ICPD and Advocacy Training
South, East and Southeast Asia
Bangkok, Thailand
November 24th to 27th, 2008
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### Abbreviations Used

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>APCRSRH</td>
<td>Asia Pacific Conference on Reproductive and Sexual Health and Rights</td>
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<td>ICPD</td>
<td>International Conference on Population and Development</td>
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<td>ICPD PoA</td>
<td>ICPD Programme of Action</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>SRR</td>
<td>sexual and reproductive rights</td>
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<td>YC</td>
<td>Youth Coalition</td>
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Acknowledgements

The Youth Coalition would like to thank its staff and members of the ICPD task force for their hard work in putting together this workshop particularly, Ariel Gonzalez Galeano, Emily Turk, Neha Sood, Rosario Castro and Vincent Miranda Abrigo. We would also like to thank our donors – the Dutch Government, Ford Foundation, Population Action International (PAI) and the United Nations Population Fund (UNFPA) – for their generous support and confidence in our work. Lastly, we would like to thank the staff and management of the Royal Princess Larn Luang, Bangkok, Thailand for providing comfortable conditions for the workshop to be conducted in.

Introduction

The year 2009 marks the 15th year anniversary of the ICPD Program of Action. Since it was approved and adopted, countries around the world have all made progress towards achieving its goals. However, much still need to be done. Fifteen years since, the ICPD Programme of Action (PoA) is more relevant than ever. There is still a large gap between the sexual and reproductive health needs of young people and the education and services provided. Despite the number of countries supporting the ICPD PoA, there is still the growing threat of cultural fundamentalism, stigma, discrimination and violence. There is a need to be continuously vigilant and see that the gains of the ICPD will not go disregarded in history or, worse, reversed.

State progress on commitments made in the ICPD PoA is monitored every five years through a review process, and there will be a massive review in 2014, twenty years since the Conference, by when the PoA is meant to be achieved. For the Youth Coalition (YC), the ICPD reviews are key processes as it is precisely from one of these processes that the YC was created. During the ICPD@5 review process in 1999, young people came together to raise awareness about the unmet needs of young people worldwide, as well as build political support for progressive youth SRH policies and programs at the international, regional and national levels. It was here that a group of young people decided to create a coalition that would advocate for young people’s SRR as well as build other young people’s activities to do the same.

Since then, YC was actively involved in the ICPD@10 review process in 2004. The YC organized regional youth trainings in collaboration with partner organizations prior to the regional ICPD review meetings with the main objective of building the capacity of young advocates to ensure that the outcomes documents included progressive language that promotes young people’s right to SRH. This
proved to be highly successful, achieving concrete impact on the outcome of
the processes.

Today, the ICPD faces a great challenge especially for countries to reaffirm and
keep their commitments after 15 years. The rising threat of fundamentalisms
threatens all the successes that the ICPD has gained. It is for these reasons that
the YC has decided to get involved in the ICPD@15 process as well, as this
review is being regarded as the essential one to determine the necessary
actions to ensure a successful implementation of the ICPD PoA. Furthermore, of
the five key areas outlined for the ICPD@15 process, one is with regards to
focusing on the needs of young people, thus Youth Coalition fulfills a specific
advocacy niche during the review.

YC Plans for ICPD@15

In addition to participating in and advocating at regional review processes and
an international meeting commemorating ICPD@15, YC planned to organize
two regional youth training workshops on ICPD, Sexual and Reproductive Rights
and Advocacy. The objectives of these workshops were:

1. To educate young activists on the ICPD PoA
2. To share experiences and strategies of the ICPD PoA and national level
   advocacy
3. To train young people how to use the ICPD PoA to hold their national
government accountable for commitments made

Each workshop is designed for 15 to 20 participants, and the first regional
workshop was planned for South, East and Southeast Asia (India, Pakistan,
Bangladesh, Bhutan, Maldives, Sri Lanka, Nepal, Cambodia, Thailand, Vietnam,
Laos, China, Malaysia, Mongolia, Indonesia, Taiwan, Philippines, East Timor,
Brunei, Singapore, Japan, North and South Korea). The workshop was held in
Bangkok, Thailand from November 24 to 27, 2008. Ariel Gonzalez Galeano, YC
member from Paraguay and Neha Sood, YC member from India facilitated the
workshop. Rosario Castro, Program Officer at the YC provided coordination and
logistics support leading up to the workshop, and Emily Turk, Communications
and Outreach Officer at the YC provided similar support at the workshop.

