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Mid-Term Evaluation

Understanding, Expanding and Sustaining Advocacy Success

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ACKNOWLEDGMENTS

The evaluation team would like to thank the many people who provided help in conducting this evaluation. AFP staff in Baltimore were always available with guidance, support and responses to our many questions. We greatly appreciate the many interesting and open conversations and discussions.

AFP's focus is at the country level, and we could not have conducted a meaningful evaluation without visits to the field. We are extremely grateful to staff in Burkina Faso, Senegal, India, Indonesia and Kenya for arranging such fruitful visits to allow us to more deeply understand the project.

The partners meeting in March allowed us not only to meet with many of the AFP partners, but also to see the true community spirit of the AFP family. We appreciate being able to be part of that and all the time and thoughts that people were willing to share with us.

The team enjoyed witnessing and trying to describe the excitement and energy of the project. We look forward to hearing about future accomplishments.

LIST OF ACRONYMS

ACC	Accelerating Contraceptive Choice
AFP	Advance Family Planning
AWDF	African Women's Development Fund
AWLN	Africa Women's Leadership Network
BKKBN	Badan Koordinasi Keluarga Berencana Nasional (Indonesia's national family planning program)
BMGF	Bill & Melinda Gates Foundation
CBD	Community-Based Distribution
CCP	Center for Communication Programs
CIP	Costed Implementation Plan
CPR	Contraceptive Prevalence Rate
CWG	Core Working Group
DfID	Department for International Development
DHS	Demographic and Health Survey
DRC	Democratic Republic of the Congo
EquiPop	Equilibres et Populations
FGI	Futures Group International
FP	Family Planning
GCG	Global Consultative Group
GI	Gates Institute
GT/SR	Technical Group on Reproductive Health
HDT	Health Promotion Tanzania
IPPF	International Planned Parenthood Federation
MDG	Millennium Development Goal
MOH	Ministry of Health
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PAI	Population Action International
PFI	Population Foundation of India
PMA2020	Performance Monitoring and Accountability 2020
PPD-ARO	Partners in Population and Development Africa Regional Office
PPFN	Planned Parenthood Federation of Nigeria
RAPID	Resources for the Awareness of Population Impacts on Development
RHSC	Reproductive Health Supplies Coalition
RHU	Reproductive Health Uganda
RSJ	Reseau Siggil Jigeeen
TWG	Technical Working Group
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

Advance Family Planning (AFP) aims to increase the financial investment and political commitment to ensure access to high-quality, voluntary family planning through evidence-based advocacy. AFP1 began in 2009 as a \$10.8 million, three-year project. Due to the successes of AFP1, particularly the popularity of the advocacy model, the donors supported a major expansion in AFP2, with a five-year project beginning 2012 with total funding of \$29.5 million.

In order to assess progress and plan for the future, a mid-term evaluation was conducted between January-April, 2015. A four-person evaluation team reviewed background documents and interviewed 191 individuals. These interviews took place at AFP headquarters at Johns Hopkins University, at the global level by phone, in five focus countries (Burkina Faso, Senegal, India, Indonesia and Kenya), and at the AFP partners meeting in Baltimore in March 2015. The evaluation explored achievements and challenges for each of AFP's three objectives.

Objective 1: Mobilize and sustain effective advocacy in 9 focus countries:

Burkina Faso, DRC, India, Indonesia, Kenya, Nigeria, Senegal, Tanzania and Uganda.

AFP's advocacy efforts have led to increases in national and subnational funding for family planning, changes in policies to improve access such as task-sharing and other supportive policy changes, such as including workplace family planning and services for youth. AFP's focus on subnational levels is seen as appropriate given decentralized health systems, but it is also essential to complement this with national level work. This work has included strengthening or establishing a number of types of working groups, which are viewed positively and as an aspect of the project that will last. There has been the most progress in the countries involved the longest, showing the importance of building capacity and skills over time. In noting achievements, respondents highlighted the importance of the AFP SMART approach to advocacy, praising its focused nature and explaining how they had even used it beyond the project. The results cascade tool, part of the approach, is generally seen as useful for evaluation and helps keep attention on the long-term goal.

An important part of AFP is its quick wins approach. Since 2009, there have been 105 quick wins, defined as a discrete, critical funding or policy decision that must occur in the near term to achieve AFP's broader goal. While this approach helps build confidence and motivation, there are also challenges around definition and leading to less emphasis on longer-term strategies, particularly capacity building in AFP's advocacy approach. Regarding the latter, there is concern now that the current supply is not meeting the significant demand. Meeting this demand will be key to scaling up AFP's approach.

Objective 2: Amplify voices from the South

Respondents saw the idea of bringing voices from the South to global and regional fora as important, but few could identify specific examples. The regional networks are generally not serving a regional role as anticipated, partly because they are being drawn into country-level work. There was a decision for AFP2 to focus more on the country level, with a more limited global role than in AFP1. However respondents felt that it would be a missed opportunity if AFP did not apply its experience and knowledge to the global level, particularly through voices from the South and synthesizing and sharing lessons. A Leadership Group that meets regularly is viewed positively, mostly for information sharing. With minimal additional resources, this could be used more explicitly as mechanism for voices from the South in global advocacy.

Objective 3: Diffuse advocacy best practices

AFP has undertaken a number of strategies to diffuse advocacy best practices. Respondents felt positive about examples of South-to-South learning facilitated by AFP, but saw this as an area that needed strengthening. Such efforts would need to be focused and have follow up. The project has also benefitted from informal sharing as well as formal structures. Regional staff have provided important technical assistance to country programs, and these staff should help to replace more travel by headquarters staff to the field. Breaking News has been a popular way to share information among project partners, however there is a desire for more synthesis of lessons learned.

The Opportunity Fund has been very popular. As of March 2015, they have received 41 applications and approved 19 awards in 11 countries in sub-Saharan Africa, disbursing \$742,000. As a result of its popularity, the Fund is almost spent out. Staff point out that the Fund is different from other funds because it includes capacity building along the way. While it was set up to go beyond focus countries, the Fund is now playing an important role within focus countries by supporting additional local organizations.

Project Management

AFP was praised for its flexibility, essential for advocacy where unexpected opportunities often arise and adjustments need to be made. Some respondents felt that the project structure was overly complicated, leading to confusion over lines of communication. In several countries, the name AFP per se is not known, but the work is thought of in terms of various local partners or entities. The project needs to decide whether this matters. Respondents noted various issues related to the budget, such as the lack of a budget line for capacity building and concerns over funding for country work. In the initial budget for AFP2, there was a plan to discontinue funding for four countries in years 4 and 5 of the project: DRC, Indonesia, Kenya and Tanzania. A key issue currently facing AFP is determining how to continue funding in these countries. The evaluation team believes that it is important to continue efforts in all of these countries and that leaving now would create the risk of losing many of the gains that have been made. Even if some of the current budget can be shifted, for example through shifting some of the regional budget to countries, maintaining work in the four countries will require additional funding. To this end, it will be important to identify additional funding both at country and global levels.

Adding it up: What is the story of AFP?

Several respondents felt that it was unclear how the various pieces of AFP created a larger whole. What needs to be better articulated and communicated is the importance of building an advocacy community with people working at multiple levels and in different capacities to ensure that family planning is a priority in health and development policies and programs. There is a power in sharing and learning from each other. At the headquarters and global level, many framed AFP as key to achieving FP2020 goals, while this was less emphasized at the country level.

Legacy: “What they taught us is what will be left”

Leaving a meaningful legacy requires not only developing and sharing an effective approach, but also taking enough time to ensure that it is taken up by enough people to reach a tipping point. A respondent from Kenya explained, noting the particular challenges around family planning: “Family planning advocacy requires patience from donors, implementers, advocates and the broader targeted community. It is not as fast as advocacy for eradication of malaria and the like. We are surrounded by religious, cultural and social norms that make it hard. Building political will is key in the remaining years for sustained policy

and financial investments. The AFP approach is such an impactful model that I expect it to continue being used by partners to change the family planning landscape.”

Recommendations

1. Continue work in all nine focus countries until 2017 and, if possible, to the end of FP2020.
2. Clearly articulate and communicate how the different pieces of AFP and its range of quick wins fits into a longer-term, coherent vision.
3. Continue quick wins approach, but ensure that it is in the context of longer-term change.
4. Refocus on capacity building in terms of strengthening skills for the AFP approach among staff and partners.
5. Synthesize and share lessons on scaling up to strengthen strategic approaches.
6. Mobilize additional resources, both globally and locally, in order to expand impact.
7. Rethink regional approach to focus on more targeted South-to-South technical assistance.
8. Make the community of practice idea more explicit.
9. Continue Breaking News communication, but also communicate more synthesis of lessons learned.
10. Expand the Opportunity Fund and its technical assistance.
11. Continue efforts to bring voices from the South to global and regional fora, including through more active engagement of the Leadership Group in these efforts.
12. Facilitate applying AFP advocacy approach to related issues.
13. Streamline project structure, lines of communication and objectives.

UNDERSTANDING ADVOCACY SUCCESS

- The Tanzanian government allocates 2 billion Tanzanian shillings (Tsh) for family planning for 2014-2015 from its own funds, an increase of 100% from the 2013-2014 budget.
- A policy is approved in Kenya to allow community health workers to provide injectable contraceptives.
- In Indonesia, 20 workplaces provide referrals for long-acting and permanent methods of contraception in Pontianak district, expanding private sector commitment to family planning to a total of 45 workplaces in 2014.
- The Ministry of Health in Benin allocates 100 million CFA for contraceptives in the 2015 budget, more than doubling the 2014 budget.
- In the DRC, a proposed Reproductive Health Law favorable to family planning is put on the docket of the National Assembly plenary session for consideration as a replacement for the current antiquated law.

A key factor in all of these successes was effective, targeted advocacy aimed at decision-makers. An important motivation was the need to ensure and expand access to family planning. A common thread was the involvement of Advance Family Planning, (AFP) a global advocacy project.

What made this advocacy effective? How do these individual successes tie together into something bigger? How can this success be expanded? How can it be sustained? What will be the legacy of this work?

In order to explore these important questions, an external team conducted a mid-term evaluation of AFP. These findings can provide guidance to AFP to strengthen its efforts, address challenges and build on its success.

