Training Module on
Gender, Inclusion and Advocacy
for the Watershed Project, Bangladesh

This Gender, Inclusion and Advocacy manual is adapted to the situation in Bhola, which is the rural location of the Watershed Project, Empowering Citizens, in Bangladesh.

This module is made up of two sessions:

1. **Developing and planning advocacy activities for gender-responsive and socially inclusive implementation of the Watershed project**

   The aim of the first session is to guide the Watershed CSO members on how to design gender-responsive and socially inclusive advocacy, plan of actions and strategies to influence policy and legislation (page 2)

2. **Formulating gender-responsive and socially inclusive policies and legislation to improve the WASH (Water, Sanitation and Hygiene) and IWRM (Integrated Water Resource management) services.**

   The aim of the second session is to provide the CSO members with some practical advice and tips on how to engage in a policy consultation or formulation process in order to enable the integration of gender and social inclusion concerns in policy and laws (page 15)

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Session 1:
Developing and planning advocacy activities for gender-responsive and socially inclusive implementation of the Watershed Project

This session will guide you on how you or your organization can build a gender-responsive and socially inclusive advocacy activity to influence policy and legislation. Specifically, it provides you with guidelines on:

- Identifying your target group and the gender and social inclusion issues you want to focus on.
- Deciding which kind of advocacy action and approach you will need to adopt for a specific objective, considering various factors
- How to develop an advocacy planning.

Learning objectives
At the end of this module participants will:

- Be able to design a plan for developing a gender-responsive and socially inclusive advocacy action
- Know the different gender advocacy approaches to influence policies and legislation.
- Define a gender advocacy strategy for influencing policies and legislation.

Time allocation: 4 hours.

Why do we need to advocate for gender-responsive and socially inclusive implementation of the Watershed project?

Gender equality and social inclusion is an essential precondition for sustainable development in general and, in this case, the implementation of the Watershed project in particular. The outline of gender equality and social inclusion includes different approaches such as empowerment, development justice, equity, etc. This module highlights that two major obstacles to gender equality and social inclusion are:

- firstly, the lack of gender responsive policy and legislation, and
- secondly, even if such policy exists there is a big gap between the policy and its practical implementation on ground level.

This is mainly due to lack of state commitment and a gender-blind process of planning, implementation, and monitoring, which allows very little scope for participation of civil society and representation of disadvantaged groups in society.

Advocacy actions that push for government accountability to civil society, and inclusion of a wider group of stakeholders in policy planning and monitoring processes are a good way to address this lack of political commitment and of investment for gender equality and to address the exclusive process of policy formulation and implementation.

Concepts and information for the facilitator

What is gender-responsive and socially inclusive advocacy?

Gender-responsive and socially inclusive advocacy can be defined as the implementation of different actions (public campaigns, lobbying, and media influence) to push for, the integration of gender concerns in local and national policies. For Watershed, for example, a relevant advocacy action for CSOs would be to lobby for their participation in their national government's process of planning, implementing and monitoring the activities related with WASH (Water, Sanitation and Hygiene) and IWRM (Integrated Water Resource Management). The advocacy action should make sure that the needs and priorities of marginalized groups, such as women, girls, poor men, minorities, indigenous people, etc. are given due attention and to ensure that their economic, social, cultural, political and physical rights are respected and fulfilled.

Targeting Gender advocacy actions

Gender-responsive and socially inclusive advocacy addresses the effects of the laws, policies and corporate behaviour[1] as well as other processes on issues such as reduction of poverty and inequality, equal access to land, water and forest, access to food and nutrition security, Sexual and Reproductive Health Rights (SRHR), decent work and income, recognition of indigenous knowledge and rights (with special attention to women). It recognizes that programme/project-level work has limited effect without changing the existing structures which cause poverty, food insecurity, malnutrition, and gender discrimination. This implies, that careful thought and planning needs to go into who you target your gender advocacy actions at. For this you need:

- To have a clear understanding, not only of the existing inequalities, but also of the political power and influence of the people and organisations you target your advocacy at;
- To know to what extent your target group is informed on the extent of gender inequality at all levels (household, national and regional) and in different spheres (social, economic, political, physical). This will make your advocacy effort, aiming to influence or change policy decisions taken at global, national and local institutions, more effective;
- To know and consider the scope and authority of the group you are targeting, i.e. if they are able to take actions in the issues you are campaigning for;
- To evaluate the timing of the campaign to gain maximum attention for your cause.

Types of advocacy actions

Lobbying: Lobby is a process of trying to directly influence decision-makers, such as politicians, corporate chief executives, or local/national and international leaders. It can be both: direct and formal. Direct lobby can be through letter writing and scheduled meetings, or,indirect lobby can be through participating at international conferences and conventions of UN, ECSOC, UNEP, COPs, etc. Different Stakeholders' Major Groups (for instance Women's Mayor Group (WMG) also can be good options to do so. The cornerstone of lobbying is shaping the agenda around a 'deliverable' for the decision makers. For further information on how to hold a meeting with politicians, see the following link: http://www.aauw.org/resource/how-to-hold-a-meeting-with-your-elected-officials/

- When lobbying, you need to have a clear objective of the action along with a clear result you want to achieve. You also need to be aware about who is your target group and why; what resources will you need to plan your action (time, money, alliances); what will be your timing of the action etc.

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[1] Corporate behaviour also known as corporate social responsibility, looks at the ethical issues at business level. It obligates businesses to act in ways that serve both their own interests and the interests of society in general.

