WALKING TOWARD A REGIONAL ADVOCACY STRATEGY

2021

MenEngage
América Latina
Working with men for gender equality

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Foreword

The Work Group of Promotion of the MenEngage Alliance, in compliance with its mission, set out to inquire about the dynamics of the multi-level influence spaces and the role of masculinities in the Generation Equality, and thus develop a strategy of "collaborative" Advocacy with women, from the place of masculinities, to defend and widen the agendas for achieving full equality.

To attain this goal, the Alliance hired a consultancy and asked it to produce a diagnosis about the perception that women in the feminist movement have as to what has been and what should be the participation of men who work from the positive/non-hegemonic masculinities in the Generation Equality agenda, and to give a training course in Advocacy to its Focal Points. This consultancy was performed by two feminist women with a long experience in the accompaniment of multi-level influence processes for women's human rights, with an emphasis in SRR. They developed, with the two afore-mentioned products, a first approach to what will be the strategy of political influence of MenEngage.

It is important to mention that an influence strategy must be, as far as possible, collaborative, participative and in permanent construction; therefore, the present document is not a strategy of influence for MenEngage, but the road where the alliance must advance to build that strategy.

Methodology

To develop the present strategy and work plan of Advocacy, the learnings obtained in the training course and the diagnosis were used as inputs. Additionally, the consultants contributed their experience and their own administration of knowledge to the construction of this document, which, as mentioned before, is only the road that MenEngage must follow to feed the steps that will produce its strategy of political influence.

Strategy structure

The present strategy begins with the inputs supplied by both the diagnosis and the training course, which will be considered during the whole process that from now on MenEngage will follow to construct its influence. Subsequently, it will be able to construct its Work Plan for three or five years.

We thank all persons, both men and women, who took part in the training course as well as in the Diagnosis; to MenEngage for its political and institutional disposition to attain the objectives; to the Alliance's Focal Points and to each one of the feminist women who took time for sharing their opinions.

We thank specially Hernando Muñoz Sánchez for his contributions to the present diagnosis, as coordinator of the project and as focal point in Colombia.

1. Background:
Contributions of the diagnosis and the training course to the influence strategy

1.1. Contributions of the diagnosis

The diagnosis showed the possible paths that men of positive/non-hegemonic masculinities can take to gain trust and legitimacy before the women's and feminist organizations about their intervention, which will be the **first previous step** toward the implementation of an influence strategy.

The paths identified are:

- Through the political, technical and financial (resource gathering) accompaniment.
- From their political activity.
- Questioning the system and all of its sex/sexual/patriarchal structure.
- Through their influence upon governments and bodies of legislative decision.
- Working with male children, young and adult men to prevent the CMNV.
- Confronting men and their organizations with their own methodologies and arguments.
- Developing innovative methodologies that allow them to connect with the feminist movement of young women.
- Developing programs, projects and influence actions.
- Developing methodologies for a permanent dialogue with the feminist movement, especially that of young and diverse women.

To attain all of the above, it is necessary to tackle distrusts and build alliances like this:

TO OVERCOME DISTRUSTS AND CONFIRM ALLIANCES

There are still positions that keep some doubts about the places that they should occupy within the Agenda and the women's and feminist movement

Today's feminist movements are led by young women and persons, so the decision to allow involvement corresponds to young people who have new visions

"It's possible to establish links and get some advances with today's young men; however, it's not time to really think in a mixed Generation Equality"

"A big deal of what is done in the name of masculinities can be stained by a pretentious discourse"

They may be an important actor, but "not so visible as the feminist movement"

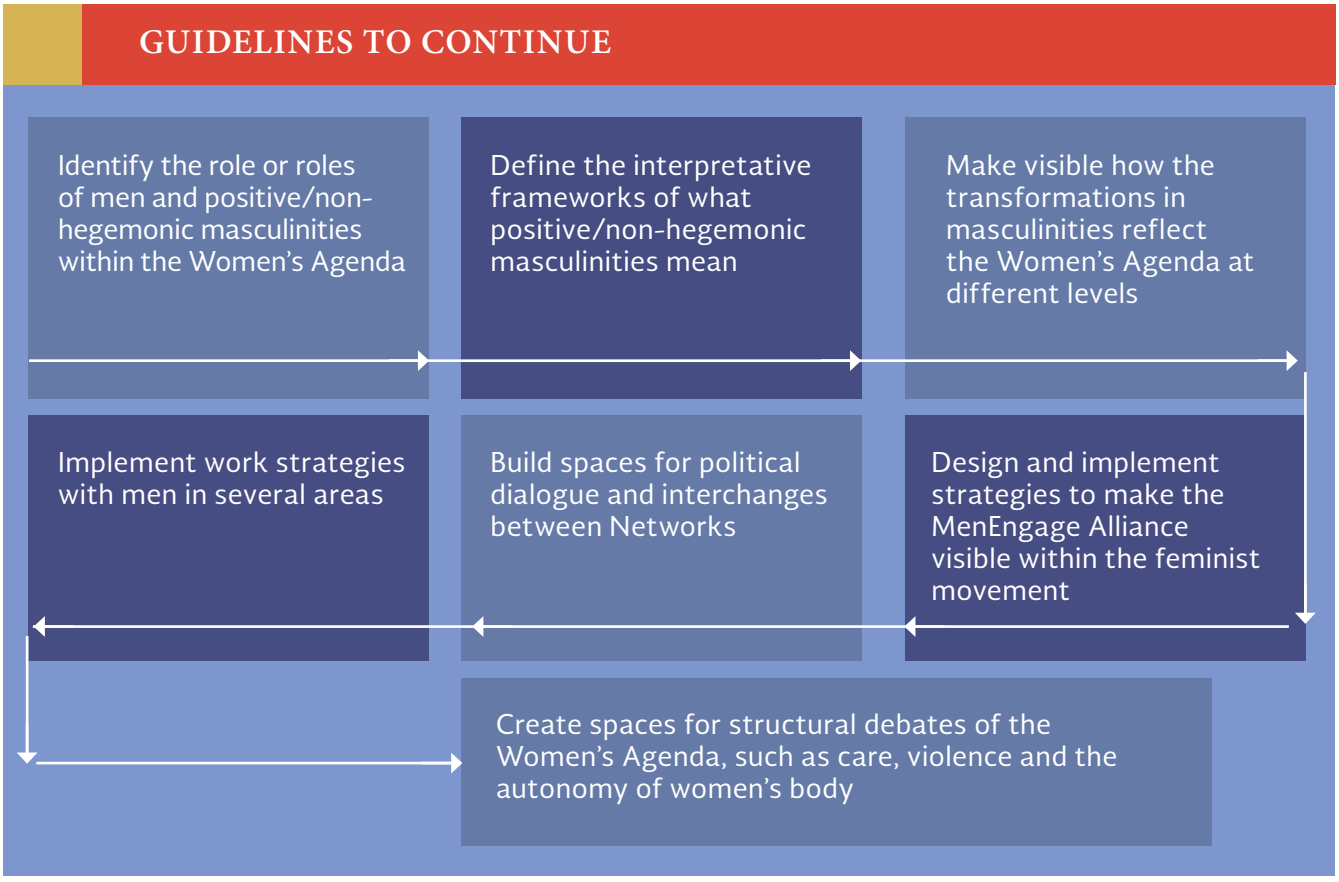
"All movements have to do their own agendas and routes"