METHODOLOGY

A four-person external team conducted an evaluation of AFP from January-April, 2015. The team consisted of three individuals who had participated in the mid-term evaluation of AFP1 in 2011 and one new person, thereby allowing for both historical perspective and fresh eyes. In January, the team reviewed background documents, including project proposals and reports, and met with AFP headquarters staff in Baltimore. During this meeting, the team was also able to meet with other partners at the Gates Institute, including the heads of the Institute and PMA2020.

After this preliminary work, the team developed question guides based on the themes discussed with AFP staff and amongst the team. Data collection took place from February-March and included both global-level and country-level interviews (Appendix 1). Team members traveled to India, Indonesia, Burkina Faso, Senegal and Kenya (see Table 1 and country reports in Appendix 2). Interviews were done with individuals and in groups.

TABLE 1: DATA COLLECTION DATES AND NUMBERS

Data Collection Location	Dates	Interviewees
<i>AFP/Baltimore</i>	Jan-Mar	8
<i>Global</i>	Feb-Mar	19
<i>Burkina Faso</i>	Feb 9-13	19
<i>Senegal</i>	Feb 16-Mar 25	22
<i>India</i>	Feb 5-13	35
<i>Indonesia</i>	Feb 23-Mar 6	29
<i>Kenya</i>	Feb 15-26	33
<i>Partners Meeting</i>	Mar 17-19	26
Total		191

The team attended the AFP Partners meeting in Baltimore from March 16-19 and met with project implementers from the four other focus countries (DRC, Nigeria, Uganda and Tanzania) as well as other project partners (AWLN, PPD-ARO and PAI) and AFP's Leadership Group. In total, the team interviewed 191 people (Table 1). At the Partners meeting, the evaluation team worked together to identify key themes from data collection and finalized codes for the Dedoose web application for qualitative data analysis. All interview notes were coded and analyzed to address the evaluation questions. The Dedoose program made it possible to systematically analyze the vast amount of qualitative data to understand the main themes and findings. The team prepared a draft report which was shared with AFP/Baltimore staff for fact-checking and clarification. The team presented findings to the three project donors at the Packard Foundation office on May 4, 2015. Feedback was used to revise and finalize the report.

FINDINGS

A Brief History

The AFP project began in October 2009 as a \$10.8 million, three-year project with \$8.8 million supported by the Bill & Melinda Gates Foundation and \$2 million from the David & Lucile Packard Foundation. AFP1 included both global and country-level work, with three Tier One countries and five Tier Two countries, which would have less intensive efforts and resources. Due to the successes of AFP1, particularly the popularity of the advocacy model, the donors supported a major expansion in AFP2, with a five-year project beginning November 2012 with total funding of \$29.5 million. The Gates Foundation provides \$24 million with an additional supplement of \$1.5 million for Nigeria for a total of \$25.5 million; the Packard Foundation is supporting the project with \$2 million, and the newest donor is the William and Flora Hewlett Foundation, also providing funding of \$2 million.

Respondents noted some of the changes between the two projects, in particular the fact that AFP2 was larger and had a longer duration. The Gates Foundation noted that it was unusual for an advocacy project to be awarded for five years, showing how positively the project is viewed within the Foundation. AFP2 also had more focus at country level, more focus countries (nine) and no more Tier Two countries, and its approach was already tested and validated (although there were some additional modifications). Another important change was the increased involvement of Francophone African countries, namely Burkina Faso, Democratic Republic of Congo and Senegal. A donor explained the differences between AFP1 and AFP2: “Besides the obvious difference of an increased number of countries, it is also now a very honed strategy and having their AFP SMART guide and philosophy well hammered out and decided has made a big difference in enabling them to hit the ground running and better structure their work. They have a school of thought, vs. the first time around trying all sorts of things, modifying Spitfire, etc.”

Another significant change was the impact of FP2020 on the way the project was implemented. This is discussed in greater detail later in the report, but essentially many point to the FP2020 goal of 120 million new family planning users as leading to more pressure for quick results. One donor also described some of this influence of FP2020 and how it can impact local ownership: “After Phase 1, donors put very strong pressure on AFP to have greater ownership by country partners and have them drive the work on the ground but at the same time FP2020 came in and started setting the agenda. Not necessarily good or bad, but one sabotaged the other. I have heard countries say, at the time we were moving to broader alliances for family planning, we started having to work toward FP2020 plans, rather than plans and needs generated at the country level.”

AFP’S Strength is in its Partnerships

The Bill and Melinda Gates Institute for Population and Reproductive Health (GI)
 Jhpiego, Kenya
 Johns Hopkins Center for Communication Programs (CCP)
 African Women Women’s Development Fund (AWDF)
 Cipta Cara Padu Foundation (CCPF)
 Équilibres et Populations (EquiPop)
 Futures Group International (FGI)
 Health Promotion Tanzania (HDT)
 International Planned Parenthood Federation (IPPF)
 Partners in Population in Development, Africa Regional Office (PPD ARO)
 Pathfinder Nigeria
 Planned Parenthood Federation of Nigeria (PPFN)
 Population Action International (PAI)
 Population Foundation of India (PFI)
 Reproductive Health Uganda (RHU)
 Reseau Siggil Jigeen (RSJ)
 Tulane University
 United Nations Association

Achievements

Advance Family Planning (AFP) aims to increase the financial investment and political commitment to ensure access to high-quality, voluntary family planning through evidence-based advocacy. Interestingly, sometimes this goal is stated as explicitly achieving the goal of FP2020, while at other times it is expressed more broadly. In either case, AFP pursues the following objectives:

1. Mobilize and sustain effective family planning advocacy to increase resources, decrease policy barriers, and increase the importance of family planning among policymakers
2. Amplify voices from the South to help global advocacy organizations make increased access to family planning a priority among national governments and international agencies
3. Diffuse advocacy best practices to guide strategy development, implementation, and monitoring and evaluation through the AFP Advocacy Portfolio

AFP's proposal states the following: 'At the end of this five-year project, AFP will document a meaningful increase in funding for family planning, a reduction in regulatory barriers to family planning services, an increase in enabling policies, and a greater use of development rationales for family planning, such as the demographic dividend among policymakers. Moreover, AFP will establish a sustainable advocacy capability that goes beyond AFP's focus countries and continues after the project ends.' In the first half of the project, AFP has made good progress towards these aims, described below. The team also provides suggestions for how to improve efforts moving forward. It was encouraging to see that many of the issues that arose in the evaluation were discussed at the 2015 partners meeting, showing a good level of self-awareness in project staff.

Objective 1: Mobilize and Sustain Effective Advocacy in Nine Focus Countries

The major emphasis of AFP2 has been its work in nine focus countries: Burkina Faso, Democratic Republic of Congo (DRC), India, Indonesia, Kenya, Nigeria, Senegal, Tanzania and Uganda. Countries that have been involved the longest (namely the Tier 1 countries from AFP1- Indonesia, Uganda and Tanzania) have typically made the most progress, indicating the importance of longer-term commitment. While it was initially thought, for example, that Kenya would graduate and funding would cease after Year 3, it became clear that more time was needed to provide support in order to maximize impact. As stated in its proposal, the main achievements have been increases in national and sub-national funding for family planning; changes in policies to improve access, particularly through task-sharing; and other supportive policy changes, including workplace family planning and services for youth. Table 2 shows examples of the range of experiences in the nine focus countries by providing brief snapshots of achievements, issues and next steps, with more detail provided in Appendix 2 for the five countries visited by evaluation team members.

TABLE 2: FOCUS COUNTRY SNAPSHOTS

Country	Key Activities/Achievements	Key Next Steps
<i>Burkina Faso</i>	<ul style="list-style-type: none"> Broad ownership of AFP's agenda among civil society organizations Initiation of a potentially scalable trial of task-shifting for modern contraceptive delivery Political turmoil hampers progress 	Work to ensure that the findings of the task-shifting pilot are used to change MoH policy, norms and protocols
<i>Senegal</i>	<ul style="list-style-type: none"> Development of a workable strategy for getting local governments to prioritize FP Need to involve a larger number of actors from civil society 	Reflect on how to take strategy to scale
<i>Nigeria</i>	<ul style="list-style-type: none"> Changes in local partners, with new partner, Pathfinder and PPFN, just starting in 2014 and delays caused by 2015 election ACC meeting in Nigeria was first activity in January 2015 Pathfinder working in 4 states: Lagos, Gombe, Kwara, and Kebbi PPFN working in 3 states Oyo, Kaduna, Abuja-FCT 	Follow up on the ACC meeting, support to states to develop CIPs and national level advocacy work
<i>DRC</i>	<ul style="list-style-type: none"> Government of the DRC makes FP2020 commitment at the Int'l Conference on Family Planning, 11-15-13 A proposed Reproductive Health Law favorable to FP is put on the docket of the National Assembly plenary session as a replacement for the current antiquated law. 	Much has been achieved at the central level, now there is a need for work with provinces
<i>Kenya</i>	<ul style="list-style-type: none"> Development of RH/FP strategies and budget for FP at county level National level policy for CBD provision of injectables 	Difficult to cover 47 counties but partnerships and national coordination will expand reach
<i>Tanzania</i>	<ul style="list-style-type: none"> Increase district health budgets allocation to FP Amend national procurement process Working with Higher Learning Institutions to integrate services to ensure access to FP. Leveraging partners like MSI and PSI to bring in services. 	Increase district FP budgets, identify and support local champions
<i>Uganda</i>	<ul style="list-style-type: none"> Budget allocation Political support from President Alternate distribution channel for commodities Task-sharing- CBD of injectables and COs providing TL 	Support implementation of task-sharing, empower other CSOs to scale up

<i>India</i>	<p>Uttar Pradesh:</p> <ul style="list-style-type: none"> Completed research and broad consultations for new population policy and implementation plan Institutionalizing/strengthening various gov't-led and funded mechanisms at district and division levels <p>Bihar:</p> <ul style="list-style-type: none"> Study of 5 years' FP allocation and expenditure Identified and developed legislative and other champions for FP generating interest and discussion Working to establish FP Working Group 	<p>Complete UP population policy and support implementation</p> <p>Support strengthening and effectiveness of various mechanisms.</p>
<i>Indonesia</i>	<ul style="list-style-type: none"> Increased FP funding in some districts and villages Provided a useful model for BKKBN and District level -- Adoption of elements of AFP approach by KB Kencana program Revived District Working Groups for FP Increase in provision of LA methods in Karanganyar Engagement of the private sector through APINDO 	<p>High potential for scale up through BKKBN and other partners</p> <p>Establish as site of South-to-South learning</p>

A smart, effective approach. At the heart of AFP’s successes is its advocacy approach, now named AFP SMART. The evaluation team heard almost universal praise and enthusiasm about the AFP SMART approach to advocacy. Respondents described the importance of the focused approach, how it was more effective than other approaches they had used in the past and how they were using it beyond the project, described in quotes below. Many noted that they had previously thought of advocacy as BCC or campaigns, but this more targeted approach was not only more effective but also relatively easy to master. In a field where there is little consensus about effective methodology, AFP has validated that this model is effective and that is something to build on. A respondent in India noted that the AFP advocacy portfolio was so popular that they could not meet the demand for hardcopies.

