Advocacy & Accountability Framework

Table of Contents

Acronyms and Abbreviations

AAF   Advocacy and Accountability Framework

CSO   Civil Society Organization

FBO   Faith-based organization

FP   Family planning

EHR   Emergency and humanitarian response

INGO   International non-governmental organization

LMICS   Lower- and middle- income countries

M&E   Monitoring and evaluation

MEL   Monitoring, evaluation, and learning

NFS   Nutrition and food security

NGA   Non-governmental actor

NGO   Non-governmental organization

OE   Organizational effectiveness

PAI   Population Action International

PET   Public expenditure tracking

PHC   Primary health care

PHE   Population, health, and environment

SDGS   Sustainable Development Goals

SRHR   Sexual and reproductive health and rights

TA   Technical assistance

UHC   Universal health coverage

UN   United Nations

UNDG   United Nations Development Group

UNDP   United Nations Development Programme

UNESCO   United Nations Educational, Scientific and Cultural Organization

UNFPA   United Nations Population Fund

UNICEF   United Nations Children Fund

YLO   Youth-led organization

Foreword

The FP2030 vision is one in which women and girls everywhere have the freedom and ability to lead healthy lives, make their own informed decisions about using contraception and having children, and participate as equals in society. But delivering this vision will take more than one partnership, no matter how committed we are to one another. We must also consider how we deliver on this promise. So, what makes FP2030 different? How will we demonstrate our efforts and hold one another accountable?

The FP2030 vision framework seeks to increase, diversify, and efficiently use financing; transform social and gender norms; and improve system responsiveness to individual rights and needs. The vision formalizes the role of advocacy with a specific focus on expanding the family planning narrative and shaping the policy agenda, with a recognition that evidence-based advocacy will be critical to achieving our objectives. FP2030 vision further strives to strengthen mutual accountability through which governments are obligated to deliver on the commitments they have made, and civil society is galvanized to support implementation and engaged to monitor progress towards achieving the commitments alongside their governing entities.

The COVID-19 pandemic and shrinking family planning budgets are realities that call for heightened action by advocates to safeguard the potential loss of decades of gains realized in family planning programs.

The FP2030 new decade of progress is powered by a solid base of achievements and lessons from FP2020. Tireless multiyear efforts of many governments and partners reached 60 million more women and girls using contraceptives. In West and Central Africa alone, the number of contraceptive users doubled. Hundreds of millions of U.S. dollars in additional funding for family planning was mobilized. Indeed, everyone deserves a pat at the back!

But we know there are 218 million women in low- and middle-income countries who still want to avoid or delay pregnancy, a powerful insight on the magnitude and the urgency of the work ahead. In order to take on this challenge, faster and bolder and powered by "business unusual" tactics, we need a plan, and this is the reasoning behind FP2030's first ever global Advocacy and Accountability Framework.

Shifting the balance of power so that countries are in the lead, decision-making is localized, civil society is a full partner in accountability, and commitments are made and implemented in a culture of transparency places a mandatory call for the FP2030 partnership to set country advocates and regional hubs on a path for success. This Advocacy and Accountability Framework presents an overarching guidance for FP2030 regional hubs and our country partners to develop contextualized operational strategies that ensure the partnership lives in its values, putting countries in the lead to deliver quality regional coordination while remaining globally connected.

Dr. Samukeliso Dube
Executive Director, FP2030
June 2022 | Johannesburg, South Africa

Introduction

FP2030 is the global partnership for family planning. Building on the successes and lessons of FP2020, the family planning community is embarking on a new decade of progress. The FP2030 partnership will preserve and expand on the best of FP2020, but shift the balance of power so that countries are in the lead, decision making is localized, civil society is a full partner in accountability, and commitments are made and implemented in a culture of transparency.

Advocacy and accountability are twin pillars of the FP2030 agenda. Evidence-based advocacy is the engine that drives progress on family planning and makes the partnership's goals possible; accountability is the backbone that ensures commitments are met. Civil society has a central role to play in both.

The FP2030 partnership is committed to advancing advocacy and accountability by facilitating a stronger and more coordinated approach at the country, regional, and global levels. The FP2030 partnership is also committed to strengthening the ecosystem for civil society engagement by cultivating strong civil society coalitions, developing capacity, fostering the use of data and evidence for advocacy, and facilitating the flow of information between policymakers and civil society organizations.

> **»**
>
> **Strategic advocacy agendas will be shaped at the regional and country levels, in keeping with local needs and contexts.**

The FP2030 Advocacy and Accountability Framework is not intended as a strategy document to identify specific advocacy actions. Strategic advocacy agendas will be shaped at the regional and country levels, in keeping with local needs and contexts. The Framework is instead intended to serve as a partnership-wide support structure that will enable those locally driven strategies to succeed. This document is a conceptual guide that outlinesthe role of advocacy and accountability in the FP2030 movement, and makes recommendations about how advocacy and accountability will be delivered, strengthened, funded, coordinated, and evaluated.

The framework is organized into three sections:

- **Part 1: Advocacy and Accountability in the FP2030 Agenda**
  The overarching purpose of advocacy and accountability is to strengthen political will and commitment to family planning and to hold governments and other commitment makers to account for their pledges. This section outlines FP2030's high-level priorities for advocacy, the pathways for change, and the FP2030 Accountability Framework for tracking commitments.

- **Part 2: A Sustainable and Strong Ecosystem**
  Civil society organizations need to be strong, capable, and well-funded to carry out their critical roles in advocacy and accountability. This section outlines strategies for strengthening the capacity of civil society and youth advocates, articulates the investments needed for a strong and sustainable ecosystem, and offers guidelines on alignment and coordination.

- **Part 3: Monitoring, Evaluation, and Learning (MEL) for Advocacy**
  Monitoring and evaluating advocacy is critical to ensure effectiveness, improve performance, foster learning, and close the loop on accountability. This section provides a brief overview of MEL concepts and includes resources to assist advocates in setting up a MEL system.

Key Considerations

The FP2030 Advocacy and Accountability Framework builds on the achievements and lessons learned from the FP2020 era. A number of cross-cutting considerations govern this framework, reflecting the values and vision of the FP2030 partnership:

Global scope with a universal opt-in model for commitments. Whereas FP2020 focused on a predetermined list of 69 countries, the FP2030 partnership is open to any country or organization that wishes to make a commitment to advancing rights-based family planning. The new opt-in model provides the opportunity to expand the partnership's impact to more countries, foster regional learning, and construct a broader base for sustainable family planning progress. The opt-in model also recognizes that in many countries, national-level indicators mask deep inequalities among key populations at the subnational level.

Country-led goals with mutual accountability for results. Rather than setting a numeric goal for the overall initiative, the FP2030 partnership will support each country's individually defined goals for family planning. Governments are encouraged to collaborate with civil society throughout the lifecycle of their commitments, from the initial shaping of objectives to monitoring and validating progress. This will require a strong and sustainable ecosystem for advocacy and accountability that leverages local advocates' expertise and allows citizens to drive decision making about their own health.

Intentional foregrounding of civil society and especially youth-led organizations. The FP2030 partnership places critical importance on the role of civil society and youth-led organizations as advisors and watchdogs in advocacy and accountability processes. The localization principle means that work being implemented within a community or geography should be led within that same community or geography. Civil society advocates have the platforms, knowledge, and experience to address obstacles and drive progress on family planning in their communities, countries, and regions. Youth advocates should be recognized and leveraged not only for their expertise and connection to their communities, but as integral participants in identifying needs and designing and executing strategies. Meaningful youth engagement in advocacy and accountability must be intentional and properly funded.

Note: Youth advocates and youth-led organizations (YLOs) are a subset of civil society, which is defined as "the area outside the family, market, and state."[1] Civil society includes community groups, grassroots organizations, social movements, non-governmental organizations (NGOs), labor unions, faith-based organizations, professional associations, and all other non-profit, non-government organizations and groups. Throughout this document, references to civil society and civil society organizations (CSOs) should be understood to include youth advocates and YLOs, even when they are not specifically highlighted.

Decentralized Support Network with Regional Hubs. The centralized FP2020 Secretariat has given way to the decentralized FP2030 Support Network, with five **Regional Hubs** spread across the globe. Each Regional Hub will develop an advocacy strategy that is specific to that region, and will work with country and regional actors to support their family planning priorities. Each hub will also work to strengthen the advocacy and accountability ecosystem through technical assistance, relationship building, shared learning, and partner coordination. The North America and Europe Hub will facilitate global coordination and the establishment of a partnership-wide agenda, and will provide support to the other hubs as they develop regional advocacy strategies.

Data and evidence-based advocacy. The emphasis on high-quality data for family planning was a hallmark of the FP2020 initiative and will continue to play a central role in FP2030. The partnership can capitalize on this strength by ensuring that advocates have access to the latest data and evidence to support their work. High-quality data and evidence create a strong toolkit for advocates to use and translate directly into advocacy "wins." Data are also central to accountability, and FP2030's wealth of numerical information must be socialized throughout the advocacy and accountability ecosystem so that civil society actors can access, understand, analyze, and use it.

Human rights-based approach. Human rights are central to FP2030's mission, which seeks to promote voluntary rights-based family planning, gender equality, and equitable partnerships with adolescents, youth, and other marginalized populations. Human rights—including the right to advocate— are also central to the partnership's advocacy and accountability agenda. Access to family planning is a question of reproductive justice, and meaningful change will not happen without communities defending and demanding their health rights as individuals.

Strategic collaboration. FP2030 is designed to serve as a platform for coalition building and cross-sectoral partnership, deepening family planning's engagement with other sectors and making the case for family planning as central to broader narratives. Unlocking the full power of partnership is key to growing and sustaining the family planning movement. The advocacy mandate is to integrate family planning more fully and visibly into health and development agendas and to articulate the key role of family planning in achieving universal health coverage (UHC), strengthening primary health care (PHC), improving individual prosperity, building human capital, and advancing gender equality and women's rights.

Note: Countries and their respective FP2030 Regional Hubs will be expected to domesticate what works for their relevant local context. This framework is designed to recognize that there are other partner-led initiatives that will better inform context-specific operationalization and adaptation.

Advocacy and Accountability in the FP2030 Agenda

Evidence-based advocacy for family planning is a core function of the FP2030 partnership. To create the enabling environment necessary to achieve the partnership's aims, it is essential that the case for family planning be made—compellingly and consistently— at the country, regional, and global levels. Lessons from FP2020 demonstrate that advocacy led by local CSOs and youth is often more successful in achieving increased community support and engagement, high-quality service delivery, outreach to the most vulnerable, and program accountability to the communities served.[2]

Accountability is integral to the FP2030 commitment process. A commitment to FP2030 is a commitment to prioritizing both internal and external accountability measures to ensure that progress is made toward individual commitments and the partnership's collective vision. FP2030's approach to accountability strengthens the role of civil society—including youth advocates—and requires a framework for mutual accountability from the start.