Workshop Preparation

A call for applications to participate in the workshop was disseminated during
the first week of September 2008. This was posted on various list serves including
the YC NEWS list, as well sent to members’ individual contacts in the region. Over
200 applications were received by the office, from which Rosario Castro short
listed 25 applications. The ICPD task force then examined these applications
and selected 19 of them to participate in the workshop based on a tally of task
force members’ selections. Closer to the workshop, one participant informed that she would not be able to attend. The list of the final 18 participants is appended with this report. With five weeks to go before the workshop, Rosario arranged participants’ travel, accommodation and other logistics.

Letters of interest towards facilitating the workshop were invited from YC members during early September 2008. Ariel Gonzalez (Paraguay) and Vincent Abrigo (Philippines) were selected by the Board of Directors. Closer to the workshop, Vincent informed that he would not be able to make it to the workshop. The YC Board of Directors asked Neha Sood (India) if she would be available to facilitate the workshop considering that she is part of the ICPD task force and from the region. Thus Ariel and Neha were the final facilitators for the workshop.

Ariel developed the agenda for the workshop and the ICPD task force gave inputs on it. Vincent collected materials that would form essential readings for the workshop participants, and the rest of the task force also contributed to this. These were emailed to participants ten days before the workshop with a request to familiarize themselves with these.

**Workshop Details**

The four day workshop was designed to start with basics (gender, sex, sexuality, sexual and reproductive rights, UN documents and meaningful youth participation). This was followed by an introduction to ICPD, analysis from the lenses of youth rights and sexual and reproductive rights (SRR), monitoring and links with Beijing and MDGs. Next, the workshop focused on advocacy concepts, strategies and planning. The participants then developed action plans for advocacy to demonstrate their grasp of SRR, the ICPD PoA and advocacy concepts.

The workshop used a mix if teaching methods such as PowerPoint presentations, interactive exercises, discussions, group work and lots of energizers! At the end of each workshop day, we asked participants to complete an anonymous evaluation in order to adjust accordingly our sessions and improve our facilitation for the following day.
DAY 1

The first training day started with welcoming words for participants focusing on the idea that participants are the protagonists and the training is made for them but at some points it would be made by them, since everyone will share their experiences and will learn from each other.

Afterward, each participant briefly introduced them self to the entire group, and a game was played called “building names.” In this activity, each person gives their name and an adjective beginning with the same letter. Every person thereafter must repeat all of the names and adjectives that have come before them; some examples: Amazing Ariel, Naughty Neha, Joyful Joana, Fabulous Fahd, and so on.

Later, the group created ground agreements for the workshop, which included: punctuality, respect, active participation and having fun! Following this session, participants shared their expectations and gave brief information about their organization and/or work they are doing at the country level.

After this, the facilitators shared the objectives of the workshop with the group, and together analyzed whether they could accomplish the participants’ expectations or not; fortunately, all expectations matched perfectly with what the facilitators were going to develop during the workshop.

Soon after, the facilitators presented the participants with some information about the Youth Coalition: its objectives, areas of work and current activities; this session also helped the participants to better understand the YC’s structure.

The next session was about basic sexuality concepts like gender, sex, sexuality, sexual orientation, sexual identity and gender identity. Participants engaged very well with the exercise of discussing what is culturally meant for women and men, what roles are expected and also, defining and understanding sexual orientation and sexual identity.

After having a common understanding of these concepts and terms, we started the session about sexual and reproductive rights where participants were asked to develop their own lists of sexual rights and reproductive rights and explain these. As well, during this session some lists already created by different organizations were shared and some
international agreements and concepts were introduced.

