



CAIRO, BEIJING, AND BEYOND

A HANDBOOK ON ADVOCACY FOR WOMEN LEADERS



Advocacy is speaking up, drawing a community's attention to an important issue, and directing decisionmakers toward a solution. Advocacy is working with other people and organizations to make a difference.

The Centre for Development and Population Activities (CEDPA) is a nonprofit international organization founded in 1975. CEDPA's mission is to empower women at all levels of society to be full partners in development.

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FOR WOMEN LEADERS



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It is our hope that the strategies set forth here will be useful to advocates everywhere. Our challenge is not only to implement the policies of the ICPD, the World Summit on Social Development, and the Fourth World Conference on Women but also all policies that empower women and promote equitable and just societies. CEDPA offers this handbook in the belief that the leadership of empowered women will ultimately bring about social change that improves the quality of life for everyone.

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INTRODUCTION

“ONE OF THE GREATEST PROBLEMS WE HAVE AT THE GRASS ROOTS IS THERE IS NO PROPER WAY FOR WOMEN TO COMMUNICATE OUR STORIES. WE MUST HELP PEOPLE TO SEE WITHOUT DOUBT THE RELATIONSHIP BETWEEN POPULATION AND POVERTY AND THAT WOMEN MUST HAVE THE OPPORTUNITY TO MAKE CHOICES. THEN WE WILL SEE TREMENDOUS PROGRESS.”

Chief Bisi Ogunleye, Country Women's Association of Nigeria

Women's participation and leadership in the international policy process has expanded through the United Nations conferences on population issues, social development, and women. In greater numbers than ever before, women have joined the international arena as advocates of a broad range of policies that promote gender equity. At the International Conference on Population and Development (ICPD) in Cairo in September 1994, women's nongovernmental organizations (NGOs) were a catalyst in creating a new consensus on women's empowerment as central to social and economic development and population stabilization. Within the next year, women advocates have again focused world attention on their priority issues at the first World Summit on Social Development in Copenhagen and the Fourth World Conference on Women in Beijing.

Through this handbook, The Centre for Development and Population Activities (CEDPA) seeks to help women continue their advocacy activities after the Cairo, Copenhagen,

and Beijing conferences and to encourage even more women to join the ranks of active change agents. The strategies presented here are generally applicable to all advocacy activities for policy change. The focus throughout is on expanding women's leadership of development.

COMMUNITY-BASED ADVOCACY

Advocates are made, not born. Effective advocates often are service providers who are firmly grounded in the communities they serve. Their firsthand experience in dealing with problems within the community leads them to seek far-reaching, broad solutions. Their foundation in the community gives them credibility with policymakers and the media that strengthens their ability to make their case.

Advocates are dedicated to their communities and are strongly convinced of the need for action and change. They constantly interact with the people whose lives they hope to improve, identifying and targeting key issues and

developing plans that progress methodically from the starting point to a goal. They help others to realize the need for fundamental policy change and bring people together to influence government, other organizations and agencies, and the public at large.

To reach these groups, advocates develop a coherent, compelling message based on their knowledge of the problem or situation they want to address. The most effective leaders are, first and foremost, communicators. They identify the people they need to influence and find the best ways to communicate with them.

Effective advocates recognize leadership qualities in others and nurture those qualities so that their organizations and movements flourish and grow. They build networks and coalitions with both governmental and nongovernmental organizations. They use the media to help spread their message. They recognize that change is a slow process that requires commitment and persistence.

FROM ICPD TO BEIJING

Many women are now involved in advocacy as the result of the ICPD, the World Summit on Social Development, and the Fourth World Conference on Women, and they want to con-

tinue to press for change. Broadly stated, they see their challenge as promoting women's empowerment and gender equity through increased access to resources, expanded choices, and full participation in decisionmaking.

The action plans of the ICPD and Fourth World Conference on Women set forth recommendations to improve the quality of life in areas of critical importance to women's empowerment and gender equity. For the ICPD, these areas include education, especially for girls; infant, child, and maternal mortality reduction; and the provision of universal access to family planning and reproductive health services. For the Women's

Conference, the focus includes poverty alleviation, violence against women, economic issues, inequality in power and decisionmaking, and legal and human rights. In many countries, women's advocacy will focus on these all-important areas.

This handbook is organized to be a simple, clear guide to help advocates shape effective campaigns. It presents Advocacy Strategies in four sections: 1) Planning For Advocacy, 2) Taking Your Message To The Public, 3) Forging Alliances, and 4) Advocating For Resources. A concluding section illustrates some of these strategies with profiles of CEDPA alumnae and partner organizations working for change.

**“YOU SEE WHAT WOMEN
CAN DO ONCE THEY
DECIDE TO TAKE THEIR
DESTINY IN THEIR OWN
HANDS. WE’VE SEEN IT
OVER AND OVER THERE
IS NOTHING THEY
CAN’T DO.”**

Mufaweza Khan,

Concerned Women For Family Planning, Bangladesh

STRATEGIES FOR ADVOCACY

I. PLANNING FOR ADVOCACY

Advocacy involves specific, short-term activities to reach a long-term vision. Planning is essential to define the vision and be sure it is not lost in short-term successes or failures. This section discusses the two basic components of planning for advocacy: defining key issues and strategies, and developing a message.

A. DEFINING KEY ISSUES AND STRATEGIES

Begin by answering these questions:

1. What are the greatest problems faced by women in your community? What are you trying to change? What must come first?
2. What would the situation be if these problems were addressed?
3. What are the specific, immediate goals of your advocacy efforts?
 - To build public awareness about the problem?
 - To create public pressure in order to influence policymakers?
 - To exchange information and find common agendas with individuals, agencies, and organizations that share your concerns?
4. What are the long-term goals of your advocacy efforts?
 - To conduct a campaign to shift existing priorities?
 - To raise new resources?
 - To make officials more responsive to your agenda?
5. How will you proceed? Is there already public support for your position, or do you need to begin by building coalitions and generating public awareness?
6. Who are the best messengers for this campaign? Can you enlist other influential members of the community in this effort?

B. DEVELOPING YOUR MESSAGE

1. Know your facts. Use national, regional, and local data. Conduct surveys and focus groups¹ with those who would benefit from changes. Be sure you know what **they** want. Write up your data in a simple, report-type format that can be distributed.
2. Determine what the public thinks about your issue. Talk to diverse people in the community to learn whether your view is representative or whether you need to educate and persuade.
3. Develop your message. Keep it short and simple. Test it on different people. Do they know what you mean?