Advocacy Priorities and Pathways for Change

While specific advocacy priorities and actions will be defined at the regional and country level, the partnership's shared agenda can be grouped into four overarching priorities and five key pathways for change, listed below. In addition, the partnership will seek to cultivate a spirit of innovation and foster promising new approaches to advocacy.

PRIORITIES

Strengthening political will to deliver on FP2030 commitments

Increased political and financial attention is needed by governments and all stakeholders to ensure that progress on FP2030 goals is fast-tracked. Governments are duty-bearers, and civil society advocates have the right and the responsibility to hold leaders to account for their FP2030 commitments and for the promises they made by adopting the Sustainable Development Goals, the Programme of Action of the International Conference on Population and Development, the Beijing Platform for Action, and other international frameworks.

Actions under this priority may include championing family planning in the public square; engaging in dialogue with government leaders; cultivating working relationships between commitment makers and their constituents; and collaborating with policymakers to help shape, implement, and track commitments that truly meet the needs of citizens.

Promoting the development and adoption of policies that support rights-based family planning

FP2030 defines **rights-based family planning** as "an approach to developing and implementing programs that aims to fulfill the rights of all individuals to choose whether, when, and how many children to have; to act on those choices through high-quality sexual and reproductive health services, information, and education; and to access those services free from discrimination, coercion, and violence."

> **Civil society advocates have the right and the responsibility to hold leaders to account for their FP2030 commitments.**

Actions under this priority may include advocating the removal of legal restrictions on women and girls' access to SRH products and services; ensuring universal access to modern contraceptives without parental, spousal, or third-party consent; promoting the right of all persons to choose a partner, get married or divorced, and decide whether, when, and with whom to have children; participating in national policy discussions and decision-making processes to accurately represent the needs of communities; and encouraging the development and adoption of adolescent and youth-focused legislation.

Improving the implementation of family planning policies and programs

Policymaking is only one part of the advocacy process for rights-based family planning; another is ensuring that policies and programs are implemented in keeping with the rights-based approach. This requires advocating for health systems that prioritize the needs of women and girls and consistently deliver quality of care.

Actions under this priority may include promoting the use of **High Impact Practices in Family Planning**; monitoring the delivery of FP commodities and services within national health systems; and supporting health workers to monitor and track commodity quantification, procurement, and stock levels.

Increasing the allocation of domestic resources to family planning and related sectors at the national and sub-national levels

Strategic advocacy at the national level to prioritize resource allocation and budgeting for family planning is key to seeing country commitments met. Similarly, enabling sub-national actors to contribute to the process of resource allocation and budget decisions, and empowering them to adopt national policies and programs in support of FP, ensures that resources can reach the last mile.

Actions under this priority may include advocating for increased funding from local authorities, national governments, and donors; strengthening capacity to effectively engage in country resource allocation processes; actively engaging related sectors to ensure appropriate resource distribution; and promoting budget and resource allocations that respond to the unique needs of adolescents and youth.

PATHWAYS FOR CHANGE

Data-driven and evidence-based advocacy

Data and evidence are key to driving informed decision making. Anchoring advocacy in data and evidence will ensure that messages are backed by accurate information and that practical policies are formulated and implemented. Advocates also need to be equipped with the necessary technical expertise to engage with other stakeholders when tracking country commitments. This requires retrieving and using public or private information that is verifiable, reliable, updated, and relevant.

TABLE 1

DATA-DRIVEN AND EVIDENCE-BASED ADVOCACY

ACTIONS	EXPECTED OUTCOMES
• Develop and deliver persuasive, evidence-based and solution-oriented advocacy messages that resonate with key decision makers who can implement change. • Develop a knowledge base for best practices to guide informed decisions in policy formulation, program design, and practice.[3] • Improve systems such as data collection and analysis tools and budget impact analysis, and set up dedicated evidence units.[4] • Build relationships and communities of practice that enhance the use of evidence.[5]	• A well-developed knowledge base is in place for informing advocacy action. • Policy advocacy, formulation, and implementation are guided by data and evidence. • Applicable and locally led interventions are developed.

Building strategic partnerships

Problem solving should be contextualized to take advantage of unique and strategic partnerships and address cross-cutting issues. This means acknowledging existing civil society partnerships as well as the private sector and other FP stakeholders, and bringing in their strengths to galvanize action. In addition, the "Nothing about us without us" principle should guide youth-led advocacy engagements. This calls for involving adolescents and youth in identifying the issues at stake and strengthening their capacity so they can lead their advocacy initiatives.

TABLE 2
BUILDING STRATEGIC PARTNERSHIPS

ACTIONS	EXPECTED OUTCOMES
• Understand the in-country decision-making apparatus: how the budgetary process works, what key departments are involved, and which decision makers to engage.[6] • Identify and recruit FP champions, such as parliamentarians, who are strategically positioned to support family planning and know their way around government agencies, relevant organizations, and communities.[7] • Collaborate and align activities of sub-national and national CSOs; identify current advocacy activities to avoid duplicating efforts. • Pool regional partnership resources to support the funding and running of local CSOs. • Share and promote the use of High Impact Practices through advocacy. • Leverage universal health coverage (UHC), primary health care (PHC), and gender initiatives. • Map and collaborate with media outlets, including optimizing social media platforms.	• Coalitions and networks function effectively to advance FP2030 country commitments. • FP champions are identified and engaged. • Strong FP environments are supported through pooled resources and effective knowledge exchange. • Regional coordination for FP commodity security is improved. • FP is integrated in UHC, PHC, and gender policies and funding priorities. • Media outlets, including social media, are leveraged for advocacy and accountability.

Planning for opposition

Opposition to sexual and reproductive health and rights (SRHR) continues to be well-funded and coordinated. Countries are slow to adopt policies in support of SRHR because it is a highly politicized topic. Advocates must use their voices beyond pushing for the achievement of FP country commitments; they must strategically position themselves with effective tactics to counter resistance to FP policies and related SRHR issues.

TABLE 3

PLANNING FOR OPPOSITION

ACTIONS	EXPECTED OUTCOMES
• Carry out a thorough landscape analysis and map the opposition. Understanding the motives, tactics, and messages of opposition groups is critical for countering arguments and strengthening advocacy. • Employ FP champions to galvanize action amongst decision makers, shape the policy environment and strengthen accountability, and create partnerships with decision-making bodies that can support and counter FP opposition.[8] • Adopt sensitive and effective tactics for FP messaging, such as collaborating with religious leaders and faith-based organizations (FBOs) and maintaining parent/guardian outreach when addressing youth. • Encourage knowledge sharing on best practices to reduce stigma and counter sociocultural FP opposition. • Engage all genders in FP interventions and understand their divergent needs. • Develop stronger grassroots movements to challenge FP opposition.	• The opposition is mapped and analyzed. • FP champions are mobilized. • Effective tactics to counter FP opposition are developed. • Community engagement on FP is healthy and sensitive to sociocultural norms. • Political will in favor of FP2030 commitments is increased. • Knowledge is improved to counter myths and misconceptions around FP adoption. • Social groups are mobilized to counter FP opposition.

Improving investments in advocacy initiatives

While advocates are essential for ensuring a healthy FP commodity and service environment, they are often underfunded and lack the necessary investments to help them run effectively. Crucial investments must be made to improve their program effectiveness and sustainability.

TABLE 4

IMPROVING INVESTMENTS IN ADVOCACY INITIATIVES

ACTIONS	EXPECTED OUTCOMES
• Develop expertise and support the preparedness of CSOs to source FP financing. • Invest in SRHR integrated service delivery and joint advocacy efforts to ensure that FP is not left behind and that FP interventions cater to individual needs.[9]	• FP funding from governments and donors is sustained. • Advocates' capacity is strengthened.

Effective communication and messaging

Communication in family planning is crucial for the adoption of interventions. Information must be packaged with an understanding of the different sensitivities of various audiences. In addition, advocates must be able to highlight the value of family planning beyond social gains, addressing the positive economic impact as well.

TABLE 5

EFFECTIVE COMMUNICATION AND MESSAGING

ACTIONS	EXPECTED OUTCOMES
• Package data and evidence in a way that is comprehensible and relevant to different stakeholders. • Consider creating new entry points for communication, such as outreach to journalists and engagement with political circles through champions or parliamentary networks. [10] • Support grassroots CSOs in capacity strengthening to improve their advocacy and communication practices.[11] • Develop effective messaging practices for social media spaces.	• Audiences understand the role they play and the different points and tactics of engagement. • Information is packaged to ensure that policy influencing is effective. • Advocates' capacity is strengthened.

Advocates must strategically position themselves with effective tactics to counter resistance to FP policies and related SRHR issues.

Accountability: The FP2030 Accountability Framework

The FP2030 Accountability Framework is designed to ensure that all commitments made to the partnership are developed and implemented in a culture of transparency, shared knowledge and evidence, and collective responsibility. In the FP2030 view, accountability is best understood as a collaborative joint endeavor, enabling governments and other commitment makers to achieve their goals and serve their constituents in the most effective way possible. Accountability is also a way of ensuring that laws, policies, programs, and services fulfill the needs and rights of intended beneficiaries and do no harm.

DEVELOPING THE FRAMEWORK

As part of the transition from FP2020 to FP2030, the partnership undertook a detailed review of what had worked and not worked in terms of accountability during the FP2020 era. While many of the FP2020 country commitments led to policy changes and additional budget line items for family planning, there were still many outstanding accountability challenges. Policies were not always fully implemented, budgets were not always fully disbursed, and civil society engagement in the reporting process was inconsistent.[12] Many countries lagged behind on their commitments.

To ensure that the new partnership would incorporate a stronger approach to accountability, a participatory process was launched to guide development of the FP2030 Accountability Framework. In 2020 an accountability advisory group was created, with 20 global and country level accountability experts serving as advisors to the FP2030 team. FP2030 also partnered with Palladium to map accountability tools for the **FP2030 Commitment Toolkit**.

> The centerpiece of the FP2030 approach is the principle of mutual accountability.

MUTUAL ACCOUNTABILITY

At its most fundamental level, accountability is defined in terms of answerability (duty bearers must answer to their constituents for the decisions they make and the actions they take), and enforceability (there must be a way to ensure that duty bearers fulfill their responsibilities).[13]

The centerpiece of the FP2030 approach is the principle of mutual accountability. A mutual accountability approach means that governments, in collaboration with key stakeholders, are obligated to deliver on the commitments they have made, and citizens are engaged to monitor their government's progress and support implementation.

