Policy Analysis and Advocacy
Strategy Workshop Report

May 6–9 and 13–14, 2002
Amman, Jordan

September 2002

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Background

The strategic objective (SO) of the POLICY Project in Jordan is *Policies and plans promote and sustain access to quality FP/RH services in Jordan*. There are a number of policies and regulatory barriers that impede the use of family planning (FP) and other reproductive health (RH) services. The POLICY Project in Jordan is designed to assist in removing many of these barriers by (1) broadening and strengthening political and popular support, (2) improving planning and financing for RH programs, (3) informing policy decisions with accurate, up-to-date, relevant information, and (4) enhancing in-country/regional capacity to provide policy training.

These objectives are supported in part by the establishment of the Jordanian Network for Reproductive Health (the Network), which comprises governmental, nongovernmental, and private organizations working in the fields of RH, FP, gender, youth, human rights, women’s rights, and organizations focused on religious affairs.

Introduction

This advocacy workshop, held on May 6–9 and 13–14, 2002, was the second in a series of workshops to establish a network and train its members in the design and conduct of an advocacy campaign directed at one of the key policy issues from the Reproductive Health Action Plan (RHAP). Workshop facilitators were Susan Richiedei (POLICY/Washington), Anne Jorgensen (POLICY/Washington), Issa Almasarweh (POLICY/Jordan), and Basma Ishaqat (POLICY/Jordan).

Objectives

The overall purpose of the workshop was to contribute to the capacity building of Network members in the area of policy analysis, critical components of the RHAP, and policy advocacy; and to develop a draft advocacy strategy for a priority FP/RH issue(s). Through the workshop, participants would learn how to

- Explain how the policy process works in Jordan;
- Analyze the RH policy environment;
- Identify and prioritize key FP/RH issues and problems;
- Develop an advocacy goal and objectives for selected issue(s);
- Identify target audiences;
- Develop and deliver effective advocacy messages;
- Analyze quantitative and qualitative data to support advocacy activities;
- Develop an implementation plan for advocacy; and
- Prepare a monitoring and evaluation framework.
In addition, the Network would

- Reach consensus on its name, mission, logo, and organizational structure;
- Review elements/activities for Network management and sustainability; and
- Identify Network technical assistance (TA) and training needs.

The workshop agenda, designed to achieve these objectives, is found in Appendix 1.

**Participation**

Twenty-two representatives of governmental and nongovernmental organizations (NGOs) attended the workshop (see Appendix 2, Participation List).

**Day 1**

**Welcome and Introductions**

Eman Nimri, Head of Queen Zein Al-Sharaf Institute for Development (ZENID), and Basma Ishaqat, POLICY/Jordan, welcomed participants to the workshop and provided a brief summary of the partnership between ZENID and POLICY and the steps that led to the Network’s formation. Workshop facilitators then introduced themselves, followed by the participants who stated their names, organizations, and positions within their organizations.

**Agenda and Norms**

Anne Jorgensen presented an overview of the workshop objectives and agenda. Participants were asked if they had any additional expectations from the workshop and were reminded of the norms that had been established previously at the November Network Building Workshop. Volunteers were then selected and asked to document the decisions and next steps for each day of the workshop and to provide a summary to ensure that the decisions and next steps were clear and understood by all participants.

**Keynote Address: The Policy Process in Jordan**

The keynote address, entitled “Forces of Change and Policy Making in Society,” was delivered by His Excellency, Menther Almasri, former Minister of Education and current Director of the Center for Human Resources Development. The presentation introduced forces, factors, and obstacles that have impacts on policy reform and changes in societies at different stages of development. It outlined the determinants of change and policy formulation in both developed and developing societies, patterns of change and policy formulation, and obstacles to change and policy reform, with examples from family health policies. Among the forces of change identified in developing countries were military coups, revaluations, popular movements (marginal groups, the poor, etc.), external intervention, influences of globalization, vision of political leadership, power of the ruling regime, and education and human resource development. The presentation also highlighted the following obstacles to policy reform: special interest
groups (businessmen, powerful groups, pressure groups, conservatives, and tribes), limited organizational capacities, weak democratic organizations and practices, corruption, and external intervention and influence. A copy of the presentation is included in Appendix 3.

