UNICEF
for every child

ADVOCACY WORKBOOK

for Early Childhood
Education

Contents

How to Use this Workbook

The Advocacy Workbook for Early Childhood Education provides a host of tools, and templates for ECE advocates at the country, regional and global levels to guide your advocacy strategy development and implementation.

This step-by-step workbook will take you through the strategy development process and provide templates and instructions to support you to define and document the core elements of an advocacy strategy.

In each chapter, you will find an explanation of each of the core elements of an advocacy strategy, a worksheet on the accompanying tool, and a completed example of the tool.

To save and edit your own version of the advocacy strategy tools and templates contained in this workbook, download the accompanying Advocacy Workbook Tools and Templates PowerPoint file linked here.

Upon completing this workbook you will have defined and documented your:

- ✓ **ECE Advocacy Goal and Outcome**;
- ✓ **Stakeholder Mapping and Targeting**;
- ✓ **Tactics to influence your target**;
- ✓ **Key Messages**;
- ✓ **Success Indicators: Monitoring & Evaluation**.

Introduction

Why advocacy for early childhood education? The Sustainable Development Goals have issued the world a bold challenge: provide all children with a minimum of 1-year, quality, inclusive, pre-primary education by 2030. The reasons for this aspiration are clear – a solid body of evidence shows that the foundations for learning are largely built in the early years of life before a child ever crosses the threshold of primary school. Children who fall behind in these early years often never catch up with their peers, perpetuating a cycle of underachievement and high dropout rates that will have lifelong impacts on children's learning and livelihoods.

> **EARLY CHILDHOOD IS A CRITICAL WINDOW OF DEVELOPMENT. 90 PERCENT OF A CHILD'S BRAIN DEVELOPS BEFORE THE AGE OF FIVE, YET 175 MILLION CHILDREN AROUND THE WORLD ARE NOT ENROLLED IN PRE-PRIMARY EDUCATION.**
> UN SECRETARY-GENERAL ANTOÑIO GUTERRES - TRANSFORMING EDUCATION SUMMIT, 2022

Advocacy is one powerful tool that we can use together, to further achieve our common goal of advancing ECE. Working with ECE advocates, the adoption of context and target-appropriate approaches for convening, coalition building, awareness raising, and evidence generation have been valuable advocacy tactics to sustain domestic leadership, implement policies and strengthen key action drivers of ECE systems (such as curricula, workforce development and family and community mobilization among others).

Through advocacy and targeted capacity building, together we can support governments to meet their ambition to bridge the gap between the immense political will for ECE, and action, reaching their 2025 benchmarks, and creating pathways for success in 2030.
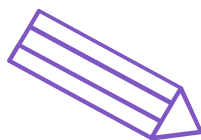
What is Advocacy?

Chapter

one

Advocacy is the art of persuasion and influence.

Advocacy is targeted, and strategic, and employs a variety of tactics to influence your key decision-makers to adopt a position and take an action that they would not take without your influence. In the context of early childhood education, advocacy provides an 'accommodating' or 'enabling environment' for ECE partners to achieve their collective or programmatic goals.

> **Advocacy is the art of getting someone to do something that they would not do otherwise.**

Developing an advocacy strategy and plan, (as you will learn through this workbook), will help you to identify and remove the barriers to your success and secure the political will and support of decision-makers, donors, and other stakeholders, to ensure policies and practices, are adopted, reformed, or removed, to clear a path to increased access to quality, inclusive, pre-primary education for all pre-primary aged learners.

The adoption of context and target-appropriate advocacy tactics, such as convening, coalition building, and evidence-generation among others, is necessary to sustain domestic leadership, implement policies, and develop and strengthen the curriculum and workforce to focus on improving quality and inclusive ECE systems - and mobilise resources to implement and sustainably scale.

For ECE advocates, leveraging political will into action will require collective advocacy at the global, regional, and national levels, to support governments to deliver on their commitments.

Key Elements of an Advocacy Strategy

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Why Develop an Advocacy Strategy?

A strategy gives your advocacy a chance of success. Without an advocacy strategy, you could use substantial resources and energy but not deliver results.

An advocacy strategy is an integrated and ongoing process, not a product. Your strategy answers a series of questions to help you decide how best to use your resources, and determine how you will embed these decisions in your programmes and advocacy plans.

Rather than adding an additional burden, a good strategy makes you more efficient and effective in your work toward achieving your ECE goals.

"

Simply put, an advocacy strategy sets out to answer 3 key questions to guide your work: What do you want? What's the political map you need to navigate to achieve it? What will you do?

Key success ingredients

Strategic advocacy requires prioritization, well-articulated strategies grounded in clear analysis, and well-defined processes.

Genuine collaboration and integration. The best strategies are those that are developed with input from our ECE and broader education partners and stakeholders. Including a diversity of partners in the beginning stages of your strategy development is critical to identifying your common advocacy goal, identifying the most creative tactics, considering the collective resources you have to implement your strategy, and securing the buy-in required to implement your strategy and plan.

Clear roles and responsibilities.
Clear roles and responsibilities, with your advocacy partners who will be accountable for delivering the key outputs identified in your strategy, is a critical route to your success. For this to work, these must be substantive roles that form a core part of partners' work, not an additional burden.

Support from leadership.
Strategy is meaningless without action. Action is only possible with support from leadership. It is essential that those stakeholders which whom you are formulating your strategy, are supported to prioritise advocacy in their day-to-day work.

The core components of your advocacy strategy fall under three key questions you will set out to answer, to ensure that your advocacy, is specific, measurable, achievable, realistic, and time-bound.

What do you want?
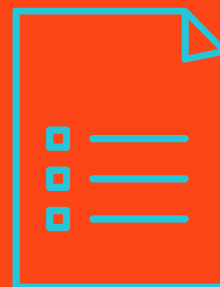
> **Advocacy Goal**
> **Advocacy Outcome**

What is the political map you will navigate to achieve it?

> **Stakeholder Map**
> **Targeting**

What will you do?