"Today the feminist agenda is about the defense of the body as territory and of life; it's difficult for men to understand the sensitivity that we have just for living in a woman's body"

"Not all organizations or all men can reach a level of participation where it's costly for them to keep the role that we ask them to have"

The second previous step before adopting an influence strategy, as shown by the Diagnosis, is constituted by: the guidelines for an ethical involvement of men and positive/non-hegemonic masculinities in the women's agenda, that, in the form of challenges and guidelines, trace roads to begin and/or continue MenEngage's purpose to involve in an assertive and ethical way in the Women's Agenda, in order to support them in their struggles and proposals. Those guidelines are:

- Identify the role/es of men and positive/non-hegemonic masculinities in the Women's Agenda.
- Define the interpretation frameworks about what positive/non-hegemonic masculinities mean.
- Make visible how the transformations in masculinities reflect the Women's Agenda at different levels.
- Design and implement strategies to make the MenEngage Alliance visible within the feminist movement.
- Build spaces of political dialogue and interchange between the networks.
- Implement work strategies within different areas.
- Build spaces for structural debates of the Women's Agenda, such as care, violence and the autonomy of women's bodies.

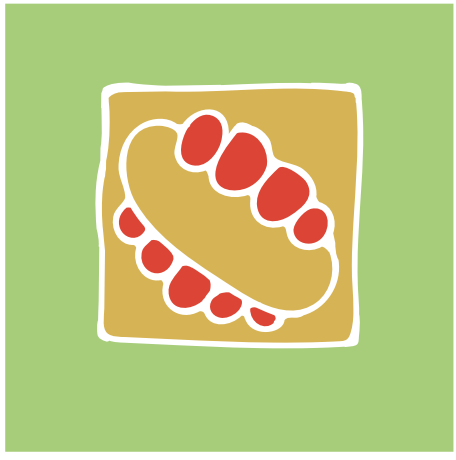


1.2. What the training course shows

The men and women participants in the Advocacy course, taking from the guidelines shown above, constructed proposals of influence or related them to the influence proposals that they have been developing in their countries and with their organizations. The following chart is determining to MenEngage, since its influence strategy must consider the path that some of its Focal Points have already traveled.

How can the influence strategy proposed by your group as a course work contribute to the following guidelines identified in the diagnosis?			
Guidelines	**Colombia**	**Costa Rica**	**Uruguay**
Identify the role/es of men and positive non/hegemonic masculinities in the Women's Agenda	We identified the role/es of men as strategic, non-leading allies in the women's agenda. We recognize the entities and organizations working for the HR of women as strategic allies for the influence actions of non-hegemonic masculinities. We recognize the role of denaturing the violence and collusion inherent to historical discriminations and stereotypes, identifying men's responsibilities in the exercise, rejection and denounce of violence.	Do not make invisible the female leaderships. Work against violence and for equality. Be present when the women's movements call us. Promote dialogue spaces. Disseminate and socialize the political agenda of women.	Involve other adult men, teenagers and children in the deconstruction of hegemonic masculinities.
Define the Interpretation frameworks about what positive/non-hegemonic masculinities mean.	The National Board of Masculinities for Gender Equality of Colombia is an open, plural and critical space where groups, social organizations and activists get together with the main objective of involving men in the transforming action toward gender equality and the ethical construction of care, from the relational, differential and intersectional standpoints, as well as those of recognition and valuation of diversity.	CEDAW, Belem do Pará UN Resolution 35, Principles of Yogyakarta, Universal Declaration of HR. The calls to action of Men's Engage global symposia.	From the Red de Masculinidades Uruguay, we are approaching the subject of masculinities from the militancy, the academic area, training.
Make visible how the transformations in masculinities reflect the Women's Agenda at different levels	Promote the transforming action for gender equality and the construction of masculinities linked to the ethics of care, through self-care, care of others and care of nature. Address multiple problems, such as violence against women within couple's relationships, masculine violence (not only against women and femicide), violence of men against men.	Men should understand the Women's Agenda. Non-hegemonic masculinities should involve in the prevention of violence against women. Work in an explicit way with men in issues of the women's agenda. There are key issues, such as SSR. The deconstruction should help to construct more secure spaces for women.	The index of masculine criminality would decrease, the expenditure in public health related to self-care would improve. The BGV would decrease, the responsible parenthoods would improve.

How can the influence strategy proposed by your group as a course work contribute to the following guidelines identified in the diagnosis?			
Guidelines	**Colombia**	**Costa Rica**	**Uruguay**
Design and implement strategies to make the MenEngage Alliance visible within the feminist movement.	Although it is not developed, within the National Board of Masculinities it has been considered to interact with the organizations and to adopt the ethical principles of MenEngage, once discussed and agreed upon, and adopt a framework of being accountable to the women's movement. It is in currently in process.	Begin an approach process with the feminist movement. Ask the women comrades whether they agree that this approach is made visible.	The work itself from the Uruguayan MenEngage network makes visible the alliance.
Construct political spaces of dialogue and interchange between the Networks		At the social level and from every area, processes will be built and lessons will be learned. Their construction would be attained in the middle and long run	Through the contact with different feminist networks interested in working with masculinities.
Implement work strategies with men in different areas		Keep the work from an intersectional approach	Seminars about masculinities, community sensitization, involve mass media. Not underestimate groups that make backlash, so as not to go back in acquired rights.
Create spaces for structural debates of the Women's Agenda, such as care, violence and the autonomy of women's bodies.		Spaces in Spanish	



2. Key concepts for the influence

The **political influence**, as a practice and as a process of "influencing" public policies and decisions of resource allocation within the political, economic, social and institutional systems, recognizing that these can be motivated by moral, ethical, altruistic or self-conviction principles, or just oriented to protect a collective or interest asset. With political influence, it is possible to develop many activities of persons and organizations that commit themselves through diverse strategic actions.