“The best thing about AFP is the advocacy approach, it has saved us from mixing up advocacy and campaigns and it forces us to get the evidence. It cuts down the blah blah and get to the bone.” - Tanzania

“I have been an advocate all my life but was not exposed to a scientific approach like the SMART Chart. It is extremely useful and I use it now in all my work. In fact I took it to the group of women who was leading a regional effort to get ECOWAS to develop progressive policies on gender equality. Each woman used it in their own country to convince the ministers in charge of gender who later adopted all draft policies that were tabled at their meeting last month in Dakar. SMART Chart is an extraordinary tool.”- Senegal

“AFP SMART is very helpful in understanding how to direct their efforts and understanding quick wins. It is helpful to identify the messengers and make their messages clear. We now use the SMART chart in other programs as well, for example, in an adolescent health project and how to get peer educators to sign up.”- India

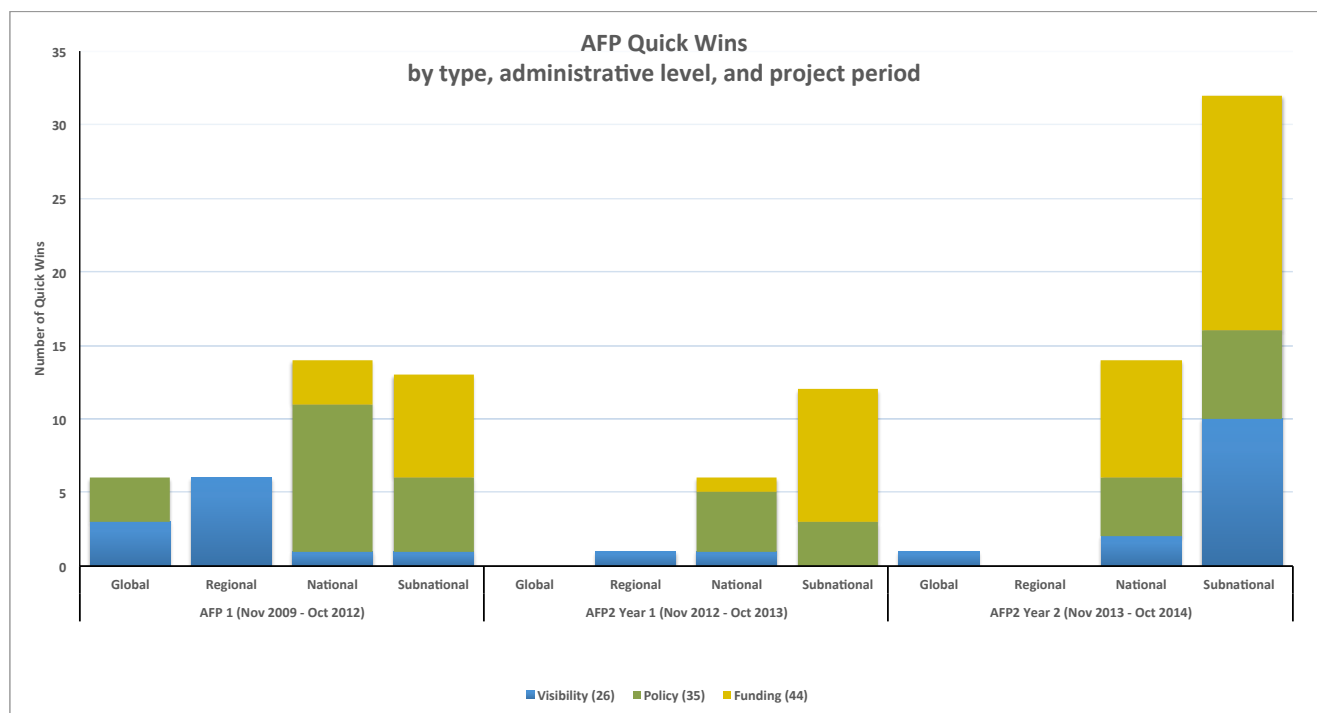
The AFP advocacy portfolio has evolved from use of the Spitfire Strategies Smart Chart™ in AFP1 to AFP SMART in AFP2. AFP SMART is distinguished by its focus on advocacy (rather than communication) and family planning policy change. AFP SMART and its approach to strategy development are also part of a continuum of advocacy best practice that includes implementation and monitoring and evaluation. Those familiar with the evolution liked the changes. For example, a respondent in Indonesia pointed out that AFP SMART is simpler and more practical to use than the Spitfire approach. A small number of respondents felt that the tools were still too hard to use effectively, particularly at lower levels, or had limitations.

While not as well known as AFP SMART, those who knew about the AFP **results cascade** tended to talk about it in positive terms as a powerful way to document and evaluate advocacy achievements and impact. They praised how it showed all the steps to achieve a quick win and kept focus on the ultimate outcomes of advocacy efforts.

“I love it. It has really pushed the envelope on how to evaluate advocacy across the board – by which I mean not just in family planning but across the entire range of development areas.” - Global respondent

“The results cascade is a prayer answered. [In previous advocacy work], I attended meetings and was asked hard questions about M&E- donors wouldn’t fund because it was hard to measure the results of advocacy. The results cascade is an excellent way for an advocacy program to monitor and evaluate their work. It breaks down a big issue into component parts and steps and sub-objectives and quick wins before you see results in increases in new users in family planning.” - Kenya

Not only is this advocacy approach popular, but it has also led to concrete successes, termed **quick wins** by the project. A quick win is defined as “a discrete, critical funding or policy decision that must occur in the near term to achieve our broader goal,” according to a presentation at the 2015 Partners meeting.



There have been 105 “quick wins” since 2009, 45 in project year two alone. This figure shows the quick wins achieved over the course of the project, and shows the accelerated pace over time. \$\$

There are important positive aspects of the quick wins approach. Respondents mentioned how it builds confidence, it encourages people, and it is motivating by seeing these concrete accomplishments. “This is very useful not only in achieving success but also in motivating people.”

“At first I thought quick wins was just a name for low hanging fruit, but it is important for people who have never been involved in advocacy, because they get frustrated, because the timeline is so long. But with quick wins, you can achieve something that will then lead to something else. It builds confidence and experience.” - Indonesia

“Systematic approach of AFP SMART tools, and quick wins. Bureaucrats can easily be demotivated when they only have an eye on the end goal, so you need intermediate wins.” - India

However, respondents noted a number of issues around quick wins, including the challenges in defining a quick win, the impact of a quick win mentality and concern about losing long-term capacity building and sustainability through a focus on quick wins. A respondent in Burkina Faso noted that: “Too much focus on quick wins can be detrimental in some cases. AFP should not try to move too fast for those they are trying to help. It should take time to understand their challenges and help them lift the barriers they are facing before moving forward. Otherwise quick wins will not be sustained.” There is also a risk of a quick wins approach influencing the selection of advocacy objectives for the quickest rather than the most needed.

There was also some concern voiced about a sense of competition over quick wins. While this can be a positive, it can also lead to a sense of pressure and sometimes lack of attribution. “It’s a strong perception, especially in lead up to partners meetings when people have to justify their inclusion, that there is pressure to report quick wins- so we are almost in competition with each other to claim success. For example, RHU will claim a win in Uganda even though AWLN contributed, but won’t mention this. They could just include a sentence.”

AFP is aware of the issues around quick wins, even organizing a session on the first day of the March 2015 partners meeting that addressed this issue. The session aimed to: 1) celebrate accomplishments; 2) put pressure in perspective; 3) see the big picture; and 4) connect the dots. At one point in this session, participants were told of an example of a possible quick win and asked to stand on one or the other side of the room to indicate that yes, it was a quick win, or no, it was not. One person from each group was then asked to explain their reasoning, and a participant explained to the evaluation team that in at least one case she then changed her mind, showing the imprecision of the term. In a way, this is necessary given the different contexts in which AFP works. Acknowledging the ambiguity is an important step, and it is not recommended that there be rigid definitions. “We have different contexts, so it’s hard to have the same benchmarks,” explained a country partner. But it is worth considering clarification and possibly some weighting or classification of the wins (e.g. process vs. outcome).

It is also important to see that the work does not end with the achievement of the quick win. A respondent in Kenya explained how the results cascade helps bring home this point: “You can’t impact on people’s lives doing quick wins without the results cascade. It is the results cascade that gives quick wins a

long term perspective.” This calls attention to the need to hand off follow-up action to service delivery groups, an issue that is particularly clear with task-sharing policy changes. This requires creating early links with service delivery.

TASK-SHARING: AN IMPORTANT POLICY CHANGE FOR ACCESS

Uganda. Policy changes for community-based distribution (CBD) agents to provide injectables and clinical officers (COs) to provide tubal ligation. The former has not been fully scaled up. The latter is facing legal issues about how COs are protected if there is a surgical complication, so there is now a need for a policy to clarify that. This is being worked on by AFP and other partners like Marie Stopes Uganda, showing the ongoing need for advocacy in order to ensure that policy change leads to increased access.

Kenya. Policy change for CBD agents to provide injectables. The national level approval of the policy was needed to get county buy-in. However, roll-out has been challenging due to continuing resistance, showing the need to link with service delivery groups early in the process for implementation and to assist these groups with advocacy support. HealthRight is introducing the intervention in Elgeyo Marakwet, but still faces resistance and would like to have CBD agent from pilot county of Tharaka Nithi visit. They found language mattered, with the term ‘task-sharing’ more acceptable than ‘task-shifting,’ the latter implying that a task was being taken away.