- Make sure you have reliable information, facts and statistics, disaggregated by sex, age, class, ethnicity, etc. Case studies with photos or videos can also be a powerful tool to convince your target group. You need to prepare and document all these concerns well. For instance, when you are planning a lobby meeting with policy makers to reform the WASH service accountability in relation to Hygiene Management in school, you can get census data related to: schools having proper hand wash facilities, schools having separate toilets for girls and boys, schools having toilet with Menstrual Hygiene Management (MHM) facilities etc. per district or union.
- You may need to strategically choose certain allies to collectively lobby with (researchers, women's organizations, development organizations, etc.), and prepare a solid report to influence the decision makers. It is advisable to write statements with suggested alternatives to draft policy text. You need also to identify and recruit a 'spokesperson' who is skilful in presenting and negotiating such issues in the meeting. You can check the following link (of GWA) for more detailed steps and examples: http://genderandwater.org/en/gwa-products/policy-influencing/GWA_Advocacy_Manual.pdf/view

Public campaigning: Public campaigning is the process of engaging the public, and mobilize visible support for your position, for instance giving speeches at open public events. The main objective of public campaigns is to demonstrate to the target group of your advocacy (for instance politicians) that there is significant public concern about the issue and wide support for your position. For instance, when river water will enter into the village and agricultural land will be inundated because of not having a sluice gate in the canal, a mass of poor farmers will be affected by it. As individuals, they may not have much influence, but if they are united for this particular problem, they can exert considerable pressure. To carry out a successful public campaign you need to gain the attention of the general public and change their opinion and behaviour in order to support your cause and demand. To this end you may implement the so-called 'rooted' or 'empowerment' advocacy approach (See below in the next sections)

To influence public opinion, you may also use media and publicity, a manifesto[2], mass writing and signing a petition, or taking public actions. Whatever public campaign you carry out, it is central that your position and statement about the targeted issue are backed by strong evidence and facts. You also need to give your audience an easy way to recognize your campaign, by designing for instance, a logo or series of images and messages. Remember also that each region and country has different laws and cultural norms that will influence how you carry out your public campaign.

- The specific socio-cultural situation of women and men, boys and girls needs to be carefully reviewed prior to planning your public campaign. When implementing the previous steps and framing your plan, you should already have considered what is legally or culturally possible to implement a campaign in a specific context. For example, in countries where women's participation in public events is limited by cultural, religious norms, you should not bring women to campaign publicly. You should also refrain from making culturally or religiously insensitive statements in your public campaign as this will probably obstruct your campaign and gain you powerful enemies instead of allies. At times, it is important to raise awareness of the local (religious) leaders and decision-makers in planning the campaign to gain their cooperation in large scale social mobilization, See also the following link of WaterAid: http://www.wateraid.org/~/media/Publications/advocacy-sourcebook.ashx, and of AWID: http://iknowpolitics.org/sites/default/files/feminist_advocacy_guide_awid_2.pdf

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[2] A manifesto is the cornerstone of any public campaign. It is a short outline of your campaign messages available to the public, which uses a clear and common language to explain a position. It should state the reasons of your campaign, the problem you are addressing and the proposed alternatives (WaterAid 2007).

Media Work: Media work involves raising public awareness for your issue, providing information and messages with a view to change opinions, attitudes and behaviour. It implies creating advertising campaigns, publishing leaflets in magazines, or directly sending them out through a mailing list, or painting on the wall (only where that is not illegal), putting posters in places where they will reach the targeted audience. The media

Figure 1: Collect reliable information

can play a significant part in public advocacy work. Television, radio, press and social media (Facebook, Twitter, Instagram, etc.) offer the opportunity to reach decision makers and to influence the wider public opinion. Therefore, your advocacy work should treat the media as both a tool for advocacy, but also as an influential target of your advocacy. Use opportunities to partner with media – such as via training to journalists so that they can report in a more gender aware and inclusive way.

When using media, you carefully need to consider the cultural context where you will carry out your advocacy, which media you will use, which kind of messages you want to convey, and which kind of audience you want to target. For instance, many rural people do not have access to television, but do have access to radio. Consequently, when you aim to improve, for instance, access to clean water, and plan an awareness raising program on it that will be aired on radio, you should elaborate gender-sensitive messages that are aired at a convenient time to reach women and men, boys and girls, children and elderly, and other groups of people. They should be in the local language that is most spoken. Special attention will be paid to women and men with different disabilities, and it needs to be considered that not all people can read or write. In an urban area, or where most people have access to internet, you may find it more useful to use available social media (Facebook, Twitter, Instagram, etc.) to spread certain messages, pictures or videos that are aimed at raising individual and public awareness. For more information on gender considerations in media see the introductory note on 'Gender in media' written by GWA in the 'Media Training Toolkit' developed by Global Forest Coalition:
(http://globalforestcoalition.org/women2030-media-training-toolkit. See also the following links:
http://www.wateraid.org/~/media/Publications/advocacy-sourcebook.ashx ,
http://www.fao.org/dimitra/resources-by-theme/community-radio-media/en/.

- **Preparing messages**. Your message is the summary of the change you want to bring about. Based on the work you have done to research and document your issue, and identifying the targeted audience, you can create compelling arguments and frame your messages. The latter should be done without diluting the facts, compromising core values, or undermining the image of people you work with. Think what is the most persuasive way to present your core message to the targeted audience, what information do they need and what don't they need? What key action do you wish them, in particular, to take? What form of communication will make your message more effective? For example, a twitter campaign, or a manifesto sent through a mailing list, or public broadcasting by radio/ posters.

You can follow the following **tips** to build a clear message:

a) It should summarize the change you want to bring,
b) Include the reasons why the change is important,
c) Be understandable to someone who doesn't know the issue,
d) Be short and punchy, just one or two sentences; for instance, if your advocacy action objective is aimed to empower women, men, girls, boys, and CSOs, so that they can start public campaigns to ask the government to protect their land from water logging or river bank erosion. The following message can be an option: 'agriculture is key for our subsistence and food security, we do not want water logging in the agricultural land'.
e) It is advisable to test your messages with women and men from the local context to get their feedback, before launching a wider campaign.
f) (see also: FAO: http://www.fao.org/elearning/#/elc/en/course/FG)

Which kind of advocacy do I need to build?

