



Advocacy Toolkit

for Women-Focused CSO Groups
in Sierra Leone

Table of contents

Acknowledgement

SECTION ONE – ADVOCACY FUNDAMENTALS

Background	2
Why this Advocacy Toolkit?	3
Who is the Toolkit meant for?	3
Structure of the Toolkit	3
Use of this Advocacy Toolkit	4
What is Advocacy?	5
What is Community-Centered Advocacy?	6
Principles of Advocacy.....	7
Advocacy Approaches.....	9
Advocacy Process.....	10
Advocacy Strategies.....	12
Knowing your Target Audience	12
How to address Target Representatives.....	13
Stakeholders Mapping.....	13
Working with Others	15
Developing a Theory of Change	16
Advocacy Indicators and why they Matter.....	16

SECTION TWO – A - PUTTING WORDS TO ACTION: CASE STUDIES

Case Study one:	19
Task: Advocacy to Duty Bearers on the Effects of HTP	20
Case Study Two: Resistance to Passage of GEOB by a Religious Groups	22
Task: Advocacy to Traditional and Religious Institutions on WIP, WIPP	23
Case Study Three: Joint Action on Prevention and Response to GBV	25
Task: Advocate to the GBV TWG and HF on Prevention and response to VAWG	26
Case Study Four: Exclusion of Women from Peacebuilding and Leadership	29
Task 1: Conduct Advocacy to the President on implementation of UNSCR 1325	30
Task 2: Petition Political Parties on Implementation of the Affirmative Action	32
Case Study Five: Abduction, Rape and Forced Marriage of Girls to Insurgents	35
Task: Appeal to the Speaker of Parliament for Passage of the VAPP and CRA Acts	36
Case Study Six: Challenging the Culture of Impunity, Rape, and Child Defilement	39
Task: Organise a Stakeholders Forum on the high rates of Teenage Pregnancies	40
School drop-out and Drug Abuse among Youth	41

SECTION TWO – B WOMEN LEADERSHIP, PEACE AND SECURITY

What women peacebuilders can do	43
How to Engage Government Representatives	44
How to Engage in Policy Advocacy	47

SECTION THREE – KEY FRAMEWORKS AND RESOURCES

Key Policies and Legal Frameworks in WPS Context	49
Sierra Leone Policies and Legal Frameworks	51
International Policy Frameworks	53
More Resources on International Human Rights	53
Sample Petitions and Letters to Government Representatives	56
References	61

Abbreviations and Acronyms

BPFA	Beijing Platform for Action
CBO	Community Based Organisation
CEDAW	Convention on Elimination of Discrimination Against Women
DFID	DFID Department for International Development (UK)
EU	European Union
GROW	Girls Rights and Opportunities for Women
CRA	Child Rights Act
GEOB	Gender and Equal Opportunities Bill
FBO	Faith Based Organisation
NAP	National Action Plan
SiLNAP	Sierra Leone National Action Plan
SAP	State Action Plan
SRHR	Sexual and Reproductive Health Rights
LAP	Local Action Plan
NGO	Non-Government Organisation
GEWE	Gender Equality and Women Empowerment
SGBV	Sexual and Gender Based Violence
GBV	Gender Based Violence
FGM	Female Genital Mutilation
NEPAD	New Partnership for Africa's Development
UNSCR	United Nations Security Council
UNDP	United Nation Development Programme
UNICEF	United Nations Children Emergency Fund
UN Women	United Nations Entity for Gender Equality & Women Empowerment
HTP	Harmful Traditional Practices
HF	Humanitarian Forum
WIPP	Women in Political Participation
WIP	Women in Parliament/Peacebuilding
WIG	Women in Governance
VAWG	Violence Against Women and Girls
VAPP	Violence Against Persons Prohibition (Act)
TWG	Technical Working Group
SWOT	Strengths, Weaknesses, Opportunities and Threats

Acknowledgement

The Localization and Working-Together for Peace: Repositioning Women-Focused CSOs for Sustainable Peace in Sierra Leone is a PBF funded project that will be implemented by UNDP, UN Women and World Vision in partnership with Civil Society Organizations to complement the efforts of the Ministry of Gender and Social Welfare.

The project seeks to 1) strengthen the institutional capacity of Women-Focused CSO's to coordinate their effort in sustaining peace and enhance the safety and security of women and girls before, during and after elections in Sierra Leone. The project aims to do this by 2) strengthening the organizational framework of the CSO's, strengthening their capabilities to coordinate their efforts, mobilizing women's voices to enhance women's representation and participation in building peace in Sierra Leone.

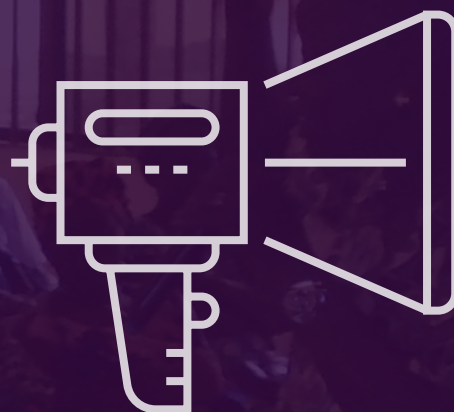
The Women Focused CSO Groups are grateful to UNDP for the financial support towards the development of this Advocacy Toolkit. It is also imperative to acknowledge that the views expressed in the Toolkit, do not in any way represent the views of UNDP.

The use of this Toolkit for gender equality and women empowerment; for women political participation; women peacebuilding; as well as protection and safeguarding women and girls is highly encouraged. However, we will be grateful if the source is acknowledged.

Finally, the contributions and unwavering support of the UNDP Support Team in Sierra Leone, namely: Kadiatu B. Taylor, Patricia Harding, Saudatu Jah, Mustapha Kamara, as well as the UNDP Deputy Representative Sierra Leone, to the development of this Advocacy Toolkit, is hereby acknowledged.

SECTION ONE

Advocacy Fundamentals



Background

The Localization and Working-Together for Peace: Repositioning Women-Focused CSOs for Sustainable Peace in Sierra Leone is a PBF funded project implemented by UNDP, UN Women and World Vision in partnership with Civil Society Organizations to complement the efforts of the Ministry of Gender and Social Welfare.

Awarded on 8th December 2022, the project seeks to strengthen the institutional capacity of Women-Focused CSOs to coordinate their effort in sustaining peace and enhance the safety and security of women and girls before, during and after elections in Sierra Leone. The project aims to do this by strengthening the organizational framework of the CSOs, by building their capabilities to coordinate their efforts, mobilizing women's voices to enhance women's representation and participation in building peace in Sierra Leone.

Prior to the implementation of the project, reports indicated heightened tension and conflict between political parties, leading to the 2023 national elections. Also, in mid-2019, Sierra Leone dropped 10 places below in the Global Peace Index and was one of the five sub-Saharan countries rated as the worst countries deteriorating in stability. In this regard, the several factors associated with this ranking were from political polarization around ethnicity; misinformation, patrimonial and government systems; as well as marginalization of rural communities. This led to a tense and fragile political atmosphere.

Further, following the 2018 general elections, Election Observer reports indicated incidents of political oppression of the opposition; use of excessive force from the Sierra Leone Police and exclusion of youth and women led to heightened tensions during the elections. Also, in rural communities, there were reports of violence against women and girls by secret societies before, during, and after elections. Thus, media houses reported incidents of rape in Bonthe - however no action was taken against perpetrators - where the sister of a female paramount chief was raped, and her house raided down by secret society members.

To enhance coordinated efforts in building peace in Sierra Leone, the Project supports the development and implementation of an Advocacy Strategies and Strategic Framework that will shape women's engagement in the conflict prevention and peace promotion in the country, whilst at the same time promote proportional representation in politics to promote peace and social cohesion. It is against this background that this Advocacy Toolkit has been developed to support advocacy efforts of women focused CSO Groups, for enduring and gender sensitive and responsive peacebuilding in Sierra Leone.

WHY THIS ADVOCACY TOOLKIT?

This Advocacy Toolkit is a collection of tools to target the relevant audience, who have the power to make and influence decisions that would safeguard and protect women and girls on one hand, on the other, create a conducive atmosphere for the participation of women in peacebuilding, leadership as well as political participation. In this regard, the Toolkit provides a guide for use in different settings and audience.

WHO IS THE TOOLKIT MEANT FOR?

The Toolkit is a user-friendly advocacy tool, meant for grassroots, community-based, and high-level advocacy. Although a Tool for Women Groups, it could be used by anyone or group, seeking to advance changes in their communities.

STRUCTURE OF THE TOOLKIT

The Toolkit is divided into four sections, each with a number of related topics and subsections. As such, while the first section gives preliminary information on advocacy, the next section gives a practical guide gives examples of advocacy issues that are similar those indicated by the Women CSO Focused Groups in Sierra Leone. Thus, in the practical sessions, a Case Study is presented, followed by a task similar to the case study, to guide the women group on their advocacy efforts in a similar situation. Further, for each Case Study and Task, the following steps is followed:

- Defining the issues, how it affects women and the community at large.
- Identification of the target power holders who can bring the desired change
- Develop messages that are suitable for the context of the advocacy.
- Risk assessment to ascertain those that may likely resist the advocacy efforts.
- Gathering of data or evidence through research, interviews, and desk reviews.
- Develop/provide indicators M&E to monitor results or progress being made.
- Mobilise resources – human, material, networks, etc. to fast track the advocacy.
- Take action and carry out the advocacy using the agreed strategy

Many issues are interrelated, and every effort has been made to integrate key concepts into each section without excess duplication. The following are major topics feature in entire Toolkit: WPS, women in leadership, women political participation, exclusion of women from decision making processes, harmful cultural practices; FGM, child marriage, human trafficking, and more.

USE OF THIS ADVOCACY TOOLKIT

This Toolkit is a compilation of information relating to WPS, women in leadership, women in political participation, EVAWG, prevention and response to SGBV, GEWE, women's human rights issues and as such has multiple uses. It can be used:



Reference guide to provide information on internationally agreed laws and standards governing the protection of women during conflict and their participation in peace and security processes. It also provides information on strategies for the prevention of conflict.



Tool for advocacy and action to encourage women to adopt and adapt the examples of women's strategies and advocacy initiatives for inclusion into peacebuilding and conflict prevention processes such as peacekeeping support operations or disarmament, demobilisation and reintegration and post conflict processes such as elections.



Training and awareness-raising Resource on issues such as Advocacy, GEWE, SGBV, EVAWG, women's human rights, peacebuilding, women in political participation.



Enhance understanding of UNSCR 1325, SiLNAP as tools to hold duty bearers – including governments, policy-makers and those involved in the development of budgets accountable. Enhanced understanding of UNSCR 1325, SiLNAP can strengthen advocacy initiatives and provide openings for strategic action. In-depth knowledge of the toolkit can facilitate access to policy-makers and influence decision-making at all levels, in ways related to peacemaking, peacebuilding, safeguard and protection of women and girls.

SYMBOLS

In addition to other graphics, special features in the Toolkit are noted by these symbols:



Issue



Target



Messages



Assess Risks



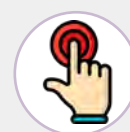
Evidence



M&E



Resources



Action

WHAT IS ADVOCACY?

We may define advocacy as a process of supporting and enabling people to have their voices heard; express their views and concerns on a situation, policy or programme; access information and services; defend and promote their rights and responsibilities; as well as explore their choices and options.

Furthermore, advocacy is when people, including women, children, youth, and men carry out grassroots and public advocacy to draw attention to an issue to realise rights, obtain improved service delivery, and benefits for disadvantaged people, or their communities. Advocacy could also be defined in different ways however, the common understanding is that, advocacy entails a range of activities, that are directed towards influencing the desired change.

Table 1 – What Advocacy Involves

Advocacy Strategy	Description
Awareness creation, communications and media work	Enhancing group or an organisation's credibility and legitimacy as an advocate by promoting its public image and visibility; deliver persuasive, evidence-based and solution-oriented messages to the public, decision-makers, stakeholders and those who influence them.
Communication for behaviour change	Creating an enabling environment for effective implementation of policy changes to protect the rights of children and women, as well as to allow their voices to be heard at the highest level
Developing partnerships/ coalitions/ alliance	Generating organizational support and momentum behind issues, connect messengers with decision-makers, and utilize diversity to achieve common advocacy goal
Lobbying and negotiating	One-on-one discussions with decision-makers to influence them to change policy, practice or behaviour
Campaigning	Create and mobilize the public around the advocacy issue, change perceptions, and build support to influence decision-makers and stakeholders
Research/ publication	Illustrate the underlying causes and solutions to a problem, and draw recommendations which can be addressed by decision-makers and stakeholders
Work with women for their voices and concerns to be heard	Facilitate the creation of a platform for women's voices to be heard and acted-on by decision-makers and stakeholder
Social mobilization	Engage multiple levels of society, including those who are marginalized, as allies and partners in overcoming barriers to implementation of programmes to protect children and women
Conference and events	Bring together a variety of stakeholders and decision-makers to highlight the causes and identify the solutions to the issue, with follow-up that includes concrete and immediate action

WHAT IS COMMUNITY CENTERED ADVOCACY?