Burkina Faso. Government has authorized pilot-testing of task-shifting for both long-acting methods (IUD and implants) and short-term ones (the pill and injectables). The success in securing the task-shifting pilot— after three years of advocacy— was partly made possible by a visit to Togo that exposed participants, including two MoH staff, to that country’s successful experience with task-shifting. It was organized in April 2014 by EquiPop and funded by AFP, with the whole trip costing about \$10-12,000. Those who participated in that visit think that such targeted visits could be more impactful when there is concrete follow-up focusing on policy implementation.

Lessons: 1) Scaling up task-sharing requires **advocacy at both national and subnational levels;** 2) **Site visits help** persuade program managers and policy makers; 3) Turning policy into practice requires **linking with service delivery groups** from the start; 4) **advocacy needs to continue** even after the initial policy change.

Capacity building in advocacy. Many respondents expressed a need for building more capacity among staff and partners in AFP’s advocacy approach, including the AFP tools and demographic and budget analysis. As noted above, the team heard concerns that a focus on quick wins came at the expense of greater focus on capacity building. While capacity building still happens in a number of ways through use of AFP advocacy tools and technical assistance, there is a feeling among project partners that there has not been enough emphasis on this. A partner in Uganda stated that “what will be sustained is this approach [AFP SMART], and if we can build capacity of other partners, then we can really move.” Whether it is called capacity building, or something else, it is a core function of the project, and key to both scaling up and sustainability. Some members of the leadership group discussed the importance of looking at performance rather than capacity built: “Build capacity and document that it made a difference in the performance of the organization. “

CREATIVE MOMENTS OF ADVOCACY THROUGH EMPOWERED CHAMPIONS

When people are trained, they will find ways—often outside of official work plans—to put their skills into practice. Below are innovative efforts by a CBD agent in Kenya and a women’s group in Senegal.

- ❖ *In Kenya, a CBD agent in Tharaka Nithi county described a creative way of influencing the Governor with song.* “Two weeks ago the Governor was opening a road, so I organized the CBDs and they all came to the event wearing their CBD t-shirts and they sang for him and the Governor said this whole county will do this program. So I followed up to the Governor’s office and he has agreed.”
- ❖ *Members of the Women’s Development Network of Pikine Nord in Senegal described the persuasive power of emotion:* “When all the planning work was completed we organized a ceremony where our “ask” was going to be made by our colleague who was selected as the best one to carry the message. We had already done a lot of work to better understand the mayor’s sensibilities. Just before the day, a handicapped woman had come to seek support because she was told she needed to have cesarean to deliver her baby but her husband was extremely poor. This case gave us additional ammunition in our advocacy. We had also enlisted the services of a theatrical group that presented a real life case after which most people attending the event were crying. I can tell you that the mayor could not have escaped. Anybody in his position would have given in! We were really not expecting the large amount announced by the Mayor but it meant that we had done an excellent job convincing him. By the way, the handicapped woman’s child was named after the mayor’s mother.”

AFP’s advocacy approach is also spread through involvement of international partners who share the approach within their organizations. For example, some staff in Jhpiego’s Kenya office have learned the AFP approach and there is now interest from headquarters as well. This type of capacity building will also be a useful way to spread the project’s impact.

An important aspect of AFP’s advocacy approach is that it is evidence-based. This is not only appreciated by partners, but also has contributed to another form of capacity building around how to review, understand and use data. A respondent in India explained that “[AFP is] enhancing the capacity of government officials. For example, rather than routine data collection, helping government officials to really understand the data, and use it to identify the problems in the program and solutions.” Related to this is the desire for and importance of local data. In its pursuit of evidence-based advocacy in India, AFP has found that district leaders and officials pay far more attention to district-specific data than they do to national or even state level aggregations. This shows how linkages with PMA2020 could play an important role in countries where both projects are operating.

One tool in the advocacy evidence base is the Demographic Dividend, which has been a powerful argument with higher-level policy-makers. While this can help draw attention to the importance of family planning- along with the other aspects of development that are key to realizing the demographic dividend- it is unclear how well it fits into AFP’s subnational advocacy efforts. In Indonesia, the Demographic Dividend argument was effective at the provincial level, while this was not the case in Kenya. An AFP partner in Kenya explained the challenges in using the Demographic Dividend argument at the subnational level as compared with using a simpler tool like Impact Now:

“In our experience, it [Demographic Dividend] feels like a long term result- cascading to county level. These are leaders who are politically elected, some with limited schooling. ImpactNOW¹ they can understand more clearly than the Demographic Dividend. ImpactNOW is simple and straightforward. They can use it as a political tool. We did that with the National Council on Population and Development staff. It shows this is the cost, you’ll cut this number of deaths, abortions, etc. They were keen to listen and the health committee members [at county level] were very interested.”

The gist of the dividend argument is that countries should tackle many aspects at the same time in order to reap a dividend: health, education, employment and governance. AFP focuses only on family planning. While family planning is critical in determining the demographic transition and its pace, a few respondents thought that to be consistent, AFP should encourage the use of its effective approach to move forward the other components of the dividend argument.

Working groups. Increased advocacy capability requires mechanisms through which that expertise can be collectively exercised to effect change. To this end, AFP has helped to set up or engage various types of working groups at both national and subnational levels. Although it can make the initial process slower to set up, there are efforts to establish these in a way that is not dependent on AFP for continuation. This is an area where AFP could synthesize lessons from multiple countries and present it in a format that can be shared among AFP partners and more widely. Below are examples from three countries.

In **Indonesia**, establishing and capacitating the working groups at both the central and district levels were one of the earliest activities in AFP1, and all agree that this could be a lasting contribution of the project. The District Working Groups in the two districts visited are strong and nearly universally seen as one of the most important legacies of the AFP. They have been established with an eye to continuation, in the case of Karanganyar formed under decree from the Bupati, who will cover the operating costs. In Pontianak City, the members of the DWG have already pledged to continue after the end of the project (ending at the end of 2015 in Pontianak) at their own expense. In both districts, there is discussion of expanding the membership to continue to widen the circle of people who understand and advocate for the importance of family planning. At any level, these working groups can help coordinate, and thus play an important role in scaling up.

In **Kenya**, the process of strategy development has focused on having the County Health Management Team take over the process, enhancing sustainability: “They conduct the meetings. I think they will continue even without the funding support because we’ve brought in the county government and they will pressure them to continue with and finish the strategy. We have created demand from the county government.” AFP describes its role as being “a facilitator rather than a doer,” thereby strengthening local ownership: “they see the strategy as their product.” Partnership will hopefully become more coordinated and consolidated through the development of the National FP Advocacy TWG. Participants in the first post-ACC meeting in October 2014 agreed to establish such a group, and its first meeting was convened by NCPD and facilitated by AFP in December 2014. During this meeting participants approved the terms of reference for the TWG. In addition, a database is being developed on who is working in which county and on what advocacy objectives. This will help in coordination, coverage, collective advocacy at county level and leveraging resources.

¹ ImpactNOW is a model developed by the USAID-funded Health Policy Project (HPP) to help decision makers and policy advocates make the case for investing in family planning by demonstrating the near- term (2–7 years) benefits of doing so.

AFP in **Burkina Faso** has done a good job of using an existing reproductive health coalition to plan, discuss and inform about its efforts. The coordinator of AFP, EquiPop, is a member of the Technical Group on Reproductive Health (GT/SR), a coalition of 23 NGOs. The GT/SR was launched in 2010 as a consultation platform where like-minded organizations exchange experience and collaborate in pursuit of their common agenda: reproductive health. All AFP activities are discussed at GT/SR fora hence the high visibility and broad understanding of AFP's work among civil society organizations and the donor community. While the group has been functional since 2010, many respondents identified its strengthening as a major achievement of AFP. In return, a strong GT/SR made AFP's work much easier. There is general agreement on the fact that a very strong and consistent message from this group was critical in getting the Ministry to authorize the task-shifting pilot.

Levels of work. There has been a significant focus in AFP2 on subnational work due to decentralized health structures in many countries. AFP's experience in multiple countries— from Indonesia to Senegal to Kenya— shows that the emphasis on subnational work makes sense because this is where health budget decisions are now made and where family planning prioritization is likely to be lost. Whether due to the 'tyranny of numbers' in Kenya, the belief among political leaders that population growth will give them more votes, or the fact that budgeting for health at lower levels will typically not prioritize family planning, the reality is that advocacy must happen at these lower levels, as daunting as the numbers of government units may be. A regional respondent explained how important this focus on the subnational level is:

“I think this was a fundamental, innovative development. Decentralization is irreversible and we have here an excellent approach for putting family planning in the agenda of local governments.”

However, advocacy efforts must include work at the national level as well. A respondent in Nigeria noted the pressure to focus on the subnational level: “I think it is a perception that all of the previous work has been focused on the national level and that future work should be subnational. AFP has clearly been focused at subnational and there was clear “body language” that this is where effort should be focused.” Experience in Kenya with the policy change to allow CBD agents to provide injectables showed the need to work at multiple levels; the national circular was an important tool to get county support, but then each county has to be convinced to implement the policy.

In addition to the large number of subnational units, there is the problem of mobility of leadership. Experience in Senegal showed what this challenge can mean, and how to address it. The first quick wins in Senegal were obtained in May 2014, barely one month before the local elections which voted in two new mayors. Fortunately the quick wins were not lost as the members of the municipal councils who did not get replaced were on board to help convince the new mayors to uphold commitments made by their predecessors. One lesson here is that, while targeting the mayors as major decision makers, the advocacy work must be broad-based and involve as many local actors as possible in order to sustain the gains. Partners in DRC described their approach, “trying to make family planning resilient to change, such as a change in president. Tomorrow we can have another government, but he will be engulfed by civil society, donors, etc. That's why we have the CTMP [Comité Technique Multisectoriel Permanent, a multisectoral committee of family planning stakeholders] and have built a strong base.” In Bihar, India, after three changes in key political leaders in a year, the partner decided to also work with legislators because they serve at least a five-year term and can hold successive generations of bureaucrats accountable.

