

AFF 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

Step 1 – Decide who to involve	Ensure participation of all relevant stakeholders
Step 2 – Set SMART objectives	Identify quick wins that you want to achieve
Step 3 – Identify the decision-maker (s)	Individual (s) who has the power to bring about the change

Phase 2: Focus Efforts

Step 4 – Review the context	External Opportunities & Challenges
Step 5 – Know the decisionmaker	What does the decision-maker care about?
Step 6 – Determine the ask	Evidence-based and consistent request, in simple language

Phase 3: Achieve change

Step 7 – Develop a work-plan	Detailed activities with timelines
Step 8 – Set benchmarks for success	What are the outputs and outcomes that you will monitor?
Step 9 – Implement and assess	Undertake planned activities, monitor, adapt and document

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



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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**



DWG members in Ranchi

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



SWG members, Jharkhand deciding on Goal & Objective

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**

Result Cascade



INDIA

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



Result Cascade

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

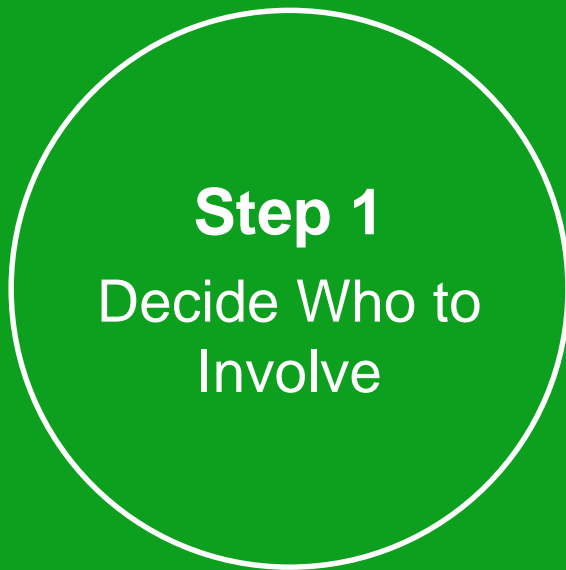
Validation source: State/district government directives, Government health management information systems reports

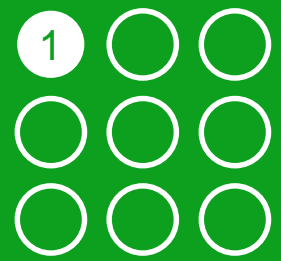
INDIA

Thank you!

The slide features a solid light blue background. In the center, the text "AFP SMART FACILITATION" is written in a white, uppercase, sans-serif font. The text is flanked by decorative geometric patterns of triangles in various shades of blue and white. On the right side, there are two large, overlapping triangular shapes composed of smaller triangles in dark blue, medium blue, and white. On the left side, there are several smaller triangular shapes in dark blue, medium blue, and white, some of which are partially cut off by the edge of the slide.

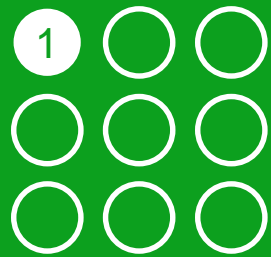
AFP SMART FACILITATION





Step 1

Decide Who to
Involve



Step 1—Decide Who to Involve

Private Sector

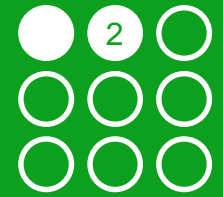
Government

Healthcare Providers

Academia

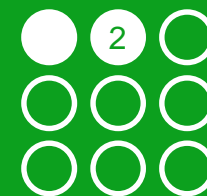
Civil Society

Others?



Step 2

Set SMART
Objective

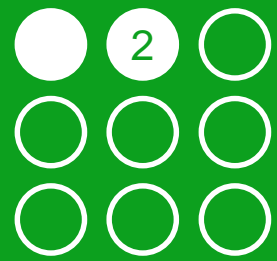


Step 2—Set SMART Objective

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

Specific	indicates what will be achieved and by what means
Measurable	framed with quantitative or qualitative descriptors
Achievable	is within reach
Relevant	contributes to the overall goal of your advocacy efforts
Time-bound	sets a specific date for achievement

Sample Advocacy Goal and SMART Objective



■ Goal

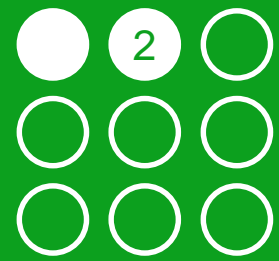
- Increased media coverage to keep family planning on the agenda and to influence family planning budget and policy outcomes at national and subnational levels

■ 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

GOAL

Bangladesh media houses provide focused coverage on adolescent and young people's access to contraception