In order for this approach to work, country commitments must articulate clearly defined goals,

along with a plan for achieving them and a process for measuring progress. Accountability structures and processes should span the full cycle of the commitment—assessing previous commitments, developing and implementing new commitments, tracking progress—and, where feasible, extend to subnational units as well.

Civil society organizations are ideally situated to partner with governments in this type of mutual accountability relationship. CSO-led accountability mechanisms create a platform for citizens to help shape the commitments that are made and how they are structured, to participate directly in the implementation of programs, to monitor progress in real time, and to insist that their needs be met and their rights upheld.

FIGURE 1

MUTUAL ACCOUNTABILITY FRAMING

While governments are responsible for delivering on the commitments they make, they cannot do it alone.

Collaborative approaches depend on trust and goodwill between governments and civil society.

Civil society drives accountability by working with governments to monitor progress and advocate for action.

Implementing partners support commitments with programs that are consistent with national priorities.

Donors support commitments through financial and technical assistance.

FP2030 ensures information on country progress is shared through annual reports and country updates.
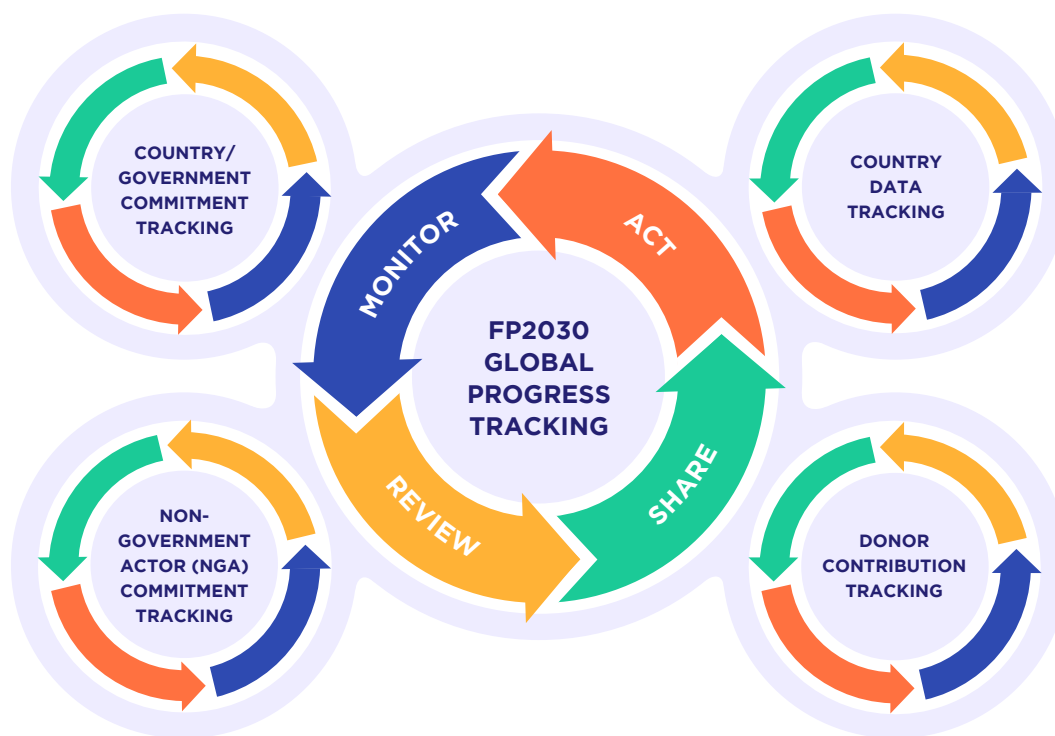
THE ACCOUNTABILITY FRAMEWORK

While country commitments set the blueprint for progress on family planning, other commitment makers are also crucial. Commitments to the FP2030 partnership are multidisciplinary and complex, involving a wide range of actors: governments, international donors, multilateral agencies, implementing partners, the private sector, and civil society organizations. The FP2030 Accountability Framework (FIGURE 2) includes mechanisms to track progress on each type of commitment.

The framework comprises four parallel cycles, each of which feeds into the process of tracking global progress on the partnership overall. Two of the cycles (Donor Contribution Tracking and Country Data Tracking) are continuations of mechanisms used by FP2020. Two of the cycles (Country Commitment Tracking and Non-Government Actor Commitment Tracking) have been newly designed for FP2030.

FIGURE 2

FP2030 GLOBAL PROGRESS TRACKING
Monitor * Review * Share * Act

The framework employs the monitor-review-share-act sequence pioneered by the FP2020 accountability framework.[14] Together these processes form a cycle of learning, action, and continuous improvement:

Monitor refers to gathering information about what is happening and what has been done. This includes collecting data on family planning services, tracking expenditures, and recording specific actions taken by commitment makers.

Review means analyzing information to assess whether family planning outcomes have improved and whether progress is being made on commitments. This is also an opportunity to recognize success, draw attention to good practices, identify shortcomings, and recommend remedial actions.

Share refers to the way FP2030 functions as a transparent, inclusive, creative hub for collaboration on family planning. This is also the mechanism by which each of the individual cycles feeds into the larger global cycle, allowing for cross-pollination of evidence, data, and results. Knowledge sharing and learning are emphasized, and multiple feedback loops link efforts and outcomes across the partnership.

Act means using the evidence that emerges from the review and share processes and taking the necessary steps to accelerate progress. This includes supporting and adopting policies and programs that are having a positive impact and bringing them to scale, taking action to address what is not working, sharpening commitments and objectives, learning from best practices, aligning funding to maximize impact, and advocating for change.

All four cycles feed into the larger cycle of Global Progress Tracking. The FP2030 Support Network, working through the Regional Hubs, compiles and synthesizes the results from the four parallel cycles to produce an annual picture of the initiative's progress as a whole. The results are published in the FP2030 Annual Report and on the FP2030 website.
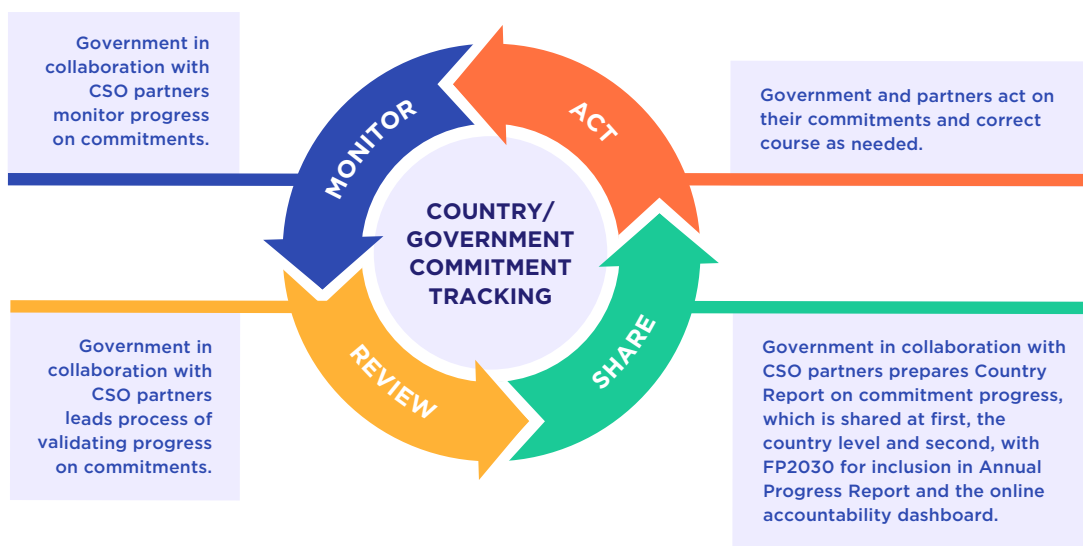
Country Commitment Tracking

The country accountability process is centered on each government's responsibility to its own citizens. The government in each commitment-making country collaborates with local CSOs and other stakeholders to track and validate progress on the government's FP2030 commitments, using mechanisms such as the Motion Tracker or Community Score Card.

Together the government and CSOs prepare an annual Country Report summarizing their progress, which is shared at the country level first and then with FP2030 for publication in the annual report and on the FP2030 website.

COUNTRY COMMITMENT TRACKING
FP2030 Global Progress Tracking

Government in collaboration with CSO partners monitor progress on commitments.

MONITOR

ACT

Government and partners act on their commitments and correct course as needed.

COUNTRY/ GOVERNMENT COMMITMENT TRACKING

Government in collaboration with CSO partners leads process of validating progress on commitments.

REVIEW

SHARE

Government in collaboration with CSO partners prepares Country Report on commitment progress, which is shared at first, the country level and second, with FP2030 for inclusion in Annual Progress Report and the online accountability dashboard.

FP2030 Accountability Dashboard

To improve the transparency of commitment tracking and provide a central portal to visualize progress and bottlenecks, FP2030 plans to develop an accountability dashboard, an online platform for civil society and governments to highlight country progress against commitments and monitor accountability trends across countries/regions. Local CSOs in each country will be equipped to equipped to upload country progress information that can be used at the national and subnational level for advocacy and decision making, and eventually linked with regional and global progress. The dashboard will be designed and developed in collaboration with the Samasha Medical Foundation and PAI; an initial pilot phase (in six countries, to be determined) is anticipated in 2024–2025.

Civil society and the government work together to ensure that:

Policies and strategies to support a healthy FP environment are established

FP programs and services are developed and introduced to communities

There is consistent and timely release of financial resources and quality human resources for service delivery

There is transparency, open monitoring, and safeguarding of programs along with course-correction as needed.
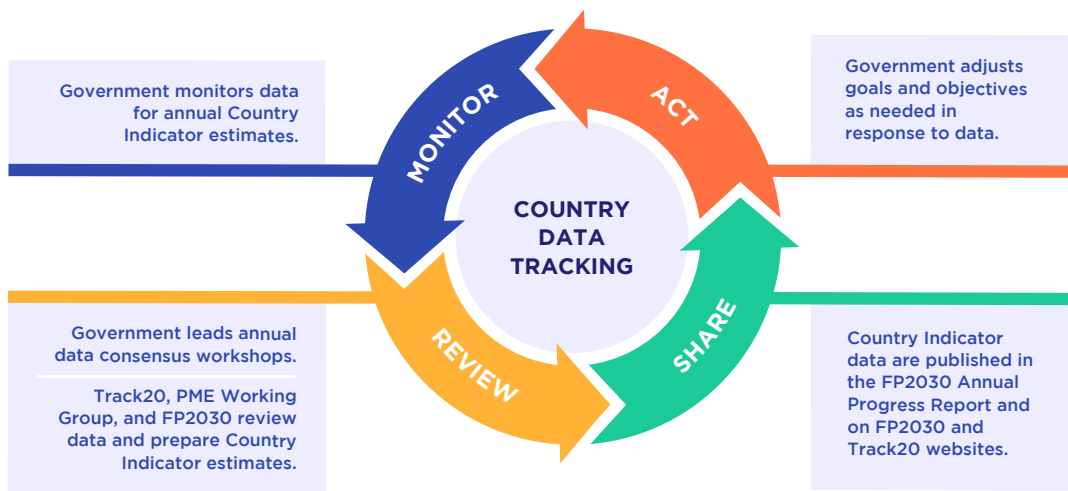
Country Data Tracking

This is the annual country-led process of compiling data and preparing estimates for the country indicators (formerly the Core Indicators), undertaken with assistance from Track20 and FP2030. The suite of indicators has been updated for the **FP2030 Measurement Framework**, but the overall process in each country remains the same. The country indicator estimates are published in the FP2030 Annual Progress Report and on the FP2030 and Track20 websites.

