



**Part Four**  
**Useful Tools**



## Useful Tools

This section contains useful tools which will help you carry out some of the main tasks identified in the advocacy process.

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## **Stakeholder Analysis**

Stakeholder Analysis is the technique used to identify the key people who have to be won over, influenced or simply informed. You can then use this information to build the support that will help you succeed.

Before you start to think about how you influence or negotiate, it is important to look at who you need to involve, and if there is anyone 'important' you are leaving out. You should also remember that one of the principles identified for public health advocacy is inclusion and therefore the key stakeholders are, in the first place, all those affected by the issue or problem whether they are powerful or without influence.

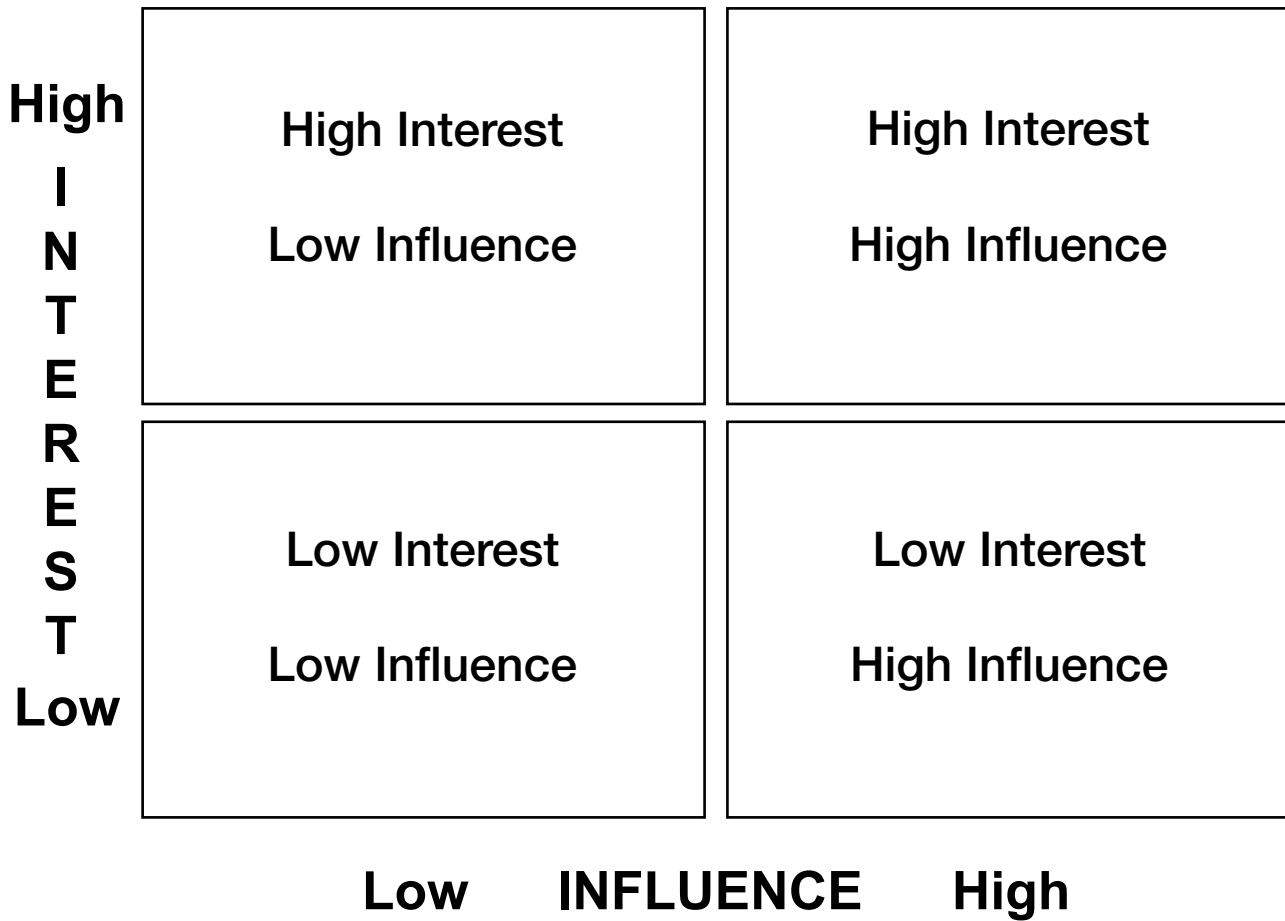
### **Benefits of using a stakeholder-based approach**