¹ Focus groups are small discussion groups of invited participants, selected according to age, interest, and position within the community. A facilitator leads a discussion about a carefully defined issue such as attitudes about family planning services or the quality of existing services. Focus groups may be comprised of women, men, or mixed groups.

4. Don't assume people understand your views or share your experience. Provide simple background information whenever appropriate.
5. Humanize and localize. Succinctly describe the issue's impact on one family or one woman.
6. Stay away from complex economics or statistics. A simple message presented in human terms usually is most effective.
7. Practice, practice, and practice again. Enlist family members, friends or colleagues as you practice presenting your message in the most convincing way.
8. Always include an action component in your message. If you have successfully convinced a listener, leave that person with a suggestion of something to do — write a letter to a public official, volunteer to help your work, or simply spread the word to family members and friends.

TAILOR YOUR MESSAGE FOR THE AUDIENCE

- If you are talking to an individual, you may want to present the message in “human” terms with an anecdote or story about a person.
- If you are talking to an agency or government official, it may be more effective to discuss the policy implications of continued inaction, or the long-term savings from taking a certain action.
- If you are talking to the leader of an organization that is a potential ally, you may want to stress common agendas and shared visions for the future.
- If you are talking to the media, present your agenda simply and directly. Provide journalists with sources for more information or contacts for personal stories.

II. TAKING YOUR MESSAGE TO THE PUBLIC

Advocacy is speaking up, drawing a community's attention to an important issue, and directing decisionmakers toward a solution. Advocacy involves reaching out to many people in many positions. This section discusses how to advocate with government policymakers, the media, and your community.

A. PERSUADING GOVERNMENT OFFICIALS TO TAKE ACTION

1. Government agencies, policymakers, and legislators who handle health and social issues can be your most ardent allies or your toughest adversaries. To prompt their interest and ultimately win their support, health ministers, legislators and policymakers should hear from you on a regular basis through face-to-face meetings, via telephone, by letter, or all three.
2. It can be intimidating to call on a public official, but careful preparation can minimize anxiety and maximize the impact of a meeting or other kind of contact. Keep in mind the simple fact that:
 - Governments have choices,
 - Governments make choices, and
 - Government choices can be influenced.
3. Government policy most often is influenced by those who communicate most effectively. Your goal is to communicate persuasively so as to have the most possible influence.
4. Begin by determining where each government agency or ministry with influence over your issue stands now — regardless of where you would like them to be. Gather solid, reliable information about that agency's priorities, funding patterns, and decisionmakers. With this information, you can begin to structure your outreach to government officials.
5. Recognize that every government includes people with different priorities and different views. Take as long as you need to understand the biases and concerns of various government representatives. Then target accordingly. Also recognize the learning process officials may need to go through before they share your conclusions. Prepare to take them through that process as quickly and carefully as you can.
6. Keep your message simple and straightforward. Make it compelling by using examples of real women or families in your community who will suffer unless the official takes the action you request. Take time to tailor the message to the person you are addressing.
7. Make communications pleasant. Confrontation can be useful in some instances, but it usually is not the best starting point. Forcing an agency to respond to accusations before you have tried to educate officials can be counterproductive in the long run.
8. Try to find common ground. Don't start with the toughest or most sensitive issue — see if you can agree about the parameters of the problem and some small steps that can be taken to alleviate hardship among the people you represent. Then move on to the more contentious issues.

9. Understand the consequences if you choose to ally yourself with the opposition. Expect the officials in power to treat you as the enemy, even if you are trying to do good.
10. Be true to your word. If you tell an official that he or she can talk to you off-the-record, don't repeat the conversation to anyone who could undermine your commitment—above all, don't repeat it to the media or the public.
11. Ask for everything you need. If you ask for only a small, incremental policy improvement, that may be all you get. But if you ask for significant change, you may get a little more now and you will be better positioned to ask for more policy revisions later.
12. Give responsive government officials credit if credit is due. Praise their openness to hear your views and any positive step they take. Find forums and public events where you can laud their early action and urge them to take the next step. Write thank you letters and make thank you calls when appropriate.
13. If you have created alliances or coalitions with other groups, share information on the communications techniques that are most effective with each individual official. Reach out to advocates on other issues who may have tips and experiences to share.

WRITE LETTERS

- Writing a personal letter can be a good way to introduce yourself and raise an issue. Be direct about the purpose of your letter.
- Keep the letter concise and focused on a single issue. Offer a well-reasoned opinion with data, statistics or compelling accounts of incidents or individual experiences to support your argument.
- Ask specifically for an action — a visit to the community, a hearing, a statement or commitment or endorsement, an allocation of funds — in response.
- Thank the official for his or her consideration.
- Be positive and constructive and avoid threats, harsh criticism or challenges in a first communication.
- Request information about the official's position and ability to respond to your request. Give him or her a chance to tell you if you need to communicate with someone else in the agency.
- Request a direct response to your letter. Do not be afraid to follow up with a telephone call, visit or another letter if you do not hear back. Your work and your message are important. If your request is reasonable and cordial, you deserve a response.

PREPARE CAREFULLY FOR MEETINGS

- In planning to meet with government officials, anticipate their needs and questions, and bring the appropriate materials, information and/or colleagues.
- If possible, invite officials to meet you at your office, center or facility. That way, you can provide a tour that illustrates the seriousness of the problem you are asking them to address or highlights the success of the project you want funded or expanded.
- If you are making a specific request or have a particular goal in mind for the visit, prepare the best way to present your argument. Should someone else — a child, an elder, an expert — state the problem and leave you to request the remedy? Whatever approach you choose, be direct in your request and clarify the response you receive.
- Practice making your argument in a brief, compelling but friendly way.
- Make your most important points first, since you may be interrupted or have less time with the official than you expect.
- If something comes up that you don't know or can't address, don't pretend or invent excuses. Volunteer to get back to the official soon with the appropriate information.
- Follow up any visit with a note thanking the official for the time he or she took for the visit, and restating any agreement or promise.

