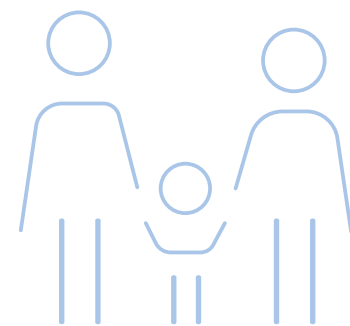




**USAID**  
FROM THE AMERICAN PEOPLE

**Breakthrough  
ACTION**  
FOR SOCIAL & BEHAVIOR CHANGE



Advancing  
Male Engagement  
in Family Planning +  
Reproductive Health  
**AN ADVOCACY TOOL**

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## Acronyms

<b>CIP</b>	Costed Implementation Plan
<b>CYP</b>	Couple-years of Protection
<b>FP/RH</b>	Family Planning/Reproductive Health
<b>GBV</b>	Gender-based Violence
<b>HIP</b>	High Impact Practices
<b>ICRW</b>	International Center for Research on Women
<b>IGWG</b>	Interagency Gender Working Group
<b>mCPR</b>	Modern Contraceptive Prevalence Rate
<b>MOH</b>	Ministry of Health
<b>NGO</b>	Non-governmental Organization
<b>NCMH</b>	National Center for Men's Health
<b>PACE</b>	Policy, Advocacy, and Communication Enhanced for Population and Reproductive Health
<b>PRB</b>	Population Reference Bureau
<b>SBC</b>	Social and Behavior Change
<b>STI</b>	Sexually Transmitted Infection
<b>UNFPA</b>	United Nations Population Fund
<b>USAID</b>	United States Agency for International Development

# Introduction

## WHAT IS THIS ADVOCACY TOOL?

This tool offers guidance on how to advocate with various audiences to bring about further investment in, commitment to, and implementation of male engagement to improve family planning and reproductive health (FP/RH) outcomes. Users should adapt and expand upon the tool according to their specific needs.

## WHAT IS MALE ENGAGEMENT?

Male engagement in FP/RH refers to the involvement of men and boys—where appropriate<sup>1</sup>—as FP method users, supportive partners, and agents of change (Box 1) in order to actively promote gender equality and transform inequitable or harmful gender norms, including, but not limited to, harmful forms of masculinity across the life stages. Ultimately, this approach aims to improve FP/RH outcomes for men and women in cooperative ways that protect and encourage women’s agency.<sup>2</sup>

1 Deciding how and whether men and boys should be engaged in a given program context should be determined by an in-depth situational analysis (discussed later in this document) and established in a way that ensures women’s agency is consistently supported and promoted.

2 United States Agency for International Development (USAID). (2018). *Essential considerations for engaging men and boys for improved family planning outcomes*. Washington, DC: USAID. Available from: <https://www.usaid.gov/sites/default/files/documents/1864/Engaging-men-boys-family-planning-508.pdf>.

## BOX 1: THE THREE ROLES<sup>2</sup>

Men and boys can be engaged in one or more of the following FP/RH roles:

“Men and boys are **FP users** when they use male-controlled modern contraceptive methods (i.e., condoms and vasectomy) or a cooperative modern contraceptive method that requires participation from both partners (e.g., the Standard Days Method).

Men and boys are **supportive partners** when they have a positive impact on their partners’ FP choices and contraceptive use through increased couple communication and equitable, joint decision making, resource provision for FP services, and/or support for continued use.

Men and boys are **agents of change** when they use their social capital, status, or power to take public action outside of their intimate sexual relationships to address barriers to FP and contraception, particularly those related to harmful gender norms and inequalities. Public action must take place in collaboration with women and women’s groups and may include discussion and advocacy to influence family and community members, peers, and religious and policy leaders to promote gender equality.”

Because this tool approaches male engagement through an advocacy lens, the following background resources may be helpful for some users:

### Male Engagement:

- [Essential Considerations for Engaging Men and Boys for Improved FP Outcomes](#) (United States Agency for International Development [USAID])
- [Interagency Gender Working Group \(IGWG\) Male Engagement Task Force website](#)
- [Compass Trending Topic: Male Engagement in FP](#) (Breakthrough ACTION)

### Advocacy:

- [FP Advocacy Toolkit](#) (Knowledge for Health)
- [AFP SMART: A Guide to Quick Wins](#) (Advance Family Planning)
- [Smart Chart 3.0](#) (Spitfire Strategies)

The resources provided here and throughout the document are compiled with accompanying descriptions and URLs in Appendix 1. For definitions of key terms, see Appendix 2.

## WHY IS THIS ADVOCACY TOOL NEEDED?

Male engagement can be a valuable approach in FP/RH. Engaging men and boys as FP users, supportive partners, and agents of change (Box 1) improves health and gender outcomes. More specifically, engaging men in FP/RH programs has been successful in decreasing unintended pregnancies, improving maternal health, reducing sexually transmitted infections (STIs) and HIV/AIDS, and better meeting the needs of youth.<sup>3</sup> However, many relevant FP/RH programs do not incorporate male engagement into their work because:

- Decision makers may not understand male engagement and how including and working with men and boys in different roles and throughout their life stages can bring about better FP/RH results.
- Decision makers may be resistant to making changes to longstanding and female-centered FP programs or concerned that FP programs funded to work with women will be shortchanged if men are included as an audience.
- Decision makers may act on personal biases that silo FP as solely a woman's issue and responsibility or may worry that bringing men and boys into FP will decrease women's FP agency and decision-making.

3 Rottach, E., Schuler, S. R., & Hardee, K. (2009). *Gender perspectives improve reproductive health outcomes: new evidence*. Washington, DC: Population Reference Bureau.

Recently developed resources address some of these challenges by providing male engagement impact data, frameworks, and strategies. This tool draws upon those resources to help design advocacy action plans and advocate with decision makers for increased and improved investment and implementation of male engagement programming for FP.

While not intended to provide exhaustive examples of every advocacy scenario, the tool offers a starting point and guidance for crafting male engagement advocacy implementation plans according to specific goals and audiences.

## WHO SHOULD USE THIS ADVOCACY TOOL?

Advocacy for male engagement in FP/RH requires addressing knowledge gaps and strategic planning to enhance the success of advocacy efforts. This tool serves as a strategic planning guide for individuals or organizations working in FP/RH who are interested in advancing male engagement among donors (e.g., private foundations and multilateral and bilateral agencies), local governments (e.g., at the national ministry or district level), and project implementers (e.g., international and local nongovernmental organizations implementing FP social and behavior change or service delivery interventions).

## WHAT IS INCLUDED IN THIS ADVOCACY TOOL?

This document contains three sections:

- **Part 1** describes current challenges that prevent ideal male engagement in FP/RH programs, outlines an overarching vision of how these problems can be addressed—and what can be achieved—through pointed advocacy, and provides indicators for measuring this progress. The section identifies three key advocacy audiences (government representatives, donors, and program implementers) and three subgroups within each audience (Collaborators, Skeptics, and Non-Believers) and provides examples of how advocacy to each of these segments differs.
- **Part 2** proposes the Advocacy Implementation Plan to structure your advocacy approach, set your advocacy goals, and select your priority advocacy audiences. This section expands upon existing advocacy tools and provides guidance on how to shape male engagement-specific advocacy efforts. The section also provides additional points to consider when completing your Advocacy Implementation Plan and to make your advocacy more successful. These include notes on how to integrate life-stage and gender considerations into your advocacy and how to plan for resistance while advocating to your priority audience.
- **Part 3** comprises appendices, including a list of the male engagement and advocacy resources referenced throughout the tool, definitions of key terms, the Advocacy Implementation Plan template for your own replication and use, and three sample Advocacy Implementation Plans for reference.

## Part I

# Overarching Advocacy Vision and Strategic Approach

This section first describes a set of challenges to male engagement implementation and a vision of what can be accomplished through targeted advocacy. Next, the section proposes broad advocacy goals, audiences, and activities that outline how the vision might be achieved. Together, these elements form a strategic advocacy approach that appreciates how advocacy efforts can differ depending on a specific advocacy goal or how ready a given audience might be to take action to advance male engagement in FP/RH.

### PROBLEM STATEMENT

FP/RH efforts have historically focused exclusively on women. Often, due to a lack of resources and/or technical knowledge and skills, many FP/RH programs have not intentionally: (1) considered men and boys as FP users, supporting partners, and/or agents of change; or (2) promoted gender-equitable norms among men and women and boys and girls in the context of voluntary and informed choice. Men and boys are left out, perceived as peripheral, or engaged in a way that perpetuates harmful gender norms and poor health outcomes. Additionally, donors and technical experts have developed resources that define, explain the impact of, and provide technical guidance on male engagement. However, evidence gaps, such as costing data, remain and little has been done to operationalize existing tools to win sustained support for male engagement with relevant, influential decision makers.

### VISION

Key decision makers at the program, country, and donor levels believe in the potential or demonstrated impact of male engagement and have become pillars for an enabling environment. They invest in, and become champions for, sufficiently resourced, expertly implemented, and carefully harmonized FP/RH efforts that foster households, communities, and countries where men, boys, women, and girls effectively communicate about and use FP methods according to their own choices, priorities, and needs and without fear of violence or retribution. FP/RH programming that intentionally engages men and boys addresses harmful gender norms and gender inequities as well as other barriers to FP such as knowledge and access.

### ADVOCACY GOALS

**Goal 1:** Increase financial investment in male engagement in FP/RH programming




**Goal 2:** Increase implementation of FP/RH male engagement approaches







## KEY AUDIENCES FOR ADVOCACY

Advocacy efforts should be designed for audiences who have the influence, resources, and ability to direct the course of FP/RH programs and contribute to achieving the aforementioned goals on a large scale within a country, district, or community.

Key audiences include:

- 
**Government representatives** (e.g., ministries of health, family, women, and child/youth affairs) to create policies and dedicate financial and human resources to support male engagement
- 
**Donors** (e.g., multilateral and bilateral organizations and private foundations) to support and encourage countries to fund and operationalize relevant evidence-based male engagement approaches in current or future FP/RH programs
- 
**Program implementers** (e.g., recipients of donor or government funding) to implement, adapt, monitor, and evaluate male engagement practices to specific country contexts and for a variety of priority audiences and FP/RH activities

The methodology described here can be adapted to reach additional advocacy audiences, including:

- 
**Researchers** to expand the male engagement evidence base and strengthen indicator banks
- 
**Local public and private service providers** to incorporate male engagement in the FP/RH services<sup>4</sup> they provide at the health clinic and community health worker levels
- 
**Leaders of multinational initiatives** (e.g., FP2020 and Sahel Women's Empowerment and Demographic Dividend Project) to harmonize regional male engagement efforts
- 
**Community decision makers and opinion leaders** (e.g., women's groups, youth groups, men's cooperatives, civil society or media organizations, and cultural or religious leaders) to increase accountability, sustainability, and community ownership of male engagement and gender norm shifts

## SHAPING AN ADVOCACY APPROACH

Within any advocacy audience, there will likely be three subgroups: Collaborators, Skeptics, and Non-believers. Each of these subgroups is defined as follows.

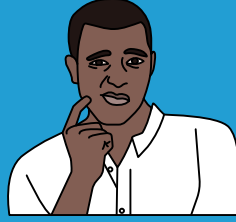
<sup>4</sup> FP/RH services, as used in this document, does not include abortion.



### COLLABORATORS

Those who are influential + interested + supportive of male engagement, but who need specific calls to action to become male engagement champions.

**Example:** Collaborators may have strong knowledge about male engagement but may be unsure what steps to take to incorporate its approaches into their work. They may be engaging men and boys on an ineffective or superficial level or may be currently incorporating aspects of male engagement (such as encouraging men to be FP users), but not following through with other pieces needed for optimal impact (such as intentionally addressing gender power dynamics or partnering with service delivery partners to ensure male-specific FP counseling).



### SKEPTICS

Those who are influential + interested + unsure/ambivalent to male engagement and who need it to be reframed according to their priorities or to address their hesitations.

**Example:** Skeptics may be concerned that engaging men will take resources away from women leading to less gender equity when the case for male engagement is the opposite. Or they might believe that men and boys cannot be trusted to take responsibility for FP.