The **advocacy**, as a proposal of a political influence action, not only allows to conceptualize this practice, but also to identify mechanisms, paths and actions that maximize the exercise of influence, taking into account different fronts, actors and correlation of forces against or in favor. That is why advocacy is proposed as a way to plan the political influence.

Advocacy is understood as:

- A comprehensive strategy for political influence.
- The word comes from the Latin advocare, which means help someone who is in need.
- In English, it comes from the verb to advocate, equivalent to promotion, defense, influence. Defend, protect, support, intercede and argue in favor of a demand, substantiate arguments.
- Promotion and defense in search of a change, and provoke transformations in society.

Advocacy refers to politics and changes:

- In values
- In beliefs
- In conscience
- In knowledges

The objective is to trigger transformative processes that lead to more democratic societies and with full guarantee for the realization of equality.

In sum, advocacy:

- Is to make oneself heard, call the community's attention to an important problem and direct persons with decision power toward a solution.
- Is working with other persons and organizations that produce decisive effects; it seeks to transform power relationships, generate concrete changes.
- Is a planned process to influence in policy and public programs. Directed to those who make decisions, seeking to attain changes in the different institutions and scenes of public life and in their decisions, in favor of the collective interest.

To make more forceful the exercise of public influence, advocacy requires tools, abilities, conditions and, above all, it must have well-constructed arguments, based in research and in up-to-date, documented information.
To design an influence strategy, as shown

3. multi-level influence

in the Advocacy course, it is necessary to understand what is a multi-level influence.

The following chart shows the connections that the diverse spaces of influence have at the world, regional and national levels. .

3.1. 3.1. Connections among influence spaces		
GLOBAL SPACE	**REGIONAL LEVEL**	**NATIONAL LEVEL**
Women's agenda – Beijing 85		
CSW	*Women's conference*	*Public policy/office*
Population and development agenda – Cairo 94		
CPD	*CRPD*	*Public policy/office*
2030 Agenda		
HLPF/VNR	*Countries forum*	*2030 Agenda/SDF*
Review of HR treaties		
Convention on the Elimination of all Forms of Discrimination Against Women CEDAW	*NRV-EPU-shadow reports*	*NRV-EPU-shadow reports*
Convention Against Torture and Other Cruel, Inhuman or Degrading Treatments or Punishments	*NRV-EPU-shadow reports*	*NRV-EPU-shadow reports*
Convention on the Rights of the Child	*NRV-EPU-shadow reports*	*NRV-EPU-shadow reports*
Committee of Economic, Social and Cultural Rights	*NRV-EPU-shadow reports*	*NRV-EPU-shadow reports*
International Covenant on Civil and Political Rights	*NRV-EPU-shadow reports*	*NRV-EPU-shadow reports*

For MenEngage, it is fundamental to define the space or spaces of influence where its strategy is to be implemented, which could be:

3.2. The CSW – Commission on the Status of Women	
The Commission on the Status of Women was formally created on June 21, 1946, with the objective of securing equality and promoting rights for women. Its mandate includes preparing recommendations and reports to the Economic and Social Council (ECOSOC) about the promotion of women's rights in the political, economic, civil, social and education areas.	The CSW regularly address two subjects, a priority one and one to examinate. At the end of the session, it must issue a document with conclusions and specific resolutions –sometimes that objective is not attained–, which begins to be prepared months ahead. Regularly, a document of the General Secretary on the subject is published in advance, which serves as base. The organizations and civil society can make contributions to it through the official delegations of their governments.

Which are the CSW functions?

The CSW is an inter-government body, depending upon the ECOSOC, dedicated exclusively to promote gender equality and women's empowerment. Some of its main functions are:

1	Participate in the general debates about the situation of gender equality, identifying the fulfilled objectives, the achievements, gaps and remaining challenges to the attainment of the fundamental commitments.
2	Focus and work about the priority subject, based on the Declaration and Action Platform of Beijing and in the conclusions of the 23rd extraordinary session of the General Assembly.
3	Organize high level round tables to interchange experiences, learned lessons and good practices about the priority subject.
4	Include as subject to exam the evaluation of advances in the application of the conclusions accorded in previous sessions.
5	Accord actions to take to promote gender equality and women's empowerment by adopting the agreed conclusions and resolutions.
6	Provide gender perspectives to the work of other inter-government bodies and processes.
7	7 Address emerging issues that affect gender equality.
8	8 Examinate in private meeting the report of its Work Group on Communications.

Who participate?

- Member states.
- Entities of the United Nations.
- Non-Governmental Organizations recognized by ECOSOC.

The civil society organizations registered before the ECOSOC with a consulting status can nominate up to 20 representatives to attend the annual sessions of the CSW. This, with the objective of assuring that the NGO's are present both in the plenary sessions, events and round tables of the official program and in the parallel events that are staged outside the United Nations headquarters.

Which are the modalities of participation?