B. UTILIZING MASS MEDIA

1. Communication is the key to any advocacy campaign. Communication can take many forms — including interactive one-to-one discussions, large public meetings, and interviews with newspaper reporters or on radio or television. The mass media is the most effective way to influence the greatest number of people in the shortest amount of time.
2. The media varies from country to country and community to community. Being familiar with your local media outlets is the critical first step to getting news coverage of your issue. Knowing whether or not your local newspaper has a running feud with a local official, for instance, can guide you in determining whether and when to contact the newspaper. Or, knowing that a newspaper or radio or TV station favors individuals of political stature rather than everyday people can help you determine who your spokesperson should be.
3. Reporters are interested in news and feature stories. Your work is important and often newsworthy. The stories you have to share are representative of a significant segment of the community. Some journalists may have a special interest in your issue or event. Women journalists, for example, tend to cover women's issues. If there is an association of women journalists in your area, you may want to contact them.

4. Contacts with reporters will be more successful if you respect journalists' deadlines and time constraints. Always know the time of day a newspaper is printed or a television news program produced and do not call on deadline. Also, determine whether an editor or producer faces government control or censorship and, if so, work with them to find a way to tell the story.
5. Your work makes you the expert. You have valuable information that should be conveyed so people will understand and support your programs and the changes you advocate.
6. Learn about your local press corps. Know the names of local reporters who cover health, economic development, women's issues, or other relevant beats for the major media in your area. If appropriate, your list should include newspapers, television, radio, wire services (such as Reuters, Agence France Presse, Associated Press), newsletters and news magazines. You already may know some reporters, but in other cases you may have to telephone the media outlets and ask for names. Your media list will grow over time.
7. Contact the reporters on your list regularly. Among the reasons to contact them are:
 - new programs you are launching;
 - action by the government on which you can provide a comment;
 - relevant court rulings;
 - reports or studies you or others release on the status of women or a topic relevant to your work;
 - a woman with a compelling story that bolsters your position who is willing to share her story through the media;
 - visits by important officials to your project or facility;
 - meetings you would like covered; or
 - your attendance at major international meetings or training programs.

By keeping reporters apprised of critical issues and activities, you become a "source" for them and build a good relationship. This increases your chance to generate coverage on important issues.

C. DEVELOPING PRESS MATERIALS AND PLANNING MEDIA EVENTS

1. **NEWS RELEASES** are the most frequently used vehicles for contacting reporters. A news release is a two-to-four page report of a newsworthy event, such as a press conference or the release of an important study. It is written as a news article; portions of good news releases often appear in print. A news release must contain a short, concise, compelling headline, an opening (or lead) that is interesting and conveys the importance of the event, quotes from you or another leader, background information, and a contact name and telephone number reporters can use to follow up.

A sample news release is on page 19. Note the format and content:

It was typed on the organization's letterhead.

It is dated at the top.

It is labeled News Release.

It has a name and contact telephone number.

It has a headline.

It has a “dateline” — Rabat, Morocco at the start. This is the city where the news release originated.

It has a quote near the beginning.

It is clearly written.

It answers the questions: Who? What? Where? When? Why?

It describes the clinic that is opening.

It credits the supporters and donors.

2. A **NEWS CONFERENCE** is an event staged exclusively for the press. One or more spokespeople (but not more than four) read prepared statements and answer reporters’ questions. Press kits are made available to reporters. They should include: a news release, statements of the participants, and background information on the issue or the organization.
3. A **PRESS OPPORTUNITY** is an event that is not planned exclusively for the media, but which reporters may attend. Forums, symposiums, awards ceremonies, luncheons with speakers, and even performances can be press opportunities. Press should be notified by letter with a follow-up phone call to remind them of the event.
4. A **PHOTO OPPORTUNITY** is a press opportunity that has a particularly good visual component that is worthy of a photograph in a newspaper or magazine.
5. **STATEMENTS** of spokespeople, usually one page long, can be distributed to the media in response to a news conference by a government official, a court ruling, or another event relevant to your work. This simple statement provides journalists with quotes they can insert into stories that give local commentary on the event.
6. **BACKGROUNDERS** are in-depth analyses or explanations that explain an issue to a reporter who may not have complete knowledge of all the facts. A good backgrounder will address the arguments on both sides of an issue, and provide answers to the opposing positions.
7. **FACT SHEETS** are one-page informational briefs that frequently contain statistics or other data.
8. **LETTERS-TO-THE-EDITOR** are published in most newspapers to give readers a chance to express their views. Review the letters section of your newspaper carefully to determine the style and content of the letters they select for publication.
9. **OPINION/EDITORIAL PIECES** are signed guest editorials published by many newspapers. These are by-lined original commentary and should contain opinion. Opinion/editorial pieces should assume no prior knowledge on the part of the reader, and should be easily understandable and interesting.

D. GETTING YOUR MESSAGE OUT THROUGH MEDIA INTERVIEWS

1. The key to a good interview is preparation. Be ready to answer all possible questions. Some reporters will tell you their questions in advance of the interview.
2. Know exactly what points you want to make. Sometimes it helps to write them down beforehand. Keep them as brief and pithy as possible so you will be quotable and your message will get out the way you want. This is particularly important when you are being interviewed in person or over the phone. Assume the interviewer has no knowledge about your organization or the issue you are discussing. Speak as if you are talking to someone brand new to the subject.
3. Before beginning, be sure the reporter knows the name of your organization and has the correct spelling of your name and your title.
4. Never bluff. If you don't know the answer to a question, tell the reporter and offer to get the information as soon as you can. Always follow up your promise to call back with the information the journalist needs.
5. Take control of the interview. If you are asked a stupid or irrelevant question, try to turn it around. Use lines that begin with:
 - “The issue here is women’s health, not . . . “
 - “NO, that’s not really accurate, but I can tell you that . . . “
 - “I think your point really is . . . ”
6. Whenever possible, personalize the issue you are discussing by putting a human face on it. Relate anecdotes and real stories to illustrate your points. They are much more engaging than numbers and percentages or even impassioned commentary. One woman’s or one family’s story is much more interesting than reciting a piece of legislation. Use examples that relate to the city or region where you are doing the interview.
7. Be sensitive to a reporter’s need to take notes, and don’t race through your comments. Outline your points if you can, for instance: “This new development is significant for three reasons. The first ”
8. Give the news first, and then background information — because the interview may not last as long as you expect. Don’t wait to get warmed up; put your more quotable comments at the beginning of your remarks. Explanations can come later.
9. With print reporters, offer to be available for a fact-check. Let them know how you can be reached later when they are finishing their story and may have new questions or questions an editor has raised.
10. If you are being interviewed for radio and television, speak in short, complete sentences, incorporating the question into the answer whenever possible. Electronic media reporters need 15-20 second “sound bites” for their news broadcasts — sound bites are short sentences that make your point in a concise, colorful way. Your job is to provide those sound bites.