We may define advocacy as a process of supporting and enabling people to have their voices heard; express their views and concerns on a situation, policy or programme; access information and services; defend and promote their rights and responsibilities; as well as explore their choices and options.

Furthermore, advocacy is when people, including women, children, youth, and men carry out grassroots and public advocacy to draw attention to an issue to realise rights, obtain improved service delivery, and benefits for disadvantaged people, or their communities. Advocacy could also be defined in different ways however, the common understanding is that, advocacy entails a range of activities, that are directed towards influencing the desired change.



MOTIVES FOR ADVOCACY

There are a variety of motives advocacy is carried out; these may include: ensuring that people, especially the most vulnerable, are able to have their voice heard, defend their rights, or safeguard their rights; addressing verified and prevailing inequities, disparities, and injustice; challenging negative attitudes, power, social relations and institutional functions; and exposing challenges that need being addressed by duty bearers. Other reasons why advocacy is carried out include: influencing decision makers, service providers on a public issue; creating public awareness for duty bearers to be more responsive to the needs of their constituency, group, or community; as well as providing a solution to a problem that affects a constituency.

WHAT ARE ADVOCACY PRINCIPLES?

Before delving into any advocacy venture, it is necessary to understand that advocacy is built on basic principles for validity, credibility, and effectiveness to achieve the desired results. It is therefore imperative for Women Groups to also consider these basic principles in their advocacy efforts.

a) Credibility

Any planned advocacy should be credible, which is also related with reliability and knowledge. Credibility is connected to dependability of a group, or an organisation in the eyes of the community or public. Further, credibility linked to the consistency or accuracy of data and use of it, as provided in the advocacy activities. The question one should ask is, how reliable or accurate is the data we are trying to use or present? The credibility of a group or organisation is likely to increase if they share data and information with their constituency – including involving their constituency in research and fact finding on the issue in question.

b) Transparency and Accountability

Advocacy is a transparent process. The beneficiaries of advocacy efforts need to be aware of the issues being advocating for. Where possible, the group or organisation should publish and disseminate their messages as widely as possible. This could be done through Information Education and Communication (IEC) materials; Town Criers; local festivals; village square and town hall meetings; social and mainstream media – such as radio, television - among other avenues of sharing information.

Also, accountability means taking personal responsibility for actions or consequences. This means that information, data, and statistics used for advocacy are credible and should be made available for analysis. When a group is transparent and accountable, it involves its community in the advocacy process.

c) Participation

Participation in advocacy entails planning strategies to get consent, build consensus, sharing power, responsibilities and accountability, in such a way that it promotes solidarity among community members for a common cause. Community participation in advocacy therefore, make the entire more acceptable as opposed to only a few people or groups carrying out the advocacy, no matter how well they mean. Inclusive advocacy is therefore, the right thing for the Women Group to do.

d) Communication

Advocacy entails communication set of a chain of actions that involves: communicating to convince, convincing to change, changing to committing, and committing to converting to a cause. In this regard, advocacy communication needs to be consistent, continuous, creative, compelling, and convincing for the desired results to be achieved.

e) Legitimacy

Many groups and organizations believe that they are in a position to advocate on behalf of marginalized groups. To gain legitimacy, it is important to involve the beneficiaries and marginalized in the advocacy process. This demonstrates integrity, mandate and accountability to both the process and the product. Thus, legitimacy is drawn from those who are directly affected by an issue; those with whom the or organisation directly work with; and those who identify with a particular cause or issue. It is imperative for the Women Group to have legitimacy for their advocacy efforts to have the desired impact.

f) The Human Rights-Based Approach

The Human Rights-based advocacy approach is premised on the economic, political, civil and cultural rights as reflected in the United Nations Conventions and Covenants. Some International instruments which form the framework of human rights include the International Covenant on Economic, Social and Cultural Rights, The UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), The UN Convention on the Rights of the Child (CRC) and the UN Convention on the Rights of Persons with Disabilities (UNCRPD) and others. Human rights approach to advocacy strengthens accountability of duty bearers (Government & Institutions) to fulfil their obligations towards vulnerable groups such as, women, children, PWDs, youth, older persons, and other marginalised groups.

APPROACHES TO ADVOCACY

Different groups and organization implement different approaches while undertaking advocacy activities. Carrying out organised rallies, media campaigns, writing petitions, lawsuits, are the most visible forms of advocacy. In most cases the environment and the issue to a greater extent, determine the most suitable advocacy approach. Some advocacy approaches to we would consider may include:

1. Lobbying power holders

Lobbying entails having one-on-one meetings with duty bearers, who are also power holders, decision makers, or influential people. This approach is commonly adopted by groups and organizations that defend the interests of certain groups of people, including marginalised or vulnerable children, women, persons with disabilities, business, associations among others. The group may have seamless access to influential people and focus their advocacy efforts on being present and visible during community, public or government discussions about their interests.

2. Carrying out Engagements

This involves using petitions, community, or public demonstrations, posters, and leaflets dissemination, and activism to raise awareness and promote certain values; for instance, women in political participation; women in peacebuilding; ending violence against women and girls, and other social injustice. Alternatively, such groups or organizations may provide services but also use advocacy to raise awareness on the need to improve service delivery. It is important to note that, depending on how it is viewed by power stakeholders and groups, these engagements could be productive or counterproductive. In this regard, it is important for Women Groups to assess the advocacy risks before considering activism engagement as an advocacy option.

3. Advising Power Stakeholders

This involves the engagement of think-tanks or researchers, who could be commissioned to examine a certain policy question or problem. This usually entails working with those in authority and producing new empirical research to assist them in making a policy decision. Although this process is most times internal, however, it still entails selling the ideas developed and recommendations of the research to the client. The challenges in advising are relatively fewer than working from outside, especially as it is an advocacy internal process.

4. Media Campaign

This is one of the most common approaches to advocacy, as it has a public dimension, and intended to not only create mass awareness but induce public pressure on decision makers in order to achieve the desired advocacy results. As such, this would entail having media chats, programmes on the topic, using jingles, as well as other media campaign strategies.

5. Public Lectures/Seminars

This could entail holding a seminar or public lecture, where an advocacy issue would form the basis of the theme, a presentations and discussions at the event. Where the group or organisation has limited knowledge about the issue at hand, hence it could to too technical, they may engage the services of resources persons or consultants to present papers and induce discussions towards the theme.

THE ADVOCACY PROCESS

Advocacy involves up to seven processes, some of which have been highlighted below:

1. Identify or choose an advocacy issue

This entails identifying the issue, or the problem to be solved, or what needs to be changed. It also includes identifying the causes of the problem and the possible solutions to the problem. Also, once an issue has been identified, it is vital to set an advocacy goal, which would be determined by the change that a group seeks to advocate for. For instance, to make a change happen, the group should be able to determine whether it requires a legislation, policy, service delivery, programme, regulation or funding? An advocacy goal can be broken down into short-term and long-term goals, to be able to achieve greater impact in the short and long term.

2. Identifying and choosing advocacy target

It is vital for a group to know the audience that they intend targeting, for advocacy. This may entail identifying of the institutions and individuals – or power stakeholders - who have influence on the issue(s) identified. Usually, the target audience could be multiple, and may include policy makers, the media, key constituencies, provincial and territorial governments, government ministries, and the general public. It also imperative to note that, each target audience may require a different advocacy strategy and approach.

3. Developing Messages and Methods

To avoid ambiguity, it is key for clarity of message to convey the desired change. Thus, the intended message should be rendered in a simple, consistent, positive language, as well as customized to suit the intended audience. The message should be crafted in such a way that it should reflect the issues, solution and the benefits. Furthermore, position statements, should be developed using evidence and facts that are related to the advocacy issue.

4. Assessing the environment and identifying risks

Assessing the environment or community involves analyzing the situation as it is. Risk assessment provides a chance to think about how the situation should be. This means having a deeper understanding of the issue and how to bring about change. It may involve analyses of the stakeholders the group will work with (actors); analyses of factors that could influence an intervention, and the group.

In this case, it is important to identify and analyses all potential risks, at the individual, organizational or political levels, for the group to be able to manage and document them. The risk analysis tool is useful in assessing the risks and risk mitigation. Risk management involves weighing the opportunity costs for all advocacy actions. For instance, a risk analysis would determine whether the political environment is conducive for street rallies, peaceful demonstrations, or face-to-face discussions to achieve better results.

5. Gathering evidence for Advocacy

Gathering evidence for advocacy would involve the use of research to understand the context and to identify problems, priorities, and target audience. It is important for groups and organisations to have a comprehensive understanding of the issues to will build an advocacy strategy. Research also involves generating data across the advocacy process to strengthen the intended message, expanding support, as well as monitoring and evaluating advocacy progress. Research could be desk-review, focus group discussions, or key informant interviews with stakeholders who may already be working on a common agenda, or with the constituency. Once the data has been generated, analysed the findings, can be disseminated to provide understanding and a strong justification to influence policy makers, especially when disseminated to the public, to pressure the authorities to taking action.

6. Developing a M&E and learning plan

It is imperative for Women Groups to include into their advocacy plan, a process by which they will know whether the advocacy strategy has been working to achieve the intended results and impact. Monitoring and evaluation provide the roadmap about learning from what a group or an organisation does, and how they do it, as well as taking action to adjust the advocacy strategy when the need arises. Furthermore, regular monitoring and evaluation will help a group or organisation assess the level of progress made in achieving advocacy set objectives and impact, as well as ensure that they utilize available resources effectively. At this point, it is crucial for the group to revisit each of the steps regularly to ensure the strategy is effective, and to measure the level of success and thereafter, replan.

7. Develop a Resource Mobilisation Plan

This entails conducting an analysis that brings to the fore of your group, your strengths, weaknesses, opportunities and threats (SWOT). The analysis aids the group to identify existing human and financial resources that they have. The group is to endeavor to build on existing resources and opportunities, alliances, relationships, information, political intelligence, capacity of staff; however, where there are capacity gaps, the group or the organization should develop deficient capacities, and at the same time implement the resource mobilization plan.

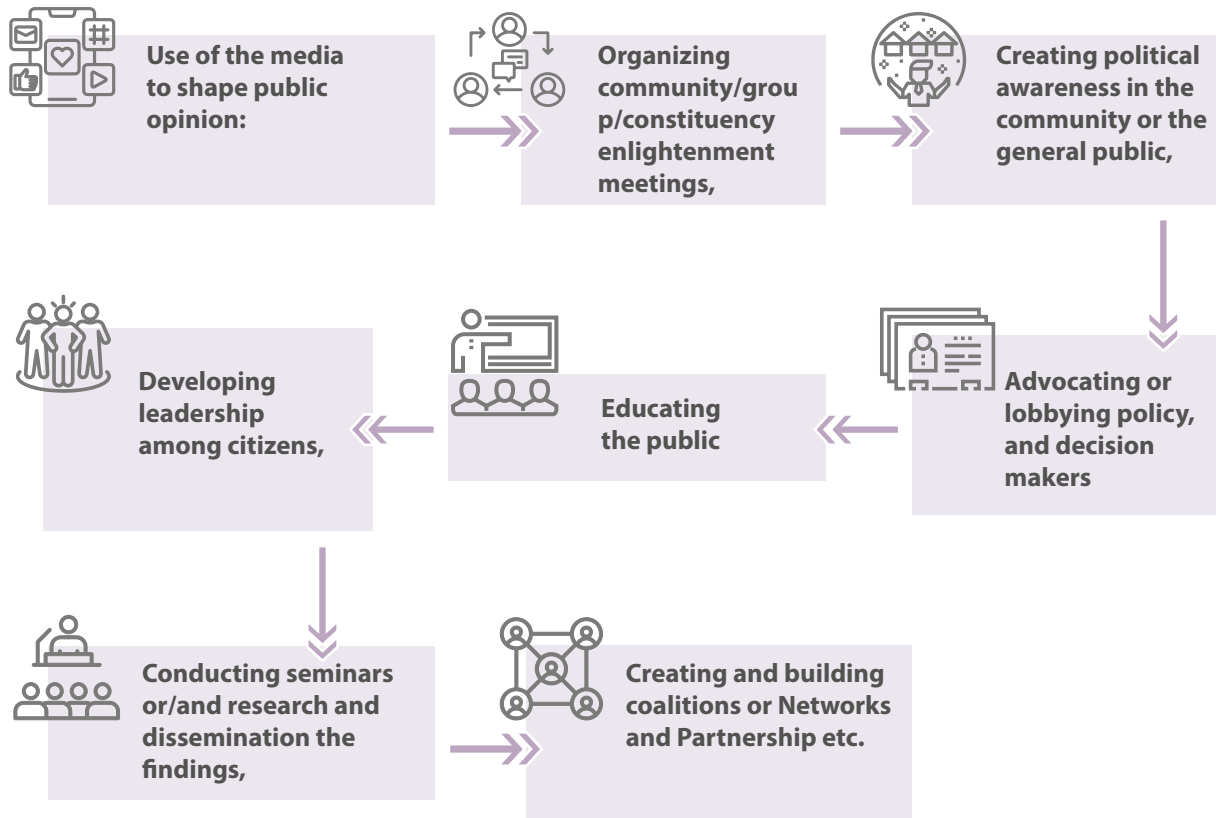
Table 2 – Advocacy Workplan Development Tool

Goal of Advocacy:

Objectives	Activities	Time Frame	Resources Needed	Person/Org Responsible

ADVOCACY STRATEGIES

Advocacy strategies vary widely depending on the issue, and the urgency. Usually, advocacy strategies may combine any of the following:



NOTE

Knowing your Target Audience

Points to remember when meeting government representatives:

- Respect their time because they have busy and tight schedules.
- Try to know their language and learn how to utilize it
- Ask questions and learn about how to present yourself
- Abide by parliamentary etiquette in your dressing code
- Note that the key priority is image building and profiling
- They are populists and people oriented by nature of the job
- Be brave, precise, and straight to the point
- Be respectful, persistent, and passionate about the advocacy issue.

