Module 2.1
Building a coalition of advocates

*The **Building a Coalition worksheet** supports the activities in this module.*

How coalition-building supports policy change:

Working in a coalition or partnership with others is the best way to demonstrate support for your policy goal. The nature of engagement may vary depending on the policy objective.

Coalitions can be more or less structured and can continue indefinitely or end after a specific milestone has been achieved.

Coalitions made up of civil society organizations (CSOs) and other nongovernmental organizations (NGOs) will help to keep epidemic preparedness at the forefront of public and political discourse by:

- Generating social momentum.
- Ensuring media coverage of the topic through press releases and op-eds, invitations to journalists to attend campaign events, and other activities.
- Leveraging coalition members' convening ability through their networks which contribute to robust attendance at policy forums and other events.
- Bolstering stakeholder outreach and amplifying epidemic preparedness messaging.
- Coordinating stakeholder input to pending legislation and public health development plans.
- Providing technical assistance and talking points to policymakers.

How to build a civil society coalition:

- Map CSOs to make a comprehensive list of those involved in health policy and budget advocacy by referencing the *Nongovernmental Stakeholders Mapping* worksheet.
- Through research and meetings, profile potential coalition members in terms of interest, expertise, experience and value-add to advocacy efforts. Considerations include:
  - What specific topical issues do they address (e.g., a particular health topic; a focus on health financing, governance, legislative reform; etc.)?
  - Do they focus on advocacy at the national level and/or subnational level?
  - What are the organization's core strengths (e.g., communications, traditional or social media, direct engagement of policymakers, grassroots organizing, etc.)?

- In what other campaigns have they engaged?
- If targeting legislators, what current demands are they making? Is there an overlap or potential competition with our policy objective?
- What role could the organization potentially play in the campaign?
  - Basic level: Purely information sharing and communication
  - Mid-level: Some coordination and occasional joint activities
  - High-level: Close collaboration and co-organizing a significant proportion of all activities going forward

- Outline a vision and objectives (or terms of reference) for the proposed coalition, identify and recruit potential members.
- To form the coalition, identify leadership roles, the frequency of meetings and modes of communication.
- Coordinate advocacy activities to amplify campaign messaging through roundtable discussions, meetings with policymakers and earned and social media.

How to support a civil society coalition:

Support a strong civil society coalition through regular meetings, calls, emails or group messages to align policy objectives, make plans, share and update information and define roles, responsibilities and timelines.

Actions to support a coalition:

- Develop and share talking points, background materials and fact sheets for advocacy.
- Share resources and legislative updates to support the development and revision of campaign messages.
- Organize stakeholder sessions, roundtable discussions and policy forums that bring together coalition members, policymakers in government and the media to drive action towards the policy objective. Ensure participation of relevant stakeholders.
- Invite policy makers to champion activities for ownership.
- Draft joint letters, press releases and op-eds to keep epidemic preparedness at the top of the public and political agenda.
- Designate policy champions and subject matter experts to participate in press conferences, interviews, site visits and social media activities.
- Plan awards ceremonies and press events to recognize NGOs, media and government stakeholders engaged in advocacy.

Module 2.2
Engaging policymakers and fostering an enabling environment

*The **Engaging Decision-makers worksheet** supports the activities in this module.*

Regular engagement with political leaders increases discourse, builds trust and strengthens political will for government action to achieve the policy objective.

Ways to engage political decision-makers:

- Secure firm commitments from policymakers to support epidemic preparedness funding at events and publicize their public statements.
- Identify and invite government leaders to be policy champions for epidemic preparedness.
- Share educational materials, reports, fact sheets and position papers that contain relevant data and talking points to help political leaders advocate for epidemic preparedness.
- Organize educational forums, panel discussions, conferences and political roundtables for government, nongovernmental entities and other stakeholders to promote action, elevate discussion and increase discourse.
- Testify before legislative committees and other political forums and coordinate NGO participation in government-led sessions.
- Request NGO participation in intersectoral expert committees to advise on policy development and promote an inclusive government process.
- Provide expert advice and technical assistance in policy drafting.

Crafting your message:

Preparation is key when speaking with decision-makers. Advocates should make sure their messages answer these four questions:

- What is the problem?
- Why does it matter?
- What is the action that needs to be taken?
- When does this action need to be taken by?

The worksheets from Step 1 can help to craft these messages.