Linking this session, an exercise was conducted called “SRR Timeline” where participants wrote on post-it notes any crucial moment on history that helped or marked a difference for SRR. The entire group then reviewed the timeline, added some activities and analyzed how paradigms changed across the time; at the end the facilitators reflected about regional and international perspectives of SRR, major discussions and current challenges.

Later on, a game was played called “mixed basket”; making a circle, where all participants were assumed to be fruits and each time the facilitator said “orange” and pointed out a “fruit” (participant), they had to say the name of the person on their right; and each time the facilitator said “apple” and pointed out a “fruit” (participant), then they had to say the name of the person on their left. When “mixed basket” was said, all participants had to change places and the facilitator would again start mentioning either orange or apple and pointing out one participant at a time. The facilitator should talk fast, so names confusions could happen. Through this activity participants can have fun and also memorize the others participants’ names.

The next session was about Treaties, Conventions and Declarations, the definition of each document, the legal implications for countries and most important ones related to SRR.

To finish the first day, the facilitators started the last session about Youth Participation; three groups were made and each one was asked to enact a situation; one where young persons were not consulted at all and ignored completely (group 1), another one including young people without opportunity of fully participation, depicting tokenism (group 2) and a last one where young persons were consulted fully, depicting meaningful youth participation (group 3). Later on, the group discussed the importance of meaningful youth participation in processes that affect their lives and how they can do this at national, regional and international levels. The participants enjoyed this exercise immensely as it allowed them to be creative and also clearly demonstrated what needs to be advocated for and what is unacceptable.
DAY 2

Day 2 started with reviewing the recommendations received from the participants at the end of day 1: most of them wanted more energizers, so the facilitators agreed that more energizers will be conducted throughout the day. Many also expressed that they enjoyed the group work and enactment exercise, and wanted the group work to continue.

The first session was about ICPD Programme of Action. Participants were given a short introduction of the Cairo Conference in 1994, the prior processes and the main outcome: Cairo Programme of Action. They were then divided into groups, asked to read excerpts of the PoA and analyze these from the lenses of SRR and youth rights. This included commenting on what language is favourable or can be changed or improved to better reflect young people’s issues, and how the document could be used in daily work in regards to SRR of young people.

The exercise covered almost all the morning and after the analysis, each group shared with the entire group their comments, thoughts and/or recommendations and received feedback from everyone.

After lunch an energizer was conducted called the “ICPD Train” where the participants were divided into three groups and each group had to stay together like a human train; the head of each train had to protect their “train” and at the same time had to pull “the tail” (a flag) off the last person of the other train. The group that remains together and gets “the tail” of the other train, wins. Groups were given a few minutes to develop a strategy on how to protect their own “tail”; and how to get one from the other “train.”

This game was a lot of fun, and after getting back to the meeting room the group briefly discussed how difficult it is to work on SRR all together, how important it is to develop a strategy for
pursuing collective objectives, and at the same time, how relevant is to protect ourselves from losing sight of our original goals while pursuing a specific objective.

The next session was about ICPD Monitoring Process, how it works and how it can be influenced on difference levels. Then, the facilitators shared some main outcomes from ICPD+5 and ICPD+10 in regards to the participants’ countries, some improvements and some challenges. Also, they described the current scenario for ICPD+15 internationally, with a focus on Asia. Next was a session including information on Beijing and the MDGs, a brief overview of the processes, the importance for SRR, and how all these documents are linked with the Cairo Programme of Action.

Later on, a game was played called “house and people” where participants were divided in groups of three persons, two of them holding hands and acting as “houses” and the persons in between being the “people”; every time the facilitator said “house”, the “houses” searched for other “people”; every time the facilitator said “people”, the persons in between “houses” searched for another house. And when “earthquake” is called all of them must create new groups of three persons – “houses” with people in them.

