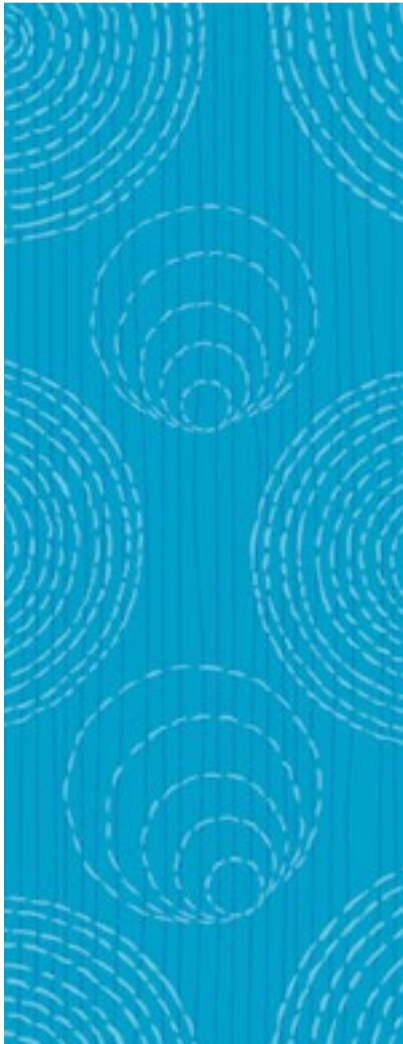




SAVING NEWBORN LIVES

Champions Toolkit



Save the Children

ACKNOWLEDGMENTS

This Champions Toolkit, written by Sarah Roma and Carlisle Levine, updates the 2016 *Saving Newborn Lives Champions Toolkit*.

With thanks to Patrick Aliganyira, Michel Anglade, Getaneh Assefa, Smita Baruah, Angela Brasington, Lydia Chimtembo, Sofia Diarra, John Engels, Arefin Amal Islam, Steve Haines, Steve Hodgins, Catherine Howell, Kate Kerber, Rajesh Khanna, Mary Kinney, Lydie Ky, Richard Luhanga, Ishtiaq Mannan, Nomsa Taulo, Yunis Musema, Sylvia Nabanoba, Shriya Pant, Patricia Pirio, Joy Riggs-Perla, Mary Beth Ramsey, Emily Rindone, Sayed Rubayet, Elaine Scudder, Karen Semkow, Deborah Sitrin, Uzma Syed, Rahman Taskin, Bina Valsangkar, Lara Vaz, Steve Wall, Abimbola Williams, and Shani Winterstein.

SPECIAL ACKNOWLEDGMENT AND APPRECIATION to the many inspiring newborn health champions with whom we are proud and humbled to collaborate.

© Save the Children 2017

Foreword

Save the Children's Saving Newborn Lives (SNL) program has a long and successful history of collaborating with newborn health champions to advocate for robust policies and programs to reduce global neonatal mortality. SNL and pediatricians, midwives, members of parliament, ministers of health, journalists, celebrities and many other champions have worked together over the years to increase the availability of and access to routine and emergency newborn care services and supplies, to improve the quality of newborn care services, and to increase knowledge about and demand for newborn care, all in the interest of giving newborns the greatest chance to begin their lives healthy and strong.

This *Champions Toolkit* stems from this history. However, its content is equally applicable for working with any kind of champion, not just newborn champions. The Toolkit provides guidance and a set of practical tools to help program staff and others strategically partner with champions for maximum impact on any topic of importance to our work. While working with champions is one of many advocacy tactics, it is an important one and critical for raising the profile of development issues and achieving specific policy and advocacy goals tied to programmatic work.

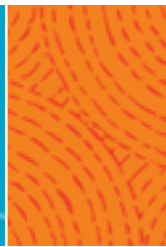
Sincerely,



Joy Riggs-Perla
Director, Saving Newborn Lives

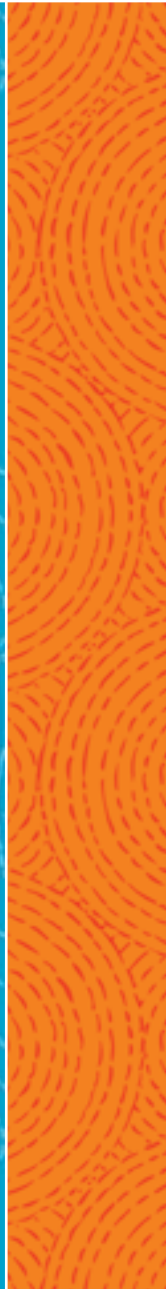
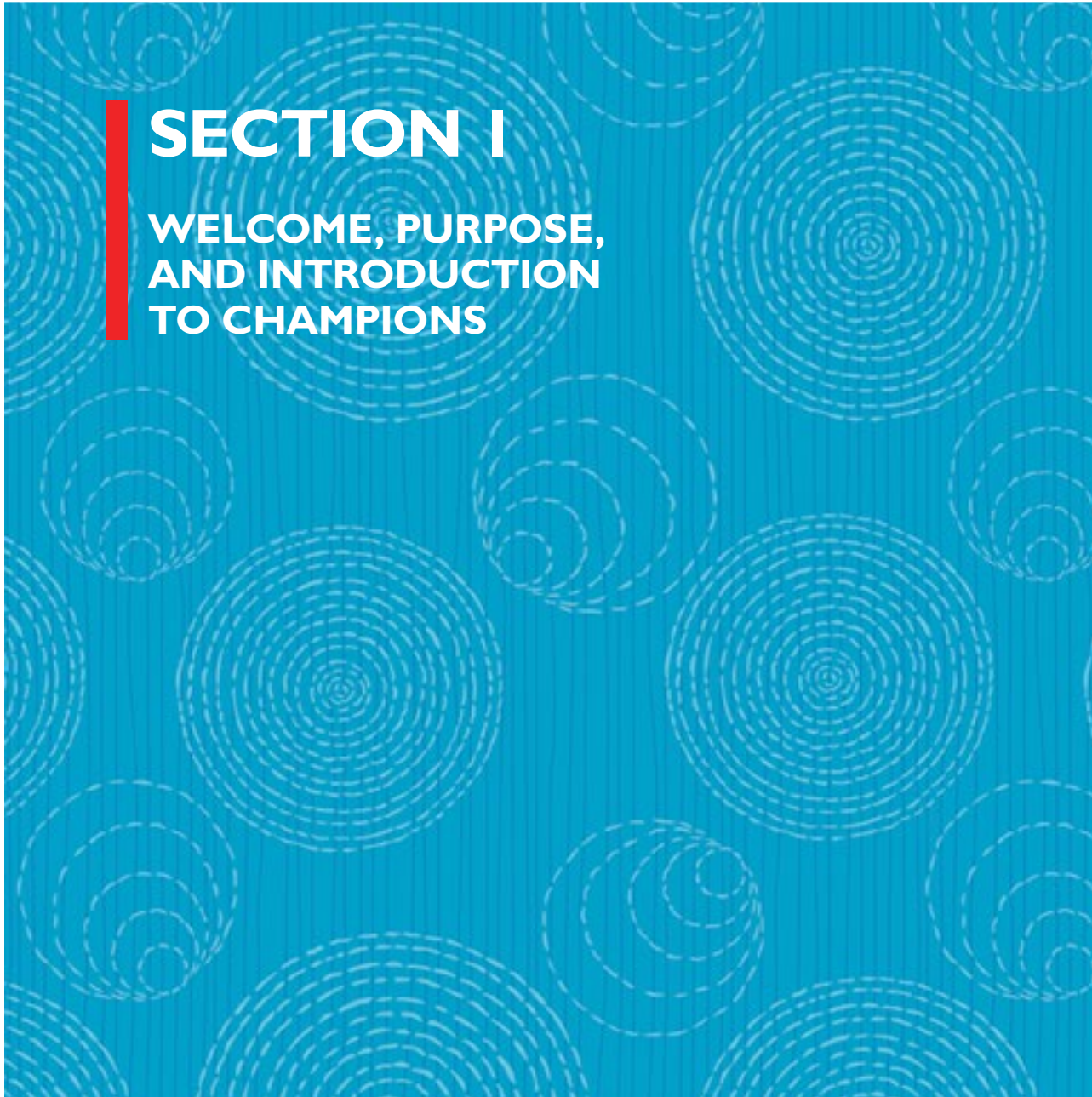
Contents

1. Welcome, Purpose, and Introduction to Champions	6
Purpose of this Toolkit and Intended Audience	6
How the Toolkit Is Organized	6
How This Toolkit Connects to Other Resources and Tools	7
What Is a Champion?	7
Why Engage Champions?	8
How Working with Champions Fits the Broader Advocacy Planning Context	9
2. Champion Checklist	11
3. The First Step: Deciding if and When to Engage a Champion	13
4. Identifying Appropriate Champions	18
Kinds of Champions and Assessing Alignment	18
Risk Assessment and Vetting Champions	18
TOOL: Champion Framework and Mapping Tool	20
TOOL: Criteria for Choosing a Champion	24
5. Approaching, Recruiting, and Establishing a Relationship	26
6. Cultivating and Supporting Champions: Increasing Engagement and Influence	29
Champion Cultivation and Support	29
Ensuring Strategic and Effective Champion Involvement	30
Sustaining a Long-Term Relationship	31
TOOL: Champion Engagement Opportunity Assessment Tool	33
7. Monitoring and Evaluating Influence, Engagement and Effectiveness	35
Why Monitor and Evaluate the Work of Champions	35
What to Monitor and Evaluate	35
When to Monitor and Evaluate	36
How to Monitor and Evaluate	37
TOOL: Champion Support and Interaction Tracking Sheet	40
TOOL: Champion Activities and Interim Outcomes Tracking Sheet	41
TOOL: Periodic Reviews, After-Action Reviews and Intense Period Debriefs	42
TOOL: Impact Stories	44
TOOL: Outcome Harvesting, Contribution Analysis, and Process Tracing	45
8. Documentation	47
Purpose	47
What to Document	47
Where, When and How to Document	47
9. Mini Case Studies	50
Partnering with a Prominent Pediatrician in Bangladesh	51
Partnering with a Prominent Pediatrician in Malawi	54
Partnering with a Ministry of Health Policymaker in Nigeria	57
Partnering with a Member of Parliament in Uganda	60



SECTION I

WELCOME, PURPOSE,
AND INTRODUCTION
TO CHAMPIONS



01

Welcome, Purpose, and Introduction to Champions



PURPOSE OF THIS TOOLKIT AND INTENDED AUDIENCE

This toolkit provides practical guidance about why, when, and how to systematically partner with champions to advance newborn health advocacy objectives. It also provides examples of how Save the Children has worked with newborn health champions. Many people work with champions intuitively and have significant experience in doing so, but all may benefit from:

- ▶ Learning from other experiences
- ▶ Thinking more deliberately, strategically, and systematically about how to engage champions to the fullest extent possible
- ▶ Monitoring and evaluating your partnerships with champions more systematically
- ▶ Better documenting learning for internal and external uses

HOW THE TOOLKIT IS ORGANIZED

Section 1 provides an introduction to the toolkit and champions.





Section 2 offers an overarching “Champion Checklist” of items to consider when deciding whether and how to engage a champion.

Sections 3–8 delve further into each item on the Checklist and provide tools and guidance. Each section may be used independently, depending on where you are in the process of identifying and working with champions and what support you need, including:

- ▶ Deciding if and when to engage a champion (Section 3)
- ▶ Identifying appropriate champions (Section 4)
- ▶ Approaching, recruiting, and establishing a relationship with champions (Section 5)
- ▶ Cultivating and supporting champions (Section 6)
- ▶ Monitoring and evaluating champions’ influence, engagement, and effectiveness (Section 7)
- ▶ Documenting the use of champions (Section 8)

Section 9 offers four short case studies and examples of Save the Children’s work with newborn champions, as well as lessons that can be applied to similar efforts.

The following symbols will be used throughout the toolkit to draw attention to specific items

CASE STUDY/EXAMPLE	TOOL	TIP/HIGHLIGHT	RESOURCE
			

HOW THIS TOOLKIT CONNECTS TO OTHER RESOURCES AND TOOLS

Working with champions is one of many advocacy tactics, so before using this toolkit it is first important to have an understanding of advocacy. This toolkit is intended to build on and complement existing Save the Children advocacy resources and tools, including:

- ▶ *The Save the Children International Online Advocacy and Campaigning Course*
🖱 bit.ly/2wMLmRr
- ▶ *Advocacy Matters: Helping Children Change Their World: Save the Children Guide to Advocacy*
🖱 bit.ly/2vTqlrc
- ▶ *Advocacy matrix* (Save the Children's Saving Newborn Lives project)
🖱 www.healthynewbornnetwork.org

WHAT IS A CHAMPION?

“Champion” denotes many things to different people, so it is important to clarify its meaning for the purpose of this toolkit.

A newborn champion is highly engaged on newborn health-related issues and has significant influence with a target audience or over a relevant policy. Champions may collaborate with programs and organizations in a sustained way to support specific positive changes for newborn health.

- ▶ It is important that you engage champions for the purpose of advancing newborn health; it is not about promoting your program or organization.
- ▶ There are many types of champions working at different levels: local, national, global. Champions include health professionals (such as midwives and neonatal nurses, doctors, and community health workers), politicians, journalists, religious leaders, government officials, local leaders, parents, donors, celebrities, and other influential individuals. Each is different and requires a unique approach.
- ▶ In some cases, you might partner with people who are already newborn health champions. Or you might partner and work with potential or emerging champions (who either are highly engaged in newborn health issues or have significant influence with a target audience or relevant policy) to help increase their engagement or influence.

- ▶ Partnering and engaging with champions must be part of a well-conceived strategy to achieve specific advocacy objectives. Therefore, it is critical to first clarify the advocacy objectives and changes that need to be achieved, assess whether engaging champions might be an effective advocacy tactic to that end, and decide what kinds of champions need to be engaged and in what ways (Section 3).
- ▶ Relationships with champions should be collaborative and conceived of as mutually beneficial. As such, you should always discuss with champions how to best leverage the partnership to achieve specific goals.

WHY ENGAGE CHAMPIONS?

Save the Children has a long history of engaging champions and has many examples that demonstrate the value of champions in helping to promote policy change. More generally, engaging champions as an advocacy tactic to promote change is an approach that has been used with many issues, including public health issues from newborn health to family planning, malaria, and HIV and AIDS. Several models outline how champions or influential people facilitate the process of social change:

- ▶ The “diffusion of innovations” model describes how innovations spread through social systems or cultures over time, and the importance of peer opinion leaders in facilitating openness to the innovation.¹ In its application to policy advocacy, the diffusion of innovations model points to the importance of engaging champions as one possible advocacy tactic, in order to help encourage acceptance of a new policy or program.² Closely linked, FHI 360’s “champions advocacy model” describes the process of engaging influential individuals as “champions” in order to increase the likelihood that an innovation will be adopted as a standard practice.³
- ▶ In his analysis of why some issues attract more policy attention than others, Jeremy Shiffman describes a framework of nine interconnected factors that influence political prioritization, one of which is “political entrepreneurship,” or the “presence of respected and capable national political champions willing to promote the cause.” In his studies about political prioritization of maternal and neonatal mortality in low-income countries, Shiffman concludes that several systematic factors help to ensure that advocates are successful, one of which is engaging “respected and well-connected national political entrepreneurs with track records in placing public health issues on national agendas.”⁴

1 Rogers, EM. *Diffusion of Innovation*. New York: Free Press, 2003.

2 Stachowiak, Sarah. *Pathways for Change: 10 Theories to Inform Advocacy and Policy Change Efforts*. ORS Impact and the Center for Evaluation Innovation, 2013.

3 *Engaging Innovative Advocates as Public Health Champions*. FHI, 2010.

4 Shiffman, J. Generating Political Priority for Maternal Mortality Reduction in 5 Developing Countries. *Am J Public Health* 2007; 97(5):796–801.

HOW WORKING WITH CHAMPIONS FITS THE BROADER ADVOCACY PLANNING CONTEXT

Engaging champions is one possible advocacy tactic within a broader advocacy plan to help strengthen and sustain the political priority of newborn health (Section 3 has more information about how to strategically determine whether engaging a champion might help achieve your advocacy objective). The engagement of champions is just one of many factors that may contribute to your program's work to build policies and political commitment and mobilize resources.

For example, your program may serve as a catalytic agent, leveraging and supporting others to achieve change and impact at scale. Thus, you may wish to advocate for and mobilize commitment, resources, and integration for accelerated implementation and then encourage partners — including champions — to take action to improve newborn health and survival. While it is necessary to continually assess the political landscape and engage with a wide range of stakeholders to achieve change (see box for additional resources), this toolkit focuses specifically on champions.

The importance and influence of a champion's contribution to change is part of a larger landscape of factors that operate together to ultimately lead to reduced maternal and newborn mortality. Other tactics that might be used to advance a particular advocacy objective include disseminating new research and evidence, forming collaborative partnerships and coalitions, mobilizing the public, educating and lobbying policymakers, using media or publications to raise awareness, and interacting at national and regional meetings. The trick is understanding when and how to leverage champions amid this landscape of interconnected factors. It is an art, rather than a science, of understanding the dynamic nature of how all these factors interact and how influence comes about.