To accommodate the more inclusive FP2030 partnership, the scope of annual country reporting has expanded. F2020 reported data for all 69 FP2020 focus countries, regardless of whether they had made commitments or not. As a starting point for annual reporting, FP2030's geographic scope includes all 82 low and lower-middle income countries, using the World Bank's gross national income (GNI) per capita classifications as of 2020.[15] The scope of future reporting will continue to be adjusted as countries (including upper-middle income countries) make commitments and as income groupings change over time.

COUNTRY DATA TRACKING
FP2030 Global Progress Tracking

Government monitors data for annual Country Indicator estimates.

MONITOR

ACT

Government adjusts goals and objectives as needed in response to data.

COUNTRY DATA TRACKING

Government leads annual data consensus workshops.

Track20, PME Working Group, and FP2030 review data and prepare Country Indicator estimates.

REVIEW

SHARE

Country Indicator data are published in the FP2030 Annual Progress Report and on FP2030 and Track20 websites.

Civil society and youth advocates can contribute to the accuracy and effectiveness of FP2030 data tracking in two key ways:

By promoting the collaboration of local CSOs in data systems and knowledge sharing to avoid replication, redundancy, and overburdening of systems.[16]

By encouraging data and evidence disaggregation to realistically and responsibly support FP interventions that meet the needs of all women and girls, including marginalized groups.[17]
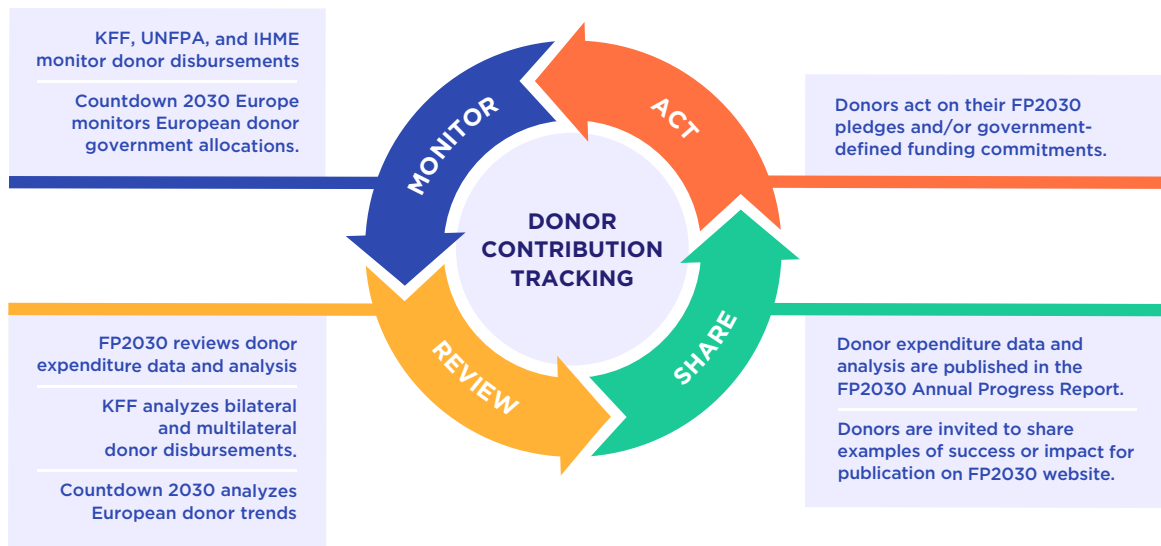
Donor Contribution Tracking

International donor funding for family planning is tracked by a number of organizations, with the results from KFF (the Kaiser Family Foundation), Countdown 2030 Europe, and other partners contributing to FP2030's annual report on resource mobilization. Donors are also invited to share their own self-reports for publication on the FP2030 website, highlighting examples of the success or impact of their funding decisions.

FIGURE 5

DONOR CONTRIBUTION TRACKING
FP2030 Global Progress Tracking

KFF, UNFPA, and IHME monitor donor disbursements

Countdown 2030 Europe monitors European donor government allocations.

MONITOR

ACT

DONOR CONTRIBUTION TRACKING

REVIEW

SHARE

Donors act on their FP2030 pledges and/or government-defined funding commitments.

FP2030 reviews donor expenditure data and analysis

KFF analyzes bilateral and multilateral donor disbursements.

Countdown 2030 analyzes European donor trends

Donor expenditure data and analysis are published in the FP2030 Annual Progress Report.

Donors are invited to share examples of success or impact for publication on FP2030 website.

The bulk of international donor funding is supplied by governments, although disbursements from a handful of private foundations are also captured by these mechanisms. Because donor governments do not always express their funding intentions through formal commitments to external entities such as FP2030, this cycle is focused on tracking contributions rather than commitments. Nevertheless, monitoring agencies such as KFF and Countdown 2030 Europe carefully track and analyze the extent to which governments are following through on their stated intentions.
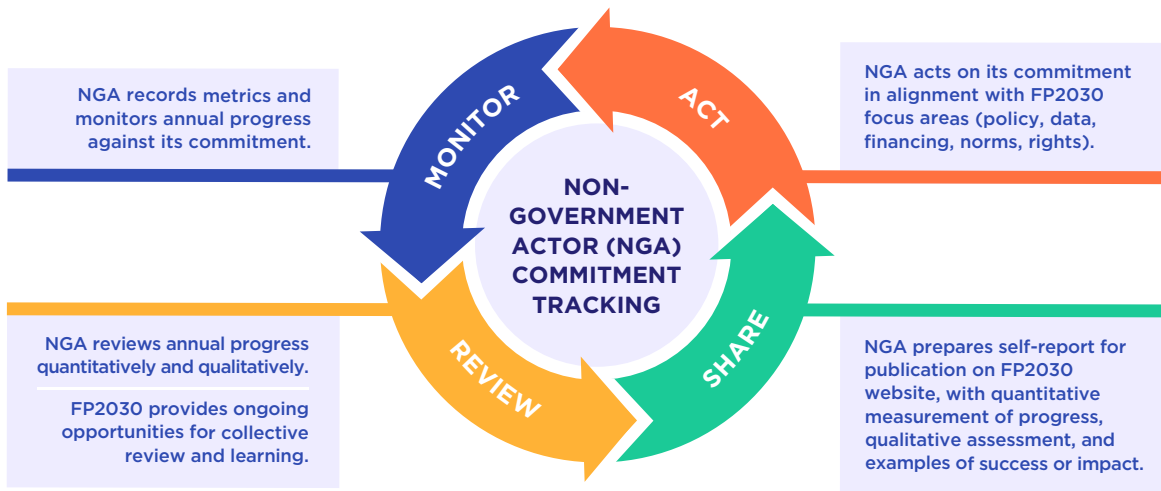
Non-Governmental Actor (NGA) Commitment Tracking

The NGA category includes all FP2030 commitment makers other than governments: civil society organizations, international NGOs, the private sector, philanthropic foundations, and multilateral agencies. For NGA commitment makers, the accountability cycle revolves around an annual, streamlined self-reporting process. Each NGA is responsible for recording its own metrics and milestones against its FP2030 commitment, and preparing a self-report with both quantitative and qualitative analysis as well as examples of impact. This self-report is then shared with FP2030 for publication on the partnership's website.

NON-GOVERNMENT ACTOR COMMITMENT TRACKING
FP2030 Global Progress Tracking

NGA records metrics and monitors annual progress against its commitment.

MONITOR

ACT

NGA acts on its commitment in alignment with FP2030 focus areas (policy, data, financing, norms, rights).

NON-GOVERNMENT ACTOR (NGA) COMMITMENT TRACKING

NGA reviews annual progress quantitatively and qualitatively.

FP2030 provides ongoing opportunities for collective review and learning.

REVIEW

SHARE

NGA prepares self-report for publication on FP2030 website, with quantitative measurement of progress, qualitative assessment, and examples of success or impact.

For civil society and youth advocates who are FP2030 commitment makers, the annual self-report cycle offers an opportunity to share the results from internal MEL processes, as outlined in Part 3.

Advocates can also draw on the data from other cycles, such as Country Data Tracking, to inform their high-level impact indicators.

TOOLS FOR SOCIAL ACCOUNTABILITY

Accountability can be achieved through a variety of approaches, each designed with a different purpose and level in mind. The **FP2030 Commitment Toolkit** includes several promising examples of **accountability mechanisms** that are currently being used to track the implementation of commitments, policies, and strategies at the national or subnational level. It is not an exhaustive list, however, and the family planning community is invited to identify and implement additional approaches.

Social accountability can be government-led, such as when the government invites civil society and citizens to participate in planning or budgeting, or it can be led by citizens or CSOs. Social accountability mechanisms in FP and reproductive health typically seek to monitor public services, influence and monitor financing, or collaborate on planning and/or management.[18] TABLE 6 provides an overview of the types of social accountability tools and their use in tracking FP investments and performance.

TABLE 6
SOCIAL ACCOUNTABILITY TOOLS AND FUNCTIONS IN FP ACCOUNTABILITY PROCESSES

TOOL	DESCRIPTION	ACCOUNTABILITY FUNCTION FOR FAMILY PLANNING
SOCIAL AUDIT	Monitors expenditure on public projects	Infrastructure is a key input in facilitating access to quality FP services in health facilities. The Ministry of Health often develops standards to guide delivery of FP services in health facilities. Social audits can be used to assess the status of infrastructure, equipping, and staffing of FP units.
PUBLIC EXPENDITURE TRACKING (PET) SURVEY	Monitors flow of resources to service delivery points	By using a PET survey, advocates gain a better understanding of investments made toward family planning, the sources of those investments, and whether the investments translate to quality family planning services for citizens at service delivery points.
CITIZEN REPORT CARD	Determines citizen perception toward a service	Civil society and youth can use citizen reporting to measure the perceptions of citizens—women and youth—toward family planning services.
COMMUNITY SCORECARD	Measures quality of service at a service delivery point	Advocates can monitor the quality of family planning services using the community scorecard at the sub-national level.