– **You can develop advocacy at different levels,** according to the objectives of your advocacy actions. For instance, you may develop a campaign to improve women's or poor people's access to water and sanitation, by focusing at **local** or village level; but when you observe that the problem of access to safe water and sanitation is a major problem in the entire country, then you may develop this campaign at **national level,** or even try to involve stakeholders at **international level.** For strategic reasons and depending on the scale of action of your organization, you may develop advocacy actions at multiple levels. **Multi-level advocacy** demands good coordination and communication between stakeholders operating at these different levels. It also requires that local organizations are interconnected with national and international networks through formal (membership) or informal (exchange of mails) links. For instance, many local NGOs, grassroots organizations and research institutions from Bangladesh, are members of the Gender and Water Alliance, and internationally of the Women's Major Group (WMG), which develops advocacy activities to promote changes at different levels towards gender equality. These kind of networks and interrelationships are important, because not only do they increase the legitimacy and relevance of advocacy work, they also enable:

  - Vital support between different levels (local, national, regional and global) and with other networks, such as: UNWomen, UNWater, CSW, UNEnvironment, UNEA, etc.
  - Joint research with partners on issues of common interest, targeting different audiences,
  - Coordinated actions on common objectives such as gender budgeting and gender responsive policy
  - Joint preparation for international policy conferences.

– **You can also develop advocacy activities using different approaches**, each with specific objectives. These are interrelated and can be used together for a transformative advocacy.

Advocacy Approaches

Policy monitoring and public accountability advocacy. Effective policy-related advocacy efforts start with observation, monitoring and writing/reporting about the implementation and

effectiveness of policies already in place, as is the case with **shadow reporting** or Voluntary National Review Process of SDGs, including SDG6 on water and sanitation. Governments and public bodies, especially in democratic societies, are sensitive to critical reports, especially when these are based on robust evidence and analyses that come from credible sources, and are widely published, and disseminated. To develop a successful policy monitoring and public accountability advocacy, you need both: reliable and evidence-based data, and the involvement of affected people, partners and civil society or community based organizations in collecting data, writing the report, and engaging their networks in the advocacy process. This task requires that the stakeholders are well informed and conscious of their rights and are able to engage in advocacy actions. This is the reason why some advocacy work focuses on the **empowerment**[3] of the affected people.

For Policy advocacy tool, see for instance the Women's Major Group guideline for Voluntary National Review Process:
http://www.womenmajorgroup.org/wp-content/uploads/2017/05/WMG_Info_Note_Final_2017.pdf

Women's empowerment advocacy focuses on influencing policies and local norms to overcome the different barriers (cultural, educational, political, economic, physical, etc.) that prevent women and girls from exercising their human rights. For instance, a women's organization in Bangladesh visited chors in the South without health care facilities[4], and collected data about women's position, maternal mortality, early marriage. The information was used as evidence for lobbying with the local authorities, the administration of the hospital, the civil surgeon, the assistant director of the Family Planning Department at the district level, and the Health and Family Planning Officer at the Upzila (sub-district) level for improvement of health services at chor areas. With the strong evidence, they convinced the decision-makers and the access to health care increased, women's position improved, and women learnt to speak up and lobby for their interests, which had a strong empowering effect. . It can be said that in this case a gender-responsive and socially inclusive rooted advocacy was pursued.

Gender-responsive and socially inclusive rooted advocacy aims not only at increasing the capacity of excluded and marginalized groups (women's groups and movements, poor farmer's organizations, indigenous people), but also at engaging other stakeholders to enable these excluded groups to articulate their own needs and aspirations to influence decisions and policies that affect their own actual and future situation. Gender-responsive and socially inclusive rooted advocacy is very much dependent on the willingness and commitment of the local leadership, and their capacity to change entrenched structural barriers that discriminate against women and their means to advocate for themselves. Consequently, this type of advocacy work entails the development of short and long-term strategies, building strategic alliances, coalitions and partnerships, and identifying and understanding the 'bottle necks' that block change, as well as the means to gain momentum.

Advocacy planning and mobilization

The principles of advocacy planning are similar to those of planning any other programme. You need to be clear about the objectives, targets, advocacy actions, and the monitoring and evaluation

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[3] Empowerment is a process of change enabling people to make choices and transform these into desired actions and results. In doing so, people take control of their own life, improving their own position, setting their own agenda, gaining skills, developing confidence in themselves, solving problems and developing self-sufficiency from four dimensions: socio-cultural, economic, political and physical.
[4] https://arrow.org.my/wp-content/uploads/2018/10/accessible%20pdf-5548/index.pdf. A story of Naripokkho, in the publication of Arrow.

process. Because gender advocacy often involves highly sensitive issues, with different stakeholders having their own interests and political agendas, it would be useful for you to follow the following advocacy cycle step by step:

1. Identifying the problem issue and strategies to solve them ,
2. Framing your advocacy work in a plan,
3. Implementing it and,
4. Developing the Monitoring and Evaluation Plan (see Figure 1).

All these steps are iterative and will need adapting as the cycle progresses.

