

STRATEGIC ENGAGEMENT HANDBOOK

A GUIDE TO EFFECTIVELY
ENGAGE KEY STAKEHOLDERS TO
PRIORITISE FAMILY PLANNING

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Healthy mother, healthy child

Foreword



Strategic Engagement with key stakeholders—including policymakers, programme planners, and the media—is the cornerstone of Population Foundation of India’s work on family planning, sexual and reproductive health and population-related issues. We have provided compelling evidence for over four decades to inform and support decision-making by the government. We critically analyse policies, programs, and strategies on population, family planning, and sexual and reproductive health of women, men, and adolescents. Through this approach, we strive to ensure a gender-sensitive and rights-based approach to family planning, sexual and reproductive health and population discourse.

This Strategic Engagement Handbook – a guide to effectively engage key stakeholders to prioritise family planning, is a result of decades of experience and engagement with stakeholders on key

issues impacting the family planning outcomes in the country. The Handbook is designed to be a reader-friendly, practical guide for those working on family planning as well as other health issues to engage strategically with policymakers, influencers, and thought leaders. It is intended to be an evolving document that will benefit from the feedback of its users. We hope this Handbook will aid the users in developing an effective strategic engagement plan that will inform and inspire decision-making.

In facilitating the development of this Handbook, some of our colleagues and experts have provided valuable inputs and each one deserves our sincere praise and appreciation.

We would also like to express our gratitude to our partner organisations Gram Nirman Mandal (GNM), Neha Gramin Mahila Vikas Samiti (NGMVS), and Bihar Voluntary Health Association (BVHA) from Bihar; Manjari Sansthan, Jatan Sansthan, and Shiv Shiksha Samiti from Rajasthan, and Sustainable Human Development Association (SHDA) from Uttar Pradesh, that volunteered to review the draft version and provided first-hand user feedback and suggestions that enriched the Handbook.

Poonam Muttreja

Executive Director

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Acronyms

AFHC

Adolescent Friendly Health Clinic

AFP

Advance Family Planning

A-PHC

Additional Primary Health Centre

ARC

Advocating Reproductive Choices

AYSRHR

Adolescent and Youth Sexual and Reproductive Health and Rights

BPMC

Block Planning and Monitoring Committee

CEDAW

Convention on the Elimination of All Forms of Discrimination against Women

CHC

Community Health Centre

CSE

Comprehensive Sexuality Education

CSO

Civil Society Organisation

CSR

Corporate Social Responsibility

DWG

District Working Group

FCRA

Foreign Contribution (Regulation) Act

FDS

Fixed Day Service

FP2020

Family Planning 2020

IBP

Implementing Best Practices

ICFP

International Conference on Family Planning

ICPD

International Conference on Population and Development

IYAFP

International Youth Alliance for Family Planning

LARC

Long-acting reversible contraceptive

M&E

Monitoring & Evaluation

mCPR

Modern Contraceptive Prevalence Rate

MHA

Ministry of Home Affairs

MLA

Member of Legislative Assembly

MLALAD

Member of Legislative Assembly Local Area Development

MoHFW

Ministry of Health and Family Welfare

MoI&B

Ministry of Information & Broadcasting

MP

Member of Parliament

MPLAD

Member of Parliament Local Area Development

NFHS

National Family Health Survey

NGO

Non-Government Organisation

NHM

National Health Mission

NSV

Non-Scalpel Vasectomy

OCI

Overseas Citizen of India

PARI

People's Archive of Rural India

PFMS

Public Financial Management System

PHC

Primary Health Centre

RCFP

Realising Commitments to Family Planning

RF

Results Framework

RKSK

Rashtriya Kishor Swasthya Karyakram

SBI

State Bank of India

SDG

Sustainable Development Goals

SMART

Specific, Measurable, Attainable, Relevant, Time-bound

SWOT

Strengths, Weaknesses, Opportunities and Threats

TFR

Total Fertility Rate

TOC

Theory of Change

UN

United Nations

UNFPA

United Nations Population Fund

USAID

United States Agency for International Development

VHSNC

Village Health Sanitation and Nutrition Committee

WCD

Women and Child Development

WHO

World Health Organisation

1.Introduction

This strategic engagement handbook will support individuals and organisations to initiate conversations with decision makers and thought leaders to build their interest in family planning.





Population Foundation of India has been working for the last five decades to advance gender-sensitive, evidence-based sexual, reproductive and adolescent health policies and programmes for an equitable and prosperous society. Today, Population Foundation of India is a recognised leader in amplifying these issues as an integral part of public health activities within India as well as globally.

A core approach in Population Foundation of India's successful efforts is strategic engagement, also called advocacy. Strategic engagement uses high-quality, evidence-based narratives or messages to inform and inspire dialogue with policy makers and other thought leaders to guide or inform their decisions related to a specific goal.

Population Foundation of India's strategic engagement goal is to create an enabling environment for family planning in the country, using a women's empowerment and rights framework. Our goals are

aligned with the National Population Policy, India's Family Planning 2030 (FP2030) commitments and international pacts such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)¹ and the International Conference on Population and Development (ICPD)².

This handbook provides a simple step-by-step guide to help you develop a strategic engagement plan for family planning policies and programmes. It draws upon our experience and expertise, as well as other national and global best practices. The processes and tools provided can help you initiate strategic engagement or revisit and strengthen existing activities.

While this handbook mainly focuses on issues and examples related to family planning policies, the processes and tools detailed here are also relevant to other programmes and can be adapted as needed.

Organisations embarking on strategic engagement should be aware at all times of the prevalent legislation in their respective country governing such types of activities. The Foreign Contribution Regulation Act is a key legislation for organisations operating in India.

¹ <https://www.un.org/womenwatch/daw/cedaw/>

² <https://www.unfpa.org/icpd>



Why this handbook?

In this handbook Population Foundation of India has distilled its experience of working with decision makers, thought leaders and programme planners into a step-by-step guide to support individuals and organisations to plan their strategic engagement.

This handbook focuses on family planning

Family planning saves lives! Family planning can reduce maternal mortality by 57%³, infant mortality by 10% and childhood mortality by 21%⁴. Studies have estimated that if women who wanted to stop or delay childbearing had access to and used contraceptives, India would have 35,000 fewer maternal deaths and 12 lakh fewer infant deaths⁵.

Universal access to family planning is a focus of the Sustainable Development Goals (SDG)⁶. Goal 3 on Health and Goal 5 on Gender Equality and Women's Empowerment both contain targets related to sexual and reproductive health. Analysis by experts and economists from United Nations (UN) agencies, non-governmental organisations (NGOs) and the private sector found that investing in efforts to reach the SDG target of universal access to family planning

brought one of the highest social, economic and environmental benefits per dollar spent compared to investing in efforts related to other SDG targets⁷.

This Strategic Engagement Handbook will help you to understand how strategic engagement works and to design programmes to bring focus on family planning policies and programmes.

It brings together best practices

The tools and strategies you will find in this handbook are not unique! Many have been successfully used by Population Foundation of India and organisations nationally and globally. This handbook brings together national and global best practices to help you understand and use strategic engagement effectively. We acknowledge materials and ideas contributed by different organisations and credit them in the footnotes.

³ Maternal deaths averted by contraceptive use: An analysis of 172 countries; Lancet; 2012

⁴ Cleland J. et al. 2012. Contraception and Health. Lancet 2012. Published online July 10, [http://dx.doi.org/10.1016/S0140-6736\(12\)60609-6](http://dx.doi.org/10.1016/S0140-6736(12)60609-6)

⁵ Annual Report 2019-20, Department of Health & Family Welfare, Ministry of Health & Family Welfare, Government of India

⁶ <https://sdgs.un.org/goals>

⁷ Post-2015 Consensus; <https://www.copenhagenconsensus.com/post-2015-consensus>



It is based on a 7-step approach

This handbook focuses on the 7-step approach that Population Foundation of India uses for strategic engagement

on family planning. Each of the 7 steps is described in detail in the subsequent chapters.

Figure 1: The 7-step approach to strategic engagement





It provides simple usable tools

Strategic engagement may seem overwhelming for some. We have used this approach for many decades, learning and unlearning, modifying activities over time. We hope you will use our experience so that you do not have to 'reinvent the wheel'.

Every step of the handbook has simple worksheets, tools and checklists for your use or adaptation. For your convenience, each tool is provided on a separate page to facilitate photocopying.

It helps you 'see' how it works

The case studies shared in this handbook are from past and current projects implemented by Population Foundation of India at the national and sub-national level.

It gives you the resources to use

The handbook also contains additional resources that we have used during our strategic engagement with different stakeholders and that may be useful in your strategic engagement activities.

Who can use this handbook?

Use this handbook if you are:

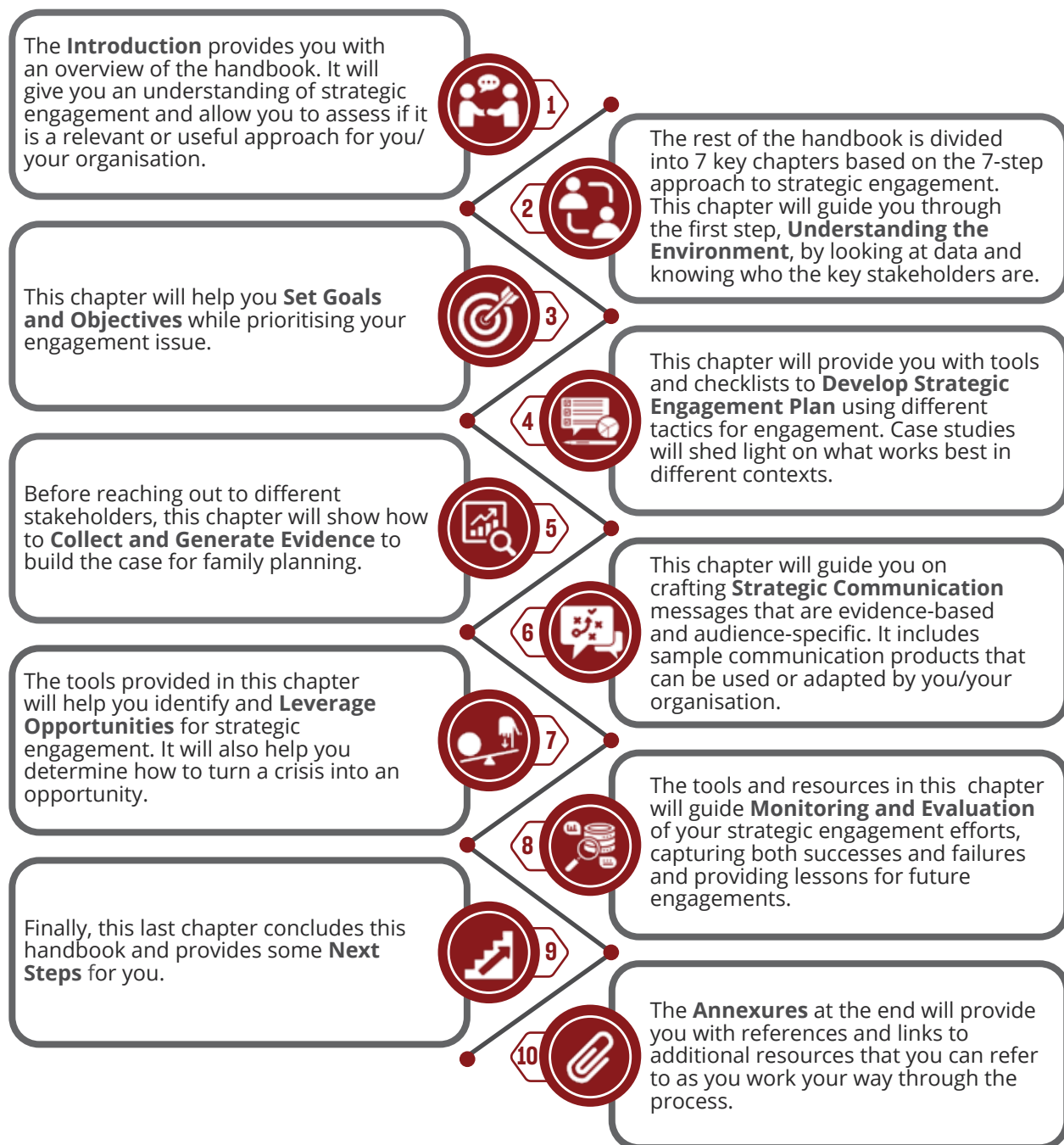
- An individual interested or already involved in strategic engagement for family planning.
- An NGO working on family planning
- and interested in using strategic engagement as an approach.
- An individual or NGO working on any other issue and interested in using strategic engagement as an approach.

Personnel across different levels in an organization can use this handbook. For example:

- The senior management and programme designers can use the entire handbook to lead their teams through the process of implementing strategic engagement processes.
- The programme managers can use specific tools for ongoing efforts to introduce elements of strategic engagement like the tools for identifying key stakeholders.
- At the field office level, the checklist on using strategic engagement with local champions will be useful.
- For the communications team the tool on developing the key message will be useful.



How is this handbook organised?





What is strategic engagement?

Strategic engagement is a sustained process that seeks to guide or inform policies and programmes with decision makers and thought leaders.

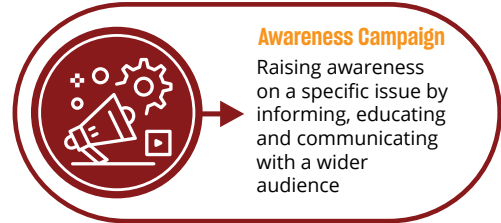
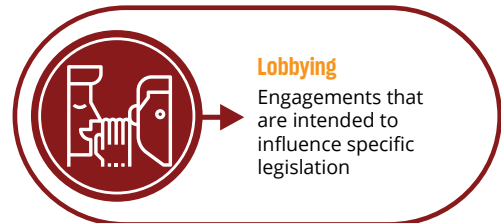
Strategic engagement is the act or process of increasing knowledge and understanding of decision makers and other thought leaders to support a cause and bring about desired change (see Annexure 1 page 143 for other popular definitions).

- Strategic engagement is a **process**, a series of deliberate actions or steps designed to achieve a particular end goal.
- Strategic engagement is a **sustained action**; not a single action that begins and ends with an event.
- Strategic engagement uses **evidence**, in the form of data, experience and knowledge of working directly with the communities.

Strategic engagement is different from lobbying, activism or even campaigning as summarised in Figure 2 (also see comparison in Annexure 1 page 144).



Figure 2: Other forms of engagement



Refer to [Resource 1](#) (page 15) for a snapshot of the key theories that inform strategic engagement.



Resource 1:

Theories that inform strategic engagement⁸

Theory	Use when	Tactics
'Large leaps' or punctuated equilibrium theory⁹	<ul style="list-style-type: none">• Your goal is a large-scale policy change• You have access to or good relationships with media	<ul style="list-style-type: none">• Questioning policies at fundamental levels and not just administrative or rule changes to existing policies• Working with the media to plan and implement strategies• Using messages that are culturally meaningful and connect with social values
'Coalition' theory or Advocacy coalition framework¹⁰	<ul style="list-style-type: none">• You know of a sympathetic decision maker in the office• You have a strong group of allies with a common goal or can bring together allies as required	<ul style="list-style-type: none">• Working along with the decision maker to make policy changes• Engaging mass media to affect public opinion• Using research to change perceptions about policies• Exploring and pursuing multiple avenues for change
'Power politics' or power elite theory¹¹	<ul style="list-style-type: none">• You already have one or more key allies in place• Your goal is incremental policy change, e.g., administrative or rule changes (as against large-scale changes)	<ul style="list-style-type: none">• Working directly with decision makers• Working with select thought leaders who can impact policy change

⁸ UNICEF. Advocacy Toolkit: A guide to influencing decisions that improve children's lives. October 2010.

⁹ Baumgartner, Frank R. and Brian Jones, *Agendas and Instability in American Politics*, University of Chicago Press, Chicago, 1993.

¹⁰ Sabatier, Paul A., *Theories of the Policy Process*, Westview, Boulder, CO, 1999.

¹¹ Mills, C. Wright, *The Power Elite*, new ed., Oxford University, New York, 2000; and Domhoff, G. William, *The Power Elite and the State: How policy is made in America*, Aldine De Gruyter, New York, 1990.



Resource 1:

Theories that inform strategic engagement

Theory

'Grass-roots' or community organising theory¹²

Use when

- You know of/work with a distinct group of individuals directly affected by an issue
- You are willing to play a convener or capacity-builder role rather than the 'driver' role

Tactics

- Capacity building, community mobilising, awareness building, action research, policy analysis, media engagement, social protest, whistleblowing
- Taking collective action, not individual action

Family planning counseling at a facility



¹² Alinsky, Saul D., *Rules for Radicals: A pragmatic primer for realistic radicals*, Vintage, New York, 1989; and Biklen, Douglas P., *Community Organizing Theory and Practice*, Prentice-Hall, Englewood Cliffs, NJ, 1983.



Identifying capacities for strategic engagement

Initiate or continue with your strategic engagement efforts while you strengthen your capacity. It need not be linear!

Before you decide to use strategic engagement, it is important to determine if you or your organisation have the skills, time and money required. While you can use a simple strengths, weaknesses, opportunities and threats (SWOT) analysis to do a basic capacity assessment, it is recommended that you take some time to conduct an in-depth assessment. The in-depth assessment will help you not only understand your current capacity to undertake strategic engagement but also help you identify gaps and plan for strengthening capacity.

There are different tools that you or your organisation can use to identify capacity:

- The Advocacy Capacity Assessment Tool¹³
- ACT! Advocacy Capacity Tool¹⁴
- Foundation Areas for Advocacy¹⁵

We have adapted these tools into two easy tools that you can use.

Use [Tool 1](#) (page 18) to assess your capacities.

Use [Tool 2](#) (page 23) to plan for building your capacity and expertise to undertake strategic engagement.

It is important to note that strategic engagement requires dedicated resources and can often have unexpected costs.



¹³ The Advocacy Capacity Assessment Tool: Facilitator's Guide. Initiatives Inc. and PATH. USAID. 2017.

¹⁴ ACT! Advocacy Capacity Tool. Bolder Advocacy. Alliance for Justice. 2018

¹⁵ UNICEF. Advocacy Toolkit: A guide to influencing decisions that improve children's lives. October 2010.



Tool 1: Are you ready to take up strategic engagement?

Use the table below to gauge your own or your organisation's current skills and resources for strategic engagement. If you are doing this exercise as an organisation, make sure you use this tool as a team.

Use the score analysis provided at the

end to understand where you stand. This will also help you to use Tool 2 (page 23) to plan for capacity building.

For each capacity category, we have provided a brief on what it means. Use that as a key when you assess your capacity.

Capacity category	Current capacity*
Credibility	
<p><i>Credibility and legitimacy are two key pieces for strategic engagement. Audiences are more likely to listen and believe messages if the messenger is considered legitimate and the source is credible. Credibility is when we (individuals/organisations) are considered honest, reliable and without any ulterior motive. Legitimacy is gained when we are either people who are affected by the issue or have the authority to represent people affected by the issue. For example, Population Foundation of India is a credible source of information on family planning because of its long-term work with communities to improve access to family planning.</i></p>	
<p>*Score on a scale of 1-5, with 1 being "Strongly Disagree", 2 "Disagree", 3 "Undecided", 4 "Agree" and 5 "Strongly Agree"</p>	
I/We can legitimately speak on behalf of those affected by the issue.	
I am/We are known to and respected by the decision makers and other thought leaders.	
I/We have the reputation of being non-partisan and objective.	
I/We comply with the legal and ethical standards of engagement with partners and other stakeholders.	
Sub-total 1 (out of a maximum of 20)	



Expertise

Strategic engagement requires a wide variety of skills, from knowledge about the issue to creative problem solving and good judgment. It is important to move beyond technical skills and think systemically about organisational capacity for strategic engagement. For example, over the years Population Foundation of India has built capacities in strategic communication, fundraising and media engagement and now has dedicated teams/staff to undertake each of these tasks.

*Score on a scale of 1-5, with 1 being "Strongly Disagree", 2 "Disagree", 3 "Undecided", 4 "Agree" and 5 "Strongly Agree"

I/We have strong skills for analysis, research and communication required for strategic engagement.	
I/We have staff who have optimum technical knowledge and skills to develop a strategic engagement plan and implement it.	
I/We have people who have the capacity and skills to effectively monitor and evaluate progress against the strategic engagement plan.	
Sub-total 2 (out of a maximum of 15)	

Coordination and leadership

Strategic engagement is not possible without strong leadership. The ability of organisational leaders to create and sustain a vision, to inspire, prioritise, make decisions, provide direction and innovate, often makes the difference between vastly successful and less successful strategic engagement initiatives. Similarly, consistent and effective strategic engagement requires coordinated functioning of different teams within the organisation, exchanging learning, arriving at a consensus, etc. For example, irrespective of job titles, all staff at Population Foundation of India know and share the same goal, i.e., prioritising family planning.

*Score on a scale of 1-5, with 1 being "Strongly Disagree", 2 "Disagree", 3 "Undecided", 4 "Agree" and 5 "Strongly Agree"

I/We have a strong degree of coordination, open and free-flowing communication, across different teams/units to work together on a collective plan.	
I/We have strong leadership and approachable senior management to guide, supervise and support the strategic engagement efforts.	
I/Everyone in the organisation understands my/their roles and responsibilities contributing to the larger strategic engagement efforts.	
There are mechanisms in place for all staff members to become aware of strategic engagement messages and priorities.	
Sub-total 3 (out of a maximum of 20)	



Capacity category	Current capacity*
<p>Generating and communicating evidence</p> <p><i>For effective strategic engagement, it is important to base the messages on evidence that is convincing and compelling to the decision makers and thought leaders so they take the desired action. To gather more evidence, we can conduct rapid assessments to quickly collect relevant information. In addition, it is important to package the evidence into our narrative and communicate it through short and easy-to-understand knowledge products. For example, Population Foundation of India collects evidence related to population and family planning from their own research and from studies done by others. A team of researchers reviews government sources, published scientific or academic journals and when required, commissions studies like the 3-state rapid assessment in July 2020 to understand the impact of COVID-19 on adolescents' access to reproductive and sexual health information and services.</i></p> <p><small>*Score on a scale of 1-5, with 1 being "Strongly Disagree", 2 "Disagree", 3 "Undecided", 4 "Agree" and 5 "Strongly Agree"</small></p>	
Research priorities factor in my/our strategic engagement initiatives.	
I/We involve members of the communication and knowledge management teams in deciding research priorities.	
I/We have the capacity for collecting and analysing data and conducting research which can address policy changes.	
I/We have processes in place to measure the potential risks of using different types of evidence.	
I/We have the communications capacity to condense and prepare non-technical knowledge materials and messages for a wide range of thought leaders.	
Sub-total 4 (out of a maximum of 25)	

<p>Risk management</p> <p><i>Strategic engagement is not guaranteed to succeed. To operate effectively, the strategic engagement team must be willing and encouraged to take calculated risks. It is important to be able to identify and balance the risks and benefits of strategic engagement opportunities that arise. For example, Population Foundation of India undertook a calculated risk when we commissioned a study to demonstrate the gap between desired levels of family planning investments with levels of actual investments in India. Anticipating the report might be seen unfavourably by the government departments, we took necessary measures to mitigate the risk. The effort was successful: the findings were used by India's Chief Economic Advisor to seek more investment in family planning.</i></p> <p><small>*Score on a scale of 1-5, with 1 being "Strongly Disagree", 2 "Disagree", 3 "Undecided", 4 "Agree" and 5 "Strongly Agree"</small></p>	
I/We encourage and support the team in taking calculated risks which come with strategic engagement.	
I/We have conducted a vulnerability and capacity analysis.	
I/We have a risk mitigation and management plan in place.	
I/We have reliable and sound evidence, smooth internal coordination and strong leadership and partnerships, which can help minimise risks.	
I/We give careful consideration to short term and long-term gains and risks, especially on its impact on those affected by the issue, staff members, funding, credibility and strategic objectives of the organisation.	
Sub-total 5 (out of a maximum of 25)	



Networking and coalition building

Networking both internally and externally is essential to meeting strategic engagement goals. Coalition-building should include parties with any plausible interest in the subject, not only those with direct benefit but also those with more broadly defined, general interest in the issue. For example, Population Foundation of India is the Secretariat to the Advocating Reproductive Choices (ARC) Coalition and networks with its members on family planning.

*Score on a scale of 1-5, with 1 being "Strongly Disagree", 2 "Disagree", 3 "Undecided", 4 "Agree" and 5 "Strongly Agree"

I/We have strong engagement with various arms of the government, like health and family welfare, women and child development, human resource development, finance, etc.	
I/We have strong relationships with international and regional networks, coalitions or alliances that are actively engaged in strategic engagement on issues that concern us.	
I/We have strong engagement with individuals/organisations that work directly with people who are affected by the issue that we are strategically engaging on.	
I/We have strong engagement with research institutes, think tanks and universities to generate evidence.	
I/We have strong engagement with thought leaders in the private or corporate sector.	
Sub-total 6 (out of a maximum of 25)	

Resources

Strategic engagement is a resource-intensive exercise, requiring funds, staff time, training, knowledge products and materials over an extended period. A successful strategic engagement initiative usually requires an organisation to be flexible and quick at allocating and reallocating resources, as necessary. For example, to ensure resources are quickly available for strategic engagement, Population Foundation of India has reduced dependence on a single donor and diversified sources of support. We have asked donors for flexibility to rapidly change funding allocations and sometimes, in the way funds are used.

*Score on a scale of 1-5, with 1 being "Strongly Disagree", 2 "Disagree", 3 "Undecided", 4 "Agree" and 5 "Strongly Agree"

I/We have adequate resources such as funds – donor support or existing budgets – to strategically engage with multiple stakeholders and thought leaders on our issues.	
I/We are putting efforts on mobilising additional resources, both financial and non-financial, through various thought leaders.	
I/We have mechanisms in place to ensure maximum flexibility of financial resources for strategic engagement.	
I/We can mobilise and reallocate resources in a short time, if required.	
Sub-total 7 (out of a maximum of 20)	
Grand Total (1-7 out of a maximum of 150)	



Score analysis

125 -150

You have a strong capacity for strategic engagement! You may even want to consider becoming a mentor for other organisations.