### NON-BELIEVERS

Those who are influential + not interested + possibly opposed to male engagement and who need stronger evidence presented in a way that aligns with their interests and priorities.

**Example:** Non-believers may think investing in male engagement will cost them more money to reach their FP/RH-related goals and do not believe that male engagement can add value or cost effectiveness to an FP/RH program.

## SHAPING AN ADVOCACY APPROACH— UNDERSTANDING YOUR CONTEXT

Successful advocacy efforts require a good understanding of the environment in which you are working. If existing research documents do not provide enough insight, conducting formative research—such as a situational or gender analysis—to learn more about your FP/RH and gender context can help you identify and prioritize male engagement needs and opportunities. Prior to designing your advocacy plan, you should have a firm grasp on current and recent modern contraceptive prevalence rates; availability and use of male- and female-controlled FP methods; how gender norms impact men's, women's, and youth's FP/RH attitudes toward FP and their making FP decisions; and whether and how FP/RH programs currently engage men and boys or have done so in the past. You should also conduct an analysis of current and potential male engagement stakeholders and decision makers. Key informant interviews with FP/RH program implementers, local government officials, donors, community leaders and groups, and others can help you understand each group's knowledge, attitudes, and concerns about male engagement in FP/RH. This research can also help clarify the barriers to increased male engagement investment and implementation as well as help you prioritize advocacy audiences and craft messages that will resonate with your stakeholders' decision-making process.

For more information on conducting situational analyses and integrating gender considerations, see:

- [How to Conduct a Situational Analysis](#) (Health Communication Capacity Collaborative)
- [Gender Analysis and Integration tools](#) (IGWG)
- [Gender Analysis Toolkit for Health Systems](#) (Jhpiego)

## ILLUSTRATIVE STRATEGIC ADVOCACY APPROACH

The following tables map out illustrative asks, supporting messages, potential activities, and resources for advocating to Collaborator, Skeptic, and Non-believer audiences within donor, government, and implementing partner organizations. These components are organized according to the advocacy goals described earlier to (1) increase financial investment in male engagement and (2) increase implementation of male engagement.

For quick guidance on developing advocacy messages, see:

- [Creating and Communicating an Effective Message](#), Center for Health and Gender Equity



An advocacy **ask** outlines the specific action you would like your audience to take as a result of your advocacy.

An advocacy **supporting message** provides concrete reasons why the key ask is important, beneficial, and doable for the advocacy audience.

## Example I

**Goal:** Increase financial investment in male engagement in FP/RH programming

**Audiences:** Donors, government, and policymakers

### Subgroup + Key Ask



### Collaborators

Create a dedicated gender and male engagement line item in your annual budgets, FP2020 Costed Implementation Plans (CIPs), annual action plans, and others.

### Supporting Messages

Funding activities that engage men as FP users, supportive partners, and/or agents of change in future FP/RH programs can advance the reach of your own work and catalyze action from fellow donors/policymakers/initiatives.

Funding male engagement activities in FP/RH will help challenge harmful gender norms that limit women's decision-making power in other areas of their lives.

Adapting, piloting, and monitoring and evaluating high-impact male engagement approaches/ programs from other contexts can be a faster, more cost-effective win than designing male engagement programs from scratch.

### Potential Advocacy Activities

Organize donor/government/ cross-sector initiative workshops to coordinate male engagement/gender equity investment across health and non-health disciplines.

Arrange workshops for donors that close the knowledge-to-action gap (e.g., workshops offering technical assistance to design requests for proposals that include male engagement).

Request to contribute to CIP meetings with decision makers as a male engagement champion.

Identify global and local evidence of high-impact male engagement interventions/approaches and present them to policymakers as case studies that highlight the benefits/results achieved through integration of male engagement strategies. Always include costing data when available.

### Useful Resources

[Men as Contraceptive Users: Programs, Outcomes, and Recommendations](#) (The Evidence Project)

[Engaging Men and Boys in Family Planning: A Strategic Planning Guide](#) (FP High Impact Practices [HIP])

[Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes](#) (USAID)

[Promoting Evidence-based Vasectomy Programming](#) (FHI360)

[Transforming Gender Norms, Roles, and Power Dynamics for Better Health: Evidence from a Systematic Review of Gender-integrated Health Programs in Low- and Middle-Income Countries](#) (Health Policy Project)

## Subgroup + Key Ask



### Skeptics

Consult available evidence on the impact of male engagement on FP/RH and gender outcomes and identify one program from your portfolio where funding engagement of men/boys in coordination with women/girls could improve project outcomes.

## Supporting Messages

Male engagement efforts do not have to be standalone, expensive programs. Small, feasible, and strategic investments in existing programs can have a positive impact on FP/RH outcomes.

Monitoring the return on investment of male engagement can help ensure smart and strategic resource investments in FP/RH moving forward.

## Potential Advocacy Activities

Share country examples or infographics that align male engagement “wins” with the audience’s priorities or challenges their main arguments against male engagement. Highlight the program champion’s role and praise gained for the success.

Hold workshops to give examples of male engagement strategies that can be incorporated into existing national programs to complement rather than disrupt funding for current programs focused on women/girls.

Arrange and facilitate meetings between donors and government and across sectors to develop a common male engagement vision statement with an emphasis on achieving gender equity and improved FP outcomes.

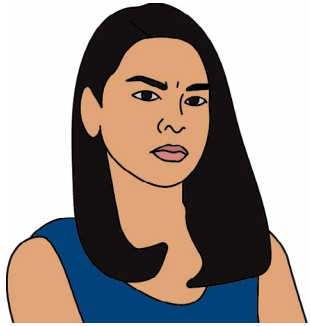
## Useful Resources

[Promoting Evidence-based Vasectomy Programming \(FHI360\)](#)

[Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes \(USAID\)](#)

[Engaging Men and Boys in Family Planning: A Strategic Planning Guide \(FP HIP\)](#)

## Subgroup + Key Ask



### Non-believers

Hold internal forums to build male engagement knowledge, discuss objections or challenges to funding male engagement, and identify current and future funding opportunities among staff.

## Supporting Messages

Strengthening your and your staff's knowledge and implementation capacity in male engagement will ensure you have additional tools quickly available to you for effective, holistic program funding and design.

Male engagement can help improve FP use and uptake in your country/region/community and can help achieve broader gender equity and improved social conditions for men and women.

## Potential Advocacy Activities

Compile case studies or infographics that clearly define male engagement, its benefits, and calls to action for investment in male engagement approaches and research.

Design workshops to explore what male engagement means, understand primary objections to funding, and address these objections with evidence of male engagement's FP/RH and gender impact.

Meet with key decision makers to discuss how male engagement can be incorporated into national programs for better FP/RH, gender, and cross-sector outcomes for women and men.

## Useful Resources

[Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes \(USAID\)](#)

[Engaging Men and Boys in Contraception and Family Planning Use \(Population Reference Bureau\)](#)

[Men as Contraceptive Users and Family Planning Clients \(Policy, Advocacy, and Communication Enhanced for Population and Reproductive Health\)](#)

[Compass Trending Topic: Male Engagement in Family Planning \(Breakthrough ACTION\)](#)

## Example 2

**Goal 2:** Increase organizational implementation of FP/RH male engagement approaches

**Audiences:** Program implementing organizations (those receiving funds from the government or donors to implement FP/RH programs)

### Subgroup + Key Ask



#### Collaborators

Assess how your organization currently works with men and boys to improve FP/RH outcomes. Understand whether this work challenges/addresses inequitable gender norms and power dynamics and if this is in coordination with women/girls.

### Supporting Messages

Assessing your organization's current male engagement activities does not require a large time or resource investment, will produce data of successes, and provide groundwork for expanding funding opportunities with donors, who are increasingly interested in male engagement for improved gender and FP outcomes.

There are natural opportunities to integrate male engagement efforts within your current FP/RH projects that will encourage men/boys to share responsibility for and support their partner's FP use and to engage them as FP advocates among their peers. Such efforts will advance your overall goals.

Addressing gender norms and other barriers and facilitators to FP will lead to longer-term sustainable changes in FP roles, attitudes, and decision-making.

### Potential Advocacy Activities

Provide a list of high-impact male engagement activities and points of contact in the region and facilitate introductions, if needed.

Share guidance documents on effective male engagement in FP programming.

Use male engagement indicators and gender integration tools to gauge the quality of male engagement activities and the extent to which they address unequal gender dynamics.

### Useful Resources

[Engaging Men and Boys in Family Planning: A Strategic Planning Guide \(FP HIP\)](#)

[Engaging Men and Boys: A Brief Summary of UNFPA Experience and Lessons Learned \(United Nations Population Fund \[UNFPA\]\)](#)

[Male Engagement in Family Planning: Gaps in Monitoring and Evaluation \(MEASURE Evaluation\)](#)

[Selecting Key Indicators for Male Engagement in Family Planning: A Forum Report \(MEASURE Evaluation\)](#)

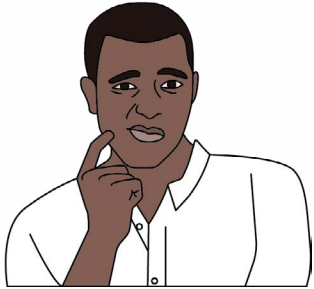
[Gender Analysis Toolkit for Health Systems \(Jhpiego\)](#)

[Gender Integration Framework: How to integrate gender in every aspect of our work \(FHI360\)](#)

[Gender Integration Continuum Users Guide \(IGWG\)](#)

[Male Engagement in Reproductive Health Programs \(MEASURE Evaluation\)](#)

## Subgroup + Key Ask



### Skeptics

Identify one project or activity where male engagement might have traction and start there.

## Supporting Messages

Capitalizing on “quick wins” minimizes potential loss and allows you to incorporate male engagement incrementally to identify larger opportunities for success.

Effective implementation of male engagement furthers gender equity, which leads to better, more sustainable FP/ RH outcomes and improved well-being for men and boys, women and girls.

## Potential Advocacy Activities

Create a project/activity-mapping exercise to help your audience see where male engagement in FP may have a place in both health and non-health contexts (e.g., education and resilience activities).

Facilitate workshops on how to properly implement and accurately monitor male engagement efforts for best results.

Organize a site visit to an FP/ RH project office or activity that has integrated male engagement to demonstrate the feasibility and hear directly from implementers or beneficiaries about the impact of male engagement activities.

## Useful Resources

[Men as Contraceptive Users: Programs, Outcomes, and Recommendations](#) (Population Council)

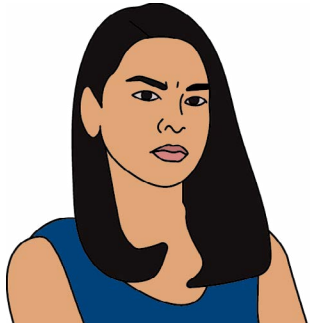
[Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes](#) (USAID)

[Gender Integration Continuum Users Guide](#) (IGWG)

[Gender Integration Framework: How to integrate gender in every aspect of our work](#) (FHI360)



## Subgroup + Key Ask



### Non-Believers

Learn about the potential benefits of male engagement in FP/RH programs and discuss the benefits of male engagement with your colleagues.

## Supporting Messages

Male engagement may help expedite progress toward your project's goals. Learning about it this year will help plan for appropriate implementation next year.

## Potential Advocacy Activities

Hold workshops explaining male engagement and creating/refining relevant indicators to build male engagement into monitoring and evaluation plans.

Compile case studies or videos about male engagement successes in gender equity and FP/RH outcomes or invite project staff and beneficiaries to deliver testimonials.