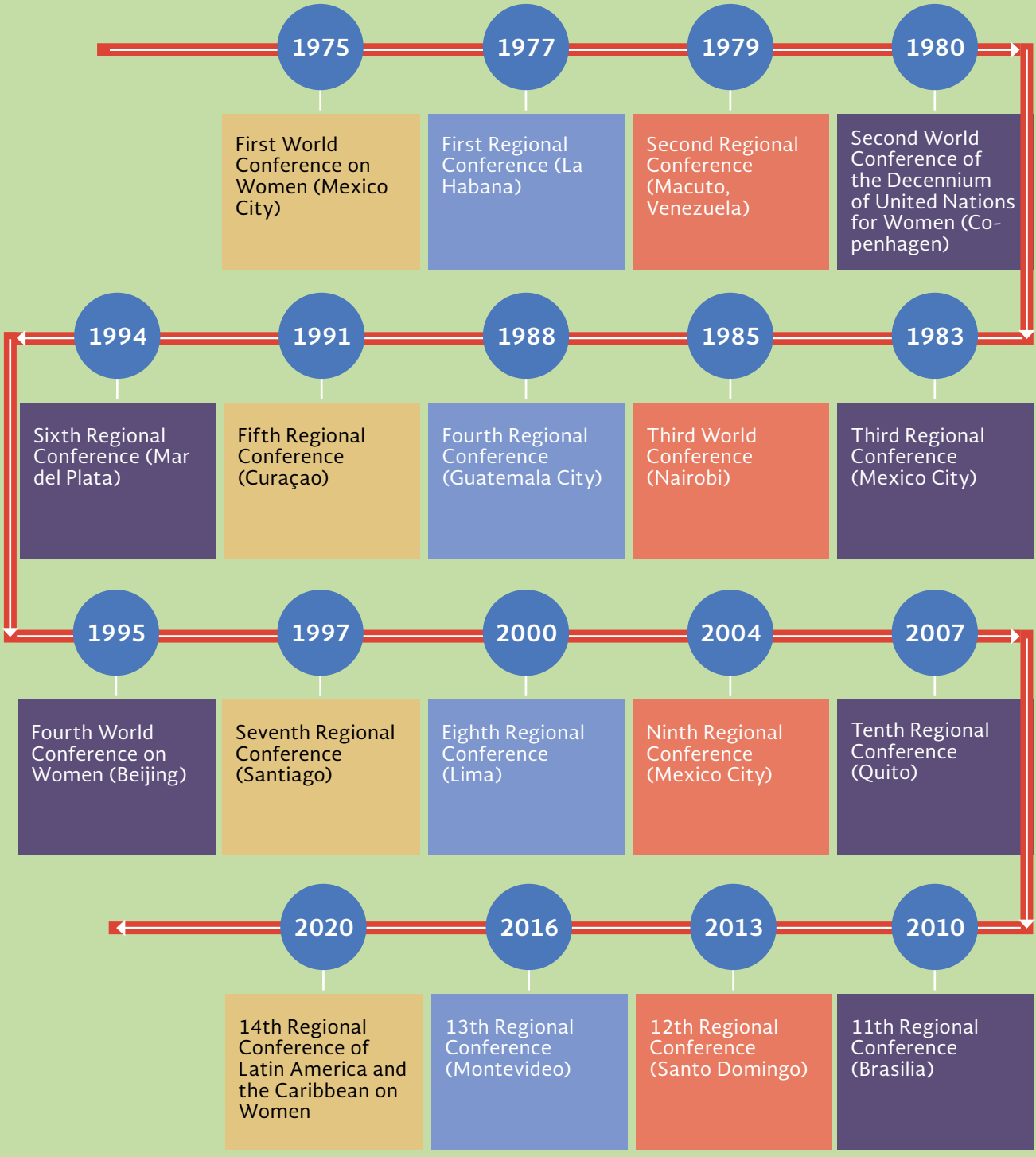
- Plenary session, public.
- Negotiation session, private.
- Alternate events organized by CSW.
- Parallel events, organized by the social organizations.

3.3. Americas and the Caribbean Regional Conference (it is the CSW space for LAC)

The triennial Regional Conference, of which 13 have been celebrated, is in charge of:

- Identifying the regional and sub-regional situation in regard to the autonomy and all of women's rights
- Presenting recommendations for public policies about gender equality
- Conducting periodical evaluations of activities accomplished in compliance of regional and international agreements
- Provide a forum for discussions about gender equality

Main landmarks



3.4. The Commission on Population and Development – CPD

The CPD is an inter-government body that monitors and reviews the implementation of the Action Program of the CPD at the national, regional and international levels. It holds an annual meeting where the Member States share the progress in the implementation of the AP.

3.4.1. Conference on Population and Development (Cairo, 1994)

The first Conference on Population and Development was held in Cairo in 1994, where social organizations, and especially those of women and feminist, attained:

- That women's autonomy is promoted and access options are offered to education and health services, the promotion of practical abilities and the growth of employment.
- Expansion of universal family planning services, as part of a broadened approach of reproductive health and the corresponding rights.
- Expansion of education, especially for girls.
- Seek a higher reduction of the mortality levels of nursing women.
- More prevention programs for IHV/AIDS.

3.4.2. CPD – Commission on Population and Development

Participation in CPD vs. Influencing the Process

- The CSO cannot participate directly in the negotiation process. To be part of the CPD delegation.
- To make a lobby with the interested parties at the local level, to influence in the country's statement.
- Preside with the country's delegation in CPD during the negotiation process to promote and support a progressive language in the resolution project.
- Issue written and/or spoken statements.
- Lobby with the interested parties at the national level for the follow-up actions, according to their commitments in the CPD resolution.

CPD sessions develop around two subjects:

- A document oriented to advances in the implementation of the 1994 CIPD and the ensuing five-year reviews.
- A specific subject that is agreed upon in each session to be dealt with the next year.

What is done before?

- Prepare documents
- Map governments' positions
- Map delegations' composition
- Map anti-rights, build languages
- Arrange to have a place in the official delegations
- Arrange to have interventions
- Influence in the writing of the conclusions
- Develop communication strategies

- Negotiate resources to attend
- Prepare parallel events, train new participants, among other actions

3.5. RCPD – Regional Conference on Population and Development in LAC

In 2012, through ECLAC Resolution 670(XXXIV), it was decided that the ECLAC Special Committee on Population and Development would be named Regional Conference on Population and Development in Latin America and the Caribbean.

Its objective is monitoring issues related to population and development, international migration, indigenous and Afro-descendant peoples, and ageing.

3.6. High Level Political Forum

HLPF is the central platform of the UN for monitoring and reviewing the Agenda 2030 for Sustainable Development, adopted in 2015.

In each HLPF, a group of SDG is selected to be reviewed, through a process of national voluntary review (NVR), wherein the Member States inform about the implementation advancement.

The Member States are not obliged to inform about the group of SDG; the review is voluntary.

Participation in the HLPF vs. influence the process:

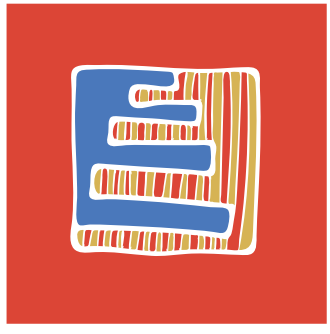
- Monitor the country's government institutions about the SDG's
- The SCO can only participate in the process through Main Groups
- Parallel events
- Lobby in the relevant government bodies, to volunteering for the national review.
- Contribute to the position papers prepared by the Main Groups.