100 -124

You have a good capacity for strategic engagement! However, you may need to identify specific areas for capacity building. Use Tool 2 (page 23) to identify areas for strengthening and plan.

75 -99

You have a moderate capacity for strategic engagement. There is scope for improvement. You will need to invest in building capacity. Use Tool 2 (page 23) to prioritise and plan your efforts for capacity building.

50 -74

You have limited capacity for strategic engagement. You should consider seeking partnership/support/ mentorship from a more experienced organisation, while building your capacities. Use Tool 2 (page 23) extensively to plan your capacity building. Use Tool 4 (page 38) and Resource 7 (page 70) to identify strategic engagement partners.

<50

You have a low capacity for strategic engagement. You should develop a long-term plan to build institutional capacity for strategic engagement and perhaps begin by contributing through networks and coalitions. Use Tool 2 (page 23) to make your long-term plan. Use Resource 7 (page 70) to identify platforms that you can contribute through.



Tool 2: Identify areas for strengthening and planning capacity building

Use this tool only if your overall score in Tool 1 is less than 125.

Scores do not reflect the quality of your strategic engagement effort, they just help you to understand where you have the requisite skills, what you need to develop, what you can get your partners to do.

Based on your score in Tool 1 (page 18), use the tool below to identify areas for strengthening and planning

your internal capacity building efforts. You may choose to expand this to identify specific elements rather than the broad category.

Revisit the Tool after a specified time period – it could be a month, a quarter, or 6 months. See if you have been able to achieve your capacity building goal.

Capacity category	Minimum category score (80% of maximum)	Current capacity (Sub-total score – fill from Tool 1 page 18)	Identified category (Choose if current score is less than minimum score – mark ✓)	Fill only for identified categories			
				Do you have a partner/ can identify a partner to help you with this?	Action – What can you do to build internal capacity?	Person responsible	Timeline
Credibility	16						
Expertise	12						
Coordination and leadership	16						
Generating and communicating evidence	20						
Risk management	20						
Networking and coalition building	20						
Resources	16						

2. Understanding the Environment

Strategic engagement activities should fit the social, cultural, economic and legal context of society. Understanding the environment for family planning efforts, including the existing data, policies, resources and relevant stakeholders strengthens strategic engagement.





Developing an impactful strategic engagement plan requires identifying what and who influences the issue your organisation has identified for strategic engagement. This can vary from one region to another and will likely change over time. To understand the environment around your issue, ask two simple but extensive questions:

- What is the current status of the issue and what is the desired status or the change we are asking for?
- Who are the key stakeholders and thought leaders who can help the process and what is their position on the issue?

While these questions may appear overwhelming at first glance, they can be addressed by focusing on the following:

- What is the demand for family planning services and what are the prevailing social norms, knowledge, behaviour and practices related to family planning?
- What are the related health and social indicators that impact family planning like maternal, infant and under-five mortality rates or gender-based violence and gender norms that impact the choice of and access to family planning services?
- What are the policies, programmes, laws and regulations related to family planning within the country, state?
- Who are the stakeholders and thought leaders who can help move the family planning agenda forward?
- What are the current activities – campaigns, strategic engagements, etc. – being undertaken and what has been the impact?

Use [Tool 3](#) (page 30) to capture information on the environment for family planning.

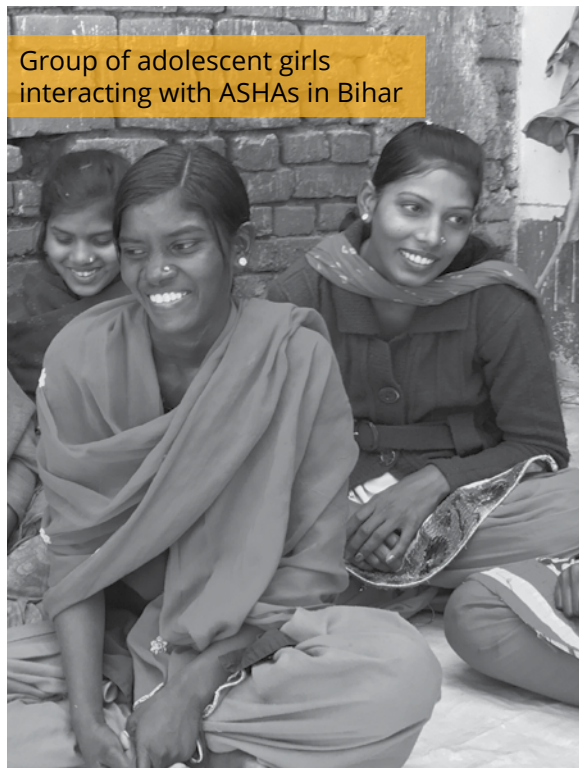
Refer to [Resource 2](#) (page 32) for a list of sources that you can use for your situation assessment exercise.



Chapter 5 on collecting and generating evidence (page 74) will provide further insights into building evidence.

Chapter 6 on strategic communication (page 84) will provide guidance on how to use data to present your case.

Group of adolescent girls interacting with ASHAs in Bihar





CASE 1

RAPID ASSESSMENT TO IDENTIFY BARRIERS TO NSV SERVICE UPTAKE¹⁶

The city of Firozabad, in Uttar Pradesh, India is home to several dozen industries, which collectively employ nearly 10,000 workers, over 95% of whom are male. Despite several efforts by the district health administration to increase uptake of Non-Scalpel Vasectomy (NSV) among industrial workers, the uptake of NSV services remained low.

The District Working Group (DWG) in Firozabad – a group of officials from health and non-health departments and civil society organisations (CSO) and interested private sector representatives – undertook a rapid assessment to comprehensively understand the current status of the NSV programme, the opportunities and challenges and the stakeholders and target audiences necessary to improve uptake of NSV services. The DWG found that one of the reasons for poor uptake among industrial workers, who were mainly semi-skilled, contracted workers, was the loss of wages when they missed work during the procedure and recovery period.

The DWG identified the District Magistrate and the Firozabad Industrial Association (FIA) as the key stakeholders to achieve their strategic engagement objective. A meeting with these stakeholders presented the key features of the family planning programme, the contribution of family planning to the state's overall health and growth and the benefits of family planning on employees' welfare. This resulted in members of FIA agreeing to offer three days of paid leave for male employees who would undergo the NSV procedure at a public health facility. It led to a 7-fold increase in NSV cases in the district.

¹⁶ Advance Family Planning. India's Firozabad Industrial Association Approved Paid Leave for Men Seeking Vasectomy Services. 8 March 2018. <https://www.advancefamilyplanning.org/indias-firozabad-industrial-association-approves-paid-leave-men-seeking-vasectomy-services>



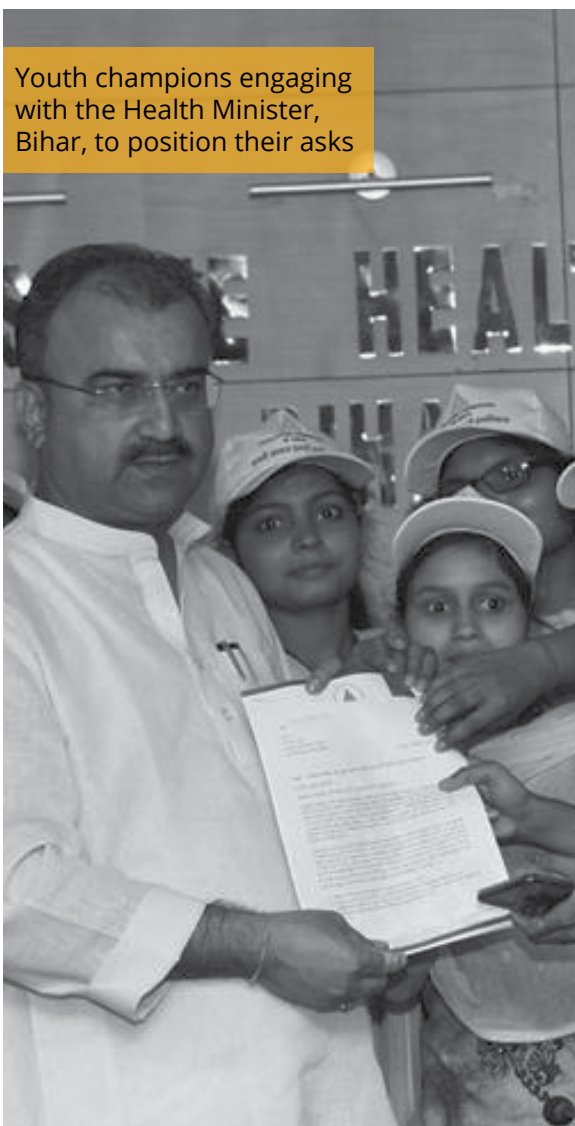
Understanding the policy environment

In countries like India, policy making operates within an open, democratic system and has many actors and players. Understanding the policy environment is key to planning impactful inputs to guide policy.

Policy development moves through five stages (Figure 3). Understanding the stage your issue is at will help you determine how to move the issue forward, identify stakeholders and thought leaders that can help and develop an achievable objective. Do policies favourable to your issue already exist? If not, is it due to lack of evidence and/or lack of political will? If supportive policies exist, what are the gaps in implementation? Is the policy achieving its intended purpose?

Existing policies and commitments are a key tool in strategic engagement. The policy environment that impacts family planning includes policy and policy-shaping documents, as well as global commitments. For example, in India, these would include National Population Policy, National Health Policy, National Health Mission (NHM) and Reproductive and Child Health related policies and programmes as well as strategic frameworks and guidelines and documents related to existing schemes.

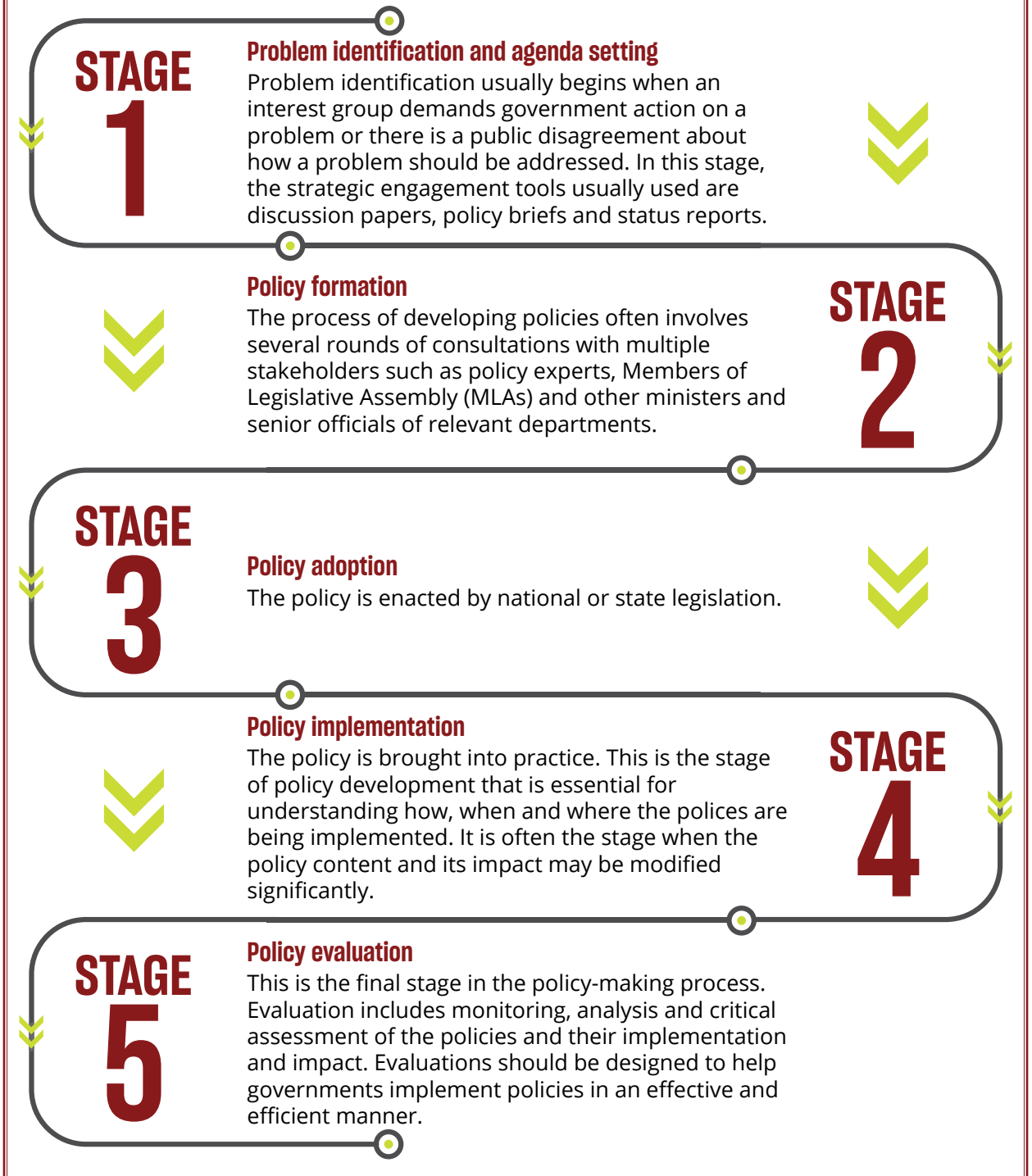
India's policy environment is also determined by its global commitments, like those made in the SDG, FP2030 and ICPD.



Youth champions engaging with the Health Minister, Bihar, to position their asks



Figure 3: The 5 stages of policy development





Identifying decision makers and thought leaders

Working with the right group of decision makers and thought leaders increases the impact of strategic engagement significantly.

Thought leaders are individuals, groups, or organisations that are either 1) affected by the cause, 2) affect the cause, or 3) can extend support to inform decision makers or are decision makers themselves.

These thought leaders may include:

- **National or local leaders (Elected representatives)** with the ability to make or contribute to decisions on family planning
- Key **government ministries** that strategise, plan, implement and finance family planning programmes or have programmes that contribute to improved access to family planning or work with relevant communities
- Government and non-government **think tanks**
- **Academic institutions** with public health, women's health, reproductive health, social science departments and key representatives in those departments
- **Professional bodies** such as Obstetric and Gynaecological societies
- **Industrial Associations**
- **NGOs** working on family planning and related issues
- **Private sector** entities that produce or market family planning products

or work on health or gender equity through Corporate Social Responsibility (CSR)

- **Multilateral and bilateral agencies** working on family planning
- **Media**, including media persons who focus on public health and social issues
- **Alliances and coalitions** focused on family planning and reproductive health
- Indian and global **champions and experts** who write and speak and whose opinions and thoughts on reproductive health and family planning are heard, respected and valued

Refer to [Resource 3](#) (page 35) for the different categories of thought leaders that you can engage with.

Use [Tool 4](#) (page 38) to make a list of thought leaders for your strategic engagement.



Chapter 4 on developing the strategic engagement plan (page 48) will help you use this information to map and select your audience for strategic engagement.



Tool 3: Understanding the current status of family planning

Use the tool below to capture information about the environment. You will be using further tools in other chapters to do a deep dive, but this tool will help you get a broad overview of the status of your issue and what

the policy environment around it is. While some sources have been indicated in the tool, there can be more sources and data points that you may need to explore.

Information area	Data to be collected	Probable data sources (Refer to Resource 2 page 32 for data sources)	What information is available?	What is the information gap? (Use information gathered here in Tool 12 page 79)
Demand for family planning	<ul style="list-style-type: none"> • Unmet need • Population growth rates • Contraception prevalence rates • Unwanted pregnancies • Abortion • Total Fertility Rate (TFR) • Desired Fertility Rate • Available family planning services 	<ul style="list-style-type: none"> • National Family Health Survey • Census • Studies undertaken by NGOs/ research organisations 		
Related health and social information	<ul style="list-style-type: none"> • Maternal, infant and under-five mortality rates • Health and development programmes • Gender norms • Education levels • Sex ratio • Religious beliefs, that may affect fertility, choice and access to family planning 	<ul style="list-style-type: none"> • Ministry portal • Census • Studies undertaken by NGOs/ research organisations 		



Information area	Data to be collected	Probable data sources (Refer to Resource 2 page 32 for data sources)	What information is available?	What is the information gap? (Use information gathered here in Tool 12 page 79)
Policies, programmes, laws and regulations	<ul style="list-style-type: none"> • Strategic frameworks • Scheme related documents • Guidelines • Commitments made by government such as FP2020, ICPD, SDGs 	<ul style="list-style-type: none"> • National Health Policy • National Population Policy • State specific population policies • National Health Mission (NHM) portal • FP2020 portal 		
Key stakeholders/ Thought leaders	<ul style="list-style-type: none"> • National or local leaders (Elected representatives) • Academic institutions • Think-tanks • NGOs • Private sector entities • Media • Alliances and coalitions 	<ul style="list-style-type: none"> • Websites of alliances • Media reports 		
Available resources and gaps	<ul style="list-style-type: none"> • Existing human and financial resources for family planning services • Demand-and-supply analysis • Projected services and commodity needs 	<ul style="list-style-type: none"> • Ministry portal • Studies undertaken by NGOs/ research organisations 		



Resource 2: List of sources for situational assessment (India)

National Family Health Survey, India [<http://rchiips.org/nfhs/>]

This is a large-scale, multi-round survey conducted in a representative sample of households throughout India. The last round for which data is available is NFHS-5 conducted in 2019-20. The website for NFHS

has national, state and district level factsheets as well as national and state reports. Below is a snapshot of the kind of data that a state (Bihar) factsheet has:

Bihar - Key Indicators

Indicators	NFHS-5 (2019-20)			NFHS-4 (2015-16)
	Urban	Rural	Total	Total
Population and Household Profile				
1. Female population age 6 years and above who ever attended school (%)	74.2	58.7	61.1	56.9
2. Population below age 15 years (%)	31.6	37.2	36.4	39.3
3. Sex ratio of the total population (females per 1,000 males)	982	1,111	1,090	1,062
4. Sex ratio at birth for children born in the last five years (females per 1,000 males)	940	903	908	934
5. Children under age 5 years whose birth was registered with the civil authority (%)	75.4	75.7	75.6	60.7
6. Deaths in the last 3 years registered with the civil authority (%)	47.7	35.5	37.1	na
7. Population living in households with electricity (%)	96.2	96.3	96.3	60.0
8. Population living in households with an improved drinking-water source ¹ (%)	99.5	99.2	99.2	98.4
9. Population living in households that use an improved sanitation facility ² (%)	69.2	45.7	49.4	26.5
10. Households using clean fuel for cooking ³ (%)	78.6	30.3	37.8	17.8
11. Households using iodized salt (%)	96.2	92.8	93.3	93.6
12. Households with any usual member covered under a health insurance/financing scheme (%)	11.6	15.1	14.6	12.3
13. Children age 5 years who attended pre-primary school during the school year 2019-20 (%)	18.5	10.5	11.5	na
Characteristics of Adults (age 15-49 years)				
14. Women who are literate ⁴ (%)	74.9	54.5	57.8	na
15. Men who are literate ⁴ (%)	84.0	77.0	78.5	na
16. Women with 10 or more years of schooling (%)	48.0	25.2	28.8	22.8
17. Men with 10 or more years of schooling (%)	57.1	38.9	42.8	42.5
18. Women who have ever used the internet (%)	38.4	17.0	20.6	na
19. Men who have ever used the internet (%)	58.4	39.4	43.6	na
Marriage and Fertility				
20. Women age 20-24 years married before age 18 years (%)	27.9	43.4	40.8	42.5
21. Men age 25-29 years married before age 21 years (%)	18.3	34.3	30.5	35.3
22. Total fertility rate (children per woman)	2.4	3.1	3.0	3.4
23. Women age 15-19 years who were already mothers or pregnant at the time of the survey (%)	7.4	11.6	11.0	12.2
24. Adolescent fertility rate for women age 15-19 years ⁵	60	80	77	77
Infant and Child Mortality Rates (per 1,000 live births)				
25. Neonatal mortality rate (NNMR)	29.5	35.2	34.5	36.7
26. Infant mortality rate (IMR)	43.1	47.3	46.8	48.1
27. Under-five mortality rate (U5MR)	50.0	57.4	56.4	58.1
Current Use of Family Planning Methods (currently married women age 15-49 years)				
28. Any method ⁶ (%)	62.3	54.6	55.8	24.1
29. Any modern method ⁶ (%)	47.0	43.9	44.4	23.3
30. Female sterilization (%)	31.8	35.3	34.8	20.7
31. Male sterilization (%)	0.2	0.1	0.1	0.0
32. IUD/PPIUD (%)	1.3	0.7	0.8	0.5
33. Pill (%)	3.6	1.8	2.0	0.8
34. Condom (%)	7.3	3.4	4.0	1.0
35. Injectables (%)	1.1	1.1	1.1	0.3
Unmet Need for Family Planning (currently married women age 15-49 years)				
36. Total unmet need ⁷ (%)	11.5	13.9	13.6	21.2
37. Unmet need for spacing ⁷ (%)	5.0	6.3	6.1	9.4
Quality of Family Planning Services				
38. Health worker ever talked to female non-users about family planning (%)	17.5	20.7	20.2	12.0
39. Current users ever told about side effects of current method ⁸ (%)	49.3	50.0	49.9	34.4



Family Planning 2030 [<https://commitments.fp2030.org/>]

FP2020, an outcome of the 2012 London Summit on Family Planning, is a global partnership through which 46 countries till date have committed to 'address the policy, financing, delivery and socio-cultural barriers to women accessing contraceptive information, services and supplies.' Each of the countries has a country dashboard and there is also a global dashboard that can be accessed on the site. With the year 2021 at the threshold, global stakeholders are already putting together a shared vision for 2030, that builds on the progress made so far and underlines what remains to be achieved.

INDIA COMMITMENT

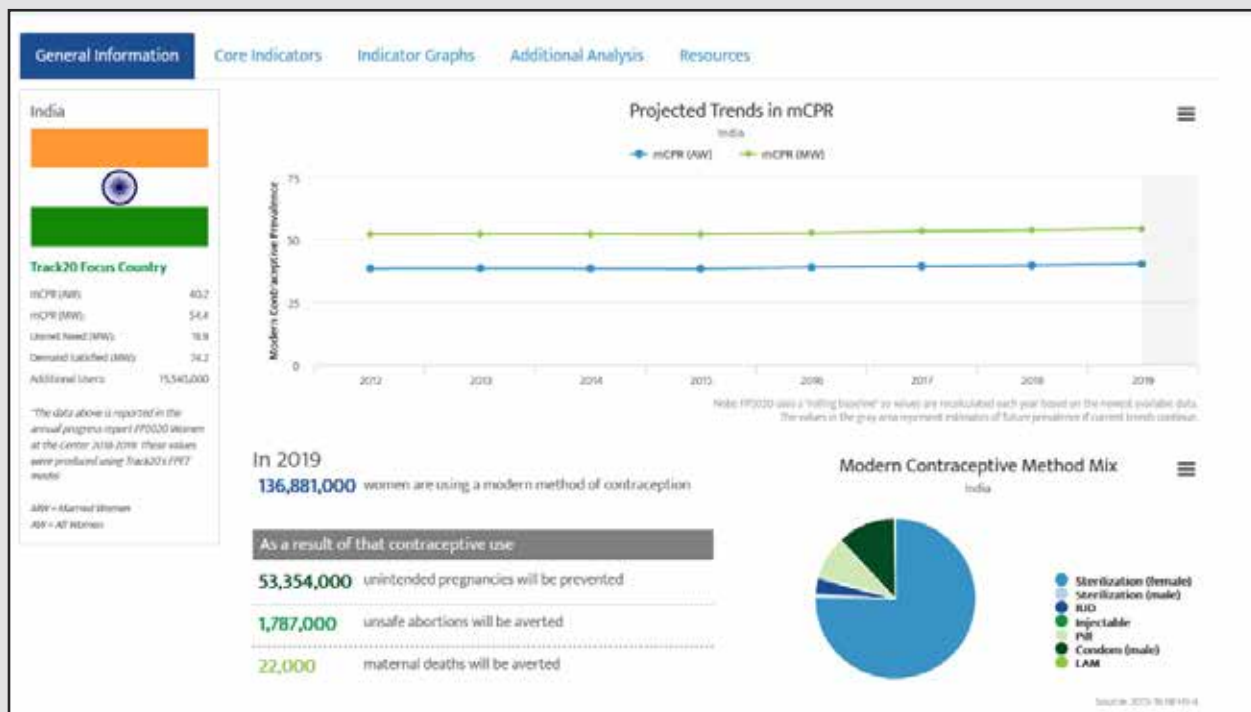
India will overarch FP2020 goals to drive access, choice and quality of family planning services to increase the modern contraceptive usage from 53.1% to 54.3% and ensure that 74% of the demand for modern contraceptives is satisfied by 2020.

(Source: <https://www.familyplanning2020.org/india>)

Track20 [<http://track20.org/>]

This project is implemented by Avenir Health and it monitors the progress of countries towards achieving the goals of the global FP2020 initiative. The project

collects, analyses and uses country data to monitor the progress it has made. Below is a snapshot from the India page:





National Health Mission [<https://nhm.gov.in/>]

The National Health Mission portal under the Ministry of Health & Family Welfare, Government of India, includes multiple resources including policy documents that you can access to understand the policy environment. These include:

1. National Health Policy, 2002 and 2017
2. National Population Policy, 2000
3. Family Planning Guidelines
<https://nhm.gov.in/index1.php?lang=1&level=2&sublinkid=1081&lid=152>





Resource 3:

Thought leaders and reasons for engagement

National Family Health Survey, India [<http://rchiips.org/nfhs/>]

Over the years, Population Foundation of India has worked with multiple thought leaders. This has helped us understand why these thought leaders may be interested in engaging on family

planning issues. This resource will help you understand why you need to involve a particular group of thought leaders in your strategic engagement efforts.

