Rutgers | For sexual and reproductive health and rights

Developing an Advocacy Strategy

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Why an advocacy strategy?

An advocacy strategy will give you focus and direction and guide you to decide which activities contribute to making the most impact. Developing a strategy helps deepen the understanding of the advocacy context (who, what, why and how), and asks for more specific outcomes and interventions than those often formulated for proposals or work plans. It will therefore make your work more measurable and realistic. The advocacy activities that you decide on depend on your advocacy goals. To formulate these goals you should know:

❶ **What needs to change**
❷ **Who can make that change happen**
❸ **How to make that change happen**

These questions steer the core chapters of this guidance document and should help you to focus your work and maximize your impact.

Helping you get started

Advocacy is a key element of many Dutch-funded programmes. But what is it? And how can we approach it strategically? The format we propose for an advocacy strategy contains suggestions of how to go about it. Of course, you can add or leave out elements as you see fit according to your context.

If you have any questions with regards to advocacy, advocacy strategy development and/or any requests for support from Rutgers on this topic please reach out to us. We will work with you or link you to our partner organizations. For instance, if you want to discuss advocacy or develop an advocacy strategy with a group of people in a face-to-face or online training, Rutgers could share some session plans with you and suggestions on how you can facilitate such a process.[1]

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[1] See for example the sessions in our Rutgers (2019) Adopting a gender transformative approach in sexual and reproductive health and rights and gender-based violence programmes, Module 4 Adopting a gender transformative approach to advocacy in the area of sexual and reproductive health and rights. Retrieved from: https://rutgers.international/GTA

What is advocacy?

Advocacy is a planned and organised attempt at policy change and to influence policies and practices. It is a deliberate process of influencing those who make decisions about the change you want to see. Successful advocates are able to articulate issues so that they inspire others and motivate them to take action. This can be a specific person, a group of people or an institution or organisation. The change you want to see is your advocacy goal, which can be reached through a targeted set of actions. Advocacy addresses the root causes of problems, leading to longer-term and more sustainable benefits for young people and their communities once successful.

Our definition of advocacy:
'a targeted set of coordinated activities to influence policies and practices, based on reliable and documented evidence, aimed at a defined audience of decision makers.'

Specifically, advocacy seeks to:

→ Establish new policies and/or laws
→ Improve (on implementation of) existing policies and/or laws
→ Challenge pieces of legislation that impact negatively on particular individuals or groups
→ Ensure sufficient budget is allocated to turn policies into action

Policy advocacy looks specifically at public policy, such as legislation, strategies, guidelines and budget line items decided by government, or other governing bodies that have a local, national, regional or international reach.

Advocacy can take place on different levels: local, community, national, regional or international. On which level you conduct advocacy depends on your advocacy goal(s). Maybe you want to change something in a specific area in your country for which you only need to target local decision makers. Sometimes you can or need to work on several levels. For instance, when you are focused on policy change at the national level, you can use international agreements that your government has made to hold them accountable for their commitments.

See also MenEngage (2014) Policy Advocacy Toolkit: How to Influence Public Policy for Social Justice and Gender Equality in Africa. Retrieved on March 20, 2021 from: http://menengage.org/wp-content/uploads/2014/01/Policy-Advocate-Toolkit.pdf

There are multiple ways, tactics or actions to reach the change you envision. Some examples:

→ Talking to and advising decision makers face-to-face with data and research
→ Bringing people to decision makers to share their lived experiences to personalize the issue and sensitize decision makers
→ Running campaigns on social or traditional media to build support
→ Setting up a petition to demonstrate a support base among constituents to decision makers
→ Monitoring how policies and laws are implemented
→ Monitoring budgets and spending

Awareness raising versus advocacy

Awareness-raising or Information Education Communication (IEC) activities are often mistaken for advocacy although these are different things. Awareness-raising initiatives are aimed at changing behaviour at the individual level, whereas advocacy activities are aimed at promoting social or legislative changes at the community, district, national, regional or global level. Awareness raising can benefit advocacy goals, because (young) people first need to be aware of their human rights in order to claim these rights and hold decision makers accountable. However, advocacy always has a decision maker as its target audience, whereas awareness raising has individuals as its target.

Guiding principles

In relation to this you may have heard the slogan 'nothing about us without us'. This slogan gained popularity in the disability rights movement in the 1990s, and more recently the HIV/AIDS movement. It speaks to the premise that no policy should be decided on without the full and direct participation of the ones who will be affected by it, because they have the right and legitimacy to be included.

Though this list is not complete, we have listed some of the guiding principles that we believe should be taken into account when developing an advocacy strategy.

