

Policy Implementation Toolkit

SUPPORTING TOOL: **STRATEGIC PLANNING** **FOR IMPLEMENTATION** **CAMPAIGNS**



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save millions
of lives.*

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Strategic Planning for Implementation Campaigns: How-to Guide

Why is it important?

An action plan provides a practical roadmap for achieving your implementation goal(s) and is a critical part of the campaign process. An action plan helps to refine implementation objectives, set decision-maker targets, clarify roles and responsibilities among partners, and determine campaign strategies. Over the course of your campaign, you will use your action plan to guide strategic decision-making and help you effectively monitor progress.

What needs to be done?

Campaign action plans can differ in format and level of detail, but they generally include the following types of information:

- Policy objective(s)
- Decision-maker targets and other key stakeholders
- Campaign strategies
- Communication tactics
- Partners

An action plan should also include a detailed work plan based on your selected campaign strategies. That workplan should highlight the following:

- Anticipated campaign activities and timelines
- Persons/partners responsible for carrying out the activities
- Required resources for the activities and who is providing them
- Indicators for monitoring activities and evaluating progress

A strong implementation campaign action plan re-

quires a thorough understanding of the political environment. Before you begin your implementation campaign, make certain you fully understand the law or laws related to your implementation objective. Also consider researching past road safety policy implementation efforts (or other public health implementation efforts), so you know which strategies did or did not work. Your research should include creating a political map, which will detail the policy-making process and which decision-makers and influencers are involved. [see GRSP's *Political Mapping for Policy Implementation* tool]

Your action plan will be most effective if it is developed as part of a collaborative process among campaign partners. Identify a core group of organizations that can provide leadership throughout the planning period.

HELPFUL HINT: Regularly update your action plan throughout your campaign. Remember that the campaign action plan is a living document that reflects the current advocacy environment – and that as the environment changes, whether as a result of an election, staffing changes within a relevant agency or your advocacy efforts, so too should your plan. Examine the plan regularly to determine whether its initial strategies and activities are bringing you closer to achieving your implementation objective. Designate periodic check-in times with the campaign leadership to review and revise your political mapping, monitoring and evaluation data, and campaign action.

Getting Started

Gather your partners and form your team.

The size of your planning team may vary according to the scope of your campaign, but consider assembling a core leadership group of five to seven organizations that are skilled advocates and technical experts and deeply dedicated to achieving your implementation objective. (A larger group may prove unwieldy and make it difficult to reach consensus on critical campaign decisions.) Each of these organizations should send one or two senior-level representatives to participate in the action plan development process.

Whilst you are action planning, discuss which organization has expertise in a particular area, as well as resource constraints. This will help you to plan more effectively.

Gather background information

Once you have determined your campaign's core leadership team, divide responsibility for gathering and summarizing existing background information related to your road safety issue. This may include the following types of information:

- Text of the legislation related to your implementation objective and any implementing regulations which have already been developed and/or issued
- Global, regional, national, and/or sub-national mortality and morbidity rates
- Primary causes of morbidity and mortality
- Economic costs-benefits analysis
- Relevant literature reviews and scientific studies, including [Traffic Injury Prevention](#), *Injury, Accident Analysis & Prevention*, and other journals
- Global and regional best practices and standards, including [WHO](#), [UNECE](#), and [World Bank](#) guidance
- Recent media coverage
- Historical attempts to policy implementation and their outcomes (successful and unsuccessful)

As part of the research process, the team should also conduct a comprehensive political mapping (see GRSP's *Political Mapping for Policy Implementation* tool) which includes identifying:

- Steps and timelines of the implementation process
- Government bodies and decision-makers engaged in the process
- Individuals and organizations that can influence the process - and their potential motivations for supporting (or opposing) your campaign.

Your team can likely conduct much of the necessary research, but consider engaging technical consultants to address any complex research needs. In fact, you may already have much of the research already if you collected it for a policy passage campaign. This might include technical or subject-matter experts, road police, policy/legal analysts, media professionals, or political insiders. Consultants will likely speed up the research process, though they may require financial compensation. Once the research phase has been completed, ask all researchers to develop one to three page summary briefs (approximately one to three pages). Package the summaries together and distribute for review in advanced of action planning.

Prior to action planning, you will likely identify minor holes in your background information and political mapping. That's ok! As the campaign progresses, you will naturally uncover additional information. However, if you identify major gaps in needed data or analysis, you may want to consider commissioning research studies, packaging evidence, or conducting your own analysis as part of your implementation campaign strategies and activities. Discuss this as part of your campaign action planning.

