

**Test your knowledge of the topics we will cover. Please fill out this pre-assessment before beginning the module.**

## **Advocacy and Meaningful Youth Engagement**



Welcome back to Women Deliver Young Leaders Program Digital University! In this third module, we aim to make the **advocacy process** easy to understand and to equip you with the practical advocacy skills you need to move forward in building your campaign. You will also learn about **meaningful youth engagement** and its integral role in advocacy work. Let's get started!

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# Learning Objectives

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**“Let us make our future now, and let us make our dreams tomorrow’s reality.”**

*—Malala Yousafzai, Pakistani activist for female education and the youngest Nobel Prize laureate*

**As a Women Deliver Young Leader, you are already recognized for your advocacy contributions by a leading global advocacy organization.**

Building on your learnings from Modules 1 and 2, this module will help take your advocacy to the next level with additional background, history, and resources on advocacy tools, tactics, and techniques.

You will also learn about meaningful youth engagement, a specific approach by which young people have a say in the programs, policies, and investment of resources that impact their lives.

**By the end of this module, you will be able to:**

- 1** Define advocacy and its role in creating systemic, sustainable change.
- 2** Construct an advocacy plan using the 10-step advocacy campaign framework.
- 3** Describe meaningful youth engagement and the role it plays in advocacy.
- 4** Examine your advocacy campaign plan and identify ways to incorporate meaningful youth engagement.

**Increasing the political and social will to realize your rights, especially when they are not universally accepted, requires sustained and strategic advocacy, which is a skill you can learn.**

**This module will help you acquire these essential tools.**



**This module will take about **2 hours** to complete. Remember, you are not required to complete it all at once.**

# Introduction to Advocacy


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## Advocacy is critical to achieving gender equality and advancing the Sustainable Development Goals (SDGs).

Throughout Digital University, you have learned a great deal about SRHR and gender equality, and the barriers and solutions that coincide with each. As you are starting to see, **awareness** of SRHR and gender equality issues, particularly those impacting girls, women, and young people, is not enough to guarantee access to those rights.


Increasing the political and social will for the realization of those rights through strong rights-based policies, programs, and investments, **especially when those rights are not universally accepted**, requires sustained and strategic advocacy.

Advocates like you play a critical role in pushing for progressive policies and holding governments accountable to respect, protect, and fulfill your rights.



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**Many of you already have broad experience in advocacy. For those who are new, or need a refresher, the next section will serve as a short guide to advocacy along with additional resources to learn more.**



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## What Is Advocacy?

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**The word “advocacy” originates from the Latin word “advocare,” meaning to call to one’s aid or speak out on behalf of someone.**



*Stock photo: A group of young people from around the world, holding hands with each other.*

The Women Deliver Young Leaders Program provides an opportunity to acquire advocacy strategies and lessons learned from other advocates around the world and apply them in your own work. You can apply the knowledge and skills taught in this module to the particular political processes and dynamics that exist in your context.

Around the world, from country to country, advocacy campaigns and winning strategies may differ. Learning more about the related movements already taking place and connecting with other advocates helps to make sure you are not replicating efforts or working against strategic initiatives already underway.



## DEFINING ADVOCACY

There are many different definitions of advocacy. Broadly, **advocacy is the process of building support for a specific issue or cause and influencing others to take action in order to achieve a desired change.** Policy advocacy involves building support to effect change in policies and legislation. Advocacy happens on many levels, including locally, nationally, regionally, and internationally.

Advocates play a critical role by applying pressure on governments and policymakers to enact needed change, influencing donor commitments, and securing other gains. Advocates also play an important role in holding governments accountable to their promises and commitments.

### **Advocacy helps to:**

- Ensure key decision-makers are held accountable for implementing existing policies.
- Ensure sufficient financial resources are allocated for programs and services.
- Create support among community members and generate demand for implementing specific government policies.
- Inform the general public and opinion leaders about an issue or problem and mobilize them to apply pressure to decision-makers.
- Create behavioral changes that affect practices, beliefs, and systems.



## DID YOU KNOW?

As a leading global advocacy organization, Women Deliver conducts its own advocacy efforts, including those outlined in this module. For example, our President and CEO, Katja Iversen, served on the G7 Gender Equality Advisory Council (GEAC) where she and others worked to integrate gender equality and gender-based analysis across the themes, activities, and outcomes of Canada's G7 Presidency. Katja also participated in GEAC for France's G7 Presidency in 2019.

Women Deliver's current advocacy focuses on **Beijing+25** (the 25th anniversary of the Beijing Declaration) and the Generation Equality Forum, with the goal of bigger, bolder, and accountable commitments across sectors towards advancing gender equality in 2020 and beyond.



## POLICY CHANGE

Young Leaders can build support for and effect change in gender equality and SRHR-related policies and legislation, as well as inspire others to take action.

**There are various ways policy change can happen, including:**



## **Policy Development**

Creating a new policy proposal or policy guidelines

## **Placement on Policy Agenda**

Appearance of an issue or policy proposal on the list of issues that policymakers give serious attention to

## **Policy Adoption**

Successful passage of a policy proposal through an ordinance, ballot measure, legislation, or legal agreement

## **Policy Blocking**

Successful opposition to a  
policy proposal

## **Policy Implementation and Accountability**

Proper enactment of and  
accountability for a policy, along with  
the funding, resources, and/or quality  
assurances required

## **Policy Maintenance**

Prevent resource cuts or other  
negative changes to a policy or  
budget allocation

## Policy Monitoring and Evaluation

Track a policy to ensure it is implemented properly and achieves its intended outcomes. Results can be used to advocate for changes to the policy or its implementation.

We would not be able to achieve policy change without strong evidence and data. Data is crucial in informing civil society advocacy strategies to push for political and social change; data and evidence is fundamental to all stages of one's advocacy as listed above and discussed in the next section. Strong monitoring and evaluation practices provide the opportunity for collecting quality data and increasing the evidence base for gender equality.

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**Above all, anyone can be an advocate and use their voice to drive and make sustainable change.**

# Advocacy Campaign Guide: 10 Steps to Reach Your Goal

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**Youth involvement is making a difference every day in advancing progress towards the SDGs.**

**Young people are demanding to have a seat at the table in these conversations. Nothing should be decided about youth without their direct input and involvement.**

**Now that you have a better grasp on the broader concept of advocacy, you can begin developing an advocacy strategy of your own. An advocacy strategy helps clarify what you are doing, why you are doing it, and how you will coordinate your efforts.**

Designing a policy advocacy campaign can feel both intimidating and overwhelming. Working through steps to articulate your strategy and action plan helps clarify what you are doing and coordinate

your work.

From [#NiUnaMenos](#) in Argentina to [#BalanceTonPorc](#) in France to [#MeToo](#) in the United States and [#Ready4Repeal](#) in Singapore, we know there is no one right way to raise your voice, advocate, and make a change. Outlined in this module is a formalized, tried and true approach to designing an advocacy campaign. Many advocacy campaigns will contain elements of these steps. We've found that the most impactful campaigns have approached these steps thoughtfully.

**This lesson lays out 10 steps to developing an advocacy campaign. These steps will help you:**



**Let us start building your advocacy campaign strategy!**

## Step 1: Identify the Issue

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**The first key component in developing an effective advocacy campaign is to clearly identify your issue. You might already have yours clearly defined.**

**To make sure that is the case, whenever identifying the issue, you want to look at the following three factors:**

### **CHALLENGE**

First, determine the **challenge**—or problem—you want to tackle. Start by looking deeply into the issue before moving forward. This will include research to identify evidence and statistics that demonstrate the effect on the population of interest and the need for a solution.

To gain a better understanding of the problem, ask yourself the following questions:

- What is the problem or issue that I want to address in my community or country?
- Are there underlying causes of the problem or interconnected issues that also need to be addressed?

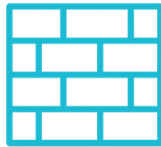


## BARRIERS

Next, you need to analyze the **barriers** to solving the challenge you have identified. Barriers can be related to individual behavior and attitudes, socio-economic factors, cultures and traditions, and policies and laws.

Ask yourself the following questions ([The White Ribbon Alliance, 2006](#)):

- What are the needs or gaps I have identified about this issue?
- Did I identify a duplication of effort—or a lack of effort—in the attempt to improve this issue in my community or country?
- Do I see efforts to address this issue between the government and civil society that are contradictory to each other?
- Is there a lack of political will, community awareness, or financial resources needed to address the issue at hand?



## CHANGE

Finally, brainstorm on the **change** that would help remove the barriers you identified. Think of what additional information you need that would help you achieve your goals.

Think about solutions and opportunities that could contribute to solving the challenge. Consider:

- What other organizations are working on this issue in your country?
- What barriers have they faced in their efforts?
- What innovative solutions have not been tried?

Other similar organizations are likely addressing one or more barriers in their efforts to bring about change. Understanding what campaigns already exist will help you avoid duplicating efforts and support ones that are already in place.



# EXAMPLES

CHALLENGE	BARRIERS	CHANGE
Child marriage	<ul style="list-style-type: none"><li>• Cultural norms</li><li>• Policy</li></ul>	Enact a nationwide law banning marriage for individuals under the age of 18.
Lack of youth-friendly SRH services in a community	<ul style="list-style-type: none"><li>• Stigma</li><li>• Healthcare providers' lack of knowledge or attitudes</li></ul>	Provide accurate, stigma-free, and youth-friendly SRH services by well-trained health workers.
High rates of unintended pregnancies in a rural community	<ul style="list-style-type: none"><li>• Lack of comprehensive sexuality education in school</li><li>• Commodity stock outs</li></ul>	Increase government funding for contraceptives to lower costs and increase access for individuals.

When you state the solution to your challenge, you will have identified your issue. Your issue should be **specific and concrete**. It should clearly reflect the change you want to achieve.



## Step 2: Deepen Understanding

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**The issue you focus on for your advocacy campaign must be well-defined or the greatest possible impact.**

Once you have an initial issue in mind, you need to conduct research and deepen your understanding of it before you move forward. Sometimes a problem that seems caused by one thing is, in fact, caused by multiple intersecting factors. Examining the intersections of issues is essential to choosing the right issue and developing a strategic advocacy plan. This section will provide you with critical questions to ask along the way.



*Photo Credit: Jonathan Torgovnik/Reportage by Getty Images. Members of the Muvubuka Agunjuse youth club in Uganda during an outreach in one of Kampala's slums. They were sensitizing a group of mechanics on the street to family planning issues and sex education.*

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# CONDUCTING INITIAL RESEARCH

Before you move forward, make sure you understand some basic facts about the issue and know some of the key players and stakeholders. A stakeholder is a person or group with an interest, involvement, or investment in the issue. It describes people who are affected by the issue or who can influence it.

## Essential facts to collect:

- ✓ Who is affected by the issue?
- ✓ Who cares about the issue?
- ✓ What factors contribute to the issue?
- ✓ What are the consequences (social, economic, health, etc.) of the issue?
- ✓ What are the barriers (political, cultural, etc.) to addressing the issue?
- ✓ What is the history of the issue in this community?
- ✓ Are there current policies that address the issue? If so, how effective are the policies?
- ✓ Have other advocacy efforts been successful regarding this issue? Why or why not?