Category	Reasons for you to engage with them	Their interests/benefits that will make them willing to engage with you
<p>Government ministries and departments</p> <p>(example, Ministry of Health and Family Welfare and related departments, Ministry of Women and Child Development and related departments, NITI Aayog, etc.)</p>	<ul style="list-style-type: none">• Key to ensuring the solution is integrated into relevant policies and state/national budgetary allocations• Optimizing data for program designing and monitoring• Can contribute through their expertise and rich experience• Will confirm the usefulness of work or project findings• Will promote wider adoption and replication of outcomes• Can help bring together and involve other key stakeholders	<ul style="list-style-type: none">• Opportunity to develop better policies based upon scientific knowledge and evidence• Opportunity to better health and family planning outcomes in their jurisdiction (village/block/district/state)• Opportunity to develop a model village/block/district/state• Funding opportunities to scale up the work• National and international publicity



Category	Reasons for you to engage with them	Their interests/benefits that will make them willing to engage with you
<p>National or local leaders</p> <p>(example, elected representatives like Members of Parliament and Members of Legislative Assembly)</p>	<ul style="list-style-type: none">• Work closely with regional authorities and national government• Relate to citizens and beneficiaries at the grassroots level• Can raise issues in the Parliament or Assembly	<ul style="list-style-type: none">• Development of their constituency through better health and family planning outcomes• Media publicity• Funding opportunities through specific schemes sponsored by Member of Legislative Assembly Local Area Development (MLALAD) and Member of Parliament Local Area Development (MPLAD)
<p>Think tanks, Academic Institutions, Research Organisations</p> <p>(example, Indian Council of Medical Research, etc.)</p>	<ul style="list-style-type: none">• Can provide technical and scientific expertise and policy recommendations• Have access to relevant research results, global findings• Can utilise expertise to conduct relevant research• Support evaluation and validation of project outcomes	<ul style="list-style-type: none">• Publications and acknowledgements• New research opportunities• Potential collaboration• Networking
<p>Private sector, Industrial Associations</p>	<ul style="list-style-type: none">• Have funding capacity• Work closely with regional authorities and national government	<ul style="list-style-type: none">• Utilisation of their CSR funds• Good branding and publicity• Scope for (i) Scaling up of projects (ii) Venturing into newer innovative fields (iii) Technological and entrepreneurial advancements



Category	Reasons for you to engage with them	Their interests/benefits that will make them willing to engage with you
<p>Non-Governmental Organisations/ Alliances and Coalitions</p> <p>(example, the Advocating Reproductive Choices or ARC Coalition, etc.)</p>	<ul style="list-style-type: none">• Ensure usefulness and relevance of family planning projects, research and evidence• Help publicise evidence and advocate for adoption of key findings• Inform and guide concerned authorities• Have greater outreach to individuals/beneficiaries• Networked with grassroots level or national or global organisations	<ul style="list-style-type: none">• Interest in using new evidence, data, practices• Increased local publicity through engagement• Greater collaboration and consensus building for common objectives
<p>Media</p> <p>(example, national and local newspapers; digital news media; news portals)</p>	<ul style="list-style-type: none">• Ensure wide distribution of family planning project results in multiple languages• Support in sharing and amplifying evidence and data• Are linked to citizens/beneficiaries• Can become a voice from the field• Can amplify a message/ statement to attract attention	<ul style="list-style-type: none">• Wide publicity• Material for stories/news

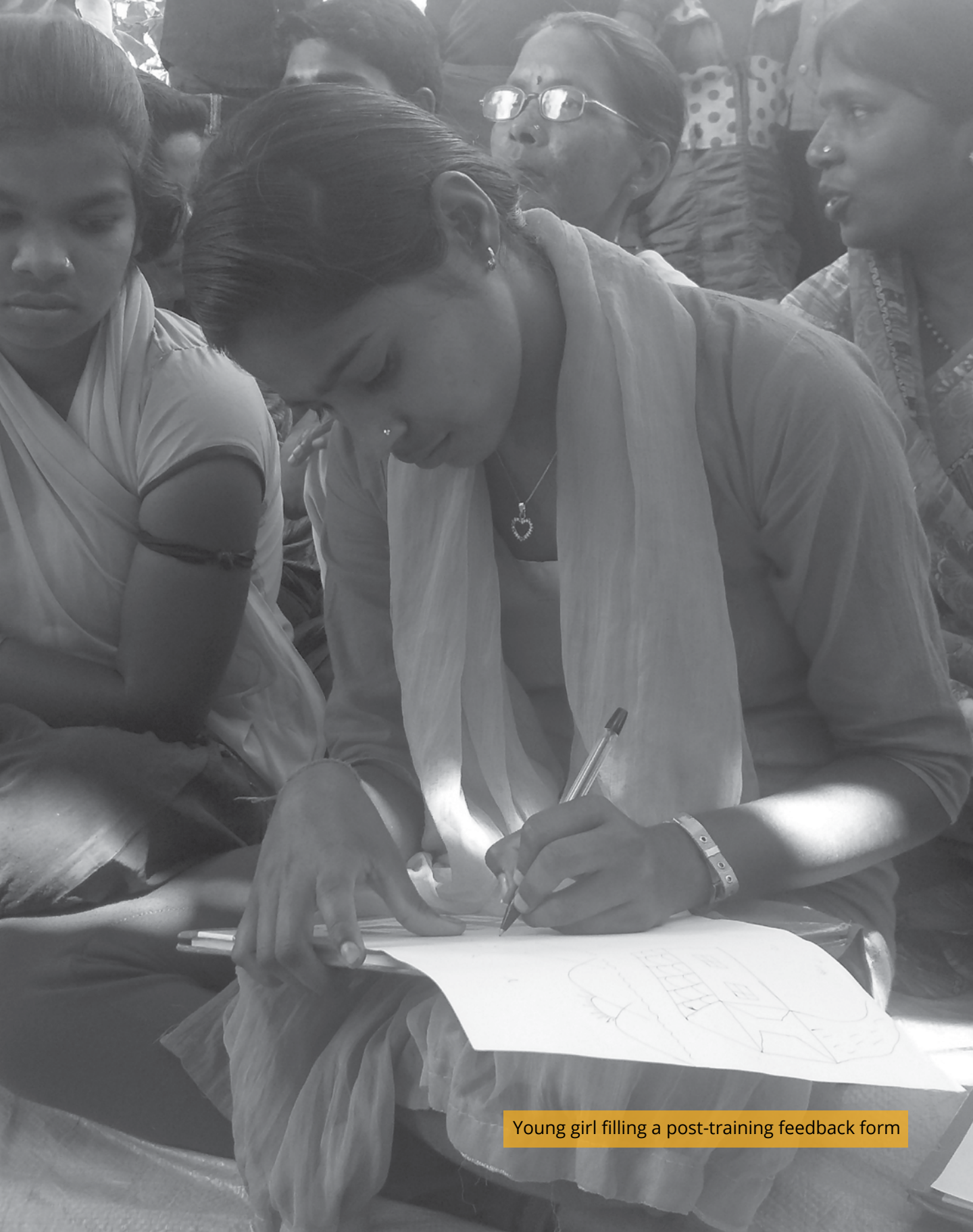


Tool 4: List your thought leaders

Use the tool below to make a list of thought leaders. Start by listing broad categories and then brainstorm to fill in specifics for each category. Start with a long list so that you do not miss out on any key thought leader. If you are part of an alliance or coalition, all

the members can be added to this list. Make sure you ask people within your organisation to add to the list. You will later use power analysis to narrow down the list and choose the audience for engagement.

Category	Organisation/Ministry/ Company/ Autonomous Body	Name (if available/known)
National or local leaders		
Government ministries		
Think tanks		
Academic institutions		
Professional bodies		
Industrial associations		
Non-Governmental Organisations		
Private sector		
Multilateral and bilateral agencies		
Media		
Alliances and coalitions		
Champions and experts		



Young girl filling a post-training feedback form

3. Setting Goals and Objectives

Your goals should be linked with similar initiatives at local, national, regional and international levels, to leverage existing strategic engagement actions and increase impact at the national and local level.





Setting goals and objectives can be done by asking the following questions:

- What are the problems or challenges we are trying to address?
- What do we want to achieve?
- Can it be solved through strategic engagement?

Goals and objectives are central to developing an impactful strategic engagement plan because they outline what will be achieved, how, with whom and by when.

Analysing the issue

In the previous chapter (**Chapter 2**) you focused on understanding the environment around the issue you are working on. In this chapter you will narrow your focus and think about the specifics – what is the specific problem for which you want to undertake strategic engagement, what are the root causes, what are the barriers to solving the problem and what policy-related solution/s do you seek.

There are several ways you can analyse the issue, but one way is through a **cause-and-effect analysis** that identifies the immediate, intermediate and root causes of the problem.

Use **Tool 5** (page 44) to develop a problem and solution tree.

Use **Tool 6** (page 45) to prioritise potential solutions to the problem your strategic engagement issue is aiming to influence.



Being SMART: Setting goals and objectives

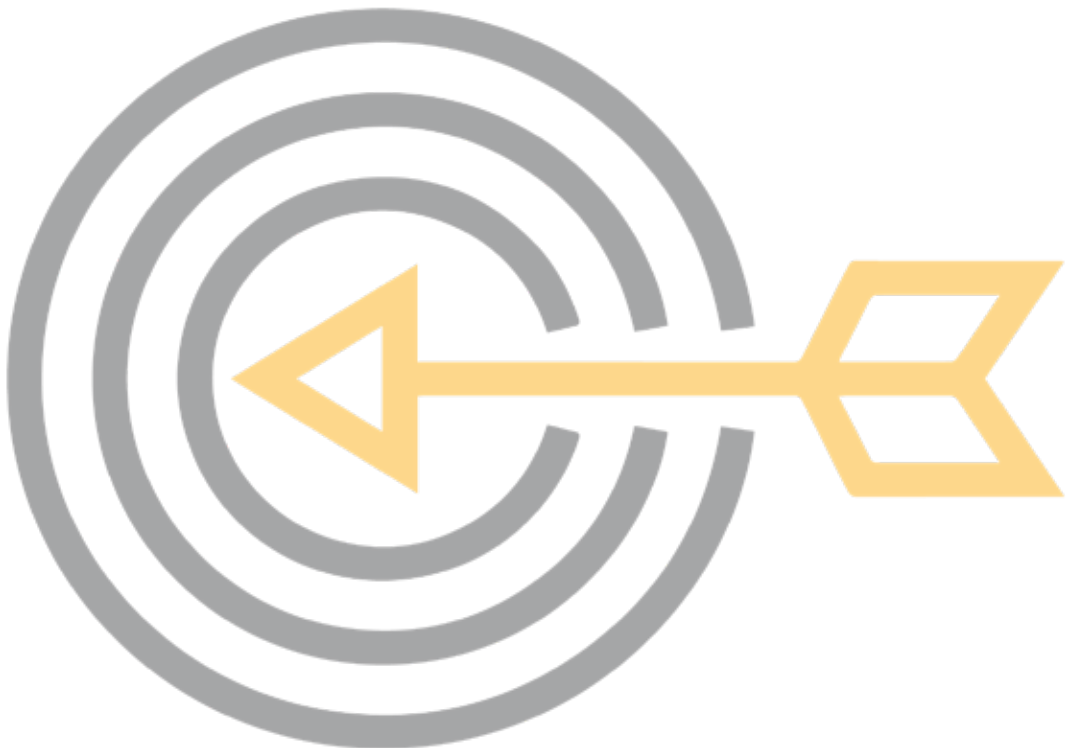
It is important to note that goals and objectives are not the same things. Goals are long-term with big-picture outcomes. Objectives are short term with concrete statements that describe what your effort will achieve. However, both goals and objectives should be **SMART** (Specific, Measurable, Attainable, Relevant and Time-bound). SMART can be broken down into the following 'WH' questions guiding your goals and objectives.

- What do we plan to achieve? (Specific, Measurable)

- Who will be reached? (Attainable)
- When will the result be achieved? (Time-bound, Realistic)

Refer to [Resource 4](#) (page 46) to understand SMART.

Use [Tool 7](#) (page 47) to put together your goals and objectives.





CASE 2

WORKING THROUGH THE DISTRICT WORKING GROUP TO PRIORITISE AN ISSUE AND SELECT A SMART OBJECTIVE^{17,18,19,20}

A woman in Bihar has an average of 3.4 children in her lifetime, much higher than the country average of 2.2 children. Most married women aged 15-49 years (77 percent) do not use any modern contraceptive method, a good 20 percentage points higher than the country level. Moreover, there is a 21% unmet need for family planning, which means that one-fifth of currently married women in Bihar wish to postpone or stop childbearing but are currently not using any contraception.

Through the Advance Family Planning (AFP) project, Population Foundation of India set up District Working Groups (DWG) in 6 districts of Bihar, including Jehanabad. The Jehanabad DWG looked at local evidence to understand the context for family planning and identify objectives using the SMART approach. The DWG found that Jehanabad had high TFR (3.1) with a high unmet need of 17.5%. Female sterilisation was the most popular method, but the services were being provided through a camp mode where a large number of clients were sterilised within a given time frame.

The DWG realised that women were more likely to seek family planning when they were provided with high quality services. Quality of sterilisation services could be improved using a fixed day service (FDS) approach, which reduced and better distributed the client load, compared to the camp mode.

This led the DWG to **prioritise quality of care in family planning by moving from camp mode to FDS for female sterilisation in all 7 blocks of the district.**

Once the objective was determined, the DWG developed a plan that listed activities, fixed responsibilities, provided timelines and detailed outputs and outcomes, setting the benchmarks for success.

An assessment of facilities to identify gaps in sterilisation services was followed by strategic engagement for increased financial investment to address these gaps. The DWG also worked with the District Health Society to empanel doctors to resolve the shortage of human resources which limited delivery of FDS. The efforts resulted in a 23% increase in female sterilisation in the district, compared to the same period a year before.

¹⁷ National Family Health Survey 2015-16

¹⁸ Bihar; National Family Health Survey – 4

¹⁹ District Fact Sheet – Jehanabad. 2015-16

²⁰ (Internal document) Singh, Sonia. Convergence for choice and quality family planning services – Advance Family Planning SMART Approach and District Working Group Model in Bihar. Advance Family Planning. Population Foundation of India. January 2018

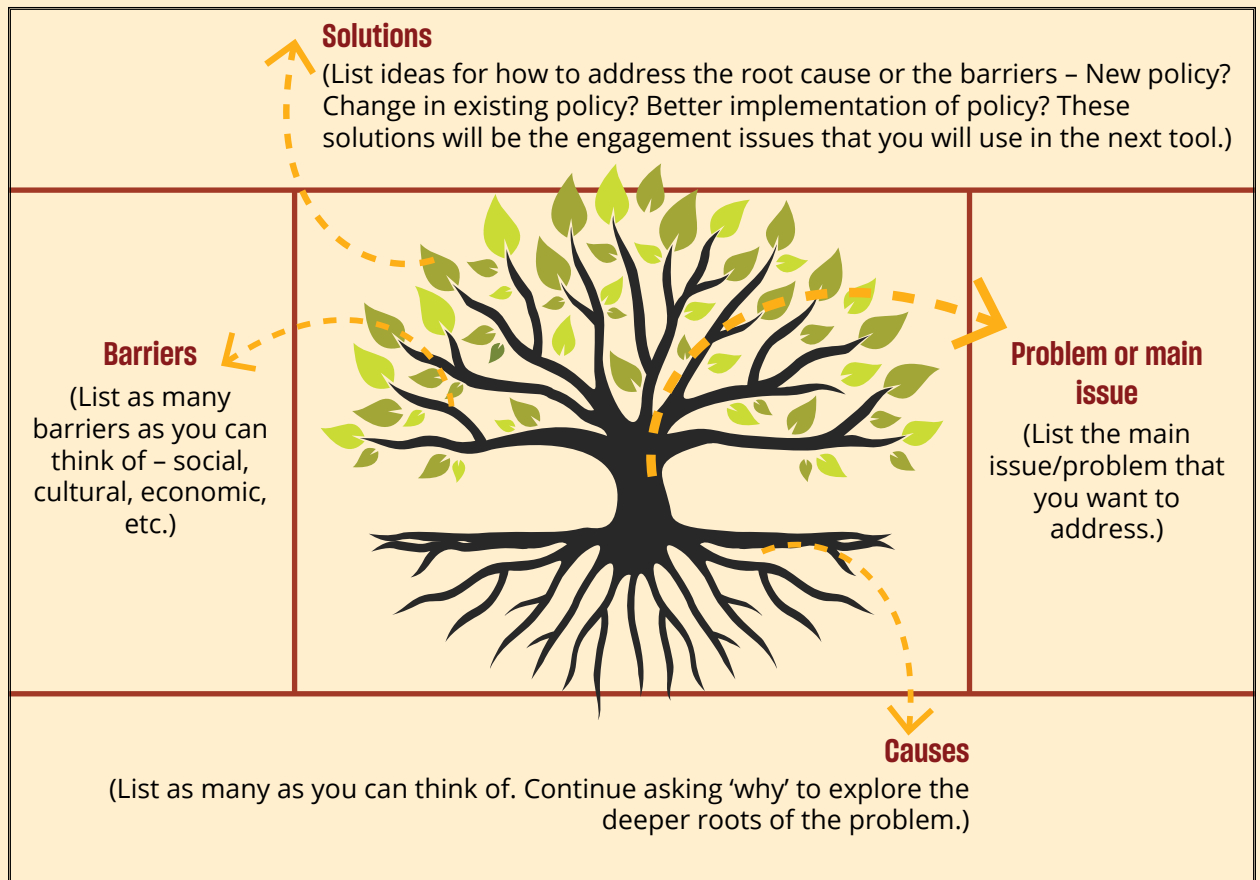


Tool 5: Problem and solution tree

Problem trees are a simple way of analysing the issue and showing the causes that lead to the problem. Designing a problem tree allows you to break down the problem and identify the areas where you can advocate for change²¹.

The tool resembles a tree. The tree **trunk** in the centre shows the main

problem. The **roots** represent the causes of the main problem, the tree **branches** represent the barriers and the **leaves** are solutions. When identifying the causes of a problem use the information you have gathered using the tools from the chapter on Understanding the Environment.



²¹ (Adapted from) Advocacy Strategy Toolkit. ACT!2015. Restless Development. March 2014



Tool 6: Prioritising the strategic engagement issue

Tool 5 (page 44) will likely suggest multiple potential solutions for the problem or challenge that you are trying to address. But rather than working on all the solutions, it may be more effective to prioritise one solution that you would like to achieve. For example, a potential solution to low uptake of family planning is to

engage the Ministry of Health and Family Welfare (MoHFW) to expand the contraceptive method choices available to women and their partners.

Use the matrix below to prioritise your issues and select one. Come back to this, as required to select your next engagement issue.

Criteria	Fill from Tool 5 page 44 (Solutions from Tool 5 become engagement issues in this Tool) (Rank on a scale of 1-5, 1 being strongly disagree and 5 being strongly agree)		
	Engagement Issue 1:	Engagement Issue 2:	Engagement Issue 3:
The issue is important to your work			
The issue fits with your organisational goal and vision			
You will be able to make a degree of impact on the issue within the time-frame of the project			
There is space for you to work on this issue/There are not many other players working on this issue			
You have the resources to tackle this issue – budget, human resources with the requisite expertise, etc. (Check Tool 1 page 18 if required)			
The issue fits the organisation's expertise			
You will be able to garner support on this issue – from stakeholders and thought leaders			
TOTAL SCORE (out of 35)			
SELECTED ISSUE (with the maximum score put ✓)			



Resource 4:

Defining SMART

Specific

What will your strategic engagement efforts achieve?

Talk about the change you want to achieve, not about the activity that you will do to bring about that change. The more specific your objective, the more likely that your strategic engagement strategy will result in your desired outcomes and impact. An example would be aiming for the MoHFW to support inclusion of at least one additional long-acting reversible contraceptive (LARC) method in the basket of choice by the end of the next year.

Measurable

How will you measure success?

Ensure the objective talks about what your result will look like. Add descriptors – these could be quantitative or qualitative – to make the result verifiable. An example would be aiming for 5% increase in budget allocation for family planning in the next fiscal year. Or if you want to reach a specific population or geography then add numbers – example, 5 districts or reaching 3,000 newlyweds, etc.

Attainable

Do you have the resources available to achieve your objectives?

Remember Tool 1 where you looked at the resources you have – human resources, technical expertise, financial resources. Now, in addition to that think about the time frame available and the existing support. These will help you determine whether your objective is attainable.

Relevant

How does your objective for strategic engagement fit into your overall goal as an organisation?

Ensure your objective is relevant and realistic – in terms of the resources and time you have and the partnerships available, etc.

Time-bound

What is your timeline? By when will you complete your objective?

These could be, for example, per your project cycle, by the end of the year, or the project, or before the next Parliamentary session/ Budget Session of the Parliament.



Tool 7: Developing SMART goals and objectives

Use this tool to put together your goal framework. Ideally, the framework should also include indicators or a set of measures that will help you see whether you have achieved your goals and objectives.



Chapter 8 on monitoring and evaluation (page 114) will help you select indicators. Come back to this tool after you have decided on monitoring and evaluation indicators.

<p>Goal</p> <p>Use your strategic engagement issue to define your goal – add who will bring about change, how will the change be made and when will it be achieved.</p>	<p>YOUR STRATEGIC ENGAGEMENT GOAL</p>
<p>Objectives²²</p> <p>Use the pointers in Resource 4 (page 46) to craft your SMART objective.</p>	<p>YOUR SMART OBJECTIVE</p>
<p>Indicators</p>	

²² Gillespie, D. and Fredrick, B. (2013). AFP SMART: A Guide to Quick Wins. November 2013

4. Developing Strategic Engagement Plan

An impactful strategic engagement plan identifies and focuses on key stakeholders and employs multiple strategies and tactics to reach its goal.





Now that you understand the environment and have set your goals and objectives, it is time to develop the Strategic Engagement Plan. Developing an impactful strategic engagement plan should be framed by the following questions:

- What are our “asks”, the changes we are asking for?

- Who are the decision makers and thought leaders that can help bring the change?
- Who might oppose the change?
- How do we plan to work with each of them?

Mapping and categorising stakeholders

The next step in your strategic engagement effort is to understand who the decision makers are. And then to identify the correct thought leaders that can help you take your message to these decision makers. At this stage, you need to delve deeper and build on the output of your earlier list.

A power mapping will help narrow your focus. It will help you identify which stakeholders have the power to push for policy changes – your primary audience, as well as those who can be engaged as allies or agents of change – your secondary audience i.e. those who can effect these decisions (such as family planning experts and the media). A mapping will also help you identify the strengths of your other allies. Apart from your allies, it will help identify your opponents, i.e. those who will oppose the change.

Use [Tool 8](#) (page 56) to identify those that have the power to make the change you desire as well as those who can reach out to these decision makers to guide and inform them about the need for change.

Use [Tool 9](#) (page 60) make a final list of decision makers and thought leaders that you will work with.

Refer to [Resource 5](#) (page 61) for other tools that you can use to identify thought leaders.



Through [Tool 4](#) (page 38) in **Chapter 2**, you have already listed the thought leaders who are interested in the issue or can influence it.



CASE 3

IDENTIFYING PRIMARY & SECONDARY AUDIENCES²³

Through the Realising Commitments to Family Planning (RCFP) Project, Population Foundation of India aimed at increasing commitment for family planning with a focus on the expansion of the basket of contraceptive choice. A detailed audience mapping undertaken by us for the project showed that the key stakeholders were Ministries/ Departments and Autonomous Bodies, Members of Parliament, Media, CSOs, Technical Bodies, the Corporate Sector and the ones who opposed the idea.

The project team undertook an exercise to further break this down to identify two key audiences: primary audiences and secondary audiences (see box).

Once our primary and secondary audiences were determined, separate strategic engagement plans were developed for both the categories.

Keeping in mind the project objectives, we chose to reach out to our primary audience with evidence and data to increase their understanding on family planning and allied issues. Secondary audiences were leveraged to facilitate conversations and to amplify messaging to key stakeholders whose understanding was still rudimentary.

Primary audience

- Standing Committees
- Chief Economic Advisor
- Ministry of Finance
- Ministers of State
- Women's Commission

Secondary audience

- Indian Medical Parliamentarians' Forum
- Members of Parliament
- Legislative Assistants to MPs
- Media
- Technical Experts
- Allied Agencies example, ICMR, DTAB

²³ (Internal document) Singh, Sonia. Realising Commitments to Family Planning – Approach and Plan for year IV. Population Foundation of India. October 2017



Selecting your tactics

When selecting a tactic for strategic engagement, ensure you also understand the risk/ challenges associated with it so that you can prepare well.

There are many ways in which you can guide and inform key stakeholders and engage with your thought leaders. We are sharing with you some tactics that you can use. Treat each of these tactics like a tool in your toolbox – use it as per requirement, pick and choose and combine them to create new ones.

A strong strategic engagement plan employs multiple complementary tactics to achieve its goals and objectives.

TACTICS FOR STRATEGIC ENGAGEMENT

- Policy analysis and research
- Developing and disseminating knowledge products
- Working within the system
- Face to face meetings
- Delivering presentations
- Press releases, opinion pieces and editorials in media
- Media interviews and panel discussions
- Leveraging social media

Young girls and women:
one of our key stakeholders





For example, to achieve the goal of-- 'Adequate resource allocation for ensuring comprehensive, choice-based high-quality family planning services in line with Government of India's commitments,' three key tactics can be applied:

- Building evidence for engagement
- Strategic engagement with leaders as champions at the national level
- Supporting grassroots level engagement through a convergence model that brings stakeholders at the district level together.

You also need to select tactics depending upon your/your organisation's capacity (refer to Tool 1), experience, legal restrictions (like the Foreign Contribution (Regulation) Amendment Act, 2020²⁴) and the preference of your target audience.

When selecting your tactics let the following questions guide you²⁵:

- What are the audience's primary sources of information? Who or what do they listen to? What do they read? What appeals to them?
- What platforms are coalitions and networks present and active in?
- What are the audience's characteristics? Do most belong to a particular age/race/gender demographic?
- What are the internal skills, capacities and resources required to work with the selected tactic? If they are not available internally, how can they be resourced?

Refer to [Resource 6](#) (page 62) for details on different tactics that can be used for strategic engagement.

Use [Tool 10](#) (page 65) for a set of 5 checklists that will help you use a specific tactic for strategic engagement.