A Sustainable and Strong Ecosystem

In order to have a strong and sustainable ecosystem for advocacy and accountability, advocates must be equipped with the knowledge, skills, tools, and networks that will enable them to perform their role optimally. They also require funding, both for short-term advocacy objectives and for long-term organizational effectiveness. Funding is what allows progress in family planning to build and continue, with sustained advocacy and support from a healthy, engaged civil society.

As donor priorities continue to shift and political landscapes evolve, the ultimate success of the FP2030 agenda will hinge on the establishment of strong, sustainable ecosystems for advocacy and accountability in each country.

Strengthening Capacity for Civil Society & Youth Advocates

While civil society and youth advocates achieved many noteworthy successes during the FP2020 era, the partnership's closing review documented a number of widespread challenges that hindered their effectiveness. These findings were corroborated by focus group discussions and key informant interviews, which sought to drill down on the most critical capacity challenges affecting civil society and youth advocates.

TABLE 7 outlines the key capacity gaps facing advocates, along with strategies for addressing each. A capacity-strengthening framework that covers foundational knowledge, tools, and skills is required, with support from country partners, Regional Hubs, and the global FP2030 Support Network. Capacity strengthening should focus not only on advocates' engagement at the local level, but also opportunities that link local advocacy experiences with higher level dialogues at the regional and global level (such as the African Union, the European Union, and the United Nations).

TABLE 7

STRATEGIES TO ADDRESS LIMITED ADVOCACY AND ACCOUNTABILITY CAPACITY
Strategies to address capacity gap, by stakeholder group below.

1ST CAPACITY GAP
Limited advocacy knowledge and execution skills

COUNTRY PARTNERS	Develop, source, and adopt existing capacity strengthening tools and training aids.
	Support peer learning through networks and partnerships.
	Participate in national, regional, and global knowledge sharing and capacity strengthening forums.
	Provide mentorship and coaching for CSOs and YLOs.
FP2030 REGIONAL HUBS	Develop systems, structures, and tools, including training resources and aids for regional capacity strengthening.
	Support incubation of capacity development ideas.
	Translate capacity strengthening tools and knowledge information into multiple languages.
FP2030 SUPPORT NETWORK	Document, partner, and share knowledge.
	Offer targeted technical assistance to regional and country partners.
OUTCOMES	**Advocacy capacity is increased across all levels.**
	Systems and resources are in place for knowledge management and capacity strengthening.
	Peer learning is fostered.

2ND CAPACITY GAP
Limited resource mobilization and fundraising skills

COUNTRY PARTNERS	Map and organize peer capacity strengthening sessions through country networks.
	Document and share knowledge.
	Map capacity needs and incorporate them in grant proposals.
FP2030 REGIONAL HUBS	Facilitate capacity strengthening on fundraising and grants management for country level partners.
	Conduct outreach to donors and facilitate linkage to potential country partners.
FP2030 SUPPORT NETWORK	Link country and regional hubs with potential donors.
	Leverage resources with regional and country partners.
	Mobilize partnerships and coordinate global sharing.
OUTCOMES	**Diversity, equity, and inclusion are improved through increased resources to country level partners.**
	The advocacy ecosystem is financially resilient.

3RD CAPACITY GAP
Challenges with building resilient organizations, networks, and partnerships

COUNTRY PARTNERS	Map and communicate Technical Assistance (TA) needs with the regional hubs and other TA organizations.
	Build organizational effectiveness activities into grants and/or negotiate for TA.
	Support peer learning.
	Strengthen partnerships by building dedicated umbrella hubs to accelerate knowledge sharing and improve infrastructure for coordination.
FP2030 REGIONAL HUBS	Facilitate regional coordination knowledge management and sharing.
	Plan and organize targeted TA, mentorship, and coaching, both for technical skills and organizational effectiveness.
FP2030 SUPPORT NETWORK	Plan and organize targeted TA, mentorship, and coaching, both for technical skills and organizational effectiveness.
OUTCOMES	**CSOs and YLOs are better integrated in networks.**
	Networks and partnerships are sustainable, functional, and resilient.
	CSO and YLO organizational systems and governance are improved.

4TH CAPACITY GAP
Ineffective participation in public policy and accountability dialogue and planning

COUNTRY PARTNERS	Learn and apply participatory budget and policy dialogue tactics and approaches.
FP2030 REGIONAL HUBS	Assemble learning tools and facilitate targeted technical assistance. Innovate and share tools and approaches.
FP2030 SUPPORT NETWORK	Render targeted technical assistance. Innovate and share tools and approaches.
OUTCOMES	**Funding and investments for policy-influencing engagements are improved.** **Legislation, policies, and programs prioritize rights-based family planning and SRHR.**

5TH CAPACITY GAP
Limited ability to access and/or generate data to support evidence-based policy and accountability engagements

COUNTRY PARTNERS	Use existing tools and approaches to landscape the policy, funding, and political economy for FP. Build data access relationships. Include data collation and analysis and product development in advocacy grants.
FP2030 REGIONAL HUBS	Build country partners' capacity to collate and analyze data and develop data-driven messages and presentations. Support data disaggregation to inform advocates' action on the demographic dividend, rights-based approaches, and other issues.
FP2030 SUPPORT NETWORK	Support user-targeted learning on data generation and analysis. Translate knowledge products into multiple languages and format for advocacy.
OUTCOMES	**Use of data by advocates and decision makers is increased.** **Policies and agendas are informed by evidence.** **Rights-based advocacy initiatives and policies are strengthened** **Advocates engage effectively in policy dialogues and overall policy spaces.**

6TH CAPACITY GAP

6 **Challenges with managing opposition from government ministries, technical experts, and officials on CSO and youth-led policy and accountability dialogues**

COUNTRY PARTNERS	Strengthen political and technical negotiation and engagement skills.
	Map the local socio-cultural factors (values, attitudes, and beliefs concerning FP) that are driving opposition.
	Continuously monitor the extent and severity of threats and opposition.
	Develop and implement alternative narratives to counter opposition and threats.
	Build movements for local response.
	Track the uptake of alternative narratives.
FP2030 REGIONAL HUBS	Facilitate dialogue and partnership building.
	Provide or broker funding and technical assistance (coaching, mentorship) to country partners and movements.
	Facilitate collective actions, media engagements, and campaigns.
	Consolidate intelligence and facilitate sharing, learning, and the planning of counteractions.
FP2030 SUPPORT NETWORK	Champion and support advocates.
	Provide or broker funding and technical assistance to country partners and movements.
	Amplify regional voices and actions.
	Link country and regional initiatives with global actions, dialogues, and processes.
OUTCOMES	**Partnerships between advocates and governments are improved.**
	A supportive environment for FP is established.
	Advocacy leaders are increasingly engaged in policy setting spaces.

7TH CAPACITY GAP

7 **Ineffective participation in public policy and accountability dialogue and planning**

COUNTRY PARTNERS	Support in-country peer learning.
FP2030 REGIONAL HUBS	Support documentation and communication of results and approaches.
FP2030 SUPPORT NETWORK	Support communication of results and approaches and leverage TA from global partners and platforms.
OUTCOMES	**Results are captured.**
	Documentation capacity is increased.
	Peer learning is improved.
	Donor funding for advocacy and accountability is increased.

DEVELOPING A CAPACITY STRENGTHENING PLAN FOR ADVOCACY ACTORS

A system-wide capacity strengthening plan that includes an integral mechanism for technical assistance, coaching, and mentorship should tap into the resources, expertise, and networking potential of FP2030 Regional Hubs and partners. In addition to strengthening advocacy skills, the plan should also focus on broader areas of organizational effectiveness, including strategy and planning, resource mobilization and partner management, financial management, and monitoring and evaluation. The process of developing the plan can itself be a capacity-strengthening opportunity, and will foster shared learning across advocacy organizations.

TABLE 8 outlines a staged, user-focused approach to creating a comprehensive, system-wide capacity-strengthening plan for civil society and youth advocates and the organizations they represent. Capacity strengthening plans should include a diverse range of methods, with support tailored to the needs and preferences of each organization. Civil society and youth advocates should be involved in the development of the plan from the beginning; this will foster ownership and ensure that the plan meets their needs. This approach will require flexibility and adaptability from the technical facilitating agencies.

Capacity strengthening should focus not only on advocates' engagement at the local level, but also opportunities that link local advocacy experiences with higher level dialogues at the regional and global level.

STAGES/APPROACHES	DESCRIPTION
CONDUCT IN-DEPTH CAPACITY ASSESSMENTS	Implement a system-wide needs assessment using adaptable tools that will enable civil society and youth organizations to conduct their own self-assessments. Determine what capacity issues exist and what needs to be done. Use capacity assessments as a guide to build a customized capacity strengthening plan for each advocate and/or organization.
DEVELOP CAPACITY DEVELOPMENT PLAN	Based on the capacity assessment findings, work jointly with advocates to develop a targeted and responsive plan. Cost the plan and secure funding for it.
DEPLOY CAPACITY STRENGTHENING APPROACHES	Consider the following capacity strengthening approaches: mentorship, coaching, consultative support, training, workshops, and on-the-job training.
STRENGTHEN EVIDENCE-GATHERING SYSTEMS AND TECHNICAL CAPACITY	Make targeted efforts to improve or establish systems, including data collection and analysis tools, budget impact analysis, and dedicated evidence units. Increase incentives for using data. Employ tactics that create motivation for evidence use. Link advocates with networks, spaces, and platforms for learning, dialogue and sharing.
BUILD COMMUNITIES OF PRACTICE	Set up regional technical assistance mechanisms to foster peer learning. Institutionalize a practice of knowledge management and relationship building that enhances evidence use. Leverage or establish specialized organizations and platforms for capacity strengthening and technical assistance. Pool resources for technical assistance.
SET ASIDE GRANTS SPECIFICALLY DEDICATED FOR ORGANIZATIONAL EFFECTIVENESS (OE)	Provide grants to CSOs and YLOs to develop their internal processes, systems, and procedures. Provide training to organization staff to increase their OE skill set.
SEED AND CATALYTIC FUNDING	Facilitate proof-of-concept financing for capacity strengthening approaches. Provide seed/catalytic grants to CSOs and YLOs to implement their advocacy and accountability initiatives.