> **Tactics**
> **Messaging**
> **Monitoring**

Advocacy Strategy Template: Guiding questions

Advocacy Goal:					
1) Outcome	**2) Key target**		**4) Barriers**	**5) Opportunities**	**8) Key milestones**
What is the SMART change we seek?	What does our target currently believe and how does this make them behave?	What do we want to make them believe and how will this influence their behavior?	Why hasn't this happened yet?	What might make it more likely?	What key moments will help us deliver our objectives?
9) Outputs	**3) Key stakeholders**	**6) Advocacy Tactics**	**7) Theory of change**		**10) What next?**
How will we know we're on the right path?	Who are our key allies, partners, influencers and opponents?		"We will… "Because… (of our chief insight – usually around belief/behaviour of target audience) "This will… (overcome a significant barrier / take advantage of a significant opportunity) "So that…"		What activities will we pursue?

Advocacy Strategy Template: Example

Advocacy Goal: Ensure every child has access to a minimum of 1-year of quality, inclusive pre-primary education by 2030

1) Advocacy Outcomes	2) Key target		4) Barriers to advocacy	5) Opportunities	7) Key milestones
Increase of national education budget allocation for pre-primary education to 3 percent by 2024.	**Current** **Head of Budgetary Committee** • Focus on macroeconomic stability and short, and mid term results. • Economic progress through fiscal discipline and investment in initiative with focus on human capital development and poverty reduction – chairing several international and national committees on this agenda	**Future** • Leveraging public private partnerships through results-based financing model for ECE can achieve short and midterm gains in child learning outcomes, critical for long term economic stability and economic prosperity • Increasing ECE budget to 3 percent (incrementally to 10 percent by 2030) of education budget is a key strategy for increasing human capital development and poverty reduction • Convince budgetary committee to allocate a and additional 2.5 % education budget – for allocation to ECE – for a total of 3 percent ECE allocation.	• Key financial decision makers not convinced of economic case • Ece not embedded in Education Sector Plan – will be in review 2023. • Strong government focus on ending the learning crisis among leadership, visibility of ECE needs to be raised to included ECE in these existing advocacy efforts – convincing partners of this and key influencers	• Forming coalitions of partners who have influence with budgetary committee members and minister of finance • Embedding ECE into foundational learning and learning crisis response - Commitment to Action at country level. • Upcoming budget review q3 2023	• Upcoming budget review q3 2023 • ESP review and ECE inclusion • Commitment to Action consultation engagement • Budget Advocacy group meetings • World bank spring meetings – SL involvement • GPE review.
8) Outputs	**3) Other key stakeholders**	**6) Advocacy Tactics**	**6) Strategic Approach**		**9) What next?**
• Increased interest in ECE as a pathway to economic growth and human capital development • Inclusion of ECE in the Commitment To Action on Foundational Learning implementation plan. Minister of finance adopts ECE agenda • Current ECE funding and model for Sierra Leone mapped, gaps identified, priorities for addressing the gaps agreed – new research & evidence, case studies. • Advocacy briefs developed on the need to prioritise ECE through Reimagine Education and key advocacy moments • Enhanced understanding of and endorsement of increased budgeting for pre-primary education	School Management Committees, Budget Committee, National Coordinator GPE, quality assurance and resource management, Director of Planning and Policy. Institutional donors, NGO – supporters Teaching Service Commission, parliamentarians, Minister of Gender and children's Affairs, media houses – Journalists	• Direct lobbying • Evidence generation • Coalition building	**We will…** Generate evidence and build coalitions of support in key arenas of interest to deliver our position on ECE investment case for economic growth. Pursuing platforms to elevate our agenda through national and regional advocacy moments and direct lobbying of key decision makers. Focusing our efforts toward the 2023 budget revision process and consultations to ensure education financing accounts for a 1.5 percent increase to a target of 3 % for ECE in 2024. **Because…** Without significant and steady increase in ECE investment (to a level of 10 percent of the education budget by 2030), foundational learning outcomes and the achievement of sdg4 will not be achieved. **This will…** A greater number of pre-primary learners are equipped with the school readiness skills to achieve in their formal education journey and beyond. **So that…** Every child has access to 1 year quality, inclusive pre-primary education by 2030.		• Build and host coalition of key influencers and supporters • Participate in Budgetary committee consultations and lobby direct influencers in the committee • Participate in Commitment to action implementation consultations and lobby direct influencers in the consultations • Build evidence – financing ECE brief and dissemination, uniting coalition members under financing agenda • Campaign to budget 2024 – Engagement and influence plan.

Worksheet #1

Documenting your Advocacy Strategy

Step through the Early Childhood Education Advocacy Workbook, utilising the tools and guidance included, to document key elements of your advocacy strategy. As you complete each key component of your strategy with these tools place your summary of each key element in the Advocacy Strategy Template.

This easy-to-use template provides a simple, one-page snapshot of your advocacy strategy, approach, and key activities.

Template: Advocacy Strategy

Advocacy Goal:					
1) Outcome	2) Key target		4) Barriers	5) Opportunities	8) Key milestones
9) Outputs	3) Key stakeholders	6) Advocacy Tactics	7) Theory of change		10) What next?
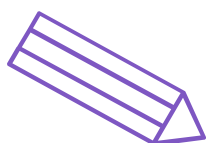
Goal and Outcome Setting

Chapter

three

Defining your Advocacy Goal

An advocacy goal is a broad statement of what we are trying to do – the desired result of your advocacy. It is long-term and gives direction. It should be linked to your broader agency/coalition mission, and it needs an accompanying strategy that sets out how to get there.

To give overarching direction to your advocacy strategy and work, you must start by defining your longer-term vision and goal for ECE in your country, region, or globally - this could be in 5 years for example.

At the country level, you may want to set your goal to your national targets for ECE - considering policy or international commitments. For example, any targets or commitments to ECE scale up under the Tashkent Declaration or the Commitment to Action of Foundational Learning.

At the global or regional level, you may align your advocacy goal to global targets for ECE under SDG targets and indications for Early Learning, such as SDG Indicator 4.2, "Every child has access to quality, inclusive pre-primary education by 2030".