Afterwards was the last session on governments’ accountability, what is understood by it, how and what can be advocated for in regards to SRR. Participants shared interesting experiences and ideas. For this session the facilitators conducted a game of quick question/answer and those with realistic and well-justified answers got chocolate. The facilitators asked, ‘what would you ask for in regards to SRR to: your President/Prime Minister, your Minister of Health, your Minister of Education, your University Dean, the Association of OBGYN, your Hospital Director’, and so on.

DAY 3

The third day was entirely focused on Advocacy; of course before starting, the facilitators reviewed the previous day’s evaluations where most participants liked the energizers and wanted more group work like the analysis of Cairo Programme of Action.
The facilitators started with some definitions, concepts and common strategies related to advocacy and linked some of these with the ideas shared the day before. Participants were constantly inputting and sharing their own experiences and at the same time asked a lot about regional and international advocacy so the facilitators shared some of the YC’s experiences.

Next, the facilitators shared Advocacy Tips, based on their experience and from some advocacy manuals. Later, they introduced to participants two main advocacy tools: the one minute message and the power map. First, the facilitators explained the one minute message (appendix 3), its parts and its utility. Participants were divided into groups and asked to develop their own message, then share it with the entire group.

After this exercise, participants were divided into three groups, according to their country proximities and the facilitators explained the power mapping tool (appendix 4), why it is important and how to use it. The small groups then developed their own power maps and presented these to the entire group.

The facilitators then shared some tips on how to communicate with the media, and the next session was about dealing with opposition; the facilitators shared tips and suggestions, and the participants also shared their own experiences and strategies on dealing with conservative groups. It was a very interesting session which reinforced that working on SRR has some common challenges in almost every culture.

Next, the facilitators gave a short introduction to Advocacy Action Plans and shared a format for its preparation, describing its parts and how to use it. They let participants know that the next day they will develop their own Action Plans, but mostly the exercise will be to review their understanding of SRR, ICPD, advocacy and how they think an action plan can be implemented.

To finish the day, the parking lot was reviewed. Participants wanted to discuss culturally sensitive advocacy strategies and also advocacy in local languages. The facilitators shared some of their experiences, but as well, participants mentioned their own thoughts and ideas on how this can be developed.
DAY 4

The last day was really productive, however it is important to mention that this morning it was learned that the main Bangkok international airport was closed and there was no information on when it would be open again. So, many participants and of course our own logistics coordinator were slightly pre-occupied with calling country embassies, airline companies and trying to find a solution. However, participants remained interested in the last day’s sessions and participated actively.

As mentioned already, this day was for participants to develop their own Action Plans. The facilitators explained again that this exercise was meant for participants to demonstrate their understanding of ICPD, SRR, advocacy and how an Action Plan can be implemented. Participants reconvened in three groups according to their countries proximities.

Facilitators again shared a sample format for developing an action plan (appendix 5) with the following components: advocacy issue, goal and objectives; then: activity, audience, person responsible, expected outcome, outcome achieved and documentation of results. Participants were asked to list as many activities as would be required to achieve the advocacy goal.

Participants prepared interesting ideas of issues and activities, and shared their action plans with the entire group. Interesting discussions were had – for instance, how an advocacy process could be documented and the difference between outcome achieved and impact. As well, the ‘audience’ topic was subject to discussion and clarification.

Although this session was prepared mainly for learning and not planning purposes, participants shared that with this exercise they realized how complicated it is to put in practice what was discussed throughout the entire training, but were really thankful that their mistakes were inside the training and not in real life. So, participants found the exercise very interesting and productive.

Follow Up

At the end of the last day a discussion was facilitated on how to move forward after the training. Here are the participants’ ideas of what
they would like to do individually and as a group:

1) Take perspective and knowledge back to their work.

2) Share with colleagues.

3) Create a googlegroup and remain in contact to share information and future planning on regional advocacy.
   [This group has been created (ICPD_Youth@googlegroups.com). Participants are using it to share their local work and experience, discuss regional and global opportunities and strategize towards these. For example – one participant from Sri Lanka shared a statement for inputs to send to his Minister of Health.]

4) Create a group on Facebook (an online community).
   [This has been created and besides keeping in touch, participants share views and information. For example – one participant from Pakistan shared her thoughts in regards to Sexuality Education for Children and the other training participants commented on it.]