3.7. Forum of the Countries of Latin America and the Caribbean

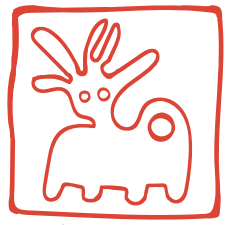
It is convened yearly under the auspices of the ECLAC, from 2017 on. It is directed by the States of LAC and is open to:

- Civil society representatives
- Subsidiary bodies of ECLAC
- Academic and private sectors
- Development banks
- UN organizations
- Blocks of regional integration

The Forum provides opportunities to learn between peers, interchange good practices and discuss common goals, and seeks to encourage the cooperation with regional and sub-regional organizations to guide an inclusive regional process toward the sustainable development in Latin America and the Caribbean.



4. Reasons and factors for a political influence strategy



There are many reasons and factors that contribute to design a political influence strategy. The most important, from both a general and a specific point of view, are:

- To solve specific problems through concrete changes in public programs and policies.
- To fortify and empower the civil society.
- To promote and consolidate democracy, social and political participation, gender equality, inclusion and equity.

Factors that contribute to the capacity of exercising political influence:

External factors	Internal factors
• Democratic openness • Social, economic and cultural equity • Decentralization • Democratization of the access to communication media • Transparency	• Internal democracy • Disposition to interact with government • Disposition to build new alliances • Clarity in the mission of the initiative group • Basic management of knowledge about the State institutions • Knowledge of the current political context • Management of information and capacity to research • Internal training • Availability to devote human and economic resources to the influence campaign

The political influence, as a process and political practice, appears as a collective institutionalized action. That is, it derives from the assumption that the institutional and representation channels have an acceptable operational degree. Therefore, it is possible to influence the actors who exert power from the State so that they adopt laws and public policy.

Although the influence process does not exclude the collective action known as protest and social mobilization, the place of this is secondary. The core of the collective action in the influence process is the "lobby." It derives from the assumption that, in view of the diverse interests of the elites, it is possible to find spaces to gain support for the citizens' proposals of democratization.

Generally speaking, the influence processes have made important contributions to the country's democratization. They have opened new spaces of social and political participation, have allowed a broader relocation of resources or made effective the rights of vulnerable, excluded population groups.

Some political influence processes reached their short-term objectives (adoption of a law or a public policy); however, in the medium or long term the achievements are scarce, owing to the unfulfillment of the commitments made by the State.

Factors to consider

This new look into the processes of political influence must consider the factors related to the State and the power structures, as well as those internal to the civil society, such as[2]:

- The narrowness of the political regime to process the increasing demands of participation and political inclusion.
- The failure of the political reforms and of the attempts of public policy.
- Bad performance of the State to tackle national problems such as poverty, corruption, human insecurity and institutional inefficiency.
- Scarce and poor relative autonomy of the State, the political system and its parties.
- Scarce and poor relative autonomy of the State branches (Executive, Legislative and Judicial)
- Precarious conditions for the existence of an elemental rule of law.
- Limited, not extended, exercise of the civil and political rights of citizens.
- Lack of a real commitment of politicians and rulers to dialogue with civil society. They do not have an open attitude toward the construction of a country strategy by general agreement. A closeminded, undemocratic, overbearing and unilateral State.
- Acceptance by the civil society of the dialogue agenda imposed by the governments and conformity with its results, without pushing for agendas that go beyond, when the dialogues have failed.

[2] *PÉREZ, Belmar. SOSA, Eugenio. ESCUELA DE INCIDENCIA POLÍTICA Y VEEDURÍA SOCIAL. ASOCIACIÓN DE ORGANISMOS NO GUBERNAMENTALES (ASONOG). September 2014, Honduras. Version pdf. https://genderinagriculture.org/wp-content/uploads/2016/09/Chapter-3-EIP-Module-4.pdf*

- The dialogues for political influence are always subject to or trapped in the framework of a representative, not participative democracy, where the government decides which achievements of the political influence are implemented and which are not, and how it's done. There are no force and instruments to guarantee that commitments are honored.
- Interest groups that have had a strong influence to delay the decision-making process; for example, the forest law took 17 years of struggle to produce the desired change.
- There persists in civil society a lack of solid leadership structures, and the structures of base organization are feeble. A civil society that is weak and conformist in its efforts to organize.
- The citizens are not convinced of their rights and of their capacity to organize and mobilize to impose their demands upon the State, and upon governments that are omnivorous in their hold on power.
- The civil society lacks integrated strategies in the processes at the local, regional and national level.
- There are many trained technicians and less social leaders; the high mobility of labor contracts and the permanence of technicians cause less social and political feasibility of the influence processes.
- In the coalitions, the political diversity, the particular interest, the eagerness to figure, plus the lack of agreements in regard to strategic objectives, strategy and expected result of the processes, are factors that lead to failure.
- Governments need to validate themselves both nationally and internationally through a correct relationship with the civil society organizations. It is important to have this clear and take political advantage of it.
- Plurality, diversity or flexibility of the participative nature of the political influence strategies should not be equivalent to ambiguity, to lack of a political position or absence of commitment with the changes desired and the common objectives.
- The strategies of political influence contribute to the construction of the social-sectorial agenda, and that of the political agenda, focusing their bets and proposals in the dimension of the access to the State resources as a right to solve vindications, necessities, sectorial demands; but they also should provoke changes in the structural matters that cause poverty and support an unjust and undemocratic social and political model.