The evolution of Tanzania’s efforts highlights the need to work at multiple levels, as described by Tanzania partners: “Starting at district level, we had one urban and one rural. The urban district had allocated very very little, despite saying that family planning was a priority. We pointed out that allocation did not match the statements. The rural district had never allocated. We pointed out that they could allocate some. We went to other districts and found the same. So we went to the national level and got them to issue a directive that all districts should allocate, and changed the budget template tool. You have to put something in or the tool won’t function. Now we go to the regional level, because they oversee five-six districts, to encourage them to promote family planning in the districts.”

Work in Indonesia was originally focused on selected districts, but AFP is now realizing that they need also to work at the provincial levels. This is both to build political support among those who decide certain aspects of the district programs (such as training and assigning midwives) and also to pave the way for scaling up. In addition, some believe that the work needs to also occur at the subdistrict level, such as village, where initial budget decisions are made, that then roll up into district budgets. This shows how “subnational” covers a huge range, and countries are finding that they need to work at various subnational levels, as well as national.

In India, to date, the activities in the national and state-level grants have been segregated, but they are closely aligned and could be mutually reinforcing². Although AFP was originally conceived as focusing at the state level, AFP staff soon decided that they need to work at the district level as well as many decisions regarding the family planning program are made there. What is clear is whether a country starts at a higher level and moves down or the reverse, working at multiple levels is essential for scaling up efforts.

Scaling up. As noted above, scaling up will require strengthened capacity building and working at multiple levels. More significant expansion is also dependent on partnering and more resources. The Opportunity Fund is one mechanism now being used to scale up within countries by helping to build the capacity of additional partners. The managers of the Fund explained, “we saw opportunity in Kenya. One player per country is perhaps not realistic. You need to bring more players to the team. You can’t play football with one player.” With the large number of subnational units in various countries, being everywhere is impossible, so different models of scaling are currently being tried, e.g. national coordinating entities, teaching others to use the approach, etc. This is certainly another area where AFP could pull together lessons from multiple countries. What is clear from country experience is that scaling up requires working at multiple levels, and brings home the importance of not letting a subnational focus lead to neglecting the necessary work to be done at national or provincial levels.

A respondent from Uganda describes the common challenges of scaling up: “AFP is operating at the national level. But the number of districts in the country is 112. Even if AFP supported ten, we have 102 more to go where nothing has been done. So if you’re assessing impact to actually scale up with capacity of the existing organization, you need to build capacity of other organizations. What we have now is just a speck. There is a huge gap—we are not in position to build capacity of these other organizations which would have created an impact. There is a need to empower these other civil society organizations to scale up the program. We are still having a drop in the ocean.”

² It should be noted that the national level work is not under AFP but is supported by another Gates Foundation grant

The most extensive and impressive scale up has occurred in Indonesia. This expansion is happening primarily through adoption of parts of the AFP approach by BKKBN in a number of districts. The approach is seen as something concrete to bring about positive change: “Every single official at BKKBN has a province(s) to assist. They have a travel budget to visit to provide TA, but they don’t have anything concrete to bring to the province. AFP can fill this gap, and is now being brought in through the KB Kencana program.”

A concern in scale-up—voiced by a service delivery partner in Kenya and by a range of partners in Indonesia, among others—is the risk of spreading too thin and that something will be lost if scale up occurs too quickly: “danger is dilution, of getting too far too fast without support, especially as the capacity building element has shrunk.” AFP has a continuing role to ensure that if successful, the approaches and tools and strategy actually expand to national scale.

Key Points

- ✓ AFP SMART and the AFP approach are popular and effective.
- ✓ There are continuing challenges in balancing the short-term appeal of quick wins and long-term capacity building, particularly in terms of AFP’s strategic orientation and budget allocation.
- ✓ Whether a country starts work at a higher level and moves down or the reverse, working at multiple levels is essential for scaling up efforts.
- ✓ Scaling up is happening to various degrees in different countries, with the most extensive expansion in Indonesia.

Objective 2: Amplify Voices from the South

Through its work at the country level, AFP and its partners have helped to identify and strengthen a number of local champions. The second objective focuses on trying to bring these voices to regional and global fora. One of the important partners in these efforts has been IPPF. IPPF brought the Executive Director of RHU to meetings of the World Bank and International Monetary Fund in Washington, ensured the presence of southern perspectives at global consultations such as the Commission on Population and Development and the Commission on the Status of Women meetings, and also supported southern representatives to attend meetings of the Reproductive Health Supplies Coalition. In spite of these and many other concrete examples by AFP and its partners, most respondents were only able to say that amplifying voices from the South happened in a general sense without knowing any specifics. This indicates that AFP is not communicating effectively about these efforts, and there is an opportunity of doing so by showing how this component is strengthened by the country level work which helps develop champions. A global respondent who knew more details of this work was asked whether it was worthwhile. She said this was hard to say since even if these voices are brought to these fora, this does not ensure they will be listened to and acted upon.

One of AFP’s approaches to achieving Objective Two is through the efforts of two **regional groups, AWLN and PPD-ARO**. These organizations aim to groom and train country advocates and help them to know where to intervene. AWLN describes how at the regional level they have been able to foment

links with the African women's rights CSOs and engage in processes such as Beijing + 20 review. AWLN staff explain their evolution in addressing the issue of family planning:

“In AFP1 AWDF were challenged by members on our engagement with family planning- how as women's rights organization could we be involved? We responded, as African women we have high maternal mortality and this is a critical concern. We also know that there are African women who want to use family planning but don't have access, so it is a fundamental human rights issue. Now we don't have to explain it any more. It is a question of choice, a question of autonomy, a question of health and a critical development issue for us.”

The story of AWLN shows an example of positive unintended effects of AFP. Its host agency—AWDF—has now added grant-making in reproductive health, which it had not done before, due to its experience with AFP. In a sense, these advocates have also become targets of successful advocacy.

While there is a feeling that bringing southern voices to regional and global fora is an effective and important strategy, there is also a sense that the full potential of this happening through AWLN and PPD-ARO has not been met. AWLN has had structural challenges due to being co-managed by AWDF and IPPF's regional office in Africa. The latter is no longer involved in the network, but these challenges had an effect on implementation. In addition, a particular challenge with regional work in AFP is the tendency to become country-focused. For example, AWLN has shifted to a country focus, PPD-ARO has seen the most success in Uganda, where it is based, and even regional AFP staff get pressure to do a significant amount of work supporting programs where they are based. In the case of AWLN, part of this seems to be driven by what is most appropriate for its members, but part is also due to a desire to show concrete results, which is easier at the country level than at regional level, which is less clearly defined, as AWLN staff explain below.

“AFP2 is more targeted now. In AFP1 we were looking more at global and regional level. The question we always grappled with was how does a woman leader in Ghana hope to influence policy in Nigeria, for example. The difference now is we work within our own countries—so in Kenya, our partners work with their people where they understand the culture. It's fairly easy and straightforward to understand and measure progress in meeting commitments.”

With regional groups becoming more involved in country-level work, there is some confusion about how this fits in with the work being done by the main AFP partners in each focus country. Both AWLN and PPD-ARO have contributed to important country-level successes, but how can this be better coordinated with other focus country efforts and what are the implications for regional work? Moving forward, AFP should consider whether it is possible to more clearly define regional activities and results, or whether the regional work should be decreased, with the relevant aspects folded into country-level work, thereby helping to scale up in focus countries.

AFP's role at the global level. As noted earlier, there was a definite and intentional shift between the first and second grant to be more focused at the country level. However, both within and outside the project, there are mixed feelings about this shift. While many respondents agreed with the need to focus at the country level, they still felt that AFP had an important role to play at the global level. The shift in emphasis does not mean that global activities have stopped, for example many people mention AFP's role in the international family planning conferences. However, there did seem to be some concern that there

are missed opportunities. In several interviews, respondents were a bit unclear about how best to balance this need for a focus at the country level with the importance of looking at the global needs, reflected in the following:

“AFP is known and respected at global level. The work to fulfill FP2020 commitments has to be driven at country level and should focus there, but also take advantage of opportunities at global level. They’ll have a story to tell as we lead up to 2020 to share those successes from this work. But keeping their voices at the local level will push our successes further than at global level and will ensure we have successes.”

“AFP is already a player at the global level. They are definitely viewed that way. Having said that, AFP is a small group with limited resources and there are opportunity costs associated with shifting focus from the country to the global level. And yet their team is very strategic and this mentality would be very useful at the global level.”

In the end, these respondents urged AFP to use its country champions to amplify messages aimed at the global policy level.

The difficult question is just what this global role should be. One member of the leadership group noted that it is “very hard to think about doing light touch global with all of what is going on right now. It’s very complicated. You would need someone to manage all of that and keep an eye on the development architecture. You would need more AFP resources.” The last point was made in many of the global role suggestions, and is an essential consideration. Respondents mentioned the following areas for AFP’s global role:

- Voices from the South: “Not an independent role at global level, but rather through bringing voices from the south to the global stage.”
- Synthesizing and sharing lessons: They could do more at global level by drawing together lessons from the country level and becoming more of a recognized leader in global advocacy knowledge. The plus of a global project is that you can have the whole be greater than the sum of its parts by having this big-picture view.
- A stronger role in helping shape the future of the Sustainable Development Goals (SDGs), specifically: AFP does have a role at the global level, for example on the subject of financing family planning in the post-Millennium Development Goals world. Family planning needs champions to ensure that it does not fall by the wayside in the development dialogue post-2015 and AFP is a natural to help ensure that family planning receives its due. Much of this will depend on the outcome of the SDG indicator discussion and debate and AFP needs to be a strong participant in that debate. AFP could continue to rely on IPPF’s technical assistance or add a staff person to represent AFP in the SDG global dialogue or to maintain a watching brief that permits AFP to intervene at crucial moments. Most seemed to believe that AFP’s main role in this regard would be through bringing in voices from the South: “Their sweet spot is countries and they can help bring the views of the countries to the global level” and AFP’s unique role is to link country voices to the global dialogue, e.g., “through people like Poonam in India.”

Key Points

- ✓ Regional groups have begun to play more of a role in country level work rather than regional efforts and so AFP needs to clarify the roles of regional groups regarding their efforts around voices from the South and their country-level work and consider shifting some of this budget line directly to country partners.
 - ✓ Acknowledge AFP's continuing important role at the global level, but streamline this to focus on bringing in voices from the South and sharing lessons learned. Consider whether additional resources in this area are required, for example, in influencing the SDGs.
 - ✓ Continue the leadership group meetings, which are viewed positively and require little investment of project resources, but work with the membership to see how to harness the global advocacy potential of the group now that relationships have been built and the members see the value.
- Holding governments accountable and mobilizing resources committed in FP2020. This is already an emphasis in AFP's country-level work, but some respondents felt that they could do more on this front at the global level.