11. When you are on television, appearance is crucial.
 - Sit up straight and pay attention to your posture throughout the interview.
 - Use hand gestures for animation but contain them so that they don't go off the screen. Remember that the camera is tightly focused on your face and neck most of the time.
 - Wear simple clothing that does not have fussy detail such as bows, ties or scarves at the neck. If possible, stick with solid colors such as blues, deep reds, grays or greens. Don't wear colors that will fade into your skin tone. Avoid loud plaids, stripes or patterns, and fabrics with a high sheen.
 - If you wear make-up, wear slightly more than you would for a normal work day — but not so much that you look like a clown in the mirror.
 - If you wear glasses, wear glasses on camera. Otherwise, you may squint.
 - If you wear jewelry, avoid anything very large that could clang into a microphone.
12. Have a last line ready. Be prepared if the interviewer says "Is there anything we haven't covered, or anything you would like to add?" If there isn't, take the opportunity to reiterate your main point.

SAMPLE NEWS RELEASE

THE WOMEN'S COLLECTIVE FOR HEALTHY FAMILIES

NEWS RELEASE April 1, 1995

CONTACT: Ouassan Zilachi

For Immediate Release

999/33-0808

HEALTH CLINIC SERVING LOW-INCOME FAMILIES TO OPEN IN RABAT

RABAT, MOROCCO — Low-income Moroccan women and their families will soon have access to comprehensive health care at a downtown clinic, the Women's Collective for Healthy Families announced today. The Lalla Zineb Clinic, located at Number One, Charia Marrakech, will open May 10. The clinic will offer a full range of health care services, with an emphasis on preventive care, including pre- and post-natal care and immunization, which are not now available to many lower income Moroccan families. Most clinic services will be free of charge; a nominal fee will be required for some special services.

"Too many Moroccan families are going without the most basic health care," said Collective Director Zeyna Saba. "The Lalla Zineb Clinic's outreach staff will visit area communities to educate women about the importance of preventive care and introduce them to the clinic's services. While we know we cannot address all the health problems of Rabat's urban poor immediately, this clinic — the first to target women as family health care managers — offers real hope."

In addition to health care services, the clinic will offer classes on nutrition and family health for area women. Information about the clinic will be distributed at a stall at the Medina, and radio public service announcements are in development. A mobile health unit, allowing clinic staff and doctors to travel to surrounding rural areas, will be operational by Spring, 1997.

The Lalla Zineb Clinic is named for Princess Zineb, whose efforts to advance preventive care and reduce infant mortality in Morocco have won her international acclaim. The Royal Family and UNICEF have contributed generously to the clinic. Clinic operations will be financed in part by the Moroccan government.

E. WORKING WITH YOUR COMMUNITY

1. The essence of any social change movement is people. A strong advocate and effective leader listens before she leads. She empowers people to recognize that they can be agents of change and that their efforts will influence the outcome of a policy dispute or a call to action.
2. In order to help people, advocates and leaders must recognize and address their needs and work with them and for them on their terms. Advocacy is designed to change the social climate within which people live and work — not force people to change.
3. Community organizing is first and foremost about building personal relationships. The impetus for mobilization can come from outside communities, but genuine, lasting change can only come from within. Talk with the women and men you hope to represent. Enlist and engage them in the effort to change policy to improve their lives. Action that has strong roots in the community is stronger and more sustainable than action that has only one source.
4. Remember that women can be their own best advocates. Look for leaders within the community, women who can talk with and persuade those with whom they live and work to join the effort for change. Empowerment is key to helping people who need to identify ways to change their own situations.

F. REACHING OUT TO COMMUNITY ORGANIZATIONS

1. Schools, social groups, community organizations, religious institutions, and professional associations are important sources of supporters. Take every opportunity to speak to groups and reach out for participation and support.
2. Post information about your work on local bulletin boards or outside stores or markets to ask people to join your effort. Free, helpful information can draw people to your cause.
3. Consider holding a workshop that teaches a helpful skill and will draw people to an event where they can also learn about your cause. Promote the workshop with flyers and by passing the word informally.
4. Publish and distribute books, pamphlets, flyers, and instructional materials so women will learn about your effort and may join.
5. At appropriate times, you may want to ask participants in your projects to bring in a friend.
6. Ask for help from every possible source. Men may want to help empower women, and wealthy people may want to join the fight for rights for the poor. Social clubs may sponsor fundraising events for your cause or generate private contributions.
7. Develop and retain ties with women who have gone on to leadership positions in other organizations and ask for their support and suggestions.
8. Report back to groups that have worked or cooperated with you. Sharing information and progress keeps people mobilized.

SPEAKING TO A COMMUNITY GROUP

- Plan a compelling, interactive presentation about your work. Make the strongest and most persuasive case possible, utilizing other speakers if appropriate.
- Tailor your presentation to your audience:
Professional groups will expect intellectual arguments and analysis.
Community groups and religious and social groups may be moved by heartwarming (or heartbreaking) stories, musical or dramatic performances, or craft or skills demonstrations.
- Always conclude by passing around a sign-up sheet that makes it easy for you to contact people who want to join your effort. Or, pass around cards with a phone number people can call to get involved.
- Besides taking advantage of existing forums, plan your own public events or attend local fairs and professional association meetings to find opportunities to reach out.