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

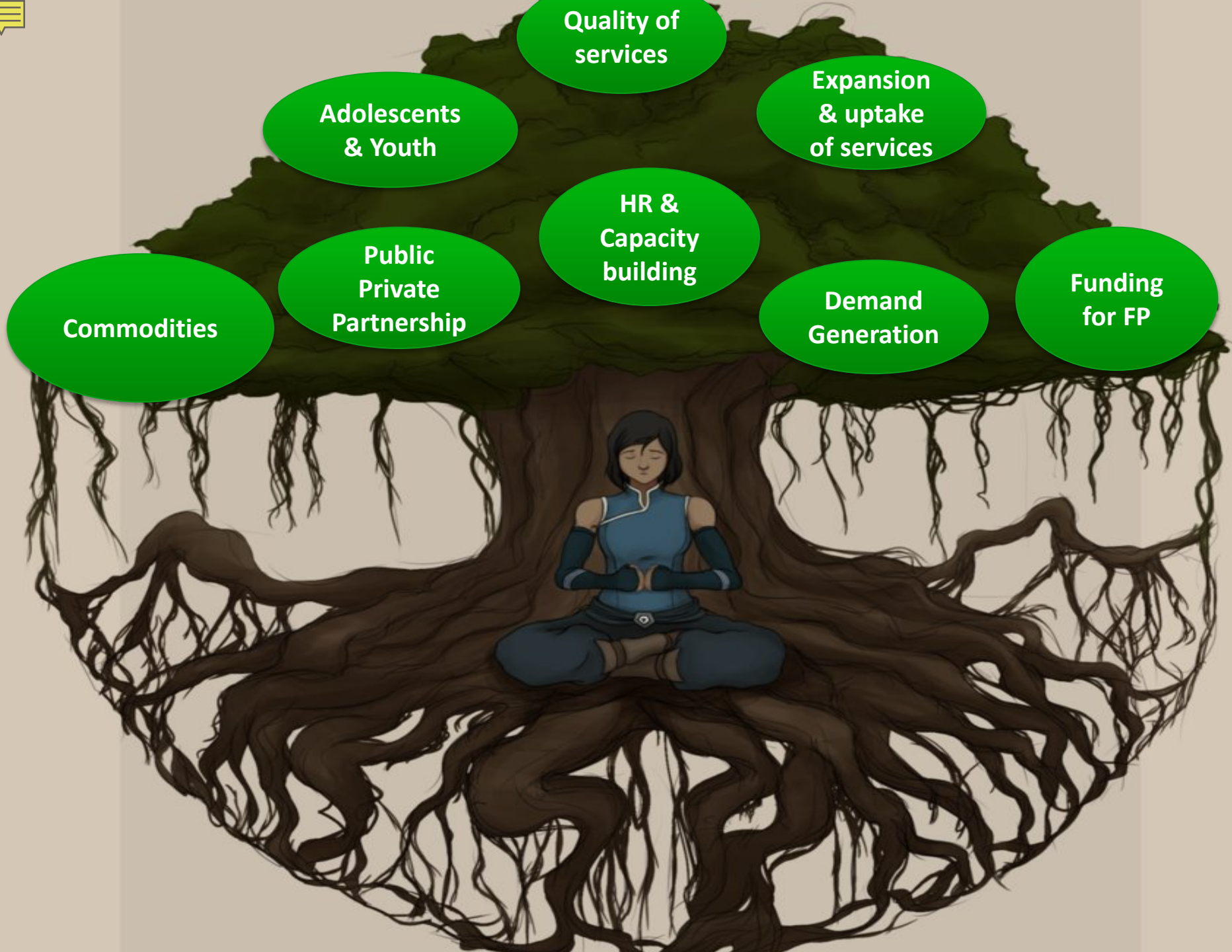
Major national media houses participate in Youth FP conference and write policy focused stories for young people by October 2019

Objective 4

Bagerhat, Barishal 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



Quality of services

Expansion & uptake of services

Adolescents & Youth

HR & Capacity building

Commodities

Public Private Partnership

Demand Generation

Funding for FP





Low Hanging Fruit



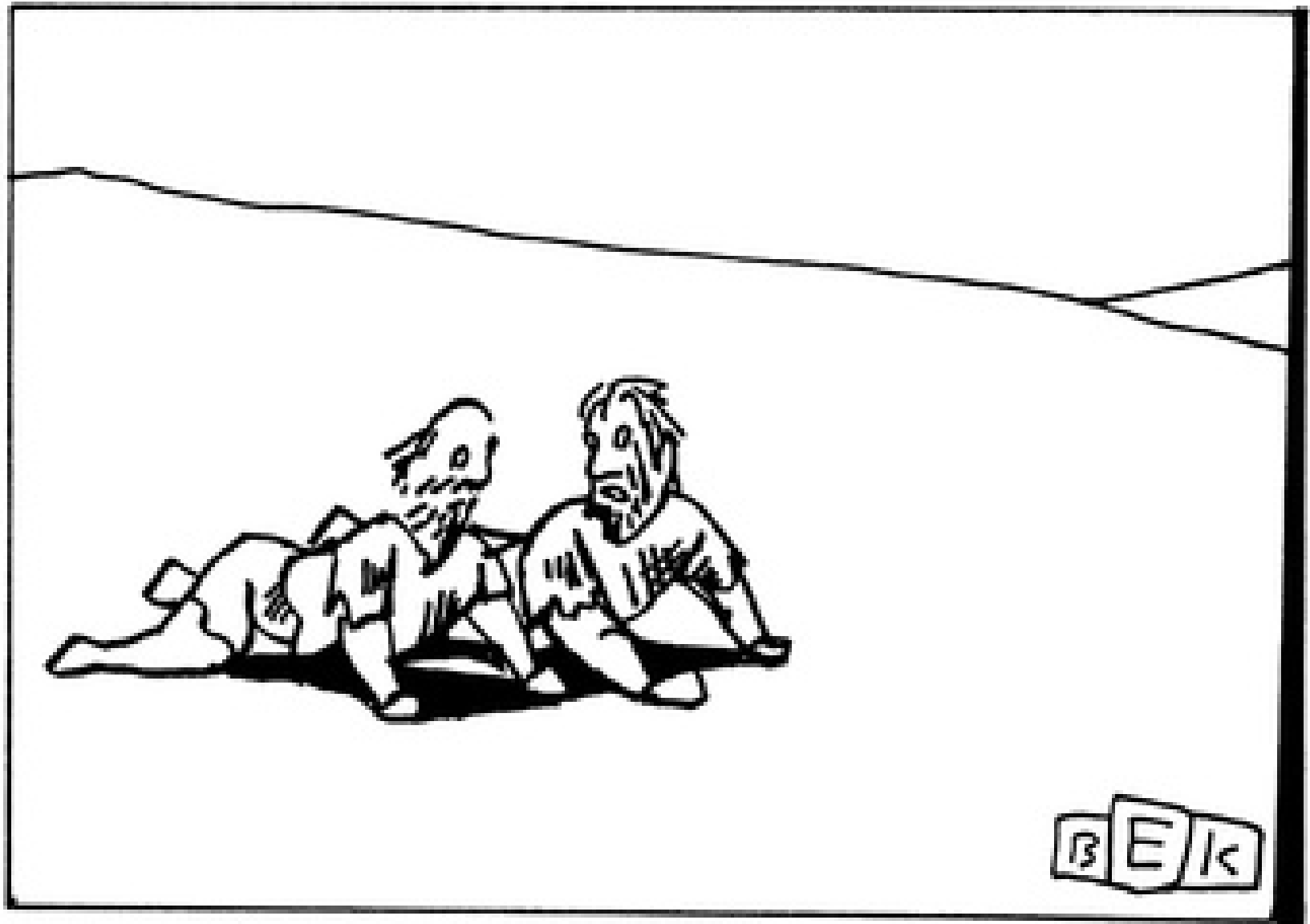


Our Goal and Objectives

- 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?

