

Youth Leadership and Youth-Friendly Health Services Policy Advocacy Training

PARTICIPANT'S GUIDE

December 2021



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Training Agenda

MODULE 1

Session 1.1: Welcome, Pre-test, Opening, and Introductions

Session 1.2: Group Norms and Social Contract

Session 1.3: Why Youth? The State of Youth in Malawi

Session 1.4: So What? Our Mission for Change

Session 1.5: Defining Leadership

Session 1.6: Characteristics of a Leader

Session 1.7: Daily Wrap-up

Session 1.8: Themed Movie and Debrief
[optional evening activity]

MODULE 2

Session 2.1: Recap

Session 2.2: Leadership: Power and Influence

Session 2.3: Youth and Leadership

Session 2.4: Basics of Policy

Session 2.5: Governance Structures in Malawi: Who Has the Mandate?

Session 2.6: Daily Wrap-up

MODULE 3

Session 3.1: Recap

Session 3.2: Policy Fair

Session 3.3: What Is Policy Advocacy?

Session 3.4: Cross-Cutting Steps in the Policy Advocacy Process: Data Collection

Session 3.5: Cross-Cutting Steps in the Policy Advocacy Process: Monitoring and Evaluation

Session 3.6: Daily Wrap-up

MODULE 4

Session 4.1: Recap

Session 4.2: Step 1 in the Policy Advocacy Process: Define the Advocacy Issue

Session 4.3: Step 2 in the Policy Advocacy Process: Set Advocacy Goal and Objectives

Session 4.4: Step 3 in the Policy Advocacy Process: Identify Target Audiences

Session 4.5: Step 4 in the Policy Advocacy Process: Build Support

Session 4.6: Step 5 in the Policy Advocacy Process: Develop the Messages

Session 4.7: Hearing from Alumni *[optional activity]*

Session 4.8: Daily Wrap-up

MODULE 5

Session 5.1: Recap

Session 5.2: Step 6 in the Policy Advocacy Process: Select Channels of Communication

Session 5.3: Step 7 in the Policy Advocacy Process: Mobilize Resources

Session 5.4: Hearing from a Decisionmaker

Session 5.5: Step 8 in the Policy Advocacy Process: Develop an Action Plan

Session 5.6: Presenting Action Plans

Session 5.7: Evaluation

Session 5.8: Closing Ceremony

MODULE ONE

Leadership and Why Youth Leaders Are Critical for Malawi's Development



Module One

NOTES

MOST IMPORTANT LESSON LEARNED

Six-Month Policy Advocacy Action Plan Worksheet

ADVOCACY ISSUE

ADVOCACY GOAL

ADVOCACY OBJECTIVE

TARGET AUDIENCES

Primary Audience:

Secondary Audiences:

(1)

(2)

(3)

What are the messages you will use to accomplish your objective?

Primary audience:

Secondary audiences:

(1)

(2)

(3)

What communication channels will you use?

Primary audience:

Secondary audiences:

(1)

(2)

(3)

What are the activities you will conduct to accomplish your advocacy objective?

Activity	Target Audience	Timeframe	Resources Needed
(1)			
(2)			
(3)			

How will you track your activities, learn from your mistakes, and measure your successes?

MODULE TWO

Understanding Policy



Module Two

NOTES

MOST IMPORTANT LESSON LEARNED

What Is Policy? Definitions and Key Concepts

Policy is... a formal document or framework in which a government or other institution outlines goals, guiding principles, and strategies for achieving those goals and assigns authority to undertake actions in pursuit of the goals. Sound policies should also include human and financial commitments, clear timelines, roles and responsibilities, and benchmarks for ensuring accountability for achieving policy goals. Policies are more responsive and have a greater chance of effective implementation when they are developed through consultative, participatory, transparent processes that engender ownership among both the implementers and the intended beneficiaries of the policy.