Refer to [Resource 7](#) (page 70) for a list of alliances and coalitions that you can be a part of when you work on strategic engagement for family planning issues.

Refer to [Resource 8](#) (page 71) for specific points to keep in mind when you use social media for your strategic engagement efforts.



²⁴ For details on FCRA, see annexure.

²⁵ UNICEF. Advocacy Toolkit: A guide to influencing decisions that improve children's lives. October 2010.



CASE 4

EVIDENCE-BASED STRATEGIC ENGAGEMENT WITH KEY STAKEHOLDERS

In 2018, Population Foundation of India commissioned two research studies to inform strategic engagement on financial investments in family planning: 'Cost of Inaction in Family Planning' and 'A Review of Planning, Budgeting and Expenditure of Family Planning Activities under the National Health Mission'. To facilitate dialogue on the findings, we organised a knowledge sharing roundtable with relevant stakeholders on Prioritising Family Planning: Role of Policymakers.

As an outcome and as suggested by the participating members, joint letters were shared with the Prime Minister and the ministers of Health and Finance with recommendations to adopt a mission mode (like the National Health Mission) approach for family planning through a centralised funding mechanism.

CASE 5

STRATEGIC ENGAGEMENT WITH MEDIA FOR NUANCED REPORTING²⁶

After the Bilaspur tragedy in 2014 in which 16 women lost their lives after tubectomy related complications at a sterilisation camp in Bilaspur, Chhattisgarh, Population Foundation of India led a multi-organisational fact-finding team to assess the situation and recommend corrective actions at national and state levels. A press conference was used as a platform to release and disseminate key findings and recommendations to over 25 representatives from the print and electronic media. The engagement with the media was nuanced in order to avoid media sensationalism and ensure balanced reporting that highlighted 'the right of women to have access to birth control methods of their choice, including sterilisation if they so desired, their right to space their births, their right to safe abortion and their right to safe and quality health services that included the information and support required to make informed choices.'

²⁶ Negotiating the population question since 1970. Monograph by Radhika Ramasubban. Population Foundation of India



CASE 6

HOW COALITIONS CAN BUILD SUPPORT AND IMPACT POLICY DECISIONS²⁷

Advocating Reproductive Choices (ARC) is a national level coalition of 115 organisations working collectively to strengthen the family planning programme in India for the last 15 years. As the secretariat of the coalition since 2015, Population Foundation of India has played a crucial role in the operations, management and coordination of strategic engagement efforts of ARC, under the leadership of its core committee.

As a member of the National Task Force on injectable contraceptives, the coalition developed briefs and letters of support and participated in the consultation meetings organised by the MoHFW. The coalition supported MoHFW to coordinate with the Drug Technical Advisory Board to introduce injectable contraceptives into public health facilities under the national family planning programme.

To recommend action points and a robust roadmap for injectable roll out, ARC members gathered insights on the implementation of injectable services. The coalition conducted a quality assessment to understand clients and providers' perspectives, what worked well and what implementation gaps needed to be addressed. The study findings were shared with the Family Planning Division of MoHFW to improve the demand and quality of injectable roll-out.

ARC has also accelerated the progress of India's commitment to family planning as the civil society focal point of FP2020, supporting implementation of FP2020's action plan and successfully leveraged collective efforts to share statements, facts and letters against calls for two-child policies.

²⁷ <https://www.arccoalition.org/>



Preparing your strategic engagement plan

The strategic engagement plan needs to be flexible. You/your organisation should be able to make changes to it as you move along, using it as a means to achieve your goal.

Your strategic engagement plan is based on the insights you have gleaned so far, connecting it to practical steps that you need to undertake to achieve your goal. The plan describes the details of who will do what, when, with what budget, etc. Keep in mind that the plan will be dynamic, meaning that you will return to it as you move forward in this handbook.

Use [Tool 11](#) (page 72) to initiate work on developing your strategic engagement plan.

CASE 7

MULTI-STAKEHOLDER STRATEGIC ENGAGEMENT PLAN

Population Foundation of India's work in Rajasthan aims at generating an understanding and commitment to sexual and reproductive health and rights for young people including adolescents.

After an in-depth study of the environment and discussions with different stakeholders, Population Foundation of India developed a framework that rested on five key pillars:

- Working with the system
- Engaging the MPs and MLAs
- Engaging with the media
- Building a strong civil society partnership
- Engaging youth leaders and adolescents

The plan for strategic engagement contained details on the broad audience category, the key individuals that need to be engaged with, the expected outputs, key messages, followed by a roadmap for engagement that was further broken down to detail the activities and tactics to be used as well as the materials required.



Tool 8: Power analysis

Power analysis tools can help you answer the following questions²⁸:

- Who has the power to improve family planning and related policies?
- Who can inform and guide these decision makers?
- Who will support your strategic engagement?
- Who will oppose your efforts?

There are different tools that you can use to do a power analysis: three are described below.

Tool 8a: Power Mapping

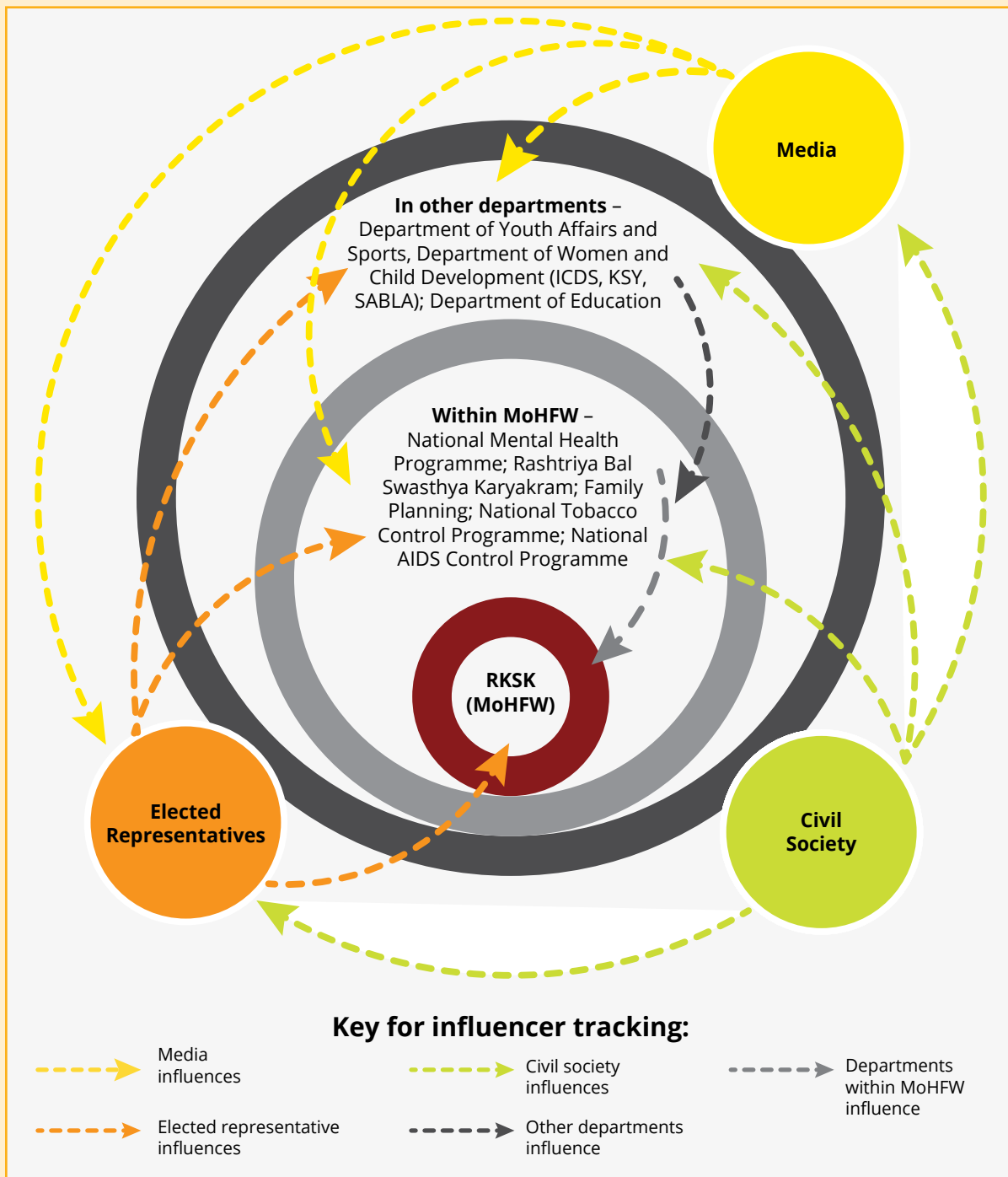
Steps:

- Using your list of thought leaders from Tool 4, place the most important decision maker(s) in the centre of the space you will use to draw the map. These will be your target audience.
- Add the names of the other decision makers, organisations and individuals on your list of thought leaders, grouping those that have relationships with each other.
- Draw links or arrows between the names to reflect the relationships between the thought leaders. Specify the direction of influence (they may be one-way, or two-way). This will help you identify which organisations and individuals are connected to multiple decision makers and thought leaders.

²⁸ Jacques-Edouard Tiberghien. Power Analysis Briefing: Review of tools and methods. WaterAid+FAN GTF programme. Learning Project. November 2012. <https://www.alnap.org/help-library/power-analysis-briefing-review-of-tools-and-methods>



Example²⁹



²⁹ (Internal document) StratComm Consulting. Adolescent Reproductive and Sexual Health in Rajasthan: Opinion Analysis Report. Population Foundation of India. January 2019

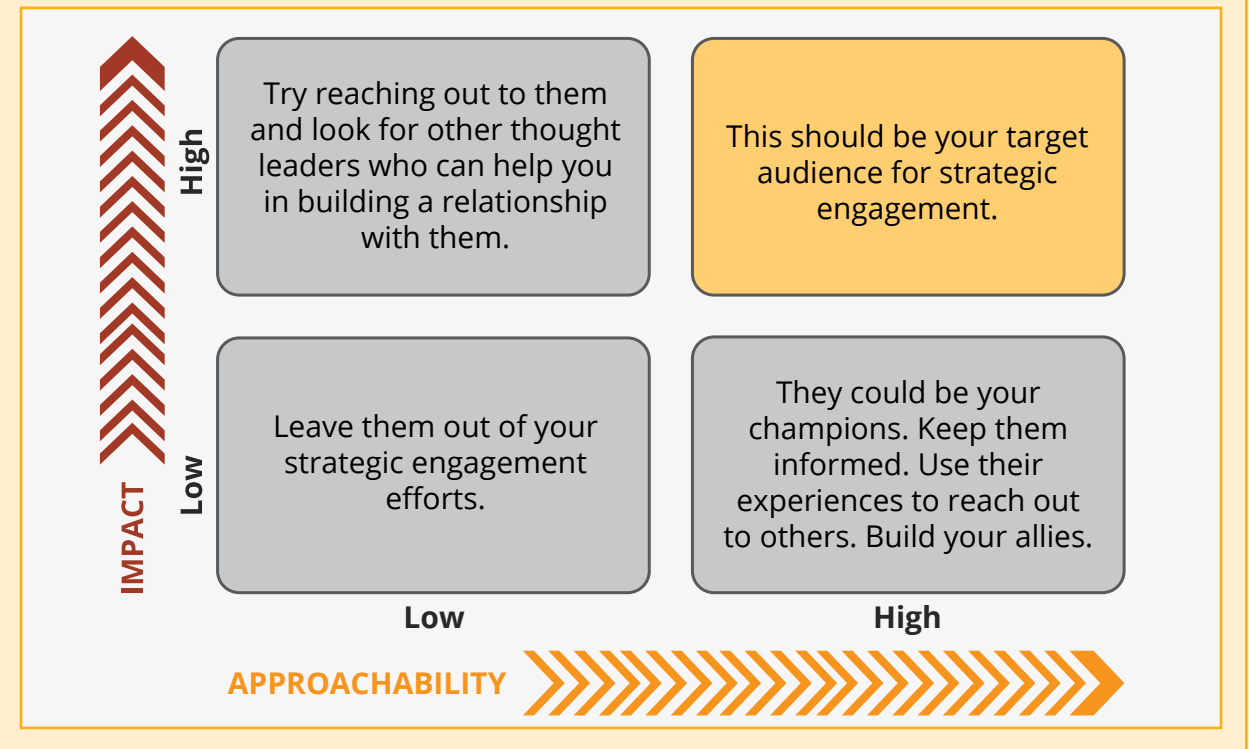


Tool 8b: Impact-Approachability Grid³⁰

Steps:

- Draw a two-dimensional matrix (see below).
- Place the thought leaders you identified in the quadrant most relevant to them:
 - Easy to approach or difficult to approach – may depend upon where they are located, are they willing to work on your issue; will you/your organisation/the alliance you are part of be able to reach out to them
 - Low impact or high impact – how much influence they can have on the issue/policy change, due to the position that they are in or who they know,
- You can do this for each broad category of thought leaders. For example, do this for all national and local leaders in your list, then do it separately for academicians or champions, then for media, etc.
- For thought leaders in each quadrant you can have a separate strategy for engagement.

Example



³⁰ Katharina Habersbrunner. CLEAN Training Module: Stakeholder Mapping. Women Engage for a Common Future. Germany. 2014

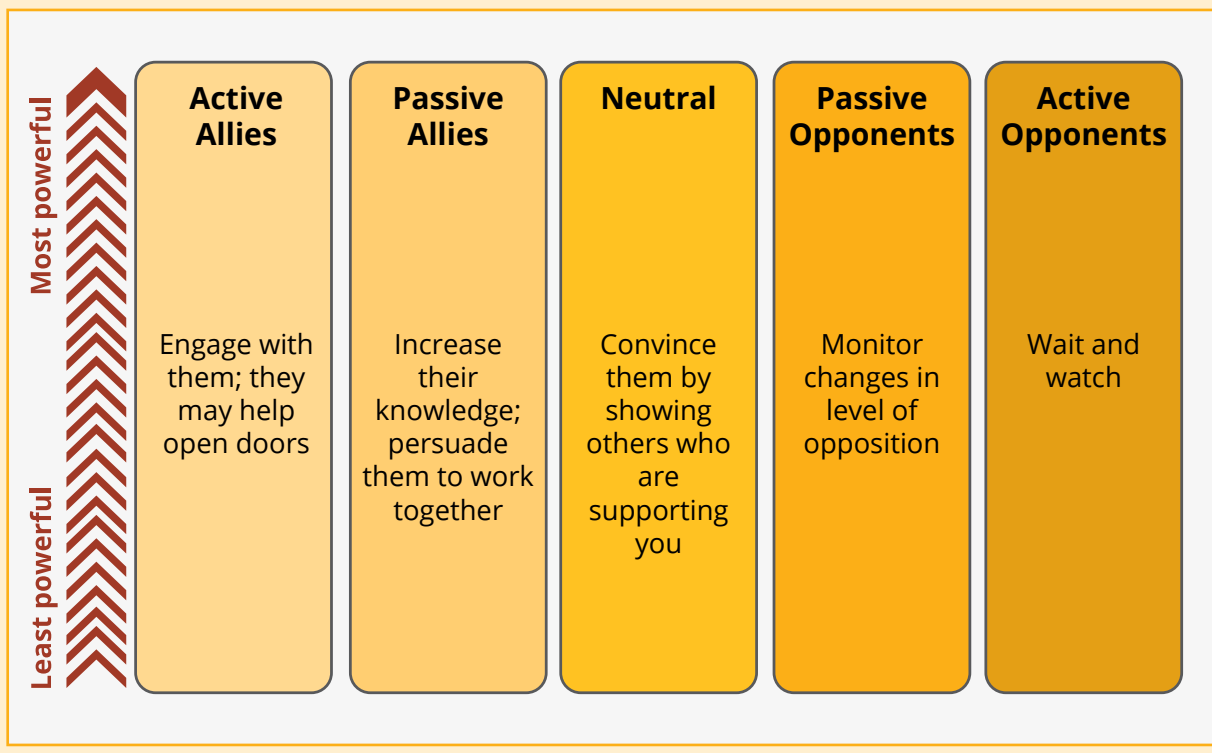


Tool 8c: Spectrum of Allies³¹

Steps:

- Draw a spectrum (see below).
- Using your list of thought leaders, place them in the box most relevant to them:
 - Active allies – those who agree with you and are ready to act
 - Passive allies – those who agree with you but are not taking any action
 - Neutral – those who are neither allies nor opponents
 - Passive opponents – those who disagree with you but are not stopping you from acting
 - Active opponents – those who not only disagree with you but are actively acting against you
- For each category plot thought leaders from least powerful to most powerful.
- For thought leaders in each category, you can have a separate strategy for engagement.

Example



³¹ (Adapted from) Advocacy Strategy Toolkit. ACT!2015. Restless Development. March 2014



Tool 9: Audience for engagement

You listed all your thought leaders across categories in Tool 4 and focused the list using Tool 8 (8a, 8b and 8c) to identify those that have the power to make the change you desire as well as those who can reach out to these decision makers to guide

and inform them about the need for change. Use this tool to make your final list across categories, identify specific individuals and summarise their background. You can choose to leave some categories blank based on your analysis.

Category	Organisation/ Ministry/ Company/ Autonomous Body	Name	Background (where has the person worked in the past apart from current designation/ work; what is their experience with your issue)	Contact details
Decision makers				
Thought leaders				



Resource 5: Power mapping tools

Identifying and managing internal and external stakeholder interests. Health Knowledge, Education, CPD and Revalidation from PHAST.

<https://www.healthknowledge.org.uk/public-health-textbook/organisation-management/5b-understanding-ofs/managing-internal-external-stakeholders>

Tiberghien, J E. Power Analysis Briefing Review of Tools and Methods. November 2012

<https://www.alnap.org/help-library/power-analysis-briefing-review-of-tools-and-methods>

The Advocacy Sourcebook. WaterAid. 2007 (see section on identifying targets)

https://www.joinforwater.ngo/sites/default/files/library_assets/W_PRA_E4_advocacy_sourcebook.pdf

Enrique Mendizabal. The Alignment, Interest and Influence Matrix (AIIM). Overseas Development Institute. November 2010

<https://odi.org/en/publications/the-alignment-interest-and-influence-matrix-aiim-guidance-note/>





Resource 6:

Tactics for strategic engagement and considerations for selection

This resource details some tactics that you can use for strategic engagement. This is in no way an exhaustive list, but it includes examples of tactics that we have

used and found helpful. We have found it preferable to use a combination of tactics and approaches to engage with particular audiences.

Tactic	Approaches/types	Advantages	Challenges
Alliance building	<ul style="list-style-type: none"> • Local • State-level • National • Regional • Global • Cross-sectoral 	<p>Working with other like-minded organisations will amplify your voice.</p> <p>Provide you with the support for skills/resources that you/your organisation may not currently have.</p> <p>Useful when you/your organisation does not have enough reach; alliances and networks have wider reach.</p> <p>Improves access to decision makers as different member organisations may have relationships with different decision makers.</p> <p>Reduces duplication of efforts.</p>	<p>Coordination between members may be a challenge.</p> <p>Decision making may not be smooth and may lead to tension between members.</p> <p>There might be disagreement over taking credit for work done.</p>
Engaging champions and spokespersons	<ul style="list-style-type: none"> • Celebrities • Technical experts • Positive deviant³² stories 	<p>Influential people speaking on your issue will increase reach.</p> <p>Helps draw attention to the issue due to celebrity value.</p>	<p>Negative coverage of the celebrity can deflect attention from your issue.</p>

³² In any community there are people who are able to adopt behaviours or find solutions to their problems even though they face similar challenges as their peers and also do not have any extra resources for their solution. These individuals are referred to as positive deviants.



		<p>Also includes voices from the field to showcase stories of those who have been impacted by the policy.</p> <p>Creates an emotional connect with the issue.</p> <p>Technical experts provide credibility.</p>	
Media engagement	<ul style="list-style-type: none">• One-on-one meetings• Seminars/ roundtables• Press conferences• Study tours• Sensitisation workshops• Media tools like Opinion Editorials, Press Release, etc.• Sharing evidence and knowledge products	<p>Ensures coverage of your issue through features, articles and opinion pieces in newspapers and digital news platforms, radio etc.</p> <p>Can inform public perception.</p> <p>Issues attracting media coverage serve as a trigger for action at the policy level.</p> <p>News and broadcast media still retain high credibility.</p>	<p>Initiating and sustaining media attention is often a challenge given the nature of the media sector.</p> <p>Attention span is short and there are many competing priorities for news agencies.</p> <p>They may also cover your opponents' point of view.</p>
Engaging national and local leaders (elected representatives)	<ul style="list-style-type: none">• One-on-one meetings• Micro and small group meetings• Large meetings and roundtables	<p>Face-to-face meetings help inform policy makers on your issue.</p> <p>Get to know their interest, inclination to support your cause, etc.</p>	<p>Fatigue as one policy maker may be contacted multiple times for the same agenda or a different agenda.</p>



Tactic	Approaches/ Types	Advantages	Challenges
	<ul style="list-style-type: none">• Study tours and conferences (national and international)• Facebook live sessions• Presentations to parliamentary fora or committees. Engagement with research aides and office staff	<p>Opportunities for cross-learning within and outside the country.</p> <p>Helps draw attention to the issue's importance to the public.</p>	
Social media	<ul style="list-style-type: none">• Updates• Campaigns• Event/ publication launches• Data sharing	<p>Inform as well as mobilise support for a cause.</p> <p>Opportunity to reach large numbers faster.</p> <p>Direct engagement with the audiences.</p>	<p>Awareness on what platform to use when and with which audience.</p> <p>May lead to spreading yourself too thin and not having actual engagement.</p>



Tool 10: Checklists for using tactics

Now that we have understood the pros and cons of using each tactic, it is also important to understand what to keep in mind when using a specific tactic. The checklists in this tool

provide you an overview of what you should do when you decide to adopt a specific tactic for your strategic engagement.

Checklist 10a: Strategic engagement with national and local leaders (elected representatives)

1	Use <u>Tool 9</u> (page 60) for the list of national and local leaders that you would like to engage with.
2	<p>Do your homework – know more about them, what are the issues that they support, why, actions they took in the past related to the issue in question, what appeals to their heart, what appeals to their head.</p> <p>There are different ways in which you could know more about them:</p> <ul style="list-style-type: none"> • Read about them in the media • Use available sources like https://www.prsindia.org/ that already tracks the functioning of the Indian Parliament and works with Members of Parliament (MPs) and Members of Legislative Assembly (MLAs) • Talk to people who have worked with them in the past or are currently working with them
3	Know about their constituency and the work they have done there. It helps if you can connect your issue with a need within their constituency. For example, is their constituency/district/state an outlier on any of the indicators like vasectomy, female literacy, need for family planning, etc.
4	<p>Map opportunities for interacting with them:</p> <ul style="list-style-type: none"> • When parliament is in session – one-on-one meetings or small meetings • During a conference • In a Standing Committee meeting • In times of emergencies like COVID-19, use virtual platforms – emails, webinars, etc.



Checklist 10a: Strategic engagement with national and local leaders (elected representatives)

5	<p>Prepare. You might just get some time with your chosen MP or MLA, so make it count.</p> <p>Be ready with data, to showcase why they need to engage with the issue and what you want from them.</p> <p>Chapter 6 (page 84) will help you with tips on getting your message right.</p>
6	<p>Make a kit with infographics, data from their constituency, snapshot of what you want them to do.</p> <p>Chapter 6 (page 84) provides you with an overview of what this kit could look like.</p>
7	<p>Use the support of a champion – this could be another elected representative or a technical expert or anyone else who has the ear of your chosen MP/MLA. Once again use <u>Tool 9</u> (page 60) for your list of allies.</p>
8	<p>Follow-up a meeting. Never leave it hanging. Send a thank you mail/message, provide the elected representative with the information they wanted and help them move on to the next step as decided in your meeting.</p>
9	<p>Support them with data when they talk about your issue on different platforms.</p>
10	<p>Monitor their support. Organise another meeting, provide more information, or have an ally reinforce your message.</p>

Checklist 10b: Strategic engagement with media

1	<p>Use <u>Tool 9</u> (page 60) for the list of media houses/journalists that you would like to engage with.</p>
2	<p>Do your homework – review how much coverage they have of your issue, identify engagement with your issue.</p> <p>Review of coverage will also reveal active voices/champions – those who support your issue – as well as opponents – those who are against your issue. Use this during your strategic engagement plan.</p>
3	<p>Map opportunities for interacting with them:</p> <ul style="list-style-type: none">• One-on-one meetings• Media workshops• In times of emergencies like COVID-19, use virtual platforms – emails, webinars, etc.



4	Prepare. Be ready with data to showcase why they need to engage with the issue and what you want from them. Chapter 6 (page 84) will help you with tips on getting your message right.
5	Make a kit with infographics, human stories, a snapshot of what you want them to do. Chapter 6 (page 84) provides you with an overview of what this kit could look like.
6	Prepare your spokespersons and champions before they interact with the media.
7	Follow-up a meeting. Never leave it hanging. Send a thank you mail/message, provide the journalist with the information they wanted and help them move on to the next step as decided in your meeting.
8	Plug-in your information – use Press Releases, Opinion Editorials, etc. Plan and support feature stories. Be part of panel discussions in the media.
9	Be available. Support them with data when they want to write about your issue. Arrange for field visits, if required.
10	Monitor their support. Organise another meeting, provide more information, or have an ally reinforce your message.

Checklist 10c: Strategic engagement with champions

1	Use <u>Tool 9</u> (page 60) for the list of champions that you would like to engage with. Also, use your media coverage review to identify your champions.
2	Do your homework – know more about them, what are the issues that they support, why, actions they took in the past related to the issue in question, what appeals to their heart, what appeals to their head.
3	Map opportunities for interacting with them.
4	Prepare tailor-made pitches for your champions – what will appeal to them. Chapter 6 (page 84) will help you with tips on getting your message right.
5	Amplify the voice of your champion by facilitating increased interactions/engagements.
6	Be available to them.
7	Monitor their support. Organise another meeting, provide more information, or have an ally reinforce your message.