Capacity strengthening plans should include a diverse range of methods, with support tailored to the needs and preferences of each organization.

TABLE 9

ILLUSTRATIVE PROGRAMS FOR CAPACITY STRENGTHENING INITIATIVES

1 **Strengthening Local Advocacy Leadership in East Africa (SLALE)**
A special Capacity Development Model was developed that covers foundational knowledge, tools and skills in advocacy, and organizational development.

2 **Choice: For Youth and Sexuality**
Support provided includes capacity strengthening and technical assistance, organizational and financial management support, support on fundraising, and access to networks.

3 **The YP Foundation**
YP builds young people's capacity to conduct evidence-based advocacy to advance their sexual and reproductive health and rights.

4 **International Budget Partnership**
IBP has developed tools to enable advocacy actors to engage the government on budget preparations and accountability.

Disclaimer: Partner programs and case studies referenced are for illustrative examples and not a promotion of the affiliated organizations.

Funding Civil Society Youth-Led Advocacy and Accountability Actions

A strong and sustainable ecosystem for advocacy and accountability requires both short-term and long-term funding. Despite the crucial role that civil society and youth advocates play in advocacy and accountability processes, they often receive inadequate funding for their work. Limited donor flexibility is a widespread issue, as is insufficient engagement of CSOs in defining support. More generous, flexible, sustained, and stable funding streams will be required for CSOs and YLOs to achieve organizational effectiveness and fulfill their roles in the FP2030 advocacy and accountability ecosystem.

This section provides an overview of how donors fund, whom they fund, and why, and concludes with recommendations for FP2030 donors and partners.

FUNDING APPROACHES AND MECHANISMS

TABLE 10
HOW DONORS FUND

CORE FUNDINGS	Core funding is unrestricted funding that enables an organization to deliver on its mission. It can support a range of purposes, from administrative costs (salaries, rent) to programmatic work.[19]
CATALYTIC FUNDING	Catalytic funding supports discrete, short-term, immediate advocacy needs that may not have been initially factored in longer term grants, such as responses to unforeseen opportunities that present suddenly.[20]
DONOR COLLABORATIONS/ POOLED FUNDING	Donors are increasingly drawn to multi-donor collaborations and pooled funding mechanisms, driven in part by the push toward aid effectiveness.[21]
INTERMEDIARIES	Funding through intermediary organizations offers a way for donors to minimize transaction costs while expanding their reach. Most intermediaries are large international organizations with systems that serve as both fiduciary and capacity development agents between donors and advocacy actors.
BRIDGE FUNDING	Bridge funding is designed to ease transitions, such as when a donor wants to pull out or a new phase of the project is awaited.

TABLE 11

WHAT DONORS SUPPORT

PRIORITY	SUPPORT AREAS
CAPACITY STRENGTHENING	• Developing training guides, teaching aids, and manuals. • Supporting training workshops for budget advocacy, data analysis, fundraising, leadership, etc. • Financing coaching and mentorship programs, exchanges, and learning programs.
FINANCING ADVOCACY AND ACCOUNTABILITY DIALOGUES AND PROCESSES	• Developing systems, information tools, and online collaborative portals for data access and tracking. • Generating data on advocacy and accountability investments (via studies, surveys, etc.) and packaging it into infographics, videos, policy briefs, fact sheets, etc. • Financing civil society-government engagements. • Supporting citizen-led social accountability actions, such as community scorecards, social audits, etc. • Financing media and communication activities. • Supporting network formation and strengthening. • Financing dialogues, meetings, and workshops. • Supporting development of policies, frameworks, and guidelines.
DONOR COLLABORATIONS/ POOLED FUNDING	• Providing resources that enable consistent and valuable convening, dialogues, and roundtable meetings. • Consciously investing in travel and time expenses and taking into account different language needs.

TABLE 12

WHOM DONORS SUPPORT

TYPES OF ORGANIZATION	JUSTIFICATION
LOCAL CSOs	Central players requiring effective capacities to drive advocacy and accountability for FP2030 commitments.
LOCAL YLOs	Key actors in highlighting and advocating the needs of adolescents and youth and fostering the establishment of country frameworks that respond to their unique needs.[22]
FBOs	Influential actors with the convening power and authority to mobilize their constituents to support budgets and policies and hold duty bearers to account.[23]
FP2030 REGIONAL HUBS	New, key support networks for growing greater capacity for in-country advocacy and accountability.[24]
NGOs AND INTERNATIONAL NGOs (INGOs)	Key collaborators with CSOs and supporters and implementers of in-country FP interventions.

RECOMMENDATIONS FOR FP2030 DONORS AND PARTNERS

Make advocacy part of every grant. In addition to funding specific advocacy projects, include advocacy interventions as a mandatory component of every family planning grant.

Provide multi-year funding. This will facilitate pursuit of advocacy objectives to scale and achievements of organization growth objectives, such as networking and fundraising.

Fund core costs. This will build the resilience of local organizations and networks to thrive beyond the project's funding cycles. It may include funding of organization effectiveness systems, capacity to fundraise, as well as strengthening of internal systems, procedures, and processes.

Provide targeted funding for youth-led organizations (YLOs). This will help address unique challenges that YLOs face.

What to support:

- Support longer-term capacity strengthening across different levels of the system: individual, organizational, and systemic.

- Strengthen operational capacities: financial and programmatic, fundraising, human resource management, and leadership.

- Strengthen specific skills needed to perform effective advocacy: budget monitoring, research/data analysis, communications, and media engagements.

- Support accountability, including social accountability efforts.

- Strengthen those organizations with proven ability or potential to serve as capacity development hubs in the country and at the regional level.

- Strengthen data generation and access to information via surveys and studies, knowledge sharing hubs, online tool repositories, and participation in meetings and workshops.

Whom to support:

- Support individual advocates with unique capacity to advance the advocacy agenda.

- Support CSOs, YLOs, and FBOs, since each type of organization serves distinct constituencies and possesses unique capabilities and mandates.

- Strengthen alliances and networks to build critical mass and a "surround sound" of voices.

How to support:

Consider different funding mechanisms given the context and goals: core, catalytic, pooled, and bridge funding. Consider the use of intermediaries depending on context and aid effectiveness.

Consider effective funding mechanisms like those adopted during the FP2020 era. These include:

- Amplify Change Grants: **Opportunity Grant**, **Strengthening Grant**, **Network Grant**, and **Partnership Grant**

- PAI: **Opportunity Fund**, **Civil Society GFF Resource and Engagement Hub**

- FP2020: The Rapid Response Mechanism[25]

More generous, flexible, sustained, and stable funding streams will be required for CSOs and YLOs to achieve organizational effectiveness and fulfill their roles in the FP2030 advocacy and accountability ecosystem.
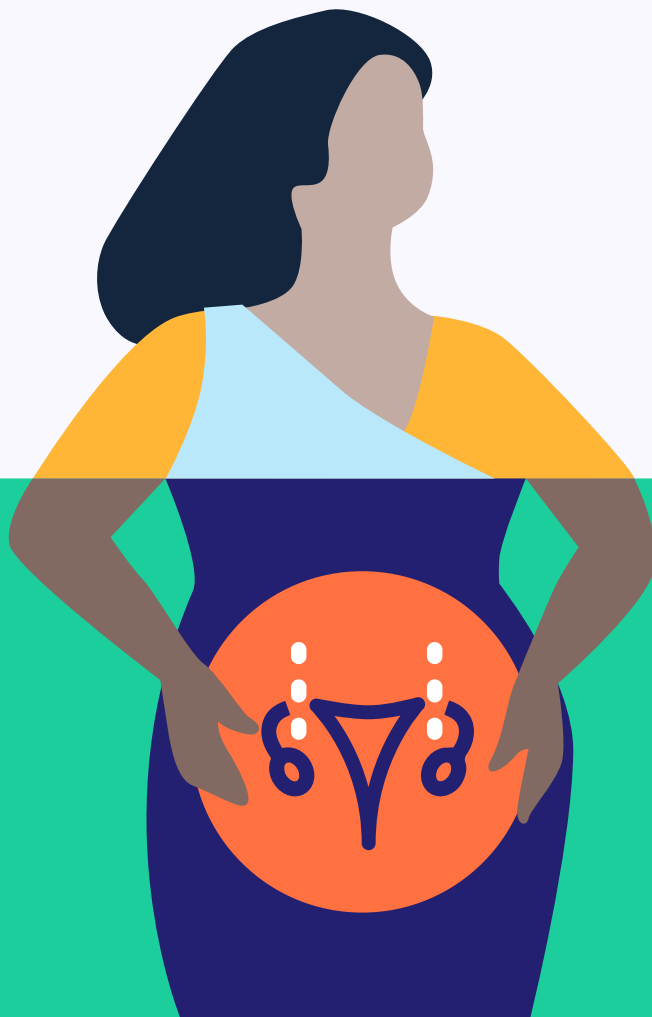
Alignment and Coordination

Family planning is a multifaceted development issue. A country's family planning strategy is part of its larger development agenda, and is closely linked with national policies on health, education, women and girls' empowerment, and the demographic dividend. Each country's FP2030 commitment also stands alongside its commitments to other regional and global frameworks, including the Sustainable Development Goals (SDGs), ICPD+25, Generation Equality, and Every Woman Every Child (EWEC).

Advocacy actors are encouraged to think in terms of agendas that are country led, regionally coordinated, and globally connected. Supporting this approach will be a key function of the FP2030 Support Network and its Regional Hubs. This will ensure that family planning is appropriately positioned and prioritized, that cross-sector linkages are enabled, and that investment opportunities are maximized.

ALIGNMENT

TABLE 13 provides an overview of the policies, institutions, and frameworks that should be prioritized for FP alignment at the country, regional, and global levels. Advocacy at all levels will be critical to ensure that family planning is integrated within broader health and development agendas, including universal health coverage (UHC); primary health care (PHC); gender equality; population, health, and environment (PHE); nutrition and food security (NFS); and emergency and humanitarian response (EHR), among others.