Identifying the issue, the strategies and the preliminary steps

To make your advocacy approach successful you may need to implement the following steps in advance.

a. **Identify the problem**: This step starts with some questions related with the advocacy issue. For instance, what is the gender and social inclusion related issue to be addressed? Why is it important and to whom? This may have been highlighted through research; expressed as a demand by grassroots organizations (women's organization), or a specific target group; or it may have a normative basis; or be identified by comparison with good practice elsewhere. Some other questions could be, does this problem have a policy dimension? What current policies reinforce the problem? Is there any specific gender dimension to this problem and is it affecting men and women differently?

a. **Identify the policy environment:** This step starts with a gender audit of the relevant policies and political institutions related to Gender and to WASH and IWRM . What policies are already in place? How are these reflected, or not, in current laws and regulations? What changes in policies could lead to improvement? Who is responsible for those policies? Who benefits from them? Are special measures being taken to address the most vulnerable socio-economic groups? It is important to be aware also of relevant international treaty obligations, laws and standards (i.e. CEDAW). In case the policies are already inclusive and gender responsive, how to encourage implementing them, who should be involved?

Figure 2: The advocacy cycle
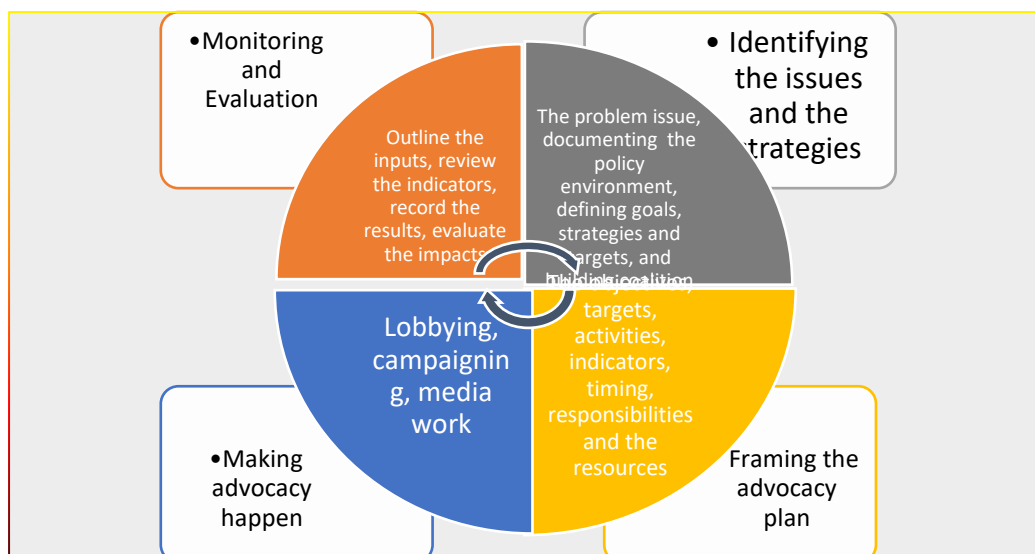
b. **Define the advocacy goals and approaches**: It can be helpful, at the preliminary stage, to define already the goal and the approach of the proposed gender advocacy initiative. What positive change can be expected if the initiative is successful? Is the initiative intended to improve access to information by all, to promote dialogue, or to strengthen the voiceless and powerless? Will it contribute to increasing the capacity of women or disadvantaged groups to participate in policy dialogue? Will it contribute to all of these things? Or to broader development goals at different levels? Who will be the primary beneficiaries of the initiative?

c. **Consult and build coalitions and allies**: Building coalitions and allies are intrinsic to any successful advocacy effort and should also commence at an early stage. An example is the Water Management Citizen's Committee and the NGO-Network in Bhola, who are involving more and more women and representatives of vulnerable groups, thus building coalitions between a variety of categories of people.

d. **Building credibility of the organisation, partnership or coalition:** The credibility of the organisation, partnership or coalition that is advocating for a specific gender and inclusion issue is likely to be a key factor in its success. Does it have a mandate to speak on behalf of those who are expected to benefit? Does it have specialized expertise? Does it have influence with decision makers? Does it have reliable information/data to support its advocacy work? What could be done to strengthen the credibility of the initiative? For example, further research and consultation, better alliances? In relation, for instance, to the former example, you or your partners may need to research the degree of soil and water pollution, and the kind of diseases that have originated in the area after chemical contamination? How has this affected women, men and children, poor and well-to-do differently? Are your partner organizations (for instance the university) able to establish the correlation between the new diseases and the pollution of food and water? Was the knowledge and experience of local men and women taken into account?

e. **Identify targets**: Bearing the above preliminary steps in mind, you can focus on how to target those involved in a particular problem. You may target, for instance, different leaders with political influence and power. How will you influence or convince them to bring about the desired change? What do they know about the issue? What is their attitude towards it? What do they really care about? Who can influence them? What influence or power do they have over the issue? How can we better represent the voiceless men and women? Can we explain how the decision-makers will also benefit themselves if those who are voiceless are heard?

Figure 3.   The local CSOs of Bhola, organised for shared inclusive advocacy, together for Inclusion and Gender Training

f. Finally, and before framing your plan you should consider **what kind of resources you have at your disposal**. Does your organization have the required financial and human resources to carry out an action? For instance, part of the advocacy work may involve fundraising or leveraging additional resources. As resources analysis starts, you may need to review the existing expertise in your organization, search for people with relevant knowledge and experience among your partners, and analyse your partners reputation among the target audience, etc.

Once you have defined the goal, objectives and the different previous steps, it is important to be systematic in mapping out the advocacy actions you will start to achieve results, including timelines and milestones. The next part of section will guide you on how to frame your plan of advocacy actions and the resources you need for it.

Framing the Plan

A practical way to frame your plan is developing a logical framework including objective, targets, activities for the advocacy, that includes indicators to monitor and measure progress and means of implementation (who is responsible and what resources are available for activities). The participation of the targeted groups, key actors (as local leaders, women's organization, youth organizations, etc.) is essential while developing the logical framework for the advocacy planning. Table 1 below shows what the logical framework could look like when you, for instance, advocate for improving WASH facilities for the people who are living in cluster villages[5] of Bhola in Bangladesh with miserable toilets and water available far away. You should ensure that your action plan is flexible enough to make changes when it is required. Periodic review of your plan and reflexive learning (see module 3 of GWA Training Manual) will help you to stop and assess whether you need to adjust your plan accordingly. The periodical assessment should be made with the active participation of the most relevant stakeholders.