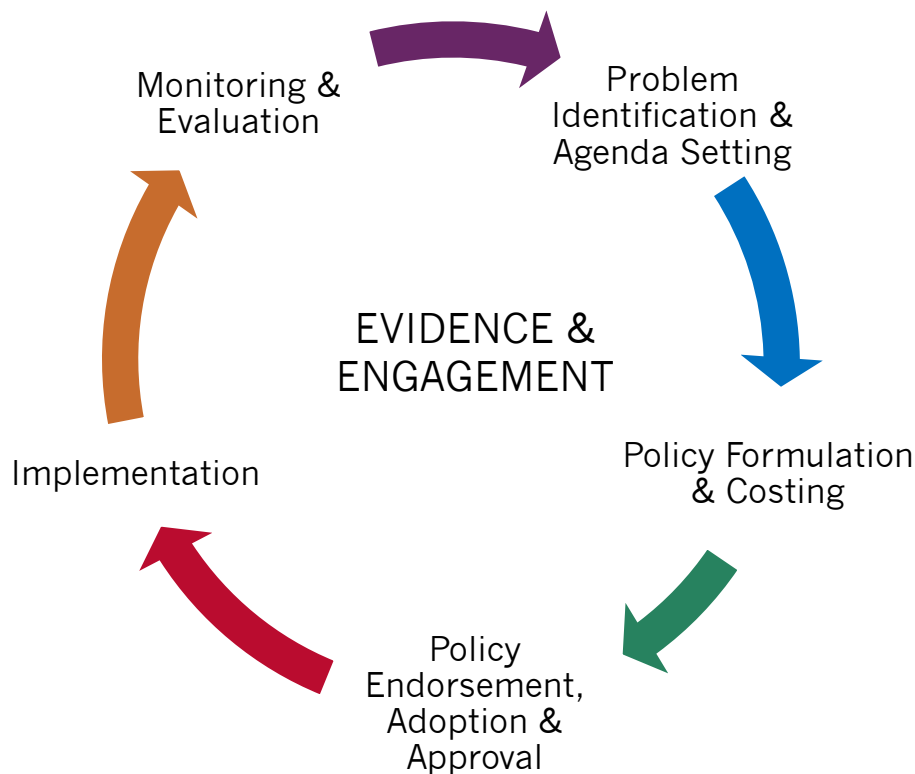
Policy work involves:

- Analysis to identify issues and their root causes that require policy attention
- Clear understanding of the policy goals and consequences of different policy options to achieve them
- Evidence-informed policy dialogue and stakeholder engagement across all aspects of policy formulation, implementation, and monitoring
- Ongoing political will and leadership to put the policy into practice
- Mobilization of human, financial, institutional, and other resources to implement the policy—including dissemination of the policy to implementers and beneficiaries
- Monitoring mechanisms and feedback loops to assess implementation and to reform or adjust policies and implementation approaches

DIFFERENT TYPES OF POLICIES EXIST AT DIFFERENT LEVELS

- **Global policies:** Consist of normative guidelines, development frameworks and goals, conventions, agreements, financial commitments, human rights instruments, and treaties developed by global bodies.
- **National or provincial policies:** Consist of constitutions, statutes of parliament, laws, multisectoral initiatives, national policies, national development strategies, strategic action plans, cabinet directives, and budgets.
- **Institutional/agency policies:** Strategies and regulations issued by line ministries and departments that specify how laws, decrees, and other high-level policies should be implemented.
- **Operational policies:** Rules, regulations, codes, guidelines, plans, budgets, and service and administrative norms that governments, organizations, professional associations, and health facilities use to translate national laws and policies into programs and services.

Moving from Policy to Action: Policy Development Follows an Iterative Process



Problem Identification and Agenda Setting. Identifying the problem, issue, or barrier that requires a policy response, introducing it on the policy agenda, and building coalitions by analyzing stakeholders invested in the issue.

Policy Formulation and Costing. Shaping the policy content (e.g., clear goals, strategic directions, institutional arrangements, resource needs, time frames, and indicators of success).