Meaningful and inclusive youth participation

When young people's needs are placed front and centre and they are free to share their ideas, connections and lived realities it can increase the appeal, as well as the reach, relevance and effectiveness of interventions, especially those aimed at young people. Practically, inclusion requires a welcoming and safe social environment, opportunities and resources to be in place at the organization level as well as specific targets or output indicators to ensure it happens. Meaningful inclusion positively affects young people's lives on a personal level as well as the organizations and adults they work with.

When it comes to working with young people it is important to keep in mind that while they may have their age in common, they will differ in a lot of ways. Young people face discrimination based on intersecting factors, such as:

→ Gender
→ Sexual orientation
→ Ethnicity
→ Religion
→ Social class
→ Access to education
→ Language
→ Geographical location (rural/urban)
→ Disability

These factors and their intersection plays out differently for everyone. This means we have to keep these differences in mind and embrace and engage diverse young people as we design our advocacy strategies and activities. We strongly encourage you to develop your advocacy strategy together with young colleagues.

PART I: INTRODUCTION

Our work on meaningful and inclusive participation closely links to the human rights-based approach[2] that guides all our work. In practical terms this means we:

➜ Apply the right to participation, or in other words we consult and include those affected by our work in decision making

➜ Apply the principle of non-discrimination and particularly prioritize marginalized and excluded groups

➜ Communicate and organize ourselves inclusively

➜ Hold those who violate human rights accountable

➜ Strengthen the capacity of CSOs, young people and grassroots organisations on human rights, as well as human rights standards and the mechanisms for knowing about and claiming their rights

➜ Look to what extent rights are legally enforceable, also known as legality

➜ Ensure all materials and messages are based on and guided by human rights

➜ Connect organizations to our existing network in United Nations spaces and other human rights institutions

At Rutgers, in addition to meaningful and inclusive youth participation and applying a human rights-based approach, we also do our best to use gender-transformative messages. This means we:

➜ aim to bring our messages and imagery across without reinforcing harmful gender norms

➜ carefully select the words we use and think of what meaning is attached to them and that their meaning can be different in different contexts

➜ try to avoid difficult words to make sure the target understands our message

➜ consciously avoid a binary approach where possible, for example through referring to 'all genders' instead of using phrases like 'both men and women' or 'two genders'

Not only does gender-transformative messaging avoid reinforcing harmful gender norms, it also aims to question the costs of adhering to these norms for women, men, and gender-diverse people, to change harmful norms and power dynamics and to promote the creation of systems that support gender equality and equitable gender norms. Practically it means we ask ourselves:

❶ Could any harm be done to a specific gender group within your current advocacy? If so, to whom and how?

❷ Are existing, harmful gender norms being challenged, or are they being reinforced?

❸ What could you do to strengthen involvement and participation of a particular gender group (also considering intersection with other identities, such as age and urban-rural geography) in your advocacy?

❹ Do you need to collect data, maybe of groups which are currently invisible in policies or their implementation and/or ensuring sex- and age-disaggregated data and gender statistics, or do you have sufficient evidence to make your case?

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[2] For more explanation about the human rights-based approach see our GTA toolkit module 1, chapter 1.1: Rutgers (2018). Adopting a gender transformative approach in sexual and reproductive health and rights, and gender-based violence programmes. Retrieved from: www.rutgers.international/sites/rutgersorg/files/PDF/web_Rutgers%20 GTA%20manual-module1-16.9.18.pdf

The introduction explained why we believe having an advocacy strategy is beneficial, the purpose of this guidance document, what our definition of advocacy is and it elaborated on our three guiding principles. Part II of this document is a step-by-step guide to formulating an advocacy strategy. This template contains the following chapters:

❶ **Introduction**
❷ **Problem statement** – what needs to change?
❸ **Context analysis** – analysis of what needs to change, including a power and stakeholder analysis: who can make that change happen?
❹ **Outcomes and activities** – how to make change happen
❺ **Risk analysis and management**
❻ **Annual reflection**

If you find it easier, you can copy and paste these chapters into a new Word document and start working on your strategy from there, but you can also work within this one and add and delete as you see fit.

1. Introduction

✏ Here you can introduce your organization or coalition of organizations. If you think it will be useful you can also add a glossary of terms here or above your introduction.

An online glossary with SRHR terms developed by youth-led organization CHOICE for Youth and Sexuality that you may find useful: SRHR Language » Youth Do It

2. Problem statement:
what needs to change?

✏ What are some of the existing problems in your community or country that you want to address via advocacy? List the one or more problems you want and are able to work on in the coming years so that later in this strategy you can dive into how you will address them. Of course, you cannot change everything at once, so you have to be specific here and prioritize. Recent data on the issue or problem could help determine the size of the problem and be a basis for realistic goal setting later on.