All groups of people living in the cluster village of Bhola (Bangladesh) are talking about the vulnerable situation of their WASH facilities

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[5] Cluster village is the place allotted by the government for the people who have no house to live in. Usually cluster village dwellers are the people who have lost their land to the river, or for any massive disaster. In the cluster villages, the government constructs some small houses for these people, and they own those houses giving some money to the local union parishad chairperson. They also should receive a registration paper to live on those houses for a certain time period.

Table1: An example of a logical framework for advocacy planning

Objective	Target groups	Activities	Outcome Indicators	Timeline	Responsible	Resources
Improve WASH facilities of the cluster villages in Bhola, Bangladesh	Union Parishad chairpersons*	Awareness raising meeting	All the people living in the cluster villages get access to WASH facilities	Within 2 years	The leading organization of awareness raising, capacity building, and advocacy work	Gender budget of Union Parishad, Local GOs (municipalities)
	Department of Public Health Engineering (DPHE)	Document data on the WASH situation in cluster villages, Advocacy research, Public campaigns	Policies that guarantee cluster dwellers' access to WASH facilities	1 year after the public campaign	The leading organization and partners	Own and partners experts Co-financing with partners
	Civil Society Organization (CSO)	Lobbying, Media work, Submit reports	Amount of allocation in the Union Parishad's WASH budget; and Number of tube-wells and sanitary latrines installed in the cluster villages	Within 2 years	The leading organization and partners	Public budget; leading organization and partners experts

* In this case Union Parishad chairpersons, are targeted because they are the local government authority with the power to decide on local access to and control over resources (budget allocation for tube-well, toilets and other necessary elements), and make sure that local people's behaviour and expectations are aligned with the overall customary norms (such as on gender and generational). Union Parishad chairpersons can be key agents in promoting changes towards gender equality and social inclusion.

Making advocacy happen

This is the most challenging, but also most fulfilling part of advocacy planning. Be aware that events may not go as planned, especially when the advocacy action is drawing attention to a sensitive gender issue such as girls' toilets with MHM facilities, toilets for Cluster villages or for river nomad people. . It may be the case that some interest-groups will try to sabotage or discredit your advocacy activity, which is why it is essential to have reliable evidence-based data and to build strong alliances with different stake holders.

Monitoring and evaluating advocacy efforts

Monitoring and Evaluation (M&E) should be central to your gender advocacy action plan, right from the beginning. It involves measuring change of opinions and behaviour of the groups targeted by your advocacy work. As advocacy typically involves multiple networks and coalitions, and could be affected by many (internal and external) factors and resistance to change, monitoring the process is not easy. Furthermore, gender advocacy is often a long-term process and changes sometimes

are unpredictable. Monitoring advocacy entails: **Outlining the resources or inputs you have dedicated and the actions you have taken**, for example: the number of proposals of lobby plans you have drawn up, term of references for gender research or consultancy work, the number of mails you sent, the number of women in committees, training sessions (for instance to raise awareness about the importance for women to access land, water, sanitation, inputs, and extension services to eradicate hunger and poverty, and ensure their empowerment), meetings organized, etc.

- **Recording the immediate results or outputs of your advocacy actions** such as: response to e-mails, information sought from you about your campaign, report produced and/or published, new agreements and policies, minutes of meetings, media coverage, membership in a network or women's organization, etc.

You should also review your gender advocacy plan and define when you can carry out a M&E activity. For instance, going back to our example of Improve WASH facilities of the cluster villages in Bhola, Bangladesh (see table of framing your plan), the M&E reports may indicate that although you have developed documents, advocacy messages and public campaigns for guaranteeing WASH facilities in the cluster villages, after 3 years there is little evidence that such an objective will be accomplished. In that case you need to find out why that is and assess different components of your advocacy plan to find out where the weaknesses lie. You may need to change your advocacy strategy to convince Union Parishad chairpersons and empower local women and men to carry out their own rooted gender advocacy, or have a better fund-raising strategy to secure finances to implement gender-sensitive training to engage policy makers and other stakeholders in lobbying campaigns. In some cases, you may need to adjust your indicators and timelines to make them more realistic.

– **Outcome Mapping:** because it is very difficult to monitor change of attitude and the influence one has on decision-makers, in the Watershed project Outcome Mapping is used for monitoring. Partners to gether identify which outcomes were achieved because of their actions, and which were not the planned outputs as listed in the logframe. The outcomes have to be clearly described including date and place.

Exercises and tools for the facilitator

Rapid inventory of advocacy knowledge
Sort of exercise: Paired interviewing *Time allocation:* 30 minutes for interviewing and 30 minutes for plenary discussion
Needs/requirements for this exercise *Different colours of cards, flipchart or a board, where to stick the cards*
Description of the exercise *Match randomly the participants in pairs and ask them to ask each other the following questions:* - Has your organization developed advocacy activities? *if yes,* - Give a short explanation about it, the achievements and challenges.   *If the answer is no, then ask:*

- According to your opinion, could you please tell the group, for which issues you think advocacy would be helpful?

You can write down these questions on cards of different colours. Answers can also be written down on cards and be stuck on the wall or flipchart. You can start a short discussion on the answers, basically to highlight the achievements and challenge.

This exercise allows the facilitator to assess not only the level of understanding and experience of the participants regarding advocacy, but also to adjust the training/coaching session according to the needs of participants

Gender-responsive and socially inclusive advocacy

Sort of exercise and time allocation: *Power point presentation*

Time: 25 minutes for power point presentation, and 20 minutes for questions and discussion, total 45 minutes.