> **Advocacy at all levels will be critical to ensure that family planning is integrated within broader health and development agendas, including universal health coverage (UHC); primary health care (PHC); gender equality; population, health, and environment (PHE); nutrition and food security (NFS); and emergency and humanitarian response (EHR), among others.**

TABLE 13

ALIGNMENT OPPORTUNITIES AT NATIONAL, REGIONAL, AND GLOBAL LEVELS

KEY POLICIES, INSTITUTIONS, AND FRAMEWORKS		OPPORTUNITIES FOR FP ALIGNMENT
COUNTRY	• Health policies • Reproductive health guidelines and frameworks • Nutrition policies and guidelines • Adolescent and youth policies and frameworks • Commodity security/warehousing/procurements policies and guidelines • Sexual health education policies • School health policies • Relief and emergency actions plans • HIV policies and strategies • Universal health coverage (UHC) and primary health care (PHC)	• Advocating FP integration in policies, programs, and operational strategies. • Engaging in priority setting dialogues for policies and programs to ensure FP integration. • Tracking progress on FP commitments and their impact. • Tracking domestic and external financing to meet FP commitments. • Advocating better and greater FP financing. • Generating and providing data to inform FP planning and budgeting. • Analyzing policies and processes to guide informed engagement. • Ensuring linkages with global level networks and partnerships.
REGIONAL	**Latin American and Caribbean** • The Pacific Alliance, Mercosur • The Central American Integration System (SICA) • The Caribbean Community (CARICOM) • Forum for East Asia and Latin American Cooperation (FEALAC) • The Organization of American States (OAS) • The Community of Latin American and Caribbean States (CELAC) • The Union of South American Nations (Unasur) • The Bolivarian Alliance for the Peoples of Our America (ALBA) **Asia-Pacific** • The United Nations Development Group Asia-Pacific **Africa** • Africa Continental Policy Framework on Sexual and Reproductive • African Regional Nutrition Strategy • Pharmaceutical Manufacturing Plan for Africa • African Health Strategy • AU Youth Engagement Strategy • Ministerial commitment on sexual and reproductive health services for adolescents and young people in Eastern and Southern Africa (ESA) • Ministerial commitment on sexual and reproductive health services for adolescents and young people in the West African Health Organization (WAHO) • Maputo Plan of Action 2016–2030 • Abuja Declaration	
GLOBAL	• The Generation Equality Forum (GEF) Global Acceleration Plan • Global Financing Facility (GFF) • Every Woman Every Child, the Global Strategy for Women's, Children's and Adolescents' Health • Scaling Up Nutrition (SUN) Movement	

Note: In addition, a mapping of thirteen advocacy and accountability working groups (including the RHSC Advocacy and Accountability Working Group, the IAWG Advocacy and Accountability Working Group, the GFF CSO Coordinating Group, and others) indicates significant geographical and thematic overlap, with several groups advocating for similar shifts in policy and budgets. FP2030 is already an active member in these groups, and the Support Network will explore opportunities to coordinate efforts and ensure information sharing and message alignment.

COORDINATION

At each level of the family planning landscape—sub-national, national, regional, and global—the stakeholders and partners are numerous and diverse. They include CSOs and YLOs, the private sector, academia, NGOs, government ministries and departments, regional bodies, diplomatic missions, donors, UN agencies, and many more. Coordination of these stakeholders can be complex, and demands innovation. Clarity of roles and responsibilities, linked to institutional mandates and comparative advantages at various levels, is particularly essential.

Advocacy actors are encouraged to think of agendas that are country led, regionally coordinated, and globally connected.

A **strong, well-functioning coordination mechanism should:**

Ensure coherence among FP partners—CSOs, YLOs, FBOs, private and public sector stakeholders—to align and harmonize their activities, actions, and processes.

Improve efficiency and effectiveness in promoting equity, strategic partnerships and alliances, and stakeholder accountability for results.

Ensure that mandates, roles, and responsibilities are clearly defined for the institutions, stakeholders, and sectors at the national and sub-national levels.

Foster efficiency and effectiveness, strategic partnerships, public participation, stakeholder coordination, and accountability at various levels of the accountability pathways.

Minimize conflicts among stakeholders.

Coordination at the Country Level

TABLE 14

INSTITUTIONAL ROLES AND RESPONSIBILITIES FOR COORDINATION

AGENCY/INSTITUTION	ROLES
NATIONAL GOVERNMENT	Coordinates the functions of ministries and government departments responsible for FP planning and budgeting, including all aligned processes, such as UHC and PHC policy and funding mechanisms.
SUB-NATIONAL GOVERNMENT	Responsible for the delivery of FP services, planning and prioritization of resource allocation for FP.
MINISTRY OF HEALTH	Plays critical role in providing strategic leadership and decision-making, addressing accountability issues and concerns raised by advocacy actors.
NATIONAL THEMATIC GROUPS **Family Planning Technical Working Group, FP2030 Focal Point Group, UN Convening on FP, Donor Working Group, CSO Coalition, The Advocacy & Accountability Collective (TAAC) Country Hub***	Thematic groups bring together stakeholders from different agencies, ministries, organizations, and sectors around a shared mandate. FP groups may include government officials, technical experts, donors, and representatives from academia, the private sector, women's rights organizations, and community structures. These groups pursue various advocacy and accountability issues, including: • Tracking progress and impacts on the commitments made for FP. • Tracking domestic and external financing to meet FP commitments. • Generating evidence on FP investments and progress toward FP2030 targets and commitments. • Undertaking a comprehensive policy analysis on FP. • Advocating increases and improvements in FP financing. • Identifying and mobilizing key allies and decision makers at the national level. • Mobilizing stakeholders to support national FP policy advocacy engagement. • Mobilizing health CSOs and the private sector to support advocacy for FP and the inclusion of a budget line in the national budget. • Partnering with the media to reach policy makers on the need for budgetary allocation toward improving FP investments and indicators.

Note: *TAAC is a growing platform that links organizations, networks, and individuals to accelerate advocacy and accountability for voluntary family planning and reproductive health care. TAAC is currently active in six countries and is led by a global Technical Advisory Group, with a secretariat hosted by Jhpiego in Kenya.

Regional and Global Coordination

Regional bodies are central to the political decision-making process in many countries and have significant power to mobilize support and commitment from government leaders. In Africa, these agencies include several regional economic communities, such as the East African Community (EAC) and the Economic Community of West African States (ECOWAS). In Asia, the United Nations Development Group Asia-Pacific is one of the most inclusive regional UNDGs, with 19 agencies as members. In Latin American and the Caribbean, regional organizations include the Pacific Alliance and Mercosur, among others.

> **Regional bodies are central to the political decision-making process in many countries and have significant power to mobilize support and commitment from government leaders.**

Global actors include the UN agencies (UNESCO, UNICEF, UNFPA, UNDP), bilateral and multilateral donors, and private foundations.

The FP2030 Regional Hubs are expected to play a key role in facilitating coordination. As part of its region-specific strategy, each hub will focus on

steering collective action to deliver results at the regional and national levels.

Activities will include:

Implementing the FP2030 Advocacy and Accountability Framework

Fostering accountability between different sectors and partners

Acting on resolutions of the regional CSO forums

Additional functions, including:

- Coordinating meetings for joint planning
- Providing technical support and capacity strengthening
- Opening up networking opportunities, advocacy spaces, and platforms
- Identifying and/or organizing joint stakeholders' forums
- Establishing small networks/thematic groups
- Facilitating information sharing
- Mobilizing resources and financing

The North America and Europe Hub will focus on coordination at the global level, linking regional efforts across the partnership and ensuring that agendas are aligned with global undertakings. Where applicable, activities will be informed by UN guidance and positions on family planning, sexuality and reproductive health, adolescent health, child marriage, FGM, and other areas to ensure a coherent approach that builds on previous experiences and areas of consensus.
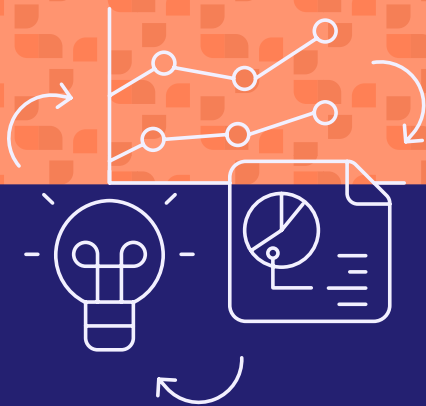
Monitoring, Evaluation, and Learning (MEL) for Advocacy

As part of its region-specific strategy, each hub will focus on steering collective action to deliver results at the regional and national levels.

To better track advocacy dynamics and efforts at all levels of the FP2030 partnership, and to ensure the effectiveness of this framework, greater emphasis will be given to monitoring, evaluation, and learning (MEL) processes.

Monitoring is the ongoing collection of information about project implementation and the shifting strategic context. It helps advocates understand what is and is not working, as well as what new conditions or factors are emerging.

Evaluation is the systematic collection, analysis, and interpretation of data for the purpose of making judgments about a project, campaign, or strategy. Evaluation looks at what was intended, what was accomplished, and how it was accomplished.

Learning is the use of data and insights from a variety of information-gathering approaches—including monitoring and evaluation—to inform strategy and decision making.

MEL for advocacy employs many of the same principles as standard programmatic M&E, but there are differences. Traditional strategies to monitor and evaluate progress are often ill-suited to a field where change can be hard to measure.[26]

Advocacy initiatives are typically complex and involve a large number of players, often working in coalition. The policy process is influenced by many factors that are completely beyond advocates' control. Objectives and strategies can shift quickly depending on political opportunities. Policy change is also typically a lengthy process. Advocacy initiatives often take place over long periods of time—decades in some cases—and results may only become apparent after an initiative has ended.

The MEL approach to evaluating advocacy emerged in response to these challenges. A strong MEL framework creates a roadmap that describes how actions will achieve the intended results, how progress and performance will be tracked, and how advocates and stakeholders can learn through ongoing review, reflection, and adaptation.

MEL processes can help advocates identify the factors and approaches that lead to change, demonstrate accountability to donors and stakeholders, and improve tactics and strategies. MEL can also help donors understand the complexity of policy change and manage expectations about what can be accomplished within given timeframes. But despite advances in MEL theory and technique, it continues to be underutilized by advocacy organizations.[27]

FP2030 is committed to growing and strengthening the practice of MEL for advocacy throughout the partnership. Several organizations have developed guidelines and templates for setting up a MEL system for advocacy; see Resources below. Advocates are encouraged to use these resources to implement a MEL approach to tracking their work. The FP2030 Support Network is also exploring the development of an FP2030 MEL toolkit or framework, to be undertaken in collaboration with the Regional Hubs and with the support and guidance of technical experts, MEL practitioners, and advocates in the field.

MEL enables advocates to:

- Track their activities and progress
- Identify application of best practices in advocacy and accountability
- Implement course-correction when running intervention;
- Demonstrate accountability to themselves and stakeholders
- Enhance communication between stakeholders
- Generate evidence for financial and political support
- Continue to improve knowledge growth to foster better outcomes in FP product and service delivery

> MEL processes can help advocates identify the factors and approaches that lead to change, demonstrate accountability to donors and stakeholders, and improve tactics and strategies.