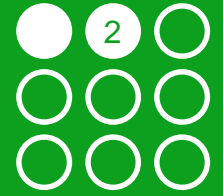




*"Sometimes I wake up in the middle of the night, panicked,
wondering if I'm crawling in the wrong direction."*



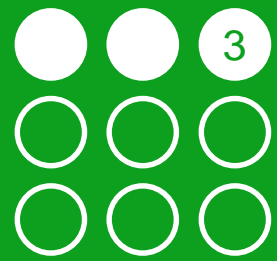
Group Work 2.1



Box 2.1

Broad Goal:

SMART Objective:

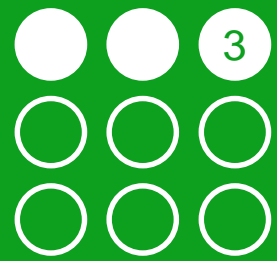


Step 3

Identify the
Decisionmaker



Step 3 – How do you identify the decision-maker?



Need to understand the decision-making process

Who is your decision-maker?

Additional
Secretary -
Health

Minister of H
& FW

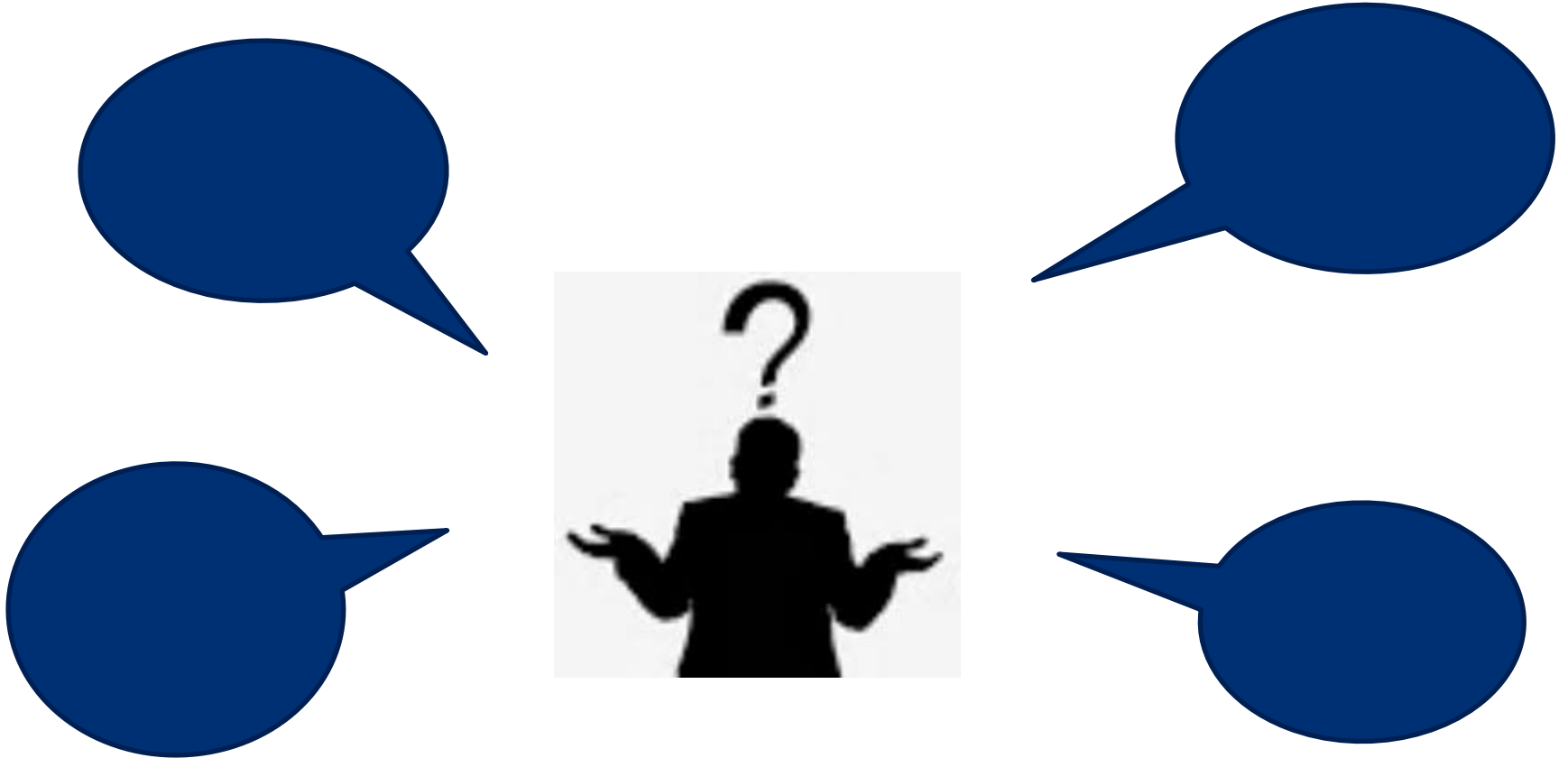
DGHS



DGFP

Revise guideline to allow Family Welfare Assistants to provide first dose of injectables by September 2019

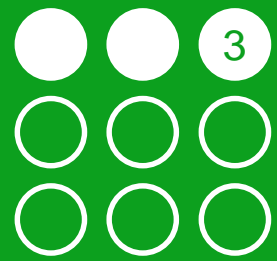
Who is your decision-maker?



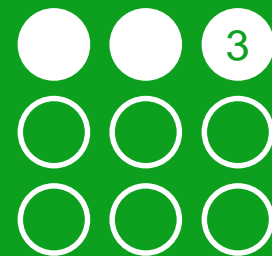
Media house agrees to initiate stories focusing on improving adolescent and young people's access to family planning by October 2019



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

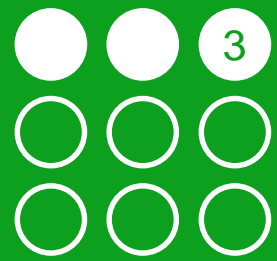
Private providers
Professional bodies -
IMA

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



Group Work 3.1

Box 3.1

Identify Decision-maker:

