AFP SMART

Media Advocacy Workshop
Savar, Bangladesh
June 23-26, 2019

Mervyn Christian/Sarah Whitmarsh
Advance Family Planning
LANDSCAPE ASSESSMENT

• Big picture view on Family Planning ‘environment’
  ▪ Current Family Planning indicators – National Family Health Survey;
  ▪ Funding availability – Program Implementation Plans
  ▪ Policies that influence Family Planning services – National Health policy; RMNCAH
  ▪ Priority accorded by governments/policy makers – FP 2020; Sustainable Development Goals
AFP SMART in 9 Steps

Phase 1
Build Consensus
- Step 1: Decide Who to Involve
- Step 2: Set SMART Objective
- Step 3: Identify the Decisionmaker

Phase 2
Focus Efforts
- Step 4: Review the Context
- Step 5: Know the Decisionmaker
- Step 6: Determine the Ask

Phase 3
Achieve Change
- Step 7: Develop a Work Plan
- Step 8: Set Benchmarks for Success
- Step 9: Implement and Assess
## Phase 1: Build Consensus

<table>
<thead>
<tr>
<th>Step 1 – Decide who to involve</th>
<th>Ensure participation of all relevant stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2 – Set SMART objectives</td>
<td>Identify quick wins that you want to achieve</td>
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<tr>
<td>Step 3 – Identify the decision-maker(s)</td>
<td>Individual(s) who has the power to bring about the change</td>
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</table>
## Phase 2: Focus Efforts

<table>
<thead>
<tr>
<th>Step 4 – Review the context</th>
<th>External Opportunities &amp; Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 5 – Know the decisionmaker</td>
<td>What does the decision-maker care about?</td>
</tr>
<tr>
<td>Step 6 – Determine the ask</td>
<td>Evidence-based and consistent request, in simple language</td>
</tr>
</tbody>
</table>
Phase 3: Achieve change

<table>
<thead>
<tr>
<th>Step 7 – Develop a work-plan</th>
<th>Detailed activities with timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 8 – Set benchmarks for success</td>
<td>What are the outputs and outcomes that you will monitor?</td>
</tr>
<tr>
<td>Step 9 – Implement and assess</td>
<td>Undertake planned activities, monitor, adapt and document</td>
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AFP SMART in 9 Steps

Phase 1
Build Consensus

EVIDENCE-BASED & LOCALLY DRIVEN

Phase 2
Focus Efforts

FOCUSED ON DECISION-MAKER(S)

Phase 3
Achieve Change

ACCOUNTABLE & SUSTAINABLE
AFP SMART
Family Planning Counseling
Case Study in Action
Jharkhand state, India establishes private Family Planning Counseling Corners in 13 public health facilities
AFP SMART in 9 Steps

**Phase 1**
Build Consensus

- **Step 1** Decide Who to Involve
- **Step 2** Set SMART Objective
- **Step 3** Identify the Decisionmaker

**Phase 2**
Focus Efforts

- **Step 4** Review the Context
- **Step 5** Know the Decisionmaker
- **Step 6** Determine the Ask

**Phase 3**
Achieve Change

- **Step 7** Develop a Work Plan
- **Step 8** Set Benchmarks for Success
- **Step 9** Implement and Assess
Step 1: Decide Who to Involve

- Landscape assessment to identify issues
- State Family Planning Cell
- State Working Group members
- District Additional Chief Medical Officer
- District Working Group members
- District Public Health Facilities In-charge
- AFP SMART Facilitation
Step 2: Goal and Objective

**Broad Goal:** Improve family planning services, knowledge and access among the reproductive age women

**SMART Objective:** Functional Counseling Corners are present at all fixed day service sites in the districts of Ranchi and Bokaro by Oct 2017
Step 2: Goal and Objective

DWG members in Ranchi and Bokaro deciding on Goal & Objective
Step 3: Key Decision maker

Mr. Kripa Nand Jha, Mission Director, National Health Mission, Jharkhand
Step 4: The Context-Need in Jharkhand