ADVOCACY GOAL CHECKLIST

1 A broad statement of what you are trying to do — the desired result of your advocacy

2 Long term. Example: 1-year quality, inclusive pre-primary for all pre-primary aged learners by 2030.

3 Gives direction — helps you know where you are going

4 Needs an accompanying route map or strategy to set out how you will get there - your advocacy strategy and plan.

5 Linked to a mission and vision (SDG targets, national or global strategies, policies or commitments).

ADVOCACY GOAL EXAMPLE

"To ensure every child is enrolled in 1-year minimum pre-primary education, and equipped with foundational literacy and numeracy skills to transition to primary 1, by 2030".

Defining your Advocacy Outcome

An advocacy outcome is the most important part of your strategy – if you don't get this right the rest of your advocacy strategy will be set up to fail.

An advocacy outcome is a specific and measurable change you want to see, and it is time-bound and context-specific.

Much of what is within the power of decision-makers, including policy and budget decisions, and what lends most to our advocacy effort, is influencing public policy, law, regulation, procedure, and administrative action.

Since policy decisions are frequently reflected in resource allocations, policies are important because they impact children and their families at scale - and they enable us to hold governments and partners to account for their specific commitments to ECE.

Your outcome should follow the SMART rule, and be: Specific, Measurable, Achievable, Realistic, and Timebound.

ADVOCACY OUTCOME CHECKLIST

1 The specific and measurable change you want to see

2 Shorter than an impact statement or aim – timebound

3 Context specific and realistic – takes account of available resources

4 Follows the SMART rule to identify: WHO will act? WHAT will they do, WHO will it benefit, WHEN will it take effect.

OUTCOME EXAMPLE

"By the end of 2023, local governments commit to allocating at least 5 % of their education budget to sub-national ECE plans"

Setting Your Advocacy Goal and Outcome

Before setting your advocacy goal and outcome, you must thoroughly interrogate the given problem you hope to address to ensure you understand it and also ensure that your analysis is correct.

It is critical to do this with a range of expert colleagues and partners to analyse the ECE challenge in your context, answering these key questions: How is it a problem and how is it manifesting? Why is it a problem? Who is it a problem for – all early pre-primary aged learners or specific groups? When is it a problem – is it new or long-standing? Where is it a problem – universal, or manifested in a specific area?

This process of analysing the problem provides a level of clarity that is critical in developing your advocacy goal and outcome as it will assist you in considering your core challenge and possible solutions.

Throughout this consultation process, it is important to seek input from a range of partners to ensure that proposed solutions are as realistic and comprehensive as possible. It is critical that all partners to the strategy, review and agree on these outcomes – both so they are realistic, but also so they will have broader buy-in.

USEFUL TOOLS

The ECE Accelerator Toolkit offers tools and guidance that can assist you in identifying problems and opportunities and foster an understanding of the ECE subsector to inform advocacy efforts.

These tools include guidance on undertaking an ECE Sub-Sector Analysis, setting up a technical working group, and clarifying the ECE space in your context to inform advocacy impact goal and outcome setting.

▪ **Tool 1.2: Conceptual framework: Build to Last - A framework in support of universal quality pre-primary education**

▪ **Tool 1.3: Worksheet: Defining 'Pre-Primary' or 'Early Childhood Education' in Your Country Context**

▪ **Tool 1.4: Tip Sheet Strategic Ideas for Establishing the ECE Technical Working Group**

▪ **Tool 2.1: Spreadsheet: ECE Data Mapping and Evidence Plan Spreadsheet**

▪ **Tool 2.2: Pre-primary Subsector: Analysis Tool**

▪ **Tool 2.3: List of Core ECE Cost and Financing Indicators and Variants**

Worksheet #2

Documenting your
Advocacy Goal and Outcome

Use the templates below to define and document your advocacy goal and outcome.

Step 1: With ECE partners, undertake the ECE sub-sector analysis, to define the problem and barriers to ECE access in your context.

Step 2: Using the information gathered from your ECE sub-sector analysis, use the below template to define your advocacy goal for ECE in your context.

Step 3: Using the template below, define one outcome that will help you achieve your advocacy goal for ECE. Follow the SMART rule: (Specific, Measurable, Achievable, Realistic, and Timebound). Consider the questions provided in the template to guide your outcome.

GOAL TEMPLATE

❑ **Broad statement** (what you are trying to do — the desired result of your advocacy)
❑ **Long Term**
❑ **Gives Direction** (helps you know where you are going)
❑ **Linked to a mission or vision** (SDG targets, national or global strategy, policy or commitment).
_____
_____
_____

OUTCOME TEMPLATE

❑ **WHO** will act? *(Ministry of Education, Ministry of Finance, county/municipal government, etc.).*
❑ **WHAT** will they do *(is this measurable)*
❑ **WHO** will it benefit
❑ **WHEN** will it take effect *(is this realistic and within our strategy period)*
_____
_____
_____
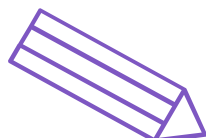
Stakeholder Mapping and Targeting

What is a Stakeholder?

A stakeholder is any person, group, organization, government department, company, or institution that has an interest or stake in advancing ECE in your context. The stakeholders who have the power to make the change you seek, and who will help you create that change, are key information for developing your advocacy strategy. Identifying your stakeholders will guide your decision-making around the tactics and activities you choose to implement through your strategy, and what messages and actions will influence these stakeholders.

Key advocacy stakeholders

Advocacy Target(s): person who has the power to realize your outcome.

Advocacy Influencers: people whose opinion matters to the target e.g. political peer, press, celebrities, religious leaders, or a segment of the public (e.g. "new parents").

A**dvocacy allies/partners:** people who share your ambitions (related to your advocacy outcomes) and are willing to work with you - individually or as part of a coalition - to achieve your goals.

Advocacy opponents: individuals or groups who are actively opposed to your position or outcomes.

Who has the power to achieve your outcomes?

Private sector actors
Organizations' CEOs
Donor governments
Development/Foreign Ministers
National governments
Ministers of Education
Ministers of Finance
Ministers of Youth and Children
Heads of regional bodies
Religious leaders
Youth and young speakers

Power Mapping

As a first step in stakeholder mapping and targeting, you must conduct a Power Mapping exercise. This power mapping will help you to identify all the stakeholders relevant to your issue.