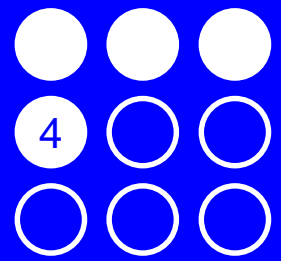
Thank you

Phase 2
Focus Efforts

Step 4
Review the
Context

Step 5
Know the
Decisionmaker

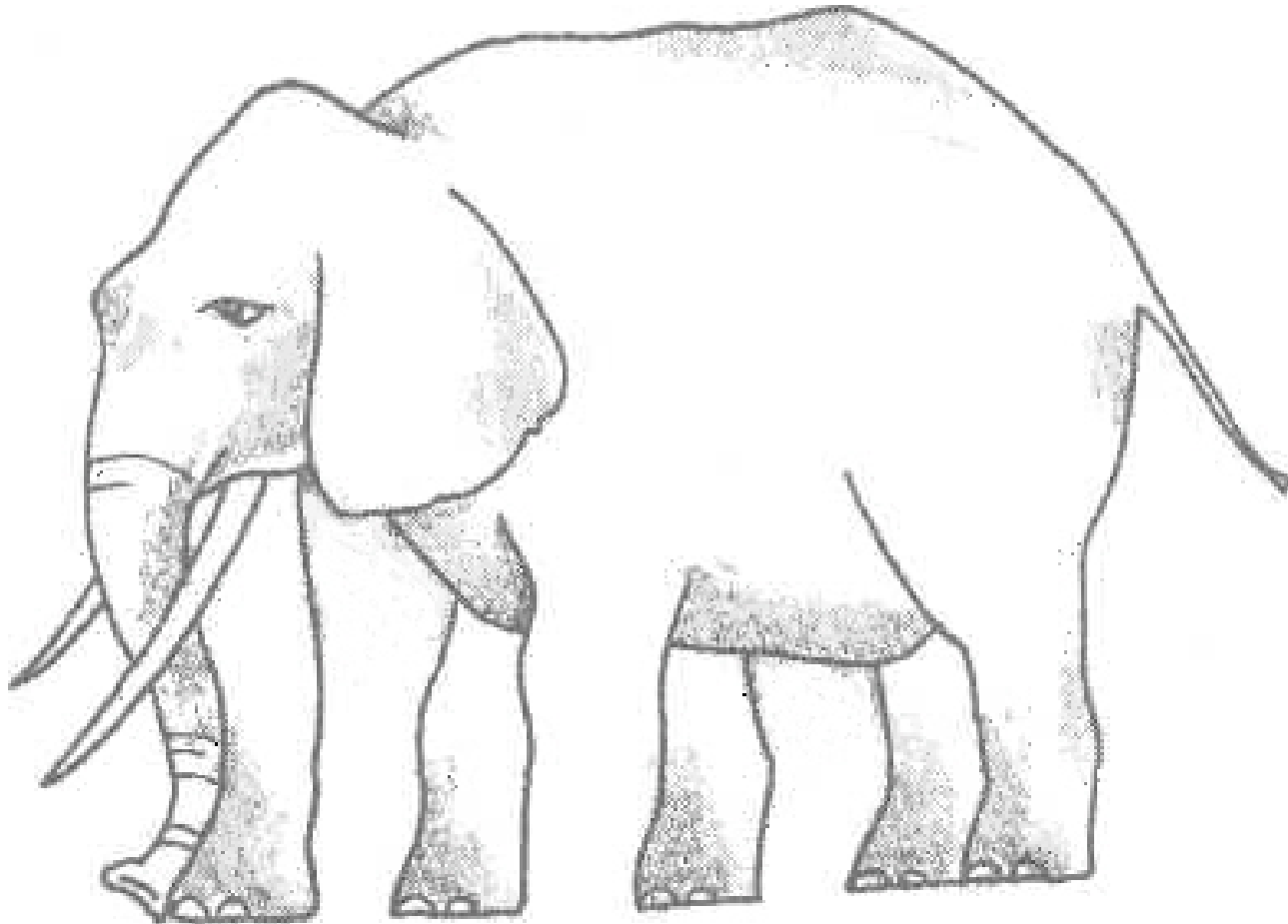
Step 6
Determine the
Ask



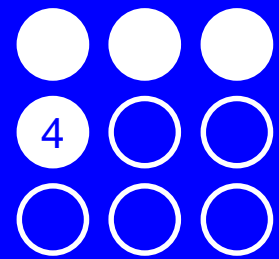
Step 4

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?



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

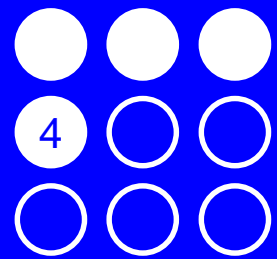
What do we need to know about the “elephant”?

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



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

Group Work 4.1

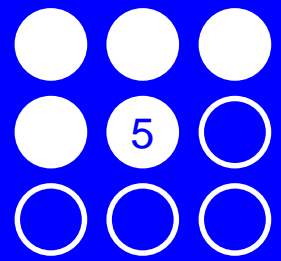


Box 4.1
External Challenges

Box 4.1
External Opportunities

Review the context – Questions to think about

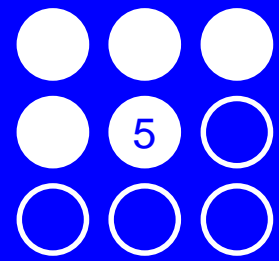
- What is happening in the environment that will influence our ability to achieve the objective?
- What is being said about our issue?
- Where do people stand?
- Are there events or policy decision points to build on?
- What is the opposition like?
- Where is the strategy being implemented?



Step 5

Know the
Decision-maker

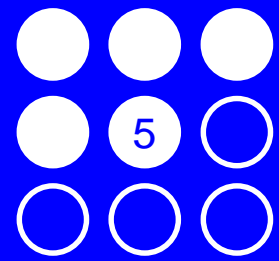
Step 5— Know the Decision-maker



- What is their background/profession?
- Whose opinion do they care most about?
- Are they willing to act on issues?



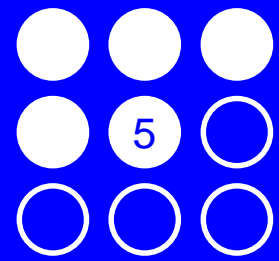
What Does the Decision-maker Value or care about most?



- 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?

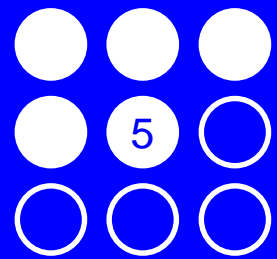
■ Encourage the will to act

- 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?