Checklist 10d: Strategic engagement with alliances/networks

1	Use Tool 9 (page 60) for the list of alliances/networks that you would like to engage with. Use Resource 7 (page 70) for a list of alliances that you can be a part of.
2	Do your homework – know more about them, who are the members, what do they stand for, who are the people you know, what is the credibility of the alliance/network/individual, what is their relationship with the policy makers.
3	Meet alliance/network members and discuss your issue with them.
4	If you are building a new alliance, then create a core committee/steering committee for instituting processes and structures within the alliance. Ensure the following: <ul style="list-style-type: none">• Keep steering committee informed about the progress.• Seek the support of members when stuck.• Have a clear decision-making process in place.
5	Enumerate responsibilities of alliance members. Make an action plan.
6	Do periodic reviews.
7	Monitor the work of the alliance and organise more meeting or provide more information when needed.

Checklist 10e: Strategic engagement using social media

1	Define what you want to achieve using social media.
2	Choose your social media platform. Each one has its advantages and disadvantages. Pick the one most relevant to you; do not spread yourself too thin. See Resource 8 (71) on tips for using different types of social media platforms.
3	Look at the time and resources you have. Using social media effectively is not simple - it will require constant engagement. Take it up only if you think you can invest time in it.



4	<p>Look at where your audience is. For example, national and local leaders have social media accounts on Twitter:</p> <ul style="list-style-type: none">• Identify the Twitter handles of decision makers and thought leaders – individuals and organisations.• Follow them to understand what they talk about and how they engage.
5	<p>Develop your social media content and plan – you can do a broad monthly plan, with specifics for each week. Make sure you note the different days that are of significance.</p>
6	<p>Develop your content. Use stories, data, videos, images, etc.</p> <p>Chapter 6 (page 84) will help you with tips on getting your message right.</p>
7	<p>Follow certain hashtags (#) that are popular as well as relevant.</p>
8	<p>Implement your social media plan. For example, if we take the above example of using Twitter:</p> <ul style="list-style-type: none">• Tweet to the thought leaders and decision makers that you want to get attention of. Make sure you mention them by using their Twitter handles.• Use champions and other allies to tweet about your issue too.• Retweet relevant tweets – partner tweets relevant to your issue, tweets of thought leaders and decision makers.
9	<p>Monitor your engagement – what has the audience responded to most?</p>
10	<p>Revamp your plan at strategic times to make sure you are in line with what's trending.</p>

**Resource 7:****List of alliances, coalitions, networks****Advocating Reproductive Choices (ARC)**

A coalition of more than 115 civil society organisations working in the field of sexual and reproductive health.

<https://www.arccoalition.org/>

Implementing Best Practices (IBP) network

IBP is a partnership by the World Health Organization (WHO), the United States Agency for International Development (USAID), the United Nations Population Fund (UNFPA). With over 80-member organisations IBP convenes partners to share best practices, experiences and tools to support family planning and reproductive health programming.

<https://ibpnetwork.org/>

International Youth Alliance for Family Planning (IYAFFP)

IYAFFP is an alliance of young individuals, youth associations, organisations and communities with a common mission to support the provision of comprehensive reproductive health care services with a particular focus on family planning for youth.

<http://iyafp.org/>



Resource 8:

Tips on using social media platforms

Some tips to remember when you use social media platforms³³:

- Like and follow the pages of your thought leaders and decision makers.
- Make every post count – do not go overboard, be strategic in the number of posts you make.
- Keep a consistent look and feel across different social media platforms.
- Along with a content plan also have a crisis response plan. Be clear about what your response will be, who will it come from, etc.



Chapter 7 (page 104) looks at dos and don'ts for crisis management.

Facebook



- Use images and videos. They attract engagement.
- Keep the text short and simple.
- Tell people about what you are doing by sharing stories from your field.
- Tag your thought leaders and decision makers to relevant posts.

Twitter



- If you are creating a new hashtag, make sure it has not been used before.
- Build a relationship through tweeting and retweeting; do not restrict to tweeting on your agenda only.

Instagram



- Use your photos and videos. It will make a difference.
- Tag your thought leaders and decision makers to relevant posts.
- Use location if you are talking about an event.

- Run campaigns
- Use celebrity endorsements
- Package data creatively
- Share/Repost
- Celebrate days of significance
- Share stories of change



³³ Social Media Toolkit. American Library Association. <http://www.ala.org/advocacy/social-media>



Tool 11: Strategic engagement plan

While you will start developing your plan here, you will need to return to it after reviewing subsequent chapters.

Strategic engagement objective (Refer to Resource 2 page 32 for data sources)	Audience (From Tool 9 page 60 – decision makers and thought leaders/messengers)	Key ask/message (From Tool 13 page 91)	Activities (Choose from Resource 6 page 62 and break it down)	Channels/Products (From Tool 14 page 92)



Cost (Estimate the cost of engaging and developing the products for engagement)	Indicators (From Tool 17 page 134)	Timeline (When will the activity happen)	Responsibility (Who is responsible to undertake this – within your organisation or alliance)	Review (When will you check progress)

5. Collecting and Generating Evidence

Strategic engagement plans should be driven by evidence that show why change needs to happen.





At each step of the way, strategic engagement should be driven by evidence. A narrative that is convincing and compelling will encourage decision makers to take the desired action. The following questions can frame how you think about collecting and generating evidence for strategic engagement:

- What evidence is available to support your ask, your message about what needs to change?
- What additional research do you need to undertake?

Building strategic engagement around scientific evidence creates compelling asks.

Consider the following two statements. Which is more compelling?

“India is going through a population explosion and this calls for a population control policy.”

“As India’s fertility level is 2.2, which is near the replacement level of 2.1, India is not experiencing a population explosion. But there is a need for greater investments in family planning to meet the unmet need of close to 30 million women in the reproductive age to stabilise the population.”

For policy makers and many other thought leaders, the second statement will be more compelling because it is driven by credible evidence.

Identifying key data

Evidence from large scale surveys is preferred because the rigorous methodology adds credibility. However,

this can also be complemented with evidence generated through policy reviews, landscape assessments and qualitative approaches (for example, from key informants: government officials, health service providers, CSOs, clients/beneficiaries). People engaged in strategic engagement should keep themselves updated on the existing and new research on family planning and be familiar with existing evidence used for their approaches.

Serves dual purpose

Collecting and analysing evidence can also serve another important function. Consulting government officials, subject experts and CSOs is a good way to inform them about the issue, your strategic engagement plan and to initiate buy-in from potential allies.



Youth champion conducting a session on menstrual health



Building evidence

Evidence helps increase knowledge and understanding of the issue, clarify myths and misconceptions, demonstrate the impact of investing in family planning and reflect everyday realities, all of which inform policies and programmes.

When you look at existing data, you may see gaps. For example, is there data on the knowledge and behaviours of women, men and adolescent boys and girls and young people related to family planning? Is there information on the availability, affordability and quality of family planning services? Is there information on how health and other development programmes are impacting the availability and use of family planning? Is there evidence on the impact of family planning policies (or the lack of policies) on health and well-being in a specific district?



In [Tool 3](#) (page 30) you identified information gaps. This will help you decide what evidence you need to generate.

Use [Tool 12](#) (page 79) to plan your research.

Refer to [Resource 9](#) (page 80) for some key evidence developed by Population Foundation of India that you can use for your strategic engagement.

An important aspect of collecting and generating evidence is understanding the importance of cross-sectoral data. Data on maternal and child health or women's labour force participation for example, can be useful in advocating for family planning.



You will use the evidence you collect or generate using [Tool 12](#) (page 79) to craft effective messages and products in [Chapter 6](#) (page 84).



CASE 10

BUILDING EVIDENCE FOR CHANGE³⁴

Population Foundation of India commissioned a study on the “Cost of Inaction in Family Planning in India: An Analysis of Health and Economic Implications (COI)” to highlight the consequences of skewed investments in family planning. The study projects a policy scenario where family planning programmes are implemented to their full extent and estimates the potential costs and benefits to the nation over the course of 15 years, from 2016-2031, by comparing it with the current scenario.

The key findings of the study focus on demographic and health consequences, economic gains from increased family planning investments, budgetary savings to the government and savings on out-of-pocket expenditure to households. The study findings were released in New Delhi in October 2018, followed by further dissemination at the International Conference on Family Planning (ICFP) in Kigali, Rwanda in November 2018. Since its launch, the findings of the study have been circulated far and wide and have played a major role in strategic engagement. They have been used extensively for parliamentary engagement, media articles, interviews and presentations to donors and government officials alike. The study report can be accessed at:

<https://populationfoundation.in/cost-of-inaction-policy-brief/>



³⁴ (Internal document) StratComm Consulting. Leading the way: Population Foundation of India's advocacy journey from 2014-2019. Population Foundation of India. June 2019



Using cross-sectoral data

You may find that decision makers prioritise other issues over family planning. For example, policy makers in health may be grappling with the question: “Is family planning more important than maternal deaths or noncommunicable diseases such as diabetes?” Rather than competing with other health priorities, think about how you can position your family planning “asks” in a way that also helps achieve other priorities. Frame your strategic engagement messages in the context of achieving multiple development goals, achieving both family planning and other health and development outcomes.

For example, increased access to family planning contributes to lower maternal and child mortality, increased education and family income, greater economic growth and women’s empowerment and gender equality.

To identify shared goals and objectives, leverage the cross-sectoral data you have collected on issues like household incomes, maternal deaths and child marriage to understand where to position your asks. You can do this by building off the following questions:

- How does family planning help address other problems such as maternal deaths, household incomes?
- Can family planning contribute to economic growth? If so, how?

Similarly, you can look at other factors – like education and age at marriage – and talk about how they impact family planning to find common ground with other sectors.

Refer to [Resource 10](#) (page 81) for a snapshot on the linkages that family planning has with other issues.





Tool 12: Planning your research

Your strategic engagement issue (From Tool 6 page 45)	
Current data available (Use Tool 3 page 30)	
What are the gaps? (Use Tool 3 page 30)	
What questions do I need to ask to address the gaps?	
Who do I need to speak with to get the answers?	
How will I ask those questions? What research methods will I use?	



Resource 9: Some key evidence for use

Since it was founded, Population Foundation of India has focused on building evidence and disseminating it to decision makers and thought leaders through simple and attractive knowledge products. These are available on the organisation's website.



Chapter 7 (page 104) includes infographics, factsheets and other products that Population Foundation of India has used in its strategic engagement work.

Resource requirements to meet India's FP2020 commitments

The study examines current trends in family planning services in addition to a state-wise analysis of the gap in family planning services.

<https://populationfoundation.in/resource-requirement-to-meet-indias-fp2020-commitments/>

Cost of Inaction in Family Planning in India: An Analysis of Health and Economic Implications

The study projects a policy scenario where family planning programmes are implemented to their full extent and estimates the potential costs and benefits to the nation over 15 years, from 2016-2031, by comparing it with the current scenario.

<https://populationfoundation.in/cost-of-inaction-policy-brief/>

Cost of Inaction in Family Planning in India

This can be understood as the loss of potential benefits to individuals, households, economy and society if Family Planning is not treated as a priority.



Additional Infant Deaths



Additional Maternal Deaths



Unsafe Abortions



Additional Newborns



Additional Populations

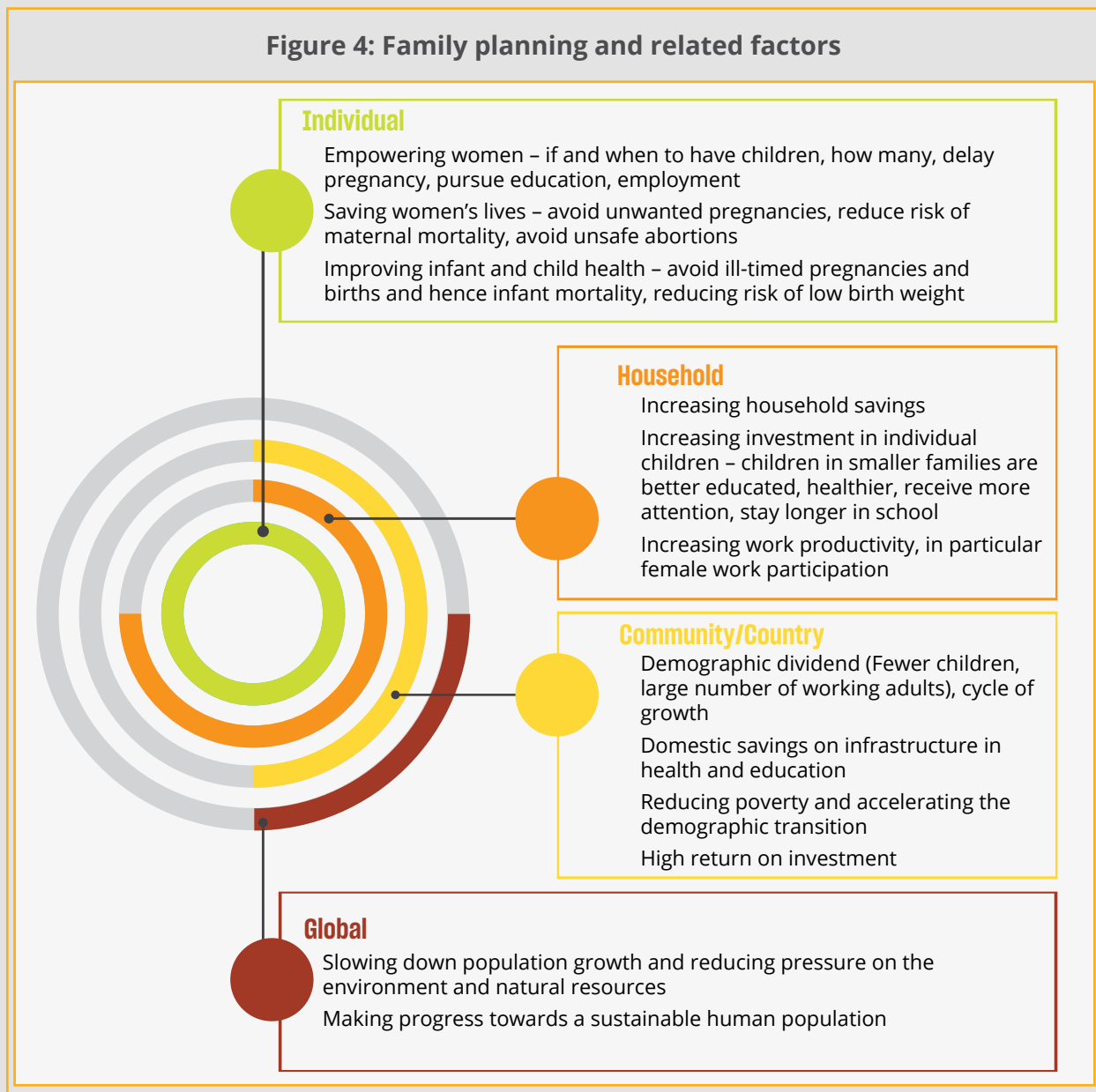


Resource 10: Family planning and related factors

When looking at cross-sectoral data you can look at the impact family planning has at each level – individual, household, community/country or global³⁵. This

will also help you highlight how family planning can help policy makers achieve multiple social and economic goals.

Figure 4: Family planning and related factors



³⁵ Grant, C. (2016) Benefits of investing in family planning. K4D Helpdesk Research Report. Brighton, UK: Institute of Development Studies.



You can also look at specific benefits of family planning as under³⁶:

- Maternal health – reduces maternal deaths, improves nutrition
- Unsafe abortion – prevents unwanted pregnancies and unsafe abortion
- Infant and child health – helps space births, results in better health for the mother and child
- Adolescent health – reduces unwanted pregnancies, reduces mortality of young mothers
- Economic benefits – increases household incomes, lowers the number of children which increases investment in each child and leads to further rising income, increased labour force participation by women and large savings in health and education sector
- Women’s rights, empowerment and gender equality – improves family decision-making, participation in the workforce, greater social participation
- Climate change – reduces pressure on scarce natural resource



³⁶ Department for International Development (DFID) and UK Aid. Improving Reproductive, Maternal and Newborn Health: Reducing Unintended Pregnancies – Evidence Overview. A working paper (Version 1.0). 31 December 2010.



Empowering girls to take action

6.Strategic Communications

The aim of strategic communications is to inform, persuade and support decision makers and thought leaders to action.





Developing impactful strategic communications can be framed by the following questions:

- What are your core narratives or messages?
- What tools do you use to communicate our narratives?
- Who are your champions?

Here are several important points to keep in mind as you develop your strategic communications:

- Use the principle of KISS – Keep It Short and Simple.
- Prepare brief and clear statements that translate any sector-specific knowledge or jargon into easy-to-understand information.
- Tailor your messages according to the intended audience.
- The tactics and tools you use to communicate with your decision makers and thought leaders will vary depending on the audience.
- Strong messengers improve engagement with your audience.

Drafting the key message

Key messages are not slogans or taglines or actual communication that go on a material, but a guide for developing the materials and positioning of content

Start with a **primary message** but move on to developing specific secondary messages for each audience. The primary message is a 'statement of change you want to bring about' and is based on your understanding of the environment and your audience.

For example, a primary message for Population Foundation of India's Rajasthan project was: Every fourth person in Rajasthan is an adolescent. During this important developmental stage of physical and psychological changes, adolescents need access to information and services in a supportive environment. Strengthening adolescent and youth sexual and reproductive health

and rights policies and programmes will empower the adolescents in the state and improve their access to quality health and allied services. Healthy and informed adolescents will create healthy and informed adults³⁷!

Keeping the primary message in mind, secondary key messages will change depending on your target audience and the action you want them to take – some may need to make changes to a policy, some may need to guide and inform the decision makers to make changes to a policy, some may voice the concerns of those most affected by the policy, etc. The secondary key messages for each audience will take into consideration the

³⁷ (Internal document) StratComm Consulting. Strategic Advocacy Framework 2019-2021. Population Foundation of India. April 2019



answers to two key questions that most thought leaders ask:

- 'What's in it for me?'
- 'What exactly can I do?'

For example, for the same project in Rajasthan, the team looked at the following message for the Department of Education: As per the Annual Status of Education Report, in 2018, 20 percent of girls aged 15-16 years were out of school or had dropped out. Changes during puberty and menstruation are common reasons why adolescent girls

drop out of schools. Providing them accurate information, access to facilities and a supportive environment can help keep the girls in school. Comprehensive sexuality education can help make this possible!

Refer to [Resource 11](#) (page 89) for different ways in which you can draft your message.

Use [Tool 13](#) (page 95) to develop your primary and secondary messages.

Testing the message

It is also important to test your message. You can test the message in two ways:

- Work with someone from your organisation or an ally to test the message that you have developed by doing a practice session. One person can act as the decision maker/thought leader and the other can engage with them, using the message developed.

- Test out the messages with some thought leaders who are your allies before you move on to talking to your target audience.



Revisit your message [Tool 13](#) (page 91) and make changes as required to strengthen your message.



Identifying the messenger

The impact of messages is heavily tied to the person or organisation delivering it. Messages that have a strong impact, that leave positive impressions and are easy to remember, are often due to our opinions of the messenger. That is why it is critical to identify the most suitable messenger for each of your target audiences. For example, when it comes to increasing budgetary allocations for family planning, the Minister of Finance may listen to the Health Minister, Members of Parliament, the recommendation of the Stating Committee or subject experts.

The right message delivered through the wrong messenger can sometimes yield no result. A messenger is as important as the message itself in strategic engagement.



Use Tool 9 (page 60) to identify your messengers – those who can reach out to the decision makers.

Developing strategic engagement products

The right message needs to be delivered through the right medium at the right time to yield results.

To decide which product to use to share your message in your strategic engagement plan, consider these factors:

Audience: Some formats will be more effective and appropriate for specific audiences. For example, high-level policymakers may be more responsive to a briefing packet or fact sheets because they have little time, while a PowerPoint presentation may be more effective in an open discussion at a forum.

Cost: Some media requires significant resources. A fact sheet or briefing note

may be less expensive than mass media campaigns.

Risk: Family planning is often a sensitive topic. Public debates and live forums can turn into “heated” events. Risk can be managed through careful planning, selection of speakers and rehearsals.

Visibility: Your choice of medium can also maximise your ability to raise visibility. For example, holding an event where a celebrity or a high-ranking public official is in attendance may help promote your message more effectively.



Use [Tool 14](#) (page 92) to choose the right tactic for your strategic engagement.

Refer to [Resource 12](#) (page 93) for tips on developing your strategic engagement products.

Refer to [Resource 13](#) (page 95) for a set of strategic engagement products that Population Foundation of India has developed.

Refer to [Resource 14](#) (page 98) for tips on digital media engagement.

Refer to [Resource 15](#) (page 102) for a snapshot of what a strategic engagement handbook should include.



In Chapter 7 (page 104) you will look at how to handle a crisis.

STRATEGIC ENGAGEMENT PRODUCTS

- PowerPoint presentations
- Press releases
- Opinion editorials
- Fact sheets
- Policy briefs
- Infographics
- Letter
- Leaflet
- Poster
- Videos
- Reports
- Social media posts
- Talking points for champions





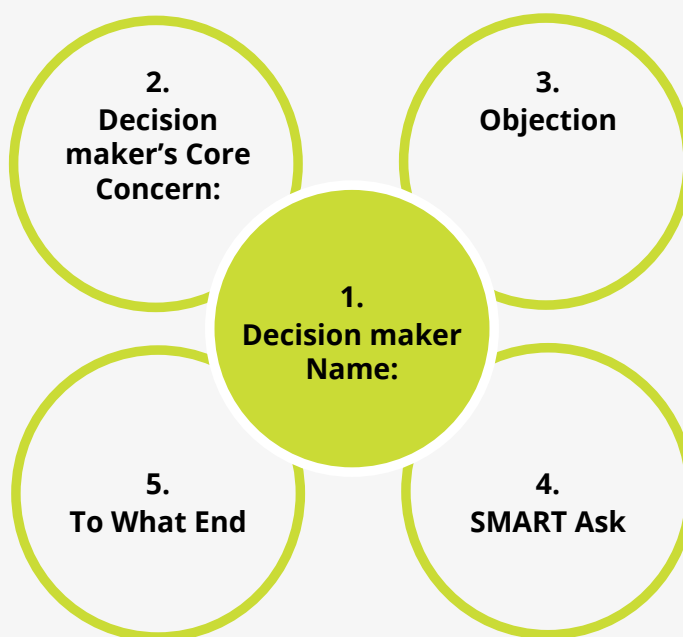
Resource 11: Drafting your messages

There are different ways in which you can draft your message, focusing on the target audience and what you want them to do. Some messages focus on the

rational side by presenting evidence while some focus on the emotional side by presenting evocative stories. Choose what works best for your target audience.

Resource 11a: The Advance Family Planning five-point message box³⁸

- Fill the five-point message box to include the decision maker, what is her/his core concern, what could be the objection to the issue you are advocating for, what is your ask and for what end result.
- **The key message = SMART ask (box 4) + To what end (box 5).**



Example:

The MoHFW (**decision maker**) is responsible for improving the availability and use of family planning (core concern) but has prioritised other health issues over family (**objection**). The strategic engagement message asks them to create a separate department for family planning headed by an Additional Secretary and a dedicated central budget by 2022 (**SMART ask**). This will help the Ministry increase the Modern Contraceptive Prevalence Rate (mCPR) and meet the FP2020 commitments (**to what end?**).

³⁸ Gillespie, D. and Fredrick, B. (2013). AFP SMART: A Guide to Quick Wins. November 2013



Resource 11b: The one-minute message³⁹

- Sometimes we might get a short time in which we need to talk about our issue. During such times, it is good to have a one-minute message or 'elevator pitch'.
- **Key message = Statement + Evidence + Example + Desired policy action**

Example:

The Lancet study published last week shows that there will be XX million unintended pregnancies in India due to the COVID-19 lockdown (**statement with evidence**). Nearly XXX women in our intervention districts in Rajasthan, Uttar Pradesh and Bihar have shared that they are not getting contraceptives due to lockdown and are at the risk of getting pregnant (**example**). Please make family planning an essential non-COVID-19 service so that all women are able to access contraceptives, either at a facility or at home through ASHAs (**desired action**).



³⁹ Leading Voices in Securing Reproductive Health Supplies: An Advocacy Guide and Toolkit. Reproductive Health Supplies Coalition. https://www.rhsupplies.org/uploads/tx_rhscpublications/673_1_The_Advocacy_Guide_and_Toolkit_6_2009.pdf



Tool 13: Developing the key message

Your primary message

(Example: Every fourth person in Rajasthan is an adolescent. During this important developmental stage of physical and psychological changes, adolescents need access to information and services in a supportive environment. Strengthening adolescent and youth sexual and reproductive health and rights policies and programmes will empower the adolescents in the state and improve their access to quality health and allied services. Healthy and informed adolescents will create healthy and informed adults!)

Your secondary messages

(Example: For the Department of Education – As per the Annual Status of Education Report, in 2018, 20 percent of girls aged 15-16 years were out of school or had dropped out. Changes during puberty and menstruation are common reasons why adolescent girls drop out of schools. Providing them accurate information, access to facilities and a supportive environment can help keep the girls in school. Comprehensive sexuality education can help make this possible!)

Ask yourself:

- Does the message include critical information required?
- Is the evidence used correct?
- Does the message speak to the audience's interest?
- Does it position your goal as achievable?
- Does it suggest a solution?
- Is there a clear call to action?
- Is it easy to understand?
- Is it crisp?
- Is it free of jargon?



Tool 14: Choosing the right products

Question	Example
How much time does your audience have?	Will they give you 10 minutes to make your case? In that case, speak to them and leave behind an infographic or brief.
Is this form comfortable for your audience?	Local leaders may prefer a 1-page overview rather than a longer report.
Can you or your strategic partner develop it in-house?	If not, rethink as the time and energy you spend in developing it may be spent in an actual engagement.
Do you have the budget to develop the product?	Try no cost or low-cost products before you set aside budgets or ask for allocation of budgets to develop new materials.
Is the product suitable for the message?	Data is best shown through an infographic, human stories through a video, etc.
Will there be constraints on using the product?	You might choose a video but realise that there is no space to show it in a government office.



Resource 12:

Tips for developing products

Develop audience-wise products

Make sure to consider the background of your audience when presenting information so that you can ensure maximum impact on the target group and increase the likelihood of them taking the action requested.