- National Family Health Survey–IV data: mCPR: 37.5; Total Unmet Need: 18.4
- No separate space and human resource for FP counseling in any public health facilities in Jharkhand
- Poor FP services utilization due to knowledge gaps among the reproductive age women
Step 5: Know the Decision maker

- Mr. Kripa Nand Jha, Mission Director, National Health Mission, Jharkhand
  
  - **Knowledge:** Subject expert
  - **Values:** Concerned to improve MCH indicators of Jharkhand
  - **Willingness to Act:** Highly motivated
Step 6: Determine the Ask

- **Counseling Corner** to be established at CHC level in Ranchi and Bokaro district, Jharkhand

- **Training of existing HR (Staff Nurse and ANM) in the public health facilities on FP Counseling** in Ranchi and Bokaro district, Jharkhand

- **Budget allocation for scale up** of Counseling Corner in all the districts of Jharkhand
Step 7 & 8: Workplan and Indicators

- Developed a step-by-step workplan sharing responsibility among all stakeholders
- Set benchmarks for success and created a mechanism for follow up
- Achieved advocacy win
Government of Jharkhand creates an enabling environment for the provision of quality family planning services

Jhpiego conducts landscape assessment of facilities in Bokaro and Ranchi and identifies lack of privacy and competent providers for Family Planning (FP) counselling services
October 2016

Jhpiego shares landscape assessment findings at the state and district level working group meeting highlighting the lack of privacy and competent providers in Ranchi and Bokaro facilities
Nov 2016

Jhpiego advocates with state FP cell and Additional Chief medical Officers (ACMO) for establishment of FP counselling corners
Dec 2016

ACMO releases a directive to train 76 ANMs/Staff Nurses from all 24 districts of Jharkhand
Jan 2017

76 ANMs/Staff Nurses from high load delivery facilities from 24 districts were trained in the provision of quality FP counselling services
Feb 2016

The state budgets an amount of USD 97322 for the setting up FP counselling corners in 212 facilities across the state in the PIP for the fiscal year 17-18
April 2017

QUICK WIN: Government of Jharkhand strengthens quality of family planning counselling services in the state through the establishment of counselling corners
April 2017
QUICK WIN: Government of Jharkhand strengthens quality of family planning counselling services in the state through the establishment of counselling corners

Government of India approves budget for establishment of FP counselling corners

All 212 facilities across 24 districts establish FP counselling corners

Access to quality FP counselling services increases

Improved family planning services, knowledge and access for reproductive age women

Validation source: State/district government directives, Government health management information systems reports
Thank you!
Phase 1
Build Consensus

Step 1
Decide Who to Involve

Step 2
Set SMART Objective

Step 3
Identify the Decisionmaker
Step 1
Decide Who to Involve
Step 1—Decide Who to Involve

Private Sector

Healthcare Providers

Civil Society

Government

Academia

Others?
Step 2
Set SMART Objective
**Step 2—Set SMART Objective**

What are we trying to accomplish and what can we do *now*?

<table>
<thead>
<tr>
<th>Specific</th>
<th>indicates what will be achieved and by what means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable</td>
<td>framed with quantitative or qualitative descriptors</td>
</tr>
<tr>
<td>Achievable</td>
<td>is within reach</td>
</tr>
<tr>
<td>Relevant</td>
<td>contributes to the overall goal of your advocacy efforts</td>
</tr>
<tr>
<td>Time-bound</td>
<td>sets a specific date for achievement</td>
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</table>
Goal

- Increased media coverage to keep family planning on the agenda and to influence family planning budget and policy outcomes at national and subnational levels

SMART Objective

- Producer of television channel agrees to air stories focusing on improving adolescent and young people’s access to family planning by October 2019
Many SMART Objectives to Reach One Goal

NOW
Poor media coverage on adolescent and young people’s access to contraception in Bangladesh media

Objective 1
Television channel agrees to air stories focusing on improving adolescent and young people’s access to family planning by October 2019

Objective 2
National newspaper allocates space for an Op-Ed every month on adolescent and young people’s SRHR by October 2019