**Session: A Framework for Policy Analysis and Formulation**

Dr. Issa Almasarweh delivered a PowerPoint presentation that introduced participants to the concept and practice of policy formulation. The presentation defined “policy” and distinguished between policies, laws, regulations, and administrative decisions. It presented various decision makers and decision-making bodies with the responsibility and authority for each type of policy and included an overview of the policy process. Dr. Almasarweh also discussed the elements of the political, social, and cultural environments that influence policies and policy formulation. The presentation concluded with a look at the important role that advocacy groups can play in reaching government and parliamentary leaders to influence FP/RH policy, as well as the critical role that the media can play in building public support and pressure for specific issues. A copy of the presentation is included in Appendix 4.

**Session: Policy Mapping: Small Group Work and Discussion**

Working in three groups, participants were charged with developing a policy map to illustrate the institutions, individuals, and interrelationships that would be involved at each phase of formulating a policy to revise the curriculum for family education in Jordan. In preparing their maps, participants were asked to consider where the idea was generated, what institutions—political, government, or nongovernmental—could influence the policy, and what other sectors of the government would be involved with or linked to the proposed policy. Each group presented their findings, and Dr. Almasarweh provided summary comments.

**Session: Review of the RHAP and Discussion of Network Role in Implementation and Advocacy**

Basma Ishaqat presented an overview of the elements, objectives, and activities included in the RHAP. Each participant received a copy of the RHAP in order to identify the issues and activities that might be appropriate for the Network to choose for advocacy. Ishaqat encouraged participants to coordinate their efforts with the ongoing timetable determined by the RHAP Task Force.

**Day 2**

The day began with a participant recap of the most important information and decisions made during Day 1.

**Session: A Review of Important Concepts in the Advocacy Process**

Many workshop participants had attended the Network Building Workshop in November, in which they examined the RH situation in Jordan, operational barriers to FP/RH, the RHAP,
and the advocacy process. To review and reinforce those concepts and information, the facilitators divided participants into two groups and engaged them in a game. One group received cards containing written questions or fill-in-the-blank statements, and the other received cards with written answers. Each person then had to find the matching card. The game included questions pertaining to contraceptive prevalence rate (CPR), total fertility rate (TFR), the advocacy process, and the National Population Strategy (NPS).

**Session: Advocacy and Related Concepts**

The facilitator led a discussion of four related concepts—information, education, and communication (IEC), public relations, community mobilization, and advocacy—to help participants distinguish among them. Participants identified the objectives, target audiences, and how to measure success for each of the concepts/approaches. The results were recorded on a wall chart.

**Session: Assessing and Prioritizing Potential Advocacy Issues**

*Classifying Advocacy Issues for Advocacy and Partnership*

Ishaqat referred participants to the RHAP document that was distributed on Day 1 and reviewed all of the plan’s issues and activities in which the network could play a role—either as advocate or implementing partner. After reviewing each issue/activity, participants were asked to decide which of the two roles—advocacy or partnership—would be most appropriate for that issue. The group’s findings are listed below (potential advocacy issues are in bold and partnership issues/activities in italics).

- Resource mobilization (government budget support for FP/RH, financial management capacity, and FP/RH program sustainability)
- FP/RH curricula development
- Government commitment to FP/RH
- Legal and institutional barriers to FP/RH access and use
- Government and public support on policy related to gender equity and reproductive rights
- Midwifery capacity related to IUD insertion; client access to modern methods
- Adolescent and young adult awareness-related FP/RH issues
- Male awareness related to FP/RH
- Quality of care, client access, client use, provider capacity, and contraceptive discontinuation
- Premarital medical exam
- Public support and awareness of NPS and FP/RH initiatives
- Stakeholder awareness and support of NPS and FP/RH focus
- Social and cultural barriers to FP/RH access and use
- Community participation in FP/RH initiatives
- Government and NGO collaboration on service quality
Prioritizing Issues, Applying Criteria, and Matching Opportunities

The session began with a review of RHAP issues that participants had identified earlier as potential advocacy issues for the Network. The facilitator pointed out that the issues raised at the 2001 Women’s Health Forum, as well as those documented in the Barriers Study, were all subsumed in the RHAP either as issues or activities. This meant that the policy issues under discussion represented the universe of critical FP/RH issues for Jordan.

The facilitators divided participants into three groups to identify and select priority issues for the Network’s advocacy strategy. First, each participant selected one issue that s/he considered a priority. Each participant was then asked to consider the Network’s mission, their own personal and professional interests, as well as the concerns and needs of the communities they represent in determining their priority issue. Next, participants shared their selected issue with their group. Each group was then asked to reach consensus on three priority issues and assess them against a checklist of criteria, the data available to support the issue, and the desired policy outcome. Each group concluded their analysis by selecting one overall policy advocacy issue. An unanticipated but positive outcome of this prioritization activity was that each group selected the same priority policy issue: “government commitment to FP/RH.”