Policy Endorsement, Adoption, Approval. Attaining decisionmakers' endorsement and providing institutional, political, or legal support to mandate agencies or partners to implement according to the policy developed.

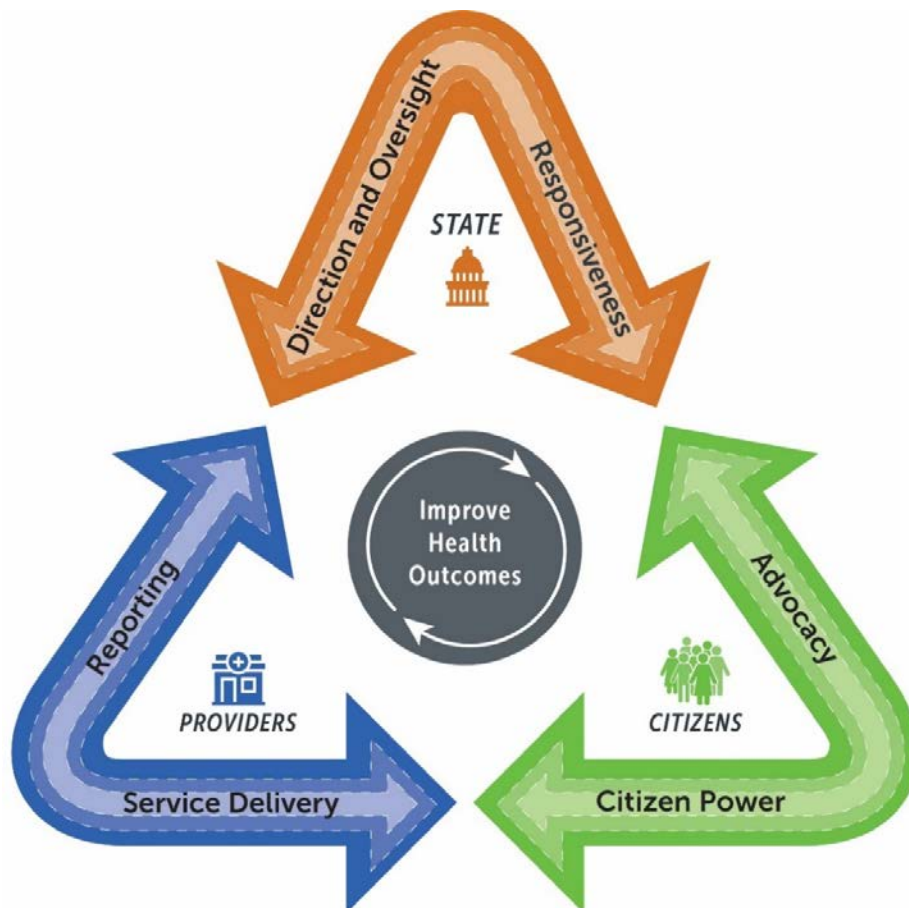
Implementation. Carrying out the actions outlined in the policy. Policies require strategic plans, implementation plans, human and financial resources, human capacity, and operational guidance for implementation.

Monitoring. Ongoing review and assessment of the process, efficiency, and effects of policy development and implementation to inform policy adaptation and reform.

Evaluation. Applying evaluation principles and methods to examine the content, implementation, or impact of a policy in order to understand the merit, worth, and utility of a policy.

Source: Centers for Disease Control and Prevention (CDC). n.d. *Step by Step—Evaluating Violence and Injury Prevention Policies, Brief 1: Overview of Policy Evaluation*. Atlanta: CDC.

HEALTH GOVERNANCE TRIANGLE



The **Health Governance Triangle** describes the interactions among three categories of actors in the health system: government, providers, and clients/citizens. Arrows indicate the roles and responsibilities of one group in relation to the others.

The arrows appear similar in size, but there are imbalances in the power and influence of each actor or interaction.

As you look at the triangle, it is helpful to ask: What does one group *provide* for the other?