- From information gathered in the *Country Context* worksheet: Consider the "key messages" that can be used to persuade policymakers and the public about the importance of investments for epidemic preparedness.
- From the *Political Mapping* worksheet: Consider the documents and evidence that can support your messages.
- From the *Government Decision-Maker Mapping* worksheet: Consider the decision-makers' values and interests and the question "What's in it for me?" from their perspective.
- From the *Media Mapping* worksheet: Consider communications channels that might reach the decision-makers.

For more information about engaging with policymakers, see the Global Health Advocacy Incubator's ***Advocacy Action Guide****, part 7: "Talking with Policy-Makers."*

Module 2.3
Designing a media advocacy campaign

*The **Developing a Communications Plan worksheet** supports the activities in this module.*

Media advocacy to support campaign objectives:

Media advocacy is essential to building public and political demand, as well as cultivating champions who publicly associate themselves with the health security agenda. A well-designed media campaign will promote epidemic preparedness as a public and political priority and support the campaign's policy objectives. The strategies include earned (e.g., traditional), owned (e.g., blogs), social (e.g., Facebook and Twitter) and paid (e.g., advertisements) media. Effective outreach and promotion on traditional and social media are essential to building support for a campaign's policy objectives.

Successful media strategies target key policymakers and the public with evidence-based messaging that makes the case for the epidemic preparedness funding and provides policy solutions for government intervention. Media advocacy amplifies public statements and magnifies the impact of effective campaign voices to mobilize government action and sustain public support.

Media advocacy activities to consider:

Earned Media:

- Share campaign messages and materials with journalists and media outlets about the critical need for coverage of health security. Messaging may include the return on investment for funds spent on preparedness and the high cost of past and present outbreaks on society, including increased death and disease and social harms, the lasting economic impact and more. (For more information on the return on investment for epidemic preparedness, see Resolve to Save Lives, **"Why Epidemic Preparedness is a Smart Investment"** and **"Epidemics That Didn't Happen."**)
- Cultivate relationships with journalists through journalism workshops and webinars. Engaged journalists will, in turn, report on health security as a funding priority, drawing attention to the topic.
- Plan and stage media events, such as press conferences, site visits and public forums featuring health security policy experts and policymakers in government to generate coverage and provide opportunities for press interviews and engagements.
- Frame epidemic preparedness as a national priority through letters to the editor, opinion articles, and coverage in media outlets.

- Compile persuasive quotes, vignettes and video testimonials to share with policymakers and the media to maintain ongoing attention and coverage.
- Sponsor journalism fellowship programs to promote quality coverage of the need for epidemic preparedness funding, the human and economic cost of budget shortfalls, and potential policy solutions.
- Establish journalism awards to recognize and inspire quality media coverage around the topic of epidemic preparedness.

Owned Media:

- Consider how digital advocacy will advance each phase of campaign.
- Create and manage active campaign websites and appropriate social media channels.
- Provide updates—through events, webinars, workshops or newsletters—about campaign milestones, budget needs and ideas for interviews with people and businesses impacted by outbreaks.
- Develop short-term campaign activities that support policy goals at grassroots and grass tops levels.
- Conduct an email action campaign to send emails to targeted policymakers.

Social Media:

- Create a campaign-specific hashtag, such as *#PreventEpidemicsNaija* or *#FundEpidemicPreparednessGh*, for use across social media in posts by campaign partners and other stakeholders.
- Provide template social media toolkits—with pre-made content, images, the campaign hashtag, and a call to action—for partners to draw from and share content. One example is SEND GHANA's toolkit for the *#FundEpidemicPreparednessGH* social media campaign (attached).
- Hold interactive events—such as Twitter Chats, Twitter Spaces, Facebook Live, and Instagram Live—with issue experts to raise awareness about the urgent need to support epidemic preparedness. These events should include public health officials, community advocates, and health experts, among others.
- Encourage opinion leaders to speak up about epidemic preparedness through social media and during press interviews.
- Share clear campaign messages for social influencers' use on their own social media channels.

Paid Media:

- Advocacy campaigns do not need to engage in paid media to succeed. However, if funding is available, consider these activities:
  - Develop television and print advertising and support sponsored media; the call to action for all media should be for more funding for epidemic preparedness.
  - Boost Facebook posts and purchase sponsored tweets to increase visibility.

Media Impact Measurement:

- Evaluate traditional and social media performance and impact of the campaign. This can be measured in number of articles placed, the overall tone of the articles, use of the campaign hashtag and number of accounts reached.
- Track engagements and reactions from targets online (i.e., likes, comments, shares, re-posts).

For more information on developing a media advocacy strategy, see the Global Health Advocacy Incubator's Public Health Media Advocacy Action Guide: Elements of a Media Advocacy Campaign.