Be as specific as possible in this exercise. For example, instead of listing 'Ministry of Education', as a stakeholder name the individual in the ministry who has the power to take action on your specific outcome or ask.
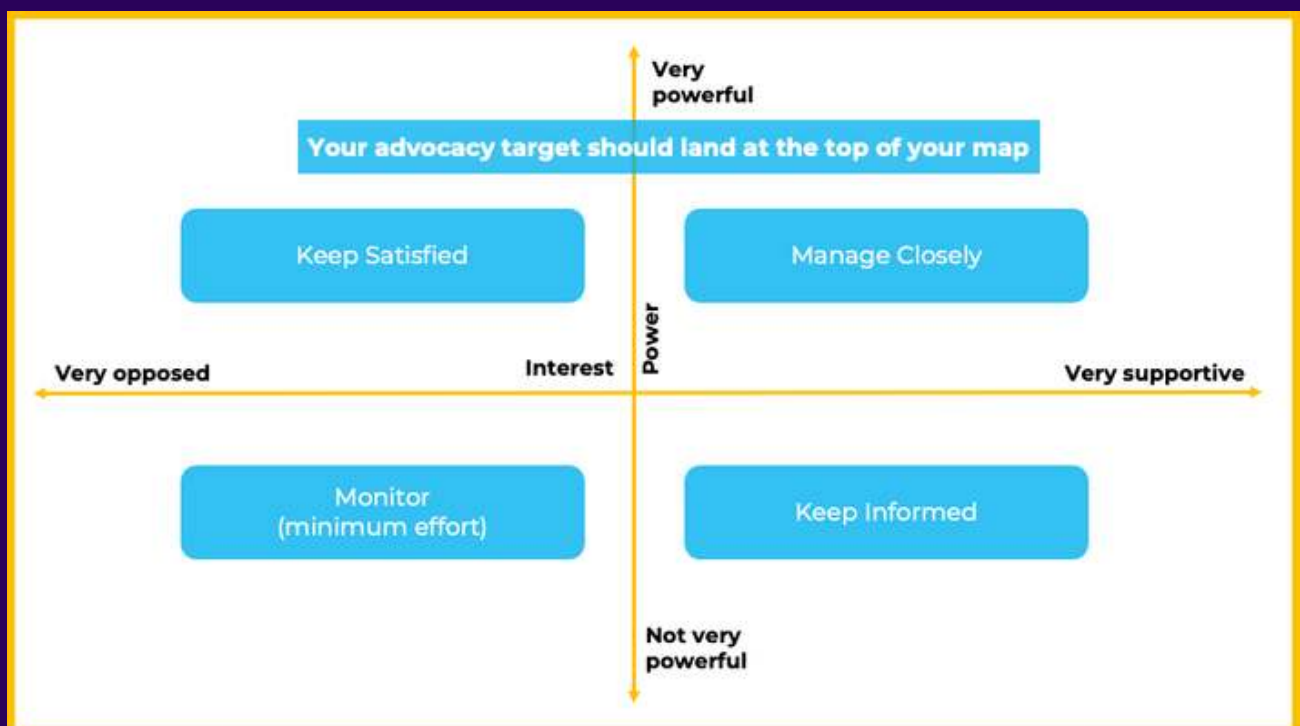
Once you have an exhaustive list, you will place these names on the Power Map template, to identify who has the power to act and who is interested in or motivated by our cause.

This exercise will also assist you to identify your primary advocacy target, and the stakeholders most important to your cause.

The primary target of your advocacy- (the person who has the decision-making authority to take action on your outcome), should be located at the top of your power map.

This useful power map template below will guide you as to how you will engage and manage your stakeholders, in relation to where they fall within the quadrants of the map.

Annotated Power Map

Very powerful

Your advocacy target should land at the top of your map

Keep Satisfied   Manage Closely

Very opposed   Interest   Power   Very supportive

Monitor (minimum effort)   Keep Informed

Not very powerful

Stakeholder Assessment Tool

Once you have determined your primary advocacy target through the stakeholder mapping and power map exercise, it is critical that you think about all the different stakeholders that are likely to influence your primary target – and who might stand in the way of your success.

Using the below stakeholder assessment tool will help you to gauge the type and level of 'ask' you will take to each stakeholder.

You should identify those stakeholders with the most potential power in relation to your target.

For example, if you identified the Minister of Finance as your target, consider their relationship with the Minister of Education - How does our target feel about them? Will they be a positive or negative influence? How might they help us succeed or risk failure?

This assessment tool will assist you to consider if your primary target is aware of the ece goal and outcome you seek - if not, you will need to consider advocacy tactics that will make your target aware of the change you seek, and why it is important for them to take action to enable this change.

Considering the information gathered in this tool will also be important when crafting your advocacy messages - to ensure you are considering not only what you want, but also, how this will be received by your stakeholders.

Stakeholder Assessment Tool

	DECISION MAKERS	PUBLIC	PARTNERS	INFLUENCERS	OPPONENTS
TAKING ACTION					
WILLING TO TAKE ACTION					
AWARE OF YOUR ADVOCACY EFFORT					
UNAWARE OF YOUR ADVOCACY EFFORT					

Understanding your Target

Deepening your understanding of your primary target is critical in informing how you will influence them to take action. Your chief insights around the target should drive your strategic approach and the key advocacy activities and messages you choose.

Effective advocacy is all about influencing and persuasion. You want your target, influencers, allies, and partners to desire the same outcomes for pre-primary-aged children that we seek.

A good way to start thinking about how your target might behave or think in relation to your issue is to put yourself in their shoes to understand what motivates and drives them.

Consider the key target questions listed on the right, and use the Empathy Profile tool in Worksheet #4 to help you understand your target.

KEY QUESTIONS TO CONSIDER

1 What is your understanding of the background of the target and their current beliefs?

2 Why has the target not acted yet on your issue?

3 Who or what influences your target?

4 What are the barriers you might face in influencing the target

KEY TAKEAWAYS

• **Be as specific as possible** - is your target the decision-maker responsible for actioning the advocacy outcome you seek?