Day 3

One volunteer briefed participants on the most important information and decisions made during Day 2.

Session: Advocacy Issue, Goal, and Objective

The facilitator opened the session by engaging participants in a brief discussion of their selected advocacy issue. The discussion focused on the following questions: “Why is this issue important to the network at this time?”; “What are some concrete examples of policy solutions that respond to this broad issue?”; “Will it be easy for the network to build support around this issue?”; and “Is this issue crucial to the lives and work of the network?” The facilitator explained that the last question is particularly important in fostering commitment among Network members.

Defining the Advocacy Goal

The next activity examined the differences between an advocacy goal and an advocacy objective. The group accurately defined the characteristics that distinguish one from the other. After sharing the definition of an advocacy goal, participants worked in three groups to develop draft advocacy goals for their chosen issue. Each group presented their respective goal, and the entire workshop reached consensus on one goal to adopt for the campaign: “to ensure government moral and financial commitment to support FP/RH policies.”
Determining the Advocacy Objective(s)

The facilitator engaged participants in an interactive session to explore the characteristics of advocacy objectives. Participants shared personal experiences with setting programmatic objectives and identified the criteria or characteristics generally used to develop sound programmatic objectives. Many in the group cited the Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) approach to writing objectives, and the facilitator pointed out that the same criteria apply to advocacy objectives. The facilitator explained that in addition to SMART characteristics, good advocacy objectives specify the following: the policy actor or decision maker, the policy action or decision, and the timeline and degree of change.

Participants worked in three groups to draft advocacy objective(s) for their selected advocacy goal. Each group shared their objective(s) and the entire workshop reached consensus on one advocacy objective for their strategy. They confirmed their choice by reviewing it against the Checklist of Criteria for Selecting an Advocacy Objective. The Network’s advocacy objective is “to convince the Ministry of Health to increase the RH line item by 5 percent by 2003.”

Day 4

One volunteer briefed participants on the most important information and decisions made during Day 3.

Session: Target Audiences for Advocacy Objectives

Introduction to Target Audience

The facilitator began the session with a lecture on target audiences. The lecture

• Emphasized the importance of identifying and conducting a thorough analysis of all the individuals and groups that may already or potentially support or oppose the Network’s advocacy goal and objective;
• Defined two types of target audiences—the primary audience, or those persons or bodies with decision-making authority, and the secondary audience, or those persons or bodies that can influence the primary audience;
• Described the various categories of persons who might be included in FP/RH target audiences, including political leaders, government officials, media, religious leaders, NGOs, and professional associations;
• Stressed the importance of assessing the various target audiences to identify their knowledge of the issue and their level of support for or opposition to the issue;
• Urged the network to look at the “undecideds” or “neutrals” as well as support and opposition; and
• Discussed the Network’s role in broadening their base of support through coalition building, membership expansion, linkages with the private sector, and raising public awareness.
Creating Power Maps

After sharing an example of a power map, the facilitator divided participants into three groups to develop their own for the Network’s advocacy objective. Each group was instructed to put together a comprehensive list of potential support, opposition, or undecided/neutral actors. Next, using a variety of construction materials, each group was asked to create a power map on newsprint that visually depicted these actors and institutions in terms of their power, level of influence, relationships, and position on the continuum of support for and opposition to the advocacy objective. As the power maps were shared with the entire workshop, the facilitator generated a list of all the potential actors identified in the maps for use in the target audience analysis (next activity). (Photographs of the three power maps are presented in Appendix 5.)

Analyzing Potential Target Audiences

Participants worked in one group, facilitated by two of the participants, to complete a wall chart of the “Primary and Secondary Audience Analysis Form.” The group focused on filling in the chart with names or titles of individuals and/or offices within three critical secondary audience groups: (1) the public sector, (2) civil society, and (3) the media. For each individual or office listed, participants were asked to provide relevant information or assign a ranking for the following: level of knowledge about the issue; level of previous support demonstrated; level of previous opposition demonstrated; undecided or position unknown, and potential benefits to the audience related to the issue. Participants agreed to take the chart to the next Network meeting and complete the target audience analysis.