Leadership Group. One global-level activity of AFP is the regular meetings of the leadership group. Members of the leadership group view it very positively. This group is viewed much more positively than the Global Consultative Group that existed in AFP1. The Leadership Group has mainly served as a way to share information, which in itself is seen as a significant benefit and a way to continually strengthen coordination and cooperation. Participants in the group noted that it was possibly more helpful to them than to AFP, but that it also helped ensure that AFP knew more about other activities in countries where they work. As something that requires only minimal resources, and is universally viewed positively (as noted in quotes below), it is worth continuing.

“I loved those meetings- because there is great convening authority, it was really helpful. I always got something out of it and it helped me do my job. Having the inside info on what's happening at country level, Duff has clear idea about what's happening in Indonesia, for example. There was good information.”

“Not sure how helpful the group is to AFP, but it's really useful to the participants and an important part of the project. For example, I first heard of the Global Financing Facility here. Also, I heard about several partners working in Nigeria and it gave opportunity to coordinate.”

“It helps ensure that AFP is not working in a vacuum since they hear about other partner's activities in AFP countries.”

However, there are potentially more concrete ways to use the leadership group, without creating much additional time or resource burden on AFP or participants. For example, it would be worthwhile to try to think of the group explicitly as a mechanism for bringing in voices from the South, for example through identifying opportunities. One participant suggested the following: “The agenda is set by AFP colleagues, but it might be useful to have a call for agenda items. Or pick a challenge faced by AFP or partner. It

could be less update oriented and more solution oriented.” This could include bringing in guests, as appropriate, from the field (via Skype) to address specific issues, and thereby creating another level of bringing in voices from the South.

Objective 3: Diffuse Advocacy Best Practices

South-to-South. There is universal support for the idea of South-to-South learning, but respondents could not mention many specific examples. Several mentioned the partners meeting as an important venue for sharing experiences, but some wonder about this approach, given the cost. There was also some praise for the Accelerating Contraceptive Choice (ACC) meeting in Kenya in April 2014, which has since been replicated in Nigeria. This meeting brought together 80 experts in program and policy development and implementation from Kenya, Tanzania and Uganda to develop country action plans. Respondents praised this bringing together of advocates and service delivery groups. The meeting provided a platform for exchange of key technical resources and research findings, and participants were able to learn from experiences in Malawi and Ethiopia and build on those successes. A respondent from Uganda, however, felt that the ACC meeting “was a one-off thing and the South-to-South partnership should be strengthened.” An assumption was that non-AFP partners could lead the implementation of the country plans. However, none had the dedicated advocacy staff or resources to do so as quickly as envisioned and AFP needed to play a continuing role in managing the process. There are also some good concrete examples of sharing experiences in tools, such as Uganda using Indonesia’s approach/tools through adapting their guide *Strengthening Local Ownership of FP: A Guide for District and Provincial Working Groups*. Another example is AFP’s plan to hold a diffusion workshop in conjunction with the upcoming International Conference on Family Planning to showcase the accomplishments of the Indonesian AFP partnerships at district level.

South-to-South sharing was shown to be useful in the case of Burkina Faso. A respondent explained, “I know about AFP’s South-to-South efforts because some of my colleagues visited Togo to learn about that country’s experience in task-shifting. It was useful because it helped us to move forward and get authorization for a pilot test here in Burkina Faso.” AFP also brought people from Senegal and Burkina Faso to the DRC to speak at a family planning conference and talk with midwives and other professional groups, which helped gain support for a pilot project to allow community health workers to offer Sayana Press.

AFP can play an important and larger role in South-to-South exchange given its convening power and global presence. In general, there was a strong feeling among respondents that this is an area that AFP can strengthen. However, it is important that such efforts be targeted and clearly be part of a process of policy change, such as it was in the case of the Burkina Faso visit to Togo. Many of those not involved in South-to-South activities wish that they could be as they saw it as a good way to share best practices. A respondent from Burkina Faso explained, “I heard about AFP’s South-to-South work but do not know much for having not participated. I would however encourage that they do more of it by putting more resources there as there is not much happening in the region. South-to-South learning is an excellent way of sharing best practices. Maybe AFP should help reactivate the regional coalition of civil society organizations (CROSC) that has South-to-South sharing as a goal. We have been discussing this with the Coordination Unit of the Ouagadougou Partnership based in Dakar.”

Informal South-to-South sharing seems quite important in the project. A donor explained, “AFP has created a nice network, or cadre, of AFP partners which has a value in and of itself.” The importance of the group was evident at the partners meeting, and even in email communication- when an email with breaking news is sent out, there are many emails comments saying congratulations or commenting on the success, all of which helps build confidence etc. “You hear what’s going on in other countries, whenever there is a quick win there is breaking news. So we get competitive, wanting to be part of that. There are a number of countries going through devolution- Indonesia, Uganda, etc. You can see how they compare and learn about lessons,” stated a respondent in Kenya. It is hard to measure the impact of affirmation and validation from ones peers, but that does not mean it doesn’t matter. For example, partners from around the world responded to AWLN’s announcement of a quick win in Zanzibar:

“Félicitation et vive la santé de la reproduction dans le monde. Yes we can!”

“Congratulations, your achievement is our pride”

“Congratulations AWLN for the achievement. Making a difference in Zanzibar is a real milestone given the uniqueness of the area.”

Regional staff. AFP currently has two regional staff: one is full time and based in Nairobi and the other is part time and based in Ghana to support programs in West Africa. These staff have provided important TA to country programs. The Futures Group’s regional director for West Africa manages country subcontracts in Burkina Faso and Senegal and provides oversight, technical assistance and continuous advisory services to the AFP teams. The regional staff member in East Africa also plays a key role in providing technical assistance to projects in the region, including follow-on efforts to the ACC meeting. Because she is based in an AFP country, she can get pulled into a good deal of work in that country, cutting into her regional role.

One of the reasons for having regional staff is that their presence could reduce travel by headquarters staff. It is unclear how much this has happened, but it is important to pursue, both for savings in the budget and to minimize the burden on country teams when they have too many visitors. Given the positive views towards South-to-South efforts, AFP should look into ways to have regional staff strengthen and support these, perhaps in more targeted ways, like task-sharing related study tours.

The Opportunity Fund, administered by PAI, has been popular and successful. As of March 2015, they have received 41 applications and approved 19 awards in 11 countries in sub-Saharan Africa, disbursing \$742,000. In the words of one donor, “It sells like hotcakes. It has been exhausted, which speaks to the above. At the end of the day advocacy is about being prepared with the right tactics and content at the right time.” Many people mentioned the other existing small grants funds, such as FP2020’s Rapid Response, Amplify Change, RHSC’s Innovation Fund, etc. AFP has prepared a brief that explains the differences in the various funds, but this could be more widely distributed as few people seemed to know about it. The Opportunity Fund staff clarify how it is different from other funds because of capacity building along the way: “there is money from other places, but it’s technical assistance and coaching that is really needed and that’s what we bring. The technical assistance starts with the application.” While the Opportunity Fund was set up to expand AFP’s reach beyond the focus countries, it has also come to play an important role within focus countries. This might be a way to help it address a criticism that arose in an interview: “Right now it feels very opportunistic. You could increase that pot and have it be more

strategic.” It is unclear how much Opportunity Fund recipients are brought into the fold of AFP, for example through receiving Breaking News, or possibly through attending the partners meeting.

“The Opportunity Fund is an effective way to support advocacy work and to strengthen the capacity of those who were trained in AFP’s approach. Without it, FCI would probably not have the opportunity to get hands-on experience. Our project in the Sahel region allowed us to apply the approach from A to Z and there is no better way of learning. I understand that it was initially aimed at supporting work in non-focus countries but the Family Care International case demonstrates that it is also extremely useful in strengthening appropriation and use of the AFP approach to advocacy. We should use it to support trained partners to practice what they learned and hence increase the visibility and likelihood of success of AFP.” – Burkina Faso

The Opportunity Fund will soon be spent down, sooner than anticipated. This was not a surprise to PAI: “We were always worried that 200,000 per year for grants wasn’t enough since the cap per grant was \$50,000.” So what happens next? PAI staff were asked how much could they grant. “\$600,000-800,000 – assuming that it came with the staff to support it. When we saw we were getting to the end of the money, we started dialing back our outreach and became reactive. Most grants are for 6 – 11 months. Many are coming to an end, and we’re not sure whether follow-ons will be expected.”

They note the following challenges, which are generally shared by the larger project:

- Political developments (Burkina Faso, Zambia)
- Ebola (Sierra Leone)
- Few queries and applications from Asia
- Few applications re: family planning task-sharing, adolescents & youth

Communication. When asked about communication from AFP, respondents most often mentioned Breaking News, and they generally spoke positively about it, for example called it “punchy, concise and clear.” One donor explained, “I think it’s been helpful. We wanted it for internal use, having tangible examples. That’s been great, and it’s helpful for them to share with all the partners to motivate and inspire others. It makes what could be intangible more tangible.” Country respondents also talked about it as a motivating force, building the aspiration to be included.

Some also described the case studies as useful. There was praise for the fact that everything appears in both English and French. A global respondent stated that the case studies were well done, but was “not sure how well they are used. Do they contribute to South-South learning?” A respondent in Burkina Faso noted how the case studies were useful to them: “We also took inspiration from one of the AFP case studies and are using the outline and format in developing our own case studies. We have not read many but are able to use the approach and its successive steps when developing ours.” Some respondents had not seen many of AFP’s communication materials.

Several respondents feel like rather than the frequent news of sometimes small gains, they would like to see more synthesis of lessons learned, things that show the bigger picture. Now that AFP is further along, there is more to pull together and learn from. One donor explained, “We would prefer to have more strategic discussions around emerging themes, vs. updates on all the countries and all the districts.

Value added for someone managing multiple countries— they have that, I don't sitting in California. They could be playing more of a value added role for me.”