COMMUNICATING YOUR MESSAGE

There are many activities and media that will effectively convey your message. You may want to plan some or all of these during an advocacy campaign:

- Special meetings
- Testimony before a government hearing
- Face-to-face meetings with officials
- An organized rally or demonstration that would make news and command the attention of policymakers you are targeting
- An exhibit that conveys the magnitude and gravity of your issue
- A cultural event using music or drama to convey your message
- Brochures, posters, newsletters, fact sheets, buttons and T-Shirts

G. ORGANIZING COMMUNITY SUPPORT

1. Identify the needs of the community by talking with the people. Supporters may be more willing to get involved in a program if they feel some sense of ownership and believe they had a chance to provide input.
2. Develop short- and long-term goals to meet specific needs. Be sure you have agreement from the community on the goals you establish.
3. Define your goals so that they are clear, tangible and realistic. You want it to be clear when your goals have been met — to your own organization and to the community at large.
4. Set immediate goals that are achievable and will bring concrete improvement to people's lives. Again, find out from the people you are working with what form that improvement should take. Your definition of an improvement may not be the same as theirs.
5. Track and share your victories. It is easier to sustain a campaign if you can see progress along the way. Let community members know when a goal is met — and inform them honestly if you encounter a setback.
6. Identify the strengths and talents of people in your project or campaign, and put those assets to good use. People who are good at developing rapport with strangers may be effective working on education or outreach, while others may be better at developing strategy for reaching out to the media or to government officials.
7. Identify, develop, and promote other leaders. A good leader is not threatened by another person with leadership potential. A good leader recognizes that potential and encourages its development, increasing others' responsibility.
8. Continually work to build your organization. Always keep in mind your ultimate goals. As you move forward, assess your actions with an eye toward strengthening your organization. Do everything possible to ensure that new leaders emerge, new volunteers (and paid staff) are motivated to do their best, and progress is made toward meeting community needs.
9. Develop a timeline or timelines. Projects or campaigns should have a definite beginning, middle and end. Of course, prepare to adjust those timelines when external forces cause you to change.
10. Give your organization room to grow. Your mission should be broad enough so that your organization can work on related issues. A potentially strong and enduring organization or project should not become obsolete because its narrow goal has been achieved.

III. FORGING ALLIANCES

Successful advocacy weaves together the interests of a broad and diverse alliance of organizations. Whether you are building public awareness, reaching out to government officials or generating coverage in the media, your advocacy is likely to be more effective when more people are involved. The suggestions in this section are designed to help advocates forge and sustain strong alliances that can support their work.

A. BUILDING RELATIONSHIPS

1. Coalitions or alliances that successfully alter policy and create social change work because there is strength in numbers and power in diversity. A coalition of people of different backgrounds and skills can win credibility that no single organization or individual may be able to match.
2. Alliances may include private and government organizations or agencies, advocates, health educators, health care providers, funders or donors, policymakers, legislators, religious groups, and others.
3. Partnerships, coalitions, and networks involve long-term relationships. Building these relationships is not usually quick or easy, but it can result in lasting change. Working in a coalition can be more difficult and, sometimes, more frustrating than working as a single organization because each coalition member brings a slightly different perspective and agenda. But the same factors that can make coalition work frustrating and tedious can make the experience satisfying and successful. With a little work and reasonable expectations, many problems can be overcome.

B. IDENTIFYING POTENTIAL ALLIES

1. Make a list of potential allies for your work. This could include local clubs, organizations, professional associations, and religious institutions that might support your efforts. Make your list as broad as possible — you never know where support may lie.
2. Develop a packet of information on the issue, your organization, and its work. Include press clippings if they exist and a statement of your mission and purpose. Stories of individuals who have been helped or who exemplify a problem can add impact.
3. Send the packet to everyone on your list along with a letter of introduction. Request that the organizations respond by sending you information on themselves, their work, and their position on your specific issues.
4. Follow up with organizations that respond by requesting a meeting to explore areas of mutual interest and concern.
5. Also follow up with organizations that do not respond. At times, information simply is misplaced. Request a meeting if there seems to be areas of mutual interest.

PREPARE TO MEET WITH POTENTIAL COALITION PARTNERS

- When you have an opportunity to meet with a potential ally or coalition partner, present your agenda in a clear and simple way.
- Involve others — women whose life experience is relevant, experts, supporters, etc. -in helping you make the most compelling case possible.
- Ask directly for the kind of involvement you need. Do you want someone to co-sign letters to government officials or become an active and involved partner in the decision-making aspects of your work?
- Be clear at the start and throughout about the kind of involvement you seek.

C. STRATEGIES FOR BUILDING STRONG AND ENDURING COALITIONS

1. Keep in mind that you may be working with unfamiliar people or organizations. You may know little about them and they may know little about you and your work. Coalitions can make strange bedfellows. Make no assumptions or prejudgments.
2. Define your long- and short- term goals clearly to achieve consensus among coalition members. Set achievable and reasonable goals, given your coalition members' combined ability, level of interest and expertise.
3. Plan events to help bring the coalition together — letter writing parties, watching a video, hearing a public speaker, visiting a program, or meeting with a public official.
4. Use coalition members' strengths to the benefit of everyone; let organizations that are best at raising money deal with funding issues, let those that are familiar with government policies and activities take the lead on government work.
5. Delegate work and be sure each member understands not only her or his role, but the roles of the other members.
6. Don't avoid difficult issues or potential stumbling blocks. Acknowledge the hard issues and potential conflicts and put them on the agenda. Working through tough issues is far more productive than trying to avoid something which may turn out to be inevitable.
7. Recognize that in a coalition, the quality of the process will likely be reflected in the final product.
8. Keep every coalition member informed of progress and change. Confusion or lack of knowledge can be destructive and lead to bad feelings. Remember, you may want to work with many of your coalition partners on future issues, so good relations are critical.

IV. ADVOCATING FOR RESOURCES

No matter how worthy your cause, you must have adequate funding to implement your plans, advocate with officials and ministers, or reach out to your community. While few people enjoy talking about money in the context of social change, the truth is that without financial support it is virtually impossible to effect real and lasting change. The suggestions in this section are designed to help you reach out to potential funders and win their support.