Initiating action planning

Complete the action plan with your leadership team over a one- or two-day period. In a group setting, participants will find it easy to share, debate and discuss information and ideas, which will help foster shared ownership and result in a more complete plan. The action plan can be completed either by the entire group or with small groups that work on specific sections and then re-convene as a large group to review and finalize content.

Consider identifying an external facilitator that can help guide your leadership team to complete the plan. A good facilitator can help all team members to fully participate, minimize power dynamics and conflicts, encourage in-depth discussion, ask clarifying questions, and help your team to arrive at consensus.

GRSP's *Essential Elements of a Policy Advocacy Campaign* tool may be a useful resource for you, your implementation campaign leadership team, and/or your external facilitator as you complete your implementation campaign action plan. Share before action planning.



Tool 1

IMPLEMENTATION CAMPAIGN ACTION PLAN

REFINE IMPLEMENTATION OBJECTIVE

Before you begin planning, you should already have a strong sense of your implementation objective. Ideally, a shared implementation objective is what brought you and your campaign partners together and guided your political mapping. During action planning, take the time to review and refine your policy objective as appropriate.

Remember: implementation objective(s) represent the change you want to see happen or the goal you are working towards. The implementation objective(s) set the direction for your overall campaign plan. Your implementation objective should address a need resulting from new legislation or an implementation gap in existing legislation. It should provide an evidence-based solution for your implementation issue. Your implementation objective should be Specific, Measurable, Achievable, Relevant, and Time-bound or SMART. It should also contain the following three items:

- A policy “actor” or decision-maker - the person(s) or decision-making body with the power to make your desired change a reality
- A policy “action” or decision - the specific action you want them to take or decision you want them to make.
- Timeline for change - the date by when you want them to act or decide.

GRSP’s *Determining Your Implementation Objective* tool can help you and your partners to further refine your campaign’s implementation objective.

Implementation Objective(s)



Tool 2

IMPLEMENTATION CAMPAIGN ACTION PLAN

DETERMINE IMPLEMENTATION REGULATIONS PROVISIONS AND NON-NEGOTIABLES (IF APPLICABLE)

If you're implementation objective is related to the drafting and adopting of new regulations or amending existing regulations, your team needs to determine what provisions and specific language you would like to see included in the regulations.

Based on background information you've collected prior to the meeting - in particular any global standards and examples of model policies - as a group list the main provisions you want to see included in the proposed policy. This will help you come to consensus on your "gold standard," or ideal regulations. The [WHO's Strengthening Road Safety Legislation Manual](#) provides some guidance on the necessary components of good practice road safety policies.

Next, identify possible provisions that might be introduced while regulations are being drafted. Identify which of these you would oppose and discuss the reasons why.

Because quick decisions may need to be made during a campaign about whether to support a proposed compromise, your group should use this opportunity to anticipate possible compromises and what you are willing or unwilling to accept. Review each provision together and decide if there is an acceptable compromise.

If there is no compromise, then these are your non-negotiable items.

Keep this part of your action plan confidential. If opponents know in advance what you are willing to compromise, that may weaken your chances to secure the strongest possible policy



Tool 3

IMPLEMENTATION CAMPAIGN ACTION PLAN

"Gold standard" provisions		Possible compromises
1)		1)
2)		2)
3)		3)
4)		4)
5)		5)
Provisions to oppose		Possible compromises
1)		1)
2)		2)
3)		3)
4)		4)
5)		5)
Non-negotiables:		

"Gold standard" policy is the ideal policy you are seeking to pass. It would include all provisions of internationally accepted good practice policy.





Tool 4

IMPLEMENTATION CAMPAIGN ACTION PLAN

Identify Implementation Targets		
<p>Now that you have refined and expanded upon your implementation objective, it is time to prioritize your implementation targets. Targets include key decision-makers with the power to make your implementation objective a reality and their “influencers” within the implementation process.</p> <p>Your list of targets should also include other stakeholders—such as non-governmental organizations, academic institutions, media members, constituent groups, and private sector representatives—that you can leverage to effectively reach and persuade decision-makers and influencers.</p> <p>Reference your political mapping, in which you outlined the decision-makers and influencers engaged in the implementation process, to help you in this prioritization exercise. You might not have the time, resources or access to target everyone included in your political mapping, so be thoughtful and specific about those who you will target for support.</p>		
Implementation Objective(s)	Their Influencers (names and titles)	Stakeholders (may include individual names, or organizations/groups or categories of people)