For example:
'Young people do not have access to contraceptives' is a problem, but this is very broad and general. Making the problem statement specific is important to help you with the focus and prioritization of your advocacy. More specific would be, for example: 'young people cannot legally buy contraceptives if they are not married.'

3. Context analysis

This section contains four different sub-sections that together will provide an overview of the context you are working in:

3.1 Social context
3.2 Political and legal context
3.3 Target analysis
3.4 Stakeholder analysis

Some time and thinking will go into working through these four sub-sections, but it is important not to jump to formulating activities, because if you start doing activities without knowing the context you might end up targeting the wrong people or implementing activities to change one particular law, whereas you should have been focused on a more far-reaching policy.

3.1 Social context

✏ We encourage you to take a moment to reflect on the social context you are operating in. If your work is more centred around campaigning and public support, it will be useful to think of social factors and cultural norms that relate to your issue. If relevant, think of the social and cultural norms – including gender norms – that have an impact on the advocacy issue/problem and list them here:

3.2 Political and legal context

To touch on the different elements of a legal and political context for your issue, we will use a policy accountability cycle. The elements of this cycle are:

A) laws and policies;
B) national strategies and plans;
C) budgeting;
D) implementation/practices;
E) monitoring and evaluation;
F) responses;
G) regional and international processes and accountability.

Policy accountability cycle

Source: Rutgers Gender Transformative Approach toolkit[3]

Laws and policies

National strategies and plans

Budgeting

Implementation/ practices

Monitoring and evaluation

Responses

Regional and international processes and accountability

As advocates, we focus on more than one of the elements in this cycle in order to maximize our impact. We understand some of these elements are difficult to understand without picturing what it looks like in real life. Take note that you may not have to run through all the steps because some steps can run parallel to one another. Some steps take up more time than others. You also can run through the cycle in a different order. We will run through the cycle with an example from Indonesia.

3 Rutgers (2019). Adopting a gender transformative approach in sexual and reproductive health and rights and gender-based violence programmes, Module 4 adopting a gender transformative approach to advocacy in the area of sexual and reproductive health and rights. Retrieved from: www.rutgers.international/sites/rutgersorg/files/PDF/DEF-web-GTA-toolkit-module-4-ENG.pdf

Indonesia example:

In Indonesia married women cannot legally access contraceptives without their husbands' permission. This means that unmarried women, young people, sex workers and same-sex couples (marriage is only available to heterosexual couples) cannot buy them to avoid getting pregnant, regulate their menstrual cycles or avoid contracting sexually transmitted infections.[4]
We will focus on the impact on young people.

[4] For this example a UPR submission was used: www.upr-info.org/sites/default/files/document/indonesia/session_27_-_may_2017/js19_upr27_idn_e_main.pdf (upr-info.org)

A. Laws and policies

We encourage you to list both the legal and policy frameworks that help your cause and those that hinder your cause. Starting with, what legislation or policies does your country or community have in place that can help your cause? For example, does your country have a (recent) National Youth Policy or a National Strategy for Women? Does your country's constitution mention protection of fundamental human rights and freedoms and equality and freedom from discrimination? Think of those that are relevant for the topic you chose in section 2. After you've listed the policies and laws that could help you support your cause, think of what policies do not exist in your country but would help your specific cause, or policies that are in place but are not implemented correctly. Then think of legislation that hurts your work, such as laws that make it hard to register as an NGO or laws restricting access to funding for civil society.[5] It could also be a Penal Code that criminalizes consensual same-sex relations, or if your topic is safe abortion a law that only allows women to have an abortion when her life is at risk rather than having a safe and legal abortion for other reasons too.

Indonesia example:
In Indonesia there are multiple laws – both enabling as well as hindering - that feed into our example issue. The constitution has an article (28B) under the sub-header human rights that reads 'Every person shall have the right to establish a family and to procreate based upon lawful marriage.' A law that could help us (Ministry of Health Regulation 2014/61) states that 'every woman has the right to exercise her sexual and reproductive health without discrimination, fear, shame and guilt.' However, that same law also states that contraception can only be given to married women with the consent of their husband. Other articles of this legislation further emphasize that the duty of the state to provide sexual and reproductive health services only applies to married people. There is another law (Health Law No.36/2009 Art. 72 + 78) that states that access to sexual and reproductive health services may only be given to legal partners under religious norms. In a country where marriage is only open for heterosexual couples, this means heterosexual partners. Then there is a Ministry of Health Regulation (no61) from 2014 that states that contraception can only be given to married women with the husband's consent. The Law on Population and Family Development, Art. (21) also states that only married women can have access to contraceptives.