Objective 3
Major national media houses participate in Youth FP conference and write policy focused stories for young people by October 2019

Objective 4
Bagerhat, Barisal and Pirojpur district press clubs commit to cover monthly stories on adolescent and young people’s SRHR by November 2019

Objective 5
Sub-national newspaper initiates monthly stories on available services for young people by November 2019

GOAL
Bangladesh media houses provide focused coverage on adolescent and young people’s access to contraception
AN EVIDENCE-BASED ADVOCACY INITIATIVE

Commodities

Public Private Partnership

Adolescents & Youth

HR & Capacity building

Quality of services

Expansion & uptake of services

Demand Generation

Funding for FP
Low Hanging Fruit
Our Goal and Objectives

- What do we hope to achieve in the long term?
- What are the short-term SMART objectives of our advocacy?
- What do we do first?

What is our GOAL?
“Sometimes I wake up in the middle of the night, panicked, wondering if I’m crawling in the wrong direction.”
Box 2.1

Broad Goal:

**SMART** Objective:
Step 3
Identify the Decisionmaker
Step 3 – How do you identify the decision-maker?

Need to understand the decision-making process
Who is your decision-maker?

Revise guideline to allow Family Welfare Assistants to provide first dose of injectables by September 2019
Who is your decision-maker?

Media house agrees to initiate stories focusing on improving adolescent and young people’s access to family planning by October 2019
Step 3 – How do you identify the decision-maker?

- Need to understand the decision-making process
- He/she may not be at the highest level - be aware of the delegation of authority
- We may need to persuade more than one person or the leadership of a governing body.
- Don’t assume there is only one decision-maker
Step 3 – Decision-maker vs Influencer

Government
Minister of Health & Family Welfare
Minister of Finance
Director General of Family Planning

Academia/Research
Researchers
Professors
ICMR
IIPS

Private Sector
Private providers
Professional bodies - IMA

Media Houses
Editors/News Editors
Supervisors/Team Leads
Producers/Executives
Newsbeat leads
Media house owners
Others?

Civil Society
Nongovernmental Organizations
Religious leaders
Women’s Rights group
Political parties
Box 3.1

Identify Decision-maker:
Thank you
Phase 2
Focus Efforts

Step 4
Review the Context

Step 5
Know the Decisionmaker

Step 6
Determine the Ask
Step 4
Review the Context
Step 4—What Is the Decision-making Context?
Step 4—What Is the Decision-making Context?

What is the position of the national/sub-national government?

What do we need to know about the “elephant”?

Has the government made statements/suggestions that may affect achievement of your objectives?

Are there events or decision points to build on or may hamper media advocacy efforts?

Is there competition for resources or attention that might affect the publication or airing of news?
Group Work 4.1

Box 4.1
External Challenges

Box 4.1
External Opportunities
Review the context – Questions to think about

- What is happening in the environment that will influence our ability to achieve the objective?
- What is being said about our issue?
- Where do people stand?
- Are there events or policy decision points to build on?
- What is the opposition like?
- Where is the strategy being implemented?
Step 5
Know the Decision-maker
Step 5—Know the Decision-maker

- What is their background/profession?
- Whose opinion do they care most about?
- Are they willing to act on issues?
What Does the Decision-maker Value or care about most?

- Revenue?
- Space/Content?
- Politics? Socio-economic development?
- Readership/Viewers? Subscribers?
- Are they familiar with family planning? Do they have any opinions?
How Do We Best Approach Each Decisionmaker?

- Provide information
  - What does the decision-maker need to know to make him/her prioritize the objective?

- Encourage the will to act
  - What is most likely to persuade the decision-maker to take action? How will s/he gain?

- Recognize their leadership
  - How can we thank the decision-maker publicly and celebrate his/her role in securing a win?
Decisionmaker Name (from Box 3.1):

What does the decision-maker value the most?