Needs/requirements for this exercise

Computer, projector, cards

In case that there are no facilities to use a projector, you can prepare your presentation on a flipchart

Description:
The facilitator can prepare a 25 minutes presentation on what gender-responsive and socially inclusive advocacy is, the different advocacy actions and approaches, which are described in the information part of this session. After the presentation there is time for questions from the participants and discussion in the plenary.

Icebreaker exercise: *Which advocacy approach?*

Icebreakers are games used at the beginning of a session or course with the aim to get group members to relax and mix and to create trust within the group and/or to have fun. It can be of invaluable help in creating a learning environment, in which individuals and groups feel free to experience, reflect and communicate. They are particularly useful for workshops on gender and social inclusion, which are likely to surface conflicting opinions, discomfort and personal biases.

Time allocation: *15 minutes*

Needs/requirements for this exercise

Different colour of cards or
Power point projector

Description
Prepare a card with the following statement in advance:

'You want to develop a inclusive gender advocacy message to ensure nomad people have access to WASH facilities in a region where they are considered as low cast and not allowed to speak publicly. Which kind of advocacy approach could you develop? and why?'

Place this statement in a visible part and ask the participants to answer it in 5 minutes.

For this exercise you divide the participants in groups of not more than 4 people. Each group should write down the answer on a card in as short a time as possible. It is important that you keep the time (5 minutes). The first group that sticks their cards on a blackboard, or flipchart, or wall will be the winner. After all the participants have written out their cards, you can discuss their answers and reach a consensus.

The facilitator should know that the best answers for this statement are:

The Women empowerment approach, and gender-responsive and socially inclusive rooted advocacy.

Planning gender-responsive and socially inclusive advocacy

Exercise: Focused group discussion

Time: Work in groups 1.15 hours, plenary: 45 minutes, total 2 hours

Description
Divide the participants in groups, but before this, it is advisable that you do a short power point presentation (or on a flip chart) on advocacy planning and advocacy cycle.

Groups can choose a gender issue that they would like to advocate for. You can also prepare cases in advance for this exercise, but it is desirable that each group choose a case relevant to their own region and work. Advise the group to prepare a realistic and reachable plan using the logical framework that you will provide them (table 1). Discuss the work of the group in plenary.

After plenary, the facilitator should try to summarize the main ideas and conclusion of the discussions

Advocacy: Discussing gender and inclusion in WASH with Union Parishad

Session 2:
Formulating gender-responsive and socially inclusive policies and legislation to implement the Watershed project

Introduction

This session provides information and some tools to facilitate a gender-responsive and socially inclusive policy consultation and formulation process. It explains key steps of the process and to the importance of developing alliances to carry out this process. It also highlights the need to develop a gender and inclusion assessment of existing policies and institutions, to identify gender gaps. Finally, the session offers some tips to draw up a monitoring plan to follow the policy formulation process until its validation/implementation.

The scope for an individual Civil Society Organization (CSO) to formulate policies or change existing policies is very limited, and differs in different national and regional contexts. For CSOs to strongly influence the formulation and implementation of a policy it is therefore imperative to build advocacy work through strategic alliances and partnerships with other CSOs, grassroots organizations, government organizations and other sectors such as academic and research institutions and other advocacy groups. This session provides information, which can help you to build alliances and influence the formulation of gender-responsive and socially inclusive policy process.

Learning objectives

At the end of this module participants will:

- Be able to facilitate a policy consultation and formulation process
- Know the key policy formulation phases
- Know how to set up a plan of actions to validate/implement a (proposed) policy

Total time: 4 hours

Concepts and Information for the facilitator

### Policy consultation or formulation key phases:

1. **Building coalitions and alliances;** these activities are intrinsic to any successful advocacy effort and should also commence at an early stage. Before engaging in building a inclusive and gender policy advocacy, you or your organization should consult and build alliances with other gender and women organizations and partners, especially with those that share similar goals and interests. Try to focus on those organizations who already develop similar advocacy work. It is also advisable to engage related governmental organizations in the alliance. This can facilitate sectoral policy formulation.

2. Once you have built an alliance, it would be necessary to set up a **Steering Committee** that can already start a **Rapid Gender Scan** of existing (sectoral) policy and legal environment to identify the main inclusion gaps in WASH policies and organisations and in the implementation of the Watershed project, and conduct a stakeholder mapping. The following questions may help this task:
   - Is there any policy or legislation related to the issue that the alliance aims to advocate?

- Have some advocacy initiatives or policy consultation already been done before?
- If so, what were the results?
- Is anything similar being planned? What was the impact of similar initiatives on different groups, and on women and socially excluded groups in particular? For instance, you may identify that a high rate of diarrhoea in an area is an issue, which could be related to the consumption of polluted water by industrial activities, or a high rate of miscarriage in an area is an issue, which could be related to the consumption of saline water. In this case, you may build partnerships with environmentalists, human rights groups, and feminist non-government or government organizations and research institutions.

3. **Drafting a term of reference (ToR) policy review and analysis and sketch of a first plan of action**, defining strategies and responsibilities. According to the results of your first Rapid Gender Scan, the steering committee should draft a ToR, which should clearly state which kind of resources (financial, gender expertise, networking, etc.) you need to mobilize to carry out a further detailed gender and social inclusion policy assessment. In case there is a lack of attention for gender and inclusion in policy, you may consider the need to advocate for input into the government policy formulation process. Probably you need to consider funds and time to this end, or to develop the gender analytical skills of the people who will be engaged in carrying out the gender and inclusion assessment of policies. After following these 3 previous steps you are ready to develop a gender responsive and socially inclusive policy formulation process.