- You can use the opinions of the most powerful stakeholders to shape your plans. Not only does this make it more likely that they will support you but, in addition, their input can also improve the quality of your work
- Gaining support from powerful stakeholders can help you to win more resources - this makes it more likely that your projects will be successful
- By communicating with stakeholders early and frequently, you can ensure that they fully understand what you are doing and understand the benefits of your work - this means they can support you actively when necessary
- You should anticipate people's reaction to your ideas and plan actions that will win people's support for your plans.

## How it's done

- List all the people and/or organisations that are influenced by and/or have influence/ interest/power in relation to your issue or problem. You will likely identify a mix of organisations and people but it is important to focus on the key person(s) with authority and power to effect change.
- Prioritise the list of people and organisations into the grid on the next page
- Ask yourself some key questions -
  - Why are the people in the low interest/low influence area?
  - What can you do about those you have identified in the low interest/ high influence area?
  - What motivates those you have identified?
  - What information will they want from you?
  - How will they want to receive the information from you?
  - What is their current opinion of your work? Is it based on good information?
  - Who influences their opinions generally, and who influences their opinion of you?
  - If you don't think you will be able to win them round how will you manage their opposition?
  - Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

## Stakeholder Analysis



## SWOT Analysis

**SWOT** analysis is a tool used to highlight the areas where improvements could be made by identifying the following:

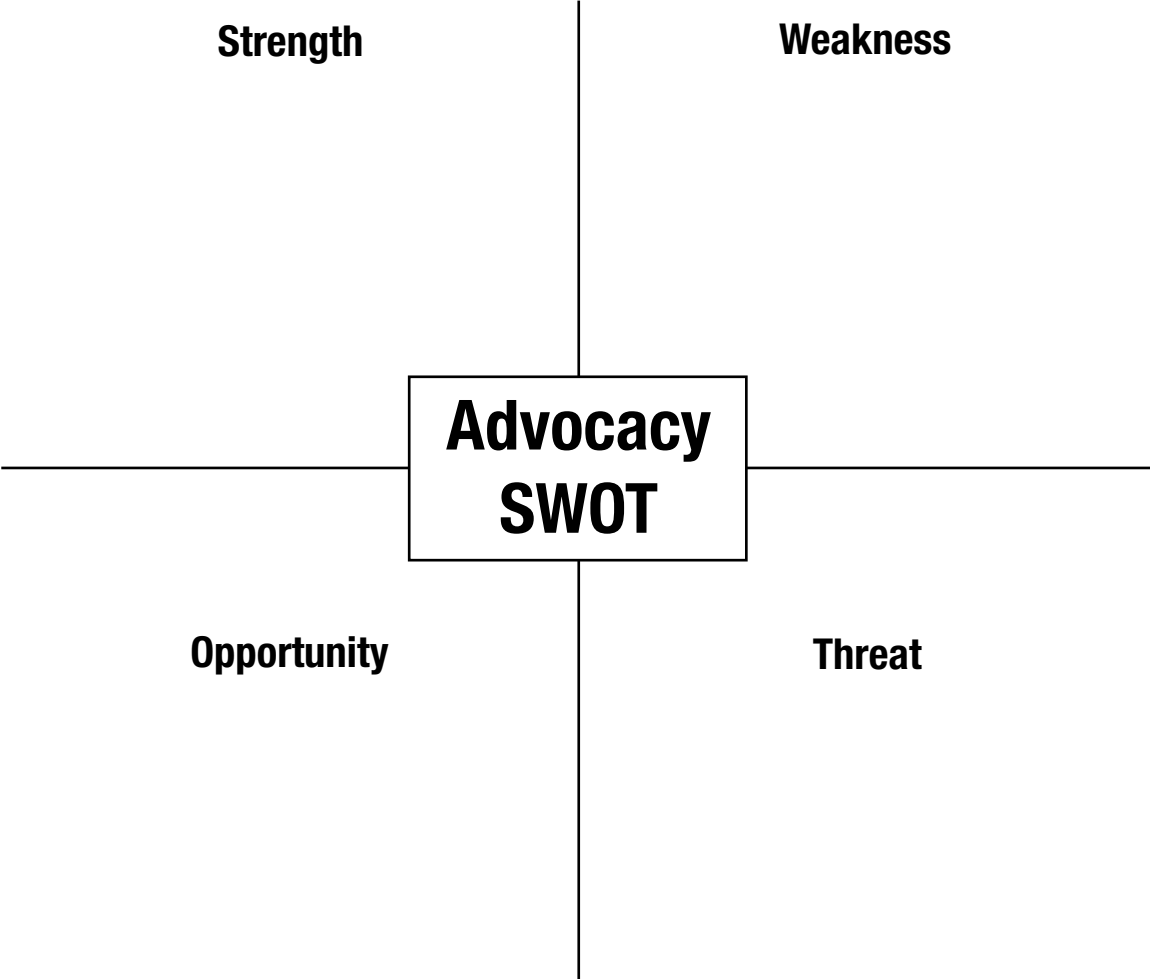
**Strengths** – what is currently done well? How can you build on strengths to move towards your goal.