How to address Target Representatives

- Use appreciative language, and start by recognising what is working well.
- Demonstrate the benefits and link to policies and strategic plans or gaps.
- Have accurate and update data and verifiable evidence.
- Use people, who seen/perceived as being neutral, not anti-government.
- Be professional in presentation, appearance and communication.
- Convince them on the benefits to the District, Province and country.
- Identify relevant structures or committees in the arm of government.
- Identify allies within the committee and hold discussions as part of background search.
- Embrace and utilize diplomacy and negotiation skills when meeting them.
- Avoid discussions that may put your group in a difficult situation.
- Be courteous, respectful yet, assertive in your request or demands.



Also note that, depending on your findings, being accompanied by people you are advocating for and with like older persons, women, Persons with Disability, a women group with a short and moving speech could be a plus.



Stakeholder Mapping Matrix

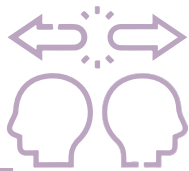
In every advocacy effort, we have 'allies', 'opponents' and those that are disinterested, impartial or neutral in any of the advocacy matter.

Allies



Allies are people, groups, organisations or institutions that can help us achieve our advocacy aims and objectives. They support your cause and agree with what a group, or organisation advocate for. Allies are important in any advocacy because they often include those who can exert influence on decision-makers and, if organised, they may form the basis of an interest group or coalition getting the desired change.

Opponents



Another group or persons that are key in advocacy are opponents; these are individuals, groups, organisations or institutions that are opposed to the proposed changes being advocated for. As such, they oppose a position and do not agree with the specific requests being made. It is imperative to note that, opponents may not be directly responsible for decision-making, however, they still exert considerable influence. Allies are important because they may pose a significant risk to an advocacy. They are not necessarily rigid in their opposition, so it is important that we seek to bring them round, to be on your side, rather than irritate or antagonize them, or even view them as enemies. It is important to make opponents aware, see them as being important, genuinely seek their support, accord the desired recognition, and try to win them over.

Neutral or Impartial



There are also a large number of people who are neutral; they may have no expressed interest in the issue, or may not know about it. We need to persuade these people to become allies, persuade and win them over to your advocacy cause, as opposed to having them as opponents.

WHY WORK WITH OTHERS DURING ADVOCACY?

Most times, divisions along religion, socio-cultural practice, and political affiliations are the factors mentioned for groups, organisations or individuals' unwillingness to work together. It is important to be clear from the outset to enable them work with one another regardless of religion, socio-cultural and political affinities. Where there are doubts, fears or reservations, we need to identify ways of overcoming them.



WAYS TO WORK WITH OTHERS

The following models are the most common ways of working together during advocacy:

Network Alliance Coalition
Association Forum
Partnership Task force
Umbrella body

Kindly note that, if necessary, we may need to create a memorandum of understanding that sets out the expectations of each person, group and organisation involved, and their respective roles in the collaboration.

HOW DO WE DEVELOP AN ADVOCACY PLAN USING A THEORY OF CHANGE?

A Theory of Change is a process that helps identify all the inter-connected things that need to be accomplished for a long-term goal to be achieved. It clearly expresses the relationships between our proposed actions and the results we hope to see. It is important because it changes the way we think about initiatives from 'what we are going to do' to 'what we want to achieve' and 'how we are going to get to there from here. Also, it enables a group make the best use of available resources and have the best chance of bringing about the desired change.

One way of doing this is to develop a Theory of Change. The theory is of benefit because:



- It clearly states assumptions and preferred processes of change so that all advocacy activities would be understood by overall long-term goal.
- It focuses on impact, rather than on mere activities.
- It compares our assumption and preferred processes of change with other possible processes of change, and allows them to be challenged in order to adopt the most appropriate ones.
- It ensures a clear process to adapt our work if the context changes.

ADVOCACY INDICATORS AND WHY THEY MATTER

An advocacy indicator is a sign that change is happening because of our advocacy work. We measure these changes through evidence or means of verification, i.e. information that we can use to show that our advocacy work has made a difference. This will help us monitor and review the implementation of our advocacy project or programme, and evaluate it when it is completed.

An indicator is a sign of change. It is evidence that a certain condition exists. An indicator tells us that a change we are interested in is happening, but it cannot explain why and how that change occurs. These changes could be immediate, midterm or take a long time.

Table 2 – Advocacy Result Indicator

RESULT INDICATOR	MEASUREMENT	EXAMPLES
Activity Indicators	Measure the extent to which planned tasks and actions have been implemented as planned, on time and within budget.	Examples: capacity building initiatives undertaken, research reports completed and disseminated, lobby meetings, letters / emails / postcards / petitions sent and received, news release.
Output Indicators	Indicate the extent to which services, processes, products or events have been achieved or delivered as a result of Activities.	Examples: number of new relationships forged with allies, people mobilised, campaigning actions taken, public references to research reports, media articles and opinion pieces (eg blog articles)
Output Indicators	Measure short-term and medium-term changes that have been achieved because of the Outputs.	Short-term examples: issue being debated in the public realm, decision-makers considering issue in policymaking forums, capacity of civil society strengthened for advocacy, civil society space opened or maintained for future advocacy work, relationships established with government officials, draft legislation out for consultation Medium-term examples: creation of a new law, amendments of an existing policy, reformation of a framework or constitution
Impact Indicators	Indicate what contribution has been made towards long-term change.	Examples: implementation of a changed policy or practice (eg access to health care for all, provision of water and sanitation for all, a significant reduction in GBV, etc)





SECTION TWO - A

PUTTING WORDS TO ACTION

WAYS TO ENGAGE

CASE STUDY ONE



Campaign Against Harmful Traditional Practices, Sexual and Reproductive Health Rights Abuse, Teenage Pregnancy, Trafficking of Young Girls, and Youth Drug Abuse

The Northern Senatorial District of Cross River State made up of Abi, Ikom and Obubra including neighbouring LGAs such as States, such as Ebonyi, which had forests - had a plethora of issues facing the zone. One thing that was common with the 3 LGAs was that, harmful traditional practices (female genital mutilation, widowhood rites, denial of inheritance of widows and women who only had female children) were common in the three LGA and had reached an alarming rate. This was because, while young girls looked forward to their genitals being cut, pregnant women, who refused to be cut were forcefully cut, as soon as they put to bed against their wishes. Moreover, men repeatedly denied that they did not have a hand in FGM practice.

Furthermore, Abi, Obura and Ikom LGAs, had a river that had its source from the Cameroun Mountains, running through the three and other LGAs, to the Niger Delta Region of Nigeria, into the Atlantic Ocean. As such, during the dry season, the river bed became a place for young people to raise temporary tents for privacy; played loud music; have picnics and wild parties; take cocktails of alcoholic drinks often laced with marijuana; rape young girls; as well as have unprotected sex during the Christmas, New Year, and Valentine Day celebrations. As a result of these activities, there were high HIV/AIDS infection rates among youth; high prevalence of pregnancy among under-aged girls; increased abuse of alcohol and drugs among boys. Also, there was increased trafficking of girls to neighbouring states for prostitution; and increased migration of youths to plantations and farms, where they were forced to take marijuana to increase their labour productivity on the plantations.

To raise a critical mass of stakeholders, supporting the campaign against harmful traditional practices, reproductive health rights abuse, teenage pregnancy, trafficking of young girls, and youth drug abuse, the advocacy strategies adopted to tackle these challenges were multiple. These included: Advocacy to traditional leaders on the human rights of women and girls in their communities; community mobilisation and sensitization on the SRHR of adolescent boys and girls; peaceful grassroots rallies during campaigns against FGM, GBV, drug abuse; and Peer Education on Sexuality Education for 1440 women and youth (70% female and 30% male). Also, strategies were: establishment of the Network on Monitoring, Reporting and Sanctioning Human Rights Abuse – including FGM, widowhood rites, and denial of women to their inheritance rights. Also, others were mobile reproductive health counselling for adolescents, women; mobile para-legal counselling for adolescents and women; as well as increased community knowledge on SRHR in the Northern Senatorial District of Cross River State.

Results/Outcome

- Young girls accepted to do FGM ceremony, but no longer the actual cutting of their genitals;
- Decreased FGM practice for fear of being caught by youth and sanctioned by authorities;
- Passage of the Child Rights Act and criminalisation of FGM in Cross River State;
- Decreased rates of rural-urban youth migration for prostitution and trafficking;
- Decreased cases of teenage pregnancy and increased uptake of reproductive health products;
- Increased uptake of reproductive health, HIV/AIDS, and paralegal counselling;

ADVOCACY TO DUTY BEARERS ON THE CONSEQUENCES OF HARMFUL TRADITIONAL PRACTICES



Female Genital Mutilation (FGM) is prevalent in our community. FGM harms the reproductive health and violates the rights of women and girls in our community. Also, women who are not cut are discriminated against; some girls have died through hemorrhage – loss of blood – after being cut. Also, FGM is carried out under unhygienic conditions, thereby causing more harm to the reproductive health of women and girls. Further, women and girls who refused are forcefully caught and cut, however, would like to practice to stop.



The target decision makers for the advocacy are Parliamentarians, who should pass laws to criminalize FGM, especially the VAPP Act. Other power holders are the mammy Queens, Female Chiefs; Chiefs and the Local Government authorities, who sustain the FGM practice, grant licenses for FGM; as well as a critical mass of youth, who have the power to mount pressure on leaders, and demand action to criminalise and stop the practice at the grassroots level. Define target stakeholders and decision makers.



Create suitable messages on the physical, psychological, and mental damage of FGM to women and girls be developed, as well as appropriate actions and tactics for message delivery. Key messages should be clear, compelling and engaging for each identified power stakeholder or audience to influence them to action. For the general audience, developed suitable messages for flyers, posters, handbills, and branded IEC materials as well as messages on cardboard and flip chart that would pass across the message on the danger FGM and harmful cultural practices induced discrimination possess to women and girls, physically, mentally, and psychologically.



Assess risk at the individual, organizational or political levels, for the group to be able to manage and document them. For instance, the Women Groups advocating for criminalisation of FGM may be targeted by those that benefit from FGM or those from the Bondo Society. However, it is still vital to win them over and not antagonize them. Also explore the possibility of politicians, who may have used FGM during campaigns to win election, the Bondo Society, Mammy Queens, Chiefs, and men who profit from FGM resisting anti FGM Advocacy activities to develop strategies to mitigate such. This could be in form of identifying some leaders or members of Bondo Society; Gender Advocates; most influential and powerful women leaders - who are passionate about the human rights of women - to lead the advocacy to lead the advocacy against FGM practice.



Using KIIs and FGDs, gather evidence and data from previous or ongoing research about FGM and other harmful traditional practice and how they affect the reproductive health and rights of women and girls in your community, Province, Sierra Leone or even other African countries, and related intervention to prevent and respond to the practice. Also, find out if there exist (or there are no) local or national policies and laws that criminalise FGM, or other legal frameworks that safeguard and protect the of women and girls.

ADVOCACY TO DUTY BEARERS ON THE CONSEQUENCES OF HARMFUL TRADITIONAL PRACTICES



Develop the advocacy M&E Plan with clear Indicators. The more specific, tangible and measurable objectives are, the more accurate quantitative and qualitative indicators will be. For instance, if Advocacy to Parliament on criminalization of FGM, the indicator for success would be, the Parliament releasing a statement, and backing it with action by deliberating and passing a Law to criminalise FGM, or the VAPP Act. Or if to Mammy Queens, Chiefs, they releasing a Communique that the recognise the dangers of FGM and pass bye laws to stop FGM in the communities, Province or local government. And if advocacy awareness to the public, if they begin to mount pressure on duty bearers to pass law to protect women and girl. Thus, advocacy action plans should incorporate reflection, learning and flexibility to determine their effectiveness in meeting the strategy's goals and objectives.



Resource identification entail identifying and building partnerships with groups – networks, coalitions - in your community, and province, who can add value to your advocacy effort against FGM practice. These should be groups that work on issues of women' health, violence against women and girls. Once identified, outreach meeting should be conducted to the leaders of the key groups to formalize the action planning. In this regard, religious groups (Christian, Muslim, Youth) should be prioritised and involved in the planning and implementation of the advocacy action.