Session: Advocacy Communication

Techniques of Persuasion

This activity was designed to demonstrate the power of persuasion and to introduce the session on advocacy communication. The facilitator read aloud the following controversial statement: “Sexuality education should be incorporated into the curriculum of primary school.” The facilitator then asked participants to immediately stand next to sign on the wall that represented their position on the issue—“strongly agree,” “undecided,” or “strongly disagree”—or to position themselves somewhere along the continuum. Participants in the “strongly agree” position were each given 30 seconds to try to persuade the “undecideds” to join them. Next, those persons who “strongly disagreed” with the statement were given the same opportunity to persuade the undecideds to join them. One “undecided” and one “strongly disagree” moved to join those who strongly agreed. The facilitator debriefed the activity with a discussion of which techniques were most effective in persuading the others to join, or leave, their original groups. Responses included use of data, personal relationships with the speaker, the speaker’s professional credibility, and the skill in delivering their message. Conversely, participants identified the speaker’s tone or lack of enthusiasm as another reason for moving to the other side of the continuum.
Elements and Characteristics of Messages

The facilitator introduced the advocacy communication model and led participants in a discussion of the three steps: inform, persuade, and move to action. The group was urged to strive for the highest level of moving to action in all of their communication efforts.

Participants were then asked to walk around the room and look at four different print advertisements that had been taken from newspaper/magazines and hung on newsprint around the room. Participants selected the advertisement that appealed the most to them and then identified the characteristics or elements of the advertisement that made it so appealing. The facilitator related the participants’ list of characteristics to the characteristics of effective advocacy messages, emphasizing the need to keep messages simple, concise, and credible, particularly when addressing FP/RH issues.

Next, the facilitator asked participants to identify the elements of messages. They accurately listed the content, language, messenger, time or place, and format or medium to be used. The facilitator gave a brief presentation on each of the key elements and led a brainstorming session to identify the various types of medium for delivering advocacy messages.

Day 5

One volunteer briefed participants on the most important information and decisions made during Day 4.

Session: Advocacy Communication (continued)

Developing Advocacy Messages

Divided in four groups, participants used the knowledge gained from the previous day to draft advocacy messages for three different target audiences they had identified as critical to achieving their advocacy objectives. These three target audiences were the primary target audience (Minister of Health); other policymakers, religious leaders, and NGOs; and other civil society groups. The four groups used the message-development worksheet form to guide their work by identifying the action they wanted the target audience to take, message content, format, messengers, and time and place of delivery. The groups presented their proposals to the entire workshop; the facilitator stressed the kind of information and documentation they would need in order to substantiate the draft messages. The four groups kept the draft message development worksheets to continue to develop their messages as they design their campaign and research their target audiences.

One-Minute Advocacy Messages

A key component of advocacy campaigns is attracting and effectively incorporating media attention to the Network’s chosen issue. Often, lengthy interviews with the press or other media are edited extensively; advocates are therefore wise to practice delivering their messages clearly and succinctly to ensure that their messages are easily captured and repeated in the media. The four groups practiced developing and delivering “one-minute messages” that included four
components: the statement, or the central idea of the message; evidence that is clear, credible, and uncomplicated and supports the statement; an example or personal story or anecdote that gives a human face to a large problem; and most importantly, the action desired by the target audience, or an invitation to action.

Each group delivered its one-minute message by setting up a scenario portraying the target audience and the person delivering the message. These vignettes were videotaped in order that the participants could view themselves delivering sample messages. The entire workshop had the opportunity to provide feedback to their colleagues and offer suggestions for improving the messages.

Session: Data Collection and Analysis: A Foundation for Advocacy

This session was designed to reinforce the important role that data and information play in implementing effective advocacy campaigns. Participants identified several critical reasons for why data are crucial: show how data accurately represent community needs to policymakers, demonstrate how policies affect RH services, and convince decision makers that the Network is professional and credible. The workshop discussed considerations of the policymakers’ information needs as well as the Network’s time, human, and financial resources, and the technical complexity when determining the Network’s data needs and data collection methodologies. As an introduction to data, the groups were asked to read and analyze data needs for two data collection scenarios. Continuing to work in small groups, participants were given two data tables from the 2000 Jordan Annual Fertility Survey and instructed to review them, cite two or three findings that have implications for their advocacy issue, and describe the types and sources of additional data that would be needed to support the issue.

Session: Advocacy Implementation Plans

Through an interactive discussion between the facilitator and participants, the group reached consensus on the need to develop an implementation plan in order to plan and coordinate their efforts. Elements selected for the Network’s implementation plan are shown in Appendix 6.