## Useful Resources

[Child Marriage, Couple Communication, and IPV \[Intimate Partner Violence\]: Insights from the TESFA Project](#) (International Center for Research on Women [ICRW])

[Men as Contraceptive Users and Family Planning Clients](#) (PACE Project)

[Male Engagement in Family Planning: Reducing Unmet Need for Family Planning by Addressing Gender Norms](#) (Tékponon Jikuagou)

[Engaging Boys and Men in Contraception Use and Family Planning: A Slide Deck](#) (PACE Project)

## LEVERAGING EXISTING OPPORTUNITIES

When designing an advocacy strategy, take note of any FP/RH- or gender-focused events that relevant stakeholders might attend. For example:

- **International meetings** that gather donors, governments, researchers, and implementers from multiple countries to discuss global and regional priorities
- **Political meetings**, such as those that aim to set country-level or regional FP or gender goals and commitments or inform decisions on financial resource allocations
- **Local meetings** where national, district, or community FP or gender priorities might be discussed

Participating in such events (specific examples are provided in Appendix 3) creates high-profile opportunities to build relationships with key audiences or advocacy partners that can encourage more localized male engagement advocacy activities. Some events may even have male engagement themes, tracks, or sessions and could be learning opportunities for Collaborator, Skeptic, or Non-Believer audiences.

In the absence of higher-profile events, less formal gatherings often convene relevant decision makers. Such gatherings include cultural events, national holiday community celebrations, and project launch events. Political situations and local current events covered on mass and social media channels can also create opportunities for public discourse with local and national officials on male engagement and provide conversation topics and entry points in interactions with key stakeholders.

When developing a timeline for your advocacy activities, consider how your efforts can be scheduled to influence key decisions before and as they are made. For example, if working with policymakers, take time to understand the policymaking budget planning process and timeline.

## INDICATORS OF ADVOCACY SUCCESS

During and following your interactions with stakeholders and decision makers, it is important to identify process, output, and outcome benchmarks to measure your advocacy's progress. Process indicators might include completing specific advocacy activities, but output and outcome indicators will allow you to better understand if you are achieving your desired impact (i.e., increased investment in or implementation of male engagement in FP/RH).

Areas you may consider measuring include:

- Increased inclusion of male engagement activities in Country Action Plans
- Increased inclusion of male engagement activities in CIPs

- Increased FP/RH policies that foster gender equity and male engagement
- Increased donor investment in male engagement
  - Increased number of projects with male engagement research, service delivery, or social and behavior change (SBC) components included
  - Increased resources identified for male engagement capacity strengthening activities for donor staff and/or implementer staff
- Increased male engagement in cross-sector initiative work plans
- Increased FP/RH project activities designed intentionally for men and boys, and women and girls to improve:
  - Partner communication
  - Equitable FP/RH decision-making
  - Men's and women's, boys' and girls' FP/RH service access
  - Men's and women's, boys' and girls' FP/RH commodity/service use
  - Interaction between FP/RH service providers with men and boys and women and girls
  - Healthy and equitable gender norms within communities (e.g., to support more equal power dynamics between men and women, and boys and girls, to increase shared FP/RH decision-making)

## Part 2

# Refining the Message: Developing an Advocacy Implementation Plan

### ADVOCACY IMPLEMENTATION PLAN GUIDANCE

This section includes guidance to complete an Advocacy Implementation Plan, based on the findings from your formative research and analyses discussed in Part 1. A template to guide you through the planning process is included in Appendix 4. The Advocacy Implementation Plan allows you to establish your:

- Advocacy Audience—where (**organization or office**) your advocacy will be directed
- Advocacy Goals and Objectives—**what you want to achieve** through your advocacy and measurable steps toward accomplishing your goal
- Organizational Context—a map of **your audience organization or office's male engagement knowledge**, barriers, opportunities, and needs compared to their priorities
- Allies – who within or outside of your own organization could help achieve your advocacy goal
- Priority Decision Maker(s)—**with which individual(s) in your audience organization** you will need to build a relationship and/or direct your advocacy, a profile of that person/those persons and their core concerns and anticipated objections to your advocacy goals, what to ask of them and how
- Supporting Messages—points that **reinforce your main ask**
- Activities—**what you and any allies will do** to deliver your message and move toward your advocacy goals and objectives, and when you will carry these out
- Indicators of Success—clear **benchmarks that track key deliverables, progress, and outcomes** and measure whether you are on track to reach your goals and objectives or whether you need to revisit and redesign your approach

Before completing your Advocacy Implementation Plan, you may find it helpful to review the advocacy and male engagement resources included at the beginning of this document. Illustrative Advocacy Implementation Plans are included in Appendix 5. These examples show how advocacy efforts might differ according to the user, audience, goals, and objectives.

## ADVOCACY IMPLEMENTATION PLAN TEMPLATE

### A. Audience, Goals, and Objectives



#### Audience Organization

Name the donor, ministry, office, or organization to whom you will advocate

#### Advocacy Goal

Outline what you want to achieve and by when

#### Advocacy Objectives

Describe two to three accomplishments that are specific, measurable, achievable, relevant, and time-bound that contribute to achieving your goal


### B. Organizational Context

**Where to find this information:** Organization website, interviews with key staff, past-funded/implemented program literature, country action plans, and national FP/RH plans and policies

Knowledge	Priorities and Opportunities
<ul style="list-style-type: none"> <li>■ What does the organization already know about male engagement in FP/RH and gender equitable approaches to programming, and how is this demonstrated?</li> <li>■ What do they already know regarding your identified goal(s), and how is this demonstrated?</li> </ul>	<ul style="list-style-type: none"> <li>■ What are the organization's driving priorities and values?</li> <li>■ How do they demonstrate these values in their work?</li> <li>■ What are their past or current FP/RH programs that address power dynamics, gender, or couple communication?</li> <li>■ Which of their priorities could be opportunities to achieve your male engagement goal?</li> </ul>
Barriers	Needs
<ul style="list-style-type: none"> <li>■ Why doesn't the organization invest in or implement male engagement?</li> <li>■ What are their specific challenges?</li> <li>■ What else might make achieving your goal difficult?</li> </ul>	<ul style="list-style-type: none"> <li>■ What knowledge, capacity strengthening, or assistance do organization staff need before you can achieve your goal?</li> </ul>

### C. Priority Decision Maker(s) with Whom You Will Advocate

**Where to find this information:** Organization personnel directories, professional network contacts, review of past programs they managed or implemented, key informant interviews, and mass media pieces or profiles

 Name	Title
<ul style="list-style-type: none"> <li>■ <i>What is the name of the person within the organization/office to whom you will advocate? Who has the authority to make decisions related to your goal, or can influence the decision maker?</i></li> <li>■ <i>Is it one person, or are there multiple decision makers?</i> <ul style="list-style-type: none"> <li>• <i>If multiple, you may need to develop separate strategies for each.</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <i>What is the person's title or job within the organization?</i></li> </ul>

#### Relationship

*Do you or your allies have an existing relationship with this decision maker, or do you need to develop this relationship before advocating to them?*

#### Profile

*Write a paragraph describing the person(s) that you are trying to influence, including:*

- *Demographic and other details (e.g., age, geographic location, influence level, permanence in their position)*
- *Professional role, values, and beliefs – What would drive them to act on male engagement in FP/RH?*
- *Is this person a Collaborator, Skeptic, or Non-Believer? Why? (See Part 1 for definitions.)*
- *Unique barriers and facilitators to them advocating for, investing in, and implementing male engagement in FP/RH*
- *Level of experience with FP/RH programming in general and comfort/familiarity with male engagement in FP/RH specifically*
- *Key influencers*
- *How they prefer to receive influential information or to be contacted/approached*

Core Concern	Objection
<ul style="list-style-type: none"> <li>■ <i>What is the decision makers' primary concern, priority, or interest?</i></li> </ul>	<ul style="list-style-type: none"> <li>■ <i>What is the decision makers' major objection to your advocacy goal, if any?</i></li> </ul>

### Presentation and Positioning

*How will you present male advocacy to your audience? Will you:*



- **Fortify**—for those receptive to male engagement, such as the Collaborators described in Part I



- **Reframe**—for those having an unfavorable understanding of the current male engagement framing, such as the Skeptics.



- **Frame**—for those with a negative view of male engagement, such as the Non-believers

### D. Ask and Supporting Messages

Determine what exactly you want the decision-maker to do (your key “ask”). Once you have identified this, identify concrete reasons why the ask is important, positive, and doable for the decision maker and/or their organization by developing supporting messages.

#### Ask

- *What do you want the decision maker to do?*
- *Make sure you clearly outline:*
  - *The action you want them to take.*
  - *How this will benefit them/their priorities (key benefit).*
- *Use a tone that builds goodwill.*

*Consider whether your ask is rational, emotional, and/or ethical and if it fits the individual's and the organization's priorities.*

## Supporting Messages

Make sure your supporting messages:

- Address the audience's priorities, barriers, and needs
- Challenge/transform rather than exploit or reinforce harmful gender norms

## E. Partnerships

**Where to find this information:** Landscape assessments that map organizations/individuals active in male engagement, online searches, and discussions with colleagues

### Allies

- Which groups or individuals inside or outside of your own team can help you assess and address the priority decision maker's (and their organization's) opportunities, needs, and barriers?
- On whom does the audience rely for trusted information?
- What experience or perspective do you/your team lack? Who has this needed experience or perspective?
- What relationships do you have with these potential allies, and which must be cultivated?

## F. Activities

**Where to find this information:** Online searches, listservs, and conversations with colleagues that can help you stay current on relevant technical meetings and resources

### Existing Advocacy Opportunities<sup>5</sup>

Activity	Timeline	Person Responsible
<ul style="list-style-type: none"> <li>■ What existing avenues and activities are appropriate for your audience and communication goals/objectives (e.g., upcoming meetings, project proposal)?</li> <li>■ What existing communication and advocacy materials can you use or adapt?</li> </ul>	<ul style="list-style-type: none"> <li>■ When are they taking place?</li> </ul>	<ul style="list-style-type: none"> <li>■ Who is best placed to lead the engagement and/or most effectively deliver the message?</li> </ul>

<sup>5</sup> See Appendix 2 for examples of existing high-level events that can serve as advocacy opportunities.



### New Advocacy Opportunities to Create

Activity	Timeline	Person Responsible
<ul style="list-style-type: none"> <li>■ <i>What channels and activities do you need to create that are appropriate for your audience and communication goals/objectives (e.g., one-on-one meetings, testimonial videos, infographics)?</i></li> <li>■ <i>What new communication and advocacy materials do you need to create?</i></li> </ul>	<ul style="list-style-type: none"> <li>■ <i>When should they take place?</i></li> </ul>	<ul style="list-style-type: none"> <li>■ <i>Who is best placed to lead the engagement and/or most effectively deliver the message?</i></li> </ul>

### G. Indicators of Success<sup>6</sup>

Outputs	Outcomes
<p><i>What outputs (e.g., products or deliverables) must you complete to achieve your objectives?</i></p>	<p><i>What outcomes do you need to achieve to reach your objectives?</i></p>

<sup>6</sup> See Part I of this tool for sample indicators.

## TIPS FOR DEVELOPING AN ADVOCACY IMPLEMENTATION PLAN FOR MALE ENGAGEMENT IN FP

Below are additional points to remember as you develop your own male engagement advocacy plan and key asks.



**Transforming harmful gender norms is a cornerstone of male engagement.** Governments and implementers in more conservative contexts may be less receptive to or misinterpret advocacy asks that challenge unequal gender and power dynamics outright. In such cases, move forward carefully and recognize that change will not take place overnight. Phrase your advocacy asks in a way that starts where the community is—perhaps by acknowledging but being careful not to reinforce restrictive gender norms. For example, if advocating for greater implementation of activities that engage men as advocates to promote FP and gender equity in their communities, make clear that such approaches must be implemented in coordination with women and women's groups and should not reinforce or capitalize on norms that uphold men as sole unchallenged decision makers. Be prepared with examples of how engaging men and boys in similarly conservative contexts was carefully planned and, therefore, avoided potential problems that could have produced conflict and misunderstanding among Skeptics and achieved important results that both men and women valued.

- Additional guidance on transforming gender norms: [Gender Integration Continuum User's Guide](#) (IGWG)



**Consider FP/RH needs according to life stage.** Men's and boys' FP/RH needs change depending on their specific phase/stage of life. Boys may need a focus on information about the reproductive process, body changes during puberty, first sexual encounters, contraception, and developing healthy and gender-equitable relationships. Men may need information on the reproductive process and fertility awareness, plus information on planning a family, child spacing, and sharing household and FP decisions with their female partner. When advocating for male engagement, make sure you and your audience understand these priority FP populations, and their age- and stage-related concerns, to ensure your advocacy asks are appropriate.

