

Activity: Identifying a UHC budget advocacy problem or agenda in my country

1. Provide each participant with a link or a copy of the tool, refer them to the UHC-related examples, and allow them 20 min to read the document. Suggest that they focus on p. 6, the framework for budget advocacy.
2. Allow each participant another 30 min to identify:
 - three or four components that are related to or important for UHC;
 - one or two components that they or their organization could and would be interested in exploring in their country;
 - the type of information they would require to conduct research and advocacy on the two selected issues or aspects;
 - where they could find the information;
 - with which other groups or stakeholders they could liaise to collect the information, such as parliamentarians, the media, other CSOs or people in line ministries; and
 - the obstacles they foresee in doing this kind of work and why.

This activity can be conducted before providing content on strategic advocacy and specific, measurable, achievable, realistic, time-bound (SMART) objectives (see Table 6), although participants should have a basic understanding of UHC.

Table 6. SMART objectives

S	Specific	<p>The objective of budget advocacy is specific when it clearly states:</p> <ul style="list-style-type: none"> • Who is to be affected? • Where is the impact to be? • What will be the form or shape of the impact or the observable benefit? <p>Example: Rural men, women, adolescents and children in the poorest provinces of country X are enrolled in the national health insurance scheme by increased allocations to the scheme from all levels of government.</p>
M	Measurable	<p>When applicable, strategic budget advocacy objectives should be measurable. It can be useful to state in the objective how much it would cost the government to make the change being sought by your organization.</p>

		<p>According to the IBP budget advocacy toolkit, a measurable objective can:</p> <ul style="list-style-type: none"> • determine the size and scale of the desired impact; • provide a means for measuring impact; • facilitate translation into budgetary terms; and • concretize the goal of advocacy. <p>Example: National and state governments increase their resource allocations to the national health insurance scheme by 5% annually in order to enrol men, women and children in the poorest communities.</p>
A	Achievable	<p>The achievability of a strategic objective for budget advocacy depends on the social, political and economic circumstances. Therefore, a detailed context analysis is necessary when defining an objective, and it is essential to ensure that the change sought is related to the budget. This can be ascertained by ensuring that the change sought is linked to the public sector and falls under their responsibility and that it involves use of public funds.</p> <p>Other contextual elements might affect the achievability of the objective.</p> <ul style="list-style-type: none"> • Will you have access to the necessary information to implement the activities for your objective? • Is the civic space open enough to engage in meaningful dialogue with those responsible for change or at least with those who can influence “change-makers”? • Is the stakeholder you wish to influence interested in and committed to the issue you want to change? • Who will be negatively affected by what you ask for? • Are there adequate resources and possibilities to make the change? • Are there potential allies or more voices that could push for similar change? <p>This list of questions is not exhaustive and only exemplifies the types of questions and strategic reflections necessary in developing a strategic budget advocacy objective.</p>
R	Realistic	<p>A strategic budget advocacy objective is realistic when your organization has the capacity and ability to achieve it. It is a strategic reflection with regard to your institution, movement or self. You could ask yourself:</p> <ul style="list-style-type: none"> • Does my organization or I have the knowledge to conduct the analysis necessary for achieving this objective? If not, do we have the resources to fill this gap? • Does my organization have the necessary financial resources to pursue this objective? If not, will it be able to obtain them? • Will pursuing this objective contribute to or divert my organization from its strategic vision? • Will seeking this objective open or close doors for my organization that might positively or negatively impact other work?

		This non-exhaustive list of questions is designed to stimulate a strategic discussion on the institutional capacities and resources necessary for establishing objectives.
T	Time-bound	<p>The objective of strategic budget advocacy must have a time-frame; otherwise, it will remain an aspiration. The time-frame of a budget objective is also important because public budgets are decided by governments and economic contexts that may change, if there are free elections. For global issues such as health and UHC, the time-frame may be based on international commitments such as the SDGs. Time is also important in view of the complexity and challenge of implementing UHC policies.</p> <p>The main questions that the objective should answer in terms of time are by when should this change materialize, and will this occur at a set time or gradually?</p> <p>Example: National and state governments increase their resource allocations to the national health insurance scheme by 0.2% per year for 10 years in order to achieve SDG 3.8, ensuring that all rural men, women and children in the poorest provinces are enrolled by a specific time.</p>