**Weaknesses** - what is not working so well? Are there areas where resources and skills could be developed/utilised more effectively?

**Opportunities** - are there things happening which could help you achieve your goal? For example events, people, policies, a campaign on a related issue, which you can use to support/endorse your advocacy activity.

**Threats** - what do you see as potentially disadvantageous e.g. policy changes, new services being provided by others – anything that may limit or be in competition with your goal

Once the SWOT analysis is completed, you can begin to plan how to build on strengths, deal with weaknesses, take advantage of opportunities and lessen the impact of threats. For example, if inadequate use of the media is identified as weakness, your goal will be 'to improve the use of the media'.



## PEST Analysis

**Political**

**Economical**

**Social**

**Technological**

This is the process of looking at the factors in the external environment that may impact on your advocacy activity. Some of the areas identified may not be within your control, but it is essential that you know what they are as they may strengthen/weaken your case.

Under each heading list what PEST factors may impact/relate to your advocacy activity.

**Political e.g.**

Legislation

New policies and guideline

Government/political

organisations/power

**Economical e.g.**

Funding sources

Employment rates

Interest rates

Economic situation locally/  
nationally

Inflation rates

**Social e.g.**

Education levels

Interest levels in population

Fashions/trends/hot topics

Class structure

Gender/sexual orientation

Ethnicity

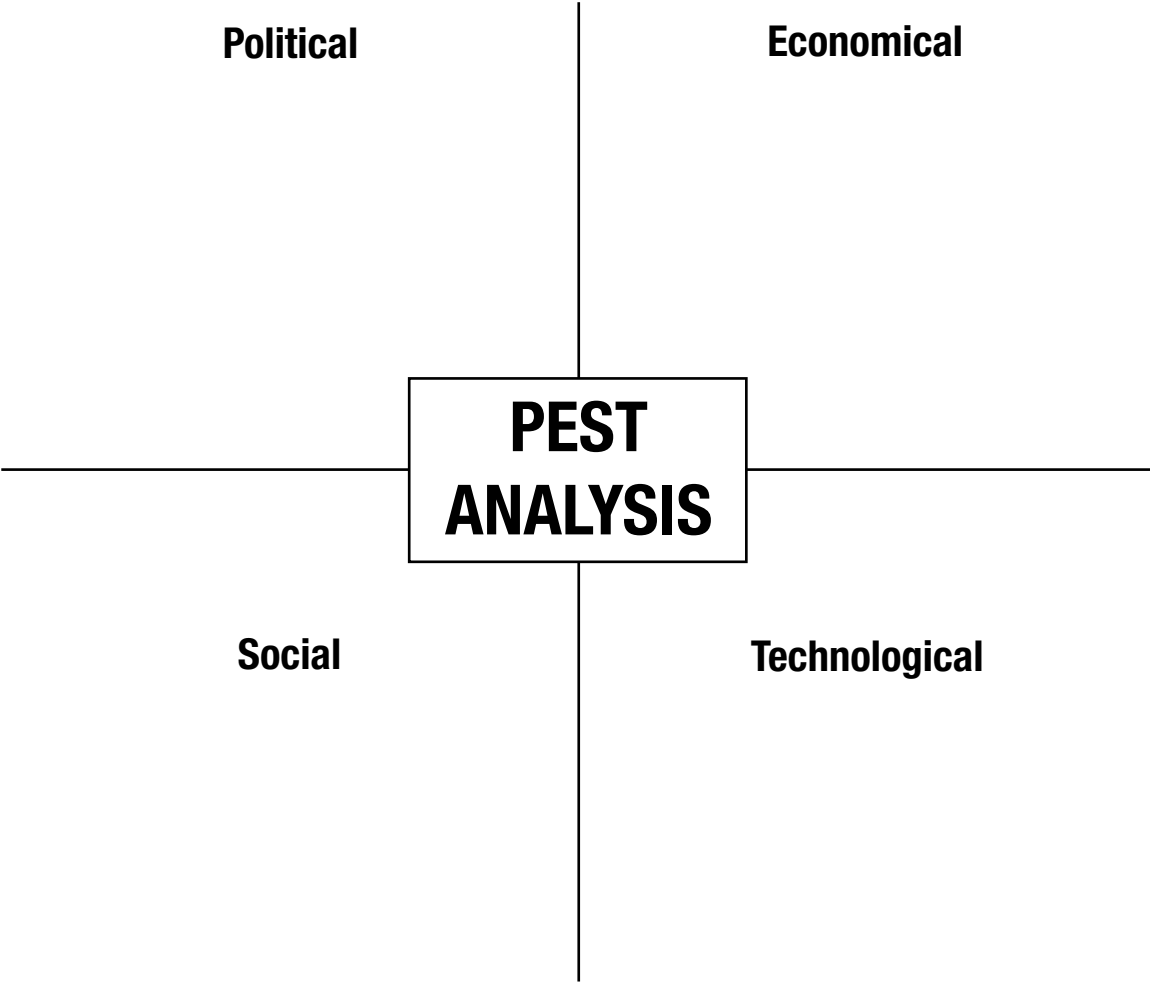
Changes in social structures

**Technological e.g.**

New developments

New ways of working

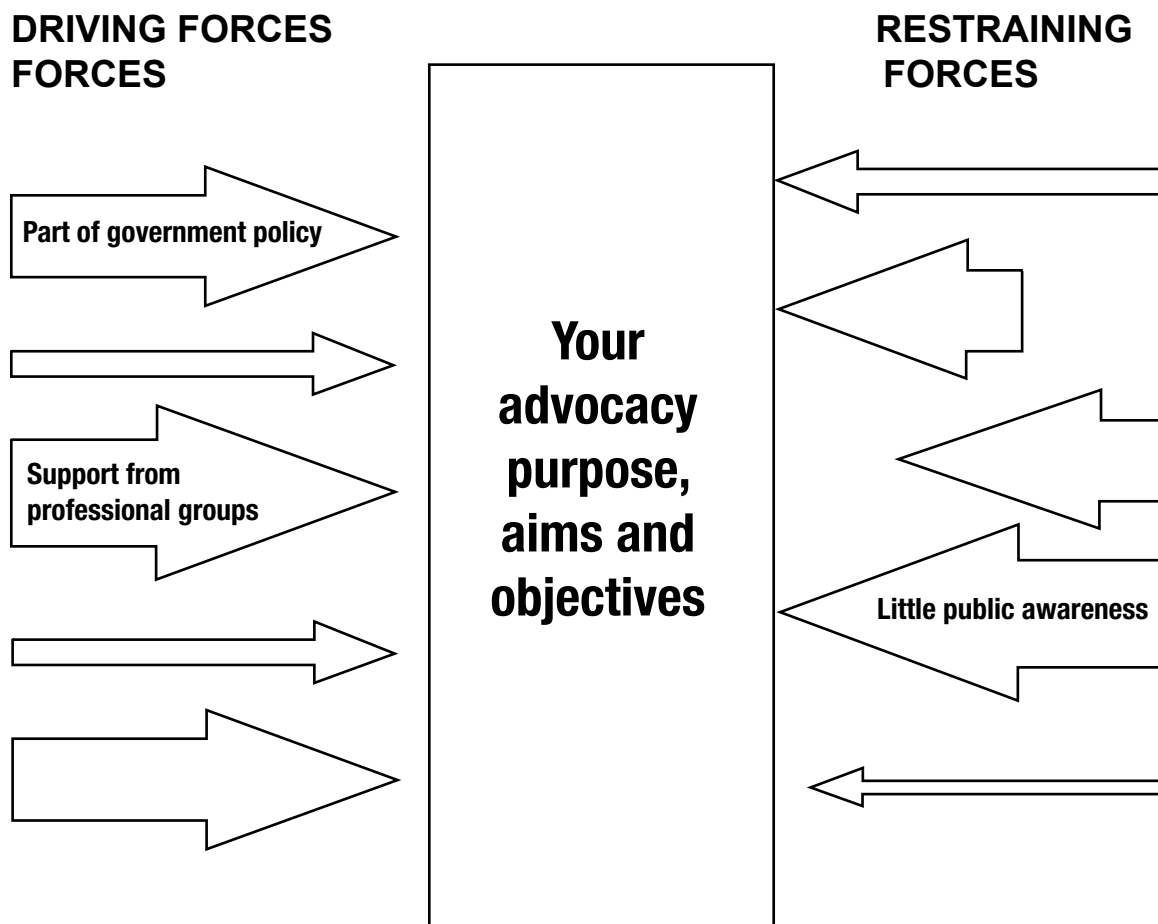
Impact of technology on  
people/jobs/finances