Group Work 5.1



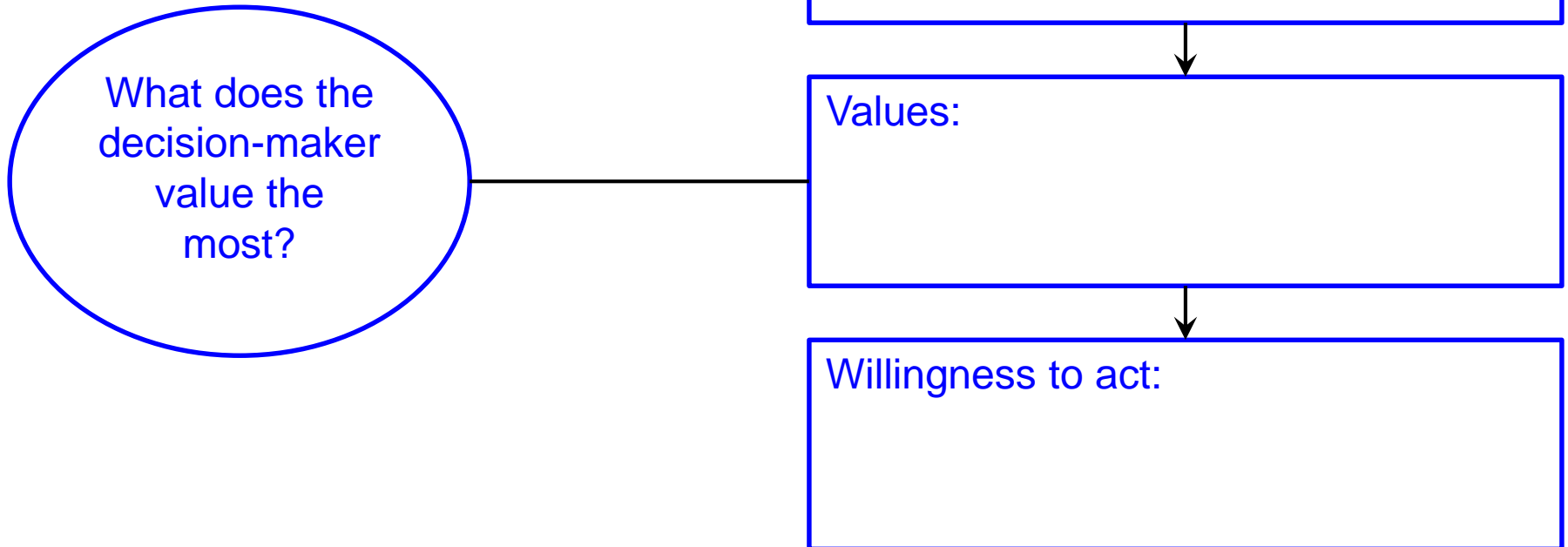
Decisionmaker Name (from Box 3.1):

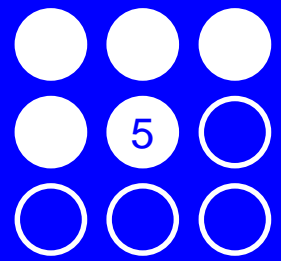
Knowledge:

Values:

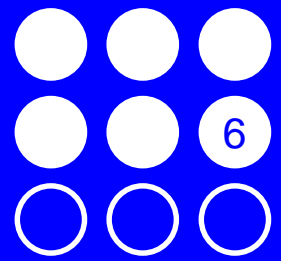
Willingness to act:

What does the
decision-maker
value the
most?





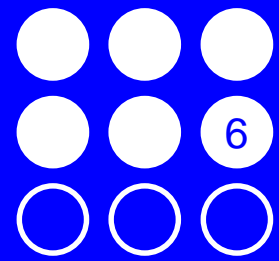
1. Don't assume that you know your decision-maker(s)
2. Views of decision-maker(s) can and do change



Step 6

Determine the
Ask

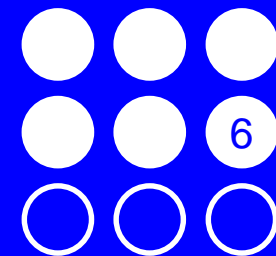
Step 6—What Is Our “Ask” and How Can We Support It?



Support the ask through:

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

From an Ask to a Quick Win



- **Example:** Advocates considered what was needed to amend the national family planning guidelines to enable community health workers to provide contraceptive injectables

KENYA

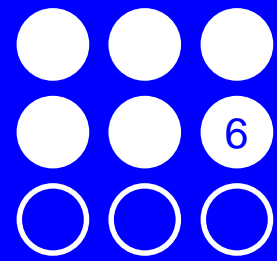
CASE STUDY

Advocating with Data and Deference to Stakeholders: Increasing Community Access to Injectable Contraceptives in Kenya

January 2014

The Government of Kenya amended its national family planning guidelines to allow community-based distribution of injectable contraceptives by community health workers (CHWs), vastly increasing women's access to family planning in the country's most underserved and hardest-to-reach communities. Kenya's Director of Public Health and Sanitation and Director of Medical Services jointly signed a policy circular on 28 November 2012, to make the change¹. The amendment is the culmination of a focused advocacy strategy facilitated by the Advance Family Planning (AFP) initiative and its lead Kenya partner, Jhpiego. Advocacy efforts relied heavily upon disseminating evidence of the safety and effectiveness of CHWs' provision of injections and galvanizing support from key medical, nursing, and midwifery leaders.

How Did They Do It?