The women group would have to select agreed days for their advocacy to each of the listed power stakeholders. If it is a community Town Criers, Folk Media, Village Square Meeting, or safe-to-face meetings with Paramount Chiefs, females Chiefs, LG Chair, Bondo Society, youth leaders etc. If necessary, let the Group march to the venue of the advocacy to support the fight against ending FGM. A representative from the group should be selected to present the request of the group, coalition or network during the visit.

CASE STUDY TWO



RESISTANCE TO PASSAGE OF A PRO-GENDER LEGISLATION BY RELIGIOUS GROUPS

Prior to 2014, there was an attempt to pass the Gender and Equal Opportunities Bill (GEOB) into law by the Adamawa State House of Assembly, but religious groups vehemently resisted it, that according to them, passing the GEOB would “make women equal with men” – something they were not willing to accept, based on their culture and religion. It was therefore on this basis that the Parliament as at that time, refused to pass the Gender and Equal Opportunities Bill into law.

Two years later, to make all religious groups support and win over other groups as allies, for passing of the GEOB into law, sensitization workshops and meetings were organized on the contents and provisions of the GEOB for all religious groups. At such meetings, presentations on the contents of the proposed Bill and provisions of the UNSCR 1325 were made, to clear any misgivings they might have had about the GEOB. Thereafter, Muslim and Christian groups went through the contents of the Bill as separate groups, then together as religious entity, making inputs as they saw it deemed fit. Thereafter, a clean copy of the Bill, that both groups were satisfied with and endorsed, was produced. During another sensitization workshop with members of the Executive Council and Legislature, also separately went through the draft Bill and produced a final copy. This paved way for passage of the GEOB into law, as the religious groups; the Executive Council and Parliament were satisfied with the updated copy of the Bill that now had their input; this was a great milestone achieved.

Additionally, to create a critical mass of stakeholders and persons supporting the passage of the Bill, more sensitization sessions were held with different groups, such as, media organisations, and practitioners, journalist union; Nigeria Association of Women Journalist, the Nigerian Bar Association (NBA); International Federation of Female Lawyers (FIDA). Also, Ministry of Justice; Traditional and Religious Groups (FOMWAN, WOWICAN, MC, JNI); Association of Persons with Disabilities (PWD), Government Ministries; security agencies; CSOs, FBOs, NGOs, INGOs, UN Agencies. These efforts paid off.

Results/Outcome

1. Religious Group that had previously rejected the Bill were eager for the same Bill to be passed;
2. The GEOB, previously rejected by Parliament, was sponsored by the Speaker and 7 other members of Parliament;
3. The Bill was sponsored by the incumbent Governor as at the time as an Executive Bill;
4. Legislators at the State, Local Government Levels awakened to their responsibility to protect widows, girls, vulnerable women, and passed legislations at the LGA level.

CONDUCT ADVOCACY TO TRADITIONAL INSTITUTIONS, SECRET SOCIETIES, AND RELIGIOUS ORGANISATIONS ON ENGAGEMENT OF WOMEN IN PEACEBUILDING AND POLITICAL PARTICIPATION IN YOUR COMMUNITY



The exclusion of women from traditional councils and limited political participation is a challenge that, violate the rights of women to leadership, political participation and engagement in peacebuilding. In addition, it hinders women from contributing meaningfully to the development of their communities, as well as undermine their leadership potentials. Moreover, research has shown that whenever there is conflict, women and children suffer the most, and women therefore, should be involved in proffering enduring solutions to the peace process. However, when women are excluded in these areas, the collective experiences of women and girls, that should contribute meaningfully to peacebuilding and leadership is lost.



The target for the advocacy includes: the Paramount Chiefs; Mammy Queens, Religious Leaders, and local government Chairmen. Other target groups are leaders of women and youth organisations, leaders of political parties, most influential women, and women in politics. Furthermore, the members of the public are also target for general advocacy or sensitization, to raise a critical mass of community people supporting and demanding action for greater involvement of women in politics, peacebuilding, and leadership.






For this advocacy, it is imperative to create messages and select appropriate actions and strategies for message delivery. The key messages should be clear, compelling and engaging with traditional, and religious undertones that support female leadership respectively. Also, it should use language to suit specific audience and be framed to generate a broad support base. Key messages should be based on the information a specific audience (traditional, religious, government) needs or wants to receive, to influence them to action. It will also be not out of place to commend any effort; the relevant stakeholders have carried out to promote GEWE, and increased women in political participation in their spheres of influence.



It is expedient for the women group to understand that advocacy of this nature would generate resistance from traditional, religious and political opponents, who are averse to female leadership – including involvement of women in traditional councils; women who are members of secret societies; and some politicians. However, rather than antagonize these group, it is vital to win them over to support your advocacy cause.



Through research, use of tools – interviews, key informant interviews, desk reviews and other credible sources of gathering data and information, verifiable evidence will be produced to support the advocacy cause. Also, resource materials such as action plans, legal and policy frameworks, a strong justification could be provided to support the involvement of women in peacebuilding and women in political participation. Also, data on the number and ratio of women to men leaders in traditional councils, religious institutions, governance, parliament, should provide a strong justification for advocacy.

CONDUCT ADVOCACY TO TRADITIONAL INSTITUTIONS, SECRET SOCIETIES, AND RELIGIOUS ORGANISATIONS ON ENGAGEMENT OF WOMEN IN PEACEBUILDING AND POLITICAL PARTICIPATION IN YOUR COMMUNITY	
	<p>An M&E plan is to be developed with more specific, tangible, and measurable results. Also, there should be accurate quantitative and qualitative indicators in the short, medium and long terms. In the short, medium and long terms, the indicators to monitor to ascertain progress would be the increased number of women in traditional councils, religious institutions, governance, parliament, political party leadership and more.</p>
	<p>Under this step the women group would have to identify the human and material resources they have within to enable them conduct the advocacy activities successfully. Also, they will have to form alliance with other women focused groups, organisations, networks and the relevant local government groups, CBOs, as well as the traditional media, to advocate advance their advocacy cause.</p>
	<p>The women group would have to select agreed days for their advocacy to each of the listed power stakeholders. If it is a community advocacy rally, it is imperative to seek and obtain permission from the relevant security authorities before carrying out any peaceful march. A representative from the group should be selected to present the request of the group, coalition or network during the visit.</p>

FGM is a harmful cultural practice that is injurious to reproductive health.

FGM violates the human rights and personal dignity of women and girls.



CASE STUDY THREE



JOINT CIVIL SOCIETY ACTION ON PREVENTION AND RESPONSE TO GENDER BASED VIOLENCE

Having been under insurgency for almost 8 years, increased number of rape cases, impunity for perpetrators and poor access to justice for survivors, was of grave concern to humanitarian and development actors in Yola Adamawa State. It became imperative to respond, to safeguard and enhance protection for women and girls, on one hand, and on the other enforce punishment on perpetrators of GBV.

Advocacy visits led by the Permanent Secretary, MOWA - in company of UN Women, NGOs, Women Groups, FIDA, NAWOJ, Women Mentors, and others - were conducted to the Attorney General and Commission of Justice Adamawa, on prevention and response to violence against women; protection of vulnerable persons; and punishment for perpetrators of SGBV, pending the passage of pro-gender legislations in the state. Similar advocacy meetings were held with the Honourable Commissioner, Ministry of Health on prevention and response to GBV. Furthermore, sensitization by humanitarian partners on prevention and response to SGBV on radio during celebration of 16 Days Activism GBV, International Women's Day (IWD), as well as sensitization rallies and awareness creation to secondary school students in schools on prevention and response to GBV.

Results/Outcome

1. A Special Rights Agency established, to address gender, child, disability, and vulnerable persons rights violations. UN Women trained staff of the Agency drawn from government Ministry – Justice, Health, Women Affairs, Child Department, Social Welfare – FIDA donated a building; UN Women renovated building and procured equipment;
2. The Governor, members of the Executive Council, Commissioners, UN Agencies, NGOs, INGOs, members of the Bar, NAWOJ, NUJ, the Media, came to commission the new Agency.
3. UNFPA, supported by UN Agencies (UN Women, UNHCR, WHO), INGOs, CSOs to developed Standard of Practice (SOP) to strengthen the GBV Referral Pathway in the State, for enhanced prevention and response to GBV;
4. Ministry of Justice established the Sexual Assault Referral Centre, as one stop shop to treat cases of rape and GBV, in the state – with support from UNFPA, UN Women, the Ministry of Health, Ministry of Women Affairs and other humanitarian actors.
5. Violence against persons Prohibition (VAPP) Act, passed into law to safeguard the lives and health of women and girls as well as enforce punishment for perpetrators of SGBV in the state.
6. Internally Displaced Persons (IDP) and Refugees Protection Law passed, for enhanced protection for vulnerable persons, especially women and child IDP s and refugees in the state. Led by UNHCR.

Women, Journalist, Legal, and Media Groups; Government Ministries, INGOs & UN Agencies

ADVOCATE TO THE GBV TWG AND HUMANITARIAN FORUM ON PREVENTION AND RESPONSE TO VAWG IN YOUR PROVINCE



The issue identified here is VAWG. It is prevalent in most community and it affect women, girls, their families, and communities in different ways. VAW is in forms of intimate partner violence, trafficking of young girls, denial of resources, denial of widows' inheritance rights, forced and early marriage. Survivors do not access to justice nor seek legal redress; their grievances are not addressed; the culture of impunity embolden other perpetrators to abuse the rights of women and girls. Also, in our community, there are limited services that survivors can access as a result, some women and girls lose their lives due to preventable causes.



The target for advocacy includes the following power holders: Commissioner Health; Commissioner and Minister for Ministry of Women Affairs and Gender; Commissioner and Minister for Ministry of Health; Commissioner and Minister for Ministry of Justice and Attorney General of the Federation; GBV Service providers; the Office of the First Lady, Sierra Leone.



Develop suitable advocacy messages – speech, IEC materials, and on VAWG, depending on the target decision-maker, develop suitable messages on the physical, psychological, and mental harm VAWG cause; the appropriate actions and strategies for message delivery – media, In this case, the group would like the Honourable Commissioner, or Minister to use their good offices to appeal to service providers – including justice, health, key messages should be clear, compelling and engaging for each identified power stakeholder or audience to influence them to action. As such, for service providers, it will also be necessary to develop messages that would prompt them to responding.



To assess the risk of carrying out this advocacy activity, it is imperative for the women group to also develop strategies to mitigate the risks identified, especially as there may be backlash at the individual, group or organizational levels. It is therefore expected that the women group would find resistance from those, who perpetuate VAWG during advocacy activities, for socio-cultural, religious or other reasons, however it is imperative to explore the possibility of taking along male gender advocates, HeForShe advocates, male opinion leaders as well as leaders of CSOs whose core competence is gender, prevention and response to GBV, and SRHR issues. It is expedient to also, gauge the socio-political atmosphere to ascertain the advocacy strategy to adopt.



Gather evidence and data from previous or ongoing research on types of VAWG and how they affect women, girls, families and communities at large. Also gather information on local laws, national and international legal frameworks related to prevent and respond to VAWG, as well as information on needed services available to survivors – if there are any or not.

**ADVOCATE TO THE GBV TWG AND HUMANITARIAN FORUM ON PREVENTION AND
RESPONSE TO VAWG IN YOUR PROVINCE**



Develop an M&E Plan with clear VAWG response indicators. The indicators here could be short, medium and long term. For instance, in the short term, if there are commitments by Chiefs, Mammy Queens, local government Chair to address VAWG; or networks set up to monitor and report cases of VAWG; if community leaders decide to put in place by laws to combat the menace of GBV, VAWG. In the medium and long term, if there are recorded cases of arrests and prosecution of perpetrators; if facilities where survivors can access palliative care, health, psychosocial, legal, services; or legislations passed against VAWG, VAPP Act; and there is increased resources allocation of resources to VAWG, SGBV, related interventions at the local, Province or national levels.



VAWG affects everyone in the community so in the mobilisation of resources, the resource net should be cast wide to attract and mobilise the needed resources. In this case, the groups to be mobilised would include health service providers (NGOs), law or bar associations, journalists, youth, women, FBOs, CBOs, other would include religious socio-cultural groups. Once identified, outreach meetings should be conducted with, relationship formalized, their leaders, and they should be involved in the planning and implementation of the advocacy action, with each using their technical expertise to join in the fight on ending VAWG.



Depending on the advocacy action proposed, the related advocacy actions will be taken. For instance, if action is related to provision of Safe Spaces for Women and Girls; set up of Sexual Assault Referral Centres; provision of Psychosocial and mental health support services; provision of dignity kits for women and girls; access to justice and etc.

CASE STUDY FOUR



EXCLUSION OF WOMEN FROM PEACEBUILDING AND LEADERSHIP POSITIONS

Adamawa State is typically a patriarchal society and Muslim dominated and as such, did not give room for inclusion of women in decision-making processes, leadership and governance – as is the case with all patriarchal societies. As such, it was unheard of, for a woman to be a member of a traditional council, meaningfully contributing to peacebuilding, or be in a position to rule over men. Politically, gubernatorial positions, parliamentary and local government positions, traditional titles, and even leadership in academic institutions were mostly for men.