[5] In addition to legislation related to your issue you could also list legislation that impacts the work of civil society. For more background on this see for example: Amnesty International (2019). Laws designed to silence: a global crackdown on civil society organizations. Retrieved from: www.amnesty.org/download/Documents/ACT3096472019ENGLISH.PDF

PART II: ADVOCACY STRATEGY

✏️ **List here what legal and policy frameworks are in place that impact your issues, make a separate list for each issue. Some of this information may already be captured in your workplan and/or (baseline) research from which you can build upon.**

B. National strategies and plans

In addition to legislation and policies, there may be national strategies and plans in place that impact your issue.

✏ **Use this text box to write about the national strategies and plans that are in place that impact your work**

Indonesia example:
In Indonesia, the National Population and Family Planning Board has a strategic plan which addresses contraception information and services to married couples as well as aiming to decrease unwanted pregnancy rates among married couples. Their slogan is very abstinence-focused: 'Say no to early marriage, to sex before marriage and to drugs.' This strategy influences the lived reality of all unmarried young people who want to access contraception. The Ministry of Health also has a strategic plan that includes the aim to make health services youth friendly but it does not mention provision of information and access to contraception for young people.

C. Budgeting

Without a budget it is highly unlikely that legislation or plans will be implemented, so under this header we look at budget allocation for implementation with special attention to gender groups that need extra support in the strategy and plan.

✏ **Write down what you can about the available budget for the listed strategies and plans**

Indonesia example:
When looking further into the strategy of the National Population and Family Planning Board in we also found 'A Right-based Strategy for Accelerating Access to integrated Family Planning and Reproductive Health Service to Achieve Indonesia's Development Goals: A Costed Implementation (2017-2019)'[6] which includes a lot of details about budgeting and costs; this would have to be analysed thoroughly to find out where existing gaps may be. We know Indonesia has worked in a decentralized manner for a few decades and that comes with funding challenges at the local level to implement these types of strategies; this may very well be the case here too.

[6] Retrieved from: www.familyplanning2020.org/sites/default/files/Indonesia_Costed%20Implementation%20Plan%202017-2019.pdf

D. Implementation practices

Sometimes excellent laws and the budget for them exist, but if no one is implementing them then they may as well not be in place. All too often, policy remains words on a page rather than action in communities. To get a grip on whether this is the case you could collect data and stories to monitor whether the implementation reaches all relevant people and gender groups. Based on this you can decide to focus your advocacy on holding policy makers accountable to their commitments and legislation.

Indonesia example:

In Indonesia, we know through our research[7] that young people continuously face difficulties accessing contraceptives. Contraceptives are only provided to married people. Although condoms are widely available in convenience stores, young people are often refused when they try to buy them or face stigma and shame in attempting to buy them. Because this legislation is having a negative impact the accountability cycle does not apply; the (negative) legislation is in fact being implemented. What you can do instead is showcase how this legislation negatively affects young people.

✎ **Write down what you can about the implementation of the legislation and plans from the previous sections**

[7] Termeulen, R., Prastowo, F.R., Page, A., van Reeuwijk, M., (2020) Navigating Complex, Conflicting Norms: Young Indonesians Experiences of Gender and Sexuality. Yogyakarta: Center for Reproductive Health of Gadjah Mada University. Retrieved on March 11, 2021 from: https://rutgers.international/sites/rutgersorg/files/PDF/YVR1%20ENG.pdf

E. Monitoring and evaluation

Outcomes, both intended and unintended, of policies need to be documented, evaluated and shared continually with policy and decision makers. This element of the cycle allows us to make visible the populations that are currently rendered invisible by policy and programmes, such as people with diverse sexual orientations, gender identities and expressions. It also makes room to look into the data that exist about these policies. When it comes to your issues, are they disaggregated by sex and age? Are gender statistics available to inform policy makers on the outcomes achieved? As civil society we can collect our own data to fill in gaps in data sets that will help policy and decision makers to evaluate the outcomes of their legislation and plans.

Indonesia example:
In our example, when it comes to the unmet need for contraceptives, data are only collected at a national level for married women. This means the government will have a blind spot for the consequences of their legislation and plans when it comes to unmarried young women, and we can highlight the gaps and voices of these young women as well as advocate for funding and efforts to be devoted to collecting more and better data.

✏ **Monitoring and evaluation gaps and opportunities**

F. Responses

Here you can offer your proposed responses and possible ways to solve the identified needs and problems based on the information you collected in the previous elements, as well as other research and case studies to help your cause. This response may include working more on public support for your issue or bringing facts and figures that link to concerns of the decision makers who are reviewing the legislation.