**A person or group with an interest, involvement, or investment in your issue is referred to as a \_\_\_\_\_ .**

*Acceptable responses: Stakeholder, stakeholder, STAKEHOLDER, Stake holder.*

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# CONDUCTING A NEEDS ASSESSMENT

A **needs assessment** is the process of identifying and measuring areas for improvement and deciding on the most effective methods for creating the change you want to see. In other words, it is a way of **asking a particular group of people what they see as their most important and pressing needs**. Beyond data collection, which is important, conducting a needs assessment will allow you to involve and prioritize the people who are and will be affected by the issue and any policy solutions that can further influence your vision and choice of advocacy tactics.

The information that you gather will help you further define the issue and identify its causes. A needs assessment can teach you new information about your issue that can cause you to change your vision and tactics.

To conduct a needs assessment, reach out to the people who are most affected by the issue you are researching—as well as other key players and stakeholders—with a list of informed and thought-provoking questions.

**These questions should be context- and issue-specific with an aim to answer the following questions ([IPPF, 2011](#)):**

- ✓ How do people feel about the issue?
- ✓ How are people affected by the problem or issue?
- ✓ What are the most serious consequences?
- ✓ What factors contribute to the problem? Which of those factors is easiest or most important to address?
- ✓ What are the barriers to addressing the issue?
- ✓ What is the history of the issue in this community? How does the issue link or divide different communities?
- ✓ Who are my opponents and what influences them to take the positions they do?
- ✓ What political forces may be influencing decision-makers?

- ✓ What will it take for people to support your goals (or at least not oppose them)?
- ✓ Who are the key players and stakeholders?
- ✓ Are there current policies that address this issue? What works or doesn't work?
- ✓ Are there policies that could be created to address this issue?

Carefully consider your methodology, especially if you are not a part of the community whose needs you are assessing. You may want to partner with an organization or a researcher with local ties or who is trusted by that community. You may want to start by working with the community itself to conduct their own needs assessment. **This can be a powerful intervention in and of itself, and is often the best means of getting accurate, relevant information.**

Your needs assessment could utilize informal discussions (focus groups) or formal surveys. Information you gather could be quantitative or qualitative.



Evidence that is:

- Statistical
- Mathematical
- Computational



Evidence that supports an idea, but doesn't use numbers, such as:

- Personal testimonies
- Thoughts
- Opinions

You may want to conduct interviews or use other means to gather stories. You might find looking over human rights fact-finding methodologies and standards helpful in conducting your needs assessment (see the [International Human Rights Fact-Finding Guidelines](#)). Ultimately, a combination of both quantitative and qualitative data will provide you with the most comprehensive foundation on which to base your next steps.

## GOOD RESEARCH PRACTICES

When collecting data and conducting research, it is important to use high quality research from recent and reliable sources.

### “Good Research” is:

- Recent: ideally from 2015 onward
- Published data in peer-reviewed literature (e.g., [The Lancet](#), [The BMJ](#), [Nature](#))
- From population-level data and reports from UN entities (e.g., [UN Women](#), [WHO](#), [UNICEF](#), [UNESCO](#), [World Bank](#), [IMF](#))
- Data and reports from a recognizable research organization or major implementers (e.g., [Guttmacher Institute](#), [UNFPA](#), [USAID](#), [DFID](#), [Jhpiego](#))

### When citing good research:

- Always cite the original source (do not cite newspapers; be sure to find the original study the article is referring to)

- Don't confuse correlation with causation (Hint: correlation means two variables are related, but causation means that one variable causes change in a second variable)
  - **Correlation:** Increased government funding for SRHR services and supplies is linked to a decrease in unintended pregnancies
  - **Causation:** Increased government funding for SRHR services and supplies increases access to contraceptives

In the first example, increased government funding for SRHR services and supplies could be related to the decrease in unintended pregnancies, but is not the sole cause of the change, so they are correlated. In the second example, increased government funding for SRHR services and supplies directly leads to additional access to contraceptives; there is a cause and effect relationship.

**“When in doubt, leave it out” —if you are not sure if the data comes from reliable research, do not use it.**

**Note the data gaps:** Is there bias in the research? Bias can influence what data is presented (a key group included or excluded from the analysis), how it is presented (a graph's scale that is misleading), and ultimately lead to misinterpretation (the data picked specifically to confirm a thesis rather than test a hypothesis). Consider who the research was funded by, how big the data pool is, etc.



*Photo Credit: Jonathan Torgovnik/Reportage by Getty Images. L N'GOR ISLAND, DAKAR, SENEGAL: A youth outreach team from Marie Stopes International, a specialized sexual and reproductive health and family planning organization, on a site visit to N'gor Island where they offer information to youth about sexual and reproductive health services, and also distribute condoms.*

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# KNOWLEDGE CHECK: QUALITATIVE VS. QUANTITATIVE RESEARCH

Read each example below to learn more about qualitative and quantitative research.

## QUALITATIVE RESEARCH

Interviews with local women to understand how they use medical facilities.

Observing parent-child interactions to describe the nature of the relationships.

Analyzing group interviews to discern factors that affect contraception uptake.

Asking participants of a clean energy program what worked or could be improved.

## QUANTITATIVE RESEARCH

Consulting WHO data to determine global rates of maternal mortality.

Surveying patients to count how many are using family planning services.

Analyzing health survey data to assess changes in women's access to resources.

Asking participants who completed an advocacy training program to rate it.

## APPLYING THESE TOOLS IN YOUR ADVOCACY

**For example, if you are planning an advocacy campaign on adolescent SRHR, then your general research and needs assessment would include the following:**

- Assessment of the reproductive health status of adolescents in a chosen community, region, or country
- Information on the availability and utilization of reproductive health information and services by adolescents, including gaps and barriers



- Assessment of local, regional, institutional, and national policies that affect the availability and utilization of adolescent reproductive health information and services
- Interviews to identify adolescents' perception of services

The needs assessment and research will help you understand the specific issue to address. It will strengthen your arguments, allowing you to influence others in your community regarding the importance of the issue. It can also help you better understand your opposition, anticipate what they may say, and have answers ready (you will learn more about this in Step 8).

As you move forward, make sure you have collected sufficient background information on the issue or policy you want to change.

**Now that you know more about the issue and have facts, go back to Step 1: identify the Issue, and ask yourself the following questions ([IPPF, 2011](#)):**

- Am I targeting the most relevant or important policy change?
- Have I prioritized the policy changes (if more than one)?
- Is this policy change realistic?
- Whose perspective am I basing my work on (young men, young women, non-governmental organizations, governments, media, donors, etc.)?
- What would the people who will be most affected by this change say about my plan? Am I basing my work on their experiences? Am I working with them (at all stages: research, planning, implementation, and monitoring and evaluation)?
- Am I comfortable working on this topic?
- Do I have enough data to support my advocacy?
- Do I know when important decisions will be made and can I ensure that my initiatives are timed to affect that decision?

**Answering these questions will help you decide if this is the right issue to take on for your campaign.**

In some cases, there may be data gaps that limit your ability to proceed effectively. For example, your issue of focus may be on sexual activity of adolescent girls under the age of 15 in a certain country. While doing research, you may find that this data is not currently being collected or the data is very limited so is not representative of the larger population. It is important that you keep various limitations in mind in your assessment.

In other cases, you may need to go back and reformulate how the challenges and barriers interact, examine the timeline, and rethink what a strategic solution to this issue would look like. Above all, this is the stage in your campaign to ask how the community most affected by the issue would perceive your efforts.

- Are they willing to work with you as equal partners to address the challenges that impact them? Are they wary of outside influence, and would they pose a barrier to your efforts?
- Would this campaign help build their power, or marginalize them as passive recipients of your vision?
- Is this a campaign better initiated and led by the community itself?

**Answer these questions honestly to ensure that your advocacy builds community power, rather than perpetuating the status quo.**

## For Your Consideration

## How to Conduct and Cite Research

In your advocacy research, it is important to make sure you rely on trustworthy sources. On the internet, it is easy for a page or an “expert” to look official, but not be a trustworthy organization or resource. Make sure you only use materials and information from well-known and respected institutions and sources so your advocacy is grounded in rigorous and well-researched data and analysis.

When including information from a publication or material in something you write, it is important to cite your sources correctly and give the author proper credit. Copying material and failing to cite is plagiarism, and illegal in many countries. When citing materials, it is important to be consistent and follow any format required by your publisher or organization. For more information, [see the Purdue Online Citation Guide](#).

# CONSULTATIVE RESEARCH

Beyond academic research, it is also imperative that you conduct research from a consultative vantage point. Also known as “soft data,” this research is based on gathering information that is more qualitative in nature. This includes interviewing constituents and holding community conversations, such as roundtable discussions, to more fully understand the issue and the key challenges of those impacted. Additionally, you should work to engage the communities whom you are advocating for, as well as conduct qualitative research with the stakeholders who are your advocacy targets. It is important to be consistent and follow any format required by your publisher or organization.



## KNOWLEDGE CHECK

Which of the following are considered good practices when conducting and citing research?

*(Select all that apply.)*

- 
- Being consistent in your citation formatting
  - Using data collected from only a small pool of participants
  - Omitting data that you are not certain comes from a credible source
  - Using newspapers for most of your sources



**Correct**



**Incorrect**

Not quite. Data with a larger pool of participants will add credibility to your research. In your research, do not cite newspapers. Be sure to find the original study the article is referring to.

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**Your research will allow you to determine the best strategy and the most effective types of interventions to reach your advocacy goal.**

**Refer back to this step early and often!**

## Step 3: Stakeholder Analysis and Identifying Target Audiences

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**Lessons learned from your research phase can help you identify how best to narrow the focus of your advocacy issue. From there, you can identify those who can best help you reach your goal.**

Before deciding on a campaign strategy, you must first understand who has the power to make the change for which you are advocating. This comes with conducting a **stakeholder analysis** and identifying your **target audience**. You may have multiple stakeholders and target audiences who are decision-makers who can develop and implement policies that create the changes you would like to see.



## **ANALYZING YOUR STAKEHOLDERS**

Stakeholders are people who have explicit interest in your issue. Stakeholders can either be impacted by your advocacy, can lend a hand in influencing decision-makers, or be decision-makers themselves.

Learning about which stakeholders are already involved in advocating for your issue, understanding who needs to be involved in your cause, and mapping out their ability to influence and/or be influenced is essential to increase alignment, prevent overlap, and be most effective.