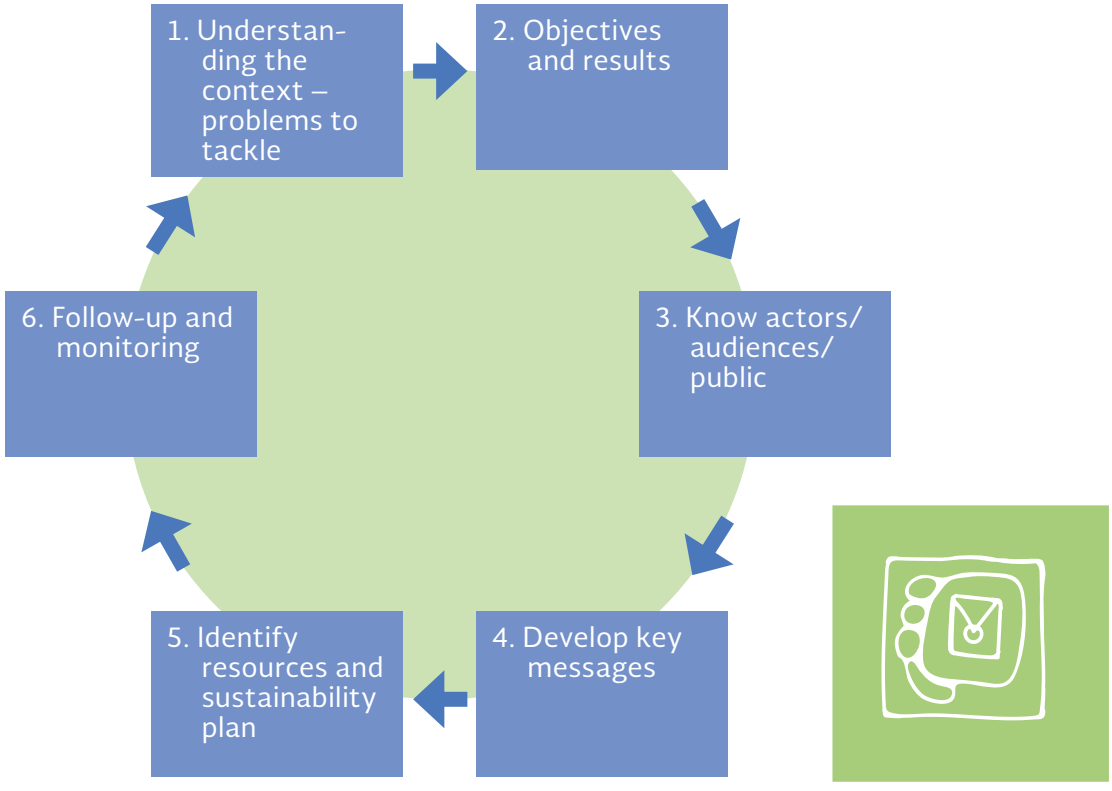
5. Influence strategy

5.1. Steps to implement an influence strategy

Since the most classic tradition of political influence, a strategy must contain the necessary steps that, linked, gradually build the clear path to influence and transform the proposed public policies. Similarly, when following the steps that form the influence strategy, the necessary adjustments are shown so that eventually the implementation may be as assertive as possible.

For the MenEngage strategy, it is fundamental that each step be constructed and developed in a collective way, or at least with the managers, and that they be socialized with the Focal Points, so that, when the time comes for the implementation, the Network can be seen as integrated.

Step 1: Understand the context: identify the problem and its main causes, and find a solution
Step 2: Identify goals, objectives and signs
Step 3: Identify actors-actors map
Step 4: Develop the key messages and adapt them to the target audience
Step 5: Identify the resources and sustainability plan
Step 6. M&E System



Step 1: Understand the context: identify the problem and its main causes, and find a solution

Identify which is the issue or question that could be solved or improved through a specific political change. (Note: To work out the context – problem analysis, the methodology of the problem tree can be used.)

SUBJECT	ISSUE - WEAKNESS	PRIORITY TO WORK ON
1. MenEngage Alliance and organizational dynamics	*- It is still seen as an academic proposal.* *-Few persons participate; far from being an integrated movement.* *-A closed space.* *-There's no clearness as to where is the place of enunciation.* *-Use of a non-accessible language.* *-There is no feminist agenda within the masculinities.*	*Widen the basis of the Alliance. Ethnic and racial diversities; sexual, class, generational identities. Popularize discourses, arguments, proposals = political agenda of the masculinities.*
2. The Alliance and its integrations	*- The alliance is little known and not recognized by other actors in political influence scenes.* *-Fears and preventions within organizations of the feminist movement.*	*Integrate actions that allow to get close, build trusts and integrations with* *- Social and social rights movements* *- Organizations of the feminist movement.*
3. Positioning and recognition in national and international scenes	*- A weak and little-known presence in political influence scenes at the international and even national levels.* *-Ignorance about the historical perspective of the equality agenda and of the feminist struggles.*	*Gain positioning and political recognition as an actor from the positive/ non-hegemonic masculinities, ally of the feminist movement.*

Step 2: Identify goals, objectives and signals

To delimit clearly the political change that is to be promoted through the Advocacy project, as well as the decision maker who will be the target audience.

Once the priority problems that need to be solved to transform realities have been identified, the next thing is to express objectives, goals and signals that will serve to evaluate the advances in the attainment of the proposed goals. The idea is to establish the desired effect or change, of whom, where, and the means to attain it (optional).

Depending upon which planning system or approach is chosen, it is possible to take different options to express objectives (superior, general, specific), goals (results, products) and signals. .