Rational

Piloted demonstration project documents that community health workers provide injections safely

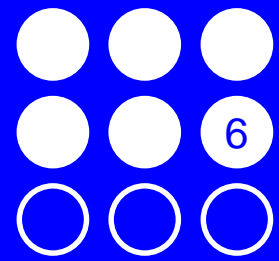
Emotional

Recognized nurses' empathy that women receive high-quality healthcare

Ethical

Stressed community-based care would overcome inequity between women in rural and urban areas and among the wealthiest and the poor

Group Work 6.1



Box 6.1

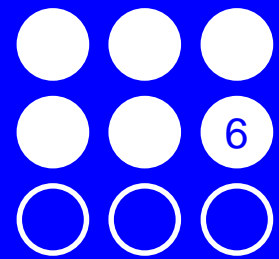
Identify Decisionmaker:

Rational

Emotional

Ethical

The Five-Point Message Box



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

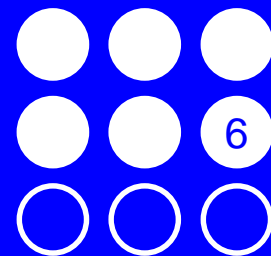
3. Anticipate objections and
prepare response

1. Enter decisionmaker's
name (Step 3)

5. Answer the question:
"What is the benefit?"

4. Articulate the SMART ask

The Five-Point Message Box— Example



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

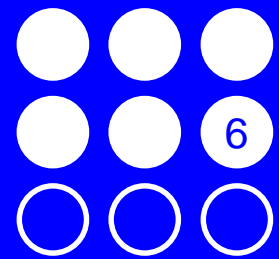
1. **Decisionmaker:** Budget analyst for the Minister of Finance [Name of person]

5. **Benefit:** Health gains for underserved groups (e.g., lower maternal mortality)

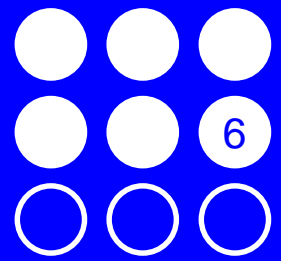
4. **SMART ask:** Create a line item for family planning in the budget



Group Work 6.2



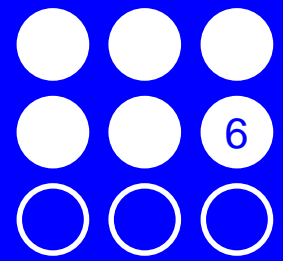
1. Decisionmaker's Name:	
2. Decisionmaker's Core concerns:	
3. Objection:	
4. SMART Ask:	
5. To What End?:	



Step 6

Determine the
Ask

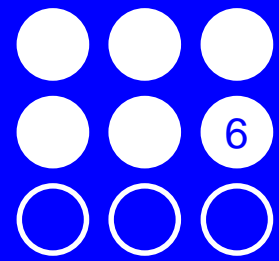
“You look nice today”



“I’d like to fund your project!”



Message and Messenger

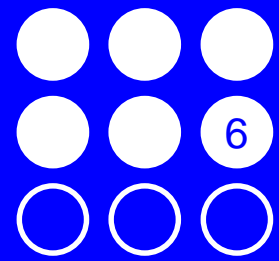


- Each team member should be able to deliver the message and the supporting message points
- Remember: the messenger is as important as the message





Determine the Messenger

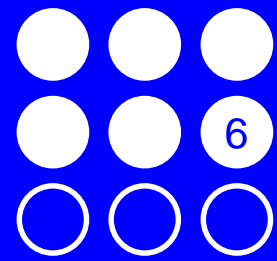


Policymaker

Celebrity

Community
Members

Deliver the Message

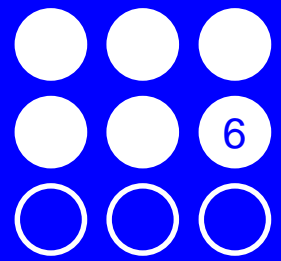


- Will your request be part of an informal discussion or require a formal presentation?
- How much time will you have to make your case?
- If more than one of you is involved in the meeting, who will present the issue and who will ask the decision-maker to act?
- How will you follow up after the meeting? Is another meeting needed?





Group Work 6.3



Box 6.3

Messenger Name:

Advocacy Roleplay





AFP SMART in 9 Steps



EVIDENCE-BASED & LOCALLY DRIVEN



FOCUSED ON DECISION-MAKER(S)



ACCOUNTABLE & SUSTAINABLE

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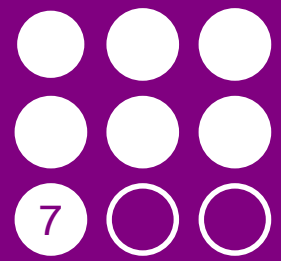
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for Success

Step 9

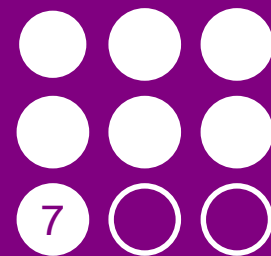
Implement and
Assess



Step 7

Develop a
Work Plan and
Budget

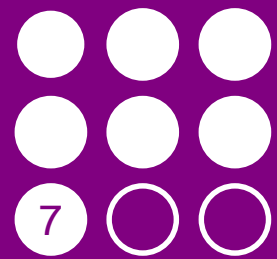
Step 7—Assess Internal Resources



- 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?



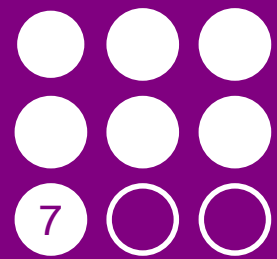
Group Work 7.1



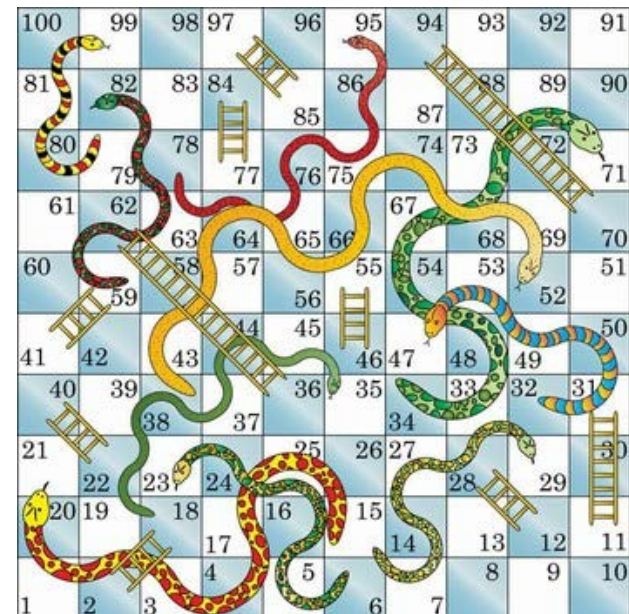
Box 7.1 Internal Challenges

Box 7.1 Internal Opportunities

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

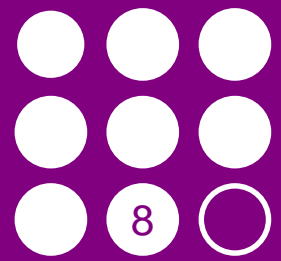
1. SMART Objective:

Decisionmaker:

Group

Key next steps	Timeline	Person Responsible
1.		
2.		
3.		
4.		
5.		