### **Stakeholders could include:**

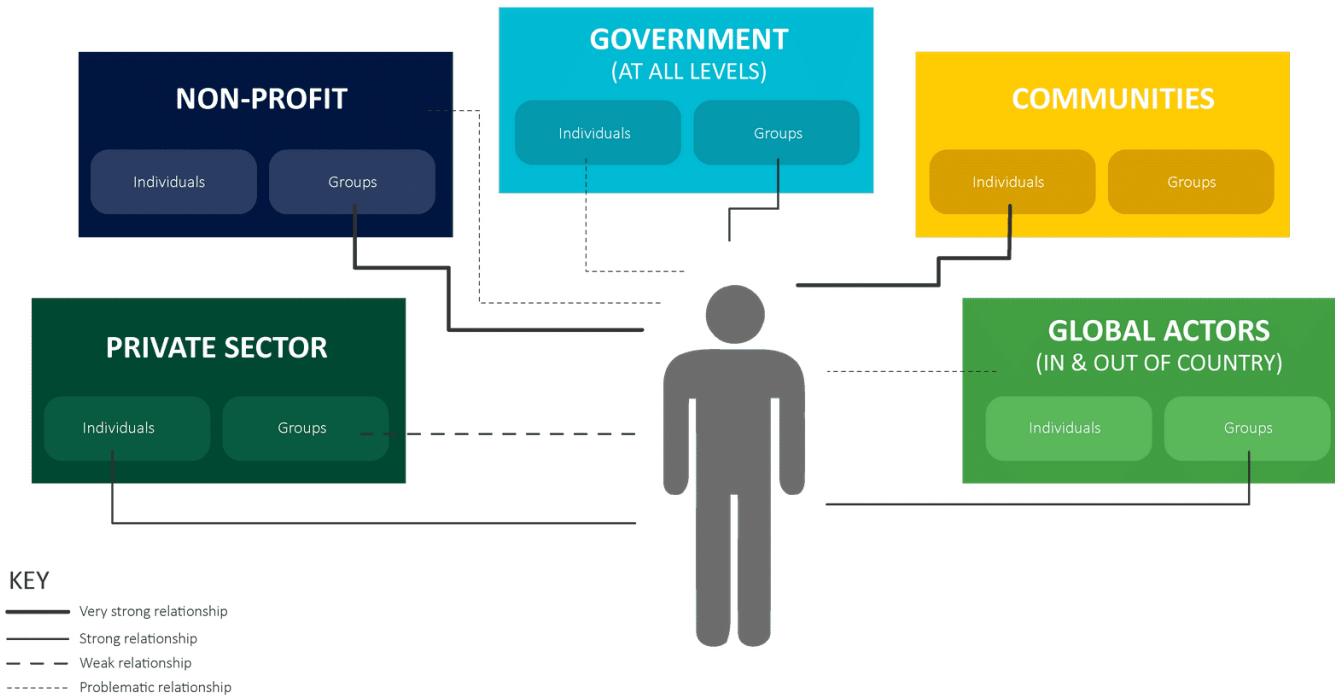
- Government (local, national, regional, international)
- Civil society organizations
- Community organizations and groups (formal and informal)
- Girls and women, in all their diversity
- Boys and men, in all their diversity
- Religious communities and leaders
- Private sector and corporations
- Media
- Academia
- Research institutions
- LGBTQIA+

### **In thinking about stakeholders, it is important to ask yourself:**

- What organizations or which individuals are already advocating for gender equality (or your particular sub-issue) within my community, county, country, or region?
- Who has decision-making power within my community, county, country, or region?
- Who is best-placed to influence decision-makers within my community, county, country, or region?
- Who is best-placed to be a part of my advocacy to achieve its ultimate goals and objectives?

It is often helpful to do a Stakeholder Mapping exercise to put into view all the various actors related to your advocacy issue, and understand your relationship to them. This can help build a network of allies and help narrow your target audience for advocacy.

**Use the following visual as an example for how you can structure your mapping exercise.**



## DEFINING YOUR TARGET AUDIENCE

**Read about each type of audience to learn more.**

### Primary Target Audience

Before you can decide on a strategy or how you will work to make a policy change, you must first understand who has the power to make that change. This person or small group of people, often within an institution, are your decision-makers. **Decision-makers are your primary target audience for advocacy messages.**



Decision-makers have the authority to invest, create policies, and implement programs, making their buy-in and engagement key to achieving your advocacy goal. Depending on the context, decision-makers could be community leaders, private sector leaders, parliamentarians, ministers, or government civil servants, to name a few.

## Secondary Target Audience

**Secondary target audience(s)** are those who can play a key role in influencing the primary target audience or decision-makers. Influencers may be individuals close to your primary target audience or a group of people with the power to pressure your target audience to take the action that you want. This can include politicians or religious leaders, the media, and your primary target's political constituency, among others. In identifying your secondary target audiences, remember that a wide variety of people can influence the actions of decision-makers.



It is important in this process to consider your potential opposition and their tactics. Will they be reaching out to your same target audiences? Are there ways to counteract their tactics? You will learn more about how to do this in Step 8.



# POWER MAPPING

Power mapping is a visual method used to examine and identify your primary and secondary target audiences and their relationships to your issue. You can also use this to map your allies (Step 7) and opponents (Step 8). It can help you identify who needs to be influenced in order to obtain the policy commitment you seek, and who can help you reach key decision-makers.

The following steps and visuals will guide you through creating a power map for your issue.

## Step 1

### Map out the various audiences for your advocacy based on:

- **Their level of power or influence:** The person's authority to make decisions that will have an impact on your advocacy goal and objectives
- **Their position on your advocacy goal:** Whether the person is in favor, against, or neutral to your advocacy goal or objectives
- **Their level of interest in your advocacy issue:** The person's willingness to commit to the success or failure of your advocacy efforts

## Step 2

Create a four-quadrant chart. Place decision-makers in the correct place on the chart, thinking through their level of power, interest in, and ability to impact your issue.

Explore each quadrant to learn more.

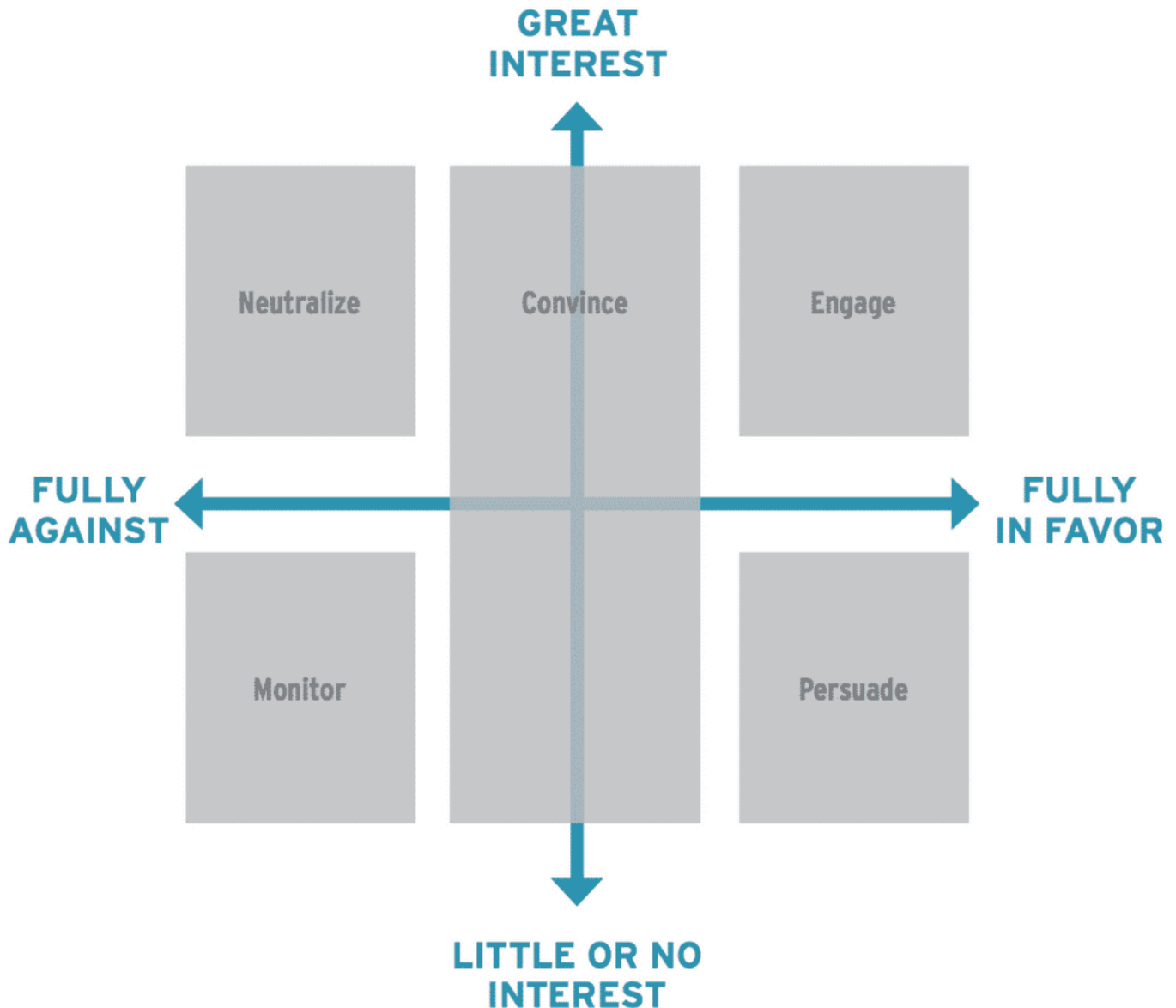


Those who fall to the top-right of the chart are your primary and secondary target audiences (your decision-makers and influencers), as they have high levels of decision-making power and are already in favor of your issue or cause.

Those who fall in the bottom-right of the chart are your allies. Those who may have little decision-making power (in terms of policy-making) but are in full support of your issue, and if involved and mobilized, can inspire others and influence your primary audiences. Arguably, neutrals can also be engaged to become allies.