Knowledge:

Values:

Willingness to act:
1. Don’t assume that you know your decision-maker(s)
2. Views of decision-maker(s) can and do change
Step 6
Determine the Ask
Step 6—What Is Our “Ask” and How Can We Support It?

Support the ask through:

- **Rational arguments**
  - Use facts or evidence
- **Emotional arguments**
  - Use evocative stories and photos
- **Ethical arguments**
  - Use a rights-based approach

Paula Bronstein /The Verbatim Agency/Getty Images
Example: Advocates considered what was needed to amend the national family planning guidelines to enable community health workers to provide contraceptive injectables.
### How Did They Do It?

<table>
<thead>
<tr>
<th><strong>Rational</strong></th>
<th>Piloted demonstration project documents that community health workers provide injections safely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emotional</strong></td>
<td>Recognized nurses’ empathy that women receive high-quality healthcare</td>
</tr>
<tr>
<td><strong>Ethical</strong></td>
<td>Stressed community-based care would overcome inequity between women in rural and urban areas and among the wealthiest and the poor</td>
</tr>
</tbody>
</table>
Group Work 6.1

Box 6.1

Identify Decisionmaker:

Rational

Emotional

Ethical
The Five-Point Message Box

1. Enter decisionmaker’s name (Step 3)

2. Enter decisionmaker’s core concerns (Step 5)

3. Anticipate objections and prepare response

4. Articulate the SMART ask

5. Answer the question: “What is the benefit?”
1. **Decisionmaker:** Budget analyst for the Minister of Finance [Name of person]

2. **Decisionmaker’s core concern:** All women do not have equal access to healthcare

3. **Objection:** Universal access is too expensive
   **Response:** Family planning is one of the most effective investments

4. **SMART ask:** Create a line item for family planning in the budget

5. **Benefit:** Health gains for underserved groups (e.g., lower maternal mortality)
<table>
<thead>
<tr>
<th>1. Decisionmaker’s Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Decisionmaker’s Core concerns:</td>
</tr>
<tr>
<td>3. Objection:</td>
</tr>
<tr>
<td>4. SMART Ask:</td>
</tr>
<tr>
<td>5. To What End?:</td>
</tr>
</tbody>
</table>
Step 6
Determine the Ask
“You look nice today”
“I’d like to fund your project!”
Each team member should be able to deliver the message and the supporting message points.

Remember: the messenger is as important as the message.
Determine the Messenger

- Policymaker
- Celebrity
- Community Members
Will your request be part of an informal discussion or require a formal presentation?

How much time will you have to make your case?

If more than one of you is involved in the meeting, who will present the issue and who will ask the decision-maker to act?

How will you follow up after the meeting? Is another meeting needed?
Group Work 6.3

Box 6.3

Messenger Name:
Advocacy Roleplay
AFP SMART in 9 Steps

**Phase 1: Build**
- **Step 1:** Decide Who to Involve
- **Step 2:** Set SMART Objective
- **Step 3:** Identify the Decisionmaker

**Phase 2: Focus**
- **Step 4:** Review the Context
- **Step 5:** Know the Decisionmaker
- **Step 6:** Determine the Ask

**Phase 3: Achieve Change**
- **Step 7:** Develop a Work Plan
- **Step 8:** Set Benchmarks for Success
- **Step 9:** Implement and Assess

**Key Characteristics:**
- Evidence-based & Locally Driven
- Focused on Decision-maker(s)
- Accountable & Sustainable
AFP SMART in 9 Steps

**Phase 1**
- **Step 1**: Decide Who to Involve
- **Step 2**: Set SMART Objective
- **Step 3**: Identify the Decisionmaker

**Phase 2**
- **Step 4**: Review the Context
- **Step 5**: Know the Decisionmaker
- **Step 6**: Determine the Ask

**Phase 3**
- **Step 7**: Develop a Work Plan
- **Step 8**: Set Benchmarks for Success
- **Step 9**: Implement and Assess
Phase 3
Achieve Change

Step 7
Develop a Work Plan

Step 8
Set Benchmarks for Success

Step 9
Implement and Assess
Step 7
Develop a Work Plan and Budget
Step 7—Assess Internal Resources