## Force field analysis

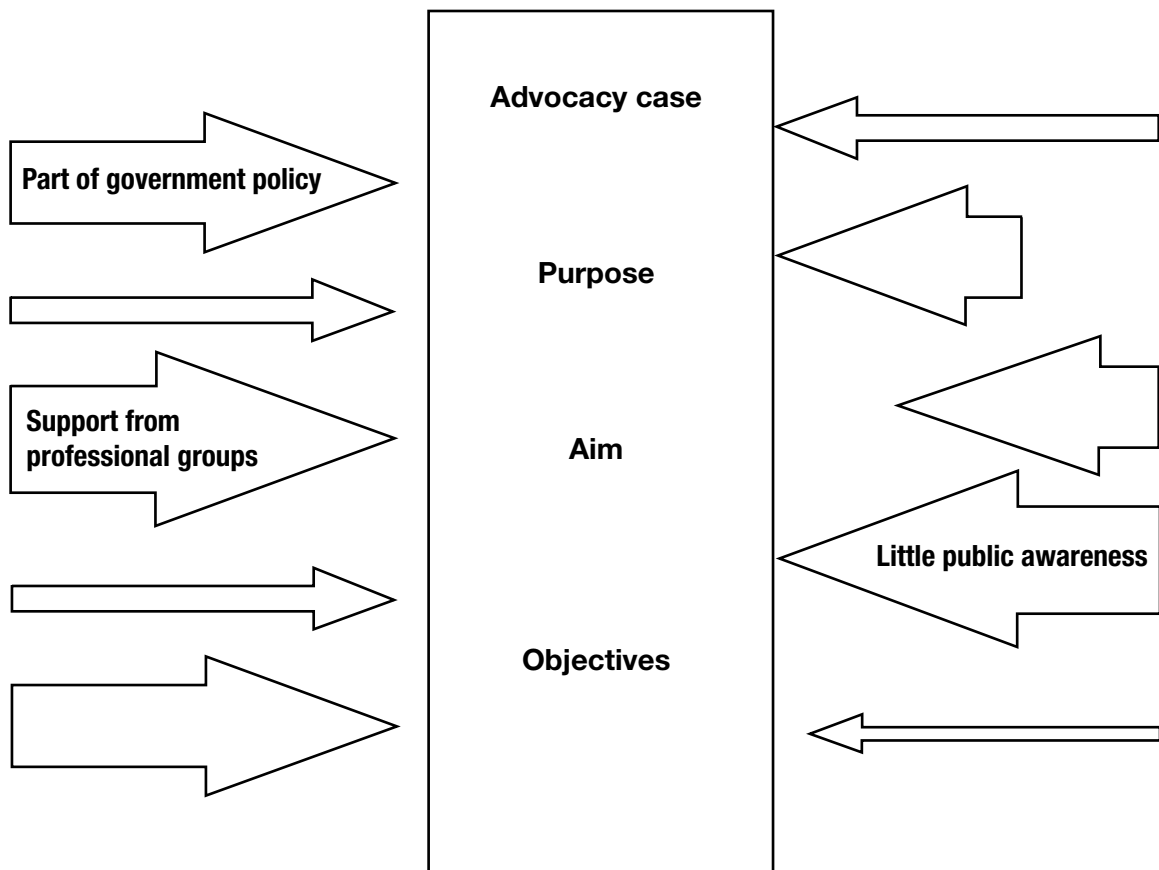
Force field analysis has many uses. In advocacy work it can be used to identify the 'pros and cons' for the process as a whole or any part of it. It helps identify the people, organisations, policies and other factors that can support your aims the '**driving forces**' and who and/or what may cause difficulties – the '**restraining forces**'. With this information you can decide how the driving forces can be used to help strengthen your activity and identify ways of overcoming and influencing any opposition highlighted in the 'restraining forces'.

### Example



### Complete your own Force Field Analysis –

- ◆ Clearly state your purpose, aim and objectives
- ◆ Identify who and/ or what are the driving forces?
- ◆ Identify who and/or what are the restraining forces?
- ◆ Place the driving/restraining forces you have identified in the larger/smaller arrows depending on how you estimate their importance.
- ◆ When you have completed analysis you can begin to plan to use the driving forces and deal with/negate the restraining forces to support your work.



## Setting Objectives

**Firstly** be clear that you clearly identifying your aims and objectives.

- **Aims** – your overall goal
- **Objectives** – the important landmarks/steps that you need to achieve to reach your aim

When setting objectives remember to keep them **SMART!**

**SMART** stands for:

**S**PECIFIC

**M**EASURABLE

**A**CHIEVABLE

**R**EALISTICS

**T**IMEBOUND

**SPECIFIC** - Be precise about what you want to achieve.

**MEASURABLE** - Quantify your objectives, e.g. provide statistics or be specific in qualitative statements which can be measured, e.g. a policy document on equality will be developed.

**ACHIEVABLE** - Are you attempting too much?

**REALISTIC** - Do you have the resources to attain the objective (support, people, funding, time, materials, knowledge)?

**TIMEBOUND** - What is the deadline for your overall aim and each step or objective. How do all the parts of your plan fit within your timescale e.g. within a year, by a specific date, etc.?