State (Government):

- Offers direction, oversight, and resources to providers
- Responds to needs and demands from clients/citizens

Providers:

- Deliver services to clients/citizens
- Delivers information, reporting, and lobbying to the government

Citizens:

- Voice needs and demands to the government
- Exercise power in choosing providers and communicating demands

Source: Health Policy Plus (HP+). 2020. *Improving Health Outcomes through Strengthened Governance*. Washington, DC: Palladium, HP+.

Accountability Fundamentals

WHAT IS ACCOUNTABILITY?

Accountability can be defined as *the obligation of power-holders to account for or take responsibility for their actions*. Power-holders refer to people who hold political, financial, or other forms of power and include officials in government, private corporations, international financial institutions, and civil society.

ACCOUNTABILITY WITHIN THE HEALTH SYSTEM



Financial Accountability

Involves tracking and reporting on allocation, disbursement, and utilization of financial resources. Budgeting, auditing, and accounting systems help to ensure that health service providers use resources for agreed-upon and appropriate purposes and to reduce corrupt practices.



Programmatic Accountability

Calls for health system actors to demonstrate and account for performance in light of agreed-upon program targets. At the health system level, focus is on the services, outputs, and results of public agencies and programs, not on individual service encounters between patients and providers.



Political/Democratic Accountability

Seeks to ensure that government delivers on electoral promises, fulfills the public trust, and represents citizens' interests. An example is pressure from politicians to ensure the health ministry and other health-related agencies pursue objectives and employ resources so that providers respond to what citizens want regarding healthcare.

Adapted from: (1) World Bank. 2003. *Social Accountability: A Concept Note Based on Emerging Practice. Draft for Discussion*. Washington, DC; (2) Brinkerhoff, D. and T. Bossert. 2008. *Health Governance: Concepts, Experience, and Programming Options*. Bethesda, MD: Abt Associates, HealthSystems2020.

HOW DOES ACCOUNTABILITY WORK?

For proper accountability, a health system must have mechanisms to ensure that power-holders are answerable to the public and that their commitments to the public are enforceable. These two concepts, answerability and enforceability, lie at the heart of accountability.

- **Answerability** means that those in power have an obligation to answer questions regarding their decisions and actions. Power-holders are also obligated to explain and justify why certain things were done.
- **Enforceability** means there are available penalties and repercussions to power-holders for illegal or inappropriate actions and behaviors discovered, or incentives to reward or encourage desired actions.

How do these concepts work in practice? The following scenario offers an example of how accountability could work within a health system:

- In 2090, power-holders in Malawi make a **commitment** to roll out a new family planning program for youth.
- Because the power-holders are answerable for this commitment, they **inform** relevant stakeholders about this program.
 - Relevant stakeholders might include civil society organizations (CSOs), implementing partners, and others working within Malawi's government.
 - Communication to stakeholders might be done through an announcement or press release. Within the government, it might also be done by initiating chains of communication and command.
- Knowing there are legal repercussions should the program not come to fruition, the power-holders develop a system to track and **monitor** the program rollout.
 - To ensure the power-holders deliver on their promise, CSOs and implementing partners may develop their own methods of tracking and monitoring the program.
- Through their monitoring, stakeholders may find that while funds for the program have been disbursed, there is little evidence of the program rollout. They request and are granted a **dialogue** with the relevant power-holders to discuss their concerns.
- At the meeting, the stakeholders present their findings and demand answers. The power-holders explain the reason for the delays, conveying information not previously available to the stakeholders. With election season approaching in Malawi, the power-holders are **motivated** to keep the stakeholders happy. The two groups agree to form a multi-sectoral task force to ensure program implementation.

The main concepts in the scenario are summarized in the table below.