While this toolkit will not cover advocacy planning or the other factors that intersect with champions to influence change, it is still important to be aware of how the engagement of champions fits into the bigger picture.



RESOURCES

For more information on developing an advocacy strategy and the range of stakeholders that may be engaged, see Save the Children's *Online Advocacy and Campaigning Course*:

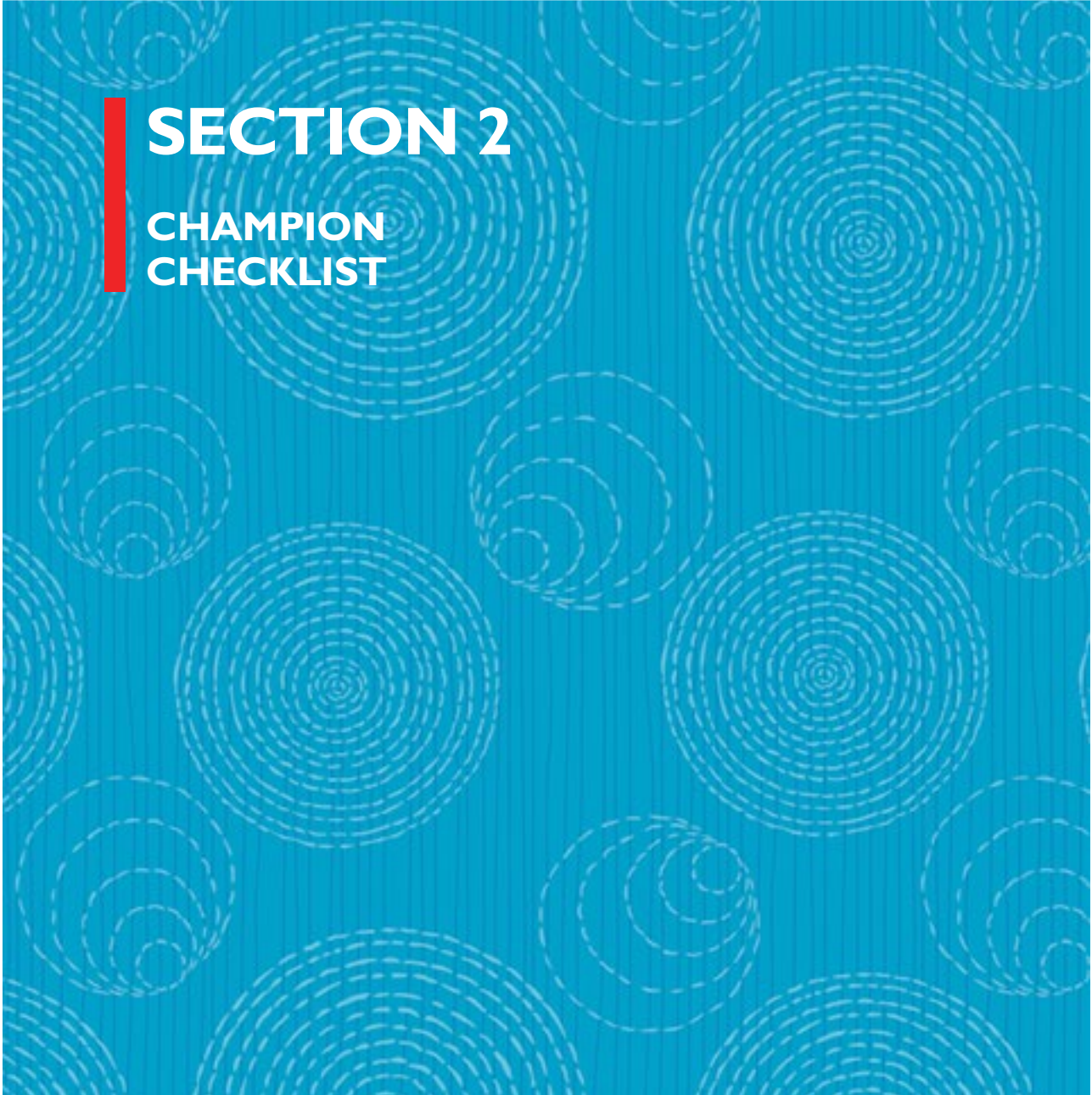
- Session 3: Planning Your Advocacy Strategy
- Session 5: Understanding Policy and Power
- Session 6: Identifying and Influencing Advocacy Targets
- Session 10: Public Mobilisation
- Session 11: Partnerships and Coalition

🖱️ bit.ly/2vJEHuF



SECTION 2

CHAMPION CHECKLIST



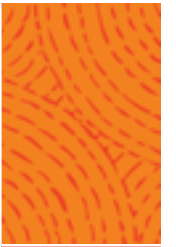
02 Champion Checklist



CHAMPION CHECKLIST

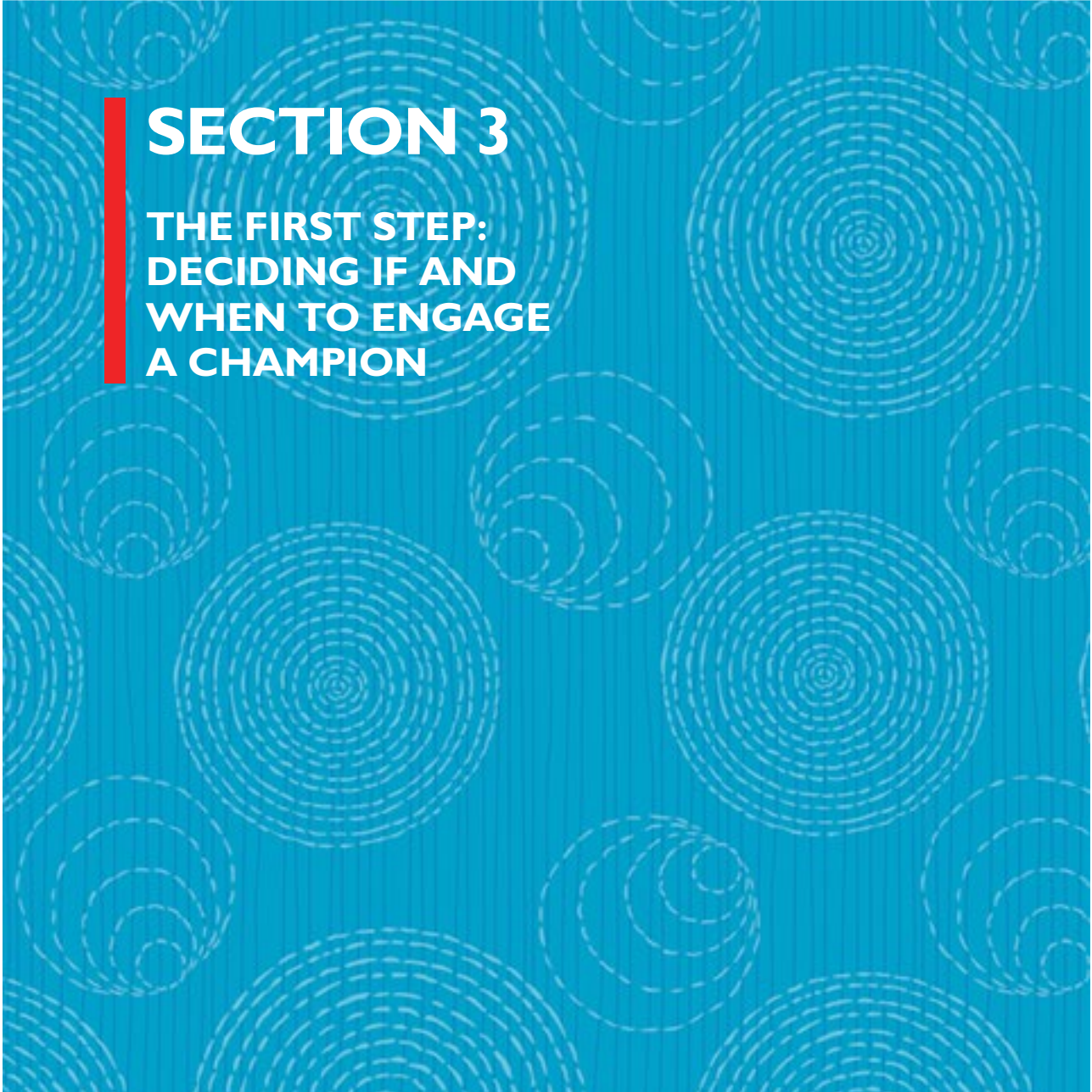
Before engaging a champion, use this checklist to ensure that you have carefully considered the following:

- ☐ **Clarify your advocacy objective and target audience** to determine if and when to engage with champions and for what purpose. This clarity is essential before moving forward (Section 3).
- ☐ **Identify appropriate champions or emerging champions** who meet your criteria, are capable of both influencing your advocacy objective and target audience, and are actively engaged in maternal and newborn health (Section 4).
- ☐ **Approach, recruit, and establish a relationship**, taking into account the champion's or emerging champion's current role, influence and engagement; establish clear roles and expectations for your program, the champions, and the relationships (Section 5).
- ☐ **Cultivate and support champions** in ways that increase their engagement and influence and lead to a sustainable relationship with your program (Section 6).
- ☐ **Monitor and evaluate the champions' work** to understand and improve its effectiveness and potentially assess its contribution to a policy change (Section 7).
- ☐ **Document your champion work** to foster broader ownership, share learning with others, and serve as an accountability tool in the relationship between your organization and the champions, within your program, and with donors and partners (Section 8).



SECTION 3

**THE FIRST STEP:
DECIDING IF AND
WHEN TO ENGAGE
A CHAMPION**



03

The First Step: Deciding If and When to Engage a Champion



In order to engage champions strategically, the most important first step is to ensure that work with champions is linked to advancing a particular advocacy objective.

Before engaging champions, you must be clear on your advocacy objective and understand who needs to be influenced (your targets) in order to achieve it (see box for more information on advocacy planning).

You can then consider whether a champion might help you influence the specific change you are seeking — either because they are an influential — well positioned to influence the policymaker responsible for the policy change (target), or because the champion himself or herself is a target who is well positioned to directly bring about the specific change you are seeking (advocacy objective). You can track all of this information in one place using an advocacy matrix (you can download an illustrative advocacy matrix from www.healthynewbornnetwork.org).



RESOURCES

For more support on advocacy planning, see the *Save the Children Online Advocacy and Campaigning Course*:

🖱 bit.ly/2vJEHuF

For guidance on developing an advocacy strategy, including advocacy goals and objectives, see Session 3: Planning your Advocacy Strategy.

For guidance on identifying whom you need to influence, see Session 6: Identifying and Influencing Advocacy Targets.

The First Step: Deciding If and When to Engage a Champion

For example:

- ▶ If you want to convince a policymaker in the ministry of health (target) to develop or endorse a specific newborn health policy or set of guidelines, or to scale up a particular newborn health intervention, you might determine that your target would be best convinced by a health expert (influential) who understands the issue deeply and can speak from experience.



EXAMPLE

Advocacy objective: The ministry of health develops a policy and related guidelines to allow community-based management of newborn sepsis and the local production of chlorhexidine by 2019

Target: Minister of health

What motivates the target: Clear technical evidence and expertise

Possible champion: Influential health technical expert such as a doctor, midwife, or academic

- ▶ If you want a national policy, such as a kangaroo mother care (KMC) policy, to be implemented locally, you might want to convince local doctors, midwives, and nurses (targets) of the value of KMC. Thus, you might identify an influential local health practitioner or district health manager to be your champion and help convince their fellow health practitioners.



EXAMPLE

Advocacy objective: The national KMC policy will be implemented in all districts by 2019

Target: Local health practitioners (doctors, midwives, nurses)

What motivates the target(s): The example of other practitioners whom they admire, and accountability to their district health manager

Possible champion: Influential local health practitioner or district health manager

The First Step: Deciding If and When to Engage a Champion

- ▶ If you want to ensure that a certain amount of the national budget is allocated to health, an elected official may be a primary target. Often, elected officials are most motivated to respond to constituent needs and ensure public support and approval. As a result, you might raise awareness among the public to increase visibility and public pressure to convince your target. In this case, you might consider a champion such as a journalist who may be able to reach the larger public. (For an example of a champion journalist, see bit.ly/2eJqleh.)



EXAMPLE

Advocacy objective: The national government devotes at least 15 percent of the national budget to health by 2019

Target: Elected official

What motivates the target: Public support and approval and responding to constituents' needs

Possible champion: Journalist who may give raise the profile of the issue or increase public pressure by convincing constituents to advocate with the official or by sustained media coverage of the topic

- ▶ If you want to convince the minister of finance to increase the budget allocation to newborn health, you might consider a champion who has credibility and influence with the ministry.



EXAMPLE

Advocacy objective: The ministry of finance allocates 11 percent of the national training budget to newborn health by 2019

Target: Minister of finance

What motivates the target(s): Credible evidence about the short- and long-term returns on investment in human resources for health

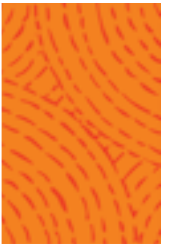
Possible champion: A leading international or national economist, donor partner, or a finance minister from another country

These are simplified examples, and your target will likely be moved by multiple and different kinds of champions and messages. The important thing is to first understand your advocacy objective, who your target is, and what the target's interests are so that you can be clear about what and who can best influence the target to make the change you are seeking.

In the examples above, the possible champions described are influentials (they influence the targets). However, it is also important to remember that the champion could also be the policymaker responsible for making the specific change you are seeking (your target). If this is the case, your focus will be on ensuring that the policymaker is sufficiently engaged and informed to make the desired change (Sections 4 and 6).

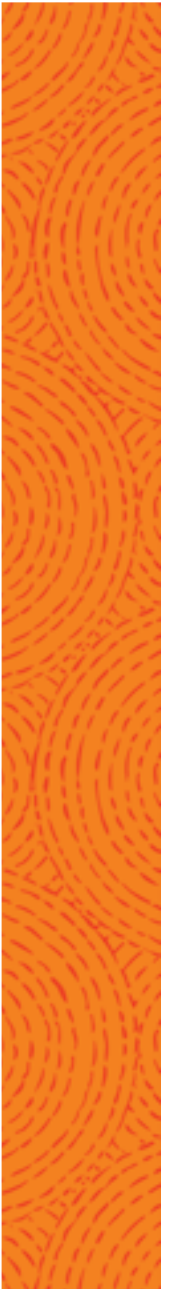
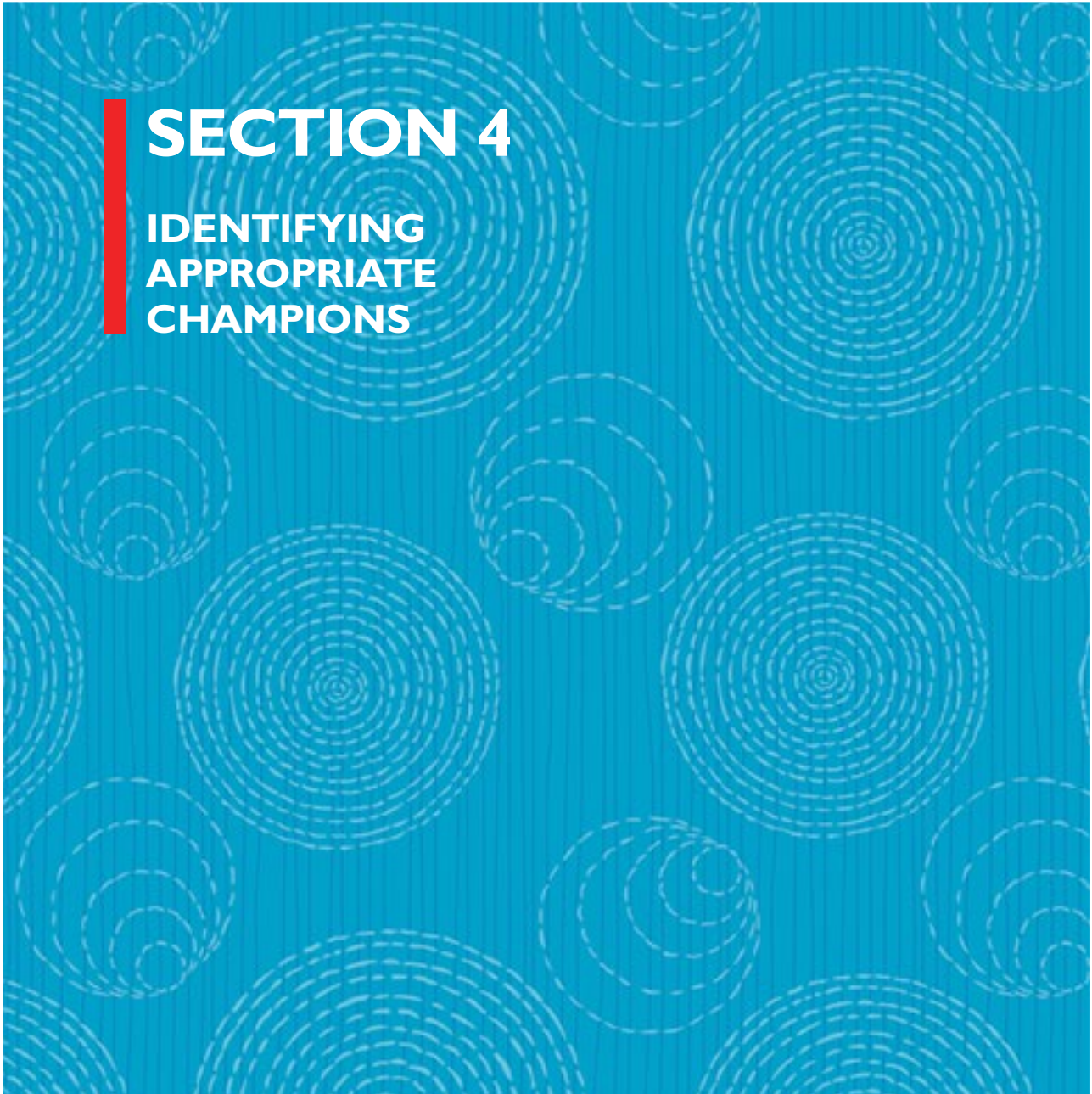
BEFORE MOVING FORWARD WITH CHAMPION WORK, YOU SHOULD HAVE A CLEAR UNDERSTANDING OF:

- ☐ What advocacy objective or change you are seeking
- ☐ Who can make that change (the target)
- ☐ What motivates your target: what and who is important to them, and how you can convince your target to make that change
- ☐ Whether your is target a possible champion
- ☐ Which engaged and influential champions could help convince your target



SECTION 4

IDENTIFYING APPROPRIATE CHAMPIONS



04 Identifying Appropriate Champions



It is critical to have a specific advocacy objective and target audience in mind to identify appropriate champions (or emerging champions) who can influence the target audience and who are actively engaged in the issue.