Having realised how women and children suffer the most during conflicts, yet women were excluded from decision-making processes, including peacebuilding, and leadership, advocacy visits were made to traditional leaders at the LGA and District levels on the need to include more women in traditional councils, for meaningful participation of women in traditional councils and in peace deliberations. These visits to Royal Fathers were followed up with interviews and broadcast on the importance of women in leadership, decision making and on peacebuilding, as well as the published stories of advocacy visits to the Royal Fathers and requests made of them on implementation of UNSCR 1325.

Led by the Ministries of Women Affairs, and Information, over 4,500 women (socio-cultural, widows, market, ethnic, religious, and most influential women groups) and stakeholders drawn from government line Ministries, Departments, and Agencies (MDAs) CSOs, NBA, Federation of Female Lawyers, PWDs, gender advocates, INGOs, UN Agencies, the security, the Media – in a peaceful rally, marched to the Government State House, to advocate to the then Governor, on implementation of the provisions of UNSCR 1325, and appointment of more women into sensitive positions in his administration.

Results/Outcome

1. First female Vice Chancellor to the Adamawa State University appointed by the Governor;
2. Two women - a Professor and PS Ministry of Women Affairs were given traditional titles.
3. Four females made Village Heads, for the first time in the history of Numan, and qualified to join and participate in traditional council meetings and deliberations;
4. A Muslim lady, received 3 traditional titles, from 3 different traditional rulers, paving way for her to participate in all traditional council meetings, and contribute to peace dialogue.
5. A couple (husband and wife), competed for the same Federal Parliamentary position on the platforms of two different political parties.
6. Other traditional leaders also appointed more women into traditional, following media reports and publications on UNSCR 1325, the number rose to over 228, within a span of 2 years.
7. A woman was nominated, and supported by youth to stand for election and Yola North LGA Chairperson. The opposition party, led by the Governor pleaded with her to step down because, her male opponent did not stand a chance of winning at the polls. Two other women also stood for a LGA positions in two other LGA.
8. Four years later on, the serving and incumbent Governor, who already had a male Deputy realised that he would lose the gubernatorial election so he had to pick a female, as his running mate and they won the election.

(WPS EU Funded, implemented by UN Women, UNDP, and UNICEF)

ADVOCACY TO YOUR LOCAL GOVERNMENT CHAIR, GOVERNOR, OR THE PRESIDENT ON IMPLEMENTATION OF UNSCR 1325 SILNAP IN YOUR PROVINCE/COUNTRY	
	<p>Issue identified is exclusion of women from Security Committees, decision making processes. The exclusion of women from Security Committee from the national, to the province and local levels has made it almost impossible for women to contribute to peace deliberation and security at all levels. Also, the continued marginalisation of women from decision making process – including elective and appointive positions at the national, Province and local levels continue to restrict women from meaningful contribution to leadership. Having identified the issue, the goal and objectives of the advocacy can be set.</p>
	<p>The target power stakeholders for this advocacy will be the Presidency, who set up the Security Committee and has the power to ensure that more women are included in the Committee at all levels; local government chairmen; the Paramount Chiefs; the military and paramilitary leadership. Others are Muslim, Christian, and Youth leaders in their respective spheres of influence.</p>
	<p>Develop messages on the provisions of UNSCR 1325, NAP (SAPs and LAPs, if developed), to draw attention to the need to include women in all peace building processes, as well as the implementation of same at the local, province and national levels. Also develop related IEC materials to share with the power stakeholders, to take action on increasing the involvement of women in peacebuilding – including recruitment in the military, paramilitary; electing and appointing more women into leadership positions; admitting more women into traditional councils; as well as building women’s capacities on EWER, to enable them play active roles in the peace architecture at all levels.</p>
	<p>At this point, the women group to explore possible risks to their advocacy efforts to be able to adopt a strategy that best suits their advocacy need, whether to the President, Traditional Rulers (Chiefs and Mammy Queens); military and paramilitary leaders, local government chairmen, religious, and youth leaders.</p>
	<p>Gather evidence and concrete data as well as research finding on the women in peacebuilding and leadership in the local government, Province and national levels, as a strong justification to strengthen your advocacy case to convince or pressure power holders to taking the desired action. This should be data on the number and ratio of women to men in governance – including Council Chair, Ministers, Parliamentarians, Counselors, Chiefs, military and paramilitary commanders etc.</p>

**ADVOCACY TO YOUR LOCAL GOVERNMENT CHAIR, GOVERNOR, OR THE PRESIDENT
ON IMPLEMENTATION OF UNSCR 1325 SiLNAP IN YOUR PROVINCE/COUNTRY**



An M&E plan is to be developed with more specific, tangible, and measurable results. Also, there should be accurate quantitative and qualitative indicators in the short, medium and long terms. In the short term, where the power stakeholders make a commitment in favour of including more women in the: Security Committee, governance at all levels, traditional councils, in religious organisation as well as in recruitment by the military and paramilitary. In the medium and long term, the indicators to monitor to ascertain progress would be the number of women in the above institutions and structures, contributing meaningfully to peace deliberations, leadership and serving in military and paramilitary.



Under this step the women group would have to identify and form alliance with other women focused groups, organisations, networks and the relevant government ministries, departments and agencies, as well as the media, to advocate for the inclusion of women in Security Committees and in leadership. It will be vital to formalize the alliance and ensure that its members participate in the action planning.



Take action on the planned advocacy activity as stated in you Action plan. Select a day the group or network agrees on - International, national or ordinary day and embark on a peaceful march. It is imperative to seek and obtain permission from the relevant security authorities (the Police), before carrying out a peaceful march to agreed power holder. A public march to military and paramilitaries formations and facilities are not encouraged, due to security issues. However, a few leaders of the group could embark on advocacy to military and paramilitary authorities. Go along with your written demands/requests, and select someone to present your issue, once given an audience.

PETITION ALL POLITICAL PARTIES ON FULL IMPLEMENTATION OF THE AFFIRMATIVE ACTION ON 35% MINIMUM REPRESENTATION OF WOMEN IN PARTY POSITIONS



Marginalisation of women in political party structures and violence against female parliamentarians. The continued marginalisation and exclusion of women in political party structures is an impediment to women's aspiration to governance, leadership and decision-making. As such, the failure of political parties to field female candidates during elections, exclude female candidates from the ballot boxes, and outright rig elections in favour of male candidates - who the electorates do not even know - have led to the continued marginalisation and exclusion of women in governance.



The target power stakeholders and decision makers for advocacy are political party leadership, the parliament, and local government councils. Another important advocacy target is the public – who would mount pressure on political party leadership to demand action. Advocacy to these power stakeholders and decision makers will be to petition them on the implementation of the Affirmative Action on 35% minimum representation of women in all political party/positions. In addition, the public will be targeted with messages to create support for female candidates and pressure stakeholders on the affirmative Action.



Develop messages on the provisions of UNSCR 1325, and SiLNAP to draw attention to Political Party Manifesto on the need to include women in all political party structures and in governance. Also draw from the Melabo Convention, the African Charter on inclusion of women in leadership to provide a strong justification for political parties to involve female political candidates. Draft messages on the need for mandatory fielding of female political candidates on ballot papers; representation of women in all political power structures, and messages on the contents and provisions of local, national and international policy framework that support



Assess risk at the individual, organizational or political levels, for the women group to be able to manage and document them. This is because there may be backlash from male politicians or political parties that feel threatened by the voting power of women. Assessing and identifying risks of carrying out the selected advocacy strategy would be the best option.



Gathering evidence on political marginalisation of women; exclusion of the names of female candidates from the ballot papers; threats/violence to female political candidates and their families to advance your advocacy initiatives. Also, carry out research, desk-reviews, focus group discussions, or key informant interviews with different stakeholders, as well as the views of organisations working on women political participation, GEWE, VAWG and women in leadership to ascertain the level of implementing the Affirmative Action at all levels. Also, reports and publications on these would be a rich resource to draw from and present during the advocacy. Also, find out if the Affirmative action has been domesticated, if it has then it strengthens your advocacy efforts.

PETITION ALL POLITICAL PARTIES ON FULL IMPLEMENTATION OF THE AFFIRMATIVE ACTION ON 35% MINIMUM REPRESENTATION OF WOMEN IN PARTY POSITIONS



Develop the advocacy M&E Plan with clear Indicators. If political parties make commitments to field a minimum of 35% female candidates in all political positions; and during elections, there is a percentage rise in the number of women representation in all political structures as well as women are also involved in the Situation Room on election day, it is a clear indication that meaningful progress is being made towards the implementation of the 35% Affirmative Action. Also, when more people, vote women during elections, it is also an indicator or indication that progress is being made towards GEWE, WPP, Women leadership and etc.



It is important to gather all available resources – networks, coalitions, groups that support women political participation, and gender equality and women empowerment to advocate for Affirmative action on minimum of 30% of female representation in all political party positions. Alliance will have to be formed with women groups, organisations, networks and the relevant ministry of women affairs and gender, as well as the media. It will be vital to formalize the alliance and ensure that its members participate in the action planning. -



Depending on the agreed advocacy strategies, mobilise the relevant stakeholders and go to the political party offices to deliver your Petitions. Alternatively, hold a Press Release, calling on all political parties to implement the Affirmative Action on minimum representation of 35% women in all political party leadership positions. Or, put up a publication in the print, conventional and social media, drawing the attention of political party leaders on implementation of the Affirmative Action. Or better still, Hold a media chat on the implementation of the Affirmative Action by all Political Parties.



Violence against women – including political and conflict induced violence - occur in different contexts ...
This provides the justification for women involvement in peacebuilding and political participation

CASE STUDY FIVE



ABDUCTION, RAPE, AND FORCED MARRIAGE OF YOUNG GIRLS TO INSURGENTS IN MUBI EMIRATE

Mubi Emirate in North East Nigeria, is one of the largest territories, that was over run and occupied by Boko Haram insurgents, who sacked the Emir of Mubi and occupied his Palace, until the Nigerian military took over and secured the entire Emirate. Eye witnesses report that, in Maiha specifically – one of the local government areas under Mubi Emirate - when the insurgents attacked, the men in Maiha, fled and abandoned their wives and children, to avoid either being killed or forced to join Boko Haram. As at the time of the intervention, there were reports of rape, and abductions of young girls and women. Also, there were reported cases of mothers forcefully giving out their daughters to insurgents to marry to “buy protection” for their families.


As part of the advocacy strategies, advocacy visits were made to the Mubi South, Mubi North and Maiha Local Government Chairmen, and other traditional leaders on implementation of UNSCR 1325, for inclusion more women in decision making processes, to enable them play active roles in the early warning and early response (EWER) peace mechanism at the grassroots. This was followed up with a rally – on a market day, where people from 5 Local Government Areas (LGAs) converged - on ending violence against women, and inclusion of women in traditional councils, was carried out in the Emirate. Over 1,500 people drawn from women, youth, PWD, traditional, religious, traders, and media groups marched to the Emir’s Palace, carrying placards with messages they developed by themselves, during the advocacy rally.

Additionally, following a sensitization workshop with the LGA staff and Councillors from Mubi North, Mubi South, and Maiha LGAs, on the contents and provisions of UNSCR 1325, and on their responsibility as duty bearers and legislators to protect women and girls in the areas of influence.

Results/Outcome

1. The Emir informed all traditional leaders under the Mubi Emirate to prioritise cases of VAW, and that they should caution husbands under their respective communities to take precaution;
2. The Emir made a pronouncement that if the women did not get justice, they should feel free to bring such cases directly to him and he will take action.
3. Led by the Speaker, Councillors in Mubi South enacted an edict (local law) on *Prohibition Against Abduction and Rape of Women and Girls in Mubi South*. Bill went for Second Reading as at the time the WPS Project ended.
4. Culture of silence on SGBV broken as traditional leaders themselves, would call to anonymously report cases of rape and planned forced marriages in their communities, perpetrated by powerful individuals that had money and influence – too powerful for the traditional leaders to handle - for authorities at the State level to intervene.
5. The Permanent Secretary, MOWA, leading advocacies to local authorities on such grave cases of human rights violations against women and girls.

(WPS – EU funded, UN Women, UNDP, UNICEF)

WRITE AN APPEAL TO THE SPEAKER OF THE PARLIAMENT ASKING FOR THEM TO SUPPORT FOR THE PASSAGE OF THE VAPP AND CHILD RIGHTS ACTS IN SIERRA LEONE	
	The issue is that most children have been victims of child abuse and human trafficking. Children of school going age are seen hawking wares, girls forced to stay at home to take care of younger siblings or a sick family member; saddled with the burden of domestic chores. Others are trafficked to cities with the hope that they would have a better life, but are turned into domestic slaves; are not enrolled in schools; suffer malnutrition and under-nutrition. Some become victims of battery, psychological, physical and mental abuse. Yet for some others, no one hears of them again.
	Target for power stakeholders for advocacy are the Speaker of the Parliament, Members of Parliament, Councillors, Local Government Chairmen, Ministry of Social/Child Development, the Ministry of Education, the Immigration Service, the Police, Traditional and Religious Leaders, Women, Youth Groups and Associations.
	Create suitable messages prevalence child abuse, child labour, child trafficking. Then develop appropriate actions and strategies for message delivery - whether in a face-to-face meeting, a peaceful rally, a Town Crier and etc. Key messages should be clear, compelling and engaging for each identified power stakeholders to influence them to action. In the appeal or letter to the Speaker of the parliament, the message should appeal to him as someone that has the responsibility to protect vulnerable groups, through the use of laws and legislations.
	Assess risk at the individual, organizational or political levels, for the women group to be able to manage and document them. For instance, some families or religious groups may oppose the idea of passing legislations that protect children based on their bias or socio-cultural practices. Also, those that profit from child labour, and child trafficking may threaten the advocates. However, assessing and identifying these risks would enable the women group adopt the right advocacy strategy. For a letter of appeal to the Parliament, it will be more appropriate to visit the Speaker, on a day the Parliament seats, to deliver the letter and the message.
	Gathering evidence on cases of child abuse, child trafficking, domestic slavery, out of school children, orphans and vulnerable children should be carried out through research, desk-review, focus group discussions, or key informant interviews with all stakeholders. The views of child protection networks, and organisations working with children in the community would be a rich resource as well. It will be vital to consult child protection laws and policies, where they exist, but if they do not, then it will be a good opportunity to advocate for passage of child protection legislations. e.g. VAPP, CRA, Refugee and IDP Protection Laws.