Cultivating Social Media Influencers

Influencers tend to sway opinions on social media platforms like Facebook, Instagram, Twitter and YouTube. An influencer's credibility comes from their online persona, their content and their perceived authenticity. Influencers may include:

- Individuals with large grassroots followings online who can build awareness and engagement.
- Individuals who have compelling personal stories strategic to your issue.
- Individuals who are considered to have expertise on a particular topic and create compelling content around their expertise.

When evaluating the potential impact of social media influencers, communicators often consider these factors:

- Reach: The size of the influencer's social media following.
- Commitment: The influencer's anticipated level of participation in campaign activities.
- Strategic value: How much the influencer's support strategically furthers the campaign objectives.

These questions should be considered for each influencer the campaign seeks to engage:

- Which target audience can they influence?
- How will they be recruited?
- What is the action "ask"?
- How will success be measured?

Building a Coalition of Advocates

Budget Advocacy Toolkit Step 2, Module 2.1

Global Health Advocacy Incubator

This worksheet will help you identify potential coalition partners and ways to reach them.

You may wish to refer to the *Nongovernmental Stakeholder Mapping* worksheet for a list of organizations with connection to the issue.

1. Assessing Potential Coalition Partners

Needed in a coalition	What do we have?	What do we need?	Potential partners
Relevant constituencies/ voices			
Advocacy capacities			
Key relationships (government)			
Key relationships (media, CSO, NGO, academic, etc.)			
Policy expertise			

2. Stakeholder Outreach

Considerations:

- Why hasn't the stakeholder supported the policy already?
- What would help them support the policy change?
- Is each step SMART (Specific, Measurable, Achievable, Relevant and Time-Bound)?

Stakeholder	Additional Considerations	Outreach Steps

Engaging Decision-makers

Budget Advocacy Toolkit Step 2, Module 2.2

Global Health Advocacy Incubator

This worksheet will help you identify the key messages to share with each decision-maker based on the policy objective and the decision-maker's values and interests.

Decision-maker:

Policy Objective:

Engagement: What is the best way to engage with the decision-maker? Who is the best messenger?

Values and interests: From the decision-maker's perspective, what messages will resonate to gain support for the policy?

Message 1: What is the problem you're addressing?

Message 2: What is the solution? This solution should include the policy objective.

Message 3: What is the action that needs to be taken by the decision-maker? By when does this action need to be taken?

Developing a Communications Plan

Budget Advocacy Toolkit Step 2, Module 2.3

Global Health Advocacy Incubator

The communications plan will complement and reinforce your Strategic Action Plan by helping to build public and political support.

Policy Objective

This communications plan will support the policy objectives identified in the *Developing Policy Objectives* worksheet. List your policy objectives below to frame what is needed for the communications plan.

Target Audience

Identify and list the groups and individuals who need to act to achieve your policy objective. Your target audience may include key representatives from government officials who may assist in the adoption of policies or the drafting of guidelines. *Refer to the* Government Decision-maker Mapping *and* Nongovernmental Stakeholder Mapping *worksheets for this section.*

Messages

Consider what messages can you convey to the target audience through the media and other channels that are most likely to inspire action? Strong messages speak to shared public values, describe the problem and why it matters and the actions to be taken. *You may wish to consider what motivates the Decision-makers ("Values and interests" from the* Government Decision-maker Mapping *worksheet) as well as information about the burden of disease from the* Country Context *worksheet.*

Messengers

Who is the best person or organization to deliver the message to the target audience? The messenger must be credible and able to influence the target audience when the message is delivered via the media or other channels. If you want the messenger to communicate in person with the audience, the messenger must have access to the audience. *Some individuals may have been identified as potential messengers in the* Nongovernmental Stakeholder Mapping *worksheet.*

Communication Channels

Channels are the medium the message will be delivered to the audience. Channels can include print (newspapers), broadcast (TV or radio) or social (Twitter or Facebook) media; paid advertising (newspaper ads or billboards); meetings or round tables; public events; petitions; email campaigns; and much more. *You should consider which channels have the best chance of reaching the target audience. You may wish to refer to the* Media Mapping *worksheet for this section.*

Key Milestones and Timeline:

What will be considered a sign of success? When do these milestones need to take place to have the desired impact?

Milestones	Deadlines

Earned Media Opportunities

Earned media is coverage gained without a fee paid to the media outlet. To generate earned media, consider how to frame a story as compelling or newsworthy. Can the story be related to another issue in the news or a well-known event, making it appear timely? Organizations that cultivate relationships with reporters and become known as trusted and credible sources of information will have greater success pitching story ideas to news outlets and their journalists.