- More information on FP/RH life stages: [Sexual and Reproductive Health Lifestages Framework](#) (Evidence to Action)



**Promote specific benefits of engaging men and boys in coordination with women and girls.** Supporting messages are a great place to spell out specific benefits of male engagement, such as the role male engagement can play in reducing intimate partner violence, increasing FP use, and improving overall maternal and family health. It is worth noting that FP cost savings over the long term can be a crucial argument to support male engagement. However, much research still needs to be done to document the cost effectiveness of male engagement. Funding cost research can be another specific ask of funders and implementers and can set the stage for stronger male engagement advocacy in the future.

■ Specific project examples:

- [Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes, Annex A: Effective Program Approaches](#) (USAID)
- [Engaging Men and Boys in Family Planning: Illustrate & Advocate](#) (Knowledge for Health)



**Select your advocacy allies according to your ask.** When preparing your ask, determine who is the best messenger/spokesperson for your message. Do other organizations have stronger relationships? Teaming up with key allies can help improve your advocacy impact.

- More information on forming strategic partnerships: [Building Strategic Partnerships](#) (National Family Planning and Reproductive Health Association)



**Anticipate resistance when developing asks and supporting messages.** Design your asks and supporting messages to address not only your audience's priorities but also their key arguments that challenge male engagement. Anticipate and directly address resistance from audiences by using evidence-based data to make the case for advancing male engagement and gender equity in FP/RH programming. Consider assigning the more controversial asks or interactions to partners who have the most influence and established relationship with your audience.



**Develop an advocacy costing and implementation plan.** Each advocacy activity must be assigned to specific individuals within the advocacy lead or ally organizations. Think through the costs for each person to complete each activity, whether it is a consultant's time to develop an infographic or transportation costs for a team of three to travel across town for meetings. Map these needs against the timing for advocacy opportunities and availability of funding.

- General guidance on developing an implementation plan and budget: [Designing a Social and Behavior Change Communications Strategy, Step 6: Implementation Plan](#) (Health Communication Capacity Collaborative)



**Actively monitor, manage, and adapt the strategy.** Develop process indicators in small and specific steps so you can quickly tell at any point in your implementation whether you are on-task and on-schedule or whether you need to rapidly change your plan's approach or direction. Are you unable to schedule a meeting with your ideal individual at the ministry in time for a national budget planning meeting? Who else can you approach, and what are their specific male engagement in FP knowledge or capacity needs?

■ Guidance on monitoring advocacy efforts:

- [Monitoring and Evaluating Advocacy](#) (United Nations Children's Fund)
- [Continuous Progress website](#) (Advocacy Planning and Evaluation Program)



**Take time to reflect on your draft strategy.** Once you have completed your draft plan, review and revise it for uniformity, consistency, and feasibility. Are your asks, supporting messages, and team members all in line under a common goal and process? Do the messages resonate and are they persuasive enough? Does your timeline align directly with your goals and objectives?

## CONCLUSION

Male engagement can be a transformative means of improving FP/RH and gender outcomes but continues to be met with resistance or inaction by some decision makers. However, this is not where the story ends. In recent years, male engagement proponents have released updated indicator banks and evidence reviews, concrete guidance and integration strategies, and other resources that expand the knowledge base and pave the way for a broader understanding of male engagement benefits for governments, programs, communities, and individuals. It is up to male engagement champions to use these components—and resources like this one—to design advocacy plans and overcome the barriers preventing key decision makers from funding and implementing effective male engagement in FP programming. Even one advocate can make a difference. Convincing just one Non-Believer or Skeptic to become a male engagement Collaborator can mean enabling scores of men and women and boys and girls to make their own voluntary informed FP/RH decisions amidst healthier and more equitable gender norms at the household, community, and structural levels, thereby creating a fairer and healthier world. Imagine, then, what a movement of advocates can achieve.



### USING THIS ADVOCACY TOOL?

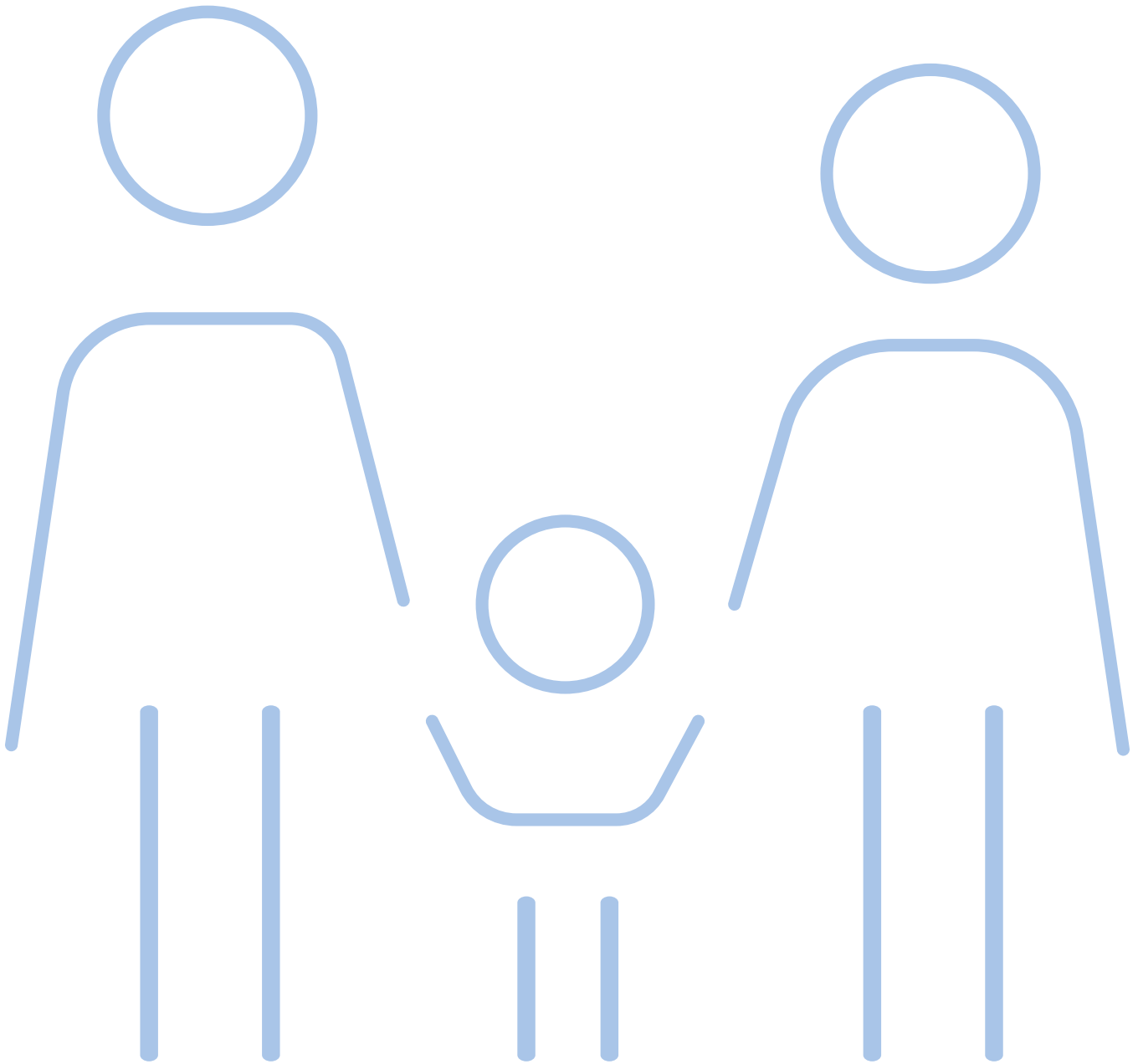
Document and share your experiences with like-minded colleagues on Springboard:

<https://springboardforsbc.org/>

Or, if you'd like to be part of a case study or have your work with this tool featured in a Breakthrough ACTION blog post, send an email to [info@breakthroughaction.org](mailto:info@breakthroughaction.org) briefly describing your experience. We'd love to hear from you!

## Part 3

### Appendices



## APPENDIX I: REFERENCES AND RESOURCES

### ADVOCACY

Title	Description	URL	Source
AFP SMART: A Guide to Quick Wins—Build Consensus, Focus Efforts, Achieve Change	The resource features examples of Advance Family Planning’s successful work to increase financial and political support for FP, in general, as well as exercises and worksheets for crafting results-oriented advocacy messages and approaches.	<a href="https://advancefamilyplanning.org/sites/default/files/2017-07/AFP%20Portfolio%20Component%20Part%202%20EN.pdf">https://advancefamilyplanning.org/sites/default/files/2017-07/AFP%20Portfolio%20Component%20Part%202%20EN.pdf</a>	Advance Family Planning
Building Strategic Partnerships	Provides an overview of the benefits and types of partnerships and ways to identify potential partner organizations, negotiate strategic partnerships, and maintain them in a way that benefits both sides.	<a href="https://www.nationalfamilyplanning.org/document.doc?id=693">https://www.nationalfamilyplanning.org/document.doc?id=693</a>	National Family Planning and Reproductive Health Association
Continuous Progress (advocacy monitoring and evaluation resources)	Offers web-based tools to support donors and advocates to plan, evaluate, learn from, and improve their advocacy efforts.	<a href="http://fp.continuousprogress.org/">http://fp.continuousprogress.org/</a>	Advocacy Planning and Evaluation Program
Creating and Communicating an Effective Message	This two-page document gives quick guidance on how to develop an effective advocacy message for a particular audience.	<a href="http://genderhealth.org/files/uploads/change/Tools_for_Advocacy/Communicating_an_Effective_Message.pdf">http://genderhealth.org/files/uploads/change/Tools_for_Advocacy/Communicating_an_Effective_Message.pdf</a>	Center for Health and Gender Equity

## ADVOCACY (CONTINUED)

Title	Description	URL	Source
Designing a Social and Behavior Change Communications Strategy	Although written to address creating an implementation plan and budget for a communications strategy, this resource provides applicable guidance and tools to develop a budgeted plan for advocacy efforts.	<a href="https://sbccimplementationkits.org/lessons/step-6-implementation-plan/">https://sbccimplementationkits.org/lessons/step-6-implementation-plan/</a>	Health Communication Capacity Collaborative
Family Planning Advocacy Toolkit	This toolkit provides information and tools for advocates at all levels, including international, national, and community leaders, to make the case for improved access to voluntary FP.	<a href="https://www.k4health.org/toolkits/family-planning-advocacy">https://www.k4health.org/toolkits/family-planning-advocacy</a>	Knowledge for Health
Smart Chart 3.0	The Smart Chart walks users through six steps to design a tailored strategic communications plan. Designed specifically for foundations and nonprofits, the Smart Chart approach lends itself well to advocacy.	<a href="https://www.spitfirestrategies.com/tools/#tab1">https://www.spitfirestrategies.com/tools/#tab1</a>	Spitfire Strategies



## ADVOCACY AND MALE ENGAGEMENT

Title	Description	URL	Source
Engaging Men and Boys in Contraception and Family Planning Use	This slide deck, funded by USAID through the Policy, Advocacy, and Communication Enhanced for Population and Reproductive Health (PACE) project, consists of 57 data-driven slides. Advocates, program planners, and funders can use selected slides or the entire slide deck to make the case for engaging boys and men in FP.	<a href="https://www.prb.org/engaging-boys-and-men-in-contraception-use-and-family-planning-a-slide-deck/">https://www.prb.org/engaging-boys-and-men-in-contraception-use-and-family-planning-a-slide-deck/</a>	Population Reference Bureau (PRB)
Engaging Men and Boys in Gender Equality and Health	This toolkit presents information on engaging men and boys in reproductive, maternal, newborn, and child health; gender-based violence prevention; and fatherhood. It includes program examples and guidance on male engagement advocacy, needs assessments, and monitoring and evaluation.	<a href="https://www.unfpa.org/sites/default/files/pub-pdf/Engaging_Men_and_Boys_in_Gender_Equality.pdf">https://www.unfpa.org/sites/default/files/pub-pdf/Engaging_Men_and_Boys_in_Gender_Equality.pdf</a>	UNFPA
The Future of Manhood	This interactive resource gives an overview of masculinity and gender-based violence research and opportunities and action items for achieving a more gender-equitable future of manhood.	<a href="https://promundoglobal.org/futureofmanhood/">https://promundoglobal.org/futureofmanhood/</a>	Promundo
Promoting Evidence-based Vasectomy Programming	This collection of resources, produced with support from the Evidence Project, can help advocates, program managers, service providers, and policymakers to promote the evidence-based practice of vasectomy.	<a href="https://www.fhi360.org/resource/promoting-evidence-based-vasectomy-programming">https://www.fhi360.org/resource/promoting-evidence-based-vasectomy-programming</a>	FHI360