WRITE AN APPEAL TO THE SPEAKER OF THE PARLIAMENT ASKING FOR THEM TO SUPPORT FOR THE PASSAGE OF THE VAPP AND CHILD RIGHTS ACTS IN SIERRA LEONE



Develop the advocacy M&E Plan with clear Indicators. If the Parliament passes the VAAP Act, CRA and Laws, it is also indicators that the advocacy efforts are yielding fruits. Further, if communities take action on perpetrators of child abused, child trafficking and domestic servitude, then these would show that advocacy efforts are paying off. Also, where more vulnerable children enroll in school, and perpetrators of child abuse are arrested and prosecuted, it will be clear indicators that results are being achieved.



To mobilise resources for this advocacy strategies, it will vital to build on available and existing resources, opportunities, alliances, relationships, information, political intelligence, and capacity of staff to be able to implement this advocacy strategy. This could be skills in terms of writing, speaking, expertise on SGBV, VAWG, SRHR issues, and not always look for outside help. Also, the Group may need to include, engage, or involve the Child Protection Network, the Child Protection Committee, the Child Welfare Department, as well as organisation that work with children to tap into their respective clout and expertise, to achieve the desired result. Such a allies, networks, groups should be conversant with the advocacy issue, and plan being under taken.



Take action by implementing the Advocacy Activity on the most suitable Children's Day - International, national or ordinary day - and ensure to use the most suitable advocacy strategy – Press Release, Community Awareness, Radio Awareness, Town Crier, Traditional Method, Peace Rally, Face-to-Face Meeting, Village Square Meeting, and etc. But, in this case, take a signed Petition and deliver to the relevant Duty Bearers at the Community, Local Government, Province, and national levels.



Child marriage is a harmful traditional practice that forces adult responsibilities on children. It violates the human rights of girls, robs them of education advancement and a brighter future.

CASE STUDY SIX



CHALLENGING THE CULTURE OF IMPUNITY ON RAPE, AND CHILD DEFILEMENT

This state had in place legislations and structures for prevention of SGBV yet it had cases of child defilement, rape under-aged girls, and women were still being recorded. State authorities did not want the data on recorded cases of rape to become public knowledge. Additionally, while survivors of rape and their families were threatened to accept out-of-court settlements, some traditional leaders proved difficult in settling cases of rape in their respective communities, especially where those cases were directly reported Ministry of Health. A case of a 4-year-old girl child, who was raped by a young man of about 20 years old shook the fabric of the whole state as the girl's reproductive organ tore apart, and her life was under threat, because, she was admitted but it was not easy to perform surgery on her.

To make matters worse, following the arrest of the perpetrator, while under police custody, he was detained in a Remand Home – for under-aged boys – on the grounds that his age was 17, whereas, it was not. Efforts to make the perpetrator produce his National ID Card and birth certificates, which had his correct age, proved abortive. It was during this time that a few civil society actors came together – one representing women group; another youth group; one civil society; religious groups and UN Agencies; representatives of the Ministries of Women Affairs, Health and Justice; faith-based organisations; gender activists, and the media practitioners to form the *Coalition Against Rape*, which was later on officially registered with the authorities as Adamawa Network Against Rape (ANAR). The objective of the coalition was to mobilise a critical mass of people, to raise their voices against rape and SGBV; draw the attention of duty bearers on their responsibility to protect women and girls; and pressure the relevant government authorities – the police, justice, parliament, the executive – to take stringent action against rape, including enforcing harsh punishment for perpetrators of the vice.

The advocacy strategies adopted were splitting of the Coalition into three different groups, who made a two hour peaceful march, from different parts of the city, to converge in one place, then continue the march to the respective authorities to deliver Petitions, drawing attention to the high prevalence of rape, and asking for harsh punishment for perpetrators to: the Inspector General of Police, at the Police Headquarters; the Executive Governor of the State, at the Government House; the Chief Judge of the Court and the High Court; the Attorney General and Commissioner for Justice at the Ministry of Justice; and the last but not the least, to the State Parliament, at the Stare House of Assembly. Also, the interviews conducted, media coverage, placards, and songs by the Coalitions, drew sympathy for vulnerable groups, and increased pressure on duty bearers to take action against rape.

Furthermore, Coalition members delegated members to attend court sessions to support survivors of rape; provided transport support to assist survivors to attend court sessions to access justice.

Results/Outcome

1. Increased number of survivors seeking redress;
2. Increased punishment for perpetrators and deterrence;
3. Safety and security of women and girls brought back to the discussion table.

Adamawa Network Against Rape (ANAR)

CONDUCT A STAKEHOLDERS' FORUM ON INCREASED RATES OF TEENAGE PREGNANCY, SCHOOL DROPOUT, AND DRUG ABUSE RATES AMONG YOUTH	
	The issue for advocacy is rape, of young girls and drug abuse among teenagers. These have resulted in increased teenage pregnancy; high school drop-out rates among boys and girls; increased HIV/AIDS infection among young girls and boys. In addition, these have led to stigmatization and discrimination against young mothers; the children born out of wedlock. Also, the increased HIV/AIDS infection rate is of grave concern.
	The target power holders are: the Police Commissioner, secondary school principals, PTA Chairmen, traditional rulers, religious leaders, mammy queens, youth leaders. Other target stakeholders are the parents, socio-cultural groups, youth themselves, and the general public/community.
	Create suitable messages prevalence of rape and drug abuse, stating the physical, psychological, and mental damage it has on young girls, boys, families and the community. Then develop appropriate actions and strategies for message delivery- whether in a face-to-face meeting, a peaceful rally, a Press Release, a Town Crier and etc. Key messages should be clear, compelling and engaging for each identified duty bearer to influence them to action. For the general community, develop suitable messages for flyers, posters, handbills, and branded IEC materials as well as messages on cardboard and flip chart that would pass across the message on GBV and drug abuse among youth.
	Assess risk at the individual, organizational or political levels, for the women group to be able to manage and document them. Assessing and identifying risks of carrying out the selected advocacy strategy would be the best option. Also, if a peaceful rally is to be carried out, permission should be sought and granted by the relevant authorities. And, if there's a tense political atmosphere, and general insecurity, a rally is not advised; an advocacy visit, a Press Release, use of a Town Crier, or media would be more ideal.
	Gathering evidence on the prevalence of rape and drug abuse would be through research, desk-review, focus group discussions, or key informant interviews with stakeholders, as well as the views of organisations who may have already been working on issues of SGBV, VAWG, SRHR and human rights in the community; their reports and publications would be a rich resource to draw from and present during the advocacy. Also, find out if there exist (or there are no) local or national policies and laws that criminalise rape, or other legal frameworks that safeguard and protect the of women, girls and youth. Where such exist, demand for their implementation, but where they do not, advocate for the passage of such, e.g. VAPP, CRA, Refugee and IDP Protection Law.

CONDUCT A STAKEHOLDERS' FORUM ON INCREASED RATES OF TEENAGE PREGNANCY, SCHOOL DROPOUT, AND DRUG ABUSE RATES AMONG YOUTH



Develop the advocacy M&E Plan with clear Indicators. If the advocacy is to the Commissioner of Police and there is increased arrest of perpetrators; there is increased number of women and girls seeking and accessing justice, it is then a clear signal that the advocacy efforts are paying off. Also, if the Parliament passes the VAAP Act, CRA and Laws on Drug and Narcotic Related offences, it is also indicators that the advocacy efforts are yielding fruits. Further, if religious rulers, traditional leaders, youth groups, and socio-cultural organisations begging to speak against rape, and drug abuse and have community bye-laws or expose and sanction perpetrators, then these are also indications that the advocacy efforts are paying off.



The women group is to endeavor to build on existing resources and opportunities, alliances, relationships, information, political intelligence, and capacity of staff to be able to implement this advocacy strategy. This could be skills in terms of writing, speaking, expertise on SGBV, VAWG, SRHR issues, and not always look for outside help. Also, the Group may need to include, engage, or involve a most influential person – a female parliamentarian, wife of-a Traditional rulers, a youth friendly politician - in their advocacy drive, to achieve the desired result. Such a person should be conversant with the advocacy issue, and plan being under taken.



Take action by implementing the Advocacy Activity as agreed by the group, and as stated in the Action Plan. Select a suitable day - International, national or ordinary day - and ensure to use the most suitable advocacy strategy – Stakeholders Forum. Also making a Press Release, Community Awareness, Radio Awareness, using a Town Crier, Traditional Method, Peace Rally, Face-to-Face Meeting, Village Square Meeting, and etc.

SECTION TWO - B



PUTTING WORDS TO ACTION

WOMEN LEADERSHIP, PEACE, AND SECURITY

WHAT WOMEN PEACEBUILDERS CAN DO

1. Use existing networks of women's groups to raise awareness about conflict prevention issues; consult with them regularly to learn about conflict trends at the community level, their impact on women and potential roles in mitigating violence.
2. Identify and invite NGOs to a workshop on conflict analysis and mapping of actors – including EWER as conflict monitors, conflict analysts, and conflict mediators. Also identify a range of indicators including gender-based indicators that highlight trends in society; as well as develop a common strategy to address root causes of conflict.
3. Seek to work with other groups with a potential for involvement in conflict prevention, including religious institutions and the business community and mobilise their resources and expertise to promote non-violence. Organise dialogues within communities, or among different sectors of the population (e.g. youth) on issues of concern and possible solutions. Identify traditional conflict resolution mechanisms and explore ways of using them to de-escalate tensions. Conduct surveys in conflict-affected communities to identify demands for non-violence
4. Identify and consult with key local and national actors, to gain awareness of their concerns and strategies for conflict prevention. Then, create awareness UNSCR 1325 and 1366, which advocate for the inclusion of civil society in conflict prevention efforts.
5. Reach out to educators to promote conflict resolution training and peace education in schools and colleges.
6. Develop ties with local media and international services to publicise stories of non-violent conflict resolution in society and promote objectivity in reporting.
7. Reach out to key stakeholders most susceptible to resorting to violence and encourage civic engagement and non-violence.
8. Identify key actors that can be a moderating force, including trade union leaders, media personalities and journalists, and religious leaders and mobilise their support against violence.
9. Reach out to the government and military to withhold the use of force and encourage nonviolence

HOW TO ENGAGE GOVERNMENT REPRESENTATIVES



Conduct a one-on-one Meeting with your Government Representative on WPS

- a. Send background information and material on UNSCR 1325, to your Government Representative, or relevant staff members, prior to meeting on the provisions of WPS.
- b. Be ready to discuss WPS, and pro-gender legislations and the actions that you want your Representative to take not of. Remember to provide a copy of any relevant materials you will be talking about.
- c. Leave information on UNSCR 1325, and GEOB after your meeting, to educate and reinforce what was discussed. Consider drafting an issue brief based on the talking points and other information included in this toolkit.
- d. Practice with your team to decide who will say what and brainstorm answers to possible questions from the government official or staff member.
- e. Prior to meeting with an official, find out what positions your government official has taken in the past on women empowerment issues. This would help you have an idea about where they stand and may help inform your approach.
- f. Be a well-informed, committed and persistent member of your constituency. Do your background research and be thoughtful of your messaging and your messengers. You have to be a credible source of information, so, where you do not have complete information on a given issue, inform your government official that you will find out and get back to them.
- g. Prioritise building a good relationship with your government representative. Send a thank you note to your elected representative, especially if they take action. You can thank your government representative publicly, including via a website or letters to you your local paper.
- h. Remember that the 1325, and pro-gender legislations are ongoing processes and may take a substantial period of time to build support; thus, maintaining focus and establishing good relationships with your government representatives are crucial to the advocacy process.