1	Commit	Power-holders make a commitment
2	Inform	Power-holders inform stakeholders about commitments made
3	Monitor	Power-holders and stakeholders track and monitor progress toward commitment
4	Dialogue	Power-holders and stakeholders engage in dialogue about results from tracking/monitoring
5	Motivate	Power-holders and stakeholders use repercussions and/or incentives to spur action

MODULE THREE

Introduction to Policy Advocacy



Module Three

NOTES

MOST IMPORTANT LESSON LEARNED

Important Policies for Harnessing the Demographic Dividend in Malawi

HEALTH SECTOR

POLICY	SUMMARY NOTES
Government of Malawi. 2011. <i>National HIV and AIDS Policy (July 2011–June 2016): Sustaining the National Response</i> . Lilongwe: Government of Malawi.	
Government of Malawi. 2015. <i>Malawi Costed Implementation Plan for Family Planning, 2016–2020</i> . Lilongwe: Government of Malawi.	
Government of Malawi. 2017. <i>Health Sector Strategic Plan II (2017–2022) (HSSP II)</i> . Lilongwe: Government of Malawi.	
Government of Malawi. 2018. <i>Roadmap for Accelerating Children and Adolescent HIV and Sexual Reproductive Health Services in Malawi (2018–2022)</i> . Lilongwe: Government of Malawi.	
Government of Malawi, Ministry of Health. 2009. <i>National Sexual and Reproductive Health and Rights (SRHR) Policy</i> . Lilongwe: Government of Malawi.	
Government of Malawi, Ministry of Health. 2015. <i>National Youth-Friendly Health Services Strategy, 2015–2020</i> . Lilongwe: Government of Malawi.	
Malawi National AIDS Commission. 2014. <i>National Strategic Plan for HIV and AIDS (2015–2020)</i> . Lilongwe: Government of Malawi.	
Malawi National AIDS Commission. 2015. <i>National HIV Prevention Strategy (2015–2020)</i> . Lilongwe: Government of Malawi.	
UNESCO, UNAIDS, UNFPA, UNICEF, UN Women, and WHO. 2019. <i>International Technical Guidance on Comprehensive Sexuality Education</i> . Paris: UNESCO.	

EDUCATION SECTOR

POLICY	SUMMARY NOTES
East and Southern Africa Commitments. In 2013, 20 countries met in Cape Town where ministers of health, youth, and education discussed improving the health of young people in the region. The major commitments were to improve youth-friendly health services, increase access to health services, improve awareness of sexual and reproductive health, and promote comprehensive sexual education. In Malawi, comprehensive sexual education falls under the Ministry of Education, Science and Technology and is handled by the Ministry of Labour, Youth, Sports, and Manpower Development for out-of-school youth.	
Government of Malawi. 2017. <i>National Integrated School Health and Nutrition Policy</i> . Lilongwe: Government of Malawi.	
Government of Malawi, Ministry of Education, Science and Technology. 2018. <i>Readmission Policy for Primary and Secondary Schools</i> . Lilongwe: Malawi Government of Malawi.	
Ministry of Education. 2008. <i>National Education Sector Plan</i> . Lilongwe: Government of Malawi.	

MULTISECTORAL

POLICY	SUMMARY NOTES
African Union Commission. 2015. <i>Agenda 2063: The Africa We Want</i> . Addis Ababa: African Union Commission.	
Government of Malawi. 2015. <i>National Plan of Action for Vulnerable Children (2015–2019)</i> . Lilongwe: Government of Malawi.	
Government of Malawi. 2017. <i>The Malawi Growth and Development Strategy (MGDS) III (2017–2022): Building a Productive, Competitive, and Resilient Nation</i> . Lilongwe: Government of Malawi.	
Government of Malawi. 2018. <i>National Strategy for Adolescent Girls and Young Women (AGYW) (2018–2022)</i> . Lilongwe: Government of Malawi.	
Ministry of Gender and Social Welfare. 2018. <i>National Strategy on Ending Child Marriage</i> . Lilongwe: Government of Malawi.	
Ministry of Youth and Sports Development. 2013. <i>National Youth Policy</i> . Lilongwe: Government of Malawi.	
United Nations Sustainable Development Goals. In 2015, 17 sustainable development goals were adopted UN member states as part of the 2030 Agenda for Sustainable Development—a call to end poverty, protect the planet, and improve lives globally.	