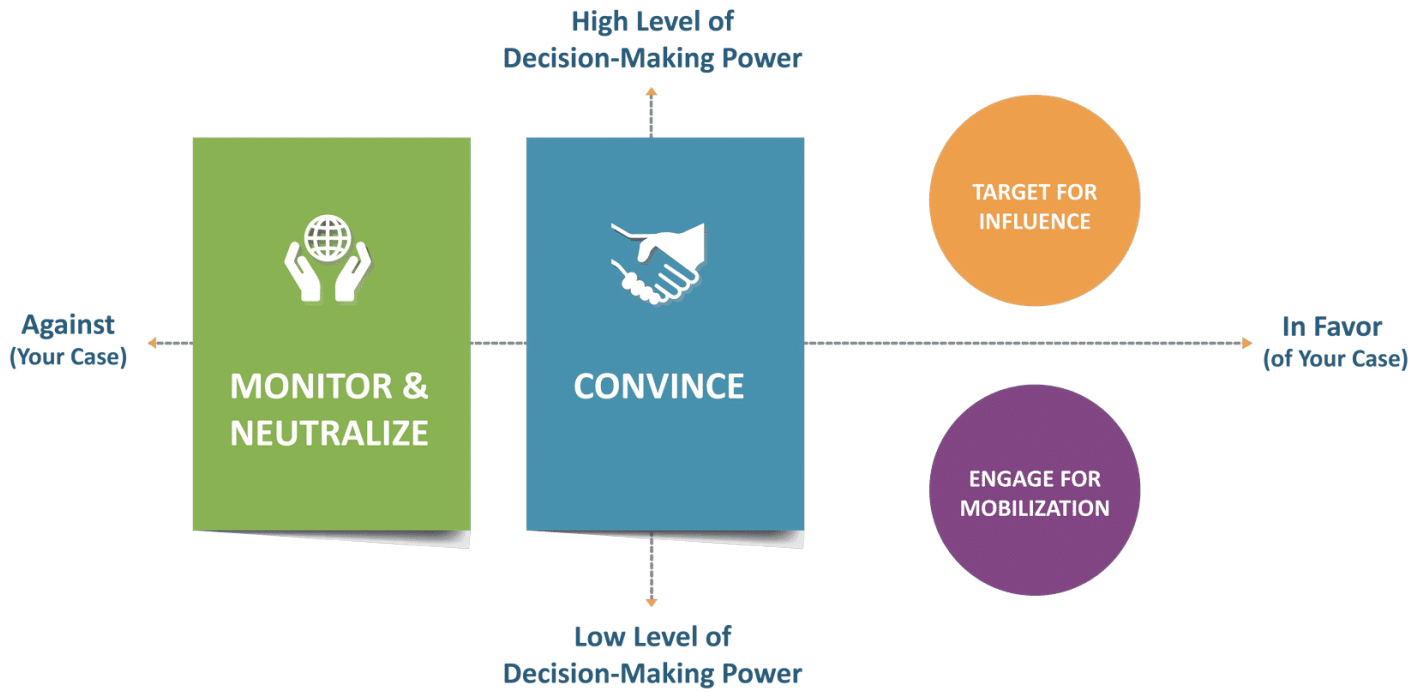
## Step 3

Once you have drawn your power mapping chart, use it to determine which approach is most likely to be effective in reaching the stakeholders in each quadrant of your power map.



**SOURCE:** [Want to Change the World? Here's how...Young People As Advocates: Your Action For Change Toolkit, \(IPPF, 2011\)](#)

# USE THIS GRAPHIC FOR REFERENCE





## TEST YOUR KNOWLEDGE: DECISION-MAKERS VS. INFLUENCERS

Read below to discover examples of decision-makers and influencers.

### DECISION-MAKERS

Serve as your primary  
target audience

Have authority to make  
change happen

If they are in high favor  
of your cause, focus your  
energy here

## **INFLUENCERS**

Serve as your secondary  
target audience

Can impact the knowledge,  
awareness, and opinions of  
primary target audience

**True or False:** Power mapping is a methodology used to gain clarity on the coalitions most aligned with your issue.

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True

False



**Correct**

Well done! While power mapping helps you prioritize how you will engage certain actors, it is not used to gain clarity on which coalitions are most aligned with your issue.



**Incorrect**

Not quite. While power mapping helps you prioritize how you will engage certain actors, it is not used to gain clarity on which coalitions are most aligned with your issue or cause.

## Step 4: Set Goal and Objectives

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**Think of your goal, and the impact you hope to make, as your final destination. Your objectives are the road map to take you there. If either your goal or objectives are vague or ambiguous, you're not going to end up where you want.**

As you determine your advocacy action plan, you will want to establish your specific goal and objectives. Doing so will help set your strategy, and help you measure success at the end so you can learn for the future.

**Use the following definitions to guide you.**



## **Advocacy Goal**

The change you are trying to achieve in the long-term and the intended outcome of that goal is expressed in general terms. Your goal is an articulation of your vision.

## **Advocacy Outcome**

Incremental milestones that will help drive forward the policy, programmatic, or norm changes needed to achieve your goal. These can be short-or long-term and are expressed in specific terms.

## **Advocacy Activities**

The tactics in which you will engage your allies, influencers, and decision-makers in tangible and actionable ways to drive forward your advocacy objectives and accomplish your goal.

## Advocacy Objective

Advocacy objectives address what you want to change, who you will impact, by how much, and by when. It expresses the intended outcome in specific terms. The sum total of your objectives will allow you to achieve your overall goal.

## Advocacy Strategy

Your advocacy goal, objectives, and activities, written out and mapped against a timeline.

## SMARTIE OBJECTIVES

Developing SMARTIE advocacy objectives helps you tailor your activities for specific results. You will need to ensure your goals and objectives are SMARTIE: Specific, Measurable, Attainable, Realistic, Time-Bound, Inclusive, and Equitable.

**SOURCE:** [SMARTIE Goals Worksheet](#), The Management Center, accessed October 21, 2019



## SPECIFIC

### Is what you want to achieve well-defined and clearly understood?

- **Unspecific:** The youth education team will produce posters to raise awareness about healthy relationships and negotiation skills.
- **Specific:** The youth education team will raise awareness among young people in Region X's schools by developing three different posters about healthy relationships and negotiation skills and disseminate them throughout the region.

## MEASURABLE

### Can progress be tracked? Can you measure the result of your objective and know when it has been accomplished?

- **Non-measurable:** The youth education team will improve attendance at the workshops on integrating gender perspectives into HIV/AIDS lesson plans.
- **Measurable:** The youth education team will increase attendance by the [target population] at the workshops on integrating gender perspectives into HIV/AIDS lesson plans by 10% over last year's attendance rates.

Measurable means you can create your own instruments or use instruments that already exist to collect the data needed to assess the change. For example, in this case, the tool used is an attendance sheet and the way to calculate is numeric.

## ATTAINABLE

### Do you have the resources and time to accomplish the objectives? Is this within your grasp?

- **Unattainable:** The youth education committee will organize a one-day forum to be held onsite during the Health Week conference held by the Ministry of Health.
- **Attainable:** The youth education committee will organize a one-day forum to be held in conjunction with Health Week and will invite health workers, managers from the municipal council, and residents to discuss ways in which comprehensive sexuality education can be integrated into the school's curricula.



## REALISTIC/RESULTS-BASED

### Is this feasible based on evidence?

- **Unrealistic objective:** Our organization will ensure that all clinics in the country will provide young people with access to contraception.
- **Realistic objective:** Our organization will ensure that 50% of Ministry of Health clinics have an adequate supply of long-lasting and reversible contraception (IUDs, birth control pills, internal and external condoms, etc.).

## TIME-BOUND

### Is there a clear timeframe?

- **Not time-bound:** The youth education committee will update the HIV/AIDS prevention kit soon, and will include information on the recent changes to drug availability and costs.
- **Time-bound:** The youth education committee will update the HIV/AIDS prevention kit by 24 June, in time for the next series of workshops, and will include information on the recent changes to drug availability and costs.

## INCLUSIVE

### Is your goal inclusive?

- **Exclusive:** The youth education team will raise awareness about healthy relationships between men and women.
- **Inclusive:** The youth education team will work meaningfully with LGBTQIA+, disability, and refugee communities to raise awareness about diverse forms of healthy relationships.

Ensure your goal brings traditionally marginalized people—particularly those most impacted—into processes, activities, and decision/policy-making in a way that shares power.



## EQUITABLE

### Is your goal equitable?

- **Inequitable:** The youth education team will give their audience the same chance to attend a workshop on CSE.
- **Equitable:** The youth education team will partner with representatives from the communities they serve to ensure that everyone has the support they need to access and effectively utilize the workshop on CSE.

Ensure your goal includes an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression.

Remember to be **strategic** as you create your SMARTIE goals and objectives. You should have a clear sense of what you and your organization seek to accomplish through your advocacy efforts.

**To learn more, see Women Deliver's toolkit, *Respecting, Protecting, and Fulfilling Our Sexual and Reproductive Health and Rights: A Toolkit for Young Leaders* (2016).**

# YOUNG LEADER ADVOCACY IN ACTION: FIGHTING CSE BAN IN UGANDA



In 2016, a national ban on comprehensive sexuality education (CSE) was enacted in Uganda following a bias-driven campaign erroneously linking CSE to homosexuality.

## Step 1



RAHU (Reach a Hand, Uganda) founder [Humphrey Nabimanya](#) (Women Deliver Young Leader Alumni, Class of 2016), organized a campaign to change the policy.

RAHU developed SMARTIE goals and objectives to overturn the ban on CSE. RAHU's tactics included holding numerous dialogues, peer learning sessions, and group meetings to increase knowledge and support for CSE, and included a small grant from Women Deliver.

## Step 2

### GOAL: ACHIEVED!



In 2018, RAHU successfully advocated for an inclusive National Framework on Sexuality Education. It was approved by the Ugandan Ministry of Health and is expected to be implemented in schools across Uganda, effectively repealing the ban.

### SUMMARY



Now a Women Deliver Young Leader Alumni, Humphrey continues to serve as the Founder and Team Leader of RAHU. RAHU has had a significant impact on the nation of Uganda, reaching millions through social media campaigns, partnerships, school outreach, and more.



## TAKE A MOMENT

**Now that you understand how to draft your goal and SMARTIE objectives, take a few minutes to write your initial draft. This will be the start of your advocacy strategy, and how you will be grounding your advocacy activities and objectives. Be sure to include information on WHO will do WHAT by WHEN.**

Once you have decided upon your advocacy goal, please share in the **Module 3 Forum**.

Sharing your work will help you gain valuable feedback from your fellow Young Leaders!

**Remember:** Advocacy campaigns are not a sprint, but a marathon. You can do this, one step at a time!

**Check the box below after you have shared your advocacy goal in the Forum to continue to the next section.**

**After you have shared your advocacy goal, continue to the next section.**



## Step 5: Develop a Strategic Action Plan

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**An advocacy strategy helps link your research, goal, and objectives and turn them into an actionable plan.**

**The next step is to develop an advocacy strategy, or how you will achieve your campaign goals and objectives. Ultimately, the complete strategy is a document that often contains information about each element of the 10-step framework explained in this module.**

In this lesson, we focus on understanding the best role that you, your organization, or coalition can play in moving your issue forward (what is your competitive advantage?) and laying out the steps (activities) you plan to take to achieve your goals and objectives.

**Your action plan will be suited to the specific skills of your group or coalition so it can be achieved effectively and within budget (which you will also work to develop).**

# ASSESSING YOUR POWER

First, assess your power and role. To determine the best role for you, your organization, or coalition to generate positive action around your issue, think through your **strengths, weaknesses, opportunities, and threats (SWOT)**.

## SWOT METHOD: STRENGTHS, WEAKNESS, OPPORTUNITIES, THREATS

STRENGTHS (internal)	WEAKNESS (internal)
<b>THINGS TO CONSIDER:</b> <ul style="list-style-type: none"><li>• <b>People power:</b> staff, volunteers, organizers, target population</li><li>• <b>Physical resources:</b> your location, building, equipment</li><li>• <b>Resources:</b> grants, other source of income, in-kind contributions</li><li>• <b>Activities:</b> programs you run</li><li>• <b>Past experiences:</b> your reputation in the community, lessons learned from past projects</li></ul>	
OPPORTUNITIES (external)	THREATS (external)
<b>THINGS TO CONSIDER: (forces that your group does not control)</b> <ul style="list-style-type: none"><li>• <b>The economy:</b> local, national, international</li><li>• <b>Funding sources:</b> foundations, donors, legislatures</li><li>• <b>Legislation:</b> do new laws make your cause less likely to succeed?</li><li>• <b>Events:</b> local, national, international</li><li>• <b>Environment:</b> deeply rooted in religion, culture, or tradition</li></ul>	

A SWOT analysis explores the internal and external factors that may influence your advocacy and can help you anticipate the challenges and opportunities you may face ([University of Kansas, 2014](#)).