## EVIDENCE AND INSIGHTS

Title	Description	URL	Source
Child Marriage, Couple Communication, and Intimate Partner Violence: Insights from the TESFA Project	This presentation presents research in Ethiopia on the connection between child marriage, couple communication, and intimate partner violence.	<a href="https://www.igwg.org/resources/child-marriage-couple-communication-and-ipv-insights-from-the-tesfa-project/">https://www.igwg.org/resources/child-marriage-couple-communication-and-ipv-insights-from-the-tesfa-project/</a>	International Center for Research on Women (ICRW)
Engaging Men and Boys: A Brief Summary of UNFPA Experience and Lessons Learned	This report presents a set of lessons learned; research, knowledge, and tools; advocacy, network, and partnership building; support at policy and institutional levels; and engaging men and boys at the community and individual levels to promote gender equality and reproductive health.	<a href="https://www.unfpa.org/resources/engaging-men-and-boys-brief-summary-unfpa-experience-and-lessons-learned">https://www.unfpa.org/resources/engaging-men-and-boys-brief-summary-unfpa-experience-and-lessons-learned</a>	UNFPA
Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes	This resource provides a rationale for why men and boys should be engaged in FP efforts and a framework for implementing male engagement in FP programming that focuses on transforming inequitable gender norms while engaging men as users, supportive partners, and agents of change and provides examples of effective male engagement interventions.	<a href="https://www.usaid.gov/sites/default/files/documents/1864/Engaging-men-boys-family-planning-508.pdf">https://www.usaid.gov/sites/default/files/documents/1864/Engaging-men-boys-family-planning-508.pdf</a>	USAID
Male Engagement in Family Planning: Reducing Unmet Need for Family Planning by Addressing Gender Norms	This brief identifies critical elements of involving men in FP, with considerations for adaptability and sustainability.	<a href="http://irh.org/resource-library/male-engagement-family-planning-reducing-unmet-need-family-planning-addressing-gender-norms/">http://irh.org/resource-library/male-engagement-family-planning-reducing-unmet-need-family-planning-addressing-gender-norms/</a>	Institute for Reproductive Health

## EVIDENCE AND INSIGHTS (CONTINUED)

Title	Description	URL	Source
Men as Contraceptive Users and Family Planning Clients	This web-based infographic is a snapshot of modern male-controlled and cooperative contraceptive method use around the world and highlights data that identify opportunities to engage more adolescent boys and men as contraceptive users and FP clients.	<a href="https://thepaceproject.org/our-results/communicating-effectively/men-as-contraceptive-users/">https://thepaceproject.org/our-results/communicating-effectively/men-as-contraceptive-users/</a>	PACE
Men as Contraceptive Users: Programs, Outcomes, and Recommendations (paper)	This paper reviews 47 current activities, programs, and other evidence that discuss men's use of contraceptive methods. The review draws from published and grey literature as well as from interviews with organizations and institutions that focus on men as users of condoms, vasectomy withdrawal, or the Standard Days Method in low- and middle-income countries.	<a href="http://evidenceproject.popcouncil.org/resource/men-as-contraceptive-users-programs-outcomes-and-recommendations/">http://evidenceproject.popcouncil.org/resource/men-as-contraceptive-users-programs-outcomes-and-recommendations/</a>	The Evidence Project
Men as Contraceptive Users: Programs, Outcomes, and Recommendations (presentation)	This presentation summarizes the results of a comparative study that looked at the results of 47 FP programs and 36 interviews. The results of the study illustrate five strategies to improve how FP programming can better address the contraceptive needs of men.	<a href="https://www.igwg.org/resources/men-as-contraception-users-programs-outcomes-and-recommendations/">https://www.igwg.org/resources/men-as-contraception-users-programs-outcomes-and-recommendations/</a>	Population Council
Transforming Gender Norms, Roles, and Power Dynamics for Better Health: Evidence from a Systematic Review of Gender-integrated Health Programs in Low- and Middle-Income Countries	This comprehensive systematic review presents evidence showing how gender-integrated programming influences health outcomes in low- and middle-income countries: in particular, reproductive, maternal, neonatal, child, and adolescent health; HIV prevention and AIDS response; gender-based violence; tuberculosis; and universal health coverage.	<a href="http://www.healthpolicyproject.com/index.cfm?ID=publications&amp;get=pubID&amp;pubID=381">http://www.healthpolicyproject.com/index.cfm?ID=publications&amp;get=pubID&amp;pubID=381</a>	Health Policy Project

## MONITORING AND EVALUATION

Title	Description	URL	Source
Male Engagement in Family Planning: Gaps in Monitoring and Evaluation	A review of successes and challenges of monitoring and evaluating male engagement in FP interventions, including key recommendations on how to improve this measurement.	<a href="https://www.measureevaluation.org/resources/publications/tr-17-203">https://www.measureevaluation.org/resources/publications/tr-17-203</a>	MEASURE Evaluation
Male Engagement in Reproductive Health Programs	The database details nine core indicators to monitor and evaluate male engagement in reproductive health. The indicators selected for this database focus primarily on men's beliefs and behaviors. All include a definition, data requirements, data source(s), purpose, issues, and gender implication.	<a href="https://www.measureevaluation.org/prh/rh_indicators/mens-health/me">https://www.measureevaluation.org/prh/rh_indicators/mens-health/me</a>	MEASURE Evaluation
Monitoring and Evaluating Advocacy Companion to the Advocacy Toolkit	This companion to the advocacy toolkit outlines basic steps in planning, monitoring and evaluation for advocacy.	<a href="https://www.unicef.org/cbsc/files/Advocacy_Toolkit_Companion2.pdf">https://www.unicef.org/cbsc/files/Advocacy_Toolkit_Companion2.pdf</a>	United Nations Children's Fund
Selecting Key Indicators for Male Engagement in Family Planning: A Forum Report	The report identifies gaps in the monitoring and evaluation of male engagement in FP and makes recommendations to address them. One recommendation was to identify strong high-quality indicators to monitor and evaluate male engagement in FP interventions.	<a href="https://www.measureevaluation.org/resources/publications/ws-18-44">https://www.measureevaluation.org/resources/publications/ws-18-44</a>	MEASURE Evaluation

## MALE ENGAGEMENT PROGRAM PLANNING

Title	Description	URL	Source
Engaging Men and Boys in Family Planning: A Strategic Planning Guide	This document is intended to lead program managers, planners, and decision makers through a strategic process to identify effective investments for engaging men in FP/RH efforts.	<a href="https://www.fphighimpactpractices.org/guides/engaging-men-and-boys-in-family-planning/">https://www.fphighimpactpractices.org/guides/engaging-men-and-boys-in-family-planning/</a>	FP HIP
Gender Integration Continuum User's Guide	This tool was developed to help new and experienced gender trainers plan, prepare for, and facilitate Gender Integration Continuum training sessions. It includes a heavily scripted facilitator's guide and processing questions, suggestions, and trainer notes to ensure attainment of training objectives.	<a href="https://www.igwg.org/2017/11/updates-made-to-gender-integration-continuum-users-guide/">https://www.igwg.org/2017/11/updates-made-to-gender-integration-continuum-users-guide/</a>	IGWG
Gender Analysis and Integration tools	These tools offer a specific set of frameworks, methods, and activities to use in order to integrate gender components into projects and programs across a number of technical areas.	<a href="http://www.igwg.org/training/gender-analysis-and-integration">http://www.igwg.org/training/gender-analysis-and-integration</a>	IGWG
Gender Analysis Toolkit for Health Systems	The resource helps public health professionals understand how gender can impact reproductive, maternal, newborn, and child outcomes. The toolkit includes project-level gender analyses research questions to conduct a project-level gender analysis.	<a href="https://gender.jhpiego.org/analysisistoolkit/">https://gender.jhpiego.org/analysisistoolkit/</a>	Jhpiego

## MALE ENGAGEMENT PROGRAM PLANNING (CONTINUED)

Title	Description	URL	Source
Gender Integration Framework: How to Integrate Gender in Every Aspect of Our Work	This framework offers guidance on how research and programs can systematically identify and challenge gender-based inequalities that pose barriers to development.	<a href="https://www.fhi360.org/sites/default/files/media/documents/FHI360_Gender_Integration_Framework_3.8%2528no_photos%2529.pdf">https://www.fhi360.org/sites/default/files/media/documents/FHI360_Gender_Integration_Framework_3.8 %2528no_photos%2529.pdf</a>	FHI360
How to Conduct a Situational Analysis	This guide provides step-by-step instruction on how to examine the current status of a given issue as well as the social, economic, political ,and health contexts surrounding an issue to establish the vision for the SBC intervention.	<a href="https://www.thecompassforsbc.org/how-to-guides/how-conduct-situation-analysis">https://www.thecompassforsbc.org/how-to-guides/how-conduct-situation-analysis</a>	Health Communication Capacity Collaborative
Sexual and Reproductive Health Lifestages Framework	The framework lays out the progression of life stages and transition points over the life of an individual, addressing sexual activity and the complex social factors that affect sexual and reproductive health. It can be used to design and implement context-specific sexual and reproductive health interventions tailored to the needs of specific populations, including first-time parents.	<a href="https://www.e2aproject.org/news-item/e2a-newsletter-october-november-2017/">https://www.e2aproject.org/news-item/e2a-newsletter-october-november-2017/</a>	Evidence to Action

## RESOURCE REPOSITORIES

Title	Description	URL	Source
Compass Trending Topic: Male Engagement in Family Planning	This web page provides a curated selection of evidence-based tools and project materials created for improving male engagement in FP.	<a href="https://www.thehealthcompass.org/trending-topics/male-engagement-family-planning">https://www.thehealthcompass.org/trending-topics/male-engagement-family-planning</a>	Breakthrough ACTION
Engaging Men and Boys in Family Planning: Illustrate & Advocate	This collection offers photos, videos, advocacy stories, and tools centered on engaging men and boys in FP.	<a href="https://www.k4health.org/content/engaging-men-boys-illustrate">https://www.k4health.org/content/engaging-men-boys-illustrate</a>	Knowledge for Health
Springboard	Springboard is an online community for social and behavior change professionals. Members can use the platform to access to experts, tools, discussions, and educational opportunities.	<a href="https://springboardforsbc.org/">https://springboardforsbc.org/</a>	Breakthrough ACTION
Male Engagement Task Force (website)	The Male Engagement Task Force is an information and knowledge exchange network on what it means to engage men and boys in health promotion and gender equality.	<a href="https://www.igwg.org/priority-areas/male-engagement/">https://www.igwg.org/priority-areas/male-engagement/</a>	IGWG

## APPENDIX 2: GLOSSARY OF KEY TERMS

**Ask:** In advocacy, an ask outlines the specific action you would like your audience to take as a result of your efforts.

**Gender:** Refers to a culturally defined set of economic, social, and political roles, responsibilities, rights, entitlements, and obligations associated with being female and male, as well as the relationships between and among females and males. Gender varies across cultures and over time.

**Gender integration:** The process of integrating gender components into projects, programs, and activities. This process can be facilitated by mapping a program's current gender components on the Gender Integration Continuum;<sup>7</sup> the continuum's categories are described below. The end goal of gender-integrated programs is to achieve both gender equality and better development outcomes. See also the definitions for *gender* and *gender norms*.

**Gender exploitative:** Refers to the process of reinforcing or capitalizing upon commonly accepted—and often harmful—gender inequalities and stereotypes. Often ignores power dynamics between males and females in a society. Programs should not be gender exploitative or have gender exploitative components.