KINDS OF CHAMPIONS AND ASSESSING ALIGNMENT

Champions and emerging or potential champions vary in terms of the level of the system they work in (global, national, local) and the type of work they do (health professional, journalist, religious leader, policymaker). They will also differ in other respects, including how much influence they have, how engaged they are in the issue, and whether you already have a relationship with them. These factors affect who might be a good champion in a particular instance, and how you engage him or her.

In some cases you may engage policymaker targets as champions; in others you may engage with champions who have the ability to help convince your target policymaker to make the change you are seeking (influentials).

In order to consider various champions and if they would be a fit, use the two tools below to help you assess a potential champion's possible alignment.

Some people may already be very engaged in their own right as champions for newborn health. In this case, it will be important to first understand what work they are already doing and whether there are potential areas to align your efforts to maximize your collective impact.

RISK ASSESSMENT AND VETTING CHAMPIONS

A key step in considering possible champions, particularly those with whom you have not worked in the past, is to ensure there is alignment on key values and to assess any possible risk. Consider information that will help you assess the potential champion's values and affiliations. For example, review their public statements, written opinions (formal, blogs, or social media), or their affiliations with other groups. Although there needs to be alignment on the most important and fundamental values, there may be instances where there will not be perfect alignment in every respect. In these cases, you can assess whether the benefits outweigh the risks.



EXAMPLE: THE IMPORTANCE OF VETTING CHAMPIONS

A Save the Children country office worked with a high-profile celebrity to raise awareness about newborn health. The engagement was initially successful and gained the issue both national and international visibility. Although Save the Children and the champion were aligned on their desire to improve newborn health, the champion had different views on a separate topic that was also important to Save the Children and fundamental to its values. When Save the Children realized there was a misalignment of values, the relationship was discontinued. However, the celebrity had generated some negative publicity around this issue, and since Save the Children had been associated with the celebrity, it risked also being associated with the negative press, which threatened to overshadow the positive visibility that had initially been achieved.



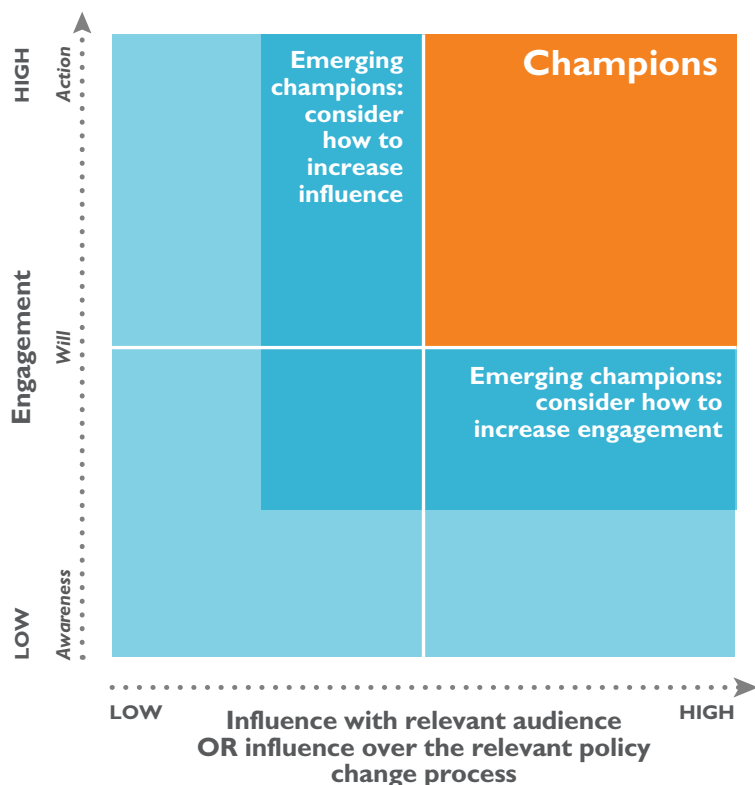
CHAMPION FRAMEWORK AND MAPPING TOOL

The Champion Framework illustrates existing and emerging champions' influence with your relevant audience or with the relevant policy change process (x-axis) and level of engagement on issues of interest (y-axis). Once you are clear about your advocacy objective, target audience, and the purpose of a potential champion (i.e., you know whom they would try to reach and towards what end), you can then use the Champion Framework.

- ▶ **Map potential champions and emerging champions** and decide if it makes sense to collaborate with them (Section 4)
- ▶ Once you have identified champions and emerging champions, **establish a baseline level of a champion's engagement and influence** to assess what support they might need to be successful (Section 6)
- ▶ As part of ongoing monitoring, **do a second mapping over time and compare** against the baseline to assess whether an existing or emerging champion's engagement and influence has changed (Section 7).

Understanding the Champion Framework

Influence with relevant audience or over the relevant policy change process (x-axis). If the champion or emerging champion is an influential, the amount of influence they have with the audience you are trying to reach; if the champion or emerging champion is a target policymaker, the amount of influence they have over a policy change process, based on their position or personal influence.



Engagement (y-axis). The level of engagement of each champion or emerging champion with newborn health-related issues. This may range from a basic awareness of the problem and solution to a will to take action, where concrete action is taken to further the advocacy objective.

Champions (upper right quadrant). A newborn champion is highly and consistently engaged on newborn health-related issues and has significant influence with a target audience or over a relevant policy.

Emerging champions (areas bordering the upper right quadrant) have the potential to be strong champions but might require support to increase their level of engagement or amount of influence.

CHAMPION FRAMEWORK AND MAPPING TOOL

How to Map

To determine a champion's or emerging champion's level of engagement and influence, three to five staff members involved with the champion or emerging champion and the relevant policy issue need to undertake an assessment together. The assessment will be based on a conversation that draws on their knowledge of the policy issue, the champion or emerging champion, and the targeted policymaker or policy change process, as outlined below. During the assessment, each will provide their perspective, citing relevant evidence or examples. In the process of listening to each other and discussing any differences in their perspectives, they need to reach agreement on how to score the champion or emerging champion.

1. Rate the level of engagement

How engaged is the champion or emerging champion on the policy issue?

Possible scores:

- ▶ **Awareness** — The potential champion or emerging champion is aware of the policy issue but has not shown interest in taking action related to it.
- ▶ **Will** — The potential champion or emerging champion is aware of and knowledgeable about the policy issue. They have demonstrated interest in taking action related to the policy issue but is not a leader on the policy issue.
- ▶ **Action** — The potential champion or emerging champion is viewed as a leader advocating for the policy issue.

2. Rate the level of influence

For a champion or emerging champion who is an influential, how much influence does the champion or emerging champion have with the relevant audience?

Possible scores:

- ▶ **Low** — The relevant audience is unfamiliar with the potential champion or emerging champion and would not be influenced by him or her as an individual or because of their position or affiliation.
- ▶ **Medium** — The relevant audience is familiar with the potential champion or emerging champion and could potentially be influenced him or her as an individual or because of their position or affiliation.
- ▶ **High** — The relevant audience is very familiar with the potential champion or emerging champion and could be influenced by them as an individual or because of their position or affiliation.

For a champion who is a target policymaker, how much influence does the champion or emerging champion have over the policy change process?

Possible scores

- ▶ **Low** — The potential champion or emerging champion, whether as an individual or in their position, has little influence over a policy change process.
- ▶ **Medium** — The potential champion or emerging champion, whether as an individual or in their position, has some influence over a policy change process.
- ▶ **High** — The potential champion or emerging champion, whether as an individual or in their position, has significant influence over a policy change process.

CHAMPION FRAMEWORK AND MAPPING TOOL

Each staff member provides their perspective, along with evidence or examples to explain their perspective. The group then agrees on how to score the champion or emerging champion.

3. Score the team's confidence in the ratings

- ▶ **Low** — The team assessing the potential champion or emerging champion has little confidence or agreement among themselves regarding the rating.
- ▶ **Medium** — The team assessing the potential champion or emerging champion has some confidence or agreement among themselves regarding the rating.
- ▶ **High** — The team assessing the potential champion or emerging champion is very confident and has high agreement among themselves regarding the rating.

After a discussion, the team agrees on its score.



RESOURCES

This tool is based on the Policymaker Ratings tool, which can be found in *Unique Methods in Advocacy Evaluation*, Julia Coffman and Ehren Reed, Innovation Network, 2009

bit.ly/lqxGG8s



TIPS FOR MAPPING AND USING YOUR FINDINGS

Remember to revisit your assessments periodically. The aim is that at least partially due to your work with the champions they will increase their engagement and influence over time.

Influence

- ▶ **Undertake new assessments when you are considering a champion's influence with different relevant audiences,** since a champion may have a great deal of influence with one audience and very little with another. For instance, a midwife might already have a high degree of influence in her community and with her patients. However, if your aim is to engage her to influence a national policymaker, you should plot her level of influence with that policymaker.
- ▶ **If a potential champion's level of influence is not yet high, consider how you might help him or her increase it.** If you already suspect there are limited avenues to increase a potential champion's influence, reconsider whether they are an appropriate champion..

Engagement

- ▶ **Undertake new assessments when you are considering a champion's engagement on different policy issues.** A champion may be very engaged in some issues but not in others.
- ▶ **Consider how much effort and time it might take to encourage and support potential champions** to help them increase their levels of engagement from awareness to will to action. This helps to understand the potential level of effort needed to cultivate the potential champion.

Ideally, you will choose champions who **already have at least some influence and engagement** and where you see a clear path to increasing their influence and engagement.

If you identify **individuals who are already strong champions for newborn health**, think about ways that you can partner and engage with the work they are already doing. Where might you coordinate and synchronize some of your efforts?



CRITERIA FOR CHOOSING A CHAMPION

Based on your champion map, choose a few potential champions and work through the below checklist. This form may be downloaded in editable form at bit.ly/ChampionsToolkit.

ADVOCACY OBJECTIVE:

TARGET AUDIENCE:

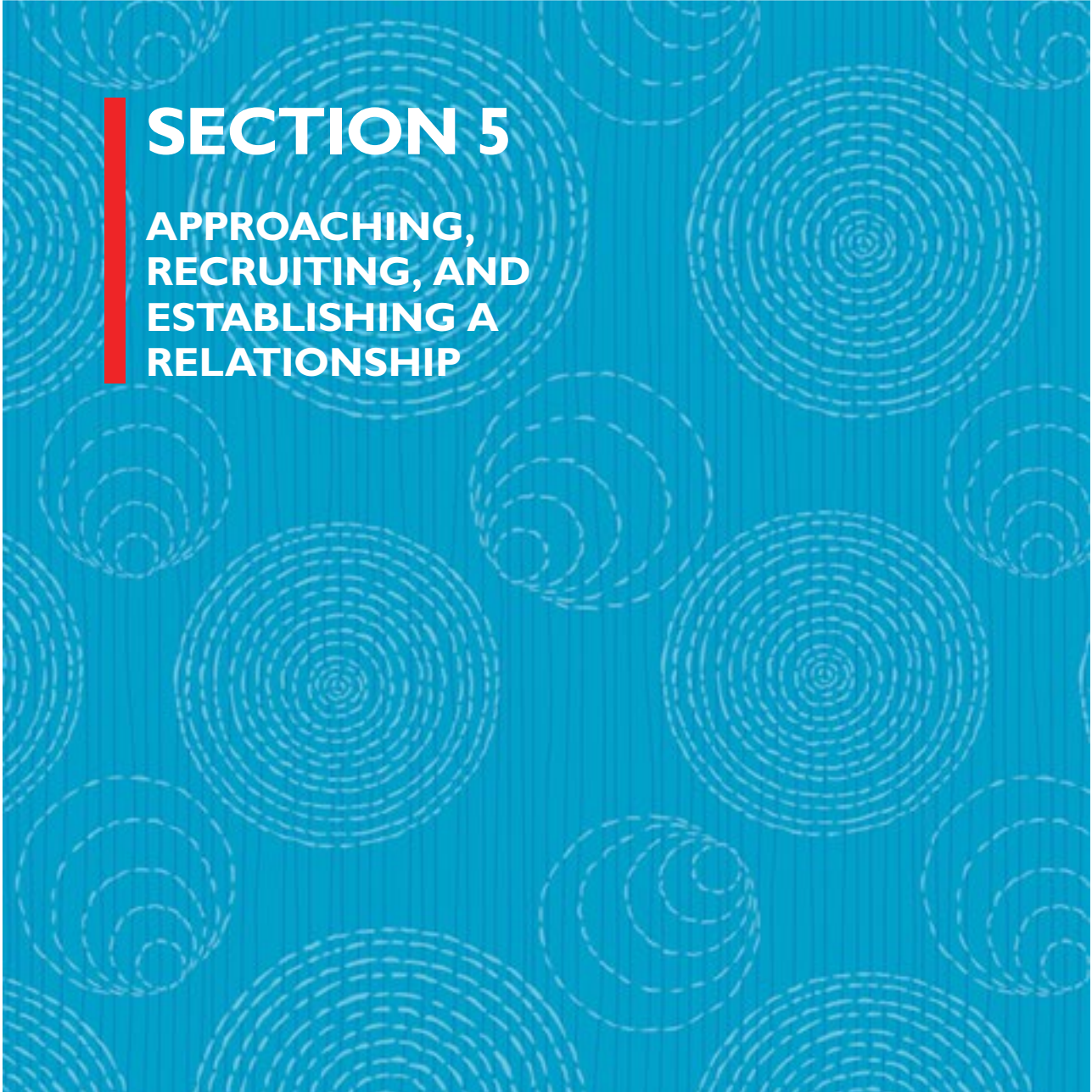
REASON FOR ENGAGING CHAMPION:

CRITERIA	POTENTIAL CHAMPION 1	POTENTIAL CHAMPION 2	POTENTIAL CHAMPION 3
NAME AND POSITION:			
LEVEL OF INFLUENCE AND ENGAGEMENT			
What is the potential champion's current level of influence with target audience or over the desired policy change — low, medium or high?			
What is the potential champion's current level of engagement with the policy issue — awareness, will or action?			
If already highly engaged in the policy issue ("action"), what is the potential champion's current involvement?			
What are the relevant partnerships, networks and associations of the potential champion?			
DEGREE OF ALIGNMENT			
What is the potential champion's alignment with your vision for change?			
Has the potential champion been vetted for value misalignments and possible risks?			
What is your current relationship with the potential champion — brand new, know somewhat, or know well?			
INTEREST AND CAPACITY			
What is the potential champion's current capacity — none, some, or expert? Please assess each category.			
a. Technical knowledge	a.	a.	a.
b. Advocacy skills	b.	b.	b.
c. Communication skills	c.	c.	c.
What are the potential champion's other obligations and do they have an ability to prioritize this role and a long-term relationship?			
Do you have the human and financial resources needed to support the potential champion?			
Is the potential champion interested in being involved in advocacy related to newborn health — no interest, some interest, or high interest?			
Is the potential champion interested in partnering with you — yes, no, or maybe?			
Is this role beneficial for the potential champion — yes, no, or maybe? How?			
Other considerations (please list on separate sheet if needed):			



SECTION 5

**APPROACHING,
RECRUITING, AND
ESTABLISHING A
RELATIONSHIP**



05

Approaching, Recruiting, and Establishing a Relationship



Once you have identified potential champions, before approaching or recruiting them, do the following:

- ▶ **Have clear ideas of roles, scope and expectations of the relationship.** Consider ahead of time what you can offer, how you want the champion to be involved, the level of effort anticipated, and how this will lead to change. Champions want to see that their involvement is part of a clear plan and has potential to make a difference, to know that their time will be used well. Think about how your work with a potential champion interacts with other work they are already engaged in. And be clear on the expectations associated with being a newborn health champion, rather than a project champion (Section 6 for more on how to involve and support champions).
- ▶ **Articulate mutual benefits of the relationship.** Successful partnerships are mutually beneficial. Once you determine how you can support a champion in their role (Section 6), be sure to communicate that to the prospective champion up front so that they not only understand how their involvement will help bring about change but also how you can support him or her in the process.
- ▶ **Assess the level of formality needed, including possible payment or contract.** The degree of formality of the relationship will depend on factors such as your previous relationship and work with the champion, the work they will be engaged in, or their current position.