Session: Monitoring and Evaluating Advocacy Campaigns

Important aspects of monitoring and evaluating advocacy campaigns were reviewed briefly. Participants already had a clear understanding of the notion that one monitors activities and evaluates results. They quickly agreed that it is important to track these activities, which should be included as elements of an implementation. The group agreed that when developing their action plan, specific responsibilities and activities should be assigned to ensure that monitoring and evaluation activities take place. Participants were given a handout of examples of documentation to collect when monitoring and evaluating their advocacy work.
Day 6

One volunteer briefed participants on the most important information and decisions made during Day 5.

Session: Creating the Network’s Advocacy Implementation Plan

Network members worked in four groups to develop draft action plans. These were self-selected groups based on important target audiences: policymakers, media, NGOs, and other civil society groups. After two hours, proposals were shared among all participants, and a general timeline of potential coordinated activities was agreed on. Highlights of the participants’ discussion are included in Appendix 7. This outline will be the basis of upcoming work to complete the detailed implementation plans.

Session: POLICY Small Grants Administration

Basma Ishaqat and Anne Jorgensen reviewed the terms and conditions of the POLICY Small Grant Program and identified the types of activities within the draft implementation plan for which Network NGOs could apply for support. Funds have been set aside for small grants in the current POLICY workplan year (ending June 30, 2002); thus, the Network was encouraged to identify an NGO or NGOs to submit applications to as soon as possible after their June 17 meeting to take advantage of available funds. The Network was informed that a new workplan and budget will be developed in July, and members were asked to be mindful that the clearer they are about their small grant needs, the more likely it is that their needs can be considered in the new budget.

Session: Future POLICY Training and TA

Based on workshop discussions and advocacy objective that the Network chose for its first campaign, POLICY offered the following workshops for the Network to consider: Reproductive Rights and Human Rights, Planning and Finance Workshop for Networks, Presentation Skills and Use of SPECTRUM in Advocacy Presentations, and additional technical updates on Reproductive Health in Jordan. At the June 17 meeting, the Network will respond regarding its needs and the potential timing for these workshops in order that POLICY can consider these workshops into its TA workplan.

Session: Closing and Certificates

Mellen Tanamly, Head of the Health Sector at USAID/Jordan, was present to give closing remarks and offer encouragement and support to the Network. Certificates of achievement were awarded to all participants who completed at least four of the six workshop days.
Summary of Network Organizational and Management Decisions

Throughout the advocacy training workshop, the Network took time throughout the workshop to address their organizational issues. The following is a summary of the decisions made.

Network Name

At the November workshop, participants agreed to share with family, friends, and colleagues their short list of three potential names in order to solicit feedback. At this workshop, there was considerable discussion about the benefits and risks of including the words “reproductive health” in addition to, or instead of, the words “family health” in the Network’s name. Consensus was reached on the following name for the Network: Jordanian Network for Reproductive Health.

Network Mission Statement

Network members confirmed the following mission statement that it drafted during its Network Building Workshop in November 2001: Improve policies and programs to ensure the availability of reproductive health as a right for family health in Jordan.

Network Logo

Network members reconsidered the logo that was drafted during the November 2001 workshop. Discussion during this meeting was focused on whether to represent a family in the logo, considering the potential benefits and risks of sending a message about how the Network stands on family size in Jordan. After resolving not to include a family in the logo and deciding to include the name of the Network in English and in Arabic in order to be able to use one logo for local and international purposes, Network member Sameera Salman volunteered to take the logo sketch to a colleague who is a graphic designer. By the end of the workshop, the Network had developed a final logo, ready for use on stationary and other Network public relations materials. A copy of the logo is included in Appendix 8.

Network Organizational Structure

During this workshop, the group confirmed their choice of a horizontal management structure rather than a hierarchical one. Having had a chance to reflect on the number of potential committees identified at the November workshop, the group decided to simplify the structure to five rather than six committees. In addition, the Training for Newcomers committee will be an ad hoc committee, whose members will be composed of members from the other four standing committees. Because of lack of time, decisions were not made during this workshop as to the membership of committees or the heads of each committee. These decisions, as well as clarification of roles and responsibilities of each committee, will be made at the June 17 meeting.
In the interim, the Network nominated Mahmoud Hishmah and Dr. Suad Al-Dasooki as spokespersons with whom POLICY would be in contact to plan the next meeting.

Network Organizational Structure

- Communication with Decision-Makers Committee
- Research Committee
- Steering Committee: Four Coordinators
- Awareness Raising and Support Building Committee
- Media Committee
- Training for New Members Committee
Next Steps and Action Items

Workshop Follow-up

- Taroob Bdoor volunteered to write a thank you letter to the workshop keynote speaker, His Excellency Dr. Munther Al Masri, on behalf of the Network.