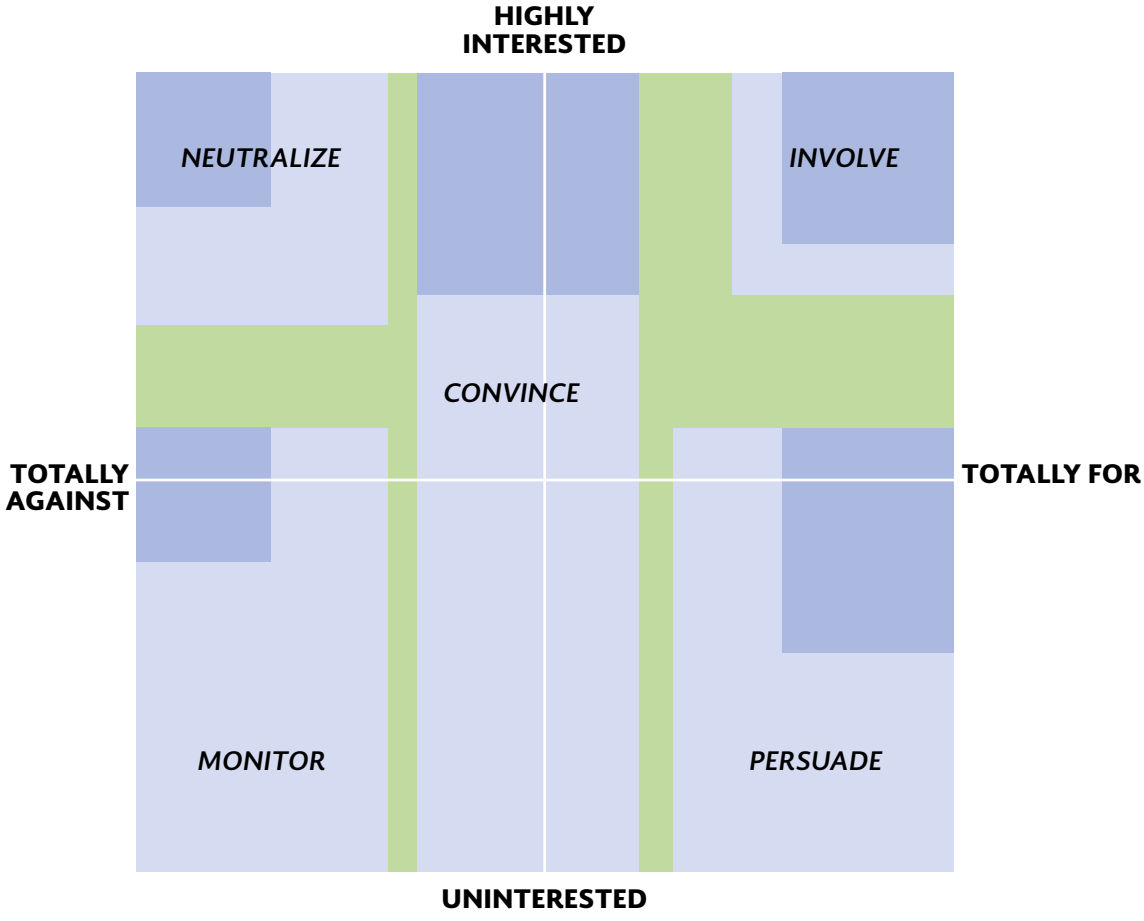
Similarly, different kinds can be considered to use in different moments of a project's implementation:

- Regarding to process (linked to objectives and results)
- Qualitative and quantitative
- Regarding to effect and fulfillment (linked to goals and products)

Assuming that the Political Influence Strategy is one of the MenEngage Alliance's programs, that must have superior objectives, a program, results and goals are here proposed:

Scenery	Results (3 years)	Goals	Signals
• Strengthening of the MenEngage Alliance and its organizational dynamics.	R1. The focal points in ___ countries increase the membership in the national networks and they are active participants in the Alliance.	1.1 Each focal point has a pedagogical, political and communicative strategy that it is implementing to gain national strength.	# of national strategies % of membership increase in the Alliance - national networks.
		1.2 The political agenda of feminist masculinities has been constructed.	1 political agenda agreed.
• Establishing and strengthening alliances and integrations with civil society.	R2. MenEngage Alliance has consolidated alliances and integrations with civil society in favor of the Generation Equality Agenda.	2.1 There is in place a strategy for establishing relationships in the region; mapping, identifying meeting points (issues and spaces), mechanisms and approaching plan involving focal points and regional secretariat.	# focal points involved in the strategy
		2.2 In 3 years the Alliance has consolidated at least 6 regional alliances for influencing the Generation Equality Agenda	*# and kind of consolidated alliances*
		2.3 In 3 years focal points have increased by 30% their strategic relationships with social organizations	*# of focal points with alliances* *% of relationship increase*
• Acting and positioning in national and international scenes about HR and in the Generation Equality agenda.	MenEngageAlliance is acting, positioned and with a public voice in favor of the Generation Equality Agenda in global scenes (UN), regional (OAS), and national (political – legislative – social)	3-1 There are thematic mapping, tendencies, scenarios and a directory of relevant spaces for the Generation Equality agenda and identification of opportunities to influence. 3.-2 The participation increases year by year, with positioning and previous alliances in global, regional and global scenes, of 10% per year.	*mapping* *# of alliances to influence* *# of participations in different scenes*

Step 3: Identification of actor-actors map



It is inherent to a political influence strategy to have clear, truthful information about the audience that the political action is directed to. This action may aim to:

- Convince: For audiences with a high interest in our subject, but with an intermediate position.
- Persuade: For audiences with a favorable position about our objectives.
- Neutralize: For audiences with an unfavorable or absolutely opposed position.
- Monitor: For audiences with an unfavorable position, but with little or medium interest.
- Involve: For audiences with a position somewhat or wholly favorable.

Once the key actors have been identified, they are prioritized and their stance is valued considering their power, position and interest. It is important to identify key persons, either to neutralize them or to seek to involve them as allies.

The political influence strategy related to generating equality involves diverse scenes and actors at the global, regional and national levels. It is necessary to prioritize where to be and how far to go, evaluating the Alliance's political organization capacity.

1. Identify relevant scenes for the Alliance's work.

GLOBAL SPACE	REGIONAL LEVEL	NATIONAL LEVEL	PRIORITIZE	
			YES	NO
Women's agenda - Beijing 85				
CSW	*Women's conference*	Public Policy/Office		
Population and development agenda – Cairo 94				
CPD	*CRPD*	Public Policy/Office		
Agenda 2030				
HLPF/NRV	*Countries forum*	*Agenda 2030/SDF*		
Review of HR treaties				
Convention on the elimination of all forms of discrimination against Women - CEDAW	*NRV- EPU-Shadow reports*	*NRV- EPU-Shadow reports*		
Convention against torture and other cruel, inhuman or degrading treatment or punishment	*NRV- EPU-Shadow reports*	*NRV- EPU-Shadow reports*		
International convention on the rights of the child	*NRV- EPU-Shadow reports*	*NRV- EPU-Shadow reports*		
Committee of Economic, Social and Cultural Rights	*NRV- EPU-Shadow reports*	*NRV- EPU-Shadow reports*		
International Covenant on Civil and Political Rights	*NRV- EPU-Shadow reports*	*NRV- EPU-Shadow reports*		

Which of these scenes is prioritized by the MenEngage Alliance?

2. Once the scenes have been identified, the next step has to do with identifying actors.

Scene	Political bet of the Alliance	Position		
		For	*Against*	*Uninterested*
Global **- Authorities** **- Civil society organizations** **- Communication media**				
Regional **- Authorities** **- Civil society organizations** **- Communication media**				
National **- Authorities** **- Civil society organizations** **- Communication media**				

3. 3. With this information, the Operation Plan is prepared. It should contain at least the following information:

- Expected result
- What to do - activities
- Responsible persons
- Timing
- Resources
- Means of verification

Step 4: Develop the key messages and adapt them to the target audience

A message is a concise, persuasive statement about the influence strategy that we want to implement. It must contain or try to capture the following:

- What we want to achieve and the change that we want to produce.
- The reason why we want to achieve it; it must include both the positive and negative results that the messages may have, especially because they will have a political connotation; likewise, even legal consequences must be considered.
- It should include how the influence is to be attained.
- It must specify the idea or action that we want the audience to perform, listen to or embrace.