Typically, formal agreements are used when payment is involved, and often when engaging a champion for a long period of time on work requiring a high level of effort. For instance, if the champion will be conducting a significant amount of very specific work for which you will be expecting certain deliverables, you may consider hiring and paying him or her as a consultant. Even when relationships are more informal, there may still be instances when formal agreements are necessary for specific tasks.

A champion may have different stipulations based on their position. For instance, in some cases, a government official might not be allowed to enter into a formal agreement for monetary gain, whereas other champions may require a formal agreement if they are engaging from their official role, e.g., chair of a committee.

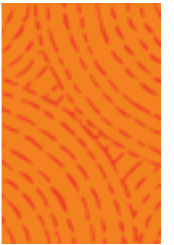
Even if no formal arrangement for pay or other support is made, it is always helpful to clearly lay out how you intend to collaborate and what the expectations of each party are. This will help ensure there are no misunderstandings. And it is always important to consider how you can best support champions both in financial and non-financial ways (Section 6).

- ▶ **Be aware of your own capacity.** Each type of champion is different. Be aware of your existing capacity in working with champions, and ensure that you have the skills and resources necessary to effectively engage with a particular champion. For example, if you want to engage a celebrity champion, but have never done so, you might first need to better understand the celebrity culture and protocols of what is expected. Ensure that you have the adequate time, skills, and resources to manage the relationship (for more information on celebrities, see text box provided in Section 4 on celebrity vetting procedures).



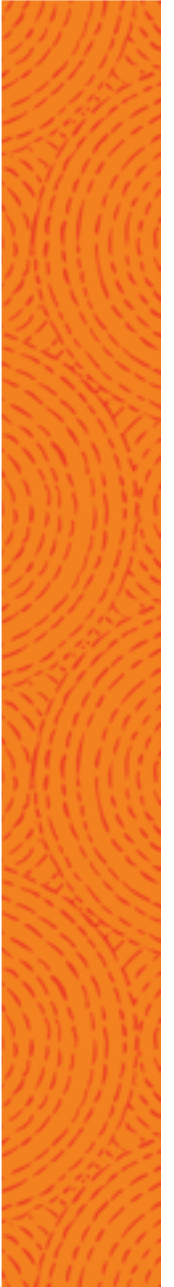
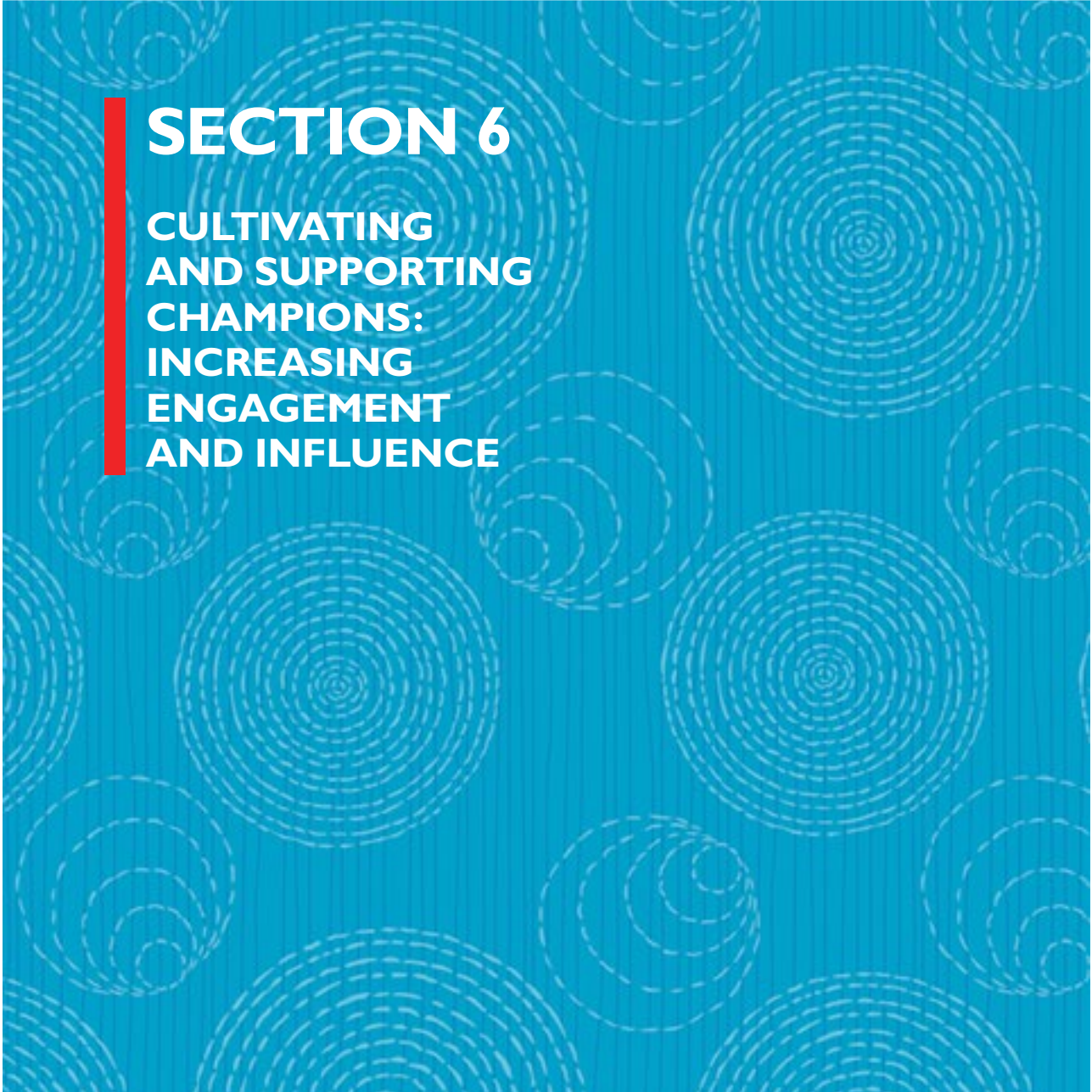
EXAMPLE: APPLYING DIFFERENT LEVELS OF FORMALITY DEPENDING ON THE CHAMPION AND TYPE OF WORK

A development organization's country office worked in partnership with a champion over a number of years to achieve significant changes in newborn health policy. Since the organization and the champion had already known one another well when they decided to collaborate, the relationship has been largely informal and has not involved formal contracts or payment for the most part. However, even in the context of this informal relationship, there were a few instances where the organization and the champion entered into short-term contracts: when the level of effort required by the champion was significant or for an extended period, when payment was involved, when the champion took on the task of producing a product, or when the organization was partnering with the champion in one of his official roles.



SECTION 6

**CULTIVATING
AND SUPPORTING
CHAMPIONS:
INCREASING
ENGAGEMENT
AND INFLUENCE**



06

Cultivating and Supporting Champions: Increasing Engagement and Influence



CHAMPION CULTIVATION AND SUPPORT

It is important to think about how you will strategically leverage opportunities to support champions and emerging champions to strengthen their level of engagement and influence. You should start by consulting with champions to understand what kind of support would be most helpful for them and to ensure the support is mutually beneficial.

Using the **Champion Framework and Mapping Tool** (Section 4), review the initial mapping of each champion's or emerging champion's engagement and influence to help assess what kind of support might be helpful for him or her. For instance, if you are working with an emerging champion who is highly engaged but only moderately influential with the audience you are trying to reach, are there ways to help increase their influence, such as giving an award or nominating him or her to an influential committee?

If you are working with an emerging champion who is very influential with your relevant audience or policy change but only moderately engaged on the issue of interest, are there ways you might increase engagement, such as taking him or her to visit a program or to another country that has implemented the policy change you are seeking?

Other examples of how you might support a champion or emerging champion include:

- ▶ **Equipping a champion or emerging champion with new evidence and research** to make the case for a specific policy change.
- ▶ **Nominating a champion or emerging champion for a leadership role** in an influential group, such as an association or technical working group.
- ▶ **Taking an emerging champion to visit a program** in action to see first-hand evidence of why investing in newborn health is so important.
- ▶ **Nominating or giving an award to a champion or emerging champion** for excellent work in the field of newborn health.
- ▶ **Inviting a champion or emerging champion to speak** at or attend an important meeting or event.
- ▶ **Providing an opportunity for a champion or emerging champion to receive media coverage.**
- ▶ **Providing an opportunity for a champion or emerging champion to author or coauthor** an article, research paper, or op-ed.

ENSURING STRATEGIC AND EFFECTIVE CHAMPION INVOLVEMENT

There are many ways to involve and support champions. Please keep the following in mind to ensure that you are engaging them in the most strategic and effective way.

- ▶ **Involve strategically.** Do not just invite champions to participate in any activity, but think about how their engagement will advance specific changes you are seeking (keep referring to your advocacy objective and target audience). The Champion Engagement Opportunity Assessment Tool (below) will help you assess each engagement opportunity to ensure that it is strategic and aligned with current capacity.
- ▶ **Engage in a consultative process with champions** to consider how to best involve them. Champions, particularly those who are already strong champions in their own right, will have a good sense of how to best leverage the partnership and their involvement for mutual benefit to achieve specific goals.
- ▶ **Consider a variety of activities for engagement**, including ones that require different levels of effort so that champions can stay engaged without always investing a significant amount of time. For instance, speaking at a conference requires a very different level of time and commitment than a tweet or engagement in a technical working group (TWG). However, always ensure that activities are relevant to the change and audience you are targeting.



TIP: RESOURCES FOR CHAMPIONS

In addition to the various ways of supporting a champion mentioned here, consider if there are specific resources a champion may need to be successful, and how you may contribute.

Administrative and Logistical

- ▶ Travel arrangements
- ▶ Creating talking points
- ▶ Data analysis and support

Financial

- ▶ Stipends for travel, conference or workshop registrations

Capacity Building

- ▶ Training opportunities
- ▶ Skill certificates
- ▶ Providing communication or media training

- ▶ **Consider networks that might be helpful.** The involvement of champions in specific networks (e.g., professional associations or technical working groups) amplifies their voices. Think about what they are already naturally a part of and what they might join.
- ▶ **Think about specific resources champions may need** to do their work effectively, and keep in mind how the relationship can benefit them. It will be important to consult with champions to understand what kind of resources would be most helpful. For some ideas, see the tip on Resources for Champions.
- ▶ **Remember that the champion is a newborn health champion**, not your organization's champion. It will be important to plan cultivation and support activities with this in mind.
- ▶ **Consider synergies of various partners** with which the champion might be engaged (formally and informally) and how to collaborate for broader impact. Also consider how to collaborate with partners on related issues (e.g., maternal health, family planning, HIV and AIDS, nutrition, health system strengthening) for greater impact.

SUSTAINING A LONG-TERM RELATIONSHIP

Although you may initially engage a champion for a specific advocacy objective, you should seek to **maintain and nurture the relationship over time** and create a long-lasting partnership of mutual work for newborn health. As one objective is reached, more will follow.

To this end, it will be important to consider how to **institutionalize the champion relationship** so that it is based on more than just an individual relationship between the champion and a staff member. For instance, make sure that multiple staff members are involved, as appropriate, and understand the history and structure of the relationship. An important part of this will be ensuring clear monitoring mechanisms (Section 7) and documentation (Section 8).

FREQUENTLY ASKED QUESTIONS ABOUT COMMON CHAMPION CHALLENGES

What do you do when a champion acts or communicates in a way that differs from the values and messages of your project or organization?

Although this kind of situation does not occur often, it underscores the **importance of the initial vetting of any champion** you might want to work with to ensure values alignment (Section 4). More often than not, initial vetting will alert you to any significant difference ahead of time, thereby avoiding this situation altogether.

However, even if you have thoroughly vetted a champion prior to your engagement with him or her, **differences of opinion are bound to arise**. Most will be small and will not affect your work together. Once in a while, more significant dissimilarities can arise that signal substantial value misalignment, with the potential to undermine your work together.

Regardless of any difference of opinion, **continuous communication with the champion** is key to a successful relationship and will help prevent surprises. If there are disagreements, the first and most important step is to communicate with the champion to understand their perspective and **assess how great any difference is**. If you determine the dissimilarity is fundamental to your project or organization's values, you should decide how to dissolve the relationship in a productive way, and then focus on ensuring that there are no lasting negative effects on your advocacy efforts.

How should you think about sustainability in relationships with political champions who may shift roles?

This is a common challenge in advocacy and working with champions, especially those in political positions.

- **Building a long-term sustainable relationship** with a political champion is just as important as with any other champion. This may include political targets (the decision-maker) or influentials who are intricately tied to the politician (e.g., a family member). They may shift roles but may likely still have an important part to play in newborn health, possibly in a different position. And even outside their formal role, they may maintain influence.
- **Don't be partisan.** Engage champions across political parties, where appropriate. However, in some cases, where competition between the two parties is too strong, your program and champions might be better served by maintaining very strictly technical engagements.
- If a new person takes a position previously held by a key champion, **keep the champion engaged** while finding ways to **offer support to the new person** in that position, if appropriate.
- Build relationships with **key staff members and technocrats**: they may remain in their positions and hold institutional knowledge regardless of political shifts.



CHAMPION ENGAGEMENT OPPORTUNITY ASSESSMENT TOOL

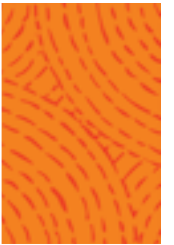
There are a wide range of activities that champions may be engaged in. Use this tool to help assess each engagement opportunity to ensure that it is strategic and aligned with current capacity. This form may be downloaded in editable form at bit.ly/ChampionsToolkit.

ADVOCACY OBJECTIVE:

TARGET AUDIENCE:

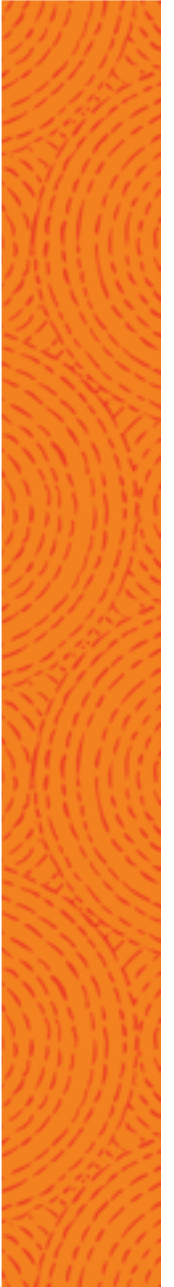
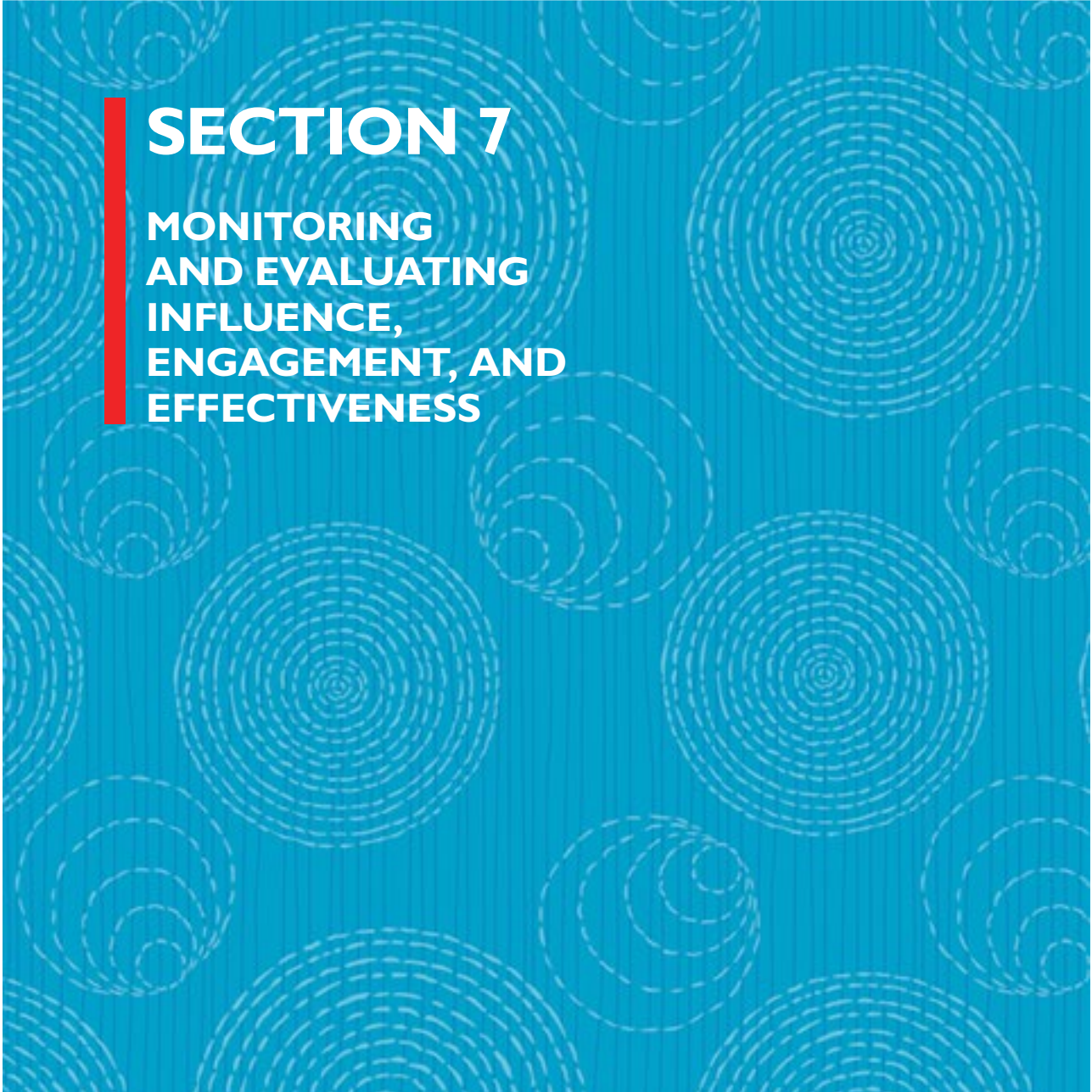
CHAMPION:

What is the engagement opportunity?	
What is the timeframe?	
What is the added value of involving the champion, and how will it impact the target audience (and ultimately the advocacy objective)?	
Who else is involved (individuals or groups)?	
What level of effort will be required of the champion? Do they have the capacity to undertake this task?	
What support will the champion need and what is the level of effort required to meet that need? Do you have the capacity to provide the support?	
If an agreement or contract exists, is the engagement aligned?	
Will the engagement increase the influence of the champion, and if so, how?	
How else will the engagement benefit the champion?	