- Sameera Salman volunteered to work with her colleague to revise the logo to include the Network’s name in English and in Arabic.

- Mahmoud Hishmah and Dr. Suad Al-Dasooki agreed to work with Basma Ishaqat to finalize the agenda and coordinate the next Network meeting on June 17.

- Dr. Amal Kharoof volunteered to draft a Network charter for review and feedback at the meeting.

- Muna Derbay volunteered to draft a Network brochure for review and feedback at the meeting.

- Network members each agreed to consider his/her own personal and professional network and consider inviting one person to join the Network if they are confident that they will be committed and make a contribution to the Network.

- Basma Ishaqat and others will contact active participants from the November workshop to determine if they are still interested in being members of the Network even though they may not have been able to attend this time.

- Basma Ishaqat will collect Membership Profile Forms from those participants who have not yet completed them.
Appendix 1: Workshop Agenda

POLICY Project and Queen Zein Al-Sharaf Institute for Development (ZENID)

Policy Analysis and Advocacy Strategy Workshop
May 6–9 and 13–14, 2002
Amman, Jordan

Purpose
To contribute to the capacity building of the Network members in the area of policy analysis and policy advocacy and to develop a draft advocacy strategy.

Objectives

1. By the end of the workshop, participants will be able to:
   • Explain how the policy process works in Jordan,
   • Analyze the RH policy environment,
   • Identify and prioritize key FP/RH issues and problems,
   • Develop an advocacy goal and objectives for selected issue(s),
   • Identify target audiences,
   • Develop and deliver effective advocacy messages,
   • Analyze quantitative and qualitative data to support advocacy activities,
   • Develop an implementation plan for advocacy,
   • Prepare a monitoring and evaluation framework.

2. By the end of the workshop, the network will:
   • reach consensus on its name, mission, logo, and organizational structure,
   • review elements/activities for network management and sustainability, and
   • identify network technical assistance and training needs.
Policy Analysis and Advocacy Strategy Workshop

Agenda

Day 1: Monday, May 6, 2002

9:00 – 9:30am  Registration

9:30 – 10:00am Welcome and Introductions
              Eman Nimri, ZENID
              Basma Ishaqat, POLICY

10:00 – 10:30am Keynote Address: The Policy Process in Jordan
                 His Excellency, Dr. Munther Al Masri

10:30 – 11:00am Questions and Discussion
              Issa Almasarweh, POLICY

11:00 – 11:15am Break

11:15 – 11:45am A Framework for Policy Analysis and Formulation
                 Issa Almasarweh

11:45 – 1:00pm Policy Mapping: Small Group Work and Discussion
                 Sue Richiedei, POLICY

1:00 – 1:15pm Break

1:15 – 2:00pm Review of the Reproductive Health Action Plan (RHAP)
              Basma Ishaqat

2:00 – 3:00pm Review Status of Network Organizational Issues from
              November 2001 Network Building Workshop
              Anne Jorgensen

3:00pm Lunch
Day 2: Tuesday, May 7, 2002

9:00 - 10:00 am  A Review of Important Concepts in the Advocacy Process

10:00 – 10:45 am  Advocacy and Related Concepts

10:45 – 11:00 am  Break

11:00 – 12:00 pm  Network Organization and Management
  ➢ Finalizing the Name, Mission, and Logo
  ➢ Clarifying the Organizational Structure

12:00 – 1:30 pm  Assessing and Prioritizing Advocacy Issues
  ➢ Classifying Issues for advocacy and partnership
  ➢ Applying Criteria and matching issues with opportunities

1:30 – 1:45 pm  Break

1:45 – 3:00 pm  Assessing and Prioritizing Advocacy Issues  (cont.)

Day 3: Wednesday, May 8, 2002

Advocacy, Goal, and Objective
  ➢ Defining the Advocacy Goal
  ➢ Determining the Advocacy Objective(s)

Target Audiences for Advocacy Objectives
  ➢ Creating Power Maps
  ➢ Analyzing Potential Target Audiences
Thursday, May 9, 2002

Target Audiences for Advocacy Objectives
  ➢ Analyzing Potential Target Audiences

Advocacy Communication
  ➢ Techniques of Persuasion
  ➢ Elements and Characteristics of Messages

Advocacy Communication
  ➢ Developing Advocacy Messages
  ➢ One-Minute Advocacy Messages

Monday, May 13, 2002

Data Collection and Analysis: A Foundation for Advocacy

Advocacy Implementation Plans

Monitoring and Evaluating Advocacy Campaigns

Creating the Network’s Advocacy Implementation Plan

Tuesday, May 14, 2002

Creating the Network’s Advocacy Implementation Plan (cont.)