TABLE 15
MEL RESOURCES

1 **Advance Family Planning**
The SMART Advocacy User's Guide 2021 (available in English, French, and Spanish) features MEL concepts and applications throughout. Steps 6, 8, and 9 include MEL-specific tools, templates, and guides adapted from AFP projects.

2 **CARE International**
The Global Advocacy Handbook (available in English, French, Spanish, and Arabic) is a compendium of approaches, techniques, and resources, with Step 8 devoted to MEL. CARE's MEL Power Tool is a toolkit for developing a MEL system for advocacy.

3 **Pacific Women**
The Monitoring, Evaluation, and Learning Framework was designed for the Pacific Women project, but the concepts and guidelines are widely applicable. Pacific Women's MEL for Advocacy: Guidance Note is a highly accessible guide to developing a simple MEL system.

4 **Save the Children**
The Monitoring, Evaluation, Accountability and Learning (MEAL) Introductory Course is an online training program produced in cooperation with the Open University. Session 10: Monitoring and Evaluating Advocacy focuses on MEL approaches in advocacy work.

Annexes

ANNEX 1: THE AAF DEVELOPMENT PROCESS

This framework was developed through in-depth analysis of available data and a highly participatory process involving a wide range of stakeholders from government, civil society, the private sector, and development partners. Key aspects of the framework development process include:

1. End term review of FP2020 (2011–2020):
   As part of the ending review of the FP2020 partnership, Population Action International (PAI) collected feedback from more than 50 stakeholders, including donors and civil society partners, on the role of the CSOs in tracking government commitments.

2. Stakeholder participation: Stakeholder consultations were held globally to collect information on FP advocacy and accountability issues and the needs and challenges underpinning FP investments and performance. In 2020, a partnership with Palladium led to the development of the FP2030 commitment guide, a toolkit with 15 illustrative accountability approaches. Additionally, in 2020 an accountability advisory group composed of 20 global and country level accountability experts joined the FP2030 team as advisors on the development of the accountability guidance for countries as well as the FP2030 Accountability Framework.

3. Establishment of Steering Committee:
   The Steering Committee provided leadership, policy, and strategic guidance for the development of the framework and served as the overall decision-making body in the AAF planning and writing process. The committee's focus included maintaining consistency with the **post-2020 vision framework** and ensuring the quality of the thematic modules developed by the Consulting Technical Teams.

4. FP2030 and Consulting Technical Teams (Global Health Visions): The technical teams reviewed available data and defined the results and strategic interventions for each thematic area of the AAF. Members of the technical teams held regular consultations with the Steering Committee and with wider stakeholders.

5. Peer review of the AAF: This was conducted by a wide range of experts, including health policy and governance specialists, seasoned advocates, donors, academicians, researchers, and civil society actors.

ANNEX 2: STEERING COMMITTEE MEMBERS

Katy Bumpus
Global Health Visions

Norbert Coulibaly
Formerly Ouagadougou Partnership Coordinating Unit

Beth Fredrick
Advance Family Planning

Aminu Magashi Garba
Africa Health Budget Network

Sofia Heffernan
FP2030

Susannah Hurd
Global Health Visions

Sabrina Karklins
Advance Family Planning

Jackie Katana
Faith for Family Health Initiative

Irfan Khan
Population Foundation of India

Mande Limbu
FP2030

Claire Mathonsi
Advocacy Accelerator

Poonam Muttreja
Population Foundation of India

Angela Mutunga
Global Health Visions

Alan Jarandilla Nuñez
International Youth Alliance for Family Planning
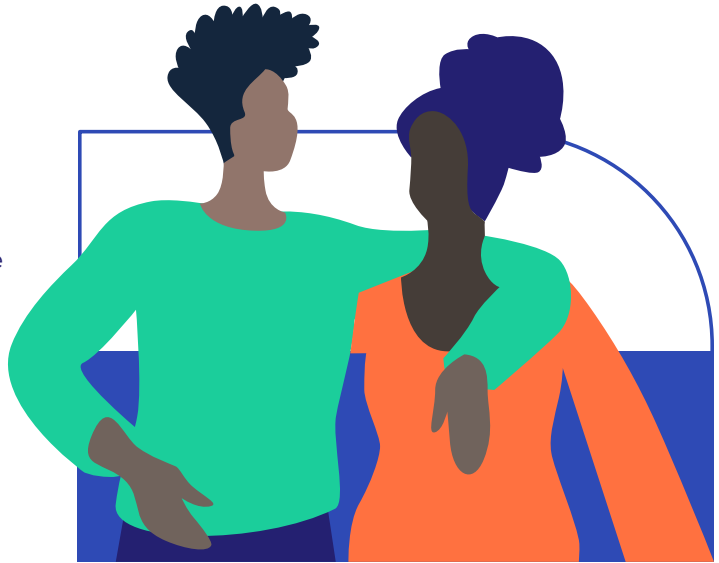
Halima Shariff
Advance Family Planning Tanzania

Medha Sharma
Visim Nepal

Acknowledgments

References

1   World Economic Forum, *The Future Role of Civil Society* (Geneva: World Economic Forum, 2013).

2   FP2030, "Civil Society Plays a Critical Role Accelerating Progress Towards FP2020 Goal," accessed May 22, 2022, **https://fp2030.org/sites/default/files/Our-Work/Advocacy-cso/Factsheet_CSO.pdf**.

3   International Planned Parenthood Federation (IPPF), *From Advocacy to Access: Targeted Political Action for Change* (London: IPPF, 2011); IPPF South Asia Regional Office (IPPF SARO), *Documenting Best Practices: Advocacy on Integrating SRH HIV* (New Delhi: IPPF SARO, 2015); Catholic Relief Services (CRS), *Civil Society Organization Platforms Contribute to National Immunization Programs: Promising Practices 2012–2018* (Baltimore: CRS, 2019).

4   Sarah Lucas and Norma Altshuler, "How non-governmental organizations can help institutionalize government use of evidence: Four possible paths," Hewlett Foundation, September 22, 2021, **https://hewlett.org/how-non-governmental-organizations-can-help-institutionalize-government-use-of-evidence-four-possible-paths**.

5   Lucas and Altshuler, "How non-governmental organizations can help."

6   CRS, *Civil Society Organization Platforms*.

7   IPPF, *From Advocacy to Access*.

8   USAID Health Policy Initiative, *Leading Voices in Securing Reproductive Health Supplies: An Advocacy Guide and Toolkit* (Brussels: Reproductive Health Supplies Coalition, 2007) **https://www.rhsupplies.org/uploads/tx_rhscpublications/673_1_The_Advocacy_Guide_and_Toolkit_6_2009.pdf**.

9   Countdown 2030 Europe, *Contraceptive Supplies Financing: What Role for Donors?* (Brussels: Countdown 2030 Europe, 2018); USAID, *Leading Voices in Securing Reproductive Health Supplies*.

10 Georges Okala, "Engaging Elected Representatives," Scaling Up Nutrition, July 1, 2014, **https://scalingupnutrition.org/news/engaging-elected-representatives/**.

11 Roxana Quader, "Finding a Common Voice for Nutrition," Scaling Up Nutrition, July 1, 2014, **https://scalingupnutrition.org/news/finding-a-common-voice-for-nutrition/**.

12 FP2020 and Jhpiego, "The Power of Advocacy: Driving Family Planning Progress by 2020 and Beyond," accessed May 22, 2022, **https://fp2030.org/sites/default/files/Power_of_Advocacy_FP_Roadmap_v2.pdf**.

13 Derick W Brinkerhoff, "Accountability and health systems: toward conceptual clarity and policy relevance," *Health Policy and Planning* 19, no.6 (November 2004): 371–379, **https://doi.org/10.1093/heapol/czh052**.

14 FP2020, FP2020: *Catalyzing Collaboration* 2017–2018 (Washington, DC: FP2020, 2018).

15 FP2030, FP2030 Measurement Report 2021 (Washington, DC: FP2030, 2021).

16 Gavi, "Gavi Alliance Transparency and Accountability Policy, Version 2.0," October 10, 2013, **https://www.gavi.org/sites/default/files/document/transparency-and-accountability-policypdf.pdf**; Results for Development Institute, "Accelerating Progress in Family Planning: Options for Strengthening CSO-led Monitoring and Accountability," June 2014, **https://www.r4d.org/wp-content/uploads/Accelerating-Progress-in-Family-Planning-Options-for-Strengthening-Civil-Society-led-Monitoring-and-Accountability_Full-report-with-Annexes.pdf**.

17 FP2020, "Measuring Contraceptive Use among all Women: Advances and Challenges," accessed May 22, 2022, **https://fp2030.org/sites/default/files/Data-Hub/allwomen/MLS_allwomen_6_20.pdf**.

18 Erin McGinn and Alyson Lipsky, *Social Accountability: A Primer for Civil Society Organizations Working in Family Planning and Reproductive Health* (Washington, DC: Futures Group, Health Policy Project; 2015).

19 OECD DAC Network on Gender Equality (GENDERNET), "Donor support to southern women's rights organizations: OECD findings," November 2016, **http://www.oecd.org/dac/gender-development/OECD-report-on-womens-rights-organizations.pdf**.

20 OECD, "Donor support."

21 Amy McDonough and Daniela C. Rodríguez, "How donors support civil society as government accountability advocates: a review of strategies and implications for transition of donor funding in global health," Globalization and Health 16, no. 110 (2020), **https://doi.org/10.1186/s12992-020-00628-6**.

22 CHOICE for Youth and Sexuality, "Investing in Youth Impact," May 2019, **https://www.youthdoit.org/assets/Uploads/CFY-Investinginyouthimpact.pdf**.

23 Mona Bormet et al., "Faith-Based Advocacy for Family Planning Works: Evidence from Kenya and Zambia," *Global Health: Science and Practice* 9, no. 2 (2021): 254–263, **https://doi.org/10.9745/GHSP-D-20-00641**.

24 FP2030, "Africa, Asia and Pacific, and Latin America and the Caribbean Regional Hubs—Terms of Reference," accessed May 22, 2022, **https://fp2030.org/sites/default/files/Beyond2020/opportunities/Annex-3-Regiona-Hub-Request-EOI.pdf**.

25 FP2030, "FP2020's Rapid Response Mechanism," accessed May 22, 2022, **https://fp2030.org/rrm**.

26 Jim Coe and Rhonda Schlangen, *No Royal Road: Finding and Following the Natural Pathways in Advocacy Evaluation* (Washington, DC: Center for Evaluation Innovation, 2019).

27 Advocacy Accelerator, "Monitoring & Evaluation for Advocacy Work," accessed May 22, 2022, **https://advocacyaccelerator.org/resource/monitoring-evaluation-for-advocacy-work/**.