SECTION 7

**MONITORING
AND EVALUATING
INFLUENCE,
ENGAGEMENT, AND
EFFECTIVENESS**



07

Monitoring and Evaluating Influence, Engagement, and Effectiveness



RESOURCES

For more support on advocacy monitoring and evaluation, see *Save the Children Advocacy and Campaigning Course*, Session 4: Monitoring and Evaluating Advocacy and Campaigns.

bit.ly/2wMLmRr

Working with champions is one of many tactics used to achieve advocacy objectives. Thus, monitoring and evaluating a champion's influence, engagement, and effectiveness is an integral part of your broader advocacy monitoring and evaluation efforts, and in turn your program's monitoring and evaluation efforts. Guidance for monitoring and evaluating work with champions should fit within the monitoring and evaluation guidance provided for your program as a whole, with key indicators related to this work included in country office monitoring and evaluation plans, performance management plans, and annual work plans.

WHY MONITOR AND EVALUATE THE WORK OF CHAMPIONS

The purpose of monitoring and evaluating a champion's influence, engagement and effectiveness is for learning and accountability.

Learning

- ▶ To better understand and tell the story about how your work with champions contributes to the achievement of the program's advocacy objectives.
- ▶ To better understand what works well and under what circumstances.
 - To inform strategic decision making regarding future work with champions, including who to work with and how best to engage them.

Accountability

- ▶ To let champions, the program, country offices, donors and other stakeholders know how their time, money, and effort have been invested.

WHAT TO MONITOR AND EVALUATE

Monitoring and evaluating a champion's engagement, influence, and effectiveness must take place within the broader framework of monitoring and evaluating your project's progress on a particular advocacy objective. In order to understand how a champion is contributing toward that progress, continuously ask the following:

- ▶ Whether engaging champions is an effective way to make progress toward achieving an advocacy objective: Are we doing the right things?
- ▶ Whether you are working with the right champions in the most effective ways: Are we doing things right?

Monitoring

To inform learning and decision-making, you should monitor the following dimensions and how they relate to each other:

- ▶ **Your project's support for and interaction with champions:** Are you supporting champions in the right ways to help them maximize their engagement in and influence over a particular policy change?
- ▶ **A champion's influence:** How influential is a champion with the key target audience(s) or related to the target policy change?
- ▶ **A champion's engagement on an issue:** To what degree is a champion aware of an issue and willing to act related to the issue? What actions has the champion taken?
- ▶ **A champion's progress in contributing to an advocacy objective:** What activities has a champion undertaken, and what interim objectives has a champion been able to achieve as part of an overall effort to influence policy change?

Evaluation

To inform learning and larger investment decisions as well as serve an accountability function, on a periodic basis you should evaluate:

- ▶ **A champion's effectiveness,** which, as part of your overall evaluation of an advocacy effort, can examine to what degree and in what ways a champion was able to influence certain changes aimed at contributing to a targeted advocacy objective.

As noted in the Save the Children International Advocacy and Campaigning Course (bit.ly/2wMLmRr), because many factors contribute to policy change, you would not expect to be able to draw a direct and singular link between a champion's actions and a policy change. However, you could determine to what degree a champion has contributed to a change. The amount of precision and credibility attached to that assessment depends on the resources invested in its measurement.

WHEN TO MONITOR AND EVALUATE

Monitoring

Monitoring champions' engagement and influence, as well as your relationship with them, should be carried out regularly. The timing will depend on the frequency of activities and the intensity of the advocacy effort taking place. Use trackers to note whenever your project interacts with a champion to provide support or exchange information, as well as whenever a champion takes an action aimed at contributing to a particular advocacy objective. During monthly or quarterly staff meetings, allocate time for reflecting on the monitoring data described above. The more pressing the advocacy effort, the more important it is to keep tabs on which champions are engaging in what ways, as well as the progress they are making. While intense advocacy efforts may leave little time for monitoring, light-touch reflection is critical to ensure that decisions are informed and strategic.

Evaluation

Because advocacy efforts are most often emergent (they adjust to changes in the policy context) and may not have clear phases, ongoing monitoring to inform strategic decision-making can be more valuable (and realistic) than interim evaluations.

Evaluating champions' effectiveness in contributing to advocacy objectives, as part of broader evaluations of advocacy efforts, logically takes place once an advocacy effort has been completed. Given the time and expertise required, these evaluations will most likely be undertaken by external consultants. However, not all advocacy efforts require (or have resources available for) an external evaluation. Advocacy efforts that are large, long-term, notable for the challenge they took on or the approaches they used, or are believed to have contributed to significant policy changes should be prioritized.

HOW TO MONITOR AND EVALUATE

Monitoring

Given the speed and intensity of many advocacy efforts, monitoring approaches need to be light and timely so that they can directly feed into ongoing decision-making processes.

► Support for and interaction with champions

The *Champion Support and Interaction Tracking Sheet* tool can help you track how you are interacting with and supporting champions. Capturing your activities with champions in a timely fashion can help guide how you nurture champions and can help coordinate your work with champions. (This tool is downloadable from www.healthynewbornnetwork.org.)

► A champion's influence and engagement

The *Champion Framework and Mapping Tool* (Section 4), and *The Champion Tracking Sheet: Champion Activities and Interim Outcomes* (below) can help you track a champion's influence with a specific audience or policy change as well as the champion's engagement on an issue.

When identifying appropriate champions (Section 4), you will have already used the *Champion Framework and Mapping Tool* to assess a champion's influence and engagement related to a particular target and policy issue and the support they might need (Section 6). Now, when you and the champion are monitoring their progress, it is time to revisit the *Champion Framework and Mapping Tool* to assess any changes. Questions to ask would include the following, with each supported by evidence:

- Has the champion become more influential vis-à-vis the relevant audience or the relevant policy change process?
- Has the champion become more engaged on the issue?
- If there have been any changes, can any be linked to support or interaction that you offered the champion or to anything the champion did in partnership with you?
- What can you and the champion do to help him or her move toward greater influence and engagement?

► A champion's progress in contributing to an advocacy objective

Since policy changes can take time to come about, it is important to monitor a champion's progress in terms of activities undertaken and interim outcomes achieved in order to ensure that efforts are on track. The targeted activities and interim outcomes for a champion should be based on analysis of how your project team and the champion believe



RESOURCES

For more on theories of change for advocacy, see:

The Advocacy Strategy Framework: A Tool for Articulating an Advocacy Theory of Change, Julia Coffman and Tanya Beer, The Center for Evaluation Innovation, March 2015

bit.ly/1CVXmI3

Pathways for Change: 10 Theories to Inform Advocacy and Policy Change Efforts, Sarah Stachowiak, ORS Impact and the Center for Evaluation Innovation, October 2013

bit.ly/2hSlkXW

change will come about through the broader advocacy effort in which the champion is participating (a theory of change). For example:

- Your project and a champion believe that policymakers will be convinced by research and evidence. Therefore, you encourage the champion to invest in producing research and presenting it to policymakers.
- Your project and a champion may believe that policymakers will be swayed by public opinion. Therefore you encourage the champion to speak publicly on an issue and engage with traditional and social media.

In both cases, you and the champion will need to continuously assess whether the champion's actions are indeed contributing to the policy change you hope to influence. The results of this assessment can be captured in the *Champion Tracking Sheet: Champion Activities and Interim Outcomes Tool* (below).

Building on the examples laid out in Section 6, possible activities and interim outcomes that you and the champion may track could include the following:

Illustrative activities

- Publishing research
- Coalition or network building
- Constituency mobilizing
- Briefings or presentations
- Participation in working groups or technical committees
- Engagement with traditional or social media
- Meetings with relevant policymakers to educate them and encourage their engagement

Illustrative interim outcomes

- Coalitions or networks built or strengthened
- Coalitions or networks taking positions that promote the desired change
- Public awareness increased
- Constituency mobilized
- Working group or technical committee products produced
- Media coverage increased or shifted
- Policymakers more aware and engaged on the issue



RESOURCES

For a more complete list of types of activities and interim outcomes, see the *Advocacy and Policy Change Composite Logic Model*, Julia Coffman, Harvard Family Research Project, 2007.

bit.ly/2xQE13T

Evaluation

► A champion's effectiveness

Evaluating to what degree and in what ways a champion was able to influence certain changes aimed at contributing to an advocacy objective can be done with varying degrees of rigor, depending on the time, skills, and resources available.

- Some less rigorous approaches could be conducted by country office staff: **periodic reviews, after-action reviews, or intense period debriefs** are described below.
- More rigorous approaches would probably require assistance: **impact stories, outcome harvesting, contribution analysis, and process tracing** are described below.

The information gathered from any of these approaches can help your project and a champion share their success with others, learn more about how change came about under specific circumstances, and share learning with others who are trying to influence similar policy changes.

All of the tools described below traditionally focus on advocacy efforts as a whole (and not just the effectiveness of one tactic such as working with a champion). However, specific questions can be added to help your team understand a champion's contribution to an overall advocacy effort.



CHAMPION SUPPORT AND INTERACTION TRACKING SHEET

This form may be downloaded in editable form at bit.ly/ChampionsToolkit.

A simple Excel workbook can help track how your project is interacting with or supporting a champion. On one worksheet, you can capture the relevant advocacy objectives, the date, its support and interaction with the champion, the intended benefit (or the need to which the support or interaction responds) and actual benefits of the support or interaction.

This Champion Tracking Sheet should be updated whenever your project interacts with a champion: waiting risks limited or inaccurate recall. This should be a simple activity that requires minimal time. (This tool is downloadable from www.healthynewbornnetwork.org.)

Reflecting on this information during staff or strategy meetings can help determine how to continue to nurture the champions with whom you work. This includes helping all staff who are working with one champion coordinate and collectively keep track of their work with that champion, perhaps by maintaining this tool on a shared drive and updating it on a frequent basis.

SUPPORT AND INTERACTION WITH CHAMPION I

CHAMPION: A pediatrician (in a real case, a name would be entered here)

RELEVANT ADVOCACY OBJECTIVE(S): The MoH develops a policy and related guidelines to allow community-based management of newborn sepsis and the local production of chlorhexidine by 2019

DATE	NATURE OF SUPPORT OR INTERACTION	INTENDED BENEFIT OF SUPPORT OR INTERACTION	ACTUAL BENEFIT OF SUPPORT OR INTERACTION
2/1/17	With the purpose of discussing common interests and possible collaboration, meet with the pediatrician who has been assigned to the MoH technical working group charged with helping the MoH develop this policy and guidelines.	Identify ways you and the pediatrician can work together to support the development of this policy and guidelines.	Work with the pediatrician to identify ways to work together to support the development of this policy and guidelines. Agree that the pediatrician will keep you updated on progress developing the policy and guidelines. Provide the pediatrician relevant research findings and related policy and guideline materials from similar countries, as needed.
3/23/17	Share related policies and guidelines from other countries with the pediatrician.	The pediatrician benefits from comparing related policies and guidelines from other countries with the drafts they are developing.	The pediatrician benefits from comparing related policies and guidelines from other countries with the drafts they are developing. The pediatrician asks that you put her in contact with people involved in creating the related policies and guidelines in other countries.
3/28/17	Introduce the pediatrician to two other pediatricians involved in developing similar policies and guidelines in their countries.	The pediatrician is able to learn more from experiences in other countries, which will inform the development of the policy and guidelines.	The pediatrician is able to learn more from experiences in other countries, which will inform the development of the policy and guidelines.



CHAMPION ACTIVITIES AND INTERIM OUTCOMES TRACKING SHEET

This form may be downloaded in editable form at bit.ly/ChampionsToolkit.

Your program and the champion can use a second worksheet to track champion activities and interim outcomes, including the following information: relevant advocacy objective(s), the date, champion's activity, anticipated and actual interim outcomes, evidence of the champion's influence, and any comments. Reflection on this information can help you and a champion determine if they are on the right track, as well as what activities might be needed next in order to further advance toward other interim outcomes.

This worksheet should be updated whenever a champion takes an action, since waiting risks limited or inaccurate recall. (This tool is downloadable from www.healthynewbornnetwork.org.) Listing a champion's activities should be a simple activity that requires minimal time. However, when you or a champion claims to have influenced an interim outcome, you will want to discuss the evidence backing this claim and capture it briefly in the spreadsheet.

CHAMPION'S ACTIVITIES AND INTERIM OUTCOMES

CHAMPION: A pediatrician (in a real case, a name would be entered here)

RELEVANT ADVOCACY OBJECTIVE: The Ministry of Health develops a policy and related guidelines to allow community-based management of newborn sepsis and the local production of chlorhexidine by 2019

DATE	CHAMPION'S ACTIVITY	ANTICIPATED INTERIM OUTCOME	ACTUAL INTERIM OUTCOME	EVIDENCE OF CHAMPION'S INFLUENCE	COMMENTS
5/5/17	The pediatrician suggests language for the policy and guidelines, based on examples and lessons learned from similar efforts in other countries.	The draft policy and guidelines contain language reflective of your project priorities (which were reflected in the examples shared with the pediatrician).	The draft policy and guidelines contain language reflective of your priorities (which were reflected in the examples shared with the pediatrician). The guidelines, in particular, demonstrate lessons learned from the experiences in the other countries.	A comparison between the examples from the other countries and what the pediatrician heard from her colleagues in these other countries (on the one hand) and the draft policy and guidelines language (on the other) shows a clear connection.	Continue facilitating cross-country learning for the pediatrician.



PERIODIC REVIEWS, AFTER-ACTION REVIEWS, AND INTENSE PERIOD DEBRIEFS

To be undertaken by project staff, an external facilitator or critical friend. This form may be downloaded in editable form at bit.ly/ChampionsToolkit.

Periodic reviews, after-action reviews, and intense period debriefs are common advocacy monitoring tools. Each involves bringing together advocates and a few external stakeholders (critical friends who could include the champions with whom your project works) to discuss the progress of an advocacy effort or campaign. These conversations can happen on a periodic basis, after a particular policy window has opened and shut, or after an intense period of advocacy action has taken place. They are internal, facilitated by an internal evaluator or someone in a similar role, or they can be facilitated by an external evaluator. These reviews or debriefs can take place within the context of a regular staff meeting, and findings can be immediately used to inform strategic decision-making.

These evaluative activities traditionally focus on an advocacy effort as a whole (and not just the effectiveness of one tactic, such as working with a champion). However, specific questions can be added to help the project team understand a champion's contribution to an overall advocacy effort.

Typical questions would include:

- ▶ What was the problem we were trying to address?
- ▶ What were we hoping to achieve through our advocacy effort?
- ▶ Who else was involved in this advocacy effort?
- ▶ What actions did we take? What actions did others take?
- ▶ What happened as a result?
- ▶ How did our program contribute to those changes? How do we know?
- ▶ Were changes that took place expected or unexpected?
- ▶ Were they helpful in advancing toward the desired policy change or not?
- ▶ What else was going on in the context (political, economic, social, natural environment), and what effect did those other events have on the targeted policy change?
- ▶ What implications does this analysis have for our advocacy strategy: does it remain relevant, or does it need to be adjusted?
 - Who else will be involved?
 - What actions do we expect to take or will be taken by others?
 - How will we know if the champion with whom we collaborated contributed?
 - What else is going on that we should be thinking about?