Key Points

- ✓ Important South-to-South sharing is happening informally through the connections formed in the project and formally through more explicit efforts like site visits. The latter is viewed positively, but there is a feeling that these efforts are too limited and should be expanded.
- ✓ The Opportunity Fund should be expanded with a clearer mandate to assist in scaling up in focus countries, and clarifying the split between focus and non-focus country support.
- ✓ People like Breaking News communications, but there is also a desire for more synthesis of lessons.

Project Management

Partners in the project had great praise for AFP's **flexibility**. “If a new opportunity arises, we are allowed to go for it even if it's not part of the work plan. Other donors are not like that,” explained a respondent in Kenya. Burkina Faso provides a nice example of what this flexibility means. After many months spent knocking at the doors of the two special status communes' mayors in vain, the AFP team decided to shift its advocacy work to target the Association of Municipalities of Burkina Faso (AMBF) and its secretary general who was also the mayor of Kindi municipality. This opened the door to the larger AMBF membership and allowed the commitment of a sizable number of municipal leaders. A respondent explained: “One major challenge resided in the nature of our targets, particularly the mayor of Ouagadougou, a moving target like many politicians. We lacked reliable information about the target and it made our work difficult. AFP was however flexible enough to change targets and focus on the mayors' association which led to the breakthrough we have known.”

Budget issues. While the evaluation team was not asked to undertake an in-depth analysis of AFP's budget, because budget issues came up in many interviews the team did look at general trends. In particular, the team looked at whether the way the budget is allocated makes sense, based on productivity and priorities. There is a significant skewing towards central level—while not uncommon in global projects and approved by the three funders, it is worth looking at ways to channel more resources to country programs. It is also important to acknowledge that a significant proportion of resources has gone to regional partners, with somewhat limited productivity relative to the level of resources. This should be addressed in re-configuring regional activities and approaches.

Another important budget-related issue is the fact there is no budget line for capacity building. A respondent in Burkina Faso noted this problem: “We need to invest more seriously in capacity strengthening and make sure that critical masses of advocates beyond our core partners are trained at the subnational level. We have not included capacity building in our work plan because the template does not provide a budget line for it.” Respondents raised some other issues. For example, a respondent in Senegal noted that “grant payments are tied to quick wins. It would be better to link them to milestones because

quick wins can sometimes take time for reasons that we have no control over.” Many of the issues around the budget are summed up below by a regional partner:

“AFP is a wonderful program, it has brought us quick wins and how to do things differently. But too little money is being spent on programs on the ground. It’s far too little. We’ve had to scale down our programs—if we had more resources, we could spend more. There should be more money spent on the ground. If implementing partners were given more money, they could spend it well. Also focus on building capacity. Quick wins are there, but they need to be sustained.”

In the initial budget for AFP2, there was a plan to discontinue funding for four countries in years 4 and 5 of the project: DRC, Indonesia, Kenya and Tanzania. A key issue currently facing AFP is determining how to continue funding in these countries. The evaluation team believes that it is important to continue efforts in all of these countries and that leaving now would create the risk of losing many of the gains that have been made. Even if some of the current budget can be shifted, for example through shifting some of the regional budget to countries, maintaining work in the four countries will require additional funding.

Internal communication. AFP is a large project with multiple partners in a number of countries. It is not surprising that the evaluation team heard several comments about internal communication in the project. Many partners felt that communication was quite good and strong, but there were also concerns, particularly regarding a lack of clarity about channels of communication. As an example of the latter, a partner in Burkina Faso described being unclear about whether to report to the Futures Group or to AFP/Baltimore. Nigeria respondents mentioned how the current reporting structure is between Pathfinder/Nigeria and AFP/Baltimore but leaves out the Pathfinder headquarters. They feel that leaving out headquarters advocacy staff is a missed opportunity: “The DC advocacy person is now overseeing advocacy work in 23 countries... We are talking to both AFP and Pathfinder as to how to sort this out—this would allow them to tap into advocacy machinery at all levels—state, national and global.”

In addition, during the evaluation, a few partners raised issues of concern and when asked whether they had mentioned these directly to AFP/Baltimore they often said no, either because they thought the issue would just go away or they were just not comfortable raising it. In some cases, partners felt that changes had not been clearly explained to them, particularly if there were changes in funding levels. In the case of the Opportunity Fund, there was some concern that PAI still had to obtain a final sign-off from AFP for each award, which could sometimes cause delays, but, perhaps more importantly, indicated a lack of autonomy.

These communication issues draw attention to a larger issue around the complex nature of the project structure, in part due to the fact that there are multiple partners in multiple countries who support multiple levels of work. This has become more of an issue as many of the efforts that were supposed to be regional in nature or operate outside of the nine focus countries (AWLN, PPD-ARO, Opportunity Fund) are now supporting more work within focus countries. This not only affects communication, but also implementation and scale-up. Finding a way to better streamline and coordinate these efforts at the country level could be a great help.

Donor support. AFP benefits from being funded by three large foundations. As the project moves forward and continues to expand and scale-up, it would be beneficial to find additional funding sources,

and the existing donors could possibly help bring other donors on board. At the country level, AFP partners have had some success in leveraging additional resources, for example from UNFPA in Tanzania. At a global level, AFP has made a choice to not pursue funds from bi-lateral donors: “Not being seen as a competitor for USAID/DfID funds helps our relationship with partners like Pathfinder, and other NGOs; the ability to bring groups together would be challenging if we were competing to respond to Requests for Proposals. It also makes a difference to come in without the US or UK agenda.” However, local partners could be encouraged and supported to mobilize resources from the local offices of these donors. A respondent in Burkina Faso felt that should AFP facilitate use of its approach to areas beyond family planning that might lead to interest from other funders:

“One could even think about having other funders support their utilization in other areas of health and development, beyond family planning. While working on the country’s family planning plan, GT/SR had identified 10 themes that would benefit from AFP’s approach to advocacy but until now the work is limited to family planning and MCH.”

Several partners, notably RHU and YCCP, have been successful in expanding their resource base for advocacy, including on issues beyond family planning.

Gates Institute and Johns Hopkins University. Respondents spoke positively about having AFP housed in the Gates Institute and Johns Hopkins University. One donor stated that the association of AFP with the Gates Institute is “definitely not a liability.” It is a strong asset and could be even stronger “if there were a stronger research component to AFP, taking advantage of the project’s location in a premier academic institution.” Several respondents did note that the association did, however, make fundraising more challenging.

What’s in a name? In several countries, AFP, per se, is not recognized, but is known by the names of the local partners. In India, people know PFI, in Kenya, they know Jhpiego or the Opportunity Fund partners, Centre for the Study of Adolescence (CSA) or Kisumu Medical & Education Trust (KMET). AFP needs to decide whether this is an issue or an advantage. DRC partners point out that “it’s hard to do evaluation of AFP because AFP is working in collaborative efforts where we have many donors, CSOs, and government. AFP is one member of that team. We blur the lines all the time because it’s in our interest to do that. [A staff member] is chair of CTMP and he worked on the strategic plan not necessarily as a member of Tulane.” The Opportunity Fund managers brought up an interesting idea: “AFP’s advocacy portfolio could be co-branded by the CSO’s in country.” This could be explored, possibly becoming something like a social franchising approach, with co-branding after training and a certain amount of time implementing with technical assistance.

Adding it up: What does it all mean?

There was concern voiced by some global level respondents that AFP’s successes felt like small, disconnected pieces rather than being part of a clearly articulated whole. “It feels like it’s smaller one-off wins rather than strategic leveraging. There are some key pieces on budget line items, but I think there could be a stronger leverage to really push forward on key policy places that will galvanize a larger shift and change. It feels like a sprinkling of small bits- but that’s been done now. Is there an opportunity to coalesce around larger wins?” Another said there had been “much more focus on short term wins vs.

how they add up to a longer term strategy and investing in indigenous capacity building.” In the words of a project partner, “it’s hard to tell how the project is telling the story of itself.”

What perhaps gets lost in looking at the individual quick wins, is the overall importance of people at multiple levels working to ensure that family planning is a priority in health and development policies and programs. In addition, AFP is building an advocacy community that is greater than the sum of its parts, and there is power in the sharing and learning in the community. Tanzania partners explain the importance of AFP by bringing up the issue of what would happen if AFP were not there: “I look at the advocacy platform for family planning. If AFP was not doing this, advocacy is the weakest link. If AFP was not there, you would not see family planning in the One Plan (for Maternal and Child Health). There will be a new one for 2016 to 2020, and now even if AFP disappeared I don’t think other partners would drop family planning from that plan.”

In describing the big picture, some country-level respondents framed AFP in the context of FP2020. These respondents were typically people closely associated with the project (AFP staff or Opportunity Fund recipients). In Burkina Faso and Senegal, respondents referred to their Costed Implementation Plans (CIP) and not to FP2020. “AFP has really helped make sure the FP2020 agenda didn’t die,” explained one respondent in Kenya.

“As advocates, how do we link with the 120 million (FP2020 goal) so these policy changes leading to that—CBD agents getting trained and providing injectables and see how many are being reached. In Tharaka Nithi, for example, 2000 women were provided with injectables by CBD agents. We can see the tie-in of how the work of advocates has impact— this makes a case for advocacy.”

“What I understand, we were contributing to global commitments made at FP2020: quick wins that every country would put effort to, and then feed into bigger objective.”

But is a close association of AFP with FP2020 a completely good thing? One respondent noted the possible down side of alignment with FP2020: “Not clear that best thing is the alignment with FP2020. There is convergence, but they have lost flexibility and boldness to look at connections in other contexts. By shaping itself to FP2020, the verdict is still out, but AFP may have lost some of its strategic advantage because they are tied to certain countries. They are also focused on subnational levels due to the decentralization process that kicked in at the same time, so have to fight the battles county by county or district by district. Because those wins are more tangible, they are emphasized rather than the whole architecture of family planning. But what is the long term plan? You can’t go to every county or district.”

Another stated “I think they are seen as— and they will say as much— the advocacy arm of FP2020, which has a whole set of number-based target setting, I don’t know... interesting to see how it’s perceived by rights-based groups.”

In addition, “FP2020 really changed our philosophy,” explain AFP staff, calling attention to the issues around capacity building noted earlier. “In AFP1 we emphasized graduation, training on proposal writing etc. But with AFP2 we said this will end in 2017 so we better get going. So we dropped all of the close-out activities and intentions of [several countries]. There is a trade off of closeout vs. accomplishments.”