• **Use the Power Mapping tool** - prioritize your time and identify who and how to engage your stakeholders.

• **Tailor the ambition of your "ask" to your target** - use the empathy profile tool to guide you.

Worksheet #3

## Stakeholder Mapping and Targeting

Use the templates below to identify and understand your stakeholders and target.

Step 1: Use the Stakeholder Power Map template to plot all of your stakeholders and where they fall on the power map

Step 2: Use the Stakeholder Assessment Template to develop your understanding of key stakeholders in relation to your advocacy outcome.

Step 3: Fill in the Empathy Profile Template to understand your key target and how you will influence or persuade them to act on your desired result.

Stakeholder Power Map Template

Very powerful

Very opposed — Interest — Power — Very supportive

Not very powerful
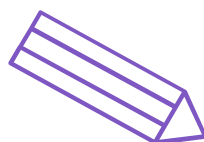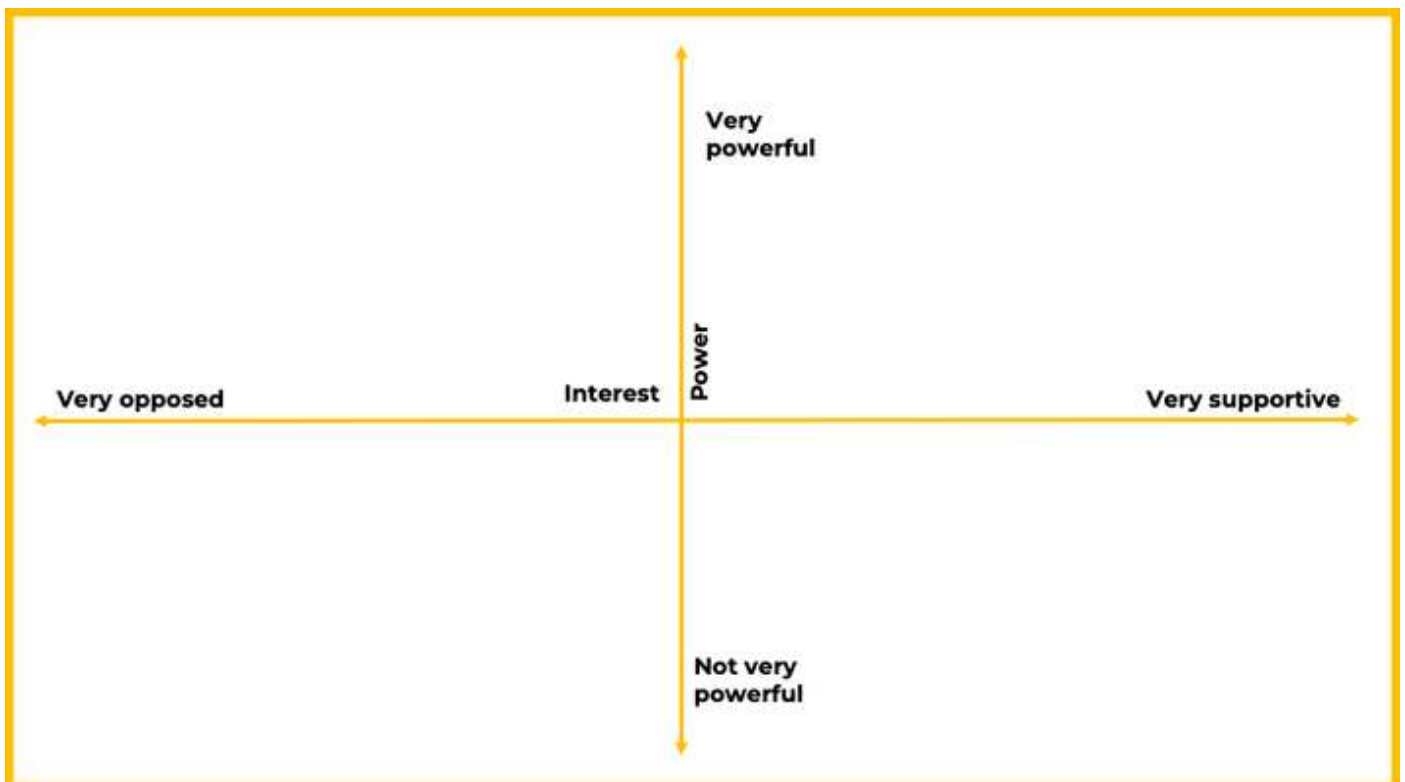
Worksheet #4

Stakeholder Assessment Template

TAKING ACTION					
WILLING TO TAKE ACTION					
AWARE OF YOUR ADVOCACY EFFORT					
UNAWARE OF YOUR ADVOCACY EFFORT					
	DECISION MAKERS	PUBLIC	PARTNERS	INFLUENCERS	OPPONENTS

Empathy Profile Template

	Current	Future
Belief	What does your target currently believe?	What do you want to make them believe?
Behaviour	How does this make them behave?	How will this influence their behavior?

Tactics and Messaging

five
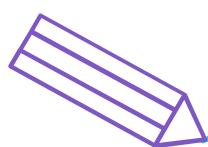
What is an Advocacy Tactic?

Advocacy tactics are activities you will undertake to achieve your outcome, and when selected carefully and in alignment with your target and stakeholders tactics will increase your likelihood of advocacy success.

There are a wide range of advocacy tactics – and part of building our strategy is determining which tactics will advance your goal and influence your target.

Based on your advocacy targets and our opportunities, what are some advocacy tactics (activities) we could do to make progress towards our objectives?

KEY CONSIDERATIONS WHEN CHOOSING TACTICS

• **What and who influences your targets?**

• **When and where can you reach them?**

• **What tactic would capitalize on your unique added value?**

• **What is feasible and influential, based on your current context?**

USEFUL ECE ADVOCACY TACTICS

Lobbying/Quiet Diplomacy
Communicate directly with a government official (or a member of their staff) who is responsible for decision-making around the issue central to your desired advocacy outcome.

Coalition-building
Building a coalition of NGOs, CSOs, etc. that are united behind your advocacy goal can help increase capacity and reach. Ideal coalition partners have close relationships with the target of your advocacy.