To put a greater focus on the role of champions within an advocacy effort, the following questions could be added to advocacy efforts that included engagement with a champion:

- ▶ With which champion did we work, and why did we decide to work with this particular champion? What influence did we think they had? And what was their previous engagement on the issue?
- ▶ What did the champion do?
- ▶ How did we support their efforts? And what difference did this support make (or why was it important)?
- ▶ What did the champion accomplish? How do we know?
- ▶ What needs to happen next for the champion to help further advance the policy issue? What does the champion need to do? How can we support those efforts?

continued next page


Advocates, for the most part, will know the answers to these questions, based on their deep engagement in trying to promote a targeted policy change. Embedding an evaluator in the conversation can help ensure that the right monitoring questions and follow-up questions are asked. Sometimes it is helpful to bring in an external stakeholder or trusted outsider who can provide a different perspective and ground truth what the advocacy team is saying or challenge the team to think in new ways.

While the conversation can inform decision-making taking place during the same meeting, it is also helpful to capture the conversation in writing for later reference. Its contents, which note advocacy accomplishments, can be shared through quarterly reports. The experience it captures, potentially in the form of a brief case study, can also be useful for other teams working with champions on similar issues.



RESOURCES

Coffman, Julia and Ehren Reed. *Unique Methods in Advocacy Evaluation*. Innovation Network. 2009

 bit.ly/1qxGG8s



IMPACT STORIES

To be led by non-project staff. This form may be downloaded in editable form at bit.ly/ChampionsToolkit.

Save the Children has been collecting “impact stories” as a way to document contributions that Save the Children’s advocacy has made to desired policy changes. A primary purpose of these stories is to share experiences for the purposes of learning and celebration. Impact stories may reflect on the contribution that has been made, make logical arguments for causality, and are backed up with external anecdotal information. Impact stories describe the situation that required an advocacy response, Save the Children’s response, the results of that response (who benefited? what happened?), and the evidence that supports Save the Children’s claim of influencing those results. Relevant questions are asked of Save the Children staff members and of external stakeholders familiar with the advocacy effort, potentially including champions with whom Save the Children worked. While impact stories focus on advocacy efforts as a whole, the contribution of champions within those efforts can be highlighted.



RESOURCES

Further guidance on capturing impact stories is offered in Save the Children guidance:

🖱 bit.ly/ChampionsToolkit

A video based on a Save the Children impact story from Bangladesh may be found at:

🖱 bit.ly/2uvdYSt



OUTCOME HARVESTING, CONTRIBUTION ANALYSIS AND PROCESS TRACING

To be led by an external evaluator or evaluation team. This form may be downloaded in editable form at bit.ly/ChampionsToolkit.

Outcome harvesting, contribution analysis, and process tracing are all well suited for capturing policy changes and drawing causal links that demonstrate an advocacy efforts' contribution to that policy change. While their focus is on the program or project level (an advocacy effort), rather than on the tactical level (working with a champion), one can seek ways to draw out the work of champions and their contributions to the overall advocacy effort. These methods can be used to create more evidence-backed stories of how your program and the champions with whom you work have influenced policy change. Learning from these findings, while context specific, can help inform how the program and champions engage in other similar advocacy efforts.

► **Outcome harvesting** starts by asking advocates to identify outcomes of interest and then works backwards to determine how an intervention contributed to those outcomes. Information about what happened, who contributed, how we know, and why it is important is gathered from those involved in an intervention and then validated by independent external sources. The more the information is validated, the greater the credibility of the outcome story.

► **Contribution analysis** starts by identifying a cause-effect question to determine in what ways, if any, a program contributed to an outcome of interest. It then works with program staff to develop a program's theory of change, which it then tests. Importantly, it also gathers evidence regarding how the outcome of interest came about from external stakeholders to determine whether this evidence validates or refutes the program's theory of change, or whether it simply places it in a wider context.

► **Process tracing** starts with an outcome of interest and traces backward the processes that helped bring it about. It hones in on a small number of evidence-based explanations for the outcome of interest to explore in greater depth. It then seeks to rule out competing explanations or assess how much influence each had on bringing the outcome of interest about.



TIP

Critical to the credibility of any approach taken would be triangulating data collectors, data collection approaches, and data sources. Engaging in collective analysis with your staff members and others can further increase the credibility of the findings, as well as the learning that can emerge from the process.



RESOURCES

These resources provide additional information about outcome harvesting:

Better Evaluation

🖱 bit.ly/IEvmKOx

Contribution Analysis

🖱 bit.ly/2vX0bDJ

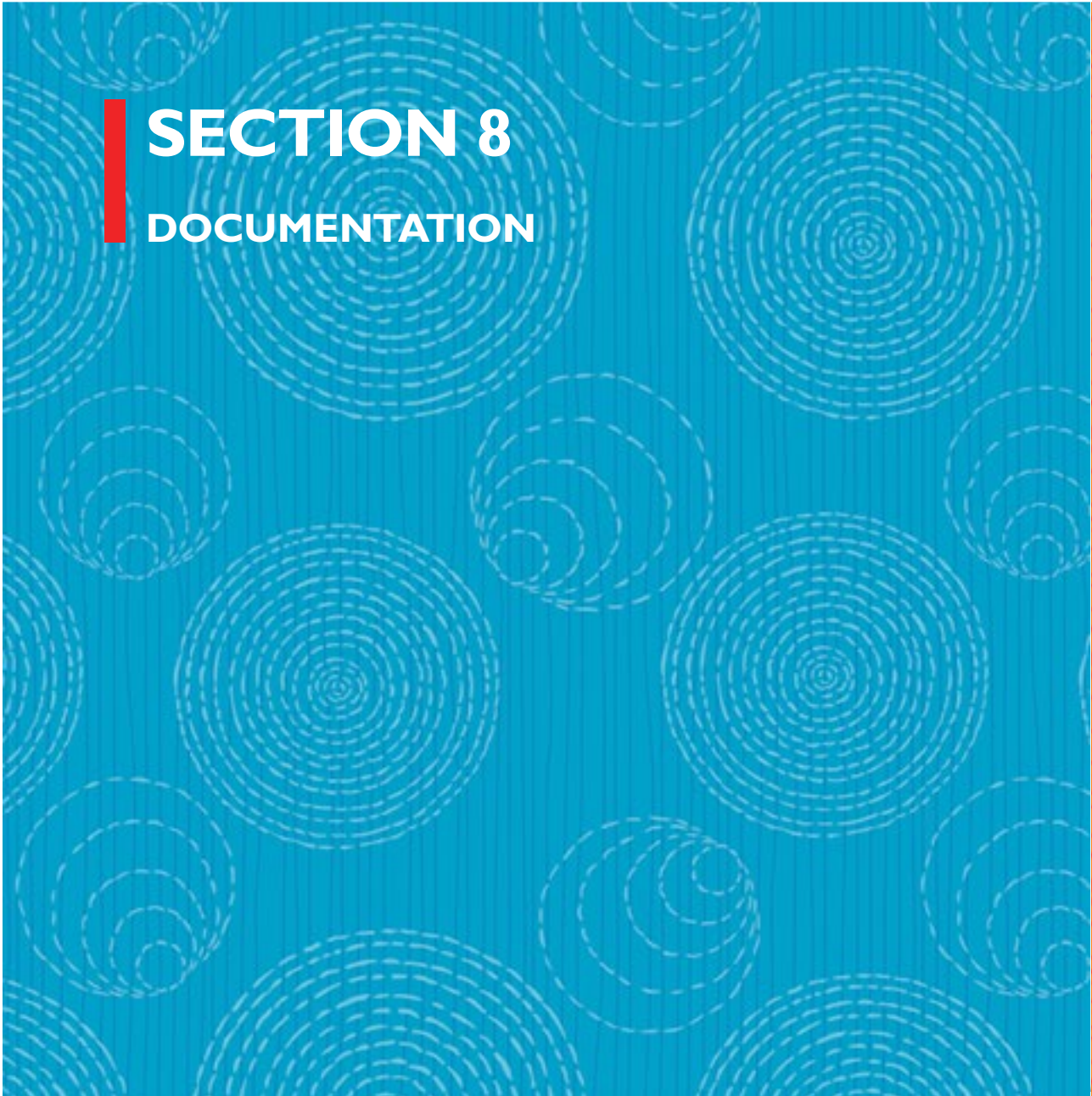
Process Tracing

🖱 bit.ly/2wBjD76



SECTION 8

DOCUMENTATION



08

Documentation



PURPOSE

The purpose of documenting your work with champions and the champions' work is to:

- ▶ Help ensure that a relationship with a champion is broadly owned and not solely dependent on one staff member
- ▶ Inform strategic decision-making on how to advance advocacy efforts, in what ways to ask champions to be engaged in the process, and how to support champions in those activities
- ▶ Share learning with other staff and others about working with champions
- ▶ Serve as an accountability record of your engagement with champions

WHAT TO DOCUMENT

For all of the purposes above, it would be valuable to document:

- ▶ Why the decision was made to work with champions as a tactic aimed at contributing to a specific advocacy objective
- ▶ How appropriate champions were identified
- ▶ How the champion was recruited and the relationship established
- ▶ How the relationship was cultivated and supported
- ▶ What the champions achieved
- ▶ What the key lessons learned were in working with champions

WHERE, WHEN, AND HOW TO DOCUMENT

Documentation needs to be done at two levels, internally to the program and country office and externally to Save the Children and external stakeholders.

The majority of your program's documentation of its work with champions will likely be for internal purposes. This will be the documentation described in Section 7 on monitoring and evaluation:

- ▶ The Champion Tracking Sheets on your support and interaction with champions and the champions' activities and interim outcomes

- ▶ Notes the team has taken in its assessment of a champion's influence and engagement, as well as the maps developed showing how a champion has moved over time
- ▶ Notes from periodic reviews, after-action reviews, or intense period debriefs

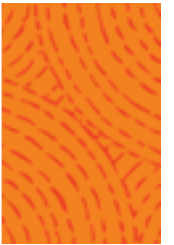
External documentation to be shared with your program team as a whole will be captured in existing reports, e.g., in the advocacy sections of your monitoring and evaluation plans, performance management plans, advocacy strategies, work plans, and quarterly reports.

Documenting a champion's influence and engagement will take place whenever your project deems it necessary. This could be when you begin work with a champion or are considering asking a champion to help influence a policymaker on a policy issue; or whenever you are considering next steps for engaging with a champion.

Periodic reviews can take place every three to six months, depending on how quickly an advocacy issue is advancing. **After-action reviews** take place after an advocacy effort has been completed. **Intense period debriefs** can take place in the midst of an advocacy effort, but after a particularly intense period of advocacy.

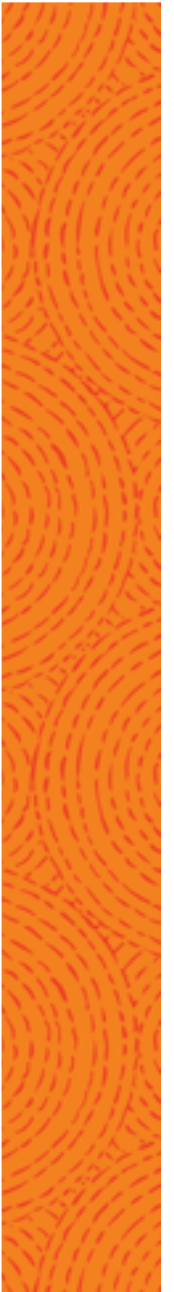
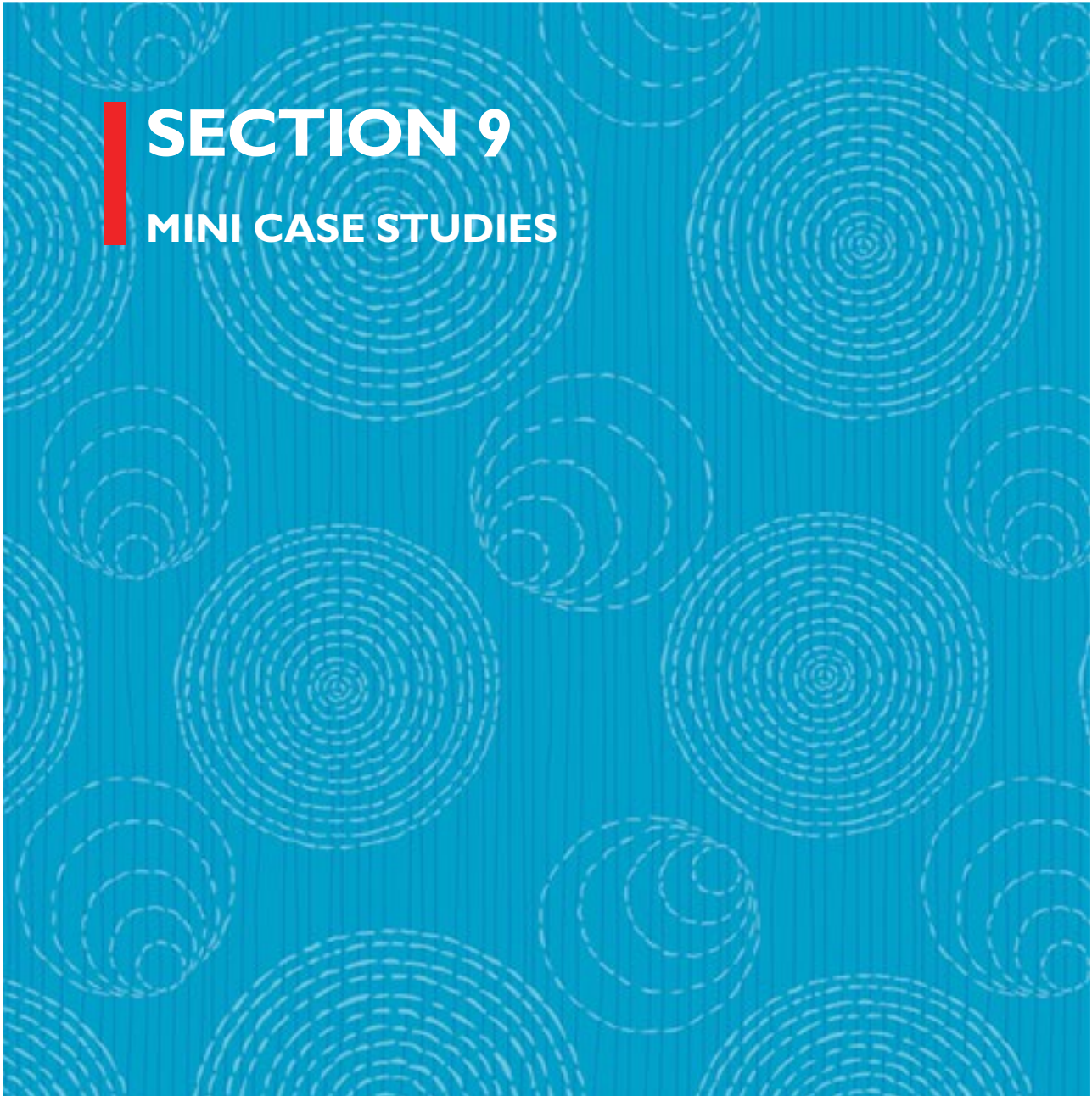
Advocacy efforts, including work with champions, should be incorporated into your documentation of program learning, which will be available for dissemination to wider external audiences. This documentation should describe significant advocacy wins and champions' contributions to them, captured using mini-case studies like the ones included in this toolkit, or impact stories or one of the evaluation approaches described in Section 7. In all of these cases, either Save the Children staff beyond your program or external consultants would be charged with undertaking the assessment or evaluation and developing the documentation.

It could also capture helpful lessons learned on working with champions that can be shared with others who are interested in working with champions. Rather than documentation, this sharing could happen through presentations at meetings or through direct communication.



SECTION 9

MINI CASE STUDIES



9

Mini Case Studies



The following four mini case studies from Bangladesh, Malawi, Nigeria, and Uganda provide examples of Save the Children's work with newborn health champions and what we learned from their experiences. The four champions profiled include:

1. **Professor Dr. Mohammad Shahidullah (Bangladesh)**
2. **Dr. Queen Dube (Malawi)**
3. **Dr. Nenna Ihebuzor (Nigeria)**
4. **The Honorable Sylvia Ssinabulya (Uganda)**



EXAMPLE

PARTNERING WITH A PROMINENT PEDIATRICIAN IN BANGLADESH

Background

Professor Dr. Mohammad Shahidullah has long been a neonatal health champion in Bangladesh and globally. He is professor and immediate past chairman of the Department of Neonatology in Bangabandhu Sheikh Mujib Medical University (BSMMU), where he formerly served as pro-vice chancellor for two consecutive terms. He is also the immediate past president of the Bangladesh Neonatal Forum (BNF), vice president of the Bangladesh Perinatal Society (BPS), secretary general of Child Health Foundation, Bangladesh, president of the Bangladesh Pediatric Association (BPA) and president of the Federation of Asia-Oceania Perinatal Society (FAOPS). His 28 publications in national and international journals mostly focus on neonatal health issues. He has contributed to almost all the teaching and training manuals on essential newborn care that are available in Bangladesh and are being used by the government and by nongovernmental organizations.

Prof. Shahidullah's dedication to neonatal health was evident in his studies: he was trained as a pediatrician and received post-graduate trainings in neonatology in Bangladesh and Australia. He established his own practice and research, but in the early days, was not engaged in policy advocacy, although he was aware that the quality and availability of Bangladesh's services for newborns were lacking. He wanted newborns to survive and thrive, and he was looking for an appropriate and strategic partner to help with this.