A. PLANNING FOR FUNDRAISING

1. Funding for your organization may come from any of several sources. They include: government agencies, private foundations, international funding agencies, corporations, and private individuals. These sources and others must be approached and carefully cultivated. Most will want assurance that your organization is effective and well-managed, your mission is worthwhile and necessary, and your programs are meritorious and successful.
2. Some funders will have very specific constraints and requirements. Most will ask tough questions about your effectiveness. These may include requests for budget information (both past and projected), documentation of your program's success, and information about planned projects and activities. You know your work is important and necessary, but you must communicate that to the people who can provide the money to help your organization do its work.
3. As with any outreach, you must first target your audience. Identify the organizations, agencies, foundations, and individuals who support the particular issues you are addressing. This information can usually be found in directories or lists from other organizations that can be purchased or borrowed. It also can be found through careful reading of newspapers and talking with leaders from other allied nonprofit organizations. Research potential local and national funders to find out what kinds of organizations they contribute to, their interests, and the amounts of money they contribute. Look carefully and thoroughly to determine whether anyone supportive of your work or your mission has contacts with any of your target donors — and if they are willing to use that relationship to help you open a door or generate a contribution. Consider cultivating spouses of government leaders. They may be well-placed to gain support and resources through local networks.
4. Fundraising is a science. The more you know about what motivates people to give money, the more effectively and successfully you can plan your outreach. Decide how best to approach each of the potential funding sources available to you — whether by letter, phone call or meeting. Generally, the larger the amount of money you intend to ask for, the more important it is to meet a potential funder face-to-face. Consider the following:
 - What are a funder's processes? Do they accept only written proposals or do they meet with potential grantees? Is there a specific format a proposal must take?

- If they allow meetings, do they meet with only one organizational representative or will they allow you to bring a few people who can make the most compelling case?
- Would they send a delegation to a meeting, event or other function sponsored by your organization?

B. POSITIONING YOUR WORK

1. Decide what aspects of your work or which of your programs are most likely to generate support from specific funders, and develop compelling arguments and materials that demonstrate the effectiveness of that part of your work.
2. Human interest stories are usually most powerful, backed-up by information and hard data which illustrate the need for your program.
3. Testimonials from women whose lives have been improved by your work can be extremely effective — or stories of women you could help with additional resources.
4. If government officials or prominent community members support your work, ask them to provide letters of support or to contact potential funders.
5. Information on your programs and your budget should be provided in clear, presentable form. Materials should give potential donors complete information about how their money will be used. Funders want to know they are supporting an organization that is competent, and organizational materials that are informational and professional-looking can help convey that impression.

C. FOLLOWING UP WITH FUNDERS

1. Be persistent. Unless you are told unequivocally that an individual or organization disagrees with your philosophy or your work and will never give you any money, keep trying.
2. If you are turned down, inquire as to why you were not selected for a grant. Funding that is not available this year or this quarter may be available later.
3. Your relationship with your donors is ongoing. If they see that their money is being well-spent on successful programs, they will be much more likely to contribute again. Keep donors (and potential donors) informed about your activities with regular, periodic updates. Let them know how their money has helped the people you are serving.
4. Work to continually expand your donor base. Otherwise, your work will be jeopardized when funding organizations and agencies alter their missions, contacts shift responsibilities, individual donors die, or other things change. Try to maintain a donor list that grows and is continuously updated.
5. If appropriate, establish a direct mail program through which you invite people to make regular — perhaps monthly — contributions.
6. Establish an annual or semi-annual reception or other event for which you can solicit donations and recognize contributors.

ADVOCACY PROFILES

CHIEF BISI OGUNLEYE ADVOCATES FOR LASTING SOCIAL CHANGE

Chief Bisi Ogunleye of Nigeria is a gifted advocate who states her messages simply and well. They are messages that can be shared by women from developed and developing countries:

- Women must be at all policy tables in equal strength with men.
- Men and women, people and governments must work together.
- Population policy must be integrated with poverty alleviation, environmental improvement, and development programs for women. “It is our duty as women leaders to work for the total health and well-being of all women.”

As a veteran nongovernmental participant in international policy meetings, Chief Bisi believes the International Conference on Population and Development (ICPD) is a breakthrough for women. “This conference is the first time the United Nations is taking the unique step of giving people the opportunity to have a say” in international policy on population, she said. She has maximized that opportunity by working with other women leaders to ensure that women’s voices are fully heard at the Conference.

Chief Bisi’s own experience should provide inspiration for other emerging women leaders. She is a long-time leader in the fight against injustice, poverty, hunger, malnutrition, and environmental degradation in Nigeria. Just ten years ago, Chief Bisi attended a CEDPA Women in Management workshop as a government home economist. She had recently started an organization to help rural women organize themselves to earn money. Once home, she donated a month’s salary as seed money to help

a group of rural women launch a small business. The group’s success enabled her to raise money to help other women, first in Ondo State and later, throughout Nigeria.

Today, her organization, the Country Women’s Association of Nigeria (COWAN), has more than 21,000 active members. It has become well-known internationally for its women-designed programs in credit, agriculture, and small business development. COWAN’s new integrated health and family planning project in partnership with CEDPA will reach 3.5 million women in Ondo State.

Chief Bisi uses many avenues to advocate for women. She is co-chair of the Women’s Environment and Development Organization (WEDO). She is chair of the African Women’s Task Force, which is dedicated to mobilizing African women for leadership by empowering them to use their traditional skills for modern-day leadership. Through COWAN, she is facilitating the establishment of a network for “voiceless grassroots women” — the Network of African Rural Women Associations (NARWA). In all her advocacy efforts, she works to enable African women to be fully involved in policy making.

Whatever the forum — rural Nigeria or the UN headquarters — she speaks on behalf of community women. “Whatever the problem, the right solution is always to base our plan on the needs of the people and to involve people in planning,” she says.

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FATOUMATA TRAORE INFLUENCES MALI NATIONAL POLICY THROUGH A SUCCESSFUL COMMUNITY PROGRAM

In Mali, the Katibougou Family Health Project is a successful local project that has had a major impact in modernizing national population policy and, as a result, improving health and family planning service delivery throughout the entire country.

The Family Health Project started in 1985 with a modest grant from CEDPA to Fatoumata Traoré, a CEDPA alumna who attended a Women in Management workshop two years before in Washington, D.C. A government midwife at a rural clinic, Traoré hoped to introduce modern family planning in a country where less than one percent of the population was using any modern method and, consequently, the population had one of the world's highest fertility and infant and maternal mortality rates. She knew that increasing access to family planning would be a major challenge since health services in Mali are primarily delivered through a system of central clinics to which villagers must travel.

With a group of CEDPA alumnae in Mali, Traoré planned a community-based distribution demonstration project based in a Ministry of Health clinic serving a small number of villages in the Katibougou district. She needed public support for the project, both from ministry officials and community members, and also needed to inform communities about family planning.