Evidence Generation
Leverage reports, especially those that have recently been published, to strengthen your advocacy messaging. Where the evidence does not already exist, you can commission data gathering to strengthen your position.

Create linkages
Link your issue to another in order to give it greater traction. Consider what issues already have traction in your government. These can be issues related to current events, those that are consistently a top priority to your government - for example, linking ECE to improved foundational learning outcomes, a key step in closing the gap on foundational learning and ending the learning crisis.

Additional Tactics

Developing policy proposals
Utilising evidence generated and gathered, develop policy proposals or briefs which clearly outline your issue, solution, and the clear action that the target can take.

Media
Traditional media, radio, print, podcasts, press releases, interviews, open letters & op-eds, arts & culture.

Social Media
Social Media campaigns (Communications tactic) to engage with a public audience to deliver your key messages.

Host Events/Webinars
Events can be an effective tool for education and awareness raising because they give you the opportunity to communicate your position face-to-face (virtually or in-person).

Mobilize Ambassadors and Influencers
Engaging ambassadors can provide a platform for your advocacy message and help you reach untapped audiences.

Field Visits
Inviting your advocacy target to visit a program can be an effective way of personalising and connecting the target to the issue to motivate them to take action.

Empowering activists
Providing a platform for local voices can help build local buy-in and ensure your campaign responds to the needs of the people you seek to serve. This can happen on traditional or social media, as well as through lobbying and events.

Leveraging International Moments/Holidays
Activating on international days of recognition related to your cause can help give your campaign relevance.

Storytelling
Storytelling is a cross-cutting tool for illustrating and personalizing your policy issue. It can be integrated across advocacy strategies – such as traditional and social media, letter writing, phone banking, lobbying, etc.

Bilateral/regional advocacy
Bilateral/regional advocacy involves a partnership with like-minded foreign diplomats or regional institution staff to achieve your advocacy goals
· **Bilateral** – Partner with foreign diplomats who have a shared interest in the issue you are pursuing and have access and/or influence over your advocacy target.
· **Regional** – Advocacy at the regional institution level (of which the country you operate is a member) can put pressure on your national government to follow suit.

Advocacy Messaging

A key message, in the context of advocacy, is a significant political, social, or moral point that is being conveyed by you to your advocacy targets or other stakeholders. A key message is a vehicle that will take you closer to achieving your advocacy outcome.

What is important is that your key messages are well thought through before you use them on your advocacy target. By getting this right, we can convince key stakeholders to take action.

The following seven questions are designed to help you draft compelling, engaging, and persuasive messages.

1 What is the problem? What is the solution? What is the ask?
Your advocacy messages should be framed in a way that outlines the problem, solution, and a clear ask or 'call to action' that is tailored to your advocacy target.

2 Who is you advocacy target and what will influence them?
Create messages that will appeal to your target and target influencers. This means taking the time to answer this question using evidence and insight, not just instinct.

3 Will someone who is not an education expert understand what you are saying?
Your messages must be compelling and engaging and avoid the jargon trap.

4 Who are you arguing against?
Your advocacy messages should factor in what your opponents are saying, and you should be prepared to respond. Prepare your counter-arguments.

5 How will you engage your target?
To influence your target and stakeholders, you must first design messages that appeal to basic human instincts. This may involve appealing to a target's ethical viewpoint, their values, emotion, or logic.

6 How will you persuade your target?
Design 'asks' that are persuasive. There are several tactics for doing this:
1. Precedent – Be ready to explain where has this happened before and worked.
2. Peers – Demonstrate to your target that their peers agree with them.
3. Publicize – Let your target know that you will give them credit for any action they take.

7 How will you make sure your target hears your message?
Repeat and be consistent with your messages. Ensure your partners can communicate your core messages and look for opportunities to deliver these messages - publications, presentations, and external engagements.

Quick Tips for Outcomes and Messaging

Examples of 'Programme Outcomes'	Examples of 'Advocacy Outcomes'
Improving service delivery	Passing/amending/blocking a policy, legislation
Providing technical support – could be a tactic/output	Enabling political will or political commitment
Changing public behaviour/attitude/perception - could be a tactic/output	Decision maker altering the public narrative/dialogue/debate
Building capacity of frontline workers	Enabling investments for building capacity
Generating evidence – could be a tactic	Enabling commitment from a decision maker
Improving implementation on ground	Creating an accountability / inter-sectoral coordination mechanism/body

3 key tactics to persuade your target through messaging

1. Refer to Precedent – be ready to explain where has this happened before and worked.

2. Peers Agree – Demonstrate to your target that they're not alone; people agree with them.

3. Publicise – Let your target know that you will give them credit for any action they take.

Successful Advocacy Messaging is:

Concrete – The writing creates a clear mental picture for people.

Actionable – The idea is designed to make you remember and consume. It has a call to action at its heart.

Credible – Uses data and statistics, expert endorsements etc. to make it credible.

Relevant – adopts a tactic and messaging which speaks to your targets interest, expertise and scope of influence.

Tactics and Key Messaging

Use the templates below to identify and plan your advocacy tactics and key messages.

Step 1: Based on your advocacy target, consider the three most relevant or effective advocacy tactics you could employ in your strategy. This should relate to: your understanding of the background of the target and their current beliefs, why the target hasn't acted yet, who or what influences the target, the barriers you might face in influencing the target, and your capacity and resources to deliver these tactics.

Step 2: Use the Advocacy Tactic Template to choose 3 key tactics you will employ in your advocacy to influence your target.

Step 3: Use the Key Messages Template to define the messaging you will use to influence your target. The messaging must be short and sharp. You must attract the attention of the decision-makers with very little time and many other issues diverting their attention. It is the equivalent of a 5-minute elevator pitch.