# DETERMINING TACTICS

Once you determine your role, you want to think through the most effective tactics to achieve your goal and effect policy change. There are many tactics that can be used in advocacy campaigns to effect change. Two of these types of tactics are direct and indirect approaches.



Photo Credit: Abigail Theano-Pudwill. Abigail Theano-Pudwill (Women Deliver Young Leader Alumni, Class of 2018) at the Commonwealth Youth Forum meeting, speaking with Prime Minister of Canada Justin Trudeau.

**Direct approaches** involve directly asking your primary target audience to take action. Direct advocacy tactics to target policymakers may include:

- Holding face-to-face meetings
- Testifying at political hearings or assemblies
- Writing and distributing position papers, fact sheets, and briefing notes
- Presenting petitions to elected officials
- Writing letters, emails, and making phone calls

**Indirect approaches** involve influencing opinion through a secondary target audience such as the media, the public, or other actors. Indirect advocacy tactics to target policymakers may include:

- Holding demonstrations or rallies
- Writing letters to the editor or blog posts
- Leading social media campaigns
- Holding panel discussions
- Using community radio and podcasts to share your message



Photo Credit: Beverly Moise Morais. Beverly Moise Morais (Women Deliver Young Leader Alumni, Class of 2018) at a rally in Nicaragua.

When thinking through specific tactics, make sure they meet the needs of the population you are trying to benefit, as well as effectively influencing your primary and secondary target audiences.

## **For Your Consideration**

## **Changing Direction**

**Be prepared to make changes to your plan. As you move forward with your advocacy plan, your target audiences may shift and your tactics and activities may need to change as a result. Policymakers and other decision-makers may shift their positions over time or their roles may change. Opposition tactics may also affect your plan.**

**It is important to continue to reassess the situation and to keep your overall goals and objectives in mind.**

**SOURCE: [PMNCH Report: Strengthening National Advocacy Coalitions for Improved Women's and Children's Health, Part 2 \(2014\)](#).**

**Being flexible is key to a successful advocacy strategy.**



# KNOWLEDGE CHECK: QUALITATIVE VS. QUANTITATIVE RESEARCH

For each of the examples below, read to discover if it is a direct or indirect tactic.

## DIRECT TACTICS

Hold face-to-face meetings  
with your primary target  
audience

Testify at a political hearing

Write and distribute fact  
sheets to policymakers

Present petitions to elected  
officials

Create a social media campaign directed at decision-makers

**INDIRECT TACTICS**

Assemble a rally

Call a press conference

Compose a letter to the editor

Lead a social media campaign with a specific hashtag

Hold a panel discussion

Prepare and give a briefing to  
local media

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**Good job! Remember, neither tactic is better than the other and the right tactics are dependent on the specific context you are working in. Advocacy campaigns will often employ a mixture of both types of tactics to garner a greater chance of success.**

## Step 6: Create Key Messages

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**Your communications strategy is essential to your broader advocacy strategy.**

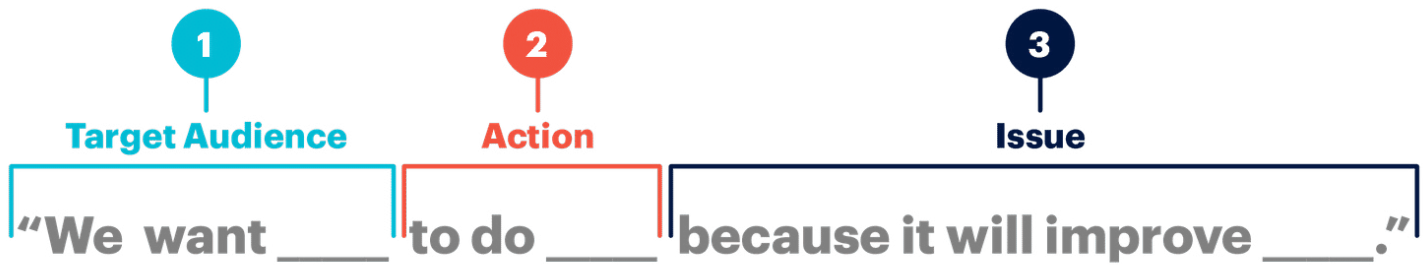
**Think about how you will use communications and media outreach to meet your advocacy campaign goal and objectives.**

While this will be covered more thoroughly in Module 4, your first step in your communication plan will be to decide on your **key messages** that will tell the world what you want to change.

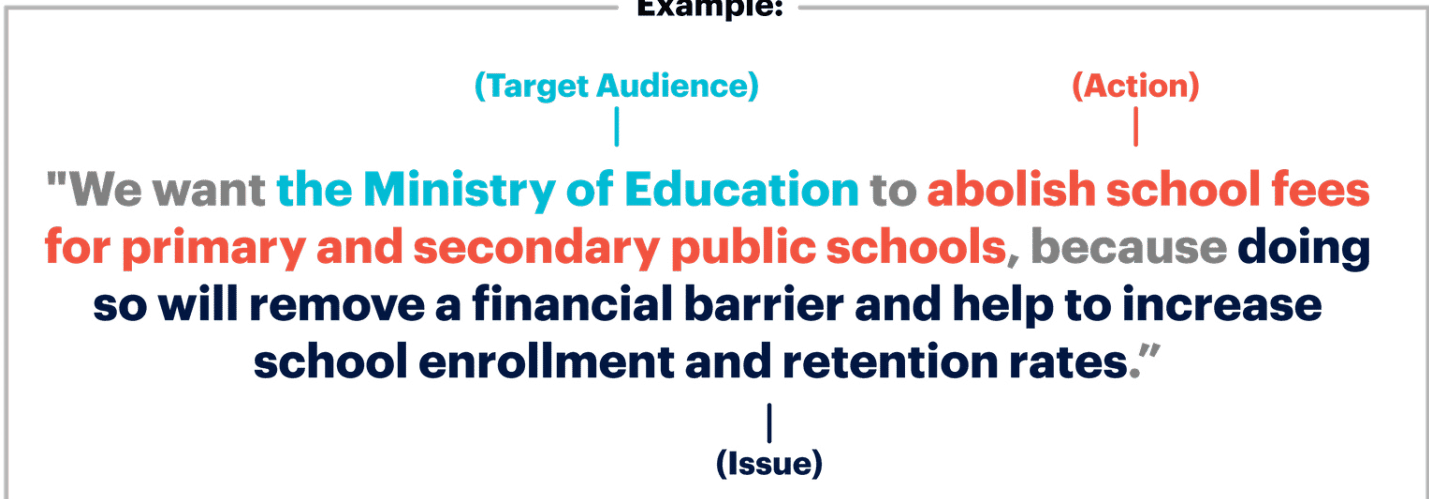
The groundwork you have laid thus far to assess your issue (**Step 2**) and set goals and objectives for it (**Step 4**) are going to play an important role in developing your key messages. Your key messages should be concise and compelling statements that communicate your issue succinctly, accurately, and convincingly.



**A strong key message is made up of three parts:**



**Example:**



## **CREATING YOUR PRIMARY AND SECONDARY MESSAGES**

First, you will develop a primary message that will speak in specific terms about the advocacy campaign's overall goal. This message can then be supported by secondary messages that are tailored for your different audiences.

### **Your primary message should be:**

- Broad and appeal to all audiences
- The theme that will hold your advocacy campaign together
- Simple and direct in order to gain maximum attention

### **Your secondary message should be:**

- Broad and appeal to all audiences
- The theme that will hold your advocacy campaign together
- Simple and direct in order to gain maximum attention

## For Your Consideration

## Clarity Is Key

When messages are vague, unclear, or do not include a call to action, they are not going to be as effective. The examples below will guide you on how best to create your own campaign messaging:

### Unclear messages

- Vaguely address the benefits of the proposal
- Have no clear request for action from the audience

**Example:** Ensuring that sexuality education is available to all young people is a critical issue that we are working on as part of our sexual and reproductive health and rights framework. There are many benefits to be gained from having sexuality education programs. We have seen positive long-term impacts on young people who have been part of sexuality education programs. We hope you will keep sexuality education as a top priority for your community.

### Clear messages

- Are concise
- Document benefits
- Make a specific request

**Example:** Young people must have the knowledge and skills they need to prevent unintended pregnancies and STIs, including HIV. Research has shown that young people who receive comprehensive sexuality education are more likely to report contraceptive use at first intercourse than young people without sexuality education.

**Please talk to your local Minister of Education official and ask him/her to ensure the secondary schools in your district offer comprehensive sexuality education.**

### Don't Forget the Data

You can strengthen your key messages with quantitative data. When including statistics or research, ensure that you are using strong research.

**Weak statistic:** Millions of women across the world want to avoid pregnancy but can't access modern contraception.

**Strong statistic:** According to the [Guttmacher Institute](#), "214 million women of reproductive age (15-49) in developing regions who want to avoid pregnancy are not using a modern contraceptive method."

## YOUNG LEADER ADVOCACY IN ACTION: HELPING THOUSANDS ESCAPE FROM THE CUT

**TRIGGER WARNING:** This story contains information about Female Genital Mutilation / Cutting.

### Step 1

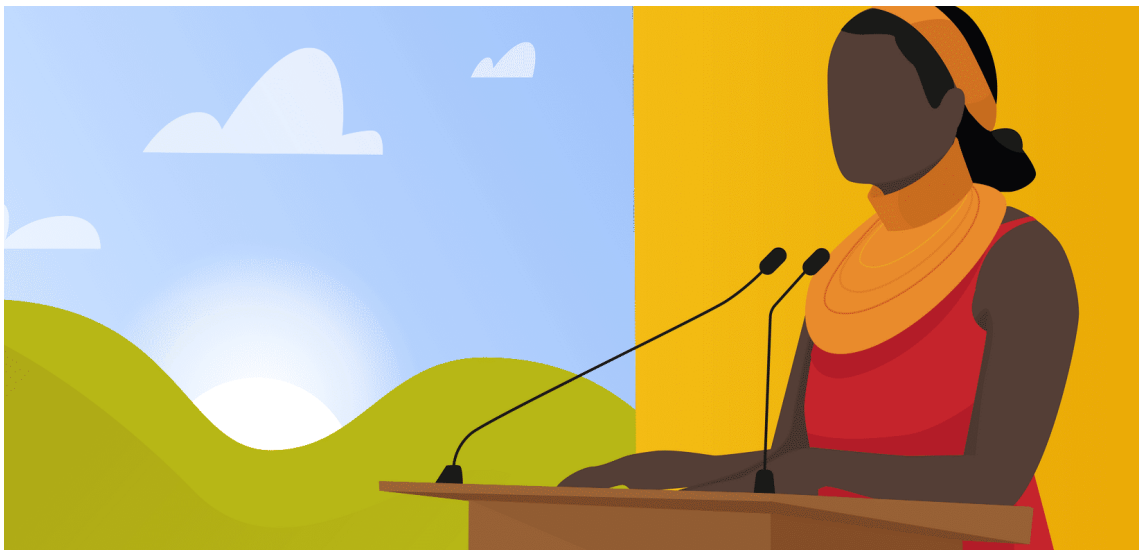


Traditionally, for Maasai families in Kenya, the cutting ceremony celebrates the transformation of girls into women. But for [Nice Nailantei Leng'ete](#) (Women Deliver Young Leader Alumni, Class of 2018), it was an unimaginable threat. Many girls in her village suffered long-term health effects as a result. Some died. At the tender age of eight, Nice ran away from her home to avoid being subjected to the ceremony. She

endured beatings, but still refused to undergo “the cut.”