Indonesia example:
Our research on conflicting norms among young Indonesians and how they experience the lack of access to contraceptives demonstrated the problems and solutions regarding the unmet needs of contraceptives from a human rights-based approach: ensuring access to contraceptives for young people will help prevent unintended pregnancies and other negative health outcomes, as well as help prevent school dropout. This can be used to demonstrate the blind spots, as well as hold the National Population and Family Planning Board to account.

✏️ **Proposed responses to the identified gaps and needs**

G. Regional and international processes and accountability

Norms on sexual and reproductive health and rights (SRHR) and gender at regional and international level influence policies at the national level. Therefore, linking these international obligations and agreements to your national work could provide extra leverage and arguments for your cause. By translating or localizing the international declarations, treaties or resolutions your government is part of and which relate to your issue, you can help duty bearers (mostly governments) and rights holders (citizens - you and me) become aware of these obligations. We have seen in the last couple of years that regional agreements have been more progressive and convincing than global agreements. Governments tend to take a more progressive stance in regional spaces, so it's good to look at the regional agreements too and use them to your advantage. We understand these processes can be overwhelming and want to emphasize that Rutgers is more than happy to provide support on international processes and accountability, including online toolkits we have co-developed, and work out this section together or link you to partners in your region or international networks that you can work with.

We will now focus on some ideas on using regional and international processes to get to results at the national level:

There are three broad types of processes that you could use.[8]

1. International human rights mechanisms, such as treaties, conventions, reports, recommendations and resolutions from the Human Rights Council, the Universal Periodic Review (UPR), Treaty Monitoring Bodies (TMB), and Special Procedures (SP). These mostly take place in Geneva. By using the accountability mechanisms of treaty bodies such as the Committee on the Elimination of Discrimination against Women (CEDAW) or Universal Periodic Review you can hold your government accountable to their human rights obligations under the treaties they are part of and, for example, link to the right to family planning and information and education.

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[8] For an full list with examples and tables, please consult handout 4.4 from: Rutgers (2019). Adopting a gender transformative approach in sexual and reproductive health and rights and gender-based violence programmes, Module 4 adopting a gender transformative approach to advocacy in the area of sexual and reproductive health and rights. Retrieved from: www.rutgers.international/sites/rutgersorg/files/PDF/DEF-web-GTA-toolkit-module-4-ENG.pdf

2 Development processes such as agreements and declarations, e.g. the International Conference on Population and Development Programme of Action from 1994[9] and the Beijing Declaration and Platform for Action from 1995,[10] as well as the 2030 Agenda for Sustainable Development (SDGs) adopted in 2015.[11] For these three the following spaces address them respectively: the Commission on Population and Development (CPD) and the Commission on the Status of Women (CSW) and the High-Level Political Forum (HLPF). These are in New York City. The 2030 Agenda and the Sustainable Development Goals (SDGs) often guide government policies at national and sometimes district level and can be used to hold your government accountable to the SRHR goals and targets.

3 Regional processes, including human rights as well as other (development) agreements and declarations, such as the Maputo Protocol (the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa from 2003).[12] Regional agreements are often stronger for accountability purposes as they have more geo-political relevance to governments. Besides, friendly and progressive neighbouring countries have more weight when making recommendations to your government.

We recommend looking at accountability mechanisms that are relevant for your themes or where your government is part of or has made strong commitments. Rutgers can help you with finding all these documents. When it comes to country-specific recommendations of the accountability mechanisms such as the Treaty Bodies, Special Procedures, and Universal Periodic Review, this website from the leading UN entity on human rights, the Office of the High Commissioner for Human Rights (UN Human Rights) can help you find your way: https://uhri.ohchr.org/en/. Here you can select your country and find out what human rights recommendations they have received from other countries in those different mechanisms.

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[9] United Nations (1994). International Conference on Population and Development (ICPD) Programme of Action. Retrieved from: www.unfpa.org/sites/default/files/pub-pdf/programme_of_action_Web%20ENGLISH.pdf – Also available in Arabic and French

[10] United Nations (1995). Beijing Declaration and Platform for Action, Retrieved from: www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf – Also available in Arabic and French

[11] United Nations (2015). The 2030 Agenda for Sustainable Development. Retrieved from: https://sdgs.un.org/2030agenda

[12] African Union (2003). Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. Retrieved from: https://au.int/en/treaties/protocol-african-charter-human-and-peoples-rights-rights-women-africa

Indonesia example:

When we entered Indonesia as the country and UPR as the mechanism into the search on the website https://uhri.ohchr.org/en/search-human-rights-recommendations a list of 415 recommendations came up. High on the list there was a recommendation from Belgium on SRHR legislation. This reads: '141.65 Adapt the legislative framework in order to ensure access to sexual and reproductive health services, including contraception and family planning, for unmarried women as well as married women, without the consent of their spouse (Belgium)'. Indonesia did not support the recommendation but noted it; in the following years Indonesia is responsible for implementing the recommendations, including this one. In this case, Belgium can inquire about the status and can assist through technical and/or financial assistance the implementation of the recommendation. Recommending states can also provide this same support to CSOs for the same purposes.[13] Other governments can also be lobbied to make and/or follow-up on the recommendations made.