Advocacy Tactic Template

| ADVOCACY OUTCOME	TARGET	TACTICS
(Write your advocacy outcome here)	(Write the name of your advocacy target here)	Tactic 1: Tactic 2: Tactic 3:
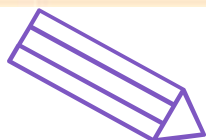
Worksheet #6

Key Messages Template

Advocacy Messaging Guiding Questions	Your Key Messages
1. What is the problem and why is it urgent?	1._____
2. What is the collateral damage from not addressing the issue? Describe the long-term impact and irreversible damage on children and the country's economy etc.	2._____
3. What is the proposed solution? What do you want the advocacy target to do to drive that solution?	3._____
4. What is the benefit of the proposed solution vis a vis the cost of inaction?	4._____

Key Messages Example

Advocacy Messaging Guiding Questions	Example Key Messages
1. What is the problem and why is it urgent?	The loss of children's learning as a result of COVID-19 school closures requires urgent action to mitigate the lifelong impacts of learning loss for children, communities, and countries.
2. What is the collateral damage from not addressing the issue? Describe the long-term impact and irreversible damage on children and the country's economy etc.	In addition to learning loss, school closures have affected children's mental health and wellbeing, reduced access to a regular sources of nutrition obtained through school meals programmes and increased their risk of abuse.
3. What is the proposed solution? What do you want the advocacy target to do to drive that solution?	While disruptions to learning must end, simply reopening schools is not enough. Students need intensive support to recover lost learning. Schools must also go beyond places of learning to rebuild children's mental and physical health, social development and nutrition.
4. What is the benefit of the proposed solution vis a vis the cost of inaction?	The pandemic has highlighted that digital innovation within education is both necessary and possible. With a strong learning recovery programme – one that benefits from these innovations and takes equity seriously – countries can truly begin to rebuild.
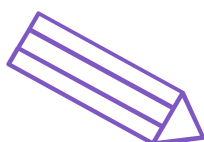
Monitoring and Evaluation

Monitoring and Evaluating your Advocacy Strategy

Even the most robust strategy is an educated guess of what will work, so it is important to monitor the strategy as you implement it. This will enable you to refine and adapt it based on what you learn along the way.

Monitoring your advocacy strategy is a way of checking the assumptions that are built into your strategy to see if they remain accurate as the work is carried out. For example, if you assumed that winning support from the Education Minister would then leverage the support of the Finance Minister - did it?

Advocacy monitoring is also a way to examine whether your tactics are working: did your news conference get covered as anticipated; did the partners you hoped for actually join your effort? Were there other unforeseen consequences? Monitoring your advocacy is also a way to keep track of the planned advocacy activities and help you to identify any that might be falling behind or off track.

FEATURES OF ADVOCACY MONITORING

Be flexible and agile with your strategy, as well as your monitoring plans to ensure your work is relevant in our operating contexts.   Advocacy interventions, often, have unpredictable timelines. Achieving advocacy outcomes, especially related to policy change, often takes several years. Advocacy strategies regularly change over time, and so do our activities and desired outcomes.

Adopt the contribution standard, over the attribution standard. Strategic and effective advocacy requires the coming together of several partners, allies, and stakeholders. Given the many actors and responsibilities essential for success, attribution of advocacy progress or success to a single person or institution is not possible (or desirable). Therefore, demonstration of contribution, as opposed to attribution, is key.

Assess the progress, not just the outcome or impact, of your advocacy. Advocacy monitoring focuses on the advocacy journey rather than just the destination. In addition to demonstrating progress and ensuring we are on track to achieving our goal, it reduces the risk of evaluation findings indicating the entire advocacy effort as a failure if the goal is not achieved. This is especially important given the success of an advocacy intervention depends, in large part, on external factors and stakeholders that might be constantly evolving.

What can be Measured and Monitored in Advocacy, and How?

Impact, outcomes, interim results/outputs, and inputs/activities are the four essential elements of advocacy strategy that may be measured or monitored.

Impact refers to the long-term, sustainable change desired for pre-primary learners that your advocacy efforts contribute to. Often, the impact is determined by evaluation rather than monitoring.

Outcomes are the direct result that your advocacy effort seeks to accomplish, such as policy, legislative, or financing changes. It is governed by two key questions: What changes can you foresee because of your advocacy interventions? What is your primary advocacy demand? Targets and agendas can change - your monitoring should capture these changes.

Output/interim results are the gradual changes that occur with the advocacy audience (target, influencers, allies, and other key stakeholders such as decision-makers, service providers, and specific sections of the public) before the desired outcomes are realized. They signal significant progress toward your outcome and what action you enable from your target audience in a given timeframe.

Inputs/activities are initiatives you, as advocates, undertake on a regular basis to move audiences closer to the intended output/interim results. For inputs and activities, there are two leading questions: What systems are in place to implement your advocacy? What activities have you planned to enable action from our target audience?

KEY STEPS IN MONITORING ADVOCACY

1 Develop your advocacy outcomes and outcome indicators.

2 Identify advocacy interim results and output/interim result indicators.

3 Identify advocacy activities.

4 Select necessary data collection tools/means of verification.

5 Finalize your advocacy monitoring framework.

Monitoring Tips and Tools

1

Advocacy outcomes and outcome indicators

Outcome indicators measure whether advocacy interventions are achieving the expected effects/changes in the short, intermediate, and long term. They also show the impact of an activity and describe anticipated changes in output/interim results. Lastly, they assess progress against specified outcomes e.g., policy and funding change and policymaker attitudes.

Below are just a few examples of advocacy outcome indicators that would measure the achievement of your advocacy outcome.

Policy development: New proposals or guiding principles developed.
Placement on the agenda: Policies formally introduced
Policy adoption: Policies formally established.
Policy implementation: Policies implemented in accordance with requirements.
Policy M and E: Funding established to formally monitor or evaluate policies.

2

Interim results and output/interim result indicators

Interim results indicators tell you whether and to what extent the change in your target audience has occurred – the level of awareness, will, or action. Interim results indicators denote the result of your activities, whilst activity indicators demonstrate the level of delivery and measure implementation.

Below are some examples of advocacy outcome indicators that would measure the achievement of your advocacy outcome.

Public Will: Willingness of a (non-policy maker) audience to act in support of your issue or policy proposal.
  • Percentage of stakeholders taking action on behalf of your issue.
  • Attendance at advocacy events. E.g. Rallies, public forums, marches.