When defining the message, it is FUNDAMENTAL:

- What we want to say and why we want to say it (the problem and the solution have been identified, and the context and conflict situation have been researched).
- Which is the audience we want to reach

(the key actors have been identified and analyzed, and the corresponding analysis of power has been done).
- There are many different forms of communicating an influence message. It is crucial to adapt the message to the target audience.
- In the work of influence, words are the instruments that are used to give the strategy message or messages. That is why it is important to choose the right words for the relevant audience and direct them to the addressed persons in such a way that they can understand and react positively. The message must be memorable. It must remain stuck in the mind of the addressed public.

Focus or adapt the message

An influence strategy is not static. There is always the possibility of modifying, adjusting and reinventing it, because the contexts and sociopolitical realities are equally changing. Because of this, the messages are not unique, and it is fundamental that the produced message or messages consider any changes, so that they do not get obsolete too son. It is important to have a main message (or several) and some supporting or subsidiary ones.

The main or principal message can be easily captured in a popular, simple slogan. Slogans are particularly useful for political mobilization and for use in the communication media, for they are designed to mobilize the general public. Therefore, it is necessary that the message is emotive, impassionate, compelling, so as to impact people and prompt them to act.

Define the influence focus to have clear messages

The analysis of the politics and the political context of the region/country where MenEngage will implement its influence strategy must be considered at the moment of choosing messages; that is, the focus of the influence should be very clear. This means that the messages will be in accordance with the focus, as well as, of course, the influence activities that the Network will undertake to reach its objectives. Therefore, it must ask: Which focus is more likely to provoke the change that MenEngage wishes or is seeking in the Latin America and Caribbean region, given the diverse political context and the nature of the influence that it wants to undertake?

Next, some of the possible approaches:
- Confrontation approach
- Private dialogue/insider strategy

Step 5: Identify resources and sustainability plan

A political influence strategy might be very well designed but, if it lacks human, financial, technological, political and logistical resources, it will hardly reach the end that it pursues. Therefore, in the MenEngage influence strategy it is fundamental to take into account the following aspects related to resources and sustainability:

Human resources

- It's very important to have in the Alliance one person or one team in charge of implementing and monitoring the strategy; especially, persons with technical and political experience in influence.
- The team must be in constant training and interchange with other persons or institutions that make influence. It is necessary that the person or team who monitors the influence go to the influence spaces, that they know how to lobby and (desirably) have advanced knowledge in monitoring and evaluation.
- The person or team must have the ability to design the strategy's monitoring, evaluation and learning system; a strategy that does not have "outcome harvesting" cannot be measured.

Technic, technological and logistical resources

In the work of social organizations, social movements and NGO's, it is clear that influence strategies have been implemented without technical, technological and logistical resources. Many social transformations originated in political influence were achieved without computers, social media or great knowledge about influence strategies. However, in these days it is fundamental that an influence strategy uses such tools, feeds on them and takes advantage of them to reach other publics in a more direct way, issue diverse messages according to the target public or make denunciations with more assurance, among other advantages. It is equally important to note that, although the influence strategy must use all resources, it should not depend on them for functioning in its implementation.

Financial resources

Little by little, social organizations, movements and NGO's have been integrating the influence to their institutional strategic plans as a program or strategic line, and, in doing so, it is immediately conceived for the budget plan of the organization.

When an organization, in its institutional path, decides that it will make influence, or when its activities conduct to the necessity of implementing it, such strategies are seldom integrated in their projects or in their programmatic financial resources; therefore, there is a political decision to make influence, but there are no financial resources for it.

The sources of resources and of sustainability must be together. For MenEngage, it is fundamental to begin the socialization with donors and cooperative agents about the influence strategy in order to:

- Socialize the steps and fill the strategy with concepts.
- Design a monitoring, evaluation and learning system for it.
- Hire personnel to take charge of the implementation and follow-up.
- Publish, tutorize and socialize it among the Focal Points.

That is, resources and sustainability are of equal or higher importance that the design of the strategy itself.

Step 6. M&E System

To count with a systematic practice of monitoring and evaluation has a high strategic value. It is essential that the Advocacy plan is implemented according to the developed plan and with adherence to the monitoring and evaluation instruments developed for it.

In the case of the influence plan, it is necessary to keep track of:

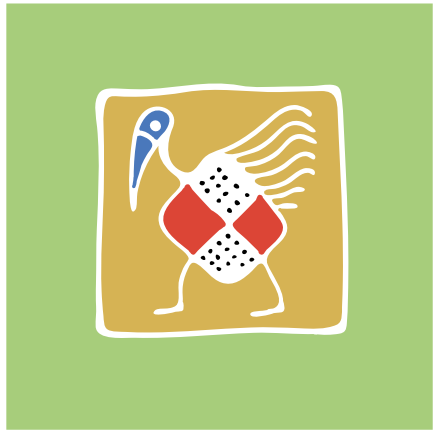
- Influence scenes: conferences, task groups, country reports, etc.
- Policy - advances and setbacks, programs.
- Key actors and their position about the issue.
- Contexts.

To attain this, it would help to:

- Strengthen alliances with strategic actors (networks, NGO's, ...) that develop monitoring actions of public policies related to equality generation country/region...
- Improve abilities and knowledge of the managing staff of the organization in matters of communication and influence.

It is necessary to do follow-up and have a system that permits to measure:

- Advances and programmatic achievements, results, opportunities
- Learnings / good practices
- Mistakes / difficulties / threats
- Cost/benefit ratio
- Periodic follow-up according to the work plans.

The follow-up and monitoring of projects is based on process and result indicators; the idea is to periodically examinate their degree of advance. Process indicators and qualitative information can also provide important information for the final evaluation of the project. Oftentimes, the process data can reveal the reasons why an intervention project succeeded or not.

The accountability: it is fundamental than the Advocacy plans include elements to promote the accountability, especially once the change or political commitment is achieved. That is, to include transparency elements in the allocation and expenditure of the public budget.