**Gender accommodating:** Refers to the process of working around existing gender differences and inequalities without addressing them. May ignore power dynamics between males and females in a society.

**Gender transformative:** Refers to the process of challenging and changing specifically harmful existing gender roles and norms with the goal of making the sexes more equal in society. This may be on an individual, community, societal, or policy level. Programs and activities should aim to be gender transformative to the extent possible in a given program context.

**Gender norms:** Social and cultural ideas about how males and females should look, think, and behave. See the definitions of gender and gender roles.

**Gender roles:** Expectations assigned to males or females based on sociocultural expectations for that sex. For example, a woman may be expected to perform housework, have multiple children to prove her fertility, and be submissive. A man may be expected to work outside the home, be in charge of family finances, and dominate all family decision-making. When gender roles are rigid, they prevent equity between sexes resulting in one sex having more power over another.

**Gender synchronization:** Refers to the practice of working with all gender identities—including, but not limited to, men, women, boys, and girls—in a synchronized and mutually reinforcing way to reduce gender inequalities and transforming the norms that harm health and well-being.<sup>8</sup>

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7 See [https://www.igwg.org/wp-content/uploads/2017/12/17-418-GenderContTraining-2017-12-12-1633\\_FINAL.pdf](https://www.igwg.org/wp-content/uploads/2017/12/17-418-GenderContTraining-2017-12-12-1633_FINAL.pdf)

8 [https://www.igwg.org/wp-content/uploads/2017/06/IGWVG\\_Plenary2016\\_GenderSynch\\_Greene.pdf](https://www.igwg.org/wp-content/uploads/2017/06/IGWVG_Plenary2016_GenderSynch_Greene.pdf)



**Lifestages:** In FP/RH, this refers primarily to the mental and biological state of an individual or population according to key RH life events. These include puberty, first sexual encounter, first child or pregnancy, subsequent children or pregnancies, possibly marriage, and the ending of an individual's reproductive years. While these often align with specific age ranges, such as very young adolescence (10–14 years), adolescence (15–19 years), young adulthood (20–24 years), and older adulthood (25 years through the end of reproductive age), this is not always the case. Girls particularly may be young in age, but already in an advanced life stage (e.g., 16 years old, but already married with a first child—an advanced life stage).

**Male engagement in FP:** Male engagement refers to the involvement of men and boys in FP programs in ways that actively promote gender equality and transform inequitable or harmful forms of masculinity across the lifestages. Ultimately, this approach aims to improve FP outcomes for men and women in cooperative ways that protect and encourage women's agency.

Male engagement in FP promotes men's and boys' roles as:

1. **FP method users**—When they use male-controlled modern contraceptive methods (i.e., condoms and vasectomy) or a cooperative modern contraceptive method that requires participation from both partners (e.g., the Standard Days Method).
2. **Supportive partners**—When they have a positive impact on their partners' voluntary FP choices and contraceptive use through increased couple communication and equitable, joint decision-making, resource provision for FP services, and/or support for continued use.
3. **Agents of change**—When they use their social capital, status, or power to take public action outside of their intimate partner relationships to address barriers to FP and contraception, particularly those related to harmful gender norms and inequalities. Public action must take place in collaboration with women and women's groups and may include discussion and advocacy to influence family and community members, peers, and religious and policy leaders to address gender equality.<sup>9</sup>

**Sex:** Refers to the classification of people as male or female according to a combination of bodily characteristics, including chromosomes, hormones, internal reproductive organs, and genitalia.<sup>10</sup>

**Supporting message:** In advocacy, a supporting message is a statement that provides concrete reasons why an advocacy ask is important, beneficial, and doable for the advocacy audience. See also the definition for ask.

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9 United States Agency for International Development (USAID). (2018). *PRH guidance for engagement of men and boys for improved family planning outcomes*.

10 Interagency Gender Working Group (IGWG). (2017). *Defining gender and related terms*. Available from: <https://www.igwg.org/wp-content/uploads/2017/05/DefinGenderRelatedTerms.pdf>

## APPENDIX 3: ADVOCACY OPPORTUNITIES (2019–2020)

Below are some international, regional, and local events that can be leveraged as male engagement advocacy opportunities with a variety of decision makers and as fora in which to build relationships with potential advocacy allies.

Although some of the events below have already occurred, it may be helpful to refer to this list and plan for future iterations when designing your advocacy implementation plan and timeline.

### FP/RH AND CROSS-SECTOR EVENTS

Event	Dates	Location	URL
World Health Assembly	May 20–28, 2019	Geneva, Switzerland	<a href="http://www.who.int/mediacentre/events/meetings/en/">http://www.who.int/mediacentre/events/meetings/en/</a>
Women Deliver Conference	June 3–6, 2019	Vancouver, Canada	<a href="http://wd2019.org/">http://wd2019.org/</a>
39th Summit of Heads of State and Government of the Southern African Development Community	August 2019	Dar es Salaam, Tanzania	
Sexual Violence Research Initiative Forum	October 21–24, 2019	Cape Town, South Africa	<a href="http://www.svri.org/forums/forum2019/index.html">http://www.svri.org/forums/forum2019/index.html</a>
African Population Conference	November 18–22, 2019	Kampala, Uganda	<a href="https://iussp.org/en/8th-african-population-conference-0">https://iussp.org/en/8th-african-population-conference-0</a>
International Conference on AIDS and STIs in Africa	December 2–7, 2019	Kigali, Rwanda	<a href="http://www.icasa2019rwanda.org/">http://www.icasa2019rwanda.org/</a>

Also consider ongoing events and meetings hosted by, or including:

- African Conference of Sexual Health and Reproductive Health (<http://www.africasexuality.org/>)
- African Union (<https://au.int/en/Happening>)
- Economic Community of West African States (<http://www.ecowas.int/>)
- FamilyPlanning2020 (<https://www.familyplanning2020.org/>)
- Francophone Social and Behavior Change Summit (<https://sometcsc.fr/>)
- Gates Institute for Population & Reproductive Health (<https://www.gatesinstitute.org/>) / International Conference on Family
- International Federation of Gynecology and Obstetrics (FIGO) (<https://figo.org>)
- MenEngage (<http://menengage.org>)
- The Ouagadougou Partnership (<https://partenariatouaga.org/en/>)
- Planning (<http://2018.fpconference.org/>)

## APPENDIX 4: ADVOCACY IMPLEMENTATION TEMPLATE

### A. Audience, Goals, and Objectives



#### Audience Organization

*Donor, ministry, office, or organization to whom you will advocate*

#### Advocacy Goal

*What you want to achieve and by when*

#### Advocacy Objectives

*Two to three accomplishments that are specific, measurable, achievable, relevant, and time-bound that contribute to achieving your goal*

## B. Organizational Context

**Where to find this information:** Organization website, interviews with key staff, past-funded/implemented program literature, country action plans, and national FP/RH plans and policies.

### Knowledge

*What do they already know about male engagement and gender-equitable approaches to FP/RH programming? How is this demonstrated?*

### Priorities and Opportunities

*What are their driving priorities and values, and how do they demonstrate these in their work? Which of their past or current FP/RH programs address power dynamics, gender, or couple communication? Which of their priorities could be opportunities to achieve your male engagement advocacy goal?*

### Barriers

*Why doesn't the organization invest in or implement male engagement? What are their specific challenges? What else might make achieving your goal difficult?*

### Needs

*What knowledge, capacity strengthening, or assistance do their staff/members need before you can achieve your advocacy goal?*

### C. Priority Decision Maker(s) with Whom You Will Advocate

**Where to find this information:** Organization personnel directories, professional network contacts, review of past programs they managed or implemented, key informant interviews, and mass media pieces or profiles



#### Name

*Who is the decision maker within the audience organization/office to whom you will advocate?*

*If multiple, you may need to develop separate strategies for each.*

#### Title

*What is the person's title or job within the organization?*

#### Relationship

*Do you or your allies have an existing relationship with this decision maker, or do you need to develop this relationship before advocating to them?*

## Profile

*In a paragraph, describe the person you are trying to influence. Include whether this person is a Collaborator, Skeptic, or Non-Believer (as defined in Part I) and why; their demographic information (age, geographic location, influence level, and permanence in their position); their professional role, values, and beliefs; what would drive them to act on male engagement in FP/RH; barriers and facilitators to their investing in/implementing male engagement in FP/RH; their level of comfort/familiarity with male engagement in FP/RH; their key influencers; and how they prefer to receive influential information or be contacted/approached.*

### Core Concern

*What is the decision maker's primary concern, priority, or interest?*

### Objection

*What is the decision maker's major objection to your advocacy goal, if any?*

## Presentation and Positioning

*Decide how you should approach male engagement with your decision maker. Will you: Fortify—for a Collaborator, who is receptive to male engagement; Reframe—for a Skeptic, who has an unfavorable understanding of the current male engagement framing; or Frame—for a Non-Believer, who has a negative view of male engagement?*



## D. Ask and Supporting Messages

Determine what exactly you want the decision maker to do, or your key “ask.” Once you have identified this, identify concrete reasons why the ask is important, positive, and doable for the decision maker and/or their organization by developing supporting messages.

### Ask

*Say what you want the decision maker to do. Outline the action they should take, and how this will benefit them/ their priorities. Use a tone that builds goodwill. Consider whether a rational, emotional, or ethical ask will best fit the individual’s and audience organization’s priorities.*

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### Supporting Messages

*Make sure your messages address the audience’s priorities, barriers, and needs and challenge/transform rather than exploit or reinforce harmful gender norms*

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## E. Partnerships

**Where to find this information:** Male engagement landscape assessments (that map organizations/ individuals active in male engagement), online searches, discussions with colleagues

### Allies

*Which groups or individuals thin or outside of your own team can help address the audience organization’s needs and barriers? On whom does the audience rely for trusted information? Who has the needed experience or perspective that you/your team lacks? What relationships do you have with these potential allies, and which must be cultivated?*

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## F. Activities

### Existing Advocacy Opportunities

What existing avenues and activities are appropriate for your audience and communication goals/objectives (e.g., upcoming meetings, project proposal)?

When are they taking place?

What existing communication and advocacy materials you can use or adapt?

Who is best placed to lead the engagement and/or most effectively deliver the message?

Activity	Timeline	Person Responsible
1.	1.	1.
2.	2.	2.

### New Advocacy Opportunities to Create

What channels and activities do you need to create that are appropriate for your audience and communication goals/objectives (e.g., one-on-one meetings, testimonial videos, infographics)?

When should they take place?

What new communication and advocacy materials do you need to create?

Who is best placed to lead the engagement and/or most effectively deliver the message?

Activity	Timeline	Person Responsible
1.	1.	1.
2.	2.	2.

## G. Indicators of Success

### Outputs

*What outputs (products or deliverables) must you complete to achieve your objectives?*

### Outcomes

*What outcomes do you need to achieve to reach your objectives?*

## APPENDIX 5: ADVOCACY IMPLEMENTATION PLAN EXAMPLES


### Example 1: Advocacy Implementation Plan for Donor Country Office

#### Scenario

The National Center for Men's Health (NCMH) is an established and well-respected non-governmental organization (NGO) working to improve men's health, with particular attention to male RH. The organization has worked for years to get more funding for activities that address men's RH needs and highlight their role as supportive partners to women in making FP decisions. These efforts have been stop-and-go, often funded by months- or year-long funding cycles, or only funded for a handful of communities at a time. Largely, this is because the Ministry of Health (MOH) is not interested in engaging men in FP/RH and the donor has not pressed the issue with the Ministry. NCMH is eager to integrate male engagement into longer-term, national-level programs moving forward, which requires buy-in from both the MOH and the donor. NCMH has a good relationship with the donor, but has difficulty getting meetings with the MOH. The donor has just awarded NCMH a short-term FP contract to increase couple-years of protection in two neighboring health districts. NCMH wants to leverage this project as an opportunity to increase donor and the MOH's understanding of how engaging men in FP/RH in the short and long term can help improve the country's RH indicators.