Infographics and interactive videos and movies can make information more accessible and engaging to a wider audience.

Ensure a common visual identity

If you have a branding guideline – specific colours, font, imagery, etc. – use that across all products to help people remember the message.

If you want to use a campaign theme, make sure you develop a simple branding guideline – what colour to use, which logos to be put up, etc. – so that anyone working on the campaign uses that guideline.

do this especially if you are working as an alliance so that your products speak one common voice.

You can take it a step forward and develop a kit – with content, photos, etc. – so that your partners and thought leaders can use it as is.

An example of such a resource is this campaign site by EngenderHealth:

<http://www.engenderhealth.org/wtfp/index.php>

Use compelling data

Data and evidence should be the basis for any product you build, as they will help you describe the issue and the impact of the change you are asking for.

Use evidence from large-scale data sources that are considered credible.

It is important to select the most persuasive point of information instead of including many moderately impactful ones.

Revisit the information you collected in **Chapter 5, Collecting and Generating Evidence** (page 74).



Weave storytelling

While data talks to the head, stories talk to the heart!

Stories will help your decision makers and thought leaders visualise impact. These can be stories of change from your field or stories from other regions or even, countries. Stories can be written or in audio-visual form.

Examples of such stories can be found on the People's Archive of Rural India (PARI) website:

<https://ruralindiaonline.org/articles/pari-series-on-womens-health/>

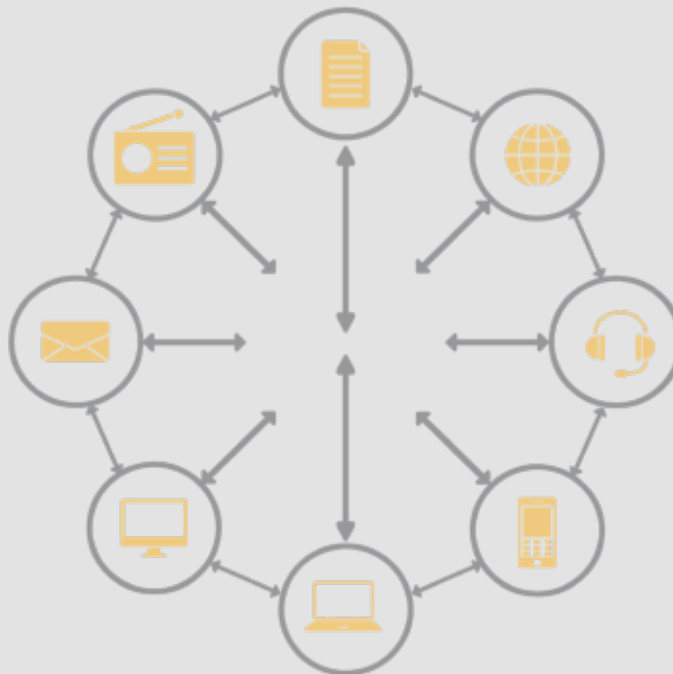
Visualise data

Not everyone is well-versed with reading data - it can appear overwhelming. Also, some may not have the time to read your detailed report.

Visualising your data will make it easy to understand, appealing and simple to connect with.

See different examples of how you can visualise data here: <https://datavizproject.com/>

Use free tools like Canva to make your data visually appealing: <https://www.canva.com/learn/best-infographics/>





Resource 13: Population Foundation of India's strategic engagement products

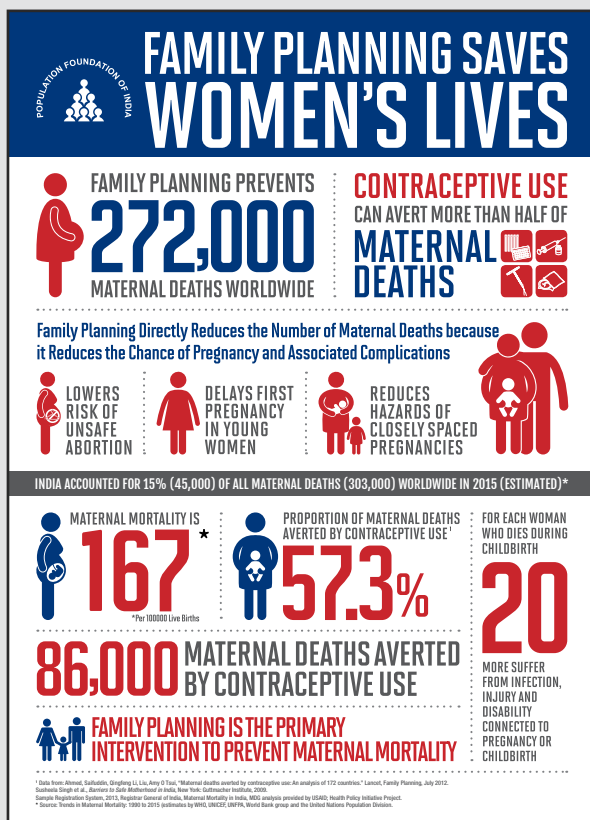
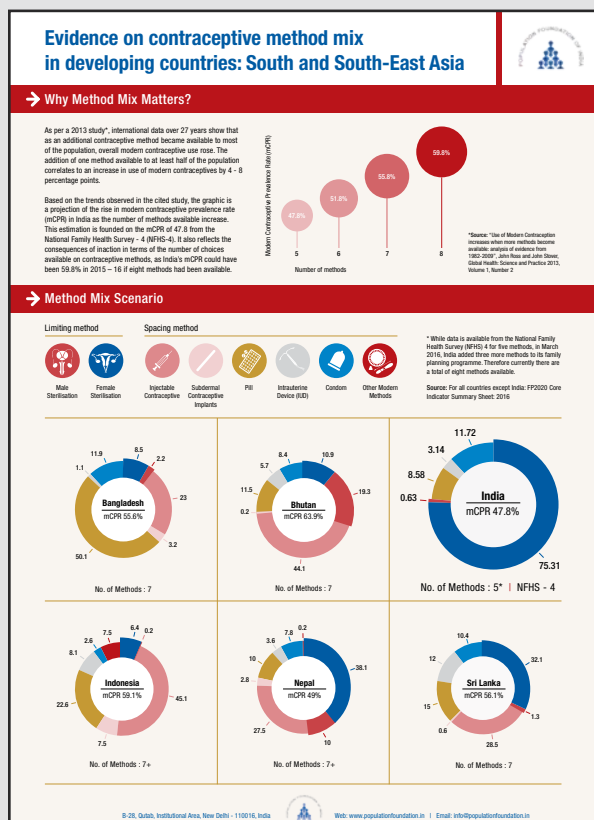
Infographics and Factsheets

Population Foundation of India has developed a range of knowledge products for engagement with thought leaders such as the parliamentarians, media, CSOs, government ministries and departments. Over the years, we have developed visually attractive products

using publicly available data and evidence or data from the studies we have commissioned.



Refer to Resource 9 (page 80) for policy briefs.



Download here:

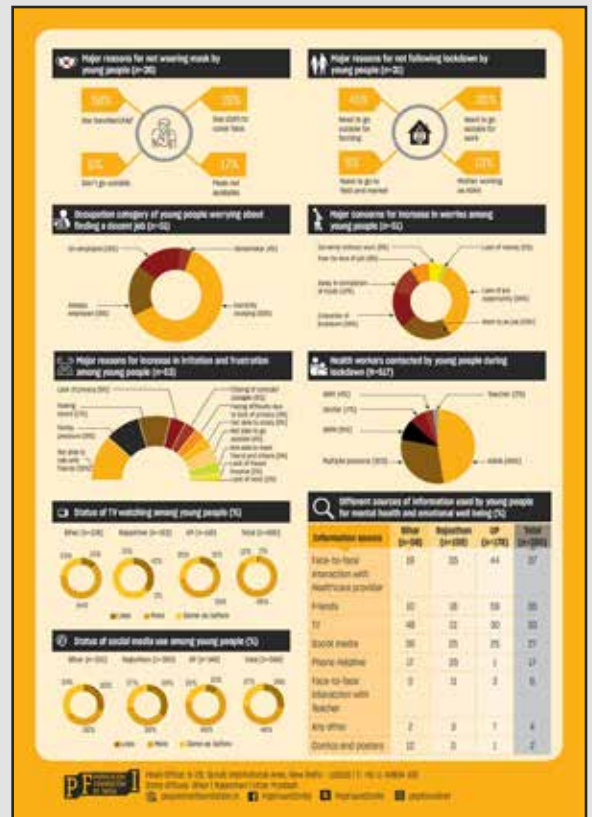
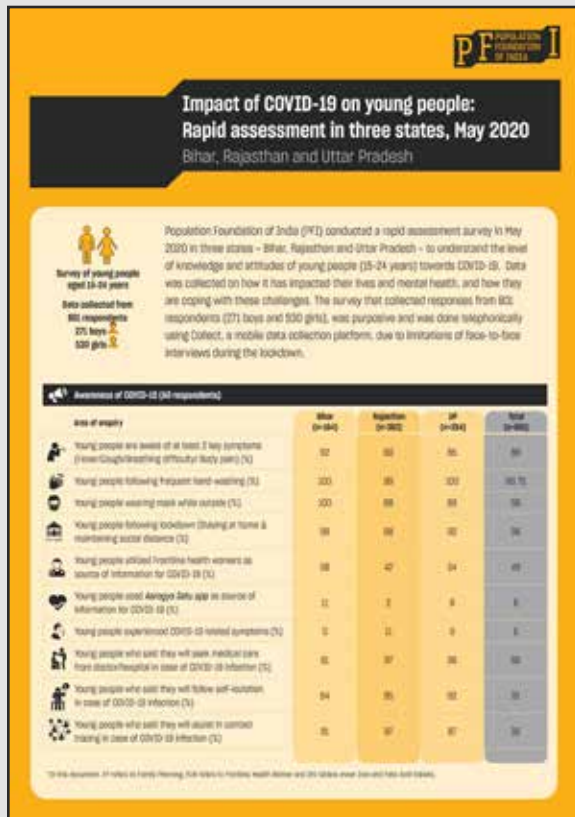
<https://populationfoundation.in/wp-content/uploads/2020/04/Fileattached-1513326457-Infographic.pdf>

Download here:

https://populationfoundation.in/wp-content/uploads/2020/04/Fileattached-1492420083-Saving_lives_infograph.pdf



Infographics and Factsheets



Download here:

https://populationfoundation.in/wp-content/uploads/2020/08/Factsheet_Youth-Survey_Covid.pdf

Social media posts

Active presence on different social media platforms such as Facebook, Twitter, Instagram and YouTube.





Audio-visual materials

We use a range of audio-visual materials to reach out to our audience. The videos have been shown at meetings and events,

have been shared through e-mails and social media and are available on the organisation's website.



View it here:

<https://populationfoundation.in/birth-spacing/>



View it here:

<https://populationfoundation.in/peoplebeforenumbers-population-growth-a-cause-for-concern/>



View it here:

<https://populationfoundation.in/the-cost-of-inaction-in-family-planning/>



View it here:

<https://populationfoundation.in/the-reel-to-real-stories-of-main-kuch-bhi-kar-sakti-noon/>





Resource 14: Digital media including social media⁴⁰

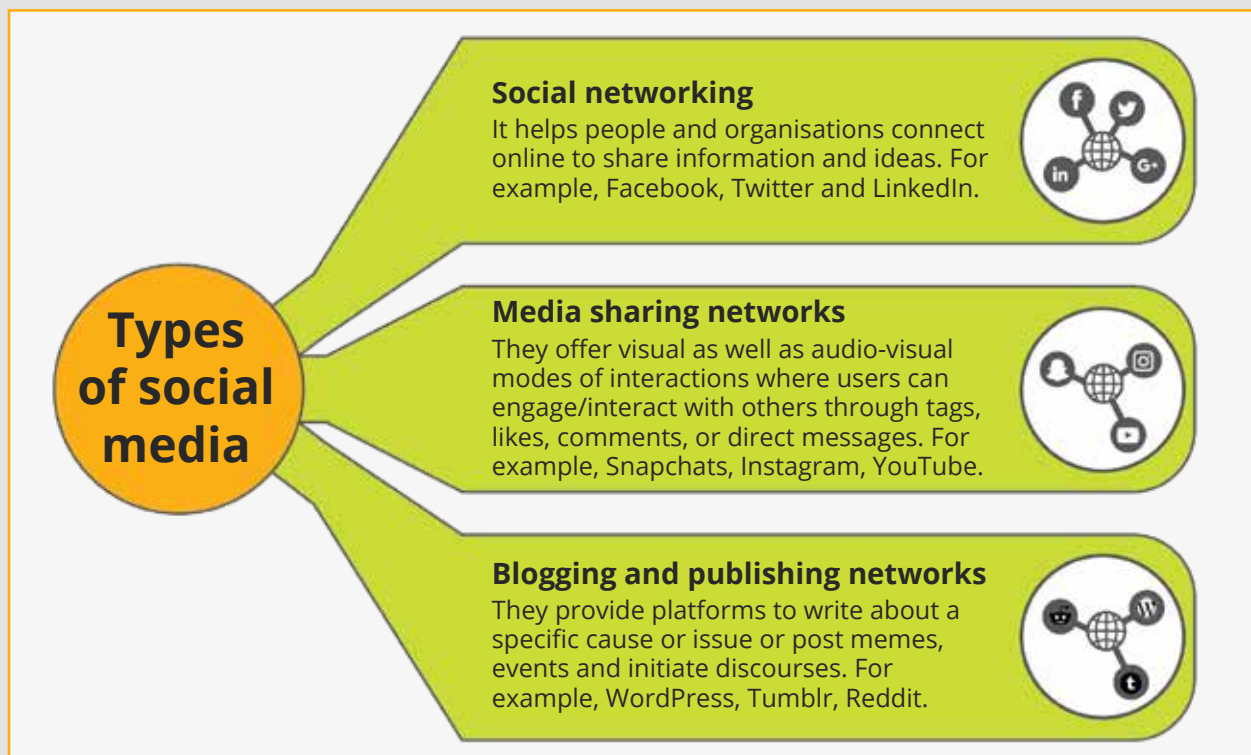
What is digital strategic engagement/advocacy?

Digital strategic engagement is the use of technology for informing, attaining visibility, and mobilising support from communities, decision-makers and thought leaders towards a cause in order to bring about positive change. Social media comprises interactive digital

tools that facilitate sharing of messages with a large number of people. It helps in connecting groups or individuals interested in particular subjects. Social media is increasingly becoming an integral component of movements and campaigns.

Why use digital strategic engagement?

- Can be accessed by anyone having a smartphone/ internet
- Has the potential to reach many people
- Is economical and prompt
- Engage with people who may not be able to participate in-person
- Can be used to reach people interested in the particular areas you are working in



⁴⁰ https://www.asiapacificalliance.org/application/files/3216/1234/6061/Advocacy_Toolkit_Digital.pdf

<https://www.voicesofyouth.org/act/how-do-digital-advocacy>



How to plan and execute digital strategic engagement?

Set your goals and objectives

Digital strategic engagement requires proper planning to determine what needs to be done and how we do it. Use the SMART goal-setting approach illustrated in Chapter-3.

Be practical while setting goals so that you do not find yourself overstretching to achieve any of them.

Bear in mind that the use of social media in isolation is unlikely to be successful, use it to complement and augment the organisation's existing strategic engagement efforts and to contribute to shifting or reaffirming policy priorities.

Identifying the target audience

Audience refers to people or institutions you intend to educate and mobilise to achieve the desired goal. Define your audience(s) as clearly as possible, some questions that will help you narrow down your target audience:

- Profession — are they policy-makers, bureaucrats, academicians, think-tanks?
- Awareness — are they well-informed about the issue?
- Interests — what do they care about?
- Attitude — how do they feel about your issue/cause?
- Change — how can they bring about the change you are trying to achieve?
- Preferences — what media do they consume? what social media platform do they use?
- Influencers — who do they listen to?

When you plan, you may categorise the engagement activities into 4 segments:

- **Targeted engagement - Organic**
- **Targeted engagement - Promoted (Paid)**
- **Mass engagement - Organic**
- **Mass engagement - Promoted**

Targeted engagement activities are aimed directly at policymakers, and mass engagement activities are aimed at generating tangible demand from the masses, which can then be directed toward the policymakers.

Targeted engagement - Organic

Medium: Twitter or LinkedIn

- Create a list of all stakeholders, especially mid to senior-level bureaucrats and policy-makers.
- Create tweets or posts about core issues and keep tagging them in these posts.
- Ask polite questions on posts and tag them, get them to engage with you.



Targeted engagement - Promoted

Medium: LinkedIn

- Create engaging content that captures the message you wish to promote
- Target relevant officials / departments
- Promote the content to these officials
- Based on the number or stats of those who engaged with the post, you can then reach out to them through LinkedIn messages or via email

Mass engagement - Organic

- Partner with firms, other people and influencers
- Organise a tweetathon (on twitter), while requesting partners to tag relevant stakeholders in every tweet and use a common hashtag that contains the issue
- Request partners to also post on all the platforms they are on while using the hashtag and tagging the stakeholders on those platforms too
- Create a change.org petition. Circulate among people and get their endorsement
- Share the petition with stakeholders via email and by tagging them on social posts

Mass engagement - Promoted

- Create engaging content that contains the core message
- Create a call to action - either asking the audience to create a post and tag stakeholders, or sending an email to stakeholders, or asking them to call their local representatives
- Promote the content to a set audience on Facebook / Instagram

Messages - what do you want them to know and do?

Drafting your message

Your messages should persuade and convince your audience to think or take an action, in order to create a positive change.

Three key questions to guide the development of your messages:

- What do we want people to know?
- What do we want people to feel?
- What do we want people to do?

Narrowing down your target audience at the outset is essential, so you can tailor your messages accordingly. Resource 11 of this chapter will guide your message development process.

Research well and always verify the source of the information before disseminating the message.

Make sure the messages are concise, specific, simple and free from jargon. Bear in mind, people have short attention spans.

Avoid making grammatical and spelling errors, which can be off-putting and can also reduce your credibility.

Though context-specific, it is usually helpful to include a call to action.

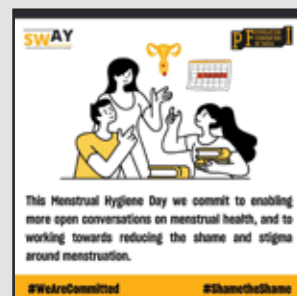


Creating content

The next step involves creating attractive content for social media. Digital platforms are inundated with information and often you will find a lot of competition. It is necessary to stand out while being mindful of your strengths and limitations.

The kind of content will be determined by the type of social media platforms being used. Understanding what content works better on which channels, is imperative.

Make sure that you create eye-catching and compelling content that conveys your messages. Some of the popular mediums are: videos, reels, infographics, memes, blogs, interviews, human interest stories, GIFs, first-person narratives, email communication (newsletters, appeals, etc.)



Digital Tactics - how will you get there?

Your tactics are the content and channels through which you will communicate your messages to your audience. Use appropriate digital channels that will reach your specific target audience. For example, Instagram is popular among young people, while thought leaders usually prefer Twitter or LinkedIn.

Make sure you engage actively with your audience such as replying promptly to comments and tactfully responding to negative comments without being combative.

Use appropriate hashtags and connect the post to all other relevant posts to link into conversations.

Deciding when will you do what

Planning the timeline is an important element of digital advocacy—when to use which digital channel and post what type of content.

You may consider international and national days that are of significance to your cause, such as World Health Day, World Population Day, and so on. Post

during a time when there is a heightened buzz around the issue you are promoting. In addition, align your engagement around locally or nationally significant events/releases of reports or studies/debates. Since it is not always possible to foresee events, make sure you diligently follow the news so that you can decide what to post at the opportune time.



Resource 15: What should strategic engagement kit include?

A strategic engagement kit is a compilation of informational documents that you can give to decision makers or thought leaders that you meet.

Start with a generic kit that will include materials that you can use across audiences. But depending upon who you are meeting, tailor the kit to include materials that speak to the decision maker or thought leader.

For national and local leaders:

- Include data from their constituency

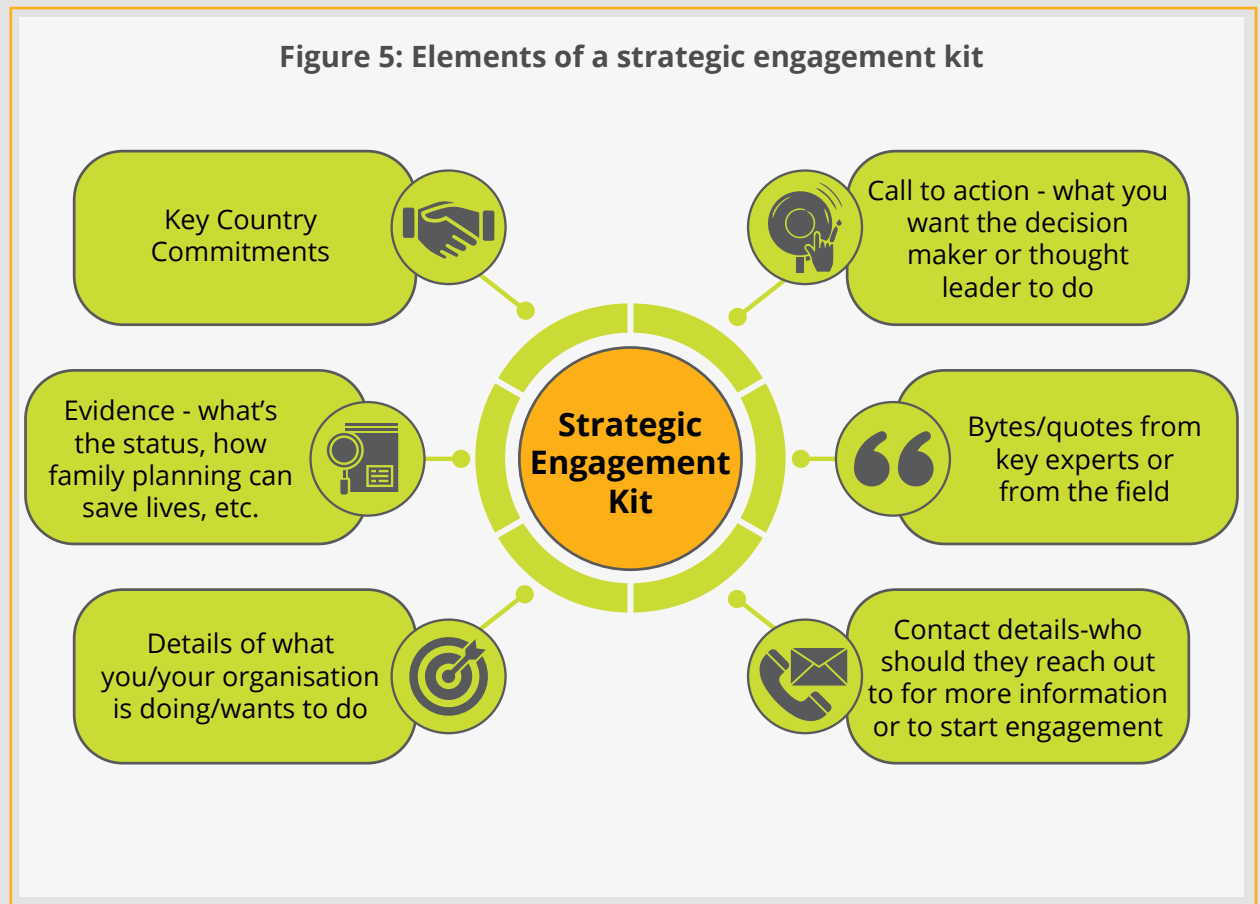
- Include a comparison of how their constituency is faring vis a vis other similar constituencies

For media:

- Include quotes from local and global leaders
- Include photos and stories from the field

These should be updated periodically to ensure they are not dated.