The process of developing gender-responsive and socially inclusive policy formulation

Before starting with the policy formulation process, you need to be aware that this requires an accurate gender assessment not only of official policies, but also of customary norms, religious norms, and legal plurality. The policy formulation process follows, at least, 4 distinctive steps (see figure).
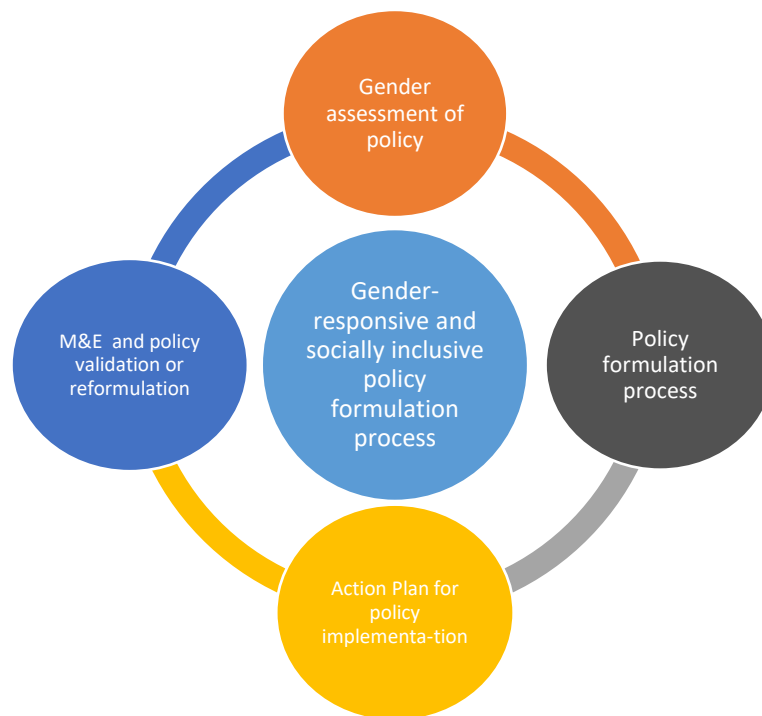
Steps of gender-responsive and socially inclusive policy formulation

Be aware that there is no unique (blue print) formula to formulate a gender-responsive and socially inclusive policy. That is why you need reflexive learning to adapt to a specific context.

1. Gender assessment of policy

It is crucial to identify not only the gender gaps in policies, but importantly, the underlying causes of these gaps. Only then will you be able to address the relevant target groups and design appropriate measures to overcome the identified gap. You may consider to address the following basic questions: 'What' is/are the problem(s), 'why' is that (causes), 'who' are the affected people (disaggregated by gender, social status, generational and ethnic), and 'how' to overcome the problem (from policy formulation perspective). Gender disaggregated data and statistics are crucial to carry out a comprehensive gender assessment. See the matrix developed by WEP: http://bit.ly/weppolicyandlegislationmatrix)

2. Policy formulation process

✓ **Ranking of the identified gender gaps to set priorities for policy formulation:** After developing a gender assessment, you will probably have a long list of identified gender and inclusion gaps. You will need to prioritize or identify the main problem depending on various factors (urgency of problem for the local women and men, relation to your mandate, access to human and financial resources, links with other advocacy actions, time available, global relevance, etc.).

✓ **Developing the gender and inclusion policy vision:** Once you have prioritized the main gender gaps you can address, you are ready to engage in a participatory exercise with your stakeholders to formulate a shared vision of a gender-sensitive and inclusive policy. These are statements that reason why such a policy needs to be formulated. Example of a vision: *'Equitable access to water, sanitation, land, technology, knowledge and decision making is central for poverty eradication, sustainable development, and for leaving no one behind.'*

✓ **Developing gender-responsive and socially inclusive policy commitments:** These are clear statements setting out in broad terms how a gender-responsive and socially inclusive policy vision will be achieved. The commitments are usually related to the mandate of the sectoral organization or line ministries (water resource, agriculture, forestry, fisheries, livestock, environment, women and children ministry, etc.)

✓ **Stating the underlying ethical principles:** The formulation process of a gender-responsive and socially inclusive policy is usually guided by a number of equity and fairness principles, such as: participation, transparency, inclusiveness, non-discrimination, accountability, etc.

✓ **Strategies for policy adoption and implementation:** Once you formulated your gender-responsive and socially inclusive policy vision, you need to sketch some actions on how the

Group-work for inclusive advocacy planning

steering committee will go further to implement the policy commitments. The steering committee will have to consider short and long term strategies, focusing on those which

have the potential to foster changes towards gender equality and social inclusion. For instance, actions to gain male allies and support, who, in turn, can advocate for equal access to resources for all. Then the next step is to set up an **action plan.**

3. Setting up a gender and inclusive action plan for policy validation and implementation

Once a policy has been formulated, it will require a process of validation, before it can be institutionalized and implemented. For this you will need to set up an action plan, which basically will help you to translate the formulated policy into action.

The key elements of a plan of action are (see also table 1 of session 5.1):

- Policy objectives as start-off points for the formulation of the plan of action
- Time-bound targets to be achieved
- Outputs to achieve policy objectives
- Priority areas of actions as identified during gender assessment
- Activity plan: activities to implement the priority action areas (policy assessment, policy formulation, media campaigns, lobbying, policy validation, etc.), time-frames for implementation of activities, resources needed, sources of resources, and stakeholder responsibilities
- Indicative budget per year and totally for the planned period

4. Monitoring & Evaluation and policy validation or reformulation
5.

The following figure shows an example of a matrix for monitoring the process of gender-responsive and socially inclusive policy formulation.