Step 8

Set
Benchmarks for
Success

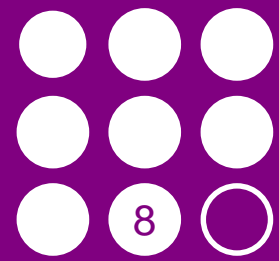


Measuring what matters

**You can't manage
what you can't measure.**

- Peter Drucker

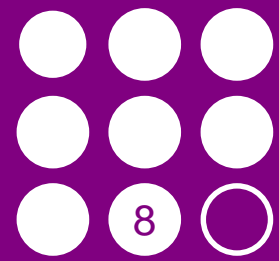
Step 8—Three ways to measure success



- **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?



Sample Benchmarks

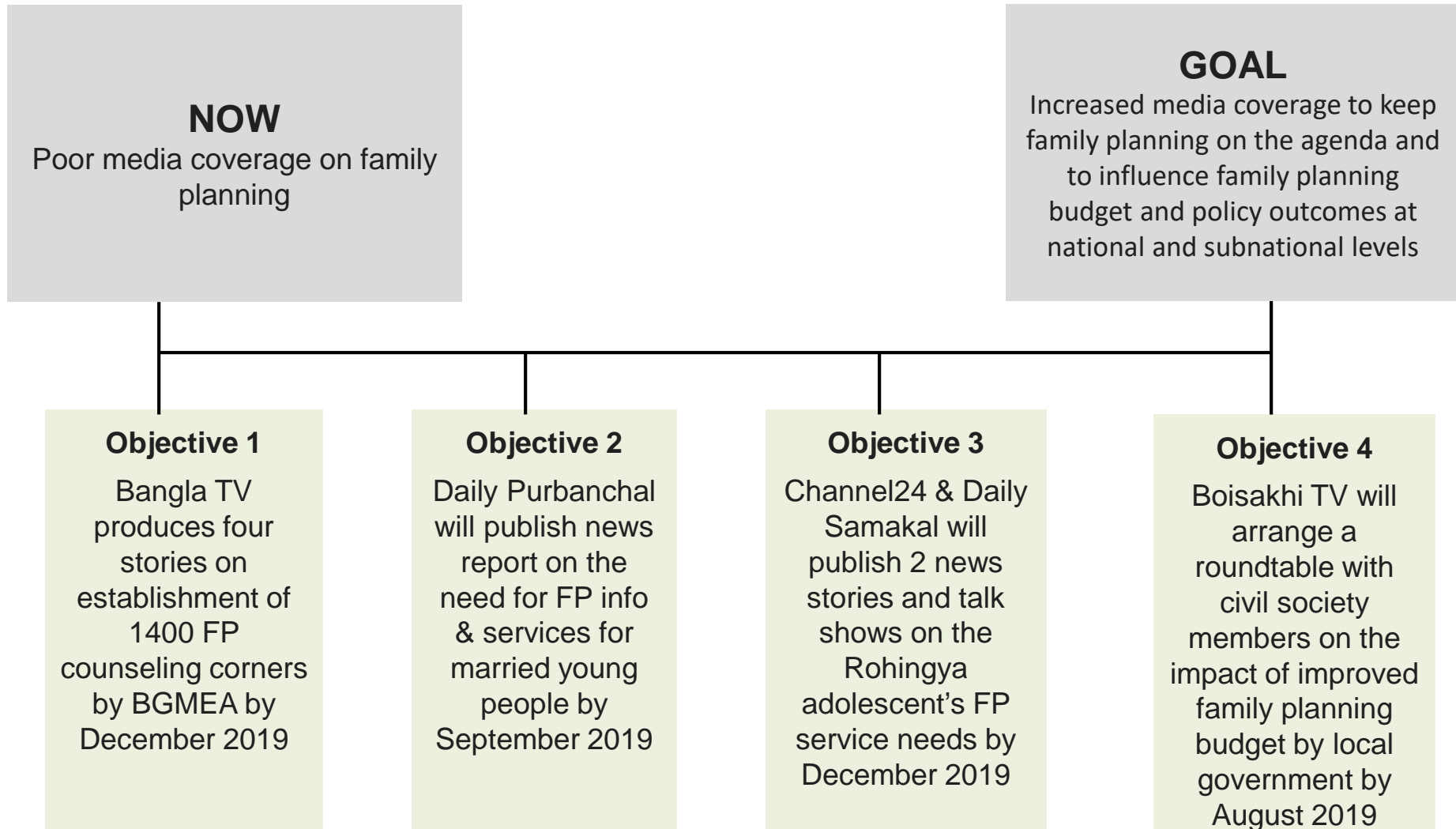
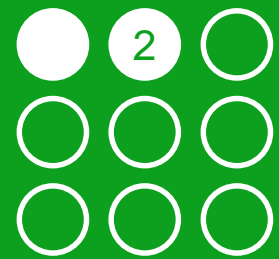


SMART Objective:

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

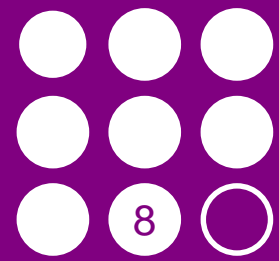
- **Outputs**—Editor agrees to include the story; a brief with data on impact of funding for FP by local government; draft script for the show; spokesperson list
- **Outcomes**— Talk show on the improved family planning budget by local government aired by Boisakhi TV
- **Impact**—Did your Quick Win improve the situation? What's the next objective?