As a result of her defiance, Nice was ostracized from her community. “Families wouldn’t let me play with their daughters. Everyone saw me as a bad example, someone who disrespected her family and went against the ways of the community.” ([NYT, 2018](#))

## Step 2



As she grew older, Nice never forgot the suffering she witnessed. She became determined to protect other Maasai girls. She began going from village to village, collaborating with elders and girls in order to create a new rite of passage—without the cutting.

With her key messages focused on the physical consequences of the practice, and convincing younger men in the villages of the negative impacts of cutting on the community, her village finally moved away from the practice.

## Step 3



Through Nice's work, political leaders have publicly denounced female genital mutilation/cutting. "In 2014, [the elders] changed the centuries-old oral constitution that rules over 1.5 million Maasai in Kenya and in Tanzania, and formally abandoned female genital cutting". ([NYT, 2018](#))

As an advocate, she is proud to have reached 16,000 girls via the alternative rite passage through a culturally-accepted approach for girls to become women without the cut.



Today, Nice is a Women Deliver Young Leader Alumni. She is committed to continuing her advocacy efforts, including speaking on the plenary stage at the Women Deliver 2019 Conference in Vancouver, Canada. In 2018, she was named one of [Time Magazine's 100 Most Influential People](#) for her work with Maasai communities.

## Take a Break

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## Halfway through!

And you're doing great! It's important you give yourself short breaks when absorbing new information. It allows your brain to process the learning. Now would be a good time!

### Some ideas to help you take a time out:

- Take a few minutes to breathe deeply
- Go for a walk in nature
- Give your eyes a break: focus on an item at least 20 feet away for at least 20 seconds
- Simply sit and let your mind wander

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**Feel free to come back later today, or even tomorrow, to complete the course when you are rejuvenated. You got this!**

## Step 7: Identify Allies & Build Support

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**An advocacy campaign and goal cannot be won single-handedly. Identifying allies, building support, and collaborating are keys to success.**

### IDENTIFYING ALLIES

As you move forward in your advocacy efforts, look into the individuals or groups with whom you can partner and the coalitions and networks you can join. Include those who are most affected by the issue, especially those who are the most marginalized.

**Potential allies for SRHR work include:**

- Young people or youth organizations
- Feminist and women's groups
- Groups working on special issues related to your advocacy issues (the rights of people living with disabilities, indigenous organizations, LGBTQIA+ organizations, etc.)
- Community organizers
- Teachers
- Faith-based groups and religious leaders
- Elders and traditional leaders

- HIV activists
- International NGOs
- Civil society organizations (CSOs)
- Humanitarian clusters/sectors

## COALITIONS

A key advocacy approach is to work in partnership, as advocacy efforts are often more effective when groups work together to accomplish a common goal. A **coalition** is a group of people or organizations all working together on the same issue or to achieve a common goal.

Before starting up a new coalition or network, conduct research to see what networks and coalitions already exist. Explore what other advocacy groups and organizations are working to achieve in your country and how you might work together.

Stakeholder mapping and power mapping (**see Step 3**) can also be useful tools when thinking about potential partners who are working on the advocacy issues and intersecting issues you are interested in.

## DELIVER FOR GOOD

**Deliver for Good** is a global campaign, powered by Women Deliver with [partners](#) that applies a gender lens to the Sustainable Development Goals (SDGs) and promotes 12 critical investments (see graphic below) in girls and women to power progress for all.





Improve Maternal and Newborn Health and Nutrition



Meet the Demand for Modern Contraception and Reproductive Health



Respect, Protect, and Fulfill Sexual Health and Rights



Ensure Access to Comprehensive Health Services



Dramatically Reduce Gender-Based Violence and Harmful Practices



Ensure Equitable and Quality Education at All Levels



Boost Women's Economic Empowerment



Strengthen Women's Political Participation and Decision-Making Power



Accelerate Access to Resources – Land, Clean Energy, Water, and Sanitation



Invest in Women to Tackle Climate Change and Conserve the Environment



Improve Data and Accountability for Girls and Women



Build Sustainable Financing and Partnerships for Girls and Women

*12 Investments in Girls & Women*

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The evidence-based advocacy campaign calls for enhanced policies, programming, and investments in girls and women. With over **400 supporters** in more than **50 countries**, Deliver for Good is building a movement to fuel concrete action and implementation of the Sustainable Development Goals, with a gender lens, at the global and country levels. [Learn more.](#)

## For Your Consideration

## Global Coalitions to Explore

There are many efforts underway at the global level working towards implementation of the SDGs and gender equality.

**Read about each global coalition below to find out their purpose and if potential allyship could exist.**

The logo for 350.org, featuring the number '350' in a large, bold, blue font with a white outline, followed by '.org' in a smaller, solid blue font. A small blue arrow points to the left from the '3'.

350

A grassroots climate movement to hold governments accountable to science and justice

[Find out more](#)

The logo for awid women's rights, featuring the word 'awid' in a large, bold, black font, with the words 'women's' and 'rights' stacked vertically in a smaller, black font to the right of 'awid'.

Association for Women's Rights in Development

An international feminist membership organization committed to achieving gender equality, sustainable development, and women's human rights

[Find out more](#)



### Climate Action Network

Includes 1,100 organizations in 110 countries working to limit human-induced climate change

[Find out more](#)



### Coalition for Adolescent Girls

A member-driven organization dedicated to supporting, investing in, and improving the lives of adolescent girls

[Find out more](#)



### Every Woman Every Child

A global partnership that mobilizes action by governments and private companies to address health challenges facing children, adolescents, and women worldwide

[Find out more](#)



### Girls Not Brides

A global partnership committed to ending child marriages

[Find out more](#)



### Global Coalition on Women and AIDS

A worldwide alliance bringing together civil society groups working on HIV, women, girls, and gender equality

[Find out more](#)



### Partnership for Maternal, Newborn, and Child Health

This coalition involves more than 700 organizations worldwide to align objectives, strategies, and resources to improve maternal, newborn, child, and adolescent health

[Find out more](#)



### Restless Development

A worldwide youth coalition that works to unleash the power of youth advocacy to drive change

[Find out more](#)



### Sexual Rights Initiative

A coalition of national and regional organizations advocating for the advancement of human rights in relation to gender and sexuality

[Find out more](#)



### White Ribbon Alliance

A locally led, grassroots movement of organizations advocating for the health and rights of women and newborns

[Find out more](#)



### World YWCA

A global movement working for women's empowerment, leadership, and rights in more than 120 countries

[Find out more](#)



### Youth Coalition for Sexual and Reproductive Rights

An international organization of young people (ages 18-29 years) committed to promoting adolescent and youth sexual and reproductive rights

[Find out more](#)

**CALL TO ACTION**  
**on Protection from**  
**Gender-based Violence**  
**in Emergencies**

### Call to Action on Protection from Gender-Based Violence in Emergencies

Global initiative representing governments and donors, international organizations, and NGOs. It aims to drive change and foster accountability from the humanitarian system to address GBV from the earliest phases of an emergency, and to mainstream gender equality throughout humanitarian action

[Find out more](#)



### The Gender-Based Violence Area of Responsibility (GBV AoR)

Global forum for coordination and collaboration on preventing and responding to GBV in humanitarian settings

[Find out more](#)



### Inter-Agency Working Group on Reproductive Health in Crises (IAWG)

Broad-based, highly collaborative coalition with members from 450 agencies working to expand and strengthen access to quality sexual and reproductive health services for those affected by humanitarian crises

[Find out more](#)



### NGO Working Group on Women, Peace, and Security

Coalition of 18 international NGOs working in more than 50 countries to advance the women, peace, and security agenda at the United Nations and around the world

[Find out more](#)



### The Sexual Violence Research Initiative (SVRI)

Promotes high-quality research on sexual violence, focusing especially on low- and middle-income countries in order to engender better prevention efforts, service provision, and policy decisions

[Find out more](#)



### The Population & Sustainability Network

Global alliance of 22 partner organizations that collaborate on projects and advocacy efforts related to unmet contraceptive needs as well as connections between population dynamics and climate change, the environment, and consumption patterns

[Find out more](#)



### Rights and Resources Initiative

A global network advocating for the land and forest rights of Indigenous Peoples and local communities

[Find out more](#)





### Civicus

A global alliance of civil society organizations and activists dedicated to strengthening citizen action and civil society throughout the world

[Find out more](#)



### SDG Action Campaign

A special initiative of the UN Secretary-General, administered by the UN Development Programme (UNDP), and mandated to support the UN system-wide and the Member States on advocacy and public engagement in the SDG implementation

[Find out more](#)

# COALITION SUCCESS: ESTABLISHING A NATIONAL CSO IN UGANDA

## Step 1



National civil society organization alliances have become critical platforms in advocating for women's and children's health through a unified voice.

In Uganda, a broad-based coalition for reproductive, maternal, newborn, and child health (RMNCH) advocacy was established, with support from Partnership for Maternal, Newborn, and Child Health ([PMNCH, 2014](#)). It became known as the Uganda Coalition.

## Step 2



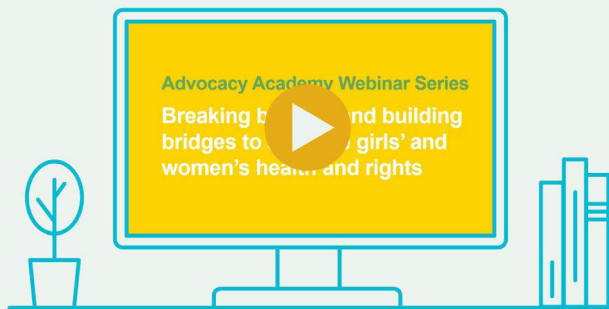
In its work, the Uganda Coalition “regularly brings together not only actors working on RMNCH but other smaller coalitions working in social determinants of health, such as nutrition and water, sanitation and hygiene, as well as media.” ([PMNCH, 2014](#))

They also established a budget advocacy work plan, including capacity-building of CSOs in budget analysis and advocacy.