Tool 5

IMPLEMENTATION CAMPAIGN ACTION PLAN

Determine Strategies <p>Having prioritized your implementation targets, now it's time to determine the high-level strategies you will use to reach, influence and mobilize decision makers. Examples of strategies include:</p> <ul style="list-style-type: none">■ Developing key arguments and other background documents which argue for strong implementation■ Providing key technical resources, such as draft regulations, for decision-makers■ Building support for implementation within specific government agencies■ Cultivating implementation champions within specific government agencies■ Using media to activate public dialogue and influence decision-makers■ Building coalitions of key stakeholders to conduct outreach about implementation <p>Be creative in designing strategies, but remember to carefully consider your targets' interests, your implementation campaign team's advocacy strengths and weaknesses, and any cultural and political factors that affect advocacy in your country. Usually a combination of three to five strategies is most effective. You will determine the activities and tactics associated with these strategies later in the planning process.</p>
Strategies

IMPLEMENTATION CAMPAIGN ACTION PLAN

No matter which strategies you've chosen, communications will be an integral component of your implementation campaign. On the one hand, it will be vital to communicate with key stakeholders. On the other hand, your implementation objective may be related to educating the public and conducting outreach with key groups about new legislation – a heavily communications-based objective! This section deals with communications you'll need to do to advance your implementation objective. For more information on communicating with the public, please see GRSP's Building Public Support and Conducting Outreach for Policy Implementation tool.

Following development of your action plan, GRSP's *Developing Advocacy Messages* tool can be used to help craft targeted and persuasive messages for your various campaign audiences.

[illegible]



Tool 7

IMPLEMENTATION CAMPAIGN ACTION PLAN

Address Opposition			
<p>Nearly every implementation campaign will encounter some form of opposition. As part of your political mapping, you identified groups or individuals with the potential to intervene against your implementation objective, the arguments they use, and the decision-makers over whom they have influence. As part of your strategic campaign planning, you now need to consider how you will monitor and mitigate opposition activity throughout your campaign.</p> <p>Following development of your action plan, GRSP's <i>Developing Advocacy Messages</i> tool can be used to help craft effective arguments and messages to counter opponents.</p>			
Opponents	What types of information/resources will you monitor in order to learn about opposition activity?	How will you get the information?	Who will get the information?

What types of actions will you take to preempt or mitigate opponents' efforts to defeat your implementation objective?

IMPLEMENTATION CAMPAIGN ACTION PLAN

[illegible]



Tool 9

IMPLEMENTATION CAMPAIGN ACTION PLAN

Finalize Workplan				
<p>You are almost finished! It's now time to combine the various elements of your overall campaign plan into a detailed workplan. While many implementation campaigns last for some time, having an initial workplan of about 12-months is extremely useful. For each of your main strategies, your work plan should delineate activities, needed resources, responsible persons and approximate timelines. In addition to reflecting your critical strategies, make sure your work plan captures intended communication activities, as well as efforts to monitor and mitigate the opposition and mobilize partners.</p> <p>Your work plan also includes space for monitoring and evaluating whether your activities are bringing you closer to achieving your policy objective. At this point, you will want to create indicators to measure success. The documentation column can be used to verify indicators following completion of your activities. During work planning, it can be useful to have individual small groups complete the tables for the various strategies you identified.</p>				
Strategy:				
Activity	Resources	Person(s) Responsible	Time-frame	Monitoring & Evaluation
				Indicator of SuccessDocumentation

Using your Campaign Action Plan

Congratulations! You have completed your implementation campaign action plan. Before you begin using it, review your plan one last time to ensure that you can realistically accomplish the activities you laid out and you did not overlook any key opportunities. Make note of any missing information in your action plan and determine how you will fill those gaps.

Next, take the time to determine when and how your campaign team will regularly review and update your plan. Specifically, discuss the frequency of your review and update meetings, methods of communication and data review, and approaches to decision-making (e.g. consensus, majority-vote or other). Consider who else may need to learn about your plan and whose feedback you want to capture. While your action plan may contain sensitive information that you won't want to become public, you may need to secure the buy-in of important stakeholders like policy champions or other committed partners. Think carefully about how to gain buy-in without breaching confidentiality.

Finally, discuss any potential risks or threats to implementing your action plan and determine how the campaign leadership team will respond if a potential crisis were to arise. This should include specific roles and responsibilities and will help to minimize negative impact to your campaign. GRSP's *Managing Risks and Crises* tool can help your team to assess and anticipate risks and develop an appropriate crisis response plan.

You are now ready to begin supporting policy implementation. Good luck on your campaign!



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