POLICY Small Grants Administration

Network Organization and Management: Next Steps

Closing and Certificates
## Appendix 2: List of Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>District</th>
<th>Phone</th>
<th>Fax</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nawal Fahouri</td>
<td>Aqsa Charity Society</td>
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Appendix 3: Forces of Change

Forces of Change and Policy Making in Society

by

Menther Almasri

Summary Paragraph

The presentation shows forces, factors, and obstacles that have impacts on policy reform and changes in societies at different stages of development.

Presentation Outline

Determinants of Change Forces and Policy Formulation
Forces of Change and Policy Formulation in Developed Societies
Forces of Change and Policy Formulation in Developing Societies
Patterns and Ways of Change and Policy Formulation
Obstacles to Change and Policy Formulation
Example from Family Health Policies

Framework for Forces of Change and Policy Making in Society

The Nature and Effectiveness of Forces of Change and Policy Formulation are affected positively or negatively by:

- Societal Stage of Development
- Local Socioeconomic, Political, and Cultural Factors
- External, Regional and Global Factors

Forces of Change and Policy Making in Developed Societies

- Legislation
- Official Organizations and Channels
- Political Parties
- Civil Society Organizations
- Pressure Groups
- Media
- Data and Research
- External Relations and Globalization Influences

Forces of Change and Policy Making in Developing Societies

- Military Cops
- Revaluations
- Popular Movements (marginal groups, the poor … etc)
- External Intervention
  - Influences of Globalization
- Vision of political leadership and power of ruling regime
- Education and human resources development

* In addition to forces of change and policy making in developed societies, but to a less extent
Modes of Change and Policy Making

1. From top and outside (developing societies)
2. From down and inside (unrest societies)
3. More of 1 and less of 2 (developing societies)
4. Balanced mix of 1 and 2 (developed societies)

Obstacles to Change and Policy Making

- Special Groups Interests (businessmen, powerful groups, pressure groups, conservatives, tribes, social ills)
- Limited Organizational Capacities
- Weak Democratic Organizations and Practices
- Corruption
- External Intervention and Influence

Family Health

Suggested Approaches and Mechanisms for Advocacy, Development and Influencing Policies

- School Curricula and Texts Approach
- Legislation Approach
- Media Approach
- Information Approach
- Research Approach
- Services Approach
- Involvement of Religious Leaders
- Coordination and Mobilization of Efforts of Civil Society Organizations
Appendix 4: Policy Formulation

Policy Analysis and Formulation Frameworks

By
Issa Almasarweh

Policy Analysis and Advocacy Workshop
May 6-14, 2002

Summary Paragraph

The presentation outlines the definition of policy and policy formulation process, policy levels with a focus on operational policies, policy analysis, models for policy process and stages of policy process, and policy mapping with examples from Jordan.

Definition of Policy and its Formulation

- Policy = goals and objectives + measures to achieve them
- Policy Formulation = a process that leads to a comprehensive plan at various levels covering goals, objectives and implementation measures
- Ways of policy formulation varies among democratic systems and totalitarian ones too

Policies Come at Three Levels

- Macro Policies
- Sectoral Policies
- Operational Policies

Definition of Operational Policies

- A set of rules, regulations, instructions, guidelines, plans, measures, budgets, and administrative norms that governments use to translate national laws and policies into actual programs and services

Categories of Operational Policies

- Personnel
- Finance and Fees
- Medical Norms
- Organizational Structure
- Data and Information System
- Logistics
- Communication
- Training
Analysis of Existing Policy Environment

- Survey of government views, policies, and position regarding important issues such as population growth, migration, foreign workers … etc.
- Comparison of government commitment in international conferences with actual national and local policies

Major International Conventions/Conferences

- CEDAW 1979
- UN Child Rights Convention 1991
- Vienna POA on Human Rights
- ICPD POA – Cairo 1994
- UN Fourth Conference on Women – Beijing 1995

Theoretical Stages of Policy Formulation

1. Identification of Issues
2. Agenda of Issues
3. Data Collection
4. Assessing Options
5. Select Options
6. Implementation
7. Monitoring and Evaluation