It was during this time that Save the Children's Saving Newborn Lives (SNL) program began in Bangladesh. Prof. Shahidullah and SNL worked together on the Newborn Working Committee, and SNL engaged with Prof. Shahidullah largely due to his role as a key office holder in several professional bodies working on neonatal health and as the chair of the department at BSMMU.

At that time in the early 2000s, neonatology was a comparatively new subject in Bangladesh's health management system and was considered a micro-specialization within the broader area of pediatrics. Neonatology units were just starting – a process he pioneered. Neither the maternal and child health community nor the government was prioritizing it. In fact, it was just beginning to get global attention. SNL's and Prof. Shahidullah's objective was to make sure that newborn health issues were on the national priority agenda.

Deciding to Engage a Champion: Why, How, and What

In order to help raise newborn health issues on the national agenda, SNL was looking for professionals who could get the attention of policymakers, research organizations, donors, international NGOs, and the United Nations. Working with Prof. Shahidullah was a natural fit. SNL and Prof. Shahidullah shared a commitment to newborn health and a desire to promote evidence and improvements in the Bangladesh neonatal health services. While Prof. Shahidullah was seeking a partner with an eye on the health system as a whole, SNL was looking for someone with a clinical perspective.

Reflecting today on their original engagement with Prof. Shahidullah, SNL staff do not recall a well-structured vision. Rather, it was a relationship and engagement that evolved over time. SNL hoped Prof. Shahidullah would raise awareness about neonatal issues, advocate with policymakers, and provide technical support for the development of technical materials, such as training manuals for neonatal health service providers. Today, he is leading the effort at a strategic policy level, providing direction and guidance. While SNL and Prof. Shahidullah were at first focused on making neonatal health a national health priority, over time, they also began to work on the many aspects of service delivery: infrastructure, quality, training human resources, record keeping, monitoring, research and evaluation.

Champion Cultivation and Support

SNL and Prof. Shahidullah have partnered in a number of ways:

Participation in national and international forums: In early days, Prof. Shahidullah engaged in national and international forums, often with SNL's facilitation. Now he is an international champion, sought after by many organizations. In national forums, he has promoted A Promise Renewed's Call for Action. In a familiar role for him over the last decade, he served as part of the organizing committee for the global maternal, newborn health conference that took place in Mexico in October 2015, with SNL support.

Technical support for national policy change: Prof. Shahidullah led the development of the National Neonatal Health Strategy, which was approved by the government in March 2009. In his promotion of the Promise Renewed Call to Action and in his role as lead of the National Technical Working Committee on Newborn Health, he played a pivotal role in the development of the Ministry of Health's 2013 four newborn health interventions, which include chlorhexidine for umbilical cord care, antenatal corticosteroids for prevention of complications of preterm birth, kangaroo mother care, and the management of sepsis at primary-level facilities. SNL supported these efforts, for example, through its participation in the technical working groups aimed at developing national guidelines and protocols for each intervention.

More generally speaking, SNL's support to Prof. Shahidullah has included sharing evidence, technical support, policy guidance, input on health systems issues, and financial support, as well as the promotion of his participation in national and international forums. SNL provided Prof. Shahidullah with access to public health practitioners who could help him advance his cause. In turn, Prof. Shahidullah has helped SNL (and other key stakeholders) gain a wider audience for its messages, which he shares, by bolstering them with his credibility and broad acceptance.

The relationship between Prof. Shahidullah and SNL began as an informal relationship and has continued as such over time. However, at times, when it required formal arrangements to ensure legal and administrative compliance, MOUs, contracts and other formal documents were created. These have included specific engagements, such as chairing the National Technical Working Committee (NTWC), which endorses national decisions, and taking over as the project director for Helping Babies Breathe, given the nature of these roles and the requirements of their administrative, fiduciary and management functions.

SNL and Prof. Shahidullah have not evaluated their work together, since their relationship has not been so structured. However, their partnership may be part of evaluations conducted about the advocacy efforts in which both participated.

Outcomes

Prof. Shahidullah played a pivotal role in the 2009 formulation of National Neonatal Health Strategies and Guidelines and 2013 Ministry of Health and Family Welfare (MOH&FW) decision to incorporate the four newborn health interventions into national policy. He worked through professional societies to make changes around the use of chlorohexidine and simplified antibiotics. He also led the National Technical Working Committee in the policy adoption and prioritization of newborn health in national health program planning.

Most significant has been the drop in Bangladesh's neonatal mortality rate: in 2004, the rate was 46 per 1,000 live births, but by 2016, it had dropped to 23. According to SNL, Prof. Shahidullah and SNL initiated a process and was joined by the Government of Bangladesh, Save the Children as a whole, UNICEF, WHO, and the International Center for Diarrheal Disease Research in Bangladesh (icddr-b). Together they made newborn health the top child health issue in Bangladesh. Consequently, over the past 15 years, the government has invested substantially in the issue, and the result is now evident.

Lessons Learned

1. **While having champions for issues is important, their success depends on being strongly linked to a broader context and stakeholder groups.** Prof. Shahidullah has led the professional agencies dedicated to newborn health in Bangladesh. At the same time, he has relied on these agencies, societies, committees, and the community of neonatologists to work with him to achieve his aims.
2. **The success of champions depends on their broad acceptability within a society.** Prof. Shahidullah's success has depended in large part to his wide acceptance with different groups of people. To achieve this, he has played a highly technical role, focused on serving newborns. He has demonstrated maturity, diplomacy, and political far-sightedness — all necessary to make a champion successful.
3. Although, Prof. Shahidullah's approaches are based on evidence, his **style has been accommodating, inclusive, participatory, and flexible.** At times, this style created a longer process, but it eventually resulted in changes that are widely owned.



EXAMPLE

PARTNERING WITH A PROMINENT PEDIATRICIAN IN MALAWI

Background

Already a charismatic champion for newborn health in her own right prior to her engagement with Save the Children's Saving Newborn Lives (SNL) program, Dr. Queen Dube is a prominent pediatrician in Malawi. Dr. Dube is employed by the Ministry of Health (MOH) as the head of Pediatrics and Child Health at Queen Elizabeth Central Hospital. She is also a faculty member at the University of Malawi College of Medicine, and a member of the Malawi Pediatric and Child Health Association.

Malawi developed national kangaroo mother care (KMC) guidelines in 2005 and revised them in 2009 to “assist providers to establish KMC as a safe and effective method for low birthweight babies at all levels of care, including community level” (Malawi National Guidelines for Kangaroo Mother Care, 2005, Revised 2009). Although KMC has been rolled out to all district hospitals in Malawi, quality is still unreliable.

Deciding to Engage a Champion: Why, How, and What

In 2014, as part of SNL's quality improvement process to reach high effective coverage for the care of small and sick babies, including the implementation of the KMC guidelines at the district level, SNL partnered with Dr. Dube as a consultant. In this role, Dr. Dube has worked to get buy-in from district-level managers to prioritize newborn health, assess quality gaps at district-level health facilities, and develop and mentor district healthcare providers on quality improvement tools. In order to reinforce the goals of the MOH and Dr. Dube, SNL provides technical assistance and supports Dr. Dube as a consultant.



Given Dr. Dube's significant influence and engagement in newborn health, during her first year of work as an SNL consultant, SNL recognized that she also had a key role to play in influencing national-level policies, guidelines, and tools. As a result, SNL updated her contract to include this work as well. As such, Dr. Dube has been instrumental in developing key newborn policies and guiding documents, including Malawi's clinical guidelines for small and sick babies, an integrated training manual for neonatal care, and the Malawi Every Newborn Action Plan (ENAP), which was launched by the MOH in July 2015. As a champion for newborns in Malawi, Dr. Dube has been engaged in national- and global-level newborn activities, meetings, and committees. For instance, given her expertise, and her role in developing Malawi's ENAP, Dr. Dube joined a new MOH newborn task force. Dr. Dube also speaks out publicly on newborn health, including through Malawi's newspapers and radio.

Champion Cultivation and Support

To support Dr. Dube in her work and to continue facilitating her already strong engagement and influence, SNL assisted Dr. Dube in a number of ways:

- ▶ **Logistical support:** As a champion and leader in her country already, Dr. Dube is busy and pulled in many directions. SNL supports Dr. Dube on various logistical details, so that she can focus on the most important parts of her work. For instance, SNL supports logistics for Dr. Dube's visits to the districts and procures items or supplies that she might need.
- ▶ **Monitoring and documentation:** SNL also helps Dr. Dube in her quality improvement work by creating data collection tools, helping her to clean and analyze her raw data, and document her work.
- ▶ **Attending conferences:** SNL supports Dr. Dube to attend important national and global meetings on newborn health and pays for various meeting and travel expenses.
- ▶ **Media and publications:** SNL supports Dr. Dube to publish articles in the local media, by introducing journalists to her, helping edit and submit articles that she writes, and paying for media space. SNL has also given Dr. Dube an opportunity to coauthor peer-reviewed publications.
- ▶ **Connection with other stakeholders:** Since SNL is engaged with a variety of stakeholders, it leveraged opportunities to make connections with Dr. Dube where possible. For instance, at the district level, SNL supported enhanced coordination with other partners working in the districts. During the process of developing the ENAP and clinical guidelines, information was needed on costing, and SNL connected Dr. Dube to experts who could help. SNL also created forums where Dr. Dube could share learning from her KMC work with other district stakeholders.

Outcomes

As mentioned above, there are clear links between Dr. Dube's work and outcomes such as the launch of the Malawi ENAP strategy, putting care of the small and sick newborn at the forefront, and supporting the development of revised clinical guidelines for small and sick babies in Malawi, and an integrated training manual for neonatal care. Dr. Dube has also proven to be a strong champion for implementing the KMC guidelines. She has developed innovative approaches to improve quality of care for small and sick babies, using the hospital where she is based as a center of excellence to mentor health workers from other facilities as well as providing hands-on mentoring at their own hospitals.

Although it is clear that Dr. Dube has had significant influence, SNL has not done any formal monitoring, evaluation, or documentation of her work to date, its effectiveness, or its link to specific changes in newborn health in Malawi.

Lessons Learned

- I. **Leading from behind is key.** As an MOH employee (rather than an SNL representative), Dr. Dube is an effective messenger to reach the target audience of district health managers and practitioners to ensure that they are improving the quality of care for small and sick newborns and implementing the KMC guidelines effectively. Her affiliation with the MOH also means SNL has the ability to check in frequently with the MOH to ensure buy-in and that their work is mutually reinforcing. Dr. Dube's position as a member

of the Malawi Pediatric Association also makes her an effective messenger, and she has been extremely helpful in getting the involvement of the association to move work forward. SNL's role is to lead from behind to ensure that Dr. Dube has the support she needs to be an effective champion.

2. **The importance of engaging a technical champion to advocate for technical change.** SNL understood that to reach their objectives of increasing quality of care for small and sick newborns, and influencing key policy changes, such as Malawi's ENAP and clinical guidelines for small and sick babies, their main target audiences (district health professionals and national MOH policymakers) would be most responsive to someone with technical expertise. Thus, Dr. Dube — a well-recognized and respected technical expert on newborn health in Malawi — was a natural choice. Already a newborn health champion, whose influence and engagement was well established when SNL first collaborated with her, SNL worked with Dr. Dube to understand how they could best work in partnership and support her work to achieve greater impact together.



EXAMPLE

PARTNERING WITH A MINISTRY OF HEALTH POLICYMAKER IN NIGERIA

Background

A neonatologist by training, Dr. Nnenna Ihebuzor is director of Health Care Systems with the National Primary Health Care Development Agency (NPHCDA), an agency of the Federal Ministry of Health. She contributes to the development of policies and guidance to the states and local government areas (LGAs) for the implementation and delivery of healthcare services to Nigerian mothers, their newborns, and children. Dr. Ihebuzor has built on the foundation of her clinical background to become a strong advocate within the government for maternal,

newborn, and child health issues. She is also a member of the Paediatric Association of Nigeria (PAN) and its subgroup, the Nigerian Society of Neonatal Medicine.



Deciding to Engage a Champion: Why, How, and What

Save the Children's Saving Newborn Lives (SNL) program met Dr. Ihebuzor when she was a clinician, and she was contracted along with some other members of PAN to conduct an essential newborn care training for a program in the northwestern and northeastern parts of the country in 2009. Shortly after this, when she joined the NPHCDA, and SNL and Dr. Ihebuzor saw clear ways that they might be able to partner and support one another to advocate for stronger newborn health policies.

In order to support Ihebuzor's engagement and influence as a champion for newborn health in her new position, SNL supported her to participate in global and regional newborn health meetings and training workshops to increase her

capacity to advocate more strongly for improved newborn health and the implementation of innovative newborn services in primary health care settings. One of these capacity-building opportunities included a learning trip with other key stakeholders to Nepal to learn about the Nepali government's process for changing the country's cord care policy for chlorhexidine application. During the trip, Dr. Ihebuzor and her colleagues learned about Nepal's policy process, including how they conducted research to provide evidence to justify cord care policy change, and then how the policy was implemented and scaled up. Following this trip, Dr. Ihebuzor capitalized on this learning, and working with a newborn health subcommittee, contributed to the change in the Nigeria policy on cord care.

Since then, Dr. Ihebuzor has been a strong champion for newborn health within the MOH and has influenced the development and implementation of many newborn health policies in Nigeria. Through an informal but strong relationship, SNL has continued to collaborate with Dr. Ihebuzor to achieve significant outcomes for newborn health.

Champion Cultivation and Support

Dr. Ihebuzor and SNL continue to partner to increase their collective impact.

Participation in conferences, meetings and trainings: SNL supports Dr. Ihebuzor to attend various regional and global meetings, conference and trainings on newborn health, and helps to pay for her travel and participation costs. SNL has also encouraged and provided support for Dr. Ihebuzor to submit abstracts and posters to various conferences. These meetings have not only updated her in innovations on newborn health but have provided opportunities to expand her network and raise her profile as a newborn health expert.

Providing evidence: SNL shares evidence, studies, and innovations with Dr. Ihebuzor so she can use this information to influence development of additional key newborn health policies and advocate for their implementation.

Partnering for key events: SNL has worked steadily with Dr. Ihebuzor and the MOH to commemorate World Prematurity Day as an opportunity to raise awareness and discuss specific newborn health issues that need attention.

Connection with stakeholders: Participation in various regional and global meetings has enabled Dr. Ihebuzor to build a wider global network, which she draws upon to support her programs in Nigeria. For example, as part of this wider network, the World Bank supported Nigeria to initiate and implement results-based financing for maternal, newborn and child health in some LGAs in three states in the country.

Media and publications: SNL supports Dr. Ihebuzor to write and publish blogs, articles and posters, such as a recent blog on the Healthy Newborn Network. She contributed to the development of the Nigeria Every Newborn Action Plan, which was launched in 2016.

Outcomes

A strong champion for newborn health, Dr. Ihebuzor has helped to influence significant policy changes for newborn health in Nigeria. As mentioned above, she was instrumental in applying lessons learned from Nepal in order to achieve policy change for cord care in Nigeria. She also influenced the development of kangaroo care (KMC) training modules and the revision of the child health policy to reflect newborn health interventions in the context of the Integrated Maternal and Newborn Health Strategy. Dr. Ihebuzor has also been instrumental in scaling up the Helping Babies Breathe training and other newborn health interventions at the primary health care centers.

Although it is clear that Dr. Ihebuzor has had significant influence, SNL has not done any formal monitoring, evaluation, or documentation of her work to date, its effectiveness, or its link to specific changes in newborn health in Nigeria.

Lessons Learned

1. Ensure relationships are mutually beneficial. The relationship between SNL and Dr. Ihebuzor has been sustained and successful because there is a mutual understanding that they can count on one another to capitalize on each other's strengths in order to increase their collective impact. SNL relies on Dr. Ihebuzor to be a voice for newborn health within the government, and Dr. Ihebuzor relies on SNL to provide needed evidence, training and technical assistance to support and strengthen her work as needed.

2. **More documentation would be helpful.** Although they have not done so, the Nigerian SNL team has learned that more documentation about their work with champions would be useful. This would allow them to share their experiences with others and better reflect on learning in order to help them plan more effectively.
3. **Taking policymakers on learning trips can help increase engagement and capacity.** The trip to Nepal that SNL sponsored for Dr. Ihebuzor and her colleagues to learn firsthand about Nepal's experience in developing cord care policy significantly contributed to the Nigerian policymakers' ability and motivation to create a similar policy in their own country; and likely also increased their future motivation to support other newborn health policies. likely also increased their future motivation to support other newborn health policies.



