

# The What, Why & How of Strategy Adjustment

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# What are we talking about?

- Strategy ≠ Planning
- Advocacy is about socio-political change
- Strategy = a plan for bringing about such change

# Why is strategy adjustment important?

- Strategic guesses about things we don't know
- What you thought would *work* might *fail*
- What works *now* may not work *later*



# How will you know that you need to adjust?

- Make strategy explicit, not just activities
- What will tell you that its not working?
- When/Where will you decide that its not working?



# Which assumptions to monitor?

- Not everything!
- p.32 Super Duper Impact Planning Guide (<http://internationalbudget.org/wp-content/uploads/Super-Duper-Impact-Planning-Guide.pdf>)
- Where uncertainty & importance intersect
- Important & Certain (critical blind spots) e.g. Officials will be prepared to engage with CSOs
- Important & Uncertain (priority wildcards) e.g. Pro-accountability actors will be strong enough to force change.



# Examples of how strategic guess that Samarthan adjusted

- From: Villagers can influence government through social audits. (Priority wildcard?)
- To: *Need to balance village power by bringing in urban elites*
- From: The main challenge is to get workers into NREGA (Critical blind spot?)
- To: *It is also a challenge to keep workers on NREGA*



# Conclusion

- Identify key assumptions
- Monitor what happens
- Space to reflect on your strategy
- Strategy adjustment  $\neq$  M&E: Don't over plan or over monitor