Write a Letter to Your Representative

Letters can take the forms of handwritten letter, typed letter, or emails. A personal letter often has more impact; however, a typed letter is useful for events or when inviting large numbers of people to join an advocacy issue. There are sample letters in this Toolkit. When writing a letter to your government representative, remember the following:

- a. Remember that an email, although faster to deliver, is more likely to be ignored and not accorded the needed attention.
- b. Handwrite your letter if possible. Be sure to include your name and address on the letter and envelope so they know you are a constituent.
- c. Be personal, specific and brief. Make a persuasive argument for why a SiLNAP is important; use the talking points and best practice examples included in this toolkit. Mention the coalition partners you have engaged on this issue.
- d. Be sure to include the specific actions you want your government official to take. Ask them to respond with information about the actions taken.
- e. Follow-up on your letter with calls and visits, if the atmosphere permits it.
- f. Maintain regular contact with the office to ensure that your government representative fulfills his/her commitments to the cause or issue at hand.
- g. Thank your government official for any positive steps they may have taken in the recent past. Continue to provide information and thank him/her for any positive actions taken.





Call your Representative's Office (LG Chairperson, Councillor, Parliamentarian)

- a. When calling your government representative's office, be sure to identify yourself as a constituent member and mention the name of the constituency.
- b. Be courteous and specific, use the talking points included in this kit to help persuade your government official or staff member to support your advocacy.
- c. Ask if the official/staff member has taken a position on the advocacy issue. Make sure you are clear about the action you would like your official to take.
- d. Volunteer to provide more information on the advocacy issue and GEWE in general.
- e. Ask for the name of the person you spoke to and let them know that you will be calling back to follow up.
- f. Thank them for giving you audience and for their time, as you end the call.



Writing Petition to Government Representative

- a. A petition is a valuable advocacy tool. It should include a letter and a list of signatures and addresses and/or emails from individuals and organizations. A petition is a valuable tool to demonstrate widespread support and endorsement of important, well-known individuals or organizations.
- b. Consider whether you want to show the endorsement of powerful organizations and individuals (most influential persons, celebrities, politicians) or whether your purpose is to strong support by individuals. You may use the sample petitions included in this Toolkit.

HOW TO ENGAGE IN POLICY ADVOCACY

Many organisations engage in indirect policy advocacy, including using the media, and community engagement and mobilization, to advocate for policy reform. However, others may be too specific or bureaucratic and it may be fruitful to engage directly with State authorities, for instance, passing of a legislation, a policy or involvement of women in Security Committees. There are contexts in which this is impossible, or ill advised, as authorities could be hostile or unwilling to consider. However, where conducting direct policy advocacy is low-risk, and carries the possibility of policy influence CSOs can play an important role at all stages of the policy process, as shown below:

Table 4 – Conducting Policy Advocacy

1. AGENDA SETTING SET AN AGENDA CONVINING POLICY MAKERS THAT THE ISSUES INDEED REQUIRES AN ATTENTION	2. INFORM POLICY MAKERS OF THE OPTIONS AND BUILD A CONCESUS
<p>For example:</p> <ul style="list-style-type: none">• Raise awareness amongst policy makers of the practical recommendations and other international standards• Highlight specific areas where the State's policies are not aligned with international standards• Link real-world problems (e.g., excessive use of force in protests) with policy gaps (e.g., lack of accountability mechanisms)	<p>For example:</p> <ul style="list-style-type: none">• Conducting and communicating easily-digested research on policy gaps• Providing recommendations for fixes, based on the practical recommendations
3. UNDERLYING/PRIORITISE CAPACITY BUILDING FOR CSOs AIMING TO INFLUENCE POLICY	4. IMPLEMENTATION EVALUATION COMPLEMENT GOVT CAPACITY & REVIEW EXPERIENCE
<p>For example:</p> <ul style="list-style-type: none">• Build coalitions between CSOs and community groups• Develop non-traditional networks (such as working groups between CSOs, academics, and peak policing bodies) to enhance information exchange and research outputs• Act as mediator or facilitator between diverse or 'siloed' stakeholder	<p>For example:</p> <ul style="list-style-type: none">• Raise public awareness of rights• Where appropriate, providing direct services, such as legal representation• Continuing to monitor compliance, and feeding this information back into the policy process

SECTION THREE



PUTTING WORDS TO ACTION

KEY FRAMEWORKS AND RESOURCES

KEY FRAMEWORKS IN WPS CONTEXT



The UNSCR 1325 in the WPS Agenda

In October 2000, at the call of civil society, the Security Council recognized that it must acknowledge and address the impact of conflict on women and women's participation in conflict resolution, peacekeeping, and peacebuilding through UN Security Council Resolution 1325. It is the most important commitment made by the global community with regard to women's participation in the maintenance of peace and security. There are seven UNSC Resolutions that make up the Women, Peace and Security (WPS) agenda: 1325 (2000), UNSCR 1820 (2008), 1888 (2008), 1889 (2009), 1960 (2010), 2106 (2013) and 2122 (2013). The WPS agenda provides a holistic approach to security comprised of four main pillars: Participation, Conflict Prevention, Protection, Relief and Recovery. Addressing all four pillars is critical to respecting human rights and dignity and in tackling the root causes of conflict to create sustainable peace.



The NAP and SiLNAP

National Action Plan (NAP) or SiLNAP serves as a tool for the government to articulate priorities and coordinate the implementation of SCR 1325 at the national level. In the good practice examples, CSOs have played an important role in the development of the SiLNAP and should continue to provide oversight and monitoring of implementation in Sierra Leone. This is also where the Women Focused CSO Groups come in to play a crucial role in their advocacy efforts, including advocating for budget allocation and released for SiLNAP capacity building, implementation and monitoring.



CEDAW

CEDAW (1979) has provided women with a framework to structure their own national debates and advocacy related to attaining the goal of gender equality, which the Women Focused

Group would find useful. CEDAW prohibits discrimination, seeks to eradicate it in all areas of women's lives and prescribes the measures needed to ensure that women worldwide are able to enjoy their rights. CEDAW covers both public and private acts of violence and sets out recommendations for states to address violence against women, including legal protection, prevention and reporting. CEDAW's call for increasing women's participation in decision-making processes has been used by national and local governments, as well as regional inter-governmental organisations.



Beijing Declaration and Platform for Action

At the 1995 World Conference on Women in Beijing, China, a Declaration and Platform for Action was produced by member states that highlighted twelve critical areas of concern regarding women. *Chapter E*, on Women and Armed Conflict states that the “full participation [of women] in decision-making, conflict prevention and resolution and all other peace initiatives [is] essential to the realisation of lasting peace.” The key recommendations for governments regarding women and armed conflict in the BPFA are:

- Promote women's contribution to fostering a culture of peace.
- Provide protection, assistance and training to refugee women, other displaced women in need of international protection and internally displaced women.
- Provide assistance to the women of the colonies and non-self-governing territories.
- Ensure women's full participation at all levels and stages of decision-making relating to conflict prevention, resolution, peacekeeping, peacebuilding and post conflict recovery;

The above provision is also a useful tool for advocating to promote the full participation of women at all levels.



The Sirte Declaration

This declaration by African Heads of States, issued in 1999, set in motion the creation of the AU, is another African Tool to advanced GEWE and WPS. The Declaration was adopted in Lome, Togo, in 2000 and came into force in 2001. As a continental organisation, the AU focuses on the promotion of peace, security and stability. The Sirte Declaration, seeks to promote and protect human and peoples' rights in accordance with the 2001 African Charter on Human and Peoples' Rights. This development originated during the 2002 launch of the AU when African women succeeded in securing a commitment of equal representation of women and men in the Durban Declaration.



The NEPAD

NEPAD was conceived as a key strategy for Africa's development and renewal. In the NEPAD framework document and in the follow-up document, the Declaration on Democracy, Political, Economic and Corporate Governance (June 2002), specific references are made regarding the need for the promotion of women and the integration of gender issues in all aspects of the plan for sustainable development, as follows:

- Promoting the role of women in all activities as a long-term objective for achieving sustainable development in Africa in the twenty-first century [point 67];
- promoting the role of women in social and economic development, ... [point 49]
- undertaking actions to advance the cause of human rights in Africa generally and, specifically, to end the moral shame exemplified by the plight of the vulnerable, including women, in conflict situations in Africa [point 10]; and
- ensuring, as a binding obligation on governments, that women have every opportunity to contribute on terms of full equality to the political and socioeconomic development in African countries [point 11].

NEPAD is therefore another useful for promoting women empowerment and integration of gender issues in development – including full equality to the political and socioeconomic development as well as human rights of African women.

SIERRA LEONE POLICIES AND LEGAL FRAMEWORKS



The Sierra Leone Constitution (1991)

Section 15 of the Constitution guarantees fundamental Human Rights of the individual irrespective of sex. In the area of protection from violence, Section 15(a) of the Constitution provides for the right to life, liberty and security of person, while Section 20 stipulates that no person shall be subject to any form of torture or punishment or other inhuman or degrading treatment. These constitutional provisions ought to promote a basis for government to protect and promote the rights of women to be free from violence and ensure that its laws, policies and programmes reflect these provisions.



The Domestic Violence Act (2007)

The act criminalizes Domestic violence, addressing issues of sexual, physical, emotional, psychological and economic violence perpetrated against an individual in a Domestic setting. The issues covered under the act are commonly committed against women and children, which were lawful if reasonable before the enactment of the law.



The Anti Human Trafficking Act:

The Anti Human Trafficking Act criminalizes the use of human transaction for their individual gainful use when moved from one place to another, without the consent of the person being used. In most cases people are being taken for prostitution; labor, under the guise of helping the development of the individual when their intention is clearly to make money. The most vulnerable groups that suffered from this are women and children. In Sierra Leone, women are being used for prostitution, while the bulk of children are being taken from the provinces for the sole purpose of using them for selling markets, prostitution amongst others, deceiving the parents and the children that the children are being taken for schooling.



The Sierra Leone National Action Plan

The Sierra Leone National Action Plan on UN Resolution 1320 and 1825 aim to protect, empower women and Girls vulnerable to Sexual Violence, preventing sexual violence through the enactment and implementation of laws and above all ensure the active participation and representation of women in leadership positions. The SIL NAP also promotes coordination of the implementation of the document itself.



The national Gender Strategic Plan

The NGSP operationalize the Government of Sierra Leone twin policies- the Gender mainstreaming and the Advancement of women in Sierra Leone., which aims at addressing issues raised by the Sierra Leone Truth and reconciliation Report, investigating the underlining causes of the war in the country. The NGSP prioritizes six main areas: Capacity building, Management and Oversight; Women's participation in governance; Sexual and reproductive health rights; Research, documentation and Information & Communication Technology (ICT); Women's empowerment with specific focus on rural women; Gender budgeting and accountability.



The Child Right Act Enacted in 2007

The Child Rights Act consolidates the rights of children in Sierra Leone, which operationalizes the convention of the rights of a child. It identifies the Rights of Children as well as their responsibilities, protecting children from being dehumanized and violated. The Act consolidates the age of a child defining the age limit, looking at early marriage, child Neglect, amongst others.

INTERNATIONAL FRAMEWORKS



Convention of the Right of a Child 1989

Signed in November 1989, this convention provides an all-inclusive protection of the rights of the child set out in 54 articles and two Optional Protocols. It spells out the basic human rights that children everywhere have: the right to survival; to develop to the fullest; to protection from harmful influences, abuse and exploitation; and to participate fully in family, cultural and social life. The four core principles of the Convention are non-discrimination; devotion to the best interests of the child; the right to life, survival and development; and respect for the views of the child. Every right spelled out in the Convention is inherent to the human dignity and harmonious development of every child. The Convention protects children's rights by setting standards in health care; education; and legal, civil and social services.



The Beijing Platform for Action

The BPFA, proffers the need for temporary and long-term measures to eliminate all forms of violence against women. Sierra Leone ratified the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) in 1988. This convention defines violence to include “physical, sexual and psychological violence occurring in the family” and informs the Sierra Leone DV Act of 2007.



DEVAW 1993

Establishes the most comprehensive set of standards in international law for the protection of women against sexual and gender-based violence. The Declaration defines violence against women as “any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life.” Under the Declaration, violence against women is understood to include rape, sexual abuse, sexual abuse of female children, and marital rape, among other things. The DEVAW not only declares that state actors should refrain from engaging in violence against women, but also asserts that states should take affirmative measures to prevent and punish violence committed by public and private actors alike and establish support networks to care for victims of gender-based violence.



The African Charter on Rights of Women in Africa (1995)

This is a supplementary provision of the African charter on human and people’s rights that focuses on entrenching women’s rights and was adopted in Maputo on July 11, 2003. Article 2 of the 32 protocols urges all member states to combat all forms of discrimination against women by including the principle of equality between men and women in all national constitutions and legislative instruments, enacting legislative and regulatory measures that prohibit any form of discrimination against women and to take corrective action where discrimination against women exist. Article 3 addresses women’s right to dignity, while article 4 addresses women’s right to life, integrity and security.

Other articles address the elimination of harmful practices, marriage, separation, divorce, annulment of marriage, access to justice and equal protection before the law. Also, the right to participate in the political and decision-making process, right to peace, protection of women in armed conflicts, rights to education and training, economic and social welfare rights, health and reproductive rights, right to food and security. Further, right to adequate housing, right to positive cultural context, right to a healthy and sustainable environment, right to sustainable development, widows' right, right to inheritance, special protection of elderly women, of women with disabilities and women in distress and articles on implementation.