Simple Model of Policy Formulation Stages

Successful implementation
Decision for reform
Decision against reform
On the agenda
Not on the agenda

Linear Model of the Policy Formulation Process

Policy Output
- Policy Options
- Policy Maker

Policy Enactment
- Implementation

Societal Forces
- Social Classes
- Interest Groups
- Parties and Voters
- Goven. Forces
- Bureaucrats
- State Interests

Govt. Forces
- Technocrats
- Social Classes
- Interest Groups
- Parties and Voters

Source: Meier, 1991

Source: Meier and Tran, 1991
Major Actors in Policy Making by Stage

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The Process for Developing a Comprehensive Policy

1. Advocacy
2. Problem Identification
3. Need Recognition
4. Legislation
5. Policy Drafting
6. Policy Review
7. Approval
8. Advocacy

Outcome

Country X

Policy Mapping

1. Agenda Setting
2. Parliament Committee
   - Approved
   - Sent back for government implementation
     - President
     - Prime Minister
     - Ministers
3. Parliament Members
   - No Approval

Map of Policy Making – Country X

Process of Health Care Policy Reform – Organizational Stage

- Discussions among task forces organized by a relevant ministry
- Recommendations by Taskforces
- Approval by MoH Council
- MoH and MoF identify financial obligations
- Policy is drafted by the following:
  - MoH
  - MoY
  - MoEM
  - MoP
  - Other Ministries

Policy Organizational Structure

Jordan RH/FP Action Plan (RHAP) 2002-2006

- NEFP
- NFA
- NPC
- HCY
- MoW
- MoSD
- MoF
- MoH
- CS
- NGOs
- Donors
- JAFPP
- NoE
- MoP

Source: Stover, John and Alan Johnston, 1999
Appendix 5: Group Power Maps
Appendix 6: Action Plan
Jordanian Network for Reproductive Health
Date of draft: _____________

Advocacy Issue:

Advocacy Goal:

Advocacy Objective:

**Primary Target Audience:** Minister of Health

**Policy Champions/Allies:**

**Secondary Target Audiences:**
**Major Activities (details follow):**

#1
#2
#3
#4

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Appendix 7: Media Group—Major Activities and Steps

1. Develop Brochure
   (a) Form committee to draft content
   (b) Design layout
   (c) Finalize text and design
   (d) Contract printers for bids
   (e) Submit to printer and revise as needed then approve
   (f) Develop dissemination plan
   (g) Find funding (budget & proposal)

2. Launch Network
   A. Prepare press releases (draft & approve)
   (b) Identify newspapers and how to contract them—form for submitting text
   (c) Identify radio stations/TV and how to submit news or public service announcements
   B. Organize workshop on network and RH
   (b) Identify invitees
   (c) Develop agenda, objectives, purpose, etc./revise/approve
   (d) Identify venue, select date
   (e) Form committee with responsibilities for workshop
   (f) Prepare and submit grant proposal

3. Website
   (a)
   (b)
   (c)

4. Quarterly Network Newsletter on Policy and RH
   (a)
   (b)
   (c)

5. Write articles (under network name) to send into newspapers
   (a)
   (b)
   (c)
Policymakers—Major Activities

1. Collect data and studies on RH/policymakers/budgets
   - Dept. of Statistics
   - MOH
   - Legislation
   - H.C. Youth
   - NGOs

Prepare materials to disseminate (what type of materials)

2. Raise Awareness among both public and policymakers
   - MOH
   - Educ.
   - Religious Affairs
   - Soc. Development
   - MOP
   - Youth
   - NCDHR
   - Dept. of Statistics
   - MOF

Plan Conference with media group to demonstrate problem in Jordan and plans for future to improve RH
   - Material?
   - Audience?

NGOs—Major Activities

1. Organize meeting with NGOs to exchange information on Network and expand membership/support for RH (2 months)
   (a) Collect information on NGOs—purpose, area of interest (scan)
   (b) Meet with NGOs (either individually or together)
   (c) Prepare report to document
   (d) Include NGOs in RH conference

2. Conduct training on RH for new members of network (August)
   (a) Invite media
   (b) Develop materials, agenda, etc.

3. Conduct study on RH needs in local communities (August–Oct.) (Human Resources)

4. Disseminate findings at workshop

5. Training on RH financing (MOH/Dept. of Finance, POLICY) Experts
   (a) Invite media
   (b) Find partners
   (c) Collect budget data

6. Develop coalition with other NGOs to raise awareness of RH in local communities
Appendix 8: Logo