Political Will: Willingness of policymakers to act in support of your issue or policy proposal.
  • Number of citations of your advocacy products/ideas in policy deliberations/policies.
  • Number of government officials who support the advocacy effort.
  • Number votes for or against specific policies.

3 Advocacy activities

Advocacy activities/tactics are classified into two types: communication and outreach, and policy and politics. You can refer to the list of advocacy activities in the Tactics and Messaging section of this toolkit to help decide on activities that apply to your advocacy strategy and break them down into specific activities.

Issue/policy analysis and research: Systematically investigating an issue to better define it or identify possible solutions.

Policy proposal development: Developing a specific policy solution for the issue or problem being addressed.

Policymaker/ candidate education: Telling policymakers or others who have authority to act on the issue.

Relationship building: Interacting with policymakers or others who have authority to act on the issue.

Litigation or legal advocacy: Using the judiucial system to move policy by filing lawsuits, civil actions.

Lobbying: Attempoting to influence law by communicating with a member of a governing body / government official who participates in lawmaking.

4 Data collection tools/means of verification

Data collection tools enable you to gather, analyze, and report on the success (or failure) of our advocacy efforts, as well as significant obstacles that arise and lessons that inform you on what worked and what did not. Before beginning data collection, you must select the most suitable and efficient methods (in terms of cost, time, and usability), clearly allocate responsibilities, and decide how the advocacy monitoring data will be utilized. There are several data collection tools that you can use, including those that not extremely resource intensive.

Types of data collection tools include Bellwether Interviews, Media tracking, Champion Tracking, Intense period debriefs, and Intercept interviews.

5 Monitoring frameworks

Using an advocacy monitoring template provides a framework for tracking and assessing our advocacy interventions. It is comparable to a road map, in that, it specifies what indicators will be monitored, when they will be monitored, and who will be responsible for monitoring for that indicator. Using a framework, such as the one included in Worksheet #7 of this toolkit, will assist you to specify what data must be gathered, and how collected information will be processed, verified, and reported.

Worksheet #7

Monitoring and Evaluation

Use the Monitoring and Evaluation template below to identify and plan your interim results and means of verification, to track your advocacy tactics' efficacy and progress.

Monitoring and Evaluation Template

ADVOCACY OUTCOME:

TACTICS	KEY MOMENT / MILESTONE	INTERIM RESULT	TARGET	MEANS OF VERIFICATION	PROGRESS			
Tactic 1:					Q1	Q2	Q3	Q4
Tactic 2:					Q1	Q2	Q3	Q4
Tactic 3:					Q1	Q2	Q3	Q4

Monitoring and Evaluation Framework Example

ADVOCACY OUTCOME:
By the end of 2023, local governments commit to allocate at least 20 % of their budget to fund local education development plans, focused on improving access and quality of learning for all children.

TACTICS	KEY MOMENT / MILESTONE	INTERIM RESULTS	TARGET	MEANS OF VERIFICATION	PROGRESS			
Tactic 1: Bilateral Meeting	Bi-Annual Head of Agency meeting with Minister of Decentralisation - scheduled October 2022	• Minister of Decentralization (MoD) to acknowledge importance of issue • MoD to express his own personal commitment • Gain clarity from MoD on his position and suggestions on his way forward - including on how our agency can best engage with the Minister of Education and Minister of Finance to understand his level of influence.	Minister of Decentralisation	• Minister of Decentralization verbally acknowledges importance of the issue • MoD expresses a personal commitment • MoD commits to next steps on engagement to take the agenda to increase local budget allocation forward with MoE, and MoF.	Q1	Q2	Q3	Q4
Tactic 2: Coalition Building	National Education Sector Plan 2023 – 2026 - Review scheduled December 2022	• A coalition of education partners are united under the agenda priority that 20 percent of budget (or portion of) allocation from local government will be earmarked for education - and are consistent in their messaging and call to action to targets to actualise this change. • It is reflected in the national education sector plan that 20 percent of budget (or portion of) allocation from local government will be earmarked for education.	• Decision maker targets: Minister of Education / Minister of Finance / Budgetary Committee Chair • Coalition targets: Key INGO, Agencies, influential stakeholders	National Education Sector Plan and Policy review embeds 20 percent of budget allocations at local government must be earmarked for education.	Q1	Q2	Q3	Q4

Additional Resources

ECE Accelerator toolkit

The ECE Accelerator Toolkit identifies the preliminary activities/actions that can help strengthen such political will for and an understanding of the ECE subsector. These preparations broadly include advocacy efforts, setting up a technical working group, and clarifying the ECE space in your context.

Tool 1.1: PowerPoint Deck Template: Outlining Key ECE Advocacy Messages

Tool 1.2: Conceptual framework: Build to Last: A framework in support of universal quality pre-primary education

Tool 1.3: Worksheet: Defining 'Pre-Primary' or 'Early Childhood' Education in Your Country Context

Tool 1.4: Tip Sheet Strategic Ideas for Establishing the ECE Technical Working Group

Tool 2.1: Spreadsheet: ECE Data Mapping and Evidence Plan Spreadsheet

Tool 2.2: Pre-primary Subsector: Analysis Tool

Tool 2.3: List of Core ECE Cost and Financing Indicators and Variants
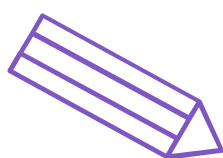
Acknowledgments

About the ECE Accelerator Toolkit

To support countries with mainstreaming early childhood education (ECE) into education sector planning processes, the Global Partnership for Education and UNICEF co-led the development of an interactive toolkit that can play a critical role in countries' efforts to strengthen ECE systems and scale up quality ECE so that their young children can have the early learning opportunities that they deserve. With the support of the KIX project grant, the ECE Accelerator Toolkit has supported and expanded the BELDS' innovative approach to strengthen national capacities to effectively plan, cost and finance, and monitor ECE programs.

The ECE Accelerator Toolkit supports countries to scale up ECE systems through the provision of a suite of tools and guidance to guide education sector advocacy, planning, costing, budgeting, implementation, and monitoring and evaluation.

Country stakeholders and development partners and the education sector staff involved in planning, policy, financing to support and provide technical assistance to improve national education sector planning and implementation cycles.

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