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Preparedness&Response
ONE HEALTH IN ACTION

One Health Policy Advocacy Toolkit



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INTRODUCTION

Policy advocacy is a deliberate process of informing and influencing decision-makers in support of policy change and implementation, including resource mobilization.¹ We use advocacy to convince policymakers to address problems, debate solutions, and pursue specific policy actions. We define policy as the legal and regulatory framework; national or country policies, including public financing for policies; and operational policies, including the rules, regulations, codes, guidelines, protocols, and administrative norms that translate laws and policies into programs and services.

Policy advocacy is critical in the context of One Health, a proactive, integrated approach that calls for multi-sectoral and interdisciplinary engagement across the human, animal (including wildlife), and environmental health sectors to better prevent, detect, and respond to emerging pandemic threats. Effective implementation of a One Health Strategic Plan requires buy-in and support from key decision-makers across public and private sectors of One Health. P&R has created this toolkit to help National One Health platforms and partners understand the role of advocacy in advancing One Health in their countries. The toolkit will help to develop a policy advocacy strategy to guide the National One Health Platform (NOHP) in advancing messages to gain decision-makers' support, identifying advocacy tools and events to strengthen collaboration and policies, and cultivating alliances and champions for the One Health cause.²

STEP-BY-STEP PROCESS

A successful policy advocacy strategy is based on in-depth understanding of the policy environment and backed up with a clear plan of action. In this section, we present P&R's stakeholder-driven approach to analyzing policy challenges and opportunities; developing a comprehensive policy advocacy strategy; and operationalizing the strategy. In addition, we identify helpful tools (denoted with an underline) and gender considerations to keep in mind as you develop a policy advocacy strategy.

The process includes three steps: (1) Identify Policy Priorities for Advocacy → (2) Develop a Policy Advocacy Strategy → (3) Operationalize the Policy Advocacy Strategy.

STEP 1: IDENTIFY POLICY PRIORITIES FOR ADVOCACY

A deep understanding of the policy environment and focus on high-impact challenges are prerequisites for a successful policy advocacy strategy. Common challenges include lack of an overarching legal framework for a One Health structure; lack of an MOU among primary stakeholders on the NOHP; lack of staff seconded to the NOHP from its constituent ministries; and lack of an operating budget. To set the foundation for a successful strategy, the core members of the NOHP should do the following:

¹ PATH, sites.path.org/advocacyandpolicy/how-we-do-it/strengthen-advocacy-capacity/

² Although this toolkit is geared toward promoting One Health-related policies, the tips, tactics, and strategies presented herein are useful for advocacy efforts more broadly. The strategy components are useful for a range of advocacy initiatives.



- Synthesize policy issues that emerged through the development of the country's One Health Strategic Plan, the WHO/IHR Joint External Evaluation, the One Health Assessment for Planning and Performance exercise, or other review exercises.
- Or, if policy challenges have not yet been identified, conduct a policy scan/review, including a SWOT analysis.
- Prioritize the policy issues to include in the strategy (see the Policy Prioritization Tool).

Note: The platform may elect to engage a policy advocacy consultant to support this and other work related to the development of the strategy, including facilitating the workshop (see the Policy Advocacy Consultant SOW).

STEP 2: DEVELOP A POLICY ADVOCACY STRATEGY

A policy advocacy strategy will guide the NOHP in gaining decision-makers' support for One Health initiatives. The strategy should include advocacy objectives, milestones, key messages, and an action plan with tactics, assignments, outputs, costs, a timeline, and performance monitoring indicators. The recommended approach to developing this strategy is to hold a two-day policy advocacy strategy workshop (the "workshop"), at which stakeholders agree on core components of the strategy. Key steps include:

Plan for the Workshop

The platform and the policy advocacy consultant, should:

- Develop a participant list (e.g., NOHP members and relevant government officials, WHO, FAO, USAID, CDC, NGOs, and the private sector).
- Develop a One Health Policy Brief to help workshop participants and other stakeholders understand basic concepts before the workshop begins.
- Send invitation packages with a workshop agenda, the One Health Policy Brief, and the preliminary assessment of advocacy skills to gauge participant understanding of advocacy and inform the development of workshop materials.
- Prepare/adapt the workshop PPT, the basis for discussion of the strategy components.
- Review the facilitator's guide, which provides guidance on how to conduct the workshop.