[13] To learn more about the UPR recommendations, see UPR Info's (2015) guide for recommending states: www.upr-info.org/sites/default/files/general-document/pdf/upr_info_guide_for_recommending_states_2015.pdf

✎ **Write here what accountability mechanisms are relevant for your themes or where your government is part of or made strong commitments**

3.3 Target analysis

A (primary) 'target' is the person who has the power or authority to help you address your formulated problem from chapter 2 and thus achieve the goal of your advocacy campaign. Often this is a person with decision-making power. Who this is depends on your advocacy priority. Common examples of primary targets are: local politicians, Members of Parliament, ministry officials or political parties. Think about what institutions — political, governmental, or nongovernmental — influence policies and laws that impact your issue and think of who works there.

Sometimes you can/need to target the people who work with or have an influence over that person that holds power rather than the person themself. Those people who can influence your primary target are called secondary targets. Common examples of secondary targets are: journalists, religious or faith-based groups or leaders, NGOs, celebrities, influencers and public figures.

PART II: ADVOCACY STRATEGY

You could list the targets in a table such as the one below. It should be a realistic proposition for you to work with each of them. Make a table for each priority you identified because the targets will differ per issue. Avoid saying 'Members of Parliament' if you know the actual person you should target. Be as specific as possible: which group, which newspaper or which influencer will you target?

Kofi Annan:
When you see something that's wrong, no matter how big the problem is, think "Who else would like to change this? How can we work together?"'

Target (as specific as possible)	Primary or secondary target
Example 1: John Doe, political journalist at the Global Daily newspaper	secondary
Example 2: Malik Swalinkski, policy officer at the National Department of Public Health	primary

When looking at the table, if you plan to work on international accountability mechanisms and processes, cross-check if you've also taken these into account: if you plan to work on the Universal Periodic Review, this can be targeting embassies to make recommendations or it can be the CEDAW committee members for concluding observations or your government to submit their state report on time.

3.4 Stakeholder analysis

After a target analysis to see who can make the change happen we recommend you do a stakeholder analysis to distinguish between allies and opponents.[14] Not all allies or opponents will have a large impact on what you do and it is therefore essential to focus on those that you expect to have the greatest impact (positive or negative) on the decision-making process. The matrix below is a type of power analysis that can help you map the targets and get an overview of who supports your issues and who has a high influence on them. This exercise works best in a format/ program where you can position and re-position these actors as you think of them together with your colleagues, this might be on a flip chart or poster, or online on a jamboard[15] or similar online space.