Strategy Author/User: NCMH

#### A. Audience, Goals, and Objectives

 <b>Audience</b>	NCHM's country donor office
<b>Goal</b>	<p>The donor's FP team identifies engaging men as supportive partners in FP decision-making as a key strategy for their longer-term programs</p> <p>The donor's FP team champions male engagement to the country's MOH for sustained FP/RH and gender equity progress</p>
<b>Objectives</b>	<p>Within six months, donor staff increases knowledge about how engaging men in FP can help achieve targets for modern contraceptive prevalence rates (mCPRs), couple-years of protection (CYP), and reduced gender-based violence (GBV)</p> <p>Within eight months, donor staff champions male engagement to MOH to gain their support</p> <p>Within nine months, funding is approved for activities specifically designed to engage men as supportive FP partners in the NCHM's current award from the donor</p>

## B. Organizational Context

Knowledge	Priorities and Opportunities
<p>Some donor country office staff understand the basic concept of male engagement and are aware that it is a rising priority for headquarters.</p>	<p>The donor office prioritizes funding programs that are current with global advancements in FP and are designed to improve FP/RH in the country according to specific mCPR, CYP, and reduced GBV targets. The donor has funded some FP programs that provide FP education to men as a secondary audience. This past work with men creates an opportunity to build upon for NCMH's advocacy goal of highlighting men as supportive partners in FP. The donor's work on challenging harmful gender norms has been infrequent, but the fact that it has been done in the past will be helpful to NCMH advocating to focus more on encouraging men to play more positive and constructive roles in FP.</p>
Barriers	Needs
<p>No internal capacity to implement male engagement and low male engagement technical knowledge among donor staff. The MOH believes that implementing male engagement activities will divert FP resources away from women. FP progress cannot happen without MOH support.</p>	<p>Evidence summaries linking men as supportive partners in FP, through couple communication, to improved mCPR and CYP and reduced GBV outcomes</p> <p>Advocacy materials to share with MOH and guidance on integrating male engagement with non-FP/RH programs particularly when FP/RH funding is insufficient</p>

### C. Priority Decision Maker(s) with Whom You Will Advocate

 Name	Title
Elodie Mbaya	Senior Health Officer in the donor country office

#### Relationship

NCMH has a long-standing relationship with Elodie and knows her well.

#### Profile

Elodie is a ranking health officer based in the donor's country capital office. She knows the technical definition for male engagement in FP/RH but is less aware of supporting evidence and examples. She is unsure where to begin integrating male engagement approaches into the projects she organizes and supervises and what the cost implications might be. Her staff is less familiar with male engagement. Elodie is driven by achieving results specific to core indicators, such as mCPR, CYP, and GBV. She is not sure how standard male engagement indicators—if they exist—connect with these data points. Elodie makes many of her programmatic decisions based on priorities, program standards, and briefs issued by her organization's headquarters, multilateral organizations (e.g., United Nations Children's Fund, World Health Organization, UNFPA), and the MOH. However, each body discusses male engagement in a different way and with varying levels of urgency. Male engagement seems to be the new buzzword at headquarters and globally but is a low priority for her MOH. Elodie has so much information to constantly sift through, especially when she is developing annual work plans, that she prefers to receive information through in-person briefings and summary materials she can refer to later.

Core Concern	Objection
Achieving targets for mCPR and CYP	The MOH will not buy into male engagement and will not understand the need to involve men as supportive partners in FP programs.

#### Presentation and Positioning

**Fortify:** Elodie is a **collaborator**—She is receptive to male engagement but requires additional information and capacity to implement it and to prove its value to MOH counterparts.



## D. Ask and Supporting Messages

### Ask

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Support NCMH in engaging men as supportive FP partners

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### Supporting Messages

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There is evidence that engaging men as supportive partners improves key FP/RH indicators, including modern FP uptake, couple communication, and more equitable decision-making.

Male engagement technical trainings for your staff can help ensure your office is current with global thinking on FP/RH. Including male engagement in future requests for proposals and programs ensures your programs remain current.

Identifying opportunities to increase mCPR through male engagement through your programs will increase the appeal of engaging men in FP with the MOH.

## E. Partnerships

### Allies

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Family Matters, an NGO that has been implementing first-time parenting programs with young men and women for the past three years, has seen an increase in men's involvement and communication with their female partners. Their executive director is a member of a local gender working group that NCMH chairs.

Bright Hope, a local women's cooperative, regularly holds community conversations about sharing household responsibilities and financial decisions equally between men and women. NCHM does not have a relationship with the group, but their members could offer powerful testimonials about the potential of equity between partners. NCMH should develop this relationship.

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## F. Activities

### EXISTING ADVOCACY OPPORTUNITIES

Activity	Timeline	Person Responsible
Talk with Elodie about the benefits of engaging men as supportive partners in FP at the <b>upcoming implementing partners meeting</b> .	March	NCMH Executive Director
Propose relevant male engagement activities during <b>NCMH's project kick off</b> and work plan development meeting.	April	Gender Working Group representative (project partner)
Attend <b>Elodie's presentation at the national FP conference</b> and speak to her afterward.	November	NCMH RH Lead



## NEW ADVOCACY OPPORTUNITIES TO CREATE

Activity	Timeline	Person Responsible
<p>Meet with Elodie; prepare two-page evidence summary to present to her that provides examples of successful, relevant country- or region-specific male engagement programs that address increasing mCPR and CYP, highlighting those with a focus on couple communication and men as supportive partners (for Elodie and MOH).</p> <ul style="list-style-type: none"> <li>■ Pull evidence and approaches from <a href="#">Engaging Men and Boys in Family Planning: Illustrate &amp; Advocate (Knowledge for Health)</a> and <a href="#">Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes (USAID)</a> for evidence and background resources on male engagement.</li> </ul>	February	NCMH Program Officer
<p>Propose a <b>joint meeting</b> with Elodie and MOH staff to discuss male engagement together</p> <ul style="list-style-type: none"> <li>■ In advance of the meeting, develop a country- or region-specific infographic (use <a href="#">Canva</a> or similar software) to explain the benefits of male engagement with an added focus on the roles of men as FP users and supportive partners (for Elodie to present to MOH)</li> <li>■ Adapt <a href="#">PRB</a> or <a href="#">PACE Project</a> male engagement interactive infographics to a paper format</li> </ul>	February – March	NCMH Program Officer and NCMH RH Lead
<p>Offer to deliver <b>brown bag/training</b> on male engagement for Elodie’s office and for MOH staff</p> <ul style="list-style-type: none"> <li>■ Pull relevant information from <a href="#">Engaging Men and Boys in Contraception Use: A Slide Deck (PRB)</a></li> <li>■ Refer to or provide copies of <a href="#">Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes (USAID)</a></li> </ul>	September	NCMH RH Lead

## G. Indicators of Success

Outputs	Outcomes
Male engagement and men as supportive partners infographic developed/adapted	At least three key illustrative male engagement supportive partner activities/projects approved for NCMH's Year 1 work plan (e.g., initiatives to reposition FP as a male and female issue, presenting couples who communicate about FP as a norm that aligns with existing cultural values)
Male engagement evidence and men as supportive partners summary developed/adapted	Elodie and staff are more knowledgeable about male engagement as a concept and understand how to design and oversee male engagement activities
Initial one-on-one meeting held with Elodie using the infographic	
Brown bag/training held for office staff on male engagement for FP/RH with a focus on men's roles as FP users and supportive partners	
Commitment from one donor decision maker (Elodie) to consistently champion male engagement within her own organization and the MOH	


## Example 2: Advocacy Implementation Plan for Government/Ministry Personnel

### Scenario

The FP2020 civil society focal point in the country of Sambidesh has, for many years, organized efforts with the MOH to prioritize male engagement because the FP2020 in-country network believes engaging men and boys as FP users will increase demand for FP methods. However, it has been difficult to solidify MOH support. Each time traction is gained, the point of contact is transferred or leaves the Ministry and there is little MOH documentation on previously made commitments.

**Strategy Author/User:** FP2020 Civil Society Focal Point

### A. Audience, Goals, and Objectives

 <b>Audience</b>	MOH
<b>Goal</b>	MOH supports male engagement as a strategy to increase FP use
<b>Objectives</b>	<p>Within six months, MOH staff understands the concept and benefits of male engagement for FP and how implementing related programs—particularly those engaging men as potential FP users—can improve the country’s FP/RH demand and voluntary use</p> <p>Within nine months, MOH staff present sample male engagement activities and needed resources to department heads and advocate for an FP/RH male engagement line item in the annual MOH budget</p> <p>Within 12 months, the MOH includes engaging men and boys as FP users as a strategy in its FP2020 CIP</p>

## B. Organizational Context

Knowledge	Priorities and Opportunities
<p>MOH staff is generally not familiar with male engagement concepts or terminology or why seeing men as a key FP audience is important to challenging harmful gender norms and reaching FP2020 goals.</p>	<p>The MOH needs to identify the best strategies to meet their FP2020 commitment of increasing FP use by 15 percent within one year and to get the national CIP finalized and funded on time. There is an opportunity here to frame engaging men as FP users as a way to expedite reaching their FP2020 commitment.</p> <p>The MOH usually does not consider men as FP users when designing FP programs and focuses mainly on increasing access and providing relevant information to married women and couples. There is an opportunity here to expand knowledge about men's specific FP/RH needs and how to address them properly to increase informed voluntary FP use at the service delivery and normative levels to reposition FP use as part of being a responsible man, partner, and member of society.</p>
Barriers	Needs
<p>MOH has frequent staff turnover, so institutional male engagement knowledge remains low. Biases against men's and boy's roles in and use of FP persist among many staff. There are no gender experts within the MOH.</p>	<p>An overview of current FP programs, including an explanation of whether and how previous programs have involved men as potential FP users, and their outcomes. An introduction to how harmful gender norms—such as the belief that FP is a “woman's issue” but a man's decision—impede FP demand and use, and how understanding and responding to men's and boys' FP/RH needs can boost FP use.</p>

### C. Priority Decision Maker(s) with Whom You Will Advocate

Name	Title
Charles Agunde	FP Director, MOH

#### Relationship

Charles is new to the MOH, so this relationship needs to be built.

#### Profile

Charles is the newly appointed MOH FP director, recently transferred from the Ministry of Education. His predecessor was in the position for just eight months before being reassigned. In three months, the MOH will finalize its annual budget and, as a new FP2020 commitment maker, is working on its CIP. Charles feels overwhelmed trying to understand the MOH's FP/RH current and future priorities and programs. He has heard the term male engagement but cannot clearly define it. His country's laws mandate equal access to contraceptive services for all women, but nothing in current law mentions the FP/RH needs of men or boys. Charles is learning what he can about his country's FP/RH status by looking through old project reports and reviewing current media headlines, all of which focus on married women. Traditionally, the MOH has prioritized FP commodity access above all else but is under increasing pressure from the prime minister to increase FP demand and uptake progress and secure additional FP funding from the external donor community. Charles wants to succeed in his new role and make a name for himself, but does not know where to start.

#### Core Concern

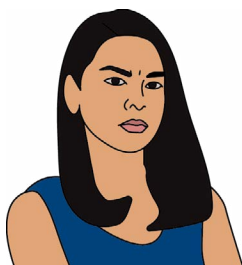
Understanding and being effective in his new position and impressing his supervisor

#### Objection

The perception that it is women who hold the key to increasing FP use and, therefore, deserve total dedication of FP funds.

#### Presentation and Positioning

**Frame:** Charles is a **Non-believer**—he has heard about male engagement, but needs concrete examples that demonstrate how engaging men as FP users can meaningfully increase mCPR to the level outlined in the drafted CIP.



## D. Ask and Supporting Messages

### Ask

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Include specific activities in the CIP that are dedicated to responding to male FP/RH needs and approaching men as potential FP users

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### Supporting Messages

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Men are part of the solution to increasing FP access, continuation, and use and meeting the country's FP2020 commitments.

Progress toward FP2020 goals would demonstrate your ministry's leadership within the country and the region. Helping to make this happen will demonstrate your leadership in the MOH.

Key global donors are investing in male engagement approaches.

Male-controlled modern FP methods, such as vasectomy and male condoms, represent a very small proportion of global contraceptive use. There is much room for growth in repositioning these methods and FP as a male issue.

Investing in male engagement does not necessarily mean redirecting funds from women and girls. FP programs can, and should, engage men and boys in coordination with women and girls.

To overcome resource limitations for male engagement, collaborate with fellow ministries to see how cost-sharing might create shared benefits.