Hold the Workshop / Develop Strategy Content

The two-day workshop is where participants learn about what policy advocacy is and how it can advance One Health, and then develop the key content of the advocacy strategy. Guided by the workshop PPT and using the worksheets, the consultant organizes the participants into small groups to address the following areas:

► POLICY ADVOCACY TOOLS

- **Policy Scan/Review Template** – Guides policy scan/review process.
- **Policy Prioritization Tool** – Helps rank policy priorities.
- **Policy Advocacy Consultant SOW** – Outlines responsibilities of the consultant.
- **Workshop Agenda** – Aligns with the Workshop PPT.
- **Preliminary Assessment of Advocacy Skills** – Gauges participant understanding of advocacy and informs the workshop.
- **One Health Policy Brief Template** – Recommends format for providing background on One Health and advocacy.
- **Workshop – PPT** – Helps facilitate discussions during the workshop.
- **Workshop – Facilitator's Guide** – Provides in-depth guidance on facilitating the workshop using the Workshop PPT.
- **Workshop – Worksheets** – Contains activities for use during the workshop.
- **Workshop – Evaluation Form** – Captures feedback on the workshop.
- **Policy Advocacy Strategy Template** – Recommends headings for a strategy.



- Identify different types of policies
- Define policy advocacy
- Review the policy priorities identified in Step 1
- Develop a goal and SMART objectives
- Develop milestones
- Understand decision makers and influencers
- Identify messengers and craft messages
- Monitor and evaluate advocacy
- Create an advocacy action plan

At the end of the workshop, participants should provide feedback on the workshop using the [evaluation form](#). Within a week of the workshop, the consultant should prepare a report with a participant list, agenda, key discussion points, and follow-up action items.

Finalize & Validate the Policy Advocacy Strategy

After the workshop ends, the NOHP should finalize the strategy (which can be done at a half-day meeting immediately following the workshop) and validate it with key stakeholders, as follows:

- Establish a subcommittee to finalize the [policy advocacy strategy](#). With the consultant, the subcommittee will refine the draft, agree on tactics to reach each milestone, estimate the costs of implementing the strategy, and identify performance monitoring indicators.
- Vet core components of the strategy with key stakeholders. It may be helpful to provide a summary of the key elements of the strategy to high-level ministry officials.
- Seek official approval and signature by the NOHP and/or directors of the constituent ministries to give the strategy more weight.

STEP 3: OPERATIONALIZE THE POLICY ADVOCACY STRATEGY

Once the plan has been finalized, the next step is to put in place the people, processes, and resources to do the activities outlined in the strategy. We recommend the following steps:

- Determine who will implement the policy advocacy strategy. In some cases, a technical working group on advocacy and communications may already exist under the NOHP; in such cases, this group is the natural owner of the strategy. In other cases, P&R may help the NOHP convene one or more other working groups to take responsibility for the strategy's components.
- As needed, continue to engage the policy advocacy consultant in monitoring and assessing implementation of the advocacy action plans and providing technical advocacy expertise as needed.

▶ GENDER CONSIDERATIONS

- Will women and members of other marginalized groups attend the workshop?
- Have you reviewed the P&R Gender Integration Toolkit for best practices in integrating gender in the workshop?
- Have you put in place measures to ensure that everyone will have an opportunity to contribute/participate meaningfully?
- Will diverse stakeholder groups be effectively reached through advocacy messages?
- Does the advocacy plan explicitly identify reforms that may address gender issues?
- Have you considered how gender disparities might positively or negatively impact implementation of the action plan?