Influential

Negative / opponent ← → **Supportive / ally**

Not influential

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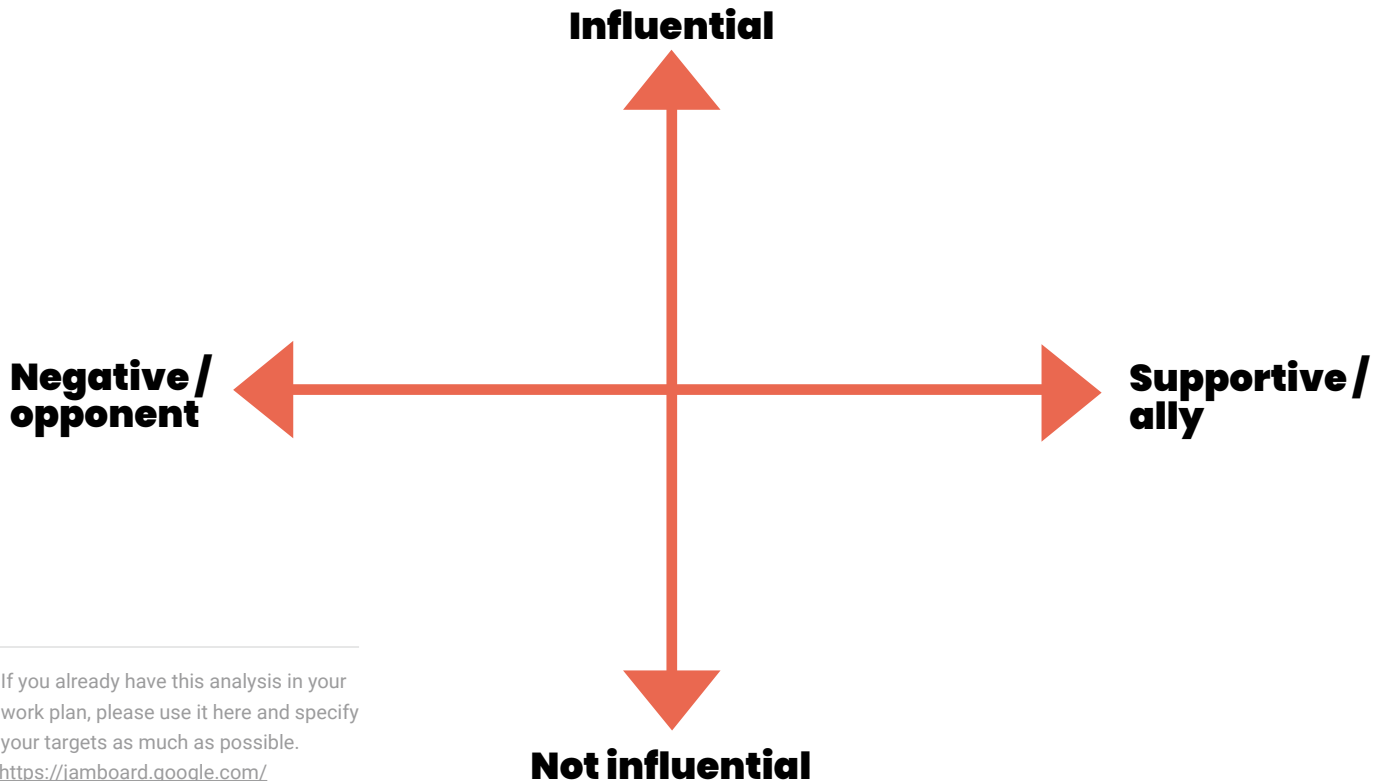
[14] If you already have this analysis in your work plan, please use it here and specify your targets as much as possible.

[15] https://jamboard.google.com/

PART II: ADVOCACY STRATEGY

Start with opponents on the left: it is important to consider potential sources of opposition, learn about them, and address them because they can make it more difficult to achieve your impact. Take note, advocacy is most effective when you approach who you work with as colleagues and not as enemies. You can then target them in a collaborative way. On the right side of the matrix are allies. We also look at these because building partnerships is critical for success. The larger the support base, the greater are the chances of success. Networks can keep you up to date on what's going on, provide an audience for your ideas, and may allow you to pool resources for a common goal. A partnership can achieve results that would be difficult for a single member to accomplish through cooperation and alignment. You can reach out to all parts of the community to create partnerships with other NGOs, donors, professional associations, women's groups, activists, and individuals who support the issue and will work with you to achieve your advocacy goals.

4. Outcomes and activities:
how to make change happen

Outcomes

Now that you have identified the issue(s) you want to advocate for (chapter 2), the people who can make that change happen and analysed what needs to change (chapter 3), we invite you to formulate your outcomes and activities on local, national and international levels. Know your limitations and focus on areas where you can have impact. Activities, outputs, and outcomes are formulated to lead to one another, but the reality it is often messier. However, to ensure activities contribute to your long-term outcome we encourage you to keep the long-term outcomes in mind as you structure and focus your activities.

An outcome consists of an actor (who), an action (what will they do) and a time (when). A long-term outcome is the change or changes you want to see that you have formulated in chapter two. When this strategy reaches its end date, what do you want to have achieved? What headlines do you wish to see in the newspaper? Your long-term outcome generally has a timeframe of several years, often in line with the timeframe of your programmes. It means the change needs to be achievable in the timeframe of your programme, or you should at least be able to achieve tangible and visible progress towards this long-term outcome. The short-term outcomes are the outcomes you need to achieve in order to achieve your long-term outcome; they are a bridge between what you do and the end result you seek.

Some examples of outcomes:

→ The Termination of Pregnancy Bill is tabled and passed (action) by Parliament (actor) by the end of 2025 (time).

→ The Ministry of Education and Sports (actor) to disseminate and operationalize the National Sexuality Education Framework (action) by December 2025 (time).

→ Religious institutions (actor) use their platforms to spread messages about GBV prevention (action) in 2023 (time).

→ A local district structure and staff (actor) integrate a gender transformative approach (GTA) into their multi-annual strategy (action) (such as key gender indicators in the district performance contract and reporting tools) by 2025 (time).

→ The Ministry (actor) takes a progressive stance towards SRHR and gender justice in relation to SDG 3 and 5 and report on these topics (action) during their VNR in 2022 (time).

→ The Ministry (actor) commits to implementing Committee on Economic, Social and Cultural Rights (CESCR) recommendations (action) that are received on General Comment 22 before the next review in 2025 (time).