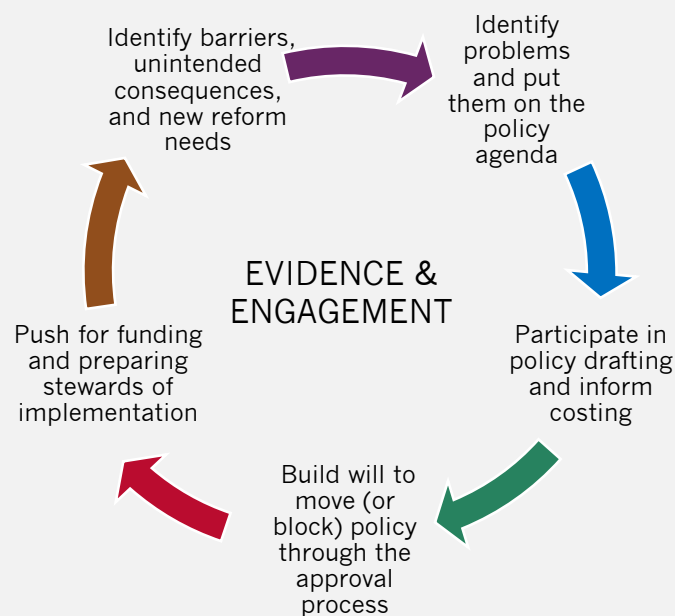
What Is Policy Advocacy? Definitions and Key Concepts

Policy advocacy is a set of targeted activities to inform and influence decisionmakers to take a desired action to address an issue.¹

Policy advocacy involves:

- Understanding the policy and political environment
- Using a strong evidence base to plan strategy and communications
- Designing a deliberate, measurable process that is flexible and adaptable to changes in environment
- Actively engaging communities affected by the issue
- Working strategically with stakeholders and influencers to build support
- Targeting people who have the power to take desired policy action
- Ongoing efforts to hold decisionmakers accountable for policy decisions

Policy advocacy can **advance an issue at key stages** of the policy process. Advocates can **influence decisions** at each stage of the policy process.



¹ Targeted activities can include: coalition-building; research to inform policy change objectives and strategies; creating evidence-informed communication materials; raising funds to support activities such as policy dialogue, citizen hearings, lobbying, and other one-on-one meetings; litigation; building support for change; engaging the media; and monitoring resource flows and policy implementation.

Steps in the Policy Advocacy Process

Advocacy activities are often carried out in turbulent environments. Frequently, advocates do not have the opportunity to follow each step in the advocacy process. Nevertheless, a systematic understanding of the advocacy process will help advocates plan wisely, use resources efficiently, and stay focused on the advocacy objective.

- I. **Define the Advocacy Issue.** Advocacy begins with an issue or problem that the organization, network, or coalition agrees to support. The issue should meet the group's agreed-upon criteria and support its overall mission (e.g., issue is focused, clear, and widely felt by network constituents).

Methods of identifying critical issues include: an analysis of the external environment, including political, economic, social, and other factors; an analysis of existing policy or legal actions; organizing issue identification meetings; monitoring issues raised in the media; working with donors or partner organizations; and collecting and analyzing data about the situation (from the census, demographic and health surveys, baseline surveys, focus groups, etc.).

A policy or advocacy issue is a problem that has a “policy solution.”

- II. **Set Advocacy Goal and Objectives.** The advocacy goal is a general statement of what the network or coalition hopes to achieve in the long term (three to five years). It will require the support of other organizations or networks and additional efforts to be achieved.

The advocacy objectives describe short-term, specific, measurable achievements that contribute to achievement of the advocacy goal.

Advocacy objectives should be **strategic, measurable, actionable, realistic, and time-bound (SMART)**. They also state the target audience, the policy action that is desired, and the timeframe or degree of change that is desired.