- Does the media house have financial resources?
- Does the journalist have time, interest, and logistics support?
- Do we have the data to support our request?
- Does the media house have space or air time?
- Journalist’s rapport/relationship with the editor/producer
- Do we have the right spokespeople for the article or talkshow?
<table>
<thead>
<tr>
<th>Box 7.1</th>
<th>Box 7.1</th>
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<tbody>
<tr>
<td>Internal Challenges</td>
<td>Internal Opportunities</td>
</tr>
</tbody>
</table>
Specify Advocacy Activities

- How will the activity further our objective?
- How does it relate to what the decisionmaker considers important?
- Is the activity worth the time and money it will require? Will it make the story newsworthy?
- Is the activity needed to achieve the publication of your story?
- Is the activity SMART?
Sample Activities

- A field visit to cover the impact of local government funding for family planning by September 2019
- Collecting data to support story on adolescent’s lack of access to family planning and its impact by October 2019
- One on one meeting with the family planning authorities of Bagerhat district by August 2019
- One on one meeting with the editor to pitch the story idea on 1400 FP counseling corner by BGMEA by July 2019
1. **SMART Objective:**

**Decisionmaker:**

<table>
<thead>
<tr>
<th>Key next steps</th>
<th>Timeline</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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<td>5.</td>
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Step 8
Set Benchmarks for Success
You can’t manage what you can’t measure.

- Peter Drucker
Step 8—Three ways to measure success

- **Outputs**—Did you carry out all the advocacy activities in your work plan?

- **Outcomes**—Did you fulfill your SMART objectives and achieve a Quick Win?

- **Impact**—Did your Quick Win improve the situation for those who need and want access to family planning?
SMART Objective:

Boisakhi TV will arrange a roundtable with civil society members on the impact of improved family planning budget by local government by August 2019

- **Outputs**—Editor agrees to include the story; a brief with data on impact of funding for FP by local government; draft script for the show; spokesperson list

- **Outcomes**—Talk show on the improved family planning budget by local government aired by Boisakhi TV

- **Impact**—Did your Quick Win improve the situation? What’s the next objective?
Many SMART Objectives to Reach One Goal

**NOW**
Poor media coverage on family planning

**Objective 1**
Bangla TV produces four stories on establishment of 1400 FP counseling corners by BGMEA by December 2019

**Objective 2**
Daily Purbanchal will publish news report on the need for FP info & services for married young people by September 2019

**Objective 3**
Channel24 & Daily Samakal will publish 2 news stories and talk shows on the Rohingya adolescent’s FP service needs by December 2019

**Objective 4**
Boisakhi TV will arrange a roundtable with civil society members on the impact of improved family planning budget by local government by August 2019

**GOAL**
Increased media coverage to keep family planning on the agenda and to influence family planning budget and policy outcomes at national and subnational levels
## Box 8.1
### Indicators of Progress

<table>
<thead>
<tr>
<th>Anticipated Outputs</th>
<th>Anticipated Outcomes (Quick Wins):</th>
</tr>
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</table>


Step 9
Implement and Assess
Step 9—Putting it All Together

- **Landscape Assessment**
- **Evidence of Impact**
  - Validation of results using evidence and review of the landscape for change
- **SMART Objectives**
  - Identification of SMART objectives needed to alter the landscape to produce effective quick wins
- **Advocacy Win Achievement**
  - Documentation and monitoring of outputs and outcomes toward impact
Why do we need to assess our impact?

We assess

- Because advocacy can produce useful results
- To capture longer-term gains from advocacy wins
- To better explain the value of our investments in advocacy
- To keep our eyes on the long-term impact as we track our advocacy wins
What Do You Do After an Advocacy Win?

- Review your plan
- Ask: What must happen next to get to your goal?
- Has your landscape changed? Is the next objective still correct?
- Should you reformulate your advocacy strategy? Should you add another objective?
For More Information

AFP Advocacy Portfolio: http://advancefamilyplanning.org/portfolio