Drawing on her long government service and excellent reputation, Traoré approached the Ministry of Health officials with her novel plan for community-based distribution of fam-

ily planning. She explained that this approach would extend the resources available for family planning. She also held community meetings, attended mainly by men, to discuss the need for integrated health and family planning services. The project uses men as well as women to distribute non-clinical contraceptives in villages, sometimes from home depots. Involving men proved to be the key to gaining their support — which was crucial in this society — and increasing the use of contraception by both men and women.

Mali promulgated its first national population policy in 1991. It is a pro-family planning document that reflects the approach made successful by the Katibougou project, which has become well-known thanks to community involvement, cooperation with the Ministry of Health, and successful service delivery. The Mali government, the USAID mission, the UNFPA country office, and nongovernmental organizations regularly bring high-level government officials, donors, and other visitors to see a community-based program in action, making its “advocacy by example” even more effective.

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JAYA ARUNACHALAM SETS AN EXAMPLE FOR POLICYMAKERS BY RECOGNIZING WOMEN'S SKILLS

The fact that there is today a women's self-help cooperative society that has reached nearly 2 million women in south India is a tribute to the perseverance and creativity of Jaya Arunachalam, a CEDPA training alumna. At the same time she created an organization that provides women with badly-needed services, with the help of donor agencies such as the Ford Foundation and UNFPA, Arunachalam is showing development agencies around the world that aid directed to women can dramatically improve life for the poor.

In 1980, Arunachalam founded the Working Women's Forum (WWF) to provide flexible credit for poor women workers through their own cooperative banking system. WWF began by organizing women in the informal sector of the Indian economy to bargain with the employers who bought their goods and services. The women frequently provided the main support for their families, working as food vendors, rag pickers, cigarette rollers, domestic workers, handicraft-makers or at other independent enterprises. Yet they were at the mercy of those who purchased their goods and services, and received no legal protection from exploitation of their labor. For most, the only source of cash to buy materials or feed their families was local moneylenders who charged as much as ten percent per day on loans. As long as women remained trapped in moneylenders' stranglehold, they could not escape their debt. Promoting WWF, Arunachalam organized women into bargaining groups and borrowing pools to bypass the moneylenders.

Before long, women were telling other women about WWF and members were looking for different kinds of support, including family planning information and services. WWF today also offers training in tailoring for young women,

a night school for child laborers, boarding schools for boys and girls, nutrition classes, and leadership training. Its network of Working Women's Cooperative Societies in three southern states has three banks, where women are both the staff and the clients, and a loan repayment rate approaching 95 percent. WWF also promotes inter-caste marriages that are dowry-free.

"Oppression comes from the vested interests in society itself, from class, from caste, from gender," says Arunachalam. "You have to empower the poorer sectors of the population, that's the first step toward development." One very effective approach is through women. "It's women's incomes that carry most families," Arunachalam said. "When a woman works, 100 percent of her earnings goes to the family. When a man works, 65 percent goes to the family. So women are the key to development."

Arunachalam is now on the board of governors of a national credit fund initiative in India being modeled on the WWF's credit fund. She is also furthering women's advancement as a regional coordinator for GROOTS—Grassroots Organizations Operating Together in Sisterhood, an international organization to reach community women globally. Through GROOTS, she is active in preparations for the Fourth United Nations World Women's Conference, to be held in September 1995 in Beijing, and is publishing an Asian regional GROOTS newsletter.

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WOMEN USE MEDIA TO EDUCATE POLICYMAKERS ABOUT THE GIRL CHILD

In most developing countries, there are few programs for girls and adolescents. To address that gap, in 1987 CEDPA created the Better Life Options Program, a global initiative for girls and young women. CEDPA partner organizations design community programs to help young women, ages 12 to 20, make successful transitions to adulthood. By encouraging girls' personal development, teaching life skills and work skills, and providing them with information about basic health, reproduction and family planning, the Better Life programs give girls new opportunities to thrive. At the same time, the programs help change perceptions that might restrict options for girls.

Programs respond to local needs. Because development programs in India have long neglected the special needs of adolescent females, CEDPA's Indian affiliate, Prerana, designed and carried out projects to strengthen skills and build confidence and knowledge among girls and young women. In one Indian community, young girls who participated in the Better Life program learned to expand their horizons by competing in a cultural contest held four hours from their homes. In addition to the cultural awareness, the girls learned to use public transportation as they travelled to the contest. After winning a trophy, they returned home with new confidence and stature in the community — and their experience made it easier for other girls in the village to travel independently.

But a few successful programs like Prerana's can only do so much if policymakers don't know about their existence and success. To get out

the word to policymakers through the media, CEDPA organized a series of regional conferences on Options For A Better Life For Young Women. At one conference in Nepal, 25 women journalists, lawyers, policymakers and social service directors decided to declare a 'Year Of The Girl Child.' Their resolution urged the South Asian Association for Regional Cooperation (SAARC) to declare the 'Year of the Girl Child.'

The resolution was adopted and several countries undertook substantive research on the girl child, holding seminars and workshops to publicize their findings. Nongovernmental organizations joined the effort to help publicize the plight of girls, and to develop projects to address their needs. Word of the Year Of The Girl Child spread quickly, and it won support from UNICEF, generating more studies, conferences, publications and vastly greater worldwide awareness about girls' status. Today, the concept is still gathering media attention and strength. In 1994, in connection with ICPD, the United States Congress passed a resolution, introduced by Senator Carol Moseley-Braun, to declare the Year of The Girl Child. This initiative was successful in large part because advocates focused media and public attention on the issue.

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SILVIA FLORES ORGANIZES A COMMUNITY TO SAVE A DYING LAKE IN MEXICO

What began as a five-week family life education course for secondary school-age girls has become an important force for change that has helped mobilize a community in Mexico. With prompting from teenagers in the Better Life Options Program of the Jocotepec Development Center, more than 400 Jalisco citizens have banded together to help save Lake Chapala, Mexico's largest fresh water lake.

Social worker, nurse and CEDPA alumna Silvia Flores founded the Jocotepec Development Center in 1982 to teach healthy care of the body and mind, and build self-worth and pride among local women and their families. Several years later, with a grant from CEDPA, Flores developed the Better Life Options Program in response to the alarming number of unmarried teenage mothers in Jocotepec and surrounding rural areas. The fertility rate among Mexican women age 15 to 19 is one of the highest in Latin America. Working with a team of volunteer teachers, Flores designed a five-week course for secondary-school girls which covers topics like anatomy, sexuality, family planning, teen pregnancy, health, nutrition and decisionmaking. The course, sponsored in part by CEDPA, was exceptionally well-received by school officials and teachers, and sparked the interest of the boys, who asked to be included.