Figure 5: Elements of a strategic engagement kit



Assessment of Capacity to do Strategic Engagement

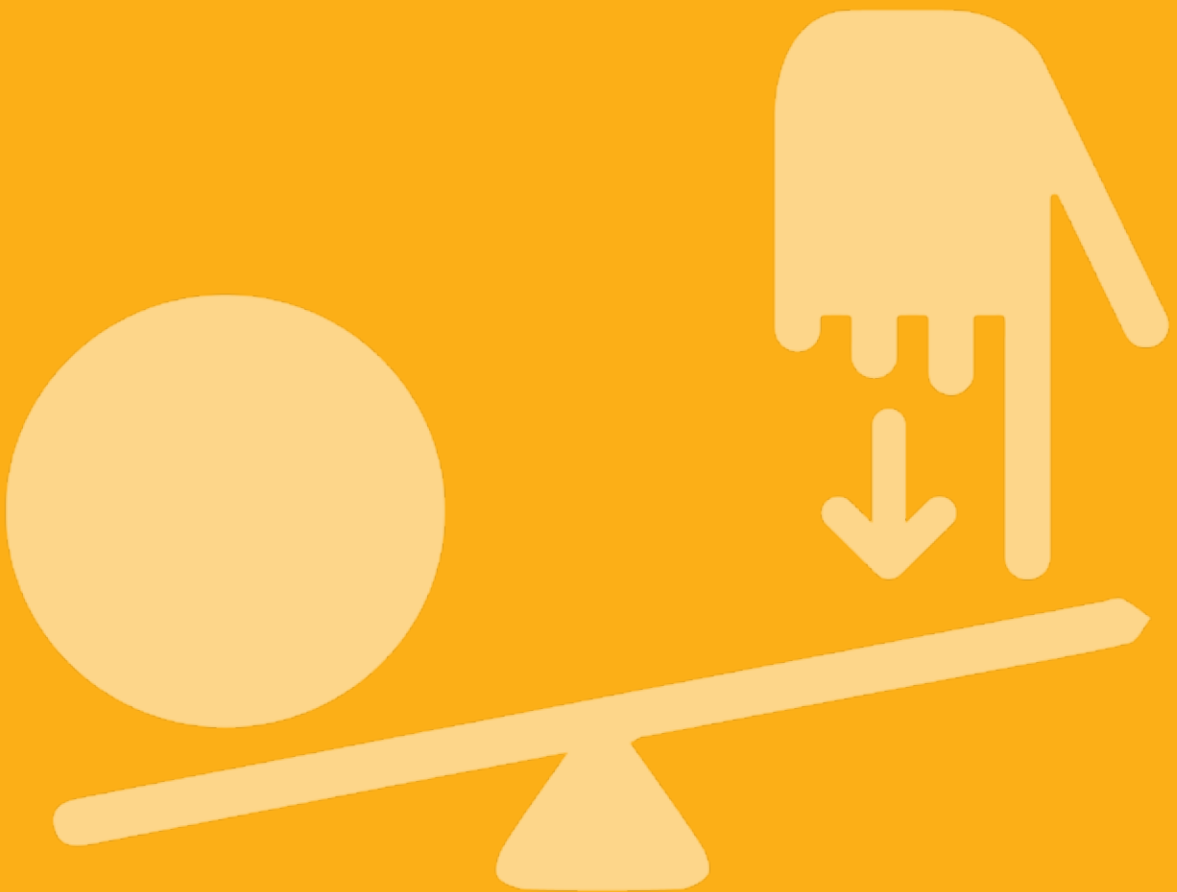
Sl. No.	Indicator	Yes	No	Score
1	Organizational structure is clear	<input checked="" type="radio"/>	<input type="radio"/>	50%
2	Organizational structure is flexible	<input checked="" type="radio"/>	<input type="radio"/>	25%
3	Organizational structure is transparent	<input type="radio"/>	<input type="radio"/>	50% - 14
4	Organizational structure is effective	<input checked="" type="radio"/>	<input type="radio"/>	0
5	Organizational structure is efficient	<input checked="" type="radio"/>	<input type="radio"/>	0
6	Organizational structure is cost-effective	<input checked="" type="radio"/>	<input type="radio"/>	0
7	Organizational structure is sustainable	<input checked="" type="radio"/>	<input type="radio"/>	100% - 16
8	Organizational structure is innovative	<input checked="" type="radio"/>	<input type="radio"/>	6 + 2 = 8
9	Organizational structure is adaptable	<input type="radio"/>	<input checked="" type="radio"/>	0
10	Organizational structure is resilient	<input checked="" type="radio"/>	<input type="radio"/>	0
11	Organizational structure is agile	<input checked="" type="radio"/>	<input type="radio"/>	0



Assessing organisation's capacity to do strategic engagement

7. Leveraging Opportunities

A strong strategic engagement plan leverages new opportunities or events to amplify strategic engagement work.





At times, changes or events in the external environment present opportunities to highlight the cause you are working on and increase the participation of thought leaders in strategic engagement. You should be prepared to leverage these opportunities by staying up to speed on changing dynamics in the family planning environment. Move quickly to map the audience, prepare strategic communication messages and allocate resources.

The following questions can help you think about leveraging opportunities:

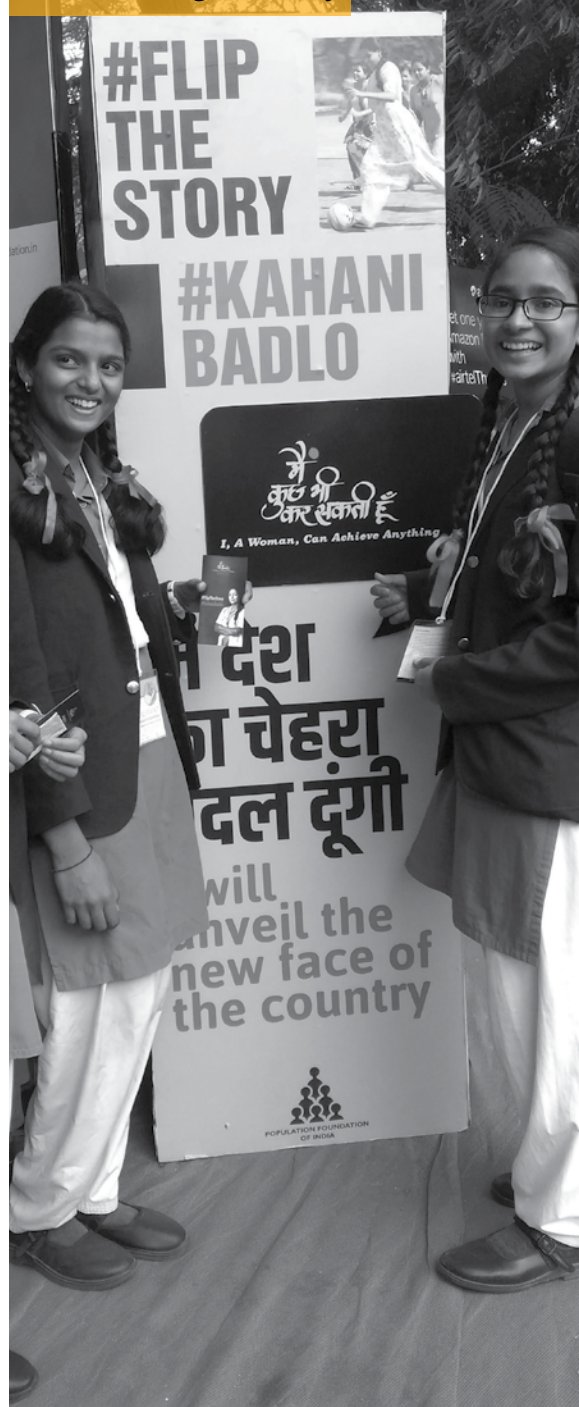
- What are the new opportunities or events?
- How can we use the opportunities to increase strategic engagement on our issue?
- What platforms – such as existing committees or networks – do we use to reach thought leaders?
- Which mix of tactics and platforms do we use and how?

At the core of leveraging opportunities is your ability to be flexible with your strategic engagement plan. At times, you may find that your interventions are not having the impact you intend, in which case it is time to review and revise your original strategic engagement plan. You can stay on top of any opportunities and setbacks by actively monitoring your implementation plan.



Chapter 8 (page 114) will introduce you to monitoring and evaluation.

Girls can change the story





CASE 11

LEVERAGING MEDIA TO CHANGE DISCOURSE^{41,42}

The ban on condom advertisements during primetime hours issued by the Ministry of Information & Broadcasting (I&B) in December 2017 presented Population Foundation of India an opportunity to advocate for the importance of sexual and reproductive choice. Our messages stated that the ban was counter-intuitive to the MoHFW's family planning efforts, under which condoms are the only spacing contraceptives for men and asked the I&B Ministry to reconsider the decision. We also suggested that the I&B Ministry allow the airing of these advertisements by grading the content as permissible during prime time.

The strategic engagement used a multiple media approach, which included a press release, electronic media, public statements and opinion editorials and articles. In line with our recommendation, the I&B Ministry reversed its order within two weeks and decided to grade advertisements according to their content and to slot their telecast accordingly.

A community meeting in progress



⁴¹ (Internal document) StratComm Consulting. Leading the way: Population Foundation of India's advocacy journey from 2014-2019. Population Foundation of India. June 2019

⁴² <https://www.theguardian.com/world/2017/dec/12/india-bans-condom-adverts-during-primetime-tv#:~:text=India%20has%20banned%20television%20adverts,and%20promotes%20%E2%80%9Cunhealthy%20practices%E2%80%9D.&text=Regulations%20also%20prohibit%20%E2%80%9Cindecent%2C%20vulgar,%E2%80%9D%20in%20advertisements%2C%20it%20said>



CASE 12

USING THE COVID PANDEMIC TO CALL FOR FOCUS ON ADOLESCENT HEALTH^{43,44}

The COVID-19 pandemic that swept through India in 2020 highlighted the need for 'healthier constituencies' and for health system strengthening. The Government of Rajasthan declared a plan to establish a model Community Health Centre (CHC) in each constituency to ensure that medical facilities are available during the COVID-19 pandemic, even in rural areas.

Population Foundation of India has been working on adolescent health in Rajasthan since 2018. We took advantage of this opportunity to promote the linkages in narrative between Healthy adolescents and Healthy constituency. Continuous engagement with the ministry led to the Health Minister approving the inclusion of the Adolescent Friendly Health Clinics in the model CHCs in 200 constituencies. After receiving this approval, Population Foundation's state team worked with the Rajasthan Department of Health and Family Welfare officials to develop the guidelines and plan for implementation.



⁴³ (Internal document) Rajasthan commit to Expanding quality of and access to, adolescent reproductive health services Expansion of Adolescent Friendly Health Clinics in the state

⁴⁴ <https://www.dtnext.in/national/2020/08/24/one-model-community-health-center-to-be-set-up-in-every-assembly-constituency-raj-cm>



Dovetailing efforts

Incorporate existing platforms and special days into your strategic engagement plan, linking them with your tactics and messages for amplified impact. Opportunities can include:

- Participating in local, national and international conferences, especially on family planning,
- Leveraging platforms like Parliamentary Standing Committees,
- Collaborating with networks, coalitions and CSOs for a collective effort,
- Promoting international days such as World Contraception Day or International Day of the Woman.

Opportunities to participate in conferences or study tours can be particularly enriching as decision makers and thought leaders can connect with counterparts, exchange knowledge and strengthen engagements. These exposures can make them more sensitised and interested in the issue you are advocating for. They can bring the learning from these exposures and further promote your narratives through media, peers and other decision makers.

INTERNATIONAL DAYS OF SIGNIFICANCE

- March 8 – International Women’s Day
- April 7 – World Health Day
- May 15 – International Day of Families
- May 28 – International Day of Action for Women’s Health
- June 1 – Global Day of Parents
- July 11 – World Population Day
- August 12 – International Youth Day
- August 26 – Women’s Equality Day
- September 26—World Contraception Day
- October 2 – International Day of Non-Violence
- October 11 – International Day of The Girl Child
- October 15 – International Day of Rural Women
- November 17 World Vasectomy Day
- November 25 – International Day for the Elimination of Violence against Women
- December 10 – Human Rights Day
- December 12 – International Universal Health Coverage Day



Crisis as opportunity

At each stage of strategic engagement, events may occur that lead to new opportunities

While it may seem counterintuitive, a crisis can present new opportunities to push forward the strategic engagement goal.

While a crisis is generally unforeseen, a sudden event, it may also result from foreseen challenges that can be assessed and mitigated.

Use [Tool 15](#) (page 111) to map out the different scenarios that can qualify as a potential crisis.

Use [Tool 16](#) (page 112) to assess the likelihood of a crisis and develop your contingency plan.

Refer to [Resource 16](#) (page 113) for some pointers on what to do in a crisis.

Types of crisis

Sudden crisis like comments by a politician or religious leader or opposition to an advertisement of family planning or family planning methods or a negative media report.

Brewing crisis like international developments, policy changes or opposition by religious groups.





CASE 13

ROBBED OF CHOICE AND DIGNITY⁴⁵

In November of 2014, news broke that 16 women had died and several others were in critical condition following tubectomy at a sterilisation camp in Bilaspur District of Chhattisgarh.

The crisis provided an opportunity to advocate for improved quality of family planning services. Population Foundation of India acted quickly and led a fact-finding team to assess the situation that led to the deaths and to make concrete recommendations to prevent further tragic deaths of women seeking family planning services. The team met with district and state officials, visited health facilities and interacted with families of the deceased and women who had recovered.

Based on the visit, Population Foundation released a report detailing their findings and recommendations. One of the key findings was the use of monetary incentives to coerce women into taking up sterilisation services. This consumed a major portion of funds that could otherwise be allocated to improve infrastructure and quality of care at these camps. The report showed the skewed emphasis on sterilisation and incentives. It urged policymakers to reconsider the system of incentives and focus on improving the quality of care. In addition to concrete recommendations to the state, the report pressed for the elimination of incentives to promote family planning services.

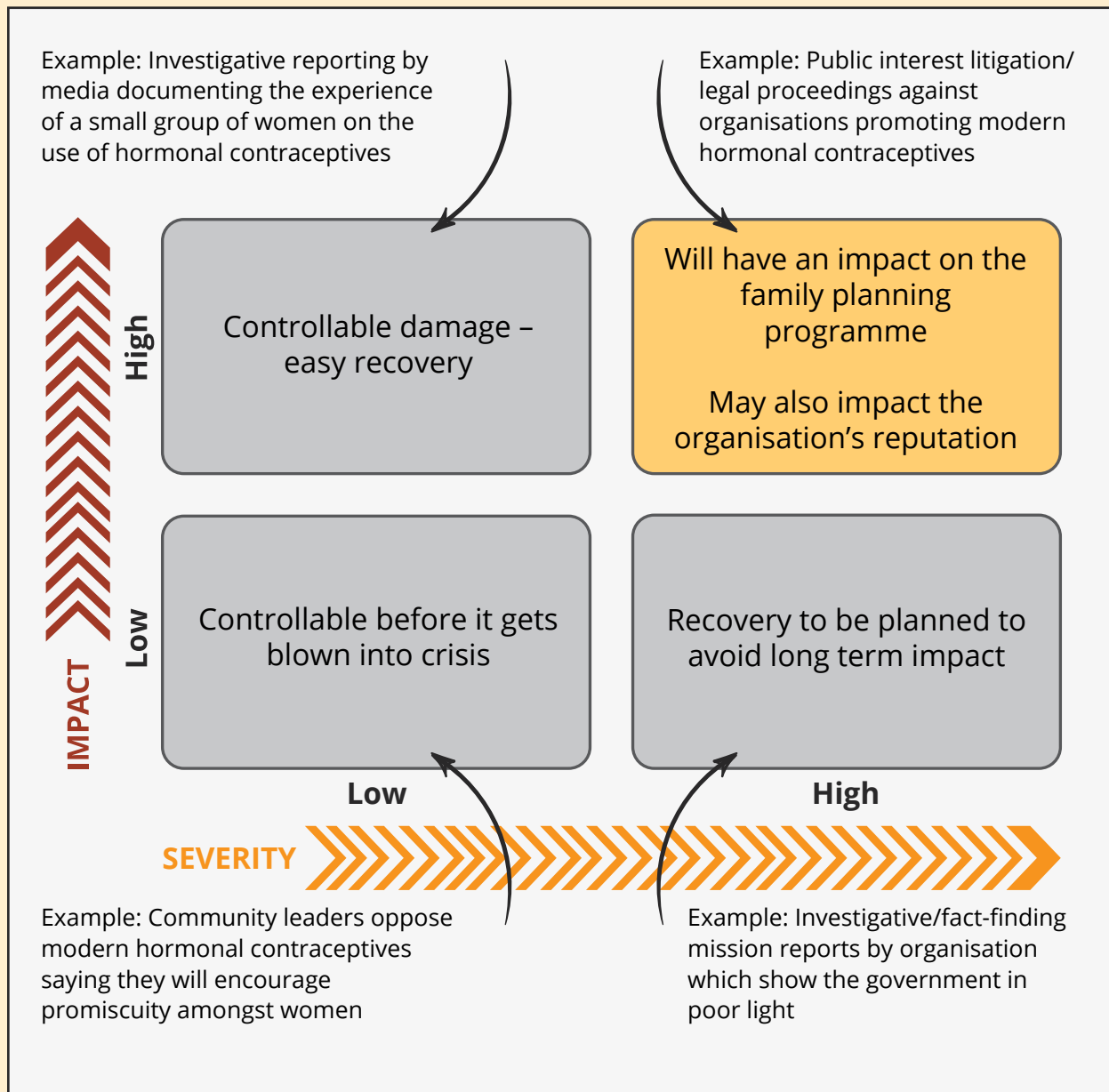
The report was part of the evidence submitted to the Supreme Court which directed states to stop sterilisation camps and replace them with fixed day services. The strategic engagement also led to improved infection prevention programmes and quality of care protocols for family planning programmes.

⁴⁵ Population Foundation of India. Robbed of Choice and Dignity: Indian Women Dead after Mass Sterilisation – Situational Assessment of Sterilisation Camps in Bilaspur District, Chhattisgarh. 2014



Tool 15: Severity-impact matrix

The severity-impact matrix will help you assess the seriousness of a crisis by mapping crisis scenarios across four quadrants of impact and severity.





Tool 16: Risk assessment and contingency planning

During a crisis, the following questions will help you understand the situation better and decide which situations warrant a response^{46,47}:

Questions to ask during a crisis	
What happened?	
Does this incident/situation have the potential to turn into a crisis?	
What can trigger this situation further?	
What could be the impact? What are the short-term and long-term implications? (Also use Tool 15 page 111)	
Who should know about this situation within your organisation/alliance?	
What other information can you/your organisation gather about this situation? From whom?	
What would happen if you/your organisation do not take any action?	
What should your plan be?	
What can be the potential benefits of the proposed action?	
What will be the level of risk after you implement your plan?	

⁴⁶ (Internal document) Footprint Global. Crisis Manual. Population Foundation of India. 2017

⁴⁷ ARC resource pack: Study material. Foundation Module 5: Advocacy. 2009 <https://resourcecentre.savethechildren.net/library/arc-foundation-module-5-advocacy>



Resource 16: Dos and Don'ts in a crisis

Form a **crisis management committee** within your organisation/alliance. This should include your programme team, your communication team and senior leadership. Ensure there is clear guidance on the flow of information during a crisis.

Dos

Ensure that everyone – leadership, team and alliance – knows the position of the organisation on the specific issue/crisis point

Escalate as required, bringing the crisis to the attention at people at higher levels in the organisation

Share facts only

Develop key messages before speaking to anyone

Speak to the media only if required and only by authorised spokespersons

Don'ts

Say different things

Panic

Encourage rumours

Speak without talking points

Speak to media all at once and without authority to speak

8. Monitoring and Evaluation

Good monitoring and evaluation are key to knowing if your intervention is on track, working effectively and yielding results.





Your work on monitoring and evaluation (M&E) started when you chose a SMART objective. Now, you need to think about how to measure whether you have achieved that objective.

M&E provides a framework to measure change and track progress towards your strategic engagement goals and objectives. It ensures that your activities are working effectively and yielding results. Think about these questions:

- Are the tactics working? Is change taking place?
- What activities are most effective?
- What do you need to change, what should continue and what should stop?

While monitoring and evaluation are two different processes, they go hand in hand and provide valuable insights into revising strategies and improving implementation.

Monitoring measures progress towards specific results concerning a strategy's implementation plan. Monitoring tries to answer the following questions:

- Is the engagement moving according to the need?
- Is the engagement timely and does it use resources appropriately?
- Will the engagement achieve expected results?

Evaluation attempts to determine as systematically and objectively as possible, a strategy's worth or significance. Evaluation tries to answer:

- Success or failure of the engagement
- Change brought by the engagement

A beneficiary walking out of a PHC





M&E for strategic engagement

Strategic engagement is challenging to evaluate and measure as policy change is a result of a combination of tactics undertaken by different actors

Monitoring and evaluation of strategic engagement is important for the same reasons as M&E of programmes: performance management, learning and accountability^{48,49}.

- It helps you understand what strategies or tactics are working well and points you to mid-course correction.
- It helps donors understand the complexity of policy change and manage expectations.
- It enables you to react and 'course correct' your strategy swiftly as situations/opportunities change.

Standard social science methods that identify an independent variable and a specific set of dependent variables likely to affect change are not always well-suited for measurement of strategic engagement work. The difference lies in the kind of indicators and measures of progress you track and the evaluation approaches you use^{50,51,52}.

Keeping this in mind, in most cases what is measured in strategic engagement is the "change" that has been brought about. "Indicators" are developed to measure this change at different levels.

Challenges

- Strategic engagement takes time. The policy changes that strategic engagement wishes to bring about cannot happen overnight – it might be slow and incremental.
- It is not easy to determine if what you did using a particular tactic brought about the result. This is because in strategic engagement you use multiple tactics to reach your decision maker.
- Similarly, many organisations might be working on the same issue. If you have formed an alliance, the result can be attributed to the alliance but assessing the exact contribution of your organisation may be difficult.

⁴⁸ Organizational Research Services. A Guide to Measuring Advocacy and Policy. Annie E, Casey Foundation, Baltimore, Maryland. 2007 <https://www.aecf.org/resources/a-guide-to-measuring-advocacy-and-policy/>

⁴⁹ UNICEF. Monitoring and evaluating advocacy. Companion to the Advocacy Toolkit.

⁵⁰ Alliance for Justice. Build your advocacy grantmaking: Advocacy Evaluation Tool, Advocacy Capacity Assessment Tool. 2005

⁵¹ The Advocacy Sourcebook. WaterAid. 2007 <https://www.advocacyaccelerator.org/wp-content/uploads/2017/06/Advocacy-sourcebook.WaterAid.pdf>

⁵² UNICEF. Advocacy Toolkit: A guide to influencing decisions that improve children's lives. October 2010.



Developing and implementing the M&E plan

Monitor every step of the way and do not be afraid to change course to achieve your goals and objectives. You may need to change the decision maker you are targeting or change the tactic that you are using to reach out to them

Designing an M&E framework for strategic engagement involves five phases^{53,54}:

Phase 1: Designing the logic models

A logic model is a snapshot of how your intervention is supposed to work. It provides an overview that addresses the following questions:

- What is the desired impact?
- How will change take place?
- What assumptions must be true for change to occur?
- How will you measure and track progress?

The three commonly used logic models are the theory of change, the result framework and the logical framework.

Refer to [Resource 17](#) (page 121) for a list of terms used in M&E, including the different terminology used by different donors for the level of results.

Refer to [Resource 18](#) (page 123) for the different logic models.

Phase 2: Planning monitoring and evaluating activities

You will then need to think about collecting, analysing and interpreting data. The M&E plan should provide you indicators to mark progress, methods of data collection and an analysis plan. If possible, it should also indicate how you use the analysed data for strengthening strategic engagement.

Refer to [Resource 19](#) (page 126) for sample indicators for each tactic we spoke about earlier.

Refer to [Resource 20](#) (page 128) for a sample M&E framework.

Use [Tool 17](#) (page 134) to develop indicators for your strategic engagement plan.

⁵³ Save the Children. Advocacy and Campaigning Monitoring, Evaluation and Learning

⁵⁴ Culligan, Mike, Sherriff, Leslie, et al. A guide to the Meal DPro: Monitoring, Evaluation, Accountability and Learning for Development Professionals. Version 1.0. Humentum, Catholic Relief Services, Humanitarian Leadership Academy. April 2019



Phase 3: Collecting M&E data

After making your plan, decide on tools to collect data. Formal and informal data collection mechanisms can be used. Example, records and minutes of meetings that you organise with policymakers can be used as a data source. You could review policymakers' speeches and announcements, as well as parliamentary discussions. As far as possible, you should ensure that you are collecting multiple sources and types of data, i.e. both documentary and anecdotal evidence from different sources.

Use [Tool 18](#) (page 135) for a checklist that will help you see if your strategic engagement is going as per plan.

Phase 4: Analysing M&E data

Data analysis is conducted during and after implementation according to the analysis plan established during the M&E planning phase. You need to think about what the information tells you and whether you should modify your strategies and activities.

Use [Tool 19](#) (page 136) to record and capture your successes and failures.

Phase 5: Using M&E data

Data can be used internally to inform management decisions and externally to inform communications and promote accountability. Review and reflection should occur through your strategic engagement initiative by sharing findings with your colleagues and reflecting on your progress, successes and learnings.





CASE 14

STRATEGIC ENGAGEMENT TO INTRODUCE A CSE CURRICULUM IN THE STATE⁵⁵

Under the Rajasthan adolescent health programme, Population Foundation of India worked closely with the office of the Additional Chief Secretary through a series of strategic engagements. We presented the current state of the RKSK in Rajasthan and the rationale for increased attention to the only adolescent health program in the state. The strategic engagement aimed to introduce a community-based curriculum for Comprehensive Sexuality Education (CSE) for the state that was endorsed by the Rajasthan Department of Health.

The process of obtaining Department endorsement of the contextualised CSE curriculum included:

- The development of the strategic engagement plan through a rigorous process of a **situation analysis and opinion analysis**. This led to the **identification of the decision makers and thought leaders**. A **detailed plan** was developed with **key messages and tactics** for each audience.
- This was then followed by **strategic relationship building** and continued liaison with the decision makers and thought leaders.
- We also initiated the **development of a CSE curriculum** and presented it to the decision makers and thought leaders. Links were made with how CSE can improve on-going interventions in the adolescent health space and therefore improve public health.
- Efforts were **monitored at each level** and changes made in the tactics to ensure that we were responsive to the changing scenario at the field level.

The efforts bore fruit when in July 2019 the Department endorsed the CSE curriculum. The Department also provided an acknowledgement on the curriculum itself which was shared with adolescents in the project's target areas.

⁵⁵ (Internal document) Comprehensive health education curriculum endorsement by Department of Health & Family Welfare, Government of Rajasthan



CASE 15

EMPOWERING THE YOUTH TO ENSURE THE PROVISION OF ADOLESCENT HEALTH SERVICES

The Primary Health Centre (PHC) in Nawada's Kawakole block caters to a population of 1.67 lakh people. In 2014, the Bihar State Government established a Yuva clinic at the PHC under the Central government's RKSK in order to strengthen adolescent health services. However, it failed to provide a youth counsellor at the facility or to generate awareness regarding the services provided by the facility. As a result, the clinic became non-operational over time.

As part of a programmatic intervention in 2016, led by Population Foundation of India and its development partners in the block, ten youth leaders visited the dysfunctional health facility at Kawakole block to assess the services provided to young people in the community. They found that there was no counselling of adolescents at the PHC and that service providers such as doctors and auxiliary nurse midwives lacked training and sensitivity towards adolescent health issues.

Observing the wide gap between the demand and availability of adolescent health services at the primary healthcare level, the youth leaders flagged the issue at Jan Samvad meetings organised by the Village Health Sanitation and Nutrition Committee (VHSNC) and at other block level interactions.

When the district administration decided to restore services at the Yuva clinic, Population Foundation of India supported the administration and collaborated with the Bihar State Health Society to restore the facility in line with the guidelines provided by the RKSK. This involved developing prototypes of information and education materials to be used at the clinic, as well as supporting the cadre of youth leaders in creating awareness about the clinic and referring cases to the clinic.



Resource 17:

Terms for M&E

Monitoring

A systematic and continuous assessment of progress over time, which checks that things are 'going to plan' and enables adjustments to be made in a methodical way⁵⁶.