- III. **Identify Target Audiences.** The **primary target audience** includes the decisionmakers who have the authority to bring about the desired policy change. The **secondary target audience** includes persons who have access to and are able to influence the primary audience—other policymakers, friends, relatives, media, religious leaders, etc.

Identifying, segmenting and analyzing the primary and secondary target audience will inform the network or coalition about their audiences' positions, level and range of influence, relative power base, knowledge of the issue, support for the issue, and the benefits to the target audience of supporting the issue.

- IV. **Build Support.** Building a constituency to support the advocacy issue is critical for success. The larger the base of support, the greater is the chance of success. Advocates must reach out to create alliances with nongovernmental organizations (NGOs), networks, donors, coalitions, civic groups, professional associations, key population groups, activists, business and religious leaders, celebrities, and other individuals who support the issue and will work together to achieve the advocacy objectives. Potential supporters and collaborators can be identified through network

members; at conferences, meetings, and seminars; through media; at public meetings; or online.

- V. **Develop the Messages.** Advocacy messages are developed and tailored to specific target audiences in order to frame the issue and persuade the recipient to support the issue and objective.

There are three important questions to answer when preparing advocacy messages:

- Who are you trying to reach with the message?
- What do you want to achieve with the message?
- What do you want the recipient of the message to do as a result of the message (the action you want taken)?

- VI. **Select Channels of Communication.** Selection of the most appropriate vehicle for advocacy messages depends on the target audience. The choice of medium varies for reaching the general public, targeting specific decisionmakers, educating the media, generating support among like-minded organizations and networks, etc. Some of the more common mediums or channels of advocacy messages include fact sheets, public debates, policy roundtables, press kits and press releases, press conferences, rallies, and conferences for policymakers.

- VII. **Mobilize Resources.** Advocacy campaigns can always benefit from outside funds and other resources. Resources can support the development and dissemination of materials, cover members' travel to meet with decisionmakers, underwrite meetings or seminars, offset communication expenses, etc. Advocacy groups should develop a fundraising strategy at the outset of the campaign to identify potential contributors of financial and other resources.

- VIII. **Develop an Action Plan.** An implementation plan is used to guide the advocacy campaign in the same way that a work plan guides project implementation. The plan should identify activities and tasks, responsible persons or committees, indicators of success, timeframes, needed resources, etc.

ONGOING ACTIVITIES

- **Data Collection.** Data collection supports every stage of the advocacy process. Data is used to identify and select an advocacy issue, develop advocacy objectives, analyze target audiences, craft messages, generate support, and influence policymakers. Data collection is ongoing for the duration of an advocacy campaign.
- **Monitoring and Evaluation.** As with data collection, monitoring and evaluation occur throughout the advocacy process. Before undertaking an advocacy campaign, a network must determine how it will monitor its planned activities and how it will evaluate or measure progress and results. Questions to ask: Can the network realistically expect to bring about the desired change in policy, programs, or funding as a result of its efforts? How will the group identify interim outcomes and measure progress toward achievement? What will be different at the end of the advocacy campaign? How will the group know that the situation has changed?

DATA AT EVERY STEP OF THE ADVOCACY PROCESS

For the purposes of this training, the term **data** is defined as follows by Dictionary.com: individual facts, statistics, or items of information.

Complete, accurate, up-to-date, and compelling data and information are the foundation of any successful advocacy effort. Different types of data are needed continuously throughout each stage of the advocacy process and can help answer questions and fill gaps in understanding so that advocates can tailor their approaches to meet their objectives. Keep in mind that to be useful for advocacy, data must be aggregated, processed, organized, and put into context.