MORE RESOURCES ON INTERNATIONAL HUMAN RIGHTS TREATIES

- CEDAW (1979)
- Convention Against Torture & Other Cruel, Inhuman or Degrading Treatment – CAT (1984)
- Convention on the Rights of the Child – CRC (1989)
- Option Protocol on the Sale of Children, Child Prostitution and Child Pornography (2000)
- International Covenant on Civil and Political Rights (1966)
- Convention on Protection of the Rights of All Migrant Workers and Members of Their Families (1990)
- Convention on the Rights of Persons with Disabilities (2006)
- Convention for the Protection of All Persons from Enforced Disappearances (2006)
- The Convention on the Prevention and Punishment of the Crime of Genocide (1948)
- First Optional Protocol (1966)
- Second Optional Protocol on the Abolition of The Death Penalty (1990)
- International Covenant on Economic, Social and Cultural Rights (1966)
- Optional Protocol (2008)

INTERNATIONAL DECLARATIONS

- Universal Declaration of Human Rights (1948)
- Declaration on the Right to Development (1986)
- Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (1992)
- Declaration on the Rights of Indigenous Peoples (2007)

SAMPLE PETITIONS AND LETTERS

1. Sample Letter to Government Official

[Representative Name]

[Date]

[Representative Office Address]

Dear [Representative Name],

IMPLEMENTATION OF THE PROVISION OF UNSCR 1325 SiLNAP FOR INCREASED INVOLVEMENT OF WOMEN IN PEACEBUILDING AND IN DECISION MAKING PROCESSES

I write to urge your support for the development and implementation of Local Action Plans (LAP) and Province Action (PAP) for enhanced implementation of the Sierra Leone National Action Plan (SiLNAP) on UN Security Council Resolution (SCR) 1325.

Every year, several hundreds of women experience the effects of gender inequities in elective and appointive positions; in recruitment into the Federal, Province and Local civil service, as well as recruitment into the military and paramilitary, but this has to change, if Sierra Leone must meet its commitment to implementation of the UNSCR 1325, SiLNAP.....
.....You may use this paragraph to highlight examples of gender inequalities, including the prevalence of gender-based violence in your country. For example, the ration of men/women in the national, Province and Local Security Committee; the ratio of men/women the parliament; the ratio of men/women as Ministers; the ratio f men/women as senior military and paramilitary officers etc.

The development and implementation of a SiLNAP on UNSCR 1325 can help the ____ government better address both gender representation and violence against women and girls. UNSCR 1325 calls for the increased participation and representation of women at all levels of decision-making; protection of women and girls from sexual and gender-based violence, including in emergency and humanitarian situations; and improved intervention strategies in the prevention of violence against women, including strengthening women's rights under national law and supporting local women's peace initiatives and conflict resolution processes.

List the actions you want your government representative to take here]. Please help us to improve the lives of all ____ through gender equity. Support the development and implementation of LAPs, PAPs, inclusion of more women into elective and appointive positions; in the civil service; as well as in the military and paramilitary.

Sincerely,

While we await your kind response, please accept the assurances of my highest regards.

[Your Name and Address]

2. Sample Petitions

[Recipients Title]

[Date]

[..... Parliament]

[Address.....]

Dear Honorable Speaker,

URGENT PLEA FOR SUPPORT FOR THE PASSAGE OF THE VAPP LAW AND CHILD RIGHTS ACTS IN

I write on behalf of the [.....], an [organization/Group] committed to promoting the well-being and rights of women and young girls. Our mission is to address issues affecting vulnerable populations, and currently, we are deeply concerned about the prevalence of Female Genital Mutilation (FGM), specifically in the local government areas of [.....], and [.....] of Sierra Leone.

FGM, a practice deeply entrenched in the cultural fabric of this district, poses a severe threat to the reproductive health and lives of young girls and women. Regrettably, the consequences have proven fatal for some, as they have been forcefully subjected to this harmful practice. We have encountered instances where mothers, having experienced the adverse effects of FGM, are vehemently opposed to their daughters undergoing the same ordeal. Additionally, in recent times, educated and enlightened young girls, who are aware of the health risks associated with FGM have chosen to reject this cultural norm.

The consequences of resisting FGM are grave, as women and girls who take a stand against the practice often face discrimination and ostracization from their families and peers. It is disheartening to note that despite the evident harm caused by FGM, there is a lack of legislation and punishment for those perpetuating this practice. This legal vacuum allows the continuation of FGM, with some individuals – including men – even profiting from it.

It is against this backdrop that we earnestly implore the Honourable Speaker, to lend your support to the passage of both the Violence Against Persons Prohibition (VAPP) Act and the Child Rights Acts, to safeguard the reproductive health rights and lives of many women and girls. These legislative measures will not only criminalize FGM but also provide a legal framework to punish those who engage in this harmful practice.

We understand the delicate balance between respecting cultural practices and safeguarding the fundamental rights and health of individuals however, we firmly believe that legislative intervention is crucial to fostering a society that upholds human rights and protects its vulnerable members. By championing the passage of these legislative Acts, the Parliament would play a pivotal role in eradicating the menace of FGM and ensuring the well-being of countless women and girls in Sierra Leone.

We appreciate your dedication to public service and trust that you will consider our plea with the utmost urgency. Together, let us work towards building a society that values the rights and dignity of every individual.

Sincerely,

[Your Name]

[Your Title]

[Your Organisation/Group]

3. Sample Petitions

[Recipient's Name]
[The National Chairman]
[ABC123 Political Party]
[Party Headquarters Address]

[Date]

Dear Sir,

URGENT CALL FOR THE IMPLEMENTATION OF AFFIRMATIVE ACTION ON MINIMUM OF 35% REPRESENTATION OF WOMEN IN ALL POLITICAL PARTY STRUCTURES AND POSITIONS

I write on behalf of the [..... Name of Group], an organization dedicated to advancing the rights and inclusion of women in various spheres of society. Our mission is to address issues hindering the participation of women in politics, particularly in [..... Community/Province], Sierra Leone.

It is with great concern that we bring to your attention the longstanding marginalization of women in [..... District/Province] from active political participation. Despite the potential and capability demonstrated by numerous women, various factors continue to impede their involvement in politics, and decision making, leading to a skewed representation that falls short of the principles of democracy.

One of the primary obstacles faced by women in [.....District/Province] is the deliberate failure of political parties to field female candidates. This not only hampers the diversity of political representation but also perpetuates gender imbalances in decision-making processes. Recognizing the importance of inclusivity and diversity in the democratic process, we urge the [Name of political party] to take proactive measures to field and include more women in your party's candidate selection, and party structure.

Furthermore, the occurrence of late-night meetings and the resort to threats, intimidation, and acts of violence, including the reprehensible act of raping family members of the opposition, create a hostile environment that discourages and intimidates women from engaging in political participation and leadership in [..... District/Province]. Such practices not only violate basic human rights but also undermine the principles of democracy and equality.

In light of these challenges, we humbly request the [Recipient's Name] to take a bold step towards fostering gender equality within the party structure. We urge the party to implement an Affirmative Action policy that ensures a minimum of 40% representation of women in all political party positions. This proactive approach will not only enhance the party's credibility but also contribute to building a more inclusive political landscape in [..... District/Province] and beyond.

We believe that by embracing this Affirmative Action, [Name of political party.....] would set a positive precedent for other political parties to follow suit, creating a ripple effect that will contribute to the increased participation and representation of women in Sierra Leone politics. Your commitment to democratic values and the principles of equality is crucial in shaping the future of our nation. We kindly request your support in championing this cause for the good of [..... District/Province] and Sierra Leone at large.

Thank you for your attention to this matter, and we look forward to witnessing positive steps towards a more inclusive political landscape.

Sincerely,

[Your Name]
[Your Title/Designation]

4. Sample Petitions

[Name of Group/Organisation]
[The Inspector General of Police]
[Sierra Leone Police Force]
[Force Headquarters]
[Address.....]

[Date]

Dear Sir,

A PETITION ON INCREASED CASES OF RAPE OF YOUNG GIRLS IN [..... COMMUNITY/DISTRICT] AND A CALL FOR YOUR URGENT INTERVENTION

I write on behalf of the [.....], a non-profit [organization/group] dedicated to promoting justice, equality, and the protection of vulnerable individuals, particularly women and girls. We bring to your attention a matter of grave concern that demands immediate action to safeguard the lives and well-being of women and girls in [..... Community/ District/Province] of Sierra Leone.

Over the past month, there has been a disturbing surge in reported cases of rape within [..... Community/District/Province]. Regrettably, despite the severity of these incidents, there have been no tangible efforts to apprehend and prosecute the perpetrators. This alarming trend has not only created an atmosphere of fear and vulnerability but has also eroded the trust of survivors in the justice system.

We are particularly troubled by the fact that survivors seeking justice have encountered blame and victim-shaming from duty bearers, as well as threat to their lives and families, further discouraging them from pursuing legal remedies. This perpetuates a culture of impunity, allowing perpetrators to evade accountability for their actions.

In light of the above, we respectfully request that you, as the Inspector General of Police, intervene urgently to address this escalating crisis. We implore you to:

1. Initiate immediate investigations into the reported cases of rape in [..... Community/District] ensuring that no perpetrator goes unpunished.
2. Collaborate with local law enforcement agencies, traditional institutions and youth groups to identify and apprehend those responsible for these heinous acts.
3. Implement measures to protect and support survivors throughout the legal process, shielding them from further harm and intimidation.
4. Conduct thorough training for law enforcement officers and duty bearers on handling sexual and gender-based violence cases with sensitivity, empathy, and confidentiality.

The [..... Group] believes that your intervention will not only bring justice to the survivors but also serve as a deterrent to potential perpetrators. We trust that you share our commitment to the protection and safeguarding of the lives of women and girls, and we appreciate your prompt attention to this urgent matter.

Sincerely,

[Your Full Name]

[Your Position]

[Name of Group/organisation]

For Petition Letters, names and signatures of advocates/celebrities need to be attached

[illegible]

REFERENCES

1. APSP Advocacy Toolkit, 2018.
2. UNICEF, New York, 201. Advocacy Toolkit: A Guide to Influencing Decisions and Improve Children's Lives.
3. Carole Mahoney. Grassroots Campaigns, Grassroots Advocacy. www.votility.com
4. 8 Steps in Advocacy. www.Chpca.net
5. What is Advocacy? Support, Empower, Advocate, and Promote (SEAP). www.org.uk
6. Africa Platform for Social Protection (APSP), Advocacy Tool Kit 'Be The Change You Want to See'. 2018. Nairobi.
7. Female Athlete at Start Sprint Race Vector.
<https://www.vectorstock.com/royalty-free-vector/female-athlete-at-start-sprint-race-vector-50220680>
8. Securing Your Family's Future. <https://securingyourfamilysfuture.or.ke/about-syff/>
9. UN Treaties, www.treaties.un.org
10. Women's International League for Peace and Freedom. Women, Peace and Security National Action Plan Development Toolkit. New York. 2013
11. Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action. International Alert. 2004. London. New York. www.international-alert.org
12. Happy and sad young woman
<https://www.istockphoto.com/vector/happy-and-sad-young-woman-gm1062208634-283983911>
13. "From where I stand: "I am among the few women who aspire to a seat in the Adamawa State House of Representatives" | UN Women – Headquarters "
<https://www.unwomen.org/en/news/stories/2018/7/from-where-i-stand-jamila-babuba>
14. Adamawa coalition protests against rape
<https://theperiscopeglobal.com/2020/09/18/adamawa-coalition-protests-against-rape/>
15. Adamawa coalition protests against rape, demands law to castrate rapists.
<https://thenationonlineng.net/adamawa-coalition-protests-against-rape-demands-law-to-castrate-rapists/>
16. 19 reduced to 17 years old Abbati the rapist of a 5 year old girl, is transferred to remand home to evade court case.
<https://theperiscopeglobal.com/2019/09/11/19-reduced-to-17-years-old-abbati-the-rapist-of-a-5-year-old-girl-is-transferred-to-remand-home-to-evade-court-case-informan/>
17. Winds of Change: Female Political Aspirants in Adamawa State, Nigeria. NDI.
<https://www.ndi.org/our-stories/winds-change-female-political-aspirants-adamawa-state-nigeria>
18. Four Women Inaugurated as Ward Heads In Adamawa.
<https://www.icirnigeria.org/four-women-inaugurated-ward-heads-adamawa/>
19. Female Traditional Title Holders, Women Leaders, Wives of Traditional and Religious Leaders Meets on the Implementation of UNSCR 1325, and Passage of the Equal Opportunities Bill in the State.
<http://www.adamawadailyreports.com/2018/07/news-update-female-traditional-title.html>
20. <https://www.projectsmart.co.uk/smart-goals.php>
21. <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>
22. <https://fitsmallbusiness.com/smart-goals-examples>
23. Sensitization Workshop on Equal Opportunity Bill (Geob) For Media Executives, Media Personnel And Other Stakeholders In Adamawa State In Progress At Eagles-Path Hotel, Yola.
<http://www.adamawadailyreports.com/2017/08/photo-newssensitization-workshop-on.html>
24. ADSHA to Pass Bill on Gender Equal Opportunities,
<http://www.adamawadailyreports.com/2016/12/news-adsha-to-pass-bill-on-gender-equal.html>