Legacy: “What they taught us is what will be left”

It is important to consider what will be left behind and what can be done to ensure that what is built does not simply disappear. “What they taught us is what will be left,” was heard from several respondents. Given this, respondents noted the need to build capacity in a larger number of people and organizations.

“The use of tools already being spread. After AFP activities are over we will still have the lessons from their guidance as to how to manage family planning in the age of decentralization. This is not business as usual but something new and this will remain after the end of the project.” - Indonesia

“The best way of ensuring sustainability is to ensure that a critical mass of advocates appropriate AFP’s approach and tools. We should also document how we are using the tools and what the results are so that advocates in other areas of work than FP can learn from it.” – Burkina Faso

Perhaps in part there can be sustainability through sharing, through strengthening the currently informal community of practice. “Having this family, this school of thought contributes to what we can do together,” stated a partner. Is there a way this community can be sustained, even beyond the project, which can help sustain the work in a longer-term basis?

In focus countries, AFP is helping to facilitate structures—such as the working groups— which can potentially continue beyond the time of the project. Respondents in Burkina Faso and Kenya explained how this systems approach can enhance sustainability.

“Whatever is appropriated by the GT/SR is likely to be sustained because this organic group exists before AFP was launched and includes the country’s major CSOs. Hence the need for focusing on training this group going forward.”

“Can only address sustainability with a systems way of thinking. When you think from a systems approach, you are seeing things happening without you. You are triggering things to happen without you driving the plane. When we facilitate coalition building at national and county level, that will be the framework making sure it’s part and parcel of county’s own strategy and costed implementation plans. If it picks up very well, building skills of FP champions at county level- and in these WGs, we’ll see AFP tools and strategies used beyond- make it the tool for the people.” - Kenya

But what about non-focus countries? What will happen, for example, with the quick wins achieved through Opportunity Fund support? As noted earlier, the Fund has emphasized building capacity of the recipients. But is that enough? If there was a more explicit community of practice, it could help to link these recipients to that network to help sustain their work, to continue to learn and possibly to facilitate links to further donor support.

Leaving a meaningful legacy requires not only developing and sharing an effective approach, but also taking enough time to ensure that it is taken up by enough people to reach a tipping point. A respondent from Kenya explained, noting the particular challenges around family planning: “Family planning advocacy requires patience from donors, implementers, advocates and the broader targeted community. It is not as fast as advocacy for eradication of malaria and the like. We are surrounded by religious cultural

and social norms that make it hard. Building political will is key in the remaining years for sustained policy and financial investments. The AFP approach is such an impactful model that I expect it to continue being used by partners to change the family planning landscape.” There is potential for even greater national-level change in at least a couple of countries if given enough time.

RECOMMENDATIONS AND CONSIDERATIONS

AFP has facilitated impressive achievements and developed a popular and effective advocacy model. Experience shows that building capacity and scaling up anything takes time and resources. The following are recommendations for AFP moving forward, keeping in mind that continuation beyond the initial end-date of the project, while not guaranteed, would be prudent given the significant need for effective family planning advocacy. This work may take time, but in the long term, it is essential. That said, it will be important for AFP to think through how the work can continue after the project ends, calling attention again to a renewed focus on strategic capacity building to make that possible without losing what has been gained.

1. **Continue work in all nine focus countries until 2017 and, if possible, to the end of FP2020.** This period should focus on scaling up and developing a plan for how the work can continue after the project ends. With the increasing and necessary focus on subnational work at various levels, it is also important to not lose attention on national level efforts. Continuation in Indonesia should only occur if Indonesia becomes a prime site for South-to-South learning. Because of Indonesia's advanced state and comparatively strong national program, it should increasingly become a site other AFP partners can visit and from which they can learn.
2. **Clearly articulate and communicate how the different pieces of AFP and its range of quick wins fits into a longer-term, coherent vision.** AFP has developed and validated an effective and highly appreciated model of advocacy and created an informal community of practice. The focus on quick wins— while exciting and confidence and morale-building— does not fully communicate the strategic importance of AFP's achievements. There is a need to communicate a bigger-picture view that shows the value added of AFP and how the whole of AFP is greater than the sum of its parts.
3. **Continue quick wins approach, but ensure that it is in the context of longer-term change.** While there are some challenges with the quick wins approach, it is also an important way to build confidence and motivation. AFP should also produce general guidance around ‘what is a quick win.’
4. **Refocus on capacity building in terms of strengthening skills in the AFP approach among staff and partners.** There is concern that the balance of quick wins vs. capacity building has shifted too far towards quick wins, risking a loss of longer term and more sustainable impact. Meeting the needs and requests for learning the AFP approach will require additional resources. This should include capacity building of project and partner staff, both at field and headquarters level.

5. **Synthesize and share lessons on scaling up to strengthen strategic approaches.** Expanding AFP's efforts will require a more explicit and strategic focus on capacity building and building partnership, including with service delivery partners to ensure implementation of policy changes. This is happening to various degrees in different countries, but it needs to be developed and communicated in a more strategic way. There are a number of models to learn from, e.g. Indonesia and Kenya.
6. **Mobilize additional resources, both globally and locally, in order to expand impact.** This will include supporting country partners to mobilize resources locally. The existing donors can help bring other donors on board by showing the critical role AFP plays in important priorities, such as ensuring that family planning is not lost in decentralization, that task-sharing policies are implemented to increase access, etc. AFP and its donors should also explore opportunities for combined impact/synergy across other projects supported by the AFP donors.
7. **Rethink regional approach to focus on more targeted South-to-South technical assistance.** A significant proportion of the AFP budget has gone to regional networks, but these groups have had more success at the country level rather than facilitating regional sharing. Moving forward, there should be more focus on efforts that have been successful, such as the ACC meeting or specific South-to-South efforts, such as the visit to Togo by the group from Burkina Faso to see task-sharing. This will mean shifting resources from existing regional efforts.
8. **Make the community of practice idea more explicit.** The partners meeting made clear that AFP has developed a true community of practice around advocacy, and this should be explicitly acknowledged and used to convene around specific opportunities, learn from each other's experiences and provide technical assistance to other advocacy initiatives. This does not mean turning this community into a formal entity, but calls attention to the importance of this aspect of the project and the need to think about how it can be expanded, continued and used to more widely disseminate best practices. This could possibly include a social-franchising type model to expand the community of practice (and thus the impact). Related to this is the issue of AFP's ambiguous brand and the need for AFP and foundation leadership to clarify how they want the initiative to be viewed.
9. **Continue Breaking News communication, but also communicate more synthesis of lessons learned.** For example, this could include cross-country lessons about task-sharing, sub-national advocacy efforts, scale up models, experience with working groups, etc.
10. **Expand the Opportunity Fund and its technical assistance.** There should be a decision about roughly what proportion of funding will go to focus countries to help scale up and what proportion to other countries to take advantage of emerging opportunities, as was originally intended (possibly a 40-60 split). In addition, Fund recipients should be more effectively brought into the AFP community of practice for a longer-lasting impact.
11. **Continue efforts to bring voices from the South to global and regional fora, including through more active engagement of the Leadership Group in these efforts.** While most respondents felt that AFP's efforts should be focused at the country level, they also felt like it

would be a missed opportunity for AFP to not bring its voices and experience to the global stage to influence policies and the new global aid architecture.

12. **Facilitate applying AFP advocacy approach to related issues**, for example, dealing with more controversial topics, such as abortion and youth. Partners in Tanzania talk of the potential long-term impact of their work with Higher Learning Institutions, showing the importance of working on youth-oriented goals.
13. **Streamline project structure, lines of communication and objectives**. The AFP structure and lines of communication can be streamlined and better coordinated. In addition, while there is bound to be overlap between objectives, currently there is some confusion and lack of coordination, for example because the Opportunity Fund contributes to scaling up within focus countries (objective 1), in addition to its role in diffusion (objective 3). Reflecting this reality more clearly in project objectives.

APPENDIX 1: PEOPLE INTERVIEWED

Name	Organizations
AFP STAFF	
1. Duff Gillespie 2. Beth Fredrick 3. Sabrina Karklins 4. Harshi Hettige 5. Sarah Whitmarsh 6. Alison Bodenheimer 7. Mervyn Christian 8. Lillian Collin	Advance Family Planning
GLOBAL RESPONDENTS	
1. Jennifer Daves 2. Lester Coutinho 3. Nomi Fuchs-Montgomery 4. Josh Lozman 5. Perri Sutton	Bill & Melinda Gates Foundation
6. Tamara Kreinin 7. Jennifer Blum	David and Lucile Packard Foundation
8. Ruth Levine 9. Margot Fahnstock 10. Helena Choi	William and Flora Hewlett Foundation
11. Ellen Starbird 12. Carmen Tull 13. Alex Todd 14. Patricia MacDonald	USAID
15. Jessica Schwartzman	FP2020
16. Alison Marshall	IPPF
17. Sono Aibe	Pathfinder International
18. Suzanne Reier	WHO
19. Oying Rimon	Gates Institute

PARTNERS MEETING RESPONDENTS	
1. Wendy Turnbull	PAI
2. Mercedes Mas de Xaxas	
3. Dilly Severin	
4. Jotham Musinguzi	PPD-ARO
5. Lakssir Abedlylah	
6. Sarah Mukasa	AWLN
7. Joan Koomson	
8. Arsene Binanga	DRC team (Tulane University)
9. Malonga Miatudila	
10. Jane Bertrand	
11. Farouk Jega	Nigeria team (Pathfinder and PPFN)
12. Habeeb Salami	
13. Haruna Aku Okai	
14. Jennifer Braimah	
15. Arzum Ciloglu	Tanzania team (CCP, HDT, and UNA)
16. Halima Shariff	
17. James Mlali	
18. Robert Kasenene	
19. Jackson Chekweko	Uganda team (RHU and UFPC)
20. Richard Mugenyi	
21. Kenneth Nyehoora	
22. Sarah Clark	Leadership group (only including names not included above)
23. Alice Payne Merritt	
24. Rehana Gubin	
25. Carina Stover	
26. Monica Kerrigan	

MAY 2015

AFP is supported by the Bill & Melinda Gates Foundation, the David & Lucile Packard Foundation, and The William and Flora Hewlett Foundation

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