Impact

A lasting or significant changes – positive or negative, intended or not – in people's lives, brought about by a given action or series of actions⁵⁸. For example, total fertility rate or the average number of children per woman in her lifetime.

Output

A short-term result that is the logical consequence of completed activities and that contributes to planned outcomes. For example, the number of advocacy meetings held.

Evaluation

A periodic assessment of the relevance, performance, efficiency and impact of a strategic engagement with respect to its stated objectives⁵⁷.

Outcome

This is a medium-term developmental result that is the logical consequence of achieving a combination of outputs within the duration of the project. For example, the passing of a family planning-related policy.

Indicator

Indicators are qualitative and quantitative measures of results at output, outcome and impact levels. These are used to monitor progress towards the achievement of expected results or performance against results is measured through the use of indicators.

⁵⁶ Bakewell, O., Adams, J. and Pratt, B. Sharpening the Development Process. A Practical Guide to Monitoring and Evaluation. Intrac Praxis Guide No. 1. 2003

⁵⁷ The Advocacy Sourcebook. WaterAid. 2007 <https://www.advocacyaccelerator.org/wp-content/uploads/2017/06/Advocacy-sourcebook.WaterAid.pdf>

⁵⁸ Roche, Chris. Impact Assessment for Development Agencies: Learning to Value Change. Oxfam. 1999



Different terminology uses by different donors for level of results:

Agency	3rd level results (Impact/Goal)	2nd level results (Outcome)	1st level results (Output)
The Bill & Melinda Gates Foundation	Primary Outcome	Intermediate Outcome	Output
EU	Overall Objectives	Project Purpose	Expected Results
USAID	Final Goal	Strategic Goal	Intermediate Results
CARE	Final Goal	Intermediate Goals	Outputs
UN Agencies	Impact	Effect	Outputs
World Bank	Goal	Project purpose	Outputs



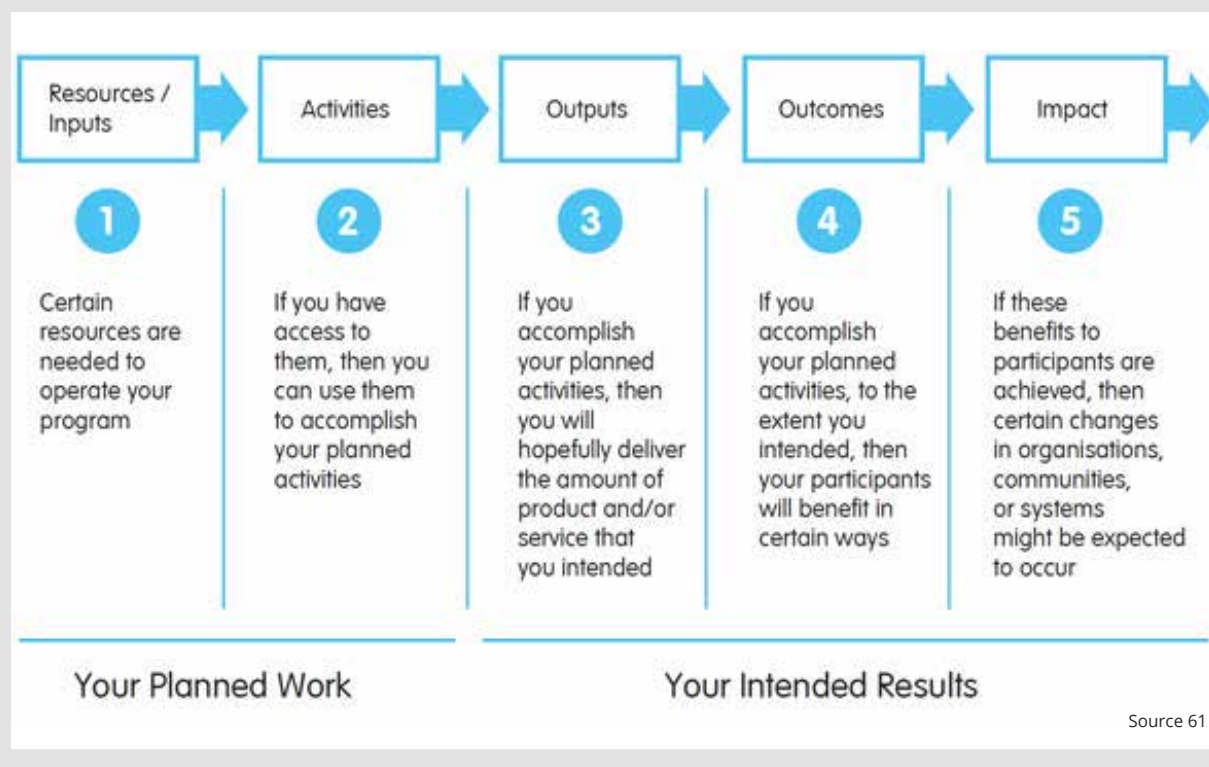


Resource 18:

Logic models^{59,60}

Theory of change (ToC)

A theory of change provides the big picture of the intended change. It defines the long-term goal of an intervention and the broad strategic areas of intervention. It also maps the building blocks or preconditions that need to be in place for the long-term change to occur. The ToC also identifies the assumptions that need to hold for the intervention to succeed and the evidence that is available to support them.



⁵⁹ Save the Children. Advocacy and Campaigning Monitoring, Evaluation and Learning

⁶⁰ Culligan, Mike, Sherriff, Leslie, et al. A guide to the Meal DPro: Monitoring, Evaluation, Accountability and Learning for Development Professionals. Version 1.0. Humentum, Catholic Relief Services, Humanitarian Leadership Academy. April 2019

⁶¹ Guadalupe de la Mata. A tool to develop your Theory of Change. Innovation for Social Change. 8 February 2018. <https://innovationforsocialchange.org/en/a-tool-to-develop-your-theory-of-change/>



Results framework (RF)

A logic model organises the results of intervention into a series of if-then relationships. The statements in the RF describe the intervention's hierarchy of objectives and the causal (or vertical) logic of the project.

Table 1. Basic Outline of a Results Framework

Country development goals	Issues/obstacles/critical assumptions	Outcomes expected	Outputs/milestones	Use of monitoring
<p>Statement of first country goal <i>Indicator</i> Baseline: xxxx (2005) Target: xxxx (2010) <i>Additional/alternative indicator</i> Baseline: xxxx (2005) Target: xxxx (2010) [continue with additional indicators or move to next goal]</p> <p>Statement of second country goal <i>Indicator</i> Baseline: xxxx (2005) Target: xxxx (2010) <i>Additional/alternative indicator</i> Baseline: xxxx (2005) Target: xxxx (2010) [continue with additional indicators or move to next goal]</p>	<p>[critical issues and obstacles to achieving country development goals]</p>	<p>Statement of first outcome <i>Indicator</i> Baseline: xxxx (2005) Midline: xxxx (2007) Target: xxxx (2010) <i>Additional/alternative indicator</i> Baseline: xxxx (2005) Midline: xxxx (2007) Target: xxxx (2010) [continue with additional indicators or move to next outcome]</p> <p>Statement of second outcome <i>Indicator</i> Baseline: xxxx (2005) Midline: xxxx (2007) Target: xxxx (2010) <i>Additional/alternative indicator</i> Baseline: xxxx (2005) Midline: xxxx (2007) Target: xxxx (2010) [continue with additional indicators or move to next outcome]</p>	<p>Statement of first output/milestone to be realized within the time of the results framework <i>Indicator</i> (if quantitative milestone) Baseline: xxxx (2005) Target: xxxx (2006) xxxx (2007) xxxx (2008) xxxx (2009) xxxx (2010) <i>Additional/alternative indicator</i> (if quantitative) [continue with additional indicators or move to next milestone]</p> <p>Statement of second outputs/ milestone [continue as above]</p>	<p>[short descriptive text highlighting how the information will be used]</p>

Source 62

⁶² Independent Evaluation Group. Designing a Results Framework for Achieving Results: A How-to Guide. World Bank. 2012 Designing a Results Framework for Achieving Results: A How-to Guide <https://documents1.worldbank.org/curated/en/33154156385478772/pdf/Designing-a-Results-Framework-for-Achieving-Results-A-How-to-Guide.pdf>



Logical framework (Logframe)

A logic model describes the key features of the intervention (objectives, indicators, measurement methods and assumptions) and highlights the logical linkages between them. By including indicators and measurement methods, the Logframe provides the basis for later developing the M&E plan.



Logframe example for UNICEF Mexico

Results	Indicators	Baseline	Targets	Means of verification	Assumptions
STRATEGIC RESULTS					
What results are needed for success?	What indicators will show success in achieving the outcome?	Where is the indicator now?	How far do you want to move the indicator?	How will you get the indicator data?	What could skew the results?
Interim outcome: Improved perceptions about UNICEF Mexico among government personnel	% of government officials who know more about UNICEF Mexico and cite favourable perceptions of it	To be obtained with baseline assessment of government official perceptions	85% of government officials queried report increased knowledge and perceptions after two years	Bellwether methodology (pre and post) focused on government actors	Turnover of government staff
Interim outcome: Improved government openness to UNICEF advocacy asks	# government-initiated contacts with UNICEF Mexico	No government-initiated contacts in the past year	10 requests (for information, technical assistance, etc.) over the next two years	UNICEF tracking of government requests	Turnover of government staff
Goal: Improved policy adoption; UNICEF advocacy asks more successful	% of advocacy asks that are adopted by the Government	To be obtained with baseline assessment of advocacy success over the past year	50% increase in number of advocacy asks adopted over next two years	Policy tracking	May take longer than anticipated to build a better relationship that translates into policy
COURSE OF ACTION					
What must be done to achieve the interim outcomes?	What indicator (outputs) will indicate success on the activity?	Where is the output now?	How far do you want to move the output?	How will you get the output data?	What could skew the results?
Activity: Partnering with the Government directly	# of projects on which partnerships were formed	No partnerships during the past year	Three project partnerships over next two years	UNICEF tracking	Availability of appropriate opportunities to partner
Activity: Building government technical capacity	# of times technical assistance offered/accepted	To be obtained with baseline assessment over the past year	15 accepted offerings of technical assistance over the next two years	UNICEF tracking	Availability of technical assistance requests or needs
Activity: Building interpersonal relationships	# of one-on-one meetings with government personnel	To be obtained with baseline assessment over the past year	30 meetings with new contacts over the next two years	UNICEF tracking of meetings	Turnover of government staff

Source 63

⁶³ UNICEF. Monitoring and evaluating advocacy. Companion to the Advocacy Toolkit.



Resource 19: Sample indicators

Strategic Engagement indicators are often qualitative, i.e. people's judgments or perceptions about a subject, or measure of commitments made or changes in the attitudes and behaviours of decision makers. Qualitative indicators are harder to measure than quantitative

indicators and are context-specific. Quantitative indicators count numbers or calculate percentages. In general, using a combination of quantitative and qualitative indicators will enable you to assess your progress more effectively⁶⁴.

Tactic (From Resource 6)	Examples of output indicators	Examples of incremental outcome indicators	Examples of impact indicators
Alliance building	<ul style="list-style-type: none"> • Number of coalition members • Number of coalition meetings held and attendance 	<ul style="list-style-type: none"> • Collaborative action taken by the alliance 	<ul style="list-style-type: none"> • Positive change in people's lives because of the policy change • Decreased unmet need for family planning
Champions and spokespersons	<ul style="list-style-type: none"> • Number of champions or celebrities • Types of constituencies represented among celebrities 	<ul style="list-style-type: none"> • New champions or celebrities recruited • Champion actions, e.g., speaking out or signing on, to support the issue or position 	<ul style="list-style-type: none"> • Fewer unwanted pregnancies • Easier access to programmes or services • Increased effectiveness of civil society work

⁶⁴ UNICEF. Advocacy Toolkit: A guide to influencing decisions that improve children's lives. October 2010.



Tactic (From Resource 6)	Examples of output indicators	Examples of incremental outcome indicators	Examples of impact indicators
Media engagement	<ul style="list-style-type: none">• Number of journalists reached out to• Number and type of media partnerships developed	<ul style="list-style-type: none">• Number of stories successfully placed in the media• Number of articles reflecting the preferred framing of issues	<ul style="list-style-type: none">• Civil society groups active in influencing decision makers in ways that will benefit poor people
Engagement with national and local leaders (elected representatives)	<ul style="list-style-type: none">• Number of meetings held• Number of national and local leaders reached• Type of leaders reached• Number of briefings or presentations held• Number of policy briefs developed	<ul style="list-style-type: none">• Number of leaders who publicly support the effort• Number of citations of products/data during policy deliberations	
Social media	<ul style="list-style-type: none">• A new website or web pages developed• Social media pages created• Number and frequency of messages sent	<ul style="list-style-type: none">• Engagement rates on social media	

For information on core indicators used by FP2030 to monitor progress:
<https://familyplanning2020.org/what-we-measure#fp2030-measurement-framework>



Resource 20: Sample M&E framework

Level of result	Result statement	Performance indicators	Indicator definitions	Baseline
Outcome	State level declaration on Adolescent Sexual and Reproductive Health (ARSH) endorsed by leaders, stakeholders, opinion shapers and eminent personalities.	Declaration endorsed by key influential leaders that prioritises adolescent reproductive and sexual health.		NA
Outcome	Health department commits to and takes action on at least 2 gaps in RKSK implementation as identified during inception stage.	Required action taken by health department to address at least two identified gaps to strengthen RKSK.	The action could be in form of - Scale up of RKSK, expansion/ scale up of PE model, provision/ improvement/ strengthening of service delivery in ARSH clinics, increasing budget allocation/utilization under RKSK, operationalizing AHDs.	NA
Output	Increased championing by key stakeholders to promote adolescent sexual and reproductive health and prevention of child marriage in Rajasthan.	Number of key stakeholders who support ARSH through op-eds and statements.	Key stakeholders include media personnel, government officials, ARSH subject experts, development partners, etc.	NA



	Targets	Data source	Data collection (Primary/Secondary)	Tool required	Frequency of data collection	Comment
	Endorsed state level declaration	Official document	NA	NA	Once	
	Concrete action by government on 2 gaps identified	GO, PIP, FMR	Secondary	No	Annual	
40		Media monitoring; Meeting minutes	Primary	Yes	Monthly	



Level of result	Result statement	Performance indicators	Indicator definitions	Baseline	
Output	Increased discourse on adolescent sexual and reproductive health issues and child marriage through strategic engagement with media.	Number of articles on adolescent issues and child marriage in media.	Issues relating to education, nutrition, mental health, substance abuse, addiction, empowerment, SRH etc.	-	
Output	Multi-stakeholder engagement to advance adolescent sexual and reproductive health agenda in Rajasthan.	Kind of stakeholders engaged to advance adolescent sexual and reproductive health agenda in Rajasthan.	Stakeholders - government departments (Health & FW, Social Justice & Empowerment, WCD, Youth Affairs & Sports), NGOs, media houses, academia.	-	
		Joint recommendations for realizing ARSH in Rajasthan submitted to relevant department(s) by stakeholders.	-	-	
Process	Knowledge generation and dissemination.	Number and kind of knowledge products generated.	-	-	
		Number of dissemination events.	-	-	



	Targets	Data source	Data collection (Primary/ Secondary)	Tool required	Frequency of data collection	Comment
	100	Media monitoring	Primary	Yes	Monthly	-
	Engagement with government and non-government stakeholders	Directives by Govt.; Meeting reports	NA	NA	Annual	-
	Submission of "Call to Action" document	"Call to Action"	NA	NA	Once	-
	Opinion analysis; Desk review; Situation assessment; Position paper; Infographics - 3; AV - 3	Knowledge products	NA	NA	Quarterly	-
	1 meeting with departments, media houses	Event report	NA	NA	Once	



Level of result	Result statement	Performance indicators	Indicator definitions	Baseline	
Process	Strategic Engagement with influencers.	Number of NGO staff and adolescents trained to develop systematic advocacy plan.	-	-	
		Number of meetings with key stakeholders.	-	-	
		Number of learning visits of key influencers.	-	-	
		Digital media interface (Thematic campaigns).	-	-	
		Number of multi-stakeholder consultation.	-	-	
Process	Strategic engagement with media.	Number of sensitization/ orientation workshops organized for media.	-	-	
		Number of learning visits of media persons.	-	-	



	Targets	Data source	Data collection (Primary/ Secondary)	Tool required	Frequency of data collection	Comment
	60 NGO staff and adolescents in 3 batches	Event report	NA	NA	Annual	-
	8 small and 2 large meetings	Event report	NA	NA	Quarterly	-
	2 learning visits	Event report	NA	NA	Annual	-
	14 interfaces	Event report	NA	NA	Quarterly	-
	1 consultation	Event report	NA	NA	Once	-
	3 workshops	Event report	NA	NA	Bi-annually	-
	3 learning visits	Event report	NA	NA	Annual	-



Tool 17: Developing your indicators

Tactic	Output indicators	Outcome indicators	Impact indicators
Alliance building			
Champions and spokespersons			
Media engagement			
Engagement with national and local leaders			
Social media			



Tool 18: Checklist for effective implementation

Consider your anticipated outputs and outcomes. Are you meeting them? Use this tool to assess your

implementation. You will need to do this periodically – quarterly, six-monthly, etc.

Activities (List all the activities from column 4 of Tool 11 page 72)	What has been completed?	What impact has it had?	Was it done within the timeline?	What opportunities came in the way?	What setbacks came in the way?	What are the key learnings?



Tool 19: Checklist for effective implementation

It is important to record and capture your successes and failures from strategic engagement:

- ✓ It shows the impact of investment.
- ✓ It provides evidence of impactful strategies.
- ✓ It provides a roadmap for similar efforts.
- ✓ It motivates thought leaders and decision makers to keep the momentum.
- ✓ It showcases learning.
- ✓ It identifies strategies that have not worked.
- ✓ It provides valuable insights for resource allocation.

You can use a combination of text and photographs/videos to share your observations and lessons learned through strategic engagement and the change achieved.

What did you set out to achieve?	What was your strategy?
What were the processes and outcomes?	What lessons does this intervention offer?
How do you plan to build on this?	KEY QUESTIONS

Once you record your successes, list down activities you want to stop, continue or start (new):

STOP

- What did not work? Why did it not work? Why should it be stopped?

CONTINUE

- What worked well? How can it be continued in the future?

START

- What else is needed to strengthen the strategic engagement?



9. Next Steps

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

Margaret Mead (Cultural Anthropologist)





The tools and tips provided in this handbook follow the 7-step strategic engagement approach for family planning that we use at Population Foundation of India.

Now that you have reached the end of the handbook, we hope that you have been able to use these to develop or strengthen your strategic engagement plan.

REMEMBER

- Go back to the tools if you want to refine any step.
- Use this as a ready resource to come back to whenever you get stuck or when you want to revisit a step.
- Share this handbook with others in your network so that they can use it to plan strategic engagement for an issue close to their heart.
- Share your experiences with us – of using this handbook, stories from the field and successes and challenges you faced.



Training of ASHAs



CASE 16

ADDITIONAL PHC MADE FUNCTIONAL THROUGH COMMUNITY DEMAND⁶⁵

Funds were sanctioned for the construction of an Additional Primary Health Centre (APHC) at Bithauli, Block Baheri in District Darbhanga and the facility was to be made functional by early 2015. However, the services were never launched. In early 2017, the VHSNC members were oriented on health rights and community monitoring of outreach and facility-based health services. They brought up the issue of prolonged delays in initiation of services at the APHC at VHSNC and Gram Panchayat (Village Council) meetings. The Gram Panchayat submitted a petition at the Block Planning and Monitoring Committee (BPMC) meeting in June 2017. The Block Medical Officer of Block Baheri assured at the meeting that the services would be started soon. However, there was no progress.

Population Foundation of India and its partners felt that the issue should be taken forward at the district level. The Gram Panchayat members, with support from a Member of the Legislative Assembly (Jale constituency), met the District Civil Surgeon to discuss the issue.

The administration was forced to act owing to pressure from all ends. They undertook minor repair works, obtained necessary equipment and deputed staff to initiate services. The APHC was inaugurated by Mr. Ashwini Kumar Choubey, Member of Parliament and Minister of State Health and Family Welfare. The APHC became functional in November 2017.

Greatly encouraged by the outcome, similar initiatives were adopted by the Gram Panchayat and VHSNC members to collectivise and demand accountability for health services. From early 2018, a similar effort was undertaken to initiate services at APHC Hariharpur, Block Singhwara in District Darbhanga. Staff nurses were posted and services initiated in January 2019. Similarly, by virtue of taking up these issues at BPMC meetings and Jan Samwads (Social Audits), three APHCs, Phuldih, Madhuradpur and Kawadih at Kauwakol block in Nawada district, were made functional.

⁶⁵ <https://nrhmcommunityaction.org/additional-phc-made-functional-through-community-demand-in-darbhanga/>

Acknowledgment

We acknowledge the contribution of Gram Nirman Mandal, Neha Gramin Mahila Vikas Samiti, Kanchan Sewa Ashram, and Voluntary Health Association from Bihar; Prayas, Aravali, Manjari Sansthan, Alwar Mewat Institute of Education and Development, Jatan Sansthan, Shiv Shiksha Samiti from Rajasthan; and Save A Mother, Dr. Shambhunath Singh Research Foundation, Sustainable Human Development Association, and Swarg from Uttar Pradesh in the form of suggestions they provided in the text and layout for improving the user experience.



Pedaling towards a bright future

Annexure





Annexure 1: Further reading on strategic engagement

Strategic Engagement

Strategic engagement, or more popularly known as advocacy, is defined differently by different organisations^{66,67,68}. Some popular definitions include:

... working with other people and organisations to make a difference. (CEDPA, 1995)

... the effort to influence people, primarily decision makers, to create change, which results in comprehensive policies and effective programme implementation, through various forms of persuasive communication. (WHO, 2008)

... a sustained process of using data and evidence tactically so as to change, influence or impact policies that affect the lives of a section of the society which is disadvantaged. (UNICEF, 2010)

... a set of organised activities designed to positively influence policies and actions of stakeholders for achieving better outcomes for children, women and men. (Save the Children, 2011)

... a political process by which individuals or groups aim to influence the behaviour, relationships, actions, activities, agendas, policies and/or practices of target actors for a particular cause or goal, within political, economic and social systems. (HIVOS, 2018)

Strategic engagement v/s other forms of engagement for change

Strategic engagement, lobbying, campaigns and activism are often interchangeably used to describe the efforts made to bring about policy change. They are all mechanisms to draw the attention of decision makers to a particular issue in an organised manner. The basic differences between them in terms of the strategies and activities are presented here^{69,70,71}

⁶⁶ Public charities can lobby: Guidelines for 501(c)(3) Public Charities. Bolder advocacy. Alliance for Justice. 2018

⁶⁷ Dr. Paul Zeitz. What is advocacy? What is activism? Global Health Advocacy and Activism. Department of Global Health, George Washington University. 16 January 2008

⁶⁸ Advocacy Workshop Module. Futures Group

⁶⁹ U.S. Private Foundation Funds and Advocacy. <https://docs.gatesfoundation.org/Documents/advocacy-guidelines.pdf>

⁷⁰ Advocacy versus Activism: What is the difference? Communication4health. February, 2013 <https://communication4health.wordpress.com/2013/02/22/advocacy-versus-activism-what-is-the-difference/>

⁷¹ Building your advocacy toolbox: Advocacy vs. Lobbying. Nat Assoc County & City Health Officials. July 2016. https://www.naccho.org/uploads/downloadable-resources/flyer_advocacy-na16-002.pdf



	Strategic Engagement	Lobbying	Activism	Awareness campaign
What is its standout feature?	Uses compelling narratives or messages based on evidence-informed solutions to educate and involve key thought leaders and build visibility on the issue	Uses access to a legislative body or government officials to influence their decision on particular legislation, or a part of it	Actions or intervention to increase public awareness on particular issues and to exert political pressure	Raise awareness on a specific issue by informing, educating and communicating with wider target audiences
Tools used	Policy briefs, presentations, visual aids based on research; formal one-to-one and small group meetings, conferences and seminars	Policy briefs, presentations, visual aids based on research; formal and informal meetings	Protests, dharnas (strikes), rallies, boycotts, public interest litigations and petitions	Social media campaigns, events and education materials (print, videos, digital)
What it can change?	Policies, implementation of policies, laws and practices	Policies and laws	Policies and laws	Awareness and behaviours
Target group?	Decision makers, leaders, policy makers, people in a position to inform and educate	Decision makers, leaders, policy makers, people in a position to influence	Decision makers, leaders, policy makers	Particular age group, gender, residents of an area, etc.
Does it mainly target people who have influence over others?	Yes	Yes	Yes	No



Annexure 2: Understanding FCRA

Foreign Contribution (Regulation) Act, 2020

FCRA applies to all associations, groups and NGOs which intend to receive foreign donations. They can receive a foreign contribution for social, educational, religious, economic and cultural purposes.

The FCRA⁷² regulates the acceptance and utilisation of foreign contribution to ensure that such contributions do not interfere or influence political decision making in the country. It does not allow foreign donors to fund any organisations of “political nature” which engage in political action such as bandhs, hartals, raasta roko and jail bharo thus limiting the kinds of activities funded. The Act also mentions that the Central government can prohibit the acceptance of foreign funding where it feels that it is likely to affect public interest.

Under the Act, certain persons are prohibited to accept any foreign contribution (which means they cannot be paid or their expenses covered from a grant under foreign contribution). These include: election candidates, editor or publisher of a newspaper, judges, government servants (any person who is in service of the government, or remunerated by the government for the performance of any public duty), members of any legislature and political parties, among others.

For detailed information please visit <https://fcraonline.nic.in/home/index.aspx>

⁷² Advocacy, Rights and Civil Society: The Opportunity for Indian Philanthropy. Centre for Social Impact and Philanthropy, Ashoka University.

Notes

A series of horizontal dashed lines for writing notes.

Educated Girls, Empowered Families



About

Population Foundation of India is a national non-profit organisation that promotes and advocates for the effective formulation and implementation of gender-sensitive population, health and development strategies and policies. The organisation was founded in 1970 by a group of socially committed industrialists under the leadership of the late JRD Tata and Dr Bharat Ram.

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