## **Communicating effectively**

To be a successful advocate you will need to increase awareness, build support and change attitudes. Communication is the key. An important element of effective communication is to keep your target audience in mind and tailor the message and your presentation methods to their needs and abilities.

### **Decide on your audience**

Be clear about who your audience is.

- Be clear what message you are trying to put across and target the audience(s) that will have the most influence on the success of your advocacy activity.

### **Understand your target audience**

Different groups of people are influenced in different ways.

- Take time to understand what appeals and 'grabs' the interest of your target audience.
- Learn what works, share that knowledge and build on this.

### **Consider the method of communication**

What communication method appeals to your audience?

- How would they like to find out about you? Email, newsletter, meeting, radio, letter, etc.
- Tell them what they need to hear in the format that will most appeal

### **Consider the messenger**

Consider who is best to carry the message.

- Who will hold credibility with the audience
- Often people take an issue more seriously if they feel they can relate to the person delivering the information –so who is best to for your intended audience?

### **Consider the message**

When trying to capture your audience think about what they want to hear.

- Offer solutions to the problem posed so your case does not seem unattainable
- Keep information and statistics as relatable to your audience as possible – this gets peoples' attention.

## **Raising public awareness**

**There are many ways to raise public awareness including:**

**Hold public meetings** – Make the public aware of your case, build support and engage with the interested to bring them on board.

**Start a Ribbon/wristband campaign** – many groups have created an emblem which publicly symbolises support for a cause. e.g. pink ribbon for breast cancer awareness, wristbands for anti-bullying and anti-poverty campaigns

**Websites** – Develop websites or include your campaign on relevant websites of key interest groups – widen your audience at every opportunity.

**Involve local communities** – Find out about local groups and think about who might have an interest in your campaign. Make contact, build relationship and get people involved.

**Involve local schools/further education institutes/universities.** – Find out who the local, influential, knowledgeable people are in these institutions. Make contact, bring your campaign to their attention

**Distribute educational resources** – Create and distribute factsheets, posters/leaflets. These should be well designed and contain relevant information for your audience.

**Think about where best to reach your target audiences** – is it the post office where people collect pensions, the hairdresser or garage, the pub, local shop or churches?

**Press Release** – send a press release of any coming events or significant achievements to help raise awareness of your case. Contact local newspapers, radio stations, etc

## **How to write a successful press release**

### **What is a press release?**

**A short, catchy story that captures the key points of your case in a way which will interest the media and build awareness of and support for your case**

### **Dos & Don'ts of a Press Release**

- DO write something worth reading – exciting, informative, short, sharp and straight to the point. Remember what sells newspapers!
- DON'T exaggerate the facts of your case – this will only ruin the credibility of your case.
- DON'T try to give all the details of your case – if people want more information they will ask
- DO have a good catchy heading- look at how papers normally layout headlines and attempt to copy the style
- DO give contact details so the media can get back in touch for more information
- DON'T have a messy layout – ensure the layout is clear, concise and easy to read. Try using subheading to guide the reader if needed.
- DO include all your contact details as part of the press release so the readers know how to get in touch.
- DON'T use jargon, complicated or unexplained words – readers give up if they don't understand what you are trying to tell them.
- DO keep the information to one or two pages at the most.
- DON'T only use plain text – where possible use interesting quotes from people the readers would be interested in hearing from/know/associate themselves with.
- DON'T use 'I' or 'we' unless it is in a quote.
- DO think of the audience/readers and write your release to interest them!
- DO send it to the right people in newspapers, journals or radio stations!! You will need to research who best to contact and then keep a contact list for future reference.

## Press Release Layout - Example

<b>Advocacy Title/Slogan/Logo</b>	
Name (Contact Details for advocacy) Address Telephone number Email Address Website	<b>Press Release</b> – (possibly add date when should be released)
<b>MAIN TITLE IN BOLD</b> Subtitles in mixed cases	
<b>Main body of text</b>	
For further information please contact XXXXXX on XXXXX.	