The program's continued growth and success (additional courses were developed for girls and women in the rural areas near Jocotepec) led to replication by nearby commu-

nities. In recognition, El Ojo Del Lago, a community newspaper, honored Flores with a "Project of the Year" award in 1989 and 1990.

Over time, Flores expanded the Better Life Options Program to include not only health education, but environmental awareness and community activism. At the urging of teenagers in the program, she focused her seemingly unlimited energies on cleaning up the badly polluted Lake Chapala.

With help from other community organizations and municipal officials, the Jocotepec Center took the lead in organizing the clean up. More than 400 community volunteers have helped remove water lilies which feed on pollutants, choke out other vegetation, and rob fish of nutrients. Local businesses have lent trucks and tractors and helped fund the effort. It has been so successful that the Mexican government turned over responsibility for the clean up to Flores' Jocotepec Development Center. "Health, ecology and education cannot be separated," said Flores. "They are tied together in everyone's lives. For women that is especially true."

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GLORIA COSPÍN DE HERNÁNDEZ COURAGEOUSLY DEFENDS POLICIES TO IMPROVE WOMEN'S HEALTH

Gloria Cospín de Hernández, a Guatemalan gynecologist, has worked for 16 years to provide sexual education for youth and adults through the Guatemala Association for Sex Education (AGES), a nonprofit national organization founded in 1978. As an advocate for women's health, Dr. Hernández attended the 1993 preparatory meeting for the International Conference on Population and Development. On her return home, she wrote and spoke publicly about the global problem of rapid population growth and the need for expanded reproductive health care and family planning. She convened a national meeting to inform nongovernmental organizations about the conference and build support for reproductive health policies and programs in Guatemala.

In 1994, Dr. Hernández attended the final preparatory meeting for the conference. She was alarmed by the sudden and unexpected opposition of her country's delegation to important sections in the conference document that supported family planning and would improve women's health. She took every opportunity to meet with governmental and other private sector representatives to make her views known. Returning home, she found a misinformation campaign being carried out, attempting to erode support for the conference by erroneously reporting that it was promoting abortion. She felt it incumbent upon herself as a participant to provide factual information and advocate for the goals of the conference.

Although at times facing open hostility and threats to her personal safety, Dr. Hernández

courageously supported the conference's goals of making family planning universally accessible and providing sex education and reproductive health care for adolescents. A series of articles she wrote, explaining the conference issues, was so controversial that it had to be published under the country's "freedom of the press" laws. Dr. Hernández was denounced for her views at meetings of religious organizations and falsely accused of providing abortions.

Dr. Hernández built alliances in her continuing effort to gain public acceptance of the conference goals. With APROFAM, la Asociación de Mujeres Médicas, and el Grupo Convergencia de Mujeres and with the support of UNFPA, AGES held seminars and conferences to discuss the conference document and increase public support for it. The strategy was successful and members of the media and public rallied to the cause of the AGES coalition. In recognition, a local newspaper named Dr. Hernández "Woman of the Week."

Dr. Hernández is now promoting the conference's action plan through AGES' activities. She is proud of what has been achieved. "We can accomplish everything if we are determined and united," she says.

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FACING HIGH TEEN PREGNANCY, GHANA YWCA ADVOCATES FOR SEX EDUCATION AND SERVICES FOR YOUTH

Teenage sexuality is a sensitive and controversial issue throughout the world. In Ghana, the Young Women's Christian Association (YWCA) conducts a successful program for adolescents that has the backing of parents and community leaders. The Ghana YWCA uses advocacy as a key strategy to increase public understanding of teenage sexuality and gain support for adequate resources for youth programs.

In 1991, prompted by the alarmingly high rates of teenage pregnancy, the YWCA adopted the Better Life Options program, in partnership with The Centre for Development and Population Activities (CEDPA). The program encourages young women and girls to delay pregnancy through a combination of education, personal development, skills training, and access to reproductive health services for those who choose to have sex. The YWCA established a Counselling Centre at its branch in Accra, providing family life education, HIV/AIDS education, and family planning services to students and young people in the community, and developed an outreach network of trained volunteers who are assigned to local schools, health centers, churches, markets, civic associations, and youth groups.

With a successful teen sexuality program started, General Secretary Kate Parkes and Assistant General Secretary Gifty Alema-Mensah now actively advocate for sexual education. The YWCA training workshops for outreach leaders and peer educators draw public and

media attention through opening ceremonies and parades. A workshop for peer counselors in the town of Sunyani in Central Ghana was launched by male and female traditional chiefs, high-level regional ministers, the media, and other prominent guests. The chiefs spoke about the problems caused by teenage pregnancy and supported the YWCA's efforts to promote responsible sexual behavior.

The Ghana YWCA has built coalitions with other nongovernmental organizations and the Ghanaian Ministries of Health, Education, Employment and Social Welfare, Science, Environment, and Industry. It has also established partnerships with private companies: Mobil Oil has been an important sponsor of the YWCA's Youth Leadership Training Courses for secondary students.

Mrs. Parkes and Mrs. Alema-Mensah speak at international conferences about the YWCA's pioneering work with youth and advocate for sex education and reproductive health care for adolescents. In 1994, in recognition of her leadership in reproductive health, Mrs. Parkes was appointed to the Ghana delegation to the International Conference on Population and Development in Cairo.

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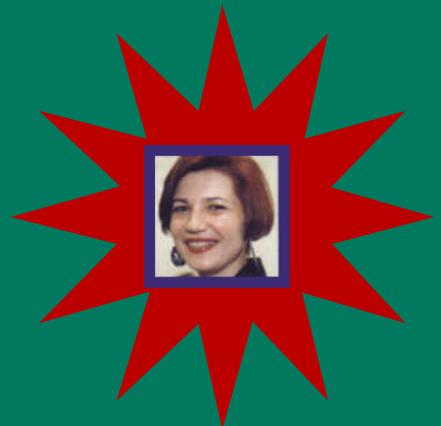
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