Audiovisual equipment			$0.00	
Office supplies			$0.00	
Medical supplies			$0.00	
Communications			$0.00	
subtotal:			$0.00	$0.00

11.3 BUDGET

WORKSHEET: STANDARD BUDGET FORMAT

Lobbying				
Consultant Fees			$0.00	
Staff Travel and Per Diem			$0.00	
Consultant Travel and Per Diem			$0.00	
Supplies and General Services (for Lobbying Activities)			$0.00	
Meetings with Decision Makers			$0.00	
Meetings with Allies and Coalition Members			$0.00	
subtotal:			$0.00	$0.00
Communications and Outreach				
Publications (development, design, and printing)			$0.00	
Production (Television, radio, and other media)			$0.00	
Documentation (development and editing)			$0.00	
Dissemination			$0.00	
Monitoring of Communications and Media			$0.00	
Press Conferences			$0.00	
Radio Announcements			$0.00	
Media outreach Campaigns			$0.00	
subtotal:			$0.00	$0.00
Documentation				
Systematization			$0.00	
Dissemination of Project Experience			$0.00	
			$0.00	
subtotal:			$0.00	$0.00
Operating Costs				
Rent and Utilities			$0.00	
Repair and Maintenance of Equipment			$0.00	
Postage and Mailing Costs			$0.00	
Telecommunications			$0.00	

11.3 BUDGET

WORKSHEET: STANDARD BUDGET FORMAT

Professional Fees and Auditing			$0.00	
Bank Fees			$0.00	
			$0.00	
subtotal:			$0.00	$0.00
Materials and Supplies				
Office Supplies			$0.00	
Consultant Supplies			$0.00	
Basic Supplies			$0.00	
Publications, Manuals, Books			$0.00	
			$0.00	
subtotal:			$0.00	$0.00
Evaluation				
Salary or Fees for Consultants			$0.00	
Monitoring and Evaluation Plan Development			$0.00	
Development of Instruments and Methodology			$0.00	
Technical Assistance			$0.00	
Establishing the Baseline			$0.00	
Data Processing			$0.00	
Data Analysis			$0.00	
Evaluation Workshop Expenses			$0.00	
Travel and Per Diem			$0.00	
Photocopies of Materials and Documents			$0.00	
Training (facility rental, supplies and materials)			$0.00	
Honorariums and Food for Focus Groups and Interviewees			$0.00	
Evaluation Software			$0.00	
			$0.00	
subtotal:			$0.00	$0.00
Total Operational Costs			$0.00	$0.00
Indirect costs (Specify percentage. Usually this is calculated at 10%)			$0.00	
Total Cost of the Project			$0.00	$0.00