Why Data and Information Are Needed at Each Stage of the Advocacy Process

STAGE IN THE ADVOCACY PROCESS	WHY DATA AND INFORMATION ARE NEEDED
Define the Advocacy Issue. <i>What are the details surrounding the problem or issue you are trying to solve or address?</i>	To help you clearly define and put into context the problem or issue you are trying to address so that you can make a compelling case to decisionmakers.
Set Advocacy Goal and Objectives. <i>What do you want to achieve by communicating to target audiences about the problem or issue? Be specific.</i>	To help you set realistic, context-appropriate, and measurable objectives.
Identify Target Audiences. <i>Who will you try to influence to help address the problem or issue, and what do you know about them?</i>	To help you use resources wisely and to ensure that you target the right people with the right messages in the right way at the right time.
Build Support. <i>Who can help you achieve your aim?</i>	To help you identify individuals and organizations who can help move your agenda forward.
Develop the Messages. <i>What will you say to clearly convey what the problem is, why it matters to your audience, and what you want them to do about it?</i>	To help you craft and frame the issue in a way that strongly resonates with your audiences.
Select Channels of Communication. <i>How will you reach audiences with your messages?</i>	To choose the best possible channels of communication to reach your audiences in the most timely and cost-effective way.
Mobilize Resources. <i>Where can you find resources to move your agenda forward?</i>	To help you gather resources to fund the activities and materials needed to move your agenda forward.
Develop an Action Plan. <i>How will you carry out your advocacy strategy?</i>	To help you more efficiently plan how you will get the needed advocacy work done within existing budgets and timelines.
Monitoring and Evaluation. <i>How will you measure progress throughout the advocacy process?</i>	To help you assess how your activities are progressing and to measure achievement of interim and final outcomes.

MODULE FOUR

Developing Advocacy Skills



Module Four

NOTES

MOST IMPORTANT LESSON LEARNED

Advocacy Message Development Worksheet

Specify target audience:

Specify the interim outcome your message to this audience is contributing to:

CONSIDERATIONS TO ADDRESS	QUESTIONS	NOTES FOR MESSAGE DEVELOPMENT
Level of Engagement: Define the degree of movement on the scale of engagement that this message is meant to achieve.	<ul style="list-style-type: none"> • What do you want to achieve with this message? For instance, do you want to: <ul style="list-style-type: none"> › Inform—deepen understanding? › Persuade—realize relevance or increase willingness to engage? › Move to action—call for action? 	
Values/Benefits: Align message with the values of the target audience and show how they can benefit.	<ul style="list-style-type: none"> • What does audience value most? • What will speak to their heart, their mind, or their authority? • What is their top priority? • “What’s in it for me?” 	
Barriers: Overcome the barrier(s) that prevent the audience from supporting your issue.	<ul style="list-style-type: none"> • What might stop your audience from doing what you want them to do? • If you asked for support today, what would be the first excuse? (e.g., lack of time or money, conflicting information, religious beliefs, other priorities or alliances?) 	
Opposition: Anticipate and counter opposing messages.	<ul style="list-style-type: none"> • What will be the opposing message? • Will you try to counteract the opposition with this message? • If so, how? 	

CONSIDERATIONS TO ADDRESS	QUESTIONS	NOTES FOR MESSAGE DEVELOPMENT
Evidence: Provide appropriate information according to the purpose of this message and tailor it to the audience.	<ul style="list-style-type: none"> • What information do you need to support your message? › Inform: Tailored for your audience? › Persuade: Convince your audience? › Move to action: Consequences of inaction? 	
Story or Example: Share an anecdote or story to bring your issue to life.	<ul style="list-style-type: none"> • Can you share a beneficiary's story to reinforce the issue and the need for a policy solution? • Can you give an example of how another group has succeeded? 	
Ask: Clarify what you want your target audience to do.	<ul style="list-style-type: none"> • Only the primary audience can take the desired policy action but all of your audiences can do something (e.g., read your brief, attend a meeting, sign a letter, talk to the primary audience). • What do you want the target audience to do at this point? 	

MODULE FIVE

Putting Advocacy Skills into Practice



Module Five

NOTES

MOST IMPORTANT LESSON LEARNED

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