VOLUME: D
Management of Drug Dependence Treatment Services
Module 3

GOVERNANCE AND EVALUATION

1. Clinical & quality governance

2. Programme evaluation for quality improvement

3. Advocacy
At the end of this workshop you will be able to:

► Define advocacy and discuss its role in drug treatment services
► Understand the process of developing an advocacy plan
► Describe the steps in effective advocacy
► Demonstrate the ability to develop an advocacy plan
Definition of advocacy

Advocacy is speaking and acting on behalf of self or others and for a cause

The notion of advocacy has its roots in the legal profession, where an expert, a lawyer, is called in to defend the interests of a person in a dispute (Latin “Advocare” - to call in)

It involves pleading for the cause of one's client: the intercession for, or the defense of, someone

Journal of medical ethics, 1994
Forms of advocacy

► **Self advocacy** – advancing one’s own interest

► **Peer advocacy** – representing the interests of someone other than self

► **Legal advocacy** – the use of attorneys to establish or protect legal rights

► **System advocacy** – action taken to influence social, political & economic systems for a given cause
Effective advocacy

Requires developing a **plan of action** with key players and acquiring the necessary skills to help one to reach one’s goals.
Advocacy Steps

Step 1 Defining the problem you want to address
Step 2 Developing and defining the aim and objectives
Step 3 Identifying the key players/advocacy targets
Step 4 Identifying your opponents
Step 5 Identifying your resources
Step 6 Developing an action plan (develop your messages)
Step 7 Ensuring meaningful clients’ involvement
Step 8 Monitoring and evaluating
Developing an advocacy plan

► Understand the issue to be addressed
► Define a clear purpose
► Conduct a partners’ and opponents analysis
► Identify the targets and goals to be achieved
► Agree on the resources required, time-frame and success indicators
Key elements of a plan

► Goals/aims
► Strategies/objectives
► Action steps
► Performance indicators/outcomes
Let’s practice!

Identifying advocacy issues

► What is an issue you want to address through advocacy?
► What is the current situation in your locality?
► What is your goal?
► How do you think advocacy can help you meet your goal?
Criteria for selecting an aim/goal

Might include the following:

► Will a solution to this problem or issue result in a real improvement in peoples’ lives?
► Is this an issue or problem we think we can resolve?
► Can we tackle this issue or problem with the resources available to us?
► Is this an issue that will attract support or divide us?
Objectives

► Can be to change legislation, policy, practices or funding

► Objectives must include the targeted individual, group or institution

► Must be SMART:
  – Specific
  – Measurable
  – Appropriate
  – Realistic
  – Time-Bound
Let’s practice!

Aims and objectives

Develop aim/goal and objectives for the advocacy issue previously defined

► Be sure your objectives are SMART

► Develop at least three objectives for your advocacy efforts
Stakeholders/advocacy targets

Definitions

Direct Advocacy Targets:
Individuals or groups whose practices, policies or behavior you are seeking to change.

Indirect Advocacy Targets:
Individuals or groups that can influence the priorities of your direct target. (media, public, other organizations, etc)
Stakeholder analysis

Stakeholder analysis is a technique used to **identify the key people and organizations** that have an interest or activity relevant to your issue

- **Step 1:** Identify who these stakeholders are
- **Step 2:** Understand their power, influence and interest
- **Step 3:** Develop a good understanding of the most important stakeholders

**Tip:** Develop a stakeholder map to keep track the various players & changes over time.
Stakeholders analysis

- High Power:
  - High Interest: Engage closely and influence actively
  - Low Interest: Keep satisfied
- Low Power:
  - Low Interest: Monitor (minimum effort)
  - High Interest: Keep informed
Let’s practice!

Stakeholders

► Brainstorm on all possible stakeholders, identifying which could be directly or indirectly involved

► Identify any connections you may have with them

► Prioritize the stakeholders: Which ones are the most influential?
Advocacy requires all types of resources:

- Financial
- Human capital
- Information
- Skills

What resources are needed to meet our goals and objectives?
An Action Plan will have all the necessary elements including a timeline for each activity and who is responsible for implementing it.

It will have all the specific activities that are necessary for meeting the Aims and Objectives.

It will help us track our efforts.
Monitoring and evaluation of the advocacy plan

- Assessing the impact of advocacy work can be challenging

- Defining success indicators and data collection methods is essential

- Identifying what worked and what did not and why it is important to guide the next advocacy plan
Phases of performance measuring

1. **Formulating project objectives**: Defining measurable statement of results to be achieved

2. **Selecting indicators**: for measurable achievements

3. **Monitoring performance data**: Collecting actual data for each indicator

4. **Reviewing & reporting** performance data: analysis & reporting
Assessing the impact of advocacy work can be more difficult than evaluating service work.

It is critical in determining not only the success of the end product of the advocacy work but what strategies worked with what groups, and more importantly, what did not work and how can we improve it?

Setting clear and measurable advocacy goals and objectives are the key to monitoring and evaluation.
## Monitoring and evaluation table

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Define the problem you want to address
Develop and define the aim and objectives
Identify the key stakeholders/advocacy targets
Identify your key partners and your opponents
Identify your resources
Develop an action plan
Ensure meaningful clients’ and peer groups involvement
Conduct the monitoring and evaluation
Take-home messages

► Advocacy is a useful tool to advance a cause
► It works
► It has to be well-planned and implemented
► It must be accompanied with a good monitoring and evaluation
Questions
Wrap-up

► Can you give an example how advocacy helps drug treatment services?

► What are the steps in developing effective advocacy?

► Why is it important to monitor and evaluate advocacy activities?
Thank you for your time!
End of module 3