Good examples exist from countries in the region that show how shifting social and gender norms have helped improve FP outcomes.

## E. Partnerships

### Allies

Previous MOH representatives (and points of contact for FP2020) who remain on good terms with current MOH staff and have been open to male engagement in previous meetings with the FP2020 civil society focal point are a good starting point.

FP2020 focal points and government representatives from neighboring countries who count men as a crucial FP user audience. The FP2020 civil society focal point met a few government representatives at a past Ouagadougou Partnership meeting and can easily follow up with this request.

Implementing organizations that have worked with men as FP audiences in the past could be allies. For example, MaleMatters has recently increased their FP outreach and worked with the local health clinic to improve FP/RH counseling for men.

## F. Activities

### EXISTING ADVOCACY OPPORTUNITIES

Activity	Timeline	Person Responsible
Meet with Charles during the <b>upcoming CIP workshop</b> agenda planning meeting.	May	Former MOH FP Director
<p>Get on the agenda for the <b>upcoming CIP planning workshop</b> and prepare a male engagement presentation with proposed activities to engage men as FP users and boost FP demand.</p> <ul style="list-style-type: none"> <li>■ Use relevant information from <a href="#">Engaging Men and Boys in Contraception Use: A Slide Deck</a>, PRB) to outline statistics and project examples of male engagement, specifically for men as FP clients/users.</li> <li>■ Provide copies of <a href="#">Essential Considerations for Engaging Men and Boys for Improved Family Planning Outcomes</a> (USAID) to help present and frame male engagement.</li> </ul>	October	FP2020 Civil Society Focal Point

## EXISTING ADVOCACY OPPORTUNITIES (CONTINUED)

Activity	Timeline	Person Responsible
Invite Charles to <b>upcoming International Conference on Family Planning</b> , to be hosted in Sambidesh, and set aside time in advance to create a “roadmap” with him of relevant sessions he and his staff should attend.	October	

## NEW ADVOCACY OPPORTUNITIES TO CREATE

Activity	Timeline	Person Responsible
Host a <b>meeting to develop the relationship</b> with Charles, present the landscape of gender norms and dynamics that influence FP behavior and programming, and discuss how male engagement can improve both.	July	FP2020 Civil Society Focal Point
Request that the FP2020 Secretariat include male engagement experts at the next <b>regional focal point meeting</b> .	August	FP2020 Civil Society Focal Point
Coordinate a <b>phone call with implementers</b> to showcase effective male engagement-inclusive programs.	September	FP2020 Civil Society Focal Point
Set up <b>meetings to provide input into CIP development</b> .	November-December	FP2020 Civil Society Focal Point, FP program implementers



## G. Indicators of Success

Outputs	Outcomes
<p>“Male Engagement for FP” framing and informational presentation delivered to Charles</p> <p>Presentation with proposed activities delivered at CIP or action planning workshop</p> <p>Phone call held with Charles and those working on male engagement in neighboring countries</p> <p>Meetings held to provide ongoing input into the CIP planning process</p> <p>A new male engagement champion (Charles) is empowered</p>	<p>Charles and MOH officers understand male engagement and its usefulness to improve the FP landscape within the country</p> <p>Activities included in the national CIP and action plan that highlight men and boys as FP users</p> <p>Charles and MOH see the possibility of working across sectors for male engagement across sectors</p>

### Example 3: Advocacy Implementation Plan for Program Implementers

#### Scenario

Inspire is a large international girl-focused RH NGO that collaborates with a wide network of independently operating country-based affiliates. Inspire’s headquarters office in Washington, DC is excited about the revived attention male engagement is receiving in global FP/RH conversations and is eager to pilot approaches engaging young men and boys as FP supportive partners and change agents in current and future FP/RH programs rolling out in many of the countries where its affiliates operate. The organization’s headquarters office is eager to champion male engagement among its affiliates and is reaching out to all offices—starting with the Nwali country office—to advocate for including male engagement in existing program activities, as time and resources allow. The Nwali country program has been active for many years and, for this reason, Inspire headquarters thinks this new emphasis will be more readily trusted by the country’s communities than in other Inspire countries at the moment. However, the Nwali country director has been in charge for a long time and the headquarters office anticipates she might be resistant to this expanded focus.

**Strategy Author/User:** Inspire home office

#### A. Audience, Goals, and Objectives

 <b>Audience</b>	Inspire-Nwali country office/implementers
<b>Goal</b>	<p>Inspire-Nwali staff understand why male engagement is crucial for the healthy development of young girls</p> <p>Inspire-Nwali integrates into at least one project approaches to increase men’s and boys’ supportive role in FP decision-making this year, with plans to identify and mobilize select male FP agents of change next year</p>
<b>Objectives</b>	<p>Within three months, relevant Inspire-Nwali staff have received capacity strengthening training to implement and monitor male engagement in FP activities</p> <p>Within six months, Inspire-Nwali incorporates approaches to increase men’s and boys’ roles as supportive partners into at least one FP activity in their current portfolio</p> <p>Within 12 months, the next steps for identifying and mobilizing activities focused on men as FP agents of change are fleshed out in Inspire-Nwali’s next FP work plan</p>

## B. Organizational Context

Knowledge	Priorities and Opportunities
<p>Some staff understand basic male engagement concepts. They know male engagement has increased FP use and couple communication in FP projects for older audiences in regions other than East Africa (where Nwali is located).</p>	<p>Completing project activities on time, including achieving project indicators on informed, voluntary contraceptive method demand and use among young girls. There is an opportunity here to frame men's roles as supportive partners as a way to increase couple communication and, as a result, increase FP use.</p> <p>Remaining up-to-date on FP program approaches and being seen as a leader in improving girls' RH in East Africa. Currently, boys are included in reproductive health sessions but male engagement is not incorporated into most of their programs. There is an opportunity here to frame male engagement as the current practice and standard in FP/RH programs and to be innovative in doing so, among youth specifically.</p>
Barriers	Needs
<p>Inspire-Nwali staff fears that incorporating men and boys as supportive partners in FP is risky this late into their project year.</p> <p>Many staff think male engagement activities will detract from the highly female- and girl-centric RH work on which Inspire-Nwali has built its name.</p>	<p>Training staff on how to implement male engagement incrementally and strategically according to existing life stages and gender norm transformation frameworks. For example, working on stimulating conversations between young couples about voluntary contraceptive use and choice and then building from success stories to catalyze male FP champions and agents of change.</p> <p>Examples of how male engagement can work for young men and women.</p> <p>Specific, step-by-step actions to incorporate male engagement into project activities moving forward.</p>

### C. Priority Decision Maker(s) with Whom You Will Advocate

 Name	Title
Natalie Jones	Inspire-Nwali Country Director

#### Relationship

Inspire headquarters office has an overall strong relationship with Natalie, although sometimes Natalie disagrees with headquarters' decisions and technical approaches.

#### Profile

Natalie is based in Nwali's capital city but manages projects that reach into the country's rural areas. It has taken Inspire-Nwali a long time to gain traction in advancing girls' RH and she is very proud of the empowerment she has seen take place as a result of Inspire-Nwali's programs. Natalie knows about male engagement but is not convinced of the need to, or feasibility of, incorporating it into Inspire-Nwali's youth FP/RH activities. The office is already midway through their current year's project portfolio and Natalie feels finding the time, resources, and personnel that would be required to train Inspire-Nwali's office and field staff in time to include approaches to engage men and boys as supportive partners before the year's end would be insurmountable. Although she thinks that the male engagement evidence is promising for increasing men's positive role in FP decision-making among older, married couples in certain circumstances, she believes there is little evidence supporting its applicability to younger populations and their diverse categories of romantic relationships. Natalie is influenced by donors' priorities and innovations emerging from Inspire affiliates in countries similar to hers—which increasingly embrace male engagement—but she also worries that working with men and boys will detract from the support Inspire-Nwali's programs provide to young girls.

#### Core Concern

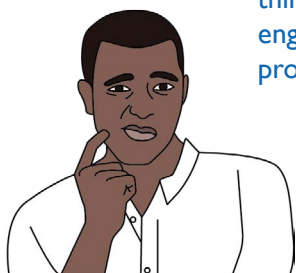
Implementing successful activities that stay true to Inspire-Nwali's purpose of promoting strong girl RH and informed voluntary contraceptive method use.

#### Objection

Bringing in men as supportive partners and, later, as change agents, would require too much time and resources, delay project progress, and divert attention from their priority population.

#### Presentation and Positioning

**Reframe:** Natalie is a **skeptic**—she does not think male engagement can work for youth and thinks it will detract, rather than add to, her programs. We need to show Natalie that male engagement can be done incrementally and strategically and how it can expedite achieving progress across Inspire-Nwali's indicators.



## D. Ask and Supporting Messages

### Ask

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Incorporate select approaches to increase men's and boys' support of FP in their relationships into one project/location this year, with an eye toward scaling up next year

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### Supporting Messages

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As supportive partners in FP, men and boys can help create a more gender-balanced, enabling environment for young women to have a say in their own FP/RH choices.

You can expand the impact of your activities by broadening the outreach to influencing audiences, such as male partners.

Male engagement activities can be implemented incrementally using small-scale pilot projects to test the approach before expanding across all geographic project areas.

Although evidence of the impact of male engagement among youth is still needed, male engagement is an increasing priority in FP/RH programs and is open to innovative programs.

Investing in identifying and nurturing the roles men and boys can play in girls' FP/RH now will lay the foundation for greater project success in future implementation years.

Inspire-Nwali can be a leader in the country—and the international NGO community—in integrating male engagement for youth in FP/RH programs.

## E. Partnerships

### Allies

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Inspire affiliates in neighboring countries that are excited about male engagement or have already been engaging men and boys as supportive partners and/or agents of change.

Providers in the facilities with whom Inspire-Nwali works who see the benefit of including men and boys at the FP/RH service delivery level.

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## F. Activities

### EXISTING ADVOCACY OPPORTUNITIES

Activity	Timeline	Person Responsible
<p>Headquarters office communications are regularly shared via email; email Natalie existing male engagement resources that highlight how evidence for and effective programming engaging men and boys in FP.</p> <ul style="list-style-type: none"> <li>■ Pull from <a href="#">Engaging Men and Boys in Family Planning: A Strategic Planning Guide (USAID)</a> and <a href="#">Engaging Boys and Men in Contraception Use and Family Planning: A Slide Deck (PRB)</a></li> </ul>	December	Inspire Headquarters Office Director
<p>Discuss male engagement with Natalie at the upcoming annual country affiliate meeting.</p> <ul style="list-style-type: none"> <li>■ Pull relevant stats and information from <a href="#">The Future of Manhood (Promundo)</a> to focus on working with young men, and propose some program resources, such as <a href="#">Engaging Men and Boys in Gender Equality and Health (UNFPA)</a></li> </ul>	January	Inspire Headquarters Office Director
<p>Invite Natalie to attend and ask youth-specific questions of presenters at an upcoming webinar on male engagement organized by a DC-based donor.</p>	March	Inspire Headquarters Office Director

## NEW ADVOCACY OPPORTUNITIES TO CREATE

Activity	Timeline	Person Responsible
Set up a <b>remote meeting</b> with Natalie and key staff to brainstorm for this and next year's work plan activities.	February	Inspire Headquarters Office Director and neighboring country Inspire Office Head
Send a headquarters office staff member to facilitate a <b>workshop</b> to identify opportunities for engaging men and boys as partners in existing and future Inspire-Nwali programs, with the potential to evolve into agents of change in later years.  <ul style="list-style-type: none"> <li>Refer to <a href="#">Engaging Men and Boys in Family Planning: A Strategic Planning Guide (FP High Impact Practices)</a>.</li> </ul>	April	Inspire Headquarters Office Director Gender Program Officer

### G. Indicators of Success

Outputs	Outcomes
<p>Male engagement resources shared with Inspire-Nwali staff</p> <p>Remote and in-person meetings held with Inspire-Nwali leadership to discuss and plan male engagement activities</p>	<p>Male engagement included in the next quarterly report</p> <p>At least one male engagement activity implemented before the end of the year</p> <p>Male engagement scaled up within one project in next year's work plan</p>