Table 2: Example of an M&E matrix for gender and inclusion policy formulation

Policy process/ activities	Expected results	Kind of Indicators	Frequency of report	Responsibilities
Gender assessment	Gender analysis in 'x' sectoral policies (for instance WASH)	Two or three sectoral policies assessed	Each two months	Partner 1 Partner 2 Partner 3
Policy formulation process	Gender-responsive and socially inclusive policy proposal developed for sector 'x'	'x' policy proposals	Each month	Steering Committee
Action plan	Sectoral action plan developed in consensus with different stakeholders	'x' action plan implemented in 'y' year	Each half year	Steering committee Partner 1 Partner 2 …
Policy validation/ reformulation	Validate proposed gender and inclusive policy over the course of one year	'x' policy validated in 'y' year	Each year	Steering committee Partner 1 Partner 2 …
Action plan: - Outcome/output - Institutional capacity - Capacity development - Budgeting				

Exercises and tools for the facilitator

Identifying gender gaps in current policies
Sort of exercise: Brain storming in groups *Time allocation: 45 minutes*
Needs/requirements for this exercise • *Flipchart, pen, colour markers,*
Description of the exercise *Divide the participants into groups depending on language, regional/geographic location, institutional size, etc. Each group will be given 30 minutes to discuss the questions on the following worksheet:* - Which gender gaps could you identify in the (WATSAN/agricultural/health etc.) policies in your region? (mention at least 3) - Could you rank these gaps? - Propose two or three measures to overcome the most important gap *The responses do not need to be presented in a plenary. You will use them in a later presentation and group discussion.* *This exercise will help the facilitator to assess the participants skills in identifying and prioritizing existing gender gaps, as well as to know their level of understanding of policy formulation processes.*
Policy formulation process and key phases
Sort of exercise and time allocation: Power point presentation *Time: 25 minutes for power point presentation and 20 minutes for questions and discussion, total 45 minutes*
Needs/requirements for this exercise *Computer, projector, cards* *In case that there is no facility to use a computer and projector, you can prepare your presentation on a flipchart*
Description: *The facilitator can prepare a 25 minutes presentation on gender-responsive and socially inclusive policy advocacy, policy consultation/formulation key phases, and formulation/implementation process. During or after the presentation, the facilitator can bring into the discussion the main ideas or messages of the exercise: 'identifying gender gaps'.*
Energizers

Before going to the next session of the workshop, you are advised to choose one of the energizers or tension diffusers exercise to energize the participants. These are games that can be played when the energy of the group is decreasing, or to improve the atmosphere, if needed.

Time allocation: 15 minutes

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Exercise: *group discussion*
Time: *work in groups 1.30 hours, plenary: 45 minutes, total 2 ¼ hours*

Description
For this exercise you can suggest the participants to join in related groups (i.e. those who are working in the same sector, or working on the same components of the Watershed project), because you will ask them to propose a gender-responsive and socially inclusive policy formulation process. For focused group discussion, you can use as a guide the following questions:

- *How would you start a gender and inclusion policy consultation/formulation process in your sector?*
- *How would you analyse and prioritize existing gender gaps?*
- *Choose one prioritized gender gap and draw a plan to start a gender-responsive and socially inclusive policy formulation process.*

You can also provide the group a copy of Figure 5 in session 2, to facilitate drawing up their monitoring plan.

After the plenary, the facilitator should try to summarize the main ideas and conclusion of the discussions

Gender, Inclusion, IWRM and WAH advocacy coaching

Resources:

- GWA (2002), Advocacy Manual for Gender and Water Ambassadors. Guideline, Training module and case studies. http://genderandwater.org/en/gwa-products/policy-influencing/GWA_Advocacy_Manual.pdf/view
– GWA (2018), Training Master Manual, for Women2030 Project, EU. In English and in Bangla. http://genderandwater.org/en/women2030/capacity-building/training-master-manual
- GFC (2016), Media Training toolkit. Activist Photography, Mainstreaming Media and Social Media. http://globalforestcoalition.org/women2030-media-training-toolkit/
- WaterAid (2007), The Advocacy Sourcebook. http://www.wateraid.org/~/media/Publications/advocacy-sourcebook.ashx
- CEDAW: How NGOs can submit a report to CEDAW https://www2.ohchr.org/english/bodies/cedaw/docs/NGO_Participation.final.pdf
- FAO (2014), Community Radio/Media. Dimitra Project. http://www.fao.org/dimitra/resources-by-theme/community-radio-media/en/
- WEP (2017), Gender Policy and Legislation assessment. http://bit.ly/weppolicyandlegislationmatrix)
- AAUW. Workshop: Say Yes to the Ask: How to Talk the Advocacy Talk. http://www.aauw.org/resource/workshop-how-to-talk-the-advocacy-talk/
- WMG (2017), draft document 'WMG Guidance on engaging with governments on VNR and/or doing alternative reports for HLPF/SDG implementation'. http://www.womenmajorgroup.org/wp-content/uploads/2017/05/WMG_Info_Note_Final_2017.pdf
- AWID (2003), An advocacy Guide for Feminists. Young Women and Leadership No 1. http://iknowpolitics.org/sites/default/files/feminist_advocacy_guide_awid_2.pdf
- OHCHR: for information for UPRs: Universal Periodic Reviews https://www.ohchr.org/en/hrbodies/upr/pages/ngosnhris.aspx
- Water Aid and WASH (2003), Advocacy Sourcebook. A Guide for WSSCC Co-ordinators Working on the WASH Campaign. http://www.cap-net.org/documents/2003/09/advocacy-sourcebook.pdf
- FAO (2015) Gender Advocacy for Food and Nutrition Security. E-learning courses on Gender in Food Security. Partners: EU and GWA. http://www.fao.org/elearning/#/elc/en/course/FG