EXAMPLE

PARTNERING WITH A MEMBER OF PARLIAMENT IN UGANDA

Background

The Hon. Sylvia Ssinabulya has served as a member of parliament in Uganda since 2001 and is part of the Social Services Committee, which is responsible for overseeing health and social service issues, including maternal and newborn health. She is also chairperson of the Uganda Women Members of Parliament (UWOPA), which advocates for women's reproductive health and family planning in Parliament, providing the Hon. Ssinabulya with a collective mouthpiece to influence Parliament's agenda. In addition, she is part of the national Reproductive, Maternal, Newborn, Child Health (RMNCH) Coalition, through which she works closely with a number of civil society organizations. Her longtime commitment to maternal health, predating her election to Parliament, is evident in the legislation that she has spearheaded. For instance, in 2006 she introduced new maternal care legislation making the



registration of maternal deaths compulsory, with the goal of encouraging action aimed at reducing these deaths. She also introduced legislation to include maternal care in the national budget for the first time. She serves as the Chairperson of the Network of African Women Ministers and Parliamentarians, NAWMP — Uganda Chapter.⁵

Deciding to Engage a Champion: Why, How, and What

Given the Hon. Ssinabulya's passionate advocacy for reproductive and maternal health, and her position on the Social Services Committee — demonstrating clear alignment with its values and goals, Save the Children's Saving Newborn Lives (SNL) program approach her to gauge her interest in championing newborn health issues as well. At the time, SNL sought to increase parliamentarians' and other key government

officials' awareness of newborn health issues and to encourage them to talk about newborn health whenever they discussed maternal health. Specifically, SNL wanted maternal and newborn health resources to be integrated within the national budget.

SNL did not seek a formal relationship with the Hon. Ssinabulya. Rather, SNL brought her together with other newborn health champions with whom SNL was working to define what a champion is, what a champion is expected to do, and how SNL and champions could support each other. Together, the group reached consensus on the roles and responsibilities of champions and SNL in their relationships. They decided that a champion is an "individual who is interested in and passionate about a subject, willing to talk about it and push for changes for the betterment of an issue." From SNL, the champions asked for information about newborn health that was easy to understand and communicate: a definition of the problem and numbers and facts that they could use as tools with various audiences.

⁵ See the Hon. Sylvia Ssinabulya's profile from the African Women Leaders Network for Reproductive Health and Family Planning (bit.ly/2hRNDbG).

Champion Cultivation and Support

SNL and the Hon. Ssinabulya developed a complementary mode of work. The Hon. Ssinabulya could provide updates on pending legislation and discussions about maternal and newborn health in Parliament. She understood parliamentary processes as well as how the government worked, and could help SNL figure out how to tailor its messages to different audiences. SNL shared information about newborn health: the problem and possible solutions, which the Hon. Ssinabulya could use to develop the case she wanted to present in Parliament, using the problem statements and referring to the possible solutions that SNL provided.

As part of the national RMNCH Coalition, the Hon. Ssinabulya collaborates with a number of civil society organizations (CSOs), such as UNICEF, AMREF Health Africa, the White Ribbon Alliance, and others. All view her as a champion linking together all RMNCH issues. This engagement with other CSOs has increased the Hon. Ssinabulya's reach, granting her access to additional platforms where she advocates for the issues about which she is passionate. SNL and other CSOs also hold meetings with the Hon. Ssinabulya and other champions to share progress updates on the issues and to provide technical updates to help strengthen the Hon. Ssinabulya's and others' arguments about them. This collaboration with multiple organizations has also ensured that the Hon. Ssinabulya is continuously engaged in activities and events related to newborn health.

In addition to her work within Parliament and with the RMNCH coalition, the Hon. Ssinabulya has been involved, as a political and influential figure, in mass mobilization aimed at awareness and demand creation. She has appeared on television and radio highlighting newborn health issues and what needs to be done by communities to address them.

For these appearances and the Hon. Ssinabulya's participation in other events and meetings facilitated or hosted by SNL, SNL provided technical information tailored to different audiences as well as financial support for travel and allowances. Notably, SNL has not offered her any honoraria, recognizing that this would not be sustainable.

SNL has worked with the Hon. Ssinabulya and other members of Parliament to increase their capacity to advocate on issues such as caring for premature babies. SNL provides technical assistance to UWOPA, such as involving members of UWOPA in field visits to health centers and hospitals to gain a better understanding of newborn care. For the Hon. Ssinabulya, her relationship with SNL has increased her understanding of newborn health issues, strengthening her ability as an RMNCH advocate to advocate on behalf of newborns. This was reflected in the inclusion of newborn health in the maternal, and child health (MCH) advocacy strategy, which thereby evolved into the maternal, newborn and child health (MNCH) advocacy strategy, through which she and others pushed for new MNCH legislation.

SNL facilitated the involvement of members of Parliament during World Prematurity Day celebrations, which emphasized the importance of addressing issues of prematurity in order to improve newborn health outcomes. Following this, the Hon. Ssinabulya presented on caring for premature babies at Women Deliver 2013. There she committed, on behalf of UWOPA, to advocate for premature babies separately from newborns.

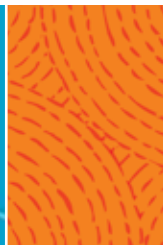
SNL and the Hon. Ssinabulya do not have a formal monitoring system to track their work together or her engagement and influence on newborn health issues. However, her regular progress updates on relevant issues served as an opportunity to monitor progress. SNL also sees her willingness to participate in events related to newborn health as a measure of her championship.

Outcomes

Through her positions and affiliations in Parliament, the Hon. Ssinabulya has influenced a number of significant policy changes that benefit mothers and newborns. She was part of the group that refused to pass a national budget until Parliament allocated funding for the recruitment of approximately 2,000 midwives through the Ministry of Health. She was also part of the effort to ensure that a recently obtained World Bank loan to strengthen services for mothers included funds to strengthen services for newborns. In addition, she participated in advocating for a salary increase for doctors working in Health Center IVs.

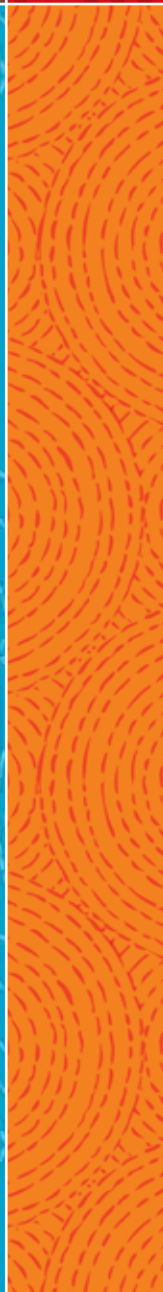
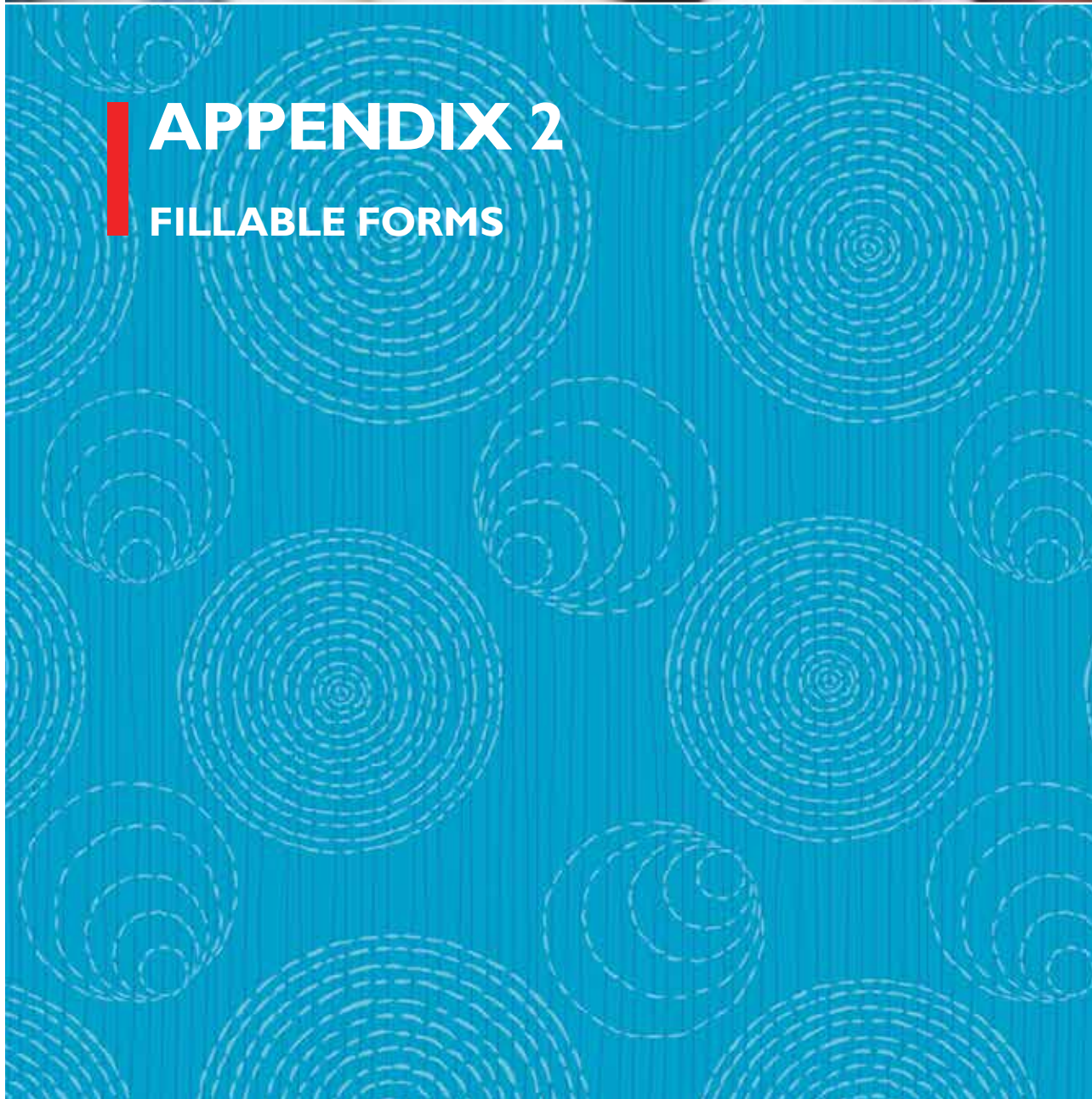
Lessons Learned

1. **For SNL's relationship with a newborn health champion to be successful, it must be intentional from the beginning**, with clarity about what the two are trying to achieve, specificity about the engagement, and a shared understanding of what success will look like.
2. **Successful champions are not just important people, but are interested in an issue.** In working with them, we need to build their motivation to help bring about change. People may be champions for related issues, such as reproductive or maternal health, but if they could be provided easy-to-use information on newborns, they can more easily expand their advocacy to include newborn health.
3. Because political champions have timebound terms of office and may or may not maintain their access and influence after they have completed their terms, **it is important to always be recruiting new political champions.**
4. **Continuous engagement with champions helps to maintain their involvement on key issues.** This can be through collaborative tracking of progress on issues and identifying what needs to be done to help the advocacy continue to advance. It can also be through helping a champion link to multiple organizations that are working in complementary ways to advance an issue. In this way, at any given time, at least one organization in the group may be engaging the champion on the issue.
5. **Focusing on an issue within a broader set of issues can give it additional leverage.** For example, focusing on newborn health within broader discussions about RMNCH, where there may be cross-cutting issues that your program wants to influence, can help attract the attention of others to newborn health issues.
6. **When a champion partners with multiple INGOs and CSOs, they can increase the attention on newborn health issues.** If all the organizations and the champion agree on the issues and advocacy objectives, the champion will then have access to multiple organizations and platforms, and can communicate all of her messages through all of these.



APPENDIX 2

FILLABLE FORMS





CRITERIA FOR CHOOSING A CHAMPION

Based on your champion map, choose a few potential champions and work through the below checklist.

ADVOCACY OBJECTIVE:

TARGET AUDIENCE:

REASON FOR ENGAGING CHAMPION:

CRITERIA	POTENTIAL CHAMPION 1	POTENTIAL CHAMPION 2	POTENTIAL CHAMPION 3
NAME AND POSITION:			
LEVEL OF INFLUENCE AND ENGAGEMENT			
What is the potential champion's current level of influence with target audience or over the desired policy change — low, medium or high?			
What is the potential champion's current level of engagement with the policy issue — awareness, will or action?			
If already highly engaged in the policy issue ("action"), what is the potential champion's current involvement?			
What are the relevant partnerships, networks and associations of the potential champion?			
DEGREE OF ALIGNMENT			
What is the potential champion's alignment with your vision for change?			
Has the potential champion been vetted for value misalignments and possible risks?			
What is your current relationship with the potential champion — brand new, know somewhat, or know well?			
INTEREST AND CAPACITY			
What is the potential champion's current capacity — none, some, or expert? Please assess each category.			
a. Technical knowledge	a.	a.	a.
b. Advocacy skills	b.	b.	b.
c. Communication skills	c.	c.	c.
What are the potential champion's other obligations and do they have an ability to prioritize this role and a long-term relationship?			
Do you have the resources (human and financial) needed to support the potential champion?			
Is the potential champion interested in being involved in advocacy related to newborn health — no interest, some interest, or high interest?			
Is the potential champion interested in partnering with you — yes, no, or maybe?			
Is this role beneficial for the potential champion — yes, no, or maybe? How?			
Other considerations (please list on separate sheet if needed):			



CHAMPION TRACKING SHEET: SNL SUPPORT AND INTERACTION

A simple Excel workbook can help SNL track how it is interacting with or supporting a champion. On one worksheet, SNL can capture the relevant advocacy objectives, the date, its support and interaction with the champion (e.g., recruitment meeting, information exchange, provision of data or research results, invitation to a forum, provision of training, etc.; see *SECTION 6* for additional ideas for supporting champions), the intended benefit (or the need to which the support or interaction responds) and actual benefits of the support or interaction.

This Champion Tracking Sheet should be updated whenever SNL interacts with a champion, since waiting risks limited or inaccurate recall. This should be a simple activity that requires minimal time.

Reflecting on this information during staff or strategy meetings can help SNL determine how to continue to nurture the champions with whom it works. This includes helping all staff who are working with one champion coordinate and collectively keep track of their work with that champion, perhaps by maintaining this tool on a shared drive and updating it on a frequent basis.

SNL'S SUPPORT AND INTERACTION WITH CHAMPION I

CHAMPION:

RELEVANT ADVOCACY OBJECTIVE(S):

DATE	NATURE OF SNL'S SUPPORT OR INTERACTION	INTENDED BENEFIT OF SUPPORT OR INTERACTION	ACTUAL BENEFIT OF SUPPORT OR INTERACTION



CHAMPION ENGAGEMENT OPPORTUNITY ASSESSMENT TOOL

There are a wide range of activities that champions may be engaged in. Use this tool to help assess each engagement opportunity to ensure that it is strategic and aligned with current capacity.

ADVOCACY OBJECTIVE:

TARGET AUDIENCE:

CHAMPION:

What is the engagement opportunity?

What is the timeframe?

What is the added value of involving the champion, and how will it impact the target audience (and ultimately advocacy objective)?

Who else is involved (individuals or groups)?

What level of effort will be required of the champion? Does he or she have the capacity to undertake this task?

What support will the champion need and what is the level of effort required to meet that need? Do you have the capacity to provide the support?

If an agreement or contract exists, is the engagement aligned?

Will the engagement increase the influence of the champion, and if so, how?

How else will the engagement benefit the champion?



CHAMPION TRACKING SHEET: CHAMPION ACTIVITIES AND INTERIM OUTCOMES

SNL and the champion can use a second worksheet in the **Champion Tracking Sheet** to track champion activities and interim outcomes, including the following information: relevant advocacy objective(s), the date, champion's activity, anticipated and actual interim outcomes, evidence of the champion's influence, and any comments. Reflection on this information can help SNL and a champion determine if they are on the right track, as well as what activities might be needed next in order to further advance toward other interim outcomes.

This **Champion Tracking Sheet** should be updated whenever a champion takes an action, since waiting risks limited or inaccurate recall. Listing a champion's activities should be a simple activity that requires minimal time. However, when SNL and/or a champion claims to have influenced an interim outcome, SNL and the champion will want to discuss the evidence backing this claim, and capture it briefly in the spreadsheet.

CHAMPION'S ACTIVITIES AND INTERIM OUTCOMES

CHAMPION:

RELEVANT ADVOCACY OBJECTIVE:

DATE	CHAMPION'S ACTIVITY	ANTICIPATED INTERIM OUTCOME	ACTUAL INTERIM OUTCOME	EVIDENCE OF CHAMPION'S INFLUENCE	COMMENTS

SNL Advocacy Matrix

ADVOCACY ISSUE	RATIONALE	ADVOCACY OBJECTIVE: EXPECTED OUTCOME/RESULT	HIGHLIGHT OF ACTIVITIES AND TACTICS	TARGETS	CHAMPIONS	POTENTIAL PARTNERS AND/OR MESSENGERS	DATE TO BE COMPLETED/ DATES OF NOTE
What is the problem we want to address? What is the advocacy gap?	Does the problem relate to a lack of policy, or is it a gap in implementation? Which practices need to change? What is blocking necessary changes?	What is the specific change that we want to see as a result of our advocacy efforts? Who needs to do what by when?	What are the specific things that SNL can do to address the advocacy issue (e.g., media campaigns, public speaking, publishing evidence, meeting with officials, opinion pieces)? (Responsible person noted in parentheses.)	Who are the key individuals in a position to bring about changes? Who has the power?	Who can serve as champions to raise public awareness and/or directly influence the targets?	Who else has influence on your targets within our sphere of influence?	Are there any key dates or windows of opportunity to consider?





Save the Children

501 Kings Highway East, Suite 400
Fairfield, CT 06825
800.728.3843
www.SaveTheChildren.org