Many SMART Objectives to Reach One Goal





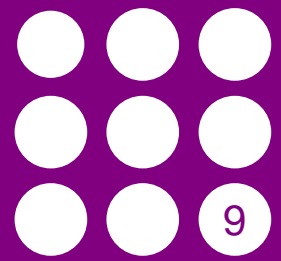
Group Work 8.1



Box 8.1 Indicators of Progress

Anticipated Outputs

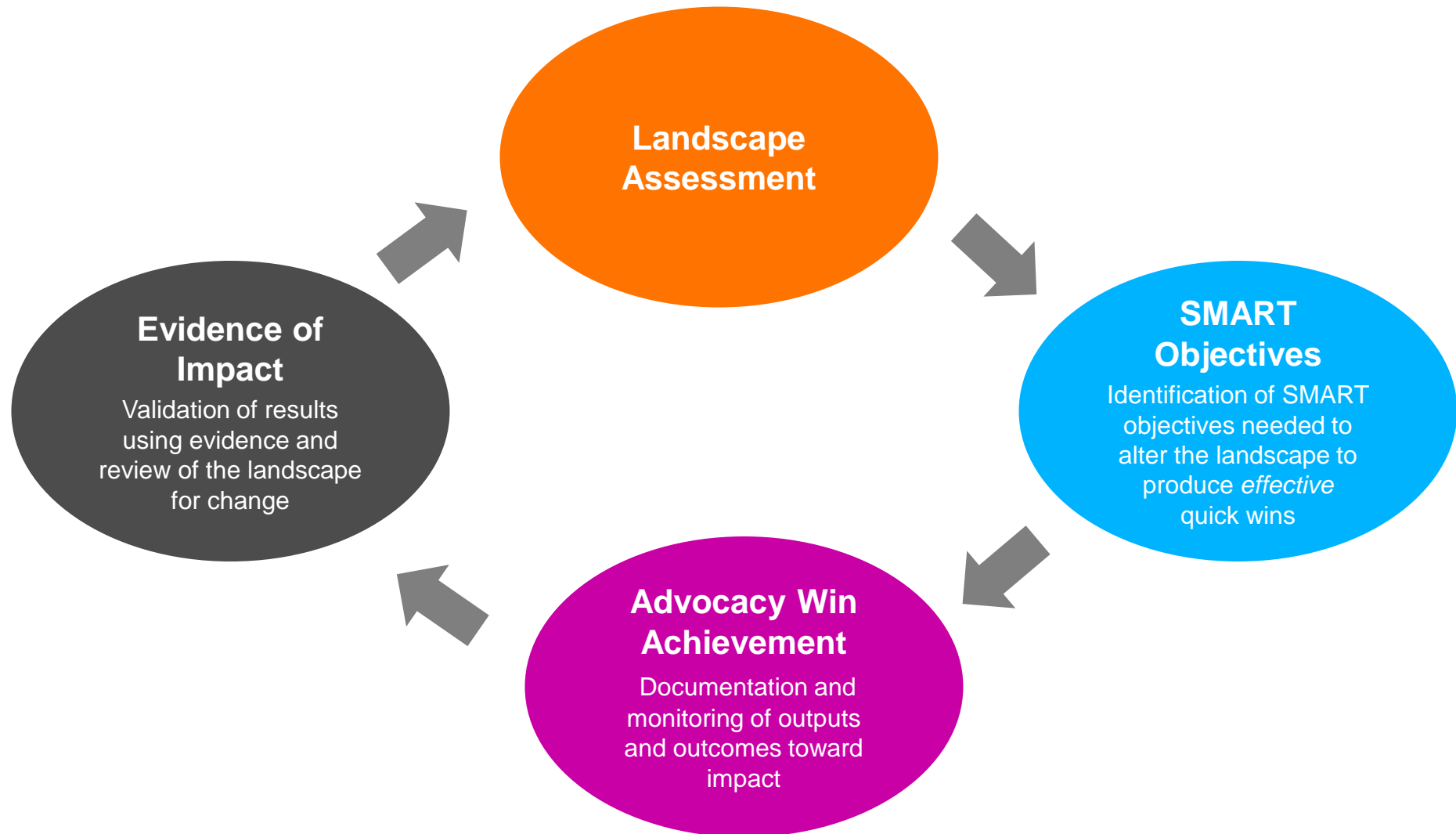
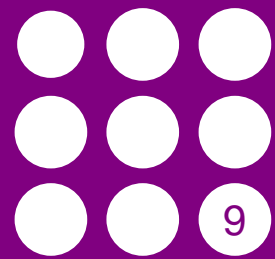
Anticipated Outcomes (Quick Wins):



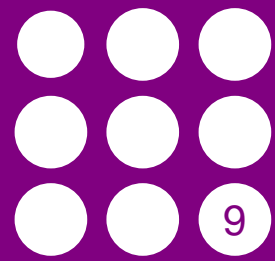
Step 9

Implement and
Assess

Step 9—Putting it All Together



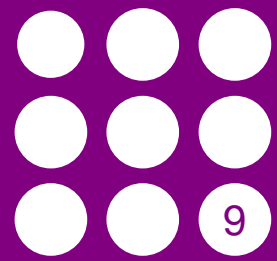
Why do we need to assess our impact?



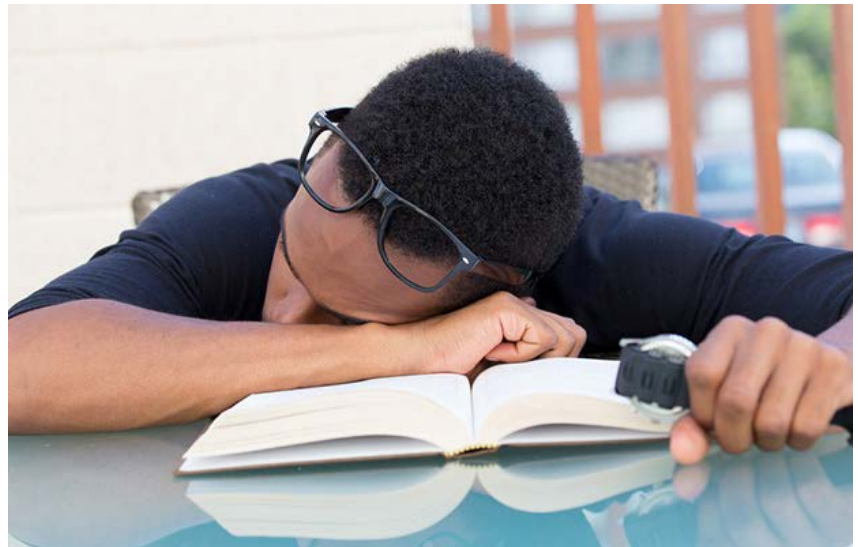
We assess

- 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>