## RESULTS



As a result of their continuous strategic efforts, Uganda's national CSO helped lobby for a health budget increase of almost \$20 million (USD), which in part supported the hiring of over 6,000 additional health workers. **This effort could not have been achieved by any one organization or advocacy effort. It took the collective to make systemic change possible.**



If you'd like to learn more about the power that comes from forming coalitions, check out our "Transformative Coalitions" webinar, available in **English, French, and Spanish.**

**Don't have time to view it now? Bookmark it for later!**

**English Version**

**French Version**

**Spanish Version**

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**Building broad-based coalitions and networks is a key way to mobilize allies across sectors and issues, encourage collaboration, and have cross-issue dialogues. Power often comes with numbers, and the more people and organizations working together, the better. We are stronger together!**

## Step 8: Deal with Opposition

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**Failing to take opposition into consideration when developing your strategy leaves you vulnerable to attacks and efforts that can potentially block your campaign.**

**When we work on certain issues, we find ourselves facing opposition.**

**Opposition to young people's SRHR, for example, can be fierce, but it can be managed. It is important to plan ahead and be prepared.**

Strategies such as power mapping (see Step 3) and SWOT analysis (see Step 5) can help you prepare for your opposition. When you review your power map, look for the people who are fully against your issue with high interest or power; these are people you must neutralize in order to win the change you want to see.

### 5 Tips to Deal with Opposition

#### Be Active in Your Campaign

Provide information and the framework for the discussion so the real facts are made public and all have a chance to get involved. Set the tone for the debate by taking the lead.

## Be Prepared

Anticipate opposition positions; know what they will say and keep an eye out for them. If you can, read their materials and sign up for their email bulletins to learn more about their plans and what they are saying.

## Create a Broad-based Coalition of Supporters

As you saw in Step 7, building support is key to advancing advocacy goals and benefiting from the expertise of others. Building a coalition of vocal supporters from diverse movements and groups, such as community members, colleagues, and politicians, will signal support for your cause and allow you to support one another.

Religious leaders and organizations can be key allies when dealing with opposition, so it is important to reach out to religious allies who are supportive of sexual and reproductive health and rights for young people.

## Explain and Defend Your Cause

Don't let the language and arguments of the opposition persuade decision-makers and the general public. Instead, use anecdotes, personal narratives, science, and statistics to reinforce the importance of your cause.

Defend against the erroneous claims of opposition by verifying their statements and pointing out misconceptions and untruths.

## Protect Yourself and Your Colleagues

If opponents are very hostile, it is important to contact police or security if necessary. Be especially mindful of your online presence; make deliberate decisions about what information about you, your organizations, and your strategies is publicly accessible.

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**Remember that calling for gender equality and advocating for SRHR is an effort to change the status quo that powerful forces are invested in maintaining. Be prepared for this and you will have a much better chance of succeeding.**

## Step 9: Monitor & Evaluate

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**Monitoring and evaluating (M&E) allows you to track your progress towards your goal. They help you know whether you are on track and can teach you valuable lessons about how to improve.**

### Monitoring

- Conducted throughout the implementation period of your advocacy plan, monitoring checks to see that the activities designed to meet your objectives are on track and will ultimately contribute to meeting your goal (when combined with other activities). It also allows you to gauge whether your campaign is progressing as planned and meeting intended results. Monitoring throughout helps you adjust your strategy or activities as needed.




### Evaluation

- Different from monitoring, evaluation is conducted upon the completion of your advocacy plan and focuses on understanding the successes and challenges of your campaign. Evaluations of activities provide judgments about the effectiveness of a campaign and allow for the opportunity to collect best practices and lessons learned. This information can help inform. It allows you to improve future strategies and activities. The goal and SMARTIE objectives you develop when formulating your advocacy plan will make the monitoring and evaluation of your advocacy campaign much easier and more manageable.

# SAMPLE M&E PLAN

Below is an example of a monitoring and evaluation plan.

Read below to learn what each term within the plan means and how to apply it to your own work.

<b>OBJECTIVES &amp; ACTIVITIES</b> 	<b>1 INDICATORS</b> 	<b>2 MEANS OF VERIFICATION</b> 
<p><b>Objective 1</b> Persuade 20 school principals in District X to introduce sexuality education into their curriculum within two years</p>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Increased community support for sexuality education</li> <li>20 schools introduce sexuality education into their curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Tracking statements made by community leaders or district officials</li> <li>Tracking media coverage (daily or weekly newspapers, radio, or TV programs) that mention support of sexuality education</li> <li>Reviewing budget allocations for sexuality education</li> <li>Reviewing school curriculum— Interviewing school officials and students about content of school curriculum</li> </ul>
<p><b>Activity 1.1</b> Meeting with the District Ministry of Education representatives</p>	<p><b>3 Inputs:</b> Meeting objectives defined, talking points prepared; venue and logistical arrangements made</p> <p><b>4 Outputs:</b> Number and positions of people at meeting; number and type of materials distributed</p> <p><b>5 Outcome:</b> Increased support for sexuality education in secondary schools</p>	<p><b>Inputs:</b> Preparation checklist, talking points, invoices</p> <p><b>Outputs:</b> Meeting report, participant list</p> <p><b>Outcome:</b> Tracking supportive statements or commitments made by government officials attending meeting</p>
<p><b>Activity 1.1</b> Distribution of sexuality education fact sheets to community leaders</p>	<p><b>Inputs:</b> Fact sheets</p> <p><b>Outputs:</b> Number of events where fact sheets were distributed; number of people who received them</p> <p><b>Outcome:</b> Increased support for sexuality education in secondary schools</p>	<p><b>Inputs:</b> Invoices</p> <p><b>Outputs:</b> Activity reports</p> <p><b>Outcome:</b> Tracking supportive statements, commitments and action made by community leaders</p>

## 1 INDICATORS

In addition to devising your goals and objectives, you can also develop indicators of success. Indicators are variables that can be measured and will signify progress in a campaign. An indicator for a workshop may be the number of participants trained or the number of toolkits on comprehensive sexuality education distributed to school administrators. Indicators are divided into inputs, outputs, and outcomes.



2

## **MEANS OF VERIFICATION**

The means of verification in your plan is how you will gather the information (i.e., pre- and post-test, survey of Members of Parliament, or workshop registration forms).

3

## **INPUTS**

These are financial, human, and material resources.

4

## **OUTPUTS**

These are comprised of knowledge and services produced.

5

## **OUTCOMES**

These are what happened as a result of your objective and/or activity.

## Step 10: Accountability

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# Advocacy does not end with new legislation, policy reform, or program change.

**Too often, new political commitments or pledges for reform are unaccompanied by the necessary action, funding, or political will to turn promises into reality.**

Advocates can play an important role in holding decision-makers accountable for delivering on their commitments. There are many approaches and tools that advocates can use to help ensure accountability and drive policy and program change to impact.

**Read below to learn more about some of the most frequently utilized tools.**

### **Budget Tracking**

Monitoring the budget process to ensure policy commitments and programs are appropriately funded for implementation

**Example:** Monitoring government's annual budget allocations for new maternal health initiative to make sure allocated funds can support robust implementation

### **Scorecards/Report Cards/Shadow Reports**

Using a scorecard, report card, or other rubric to track and measure implementation of policy or program against goals, targets, or other metrics—at both national and global levels

**Example:** Scorecard or shadow report to track government action on gender equality against Sustainable Development Goal indicators

## Auditing

Formal review to ensure program or policy components are executed, and funds are dispersed and spent as intended

**Example:** External review of girls' education program to make sure funds are distributed to intended recipients and spent on activities and programming outlined in legislation

## Social Accountability/Citizen-led Accountability

Constructive engagement between citizens and government to check the conduct and performance of public officials, politicians, and service providers in fulfilling program or policy commitments and answering the needs and concerns of the people. Social accountability efforts can include many approaches and tools outlined in this section

**Example:** Citizen-led roundtable with government representatives on implementation of new land tenure laws

## Capacity Strengthening for Decision-Makers

Working with decision-makers and other key actors to ensure they have the skills, knowledge, and perspective to implement or monitor policy or program changes

**Example 1:** Working with hospital leaders to make sure they have the skills, confidence, and decision-making authority to implement a national health program to be executed at the community level

**Example 2:** Working with Auditors (i.e., Supreme Audit Institutions) to make sure they have the knowledge and perspective to audit government spending based on Sustainable Development Goal indicators

## Media Outreach

Engaging the media to shine light on government progress toward fulfilling global, regional, national, or sub-national commitments for gender equality

**Example 1:** Training national and regional journalists on effective and impactful ways to report on gender equality advocacy in their country, that forwards your advocacy objectives

**Example 2:** Working with the country's most prominent newspaper to evaluate the government's action on new energy and climate-change legislation

# ACCOUNTABILITY PROCESS

The tools and tactics discussed previously are useful ways for advocates to help initiate the accountability process. The accountability process, however, goes beyond dialogue, monitoring, and reporting.

**For impact and change, a meaningful accountability process must include three stages: Monitor, Review, and Act and Remedy.**



**SOURCE:** [University of Essex Human Right Centre](#)

**Language for the accountability process steps are drawn from the following sources:**

- WHO. [Commission on Information and accountability for Women’s and Children’s Health Report. 2011.](#)
- University of Essex Human Rights Centre. [Accountability and the Right to the Highest Attainable Standard of Health. 2008.](#)
- Independent Accountability Panel. Private for Sector: [Who is Accountable? For Women’s, Children’s and Adolescents’ Health. 2018.](#)

## Step 1

### Citizen-led Accountability in Action: What Women Want



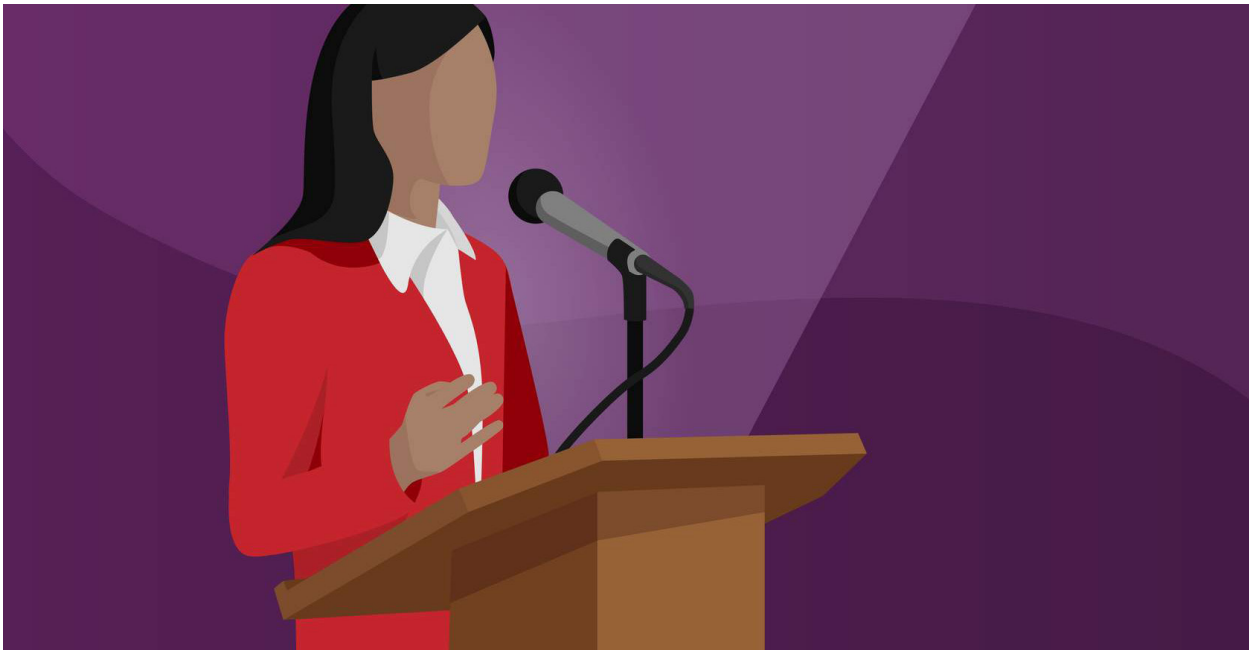
More than 44,000 women die due to preventable pregnancy-related causes each year in India, and the country remains one of the highest risk places in the world to give birth. While Indian policymakers were aware of the challenges, policy situations did not always match women's lived realities, needs, and concerns.