Whether these are considered long-term outcomes will vary between programmes and organizations, but most of them require a variety of actions and are not solved by one meeting or activity but will take years of lobbying and could therefore qualify as long-term outcomes.

Outputs

The outputs will be reflected in your monitoring and evaluation work, for example put in IATI or in outcome harvesting documents, and we will not dive into them here.

Activities

Now that you 1) know who you need to target, 2) know which action you want to see from them, and 3) formulated outcomes, you can start deciding what you need to do in order to get closer to your outcomes and your priorities.

When thinking of activities, there are a five things we encourage you to keep in mind:

1 Be as specific as possible

2 The 'nothing about us without us' slogan, or in other words: how will the people your activities are intended for be included?

3 Are your activities gender transformative?

4 Are there enough resources for what you are intending to do?

5 When you have an overview of your activities, do you have both activities to work with your allies and activities to respond to opposition? As explained in chapter 4 both are equally important.

Through what ways could you convince your target? Keep in mind the size of the group, their position in the community, their literacy, their age, etc. And what do you need to convince them or what do you have already that you could use? Reflecting on these questions will help you determine through what means and activities you can best get your message across, for example through developing materials, face-to-face meetings with different community leaders, policy briefs about your topic, radio shows, video messages or maybe via a community workshop. It is important to think of your outcome and target first; the activities that contribute to those goals should follow from there.

PART II: ADVOCACY STRATEGY

To put everything in one overview, you could use a table like the one below. Make sure it is in line with your existing work plan if you have one or add to it. For example, if your long-term outcome is: the Ministry (actor) commits to implement Committee on Economic, Social and Cultural Rights (CESCR) recommendations (action) that are received on General Comment 22 before the next review in 2025 (time), your short-term outcomes and activities could be as follows:

Example 1: Long-term outcome 1: The Ministry commits to implement Committee on Economic, Social and Cultural Rights (CESCR) recommendations that are received on General Comment 22 before the next review in 2025															
ACTIVITIES	**LEAD PARTNER**	**CONTRIBUTING PARTNERS**	**TIMELINE (2023)**												
			1	2	3	4	5	6	7	8	9	10	11	12
Short-term outcome 1: young people learn about human rights and in particular the CESCR															
Organize a live- broadcast of the session in Geneva with law students/young people	Rutgers	Partner organizations/ universities/ etc.	x											
Young people get a training to use convincing advocacy messaging to claim their rights	Rutgers	Consortium partner organizations						x						

PART II: ADVOCACY STRATEGY

Example 2: Long-term outcome 1: The Ministry commits to implement Committee on Economic, Social and Cultural Rights (CESCR) recommendations that are received on General Comment 22 before the next review in 2025															
ACTIVITIES	**LEAD PARTNER**	**CONTRIBUTING PARTNERS**	**TIMELINE (2023)**										
			1	2	3	4	5	6	7	8	9	10	11	12
Organize a consultation with civil servants from the Ministry on the recent CESCR recommendations and their indicators														
Organize a consultation with civil servants from the Ministry on the recent CESCR recommendations and their indicators	Rutgers	Partner organizations			x									
Plan a Twitter storm on the CESCR recommendations	Rutgers	Partner organizations, networks, etc								x				
Short-term outcome 3														

5. Risk analysis and management

Anyone who tries to create change may well experience some form of opposition. This can vary from one grumpy person rolling their eyes at you, to a group of people or organisations speaking out against the change you are calling for. It can even express itself in physical violence. As we know by now, this can have big implications for our work and for the safety and security of our people, our organisation and/or our network. Sometimes you advocate for your cause with the best intentions but end up harming your cause or fellow organizations, so be mindful of the implications your work can have. When we are aware of these risks, there may be ways we can limit the chances of a risk occurring, or to decrease the impact of a risk. Without duplicating the work you have already done in the proposal development of this programme, we think it's important to reflect on the risks that may come with the activities you have envisioned because it allows you to reflect on and consider the consequences of opposition and/or the safety and security risks for people or organisations involved in the work. We provided a table below that you could use but feel free to do it differently or adapt it and delete and/or add columns.

Potential Risk	Probability (Low, medium, high)	Mitigation (how to prevent the risk from being a reality) and management strategies

6. Annual reflection

This strategy will work best if you reflect every year on whether its contents continue to guide your work. Make sure to appoint people for monitoring (reporting and documenting) the results achieved and lessons learnt. This way you can steer and adapt some of your activities or outcomes where necessary to ensure you have the most impact. We therefore recommend you look at it again in 2022, 2023, 2024 and 2025 to see if it still matches your ambitions and desired impact.