## Step 2



[Hamary Swasthya, Hamari Awaz \(What Women Want\)](#), is a groundbreaking campaign in India to directly engage women on their priorities for reproductive and maternal health. The campaign engaged more than 143,500 women, asking them directly, “What would you want from a health facility for the best quality care for reproductive and maternal health services for pregnancy, childbirth, and family planning?”

## Step 3



Key findings from the personal testimonies were collected, aggregated, and presented to India’s National Minister of Health and Family Welfare, helping guide reproductive and maternal health policy and programming with data and perspectives from women across the country. The campaign provided a platform for women’s voices to be carried to the highest levels of government, and helped to create a strong feedback mechanism so that India’s health policy and programming can better reflect the needs and priorities of its citizens.



Building on the success of the campaign in India, in 2018, the White Ribbon Alliance launched What Women Want globally to query one million women and girls worldwide about their top priority for quality maternal and reproductive health services. The findings will be aggregated for a global picture of what women and girls want, and will also be disaggregated by country. The data will be used to inform global and national advocacy agendas, guide outreach to policy and decision-makers, and elevate women's voices in political decision-making for improving quality, equity, and dignity for health.

### **Learn More:**

- [About the Campaign](#)
- What Women Want: [A Q&A with Dr. Aparajita Gogoi](#)
- Medium: ["What Women Want" in Childbirth](#)

**Before you move on, here are some additional resources regarding Accountability:**

- **Webinar:** Power to the People: How to Promote Citizen-led Accountability and Community Engagement to Meet the Needs of Girls and Women—available in English, French, and Spanish:
  - [English](#)
  - [French](#)
  - [Spanish](#)
- [PATH: Accountability resources](#)
- [Independent Accountability Panel 2018 Report](#)
- [White Ribbon Alliance: Opportunities in Citizen Led Accountability](#)
- [Commission on information and accountability for Women’s and Children’s Health](#)

**Don’t have time to review now? Bookmark these resources to come back to later!**

**Congratulations! You now understand the 10 Steps to creating your advocacy plan.**

**The next part of this module deals with a specific type of process that’s at the heart of Women Deliver’s Youth Engagement advocacy strategy, known as meaningful youth engagement.**



# Meaningful Youth Engagement

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**Young people are not only the leaders of tomorrow.  
They are the leaders of TODAY.**

Young people play a crucial role in advocacy, and are essential to realizing the SDGs and ensuring investment in girls and women. Young people are the experts of their own experience.

Young people must play a central role in decision-making around policies and programs that affect their lives. This is known as **meaningful youth engagement**.



## **WOMEN DELIVER'S WORKING DEFINITION OF MEANINGFUL YOUTH ENGAGEMENT**

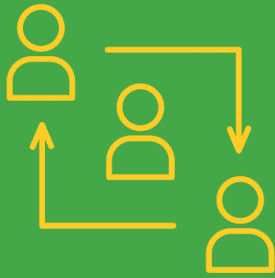
Collating various elements from numerous organizations' operational definitions of meaningful youth engagement and participation, as well as theoretical and conceptual frameworks, Women Deliver defines meaningful youth engagement in the following terms:

Meaningful youth engagement is a participatory process in which young people's ideas, expertise, experiences, and perspectives are integrated throughout programmatic, policy, and institutional decision-making structures so as to best inform outcomes.

This process requires young people to be involved in all levels and stages of program, policy, campaign, and initiative development, including all stages of design, implementation, and evaluation. This is especially true of those programs that directly affect their lives.

This participation and engagement must be supported by access to accurate and youth-friendly information, meaningful decision-making mechanisms, and fully integrated accountability mechanisms from stakeholders. This also includes the integration of diverse perspectives and populations in decision-making, especially from those who are most marginalized.

# MEANINGFUL YOUTH ENGAGEMENT MEANS:



## Inclusion

- Inclusion at all stages of developing, implementing, monitoring, and evaluating programs, policies, and investment of resources—from start to finish ([YOUTH DO IT](#))



## Diversity

Diverse representation that goes beyond tokenism and includes young people's engagement from marginalized populations



## Access

Access to accurate information and training when necessary, in order to effectively understand the technical content, the political context, and the stakeholders with whom they are engaging



## Shared Power



Power-sharing between and among stakeholders so that young people are partners and leaders, rather than beneficiaries ([PACT, UNAIDS & the Global Fund, 2014](#))



## Clear Messaging



Clear and transparent communication that everyone can understand—no jargon ([International Planned Parenthood Federation, 2008](#))

## WHY YOUTH

Young people are uniquely positioned to be effective advocates to hold their governments accountable for the delivery of promises, policies, and programs that affect their lives. Now, more than any other time, young people have the opportunity to take action to advocate for gender equality and the health, rights, and wellbeing of girls and women.

For young people to be as effective as possible in their advocacy efforts, they also need to be meaningfully engaged. It takes time and resources to engage young people meaningfully, and familiar barriers exist at every stage: lack of trust and resources, systematic exclusion of minorities and marginalized young people, and weak systems and organizational structures that don't effectively include young people.

# HOW BEST TO ENGAGE YOUTH

In building meaningful youth engagement into your own advocacy plan, for the best outcomes, ensure that included youth have:

- Trust and acceptance in their role at the decision-making table
- True partnerships and opportunities for intergenerational dialogue
- Data, evidence, and youth-friendly research
- Media and communication tools and support
- Technical and financial support and resources to more effectively fill their seat at the table ([Women Deliver, 2016](#))

Women Deliver believes that practicing meaningful youth engagement requires an acute attention to power. Efforts to increase the quality and quantity of meaningful engagement opportunities for young people must include:

- **Attention to Power:** focus on who is in power and why, and understand how power gets used, negotiated, and reinforced in both overt and subtle ways.
- **Intention to Shift Power:** be willing and open to renegotiate, disrupt, and/or dismantle power structures that exclude young people in general, and certain groups of young people in particular, from the ability to impact decisions being made about them, their lives, and their futures.
- **Action From Those in Power:** proactive action from adult allies and powerbrokers is key to ensuring social change.

To learn more about sharing power, advancing progress, and driving change, read Women Deliver's 2019 publication on [Meaningful Youth Engagement](#).

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**It is clear that institutions who listen to and include young people in their decision-making are more likely to develop programs and policies that reflect young people's experiences, making those programs more effective while also more efficiently using resources.**

**In addition, experience shows that engaging young people as researchers, evaluators, advocates, and program designers can improve the quality and relevance of data collected and can increase program accountability and support ([Rutgers WPF & IPPF, 2013](#)).**

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Photo Credit: Jamila Toderas

## YOUNG LEADERS IN ACTION

Stephanie (Steph) Lum (Women Deliver Young Leader Alumni, Class of 2018) identified a need for creative intersex youth expression; everything that currently existed for young intersex people was highly medicalized or about human rights abuses, rather than positive and allowing space for young people to share their stories. Often, intersex people are asked to tell their stories in order to make a case for change, but frequently this is done in an unsupportive and unsafe way.

To address this, Steph engaged in a campaign that consisted of creating an anthology of poems, essays, and drawings from young intersex people around the world. This anthology focuses on centering the voices of intersex people and encouraging them to share however they wanted to share. The advocacy campaign was possible through a local grant from the ACT Capital of Equality grants program in Australia.

Local people in the poetry scene became helpful allies in providing support to publish a book and ideas of where to launch the event. In the end, the launch was held at a local cafe where poetry nights are run weekly, and the launch event included getting local intersex poets who had contributed to the publication to read aloud their works. The publication and launch event, called "Youth & I," was also promoted at a local LGBTI conference where many allies learned about the book and shared it widely with their networks.

This advocacy campaign exemplified meaningful youth engagement to Steph, as it gave space for young people to connect, learn, and engage. This anthology centered the voices of young people, did not alter their words to tell the story others want to tell, but allowed youth to speak for themselves. To her, meaningful youth engagement also means supporting young people to do the work they do and valuing their work. In this case, contributors were paid for their entries. For this publication, there were 16 young intersex contributors from around the world who will have their work published.



**Video Credit:** *Women Deliver. Power Talk by Stephanie Lum.*

**As Young Leaders, you are at the forefront of advocacy. Through your work, you can further promote and exemplify meaningful youth engagement.**

How have you seen meaningful youth engagement impact your own community and/or country?

Please share your experience in the [Module 3 Forum](#).

## Conclusion

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**“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”**

*Margaret Mead (1901-1978), Women’s Rights Activist, Cultural Anthropologist*

**This module has given you an introduction to the world of policy advocacy and the change that you can create.**

You learned about different forms of advocacy and movement-building and developed practical skills to create your own strategic policy advocacy campaign. You have also learned about the crucial importance of meaningful youth engagement, and the indicators that accompany that term.

The next module will focus on how to bolster your advocacy efforts using communications and the media. You are well on your way to moving forward with your advocacy efforts!





*Photo Credit: Francis Oko Armah. With support from a Women Deliver Young Leaders Program grant, Francis Oko Armah (Women Deliver Young Leader Alumni, Class of 2016) conducts a youth dialogue on SRHR attitudes. As part of his campaign "CSE4ALL," Oko organized and participated in a national consultation on comprehensive sexuality education (CSE) which incorporated*

## DIGITAL UNIVERSITY LIBRARY

Throughout Digital University, you will find valuable resources such as articles, briefs, infographics, and partner sites that we have found to be highly valuable. Be sure to review these resources and use them to further enhance your knowledge on your journey.

**Click the button to be taken to the library.**



**Almost done! To complete the module and move forward, please complete the post assessment questions.**