5) Replicate the workshop in their countries. Participants asked if they could use the power point presentations made during the workshop elsewhere. The facilitators said yes and mentioned that they would like to know when and where the participants would use these; they also offered technical support.
   [The participant from Sri Lanka used one of the PowerPoint presentations from the workshop to make a presentation on ICPD and advocacy at a workshop. He has been invited to make it again at another workshop.]

6) Participants mentioned that there would be a Youth Committee for the Asia Pacific Conference on Reproductive and Sexual Health and Rights (APCRSHR) in 2009; they will be in touch to see how they can input and/or participate in it.

7) One participant from Philippines mentioned that she will share what happened in this training with the participants of the UNFPA Global Youth Advisory Panel and bring back to the group any information she learns there.

8) For other regional conferences and meetings (9th ICAAP, UN CPD Meeting, UN Commemoration Meeting, etc, etc) participants and facilitators will be in touch through the googlegroup to see what can be done.
Participants are already following up on many of the suggested ideas as well as sharing information and views with each other. Ariel and Neha are both members of the googlegroup and share relevant information and opportunities for participants to use advantageously. For example – Neha shared with the group the call for recruitment to the Youth Committee for the APCRSHR.

**Evaluation and Closing**

After the session on moving forward, the facilitators asked participants to reflect on what they learned during this training and had a quick brainstorming session. Following this, participants filled out a questionnaire to evaluate the workshop. These evaluations will be helpful for the YC’s ICPD task force to plan the next ICPD and advocacy regional training scheduled for mid-2009.

At the very end of the day, facilitators distributed to participants CDs containing PowerPoint presentations made during the workshop, workshop agenda, list of participants and their email addresses, YC publications and external resources, a certificate for each participant and pictures of the training.

**CONCLUSION**

Participants shared in their evaluations that they found the workshop useful for learning about the ICPD and Beijing processes, the MDGs, the relevance of these, how they link together and how these can be used to shape programs and advocacy. They expressed that bringing together participants from different countries in the region made the workshop richer as they learned of the situation in different countries and also diverse interventions being implemented. They also found the workshop very interactive and appreciated that participants were given ample opportunity to ask questions, express their views and share their own experiences.

They shared that the CD distributed with workshop presentations and external resources was a very good idea. One participant suggested that it may be worthwhile to consider adding a day to the workshop and going through the topics slower with more illustrative exercises such as role plays, and analytical exercises as these provided for better learning. Most importantly, many participants shared that the workshop process was inspiring and after the training they were more motivated to work on reproductive and sexual health issues and advocacy.

For the Youth Coalition, this workshop has been a rewarding process. Through this workshop it has gained eighteen partners in the South, East and Southeast Asia region, and plans to continue working with them in the future, particularly
on ICPD@15 review related processes such as the Asia Pacific High Level Meeting, the commemorative event at the UN General Assembly session in New York, and the APCRSHR this year.
# ICPD Workshop Agenda

**Bangkok, Thailand**  
November 24th – 27th 2008

## DAY 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>09:00 – 09:10</td>
<td>Welcoming words</td>
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<tr>
<td>09:10 – 09:30</td>
<td>Participants Introduction, Game “Name Building”</td>
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<tr>
<td>09:30 – 09:35</td>
<td>Workshop grounds agreements</td>
</tr>
<tr>
<td>09:35 – 10:00</td>
<td>Objectives of the workshops and overall look at the agenda</td>
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<tr>
<td>10:00 – 10:15</td>
<td>Participants Expectations</td>
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<tr>
<td>10:15 – 10:30</td>
<td>Introduction to the YC</td>
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<tr>
<td>10:30 – 10:45</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>10:45 – 11:30</td>
<td>Basic Concepts on Gender, Sex, Sexuality</td>
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<tr>
<td>11:30 – 12:30</td>
<td>Sexual Rights and Reproductive Rights – Concepts &amp; Challenges</td>
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<td>12:30 – 14:00</td>
<td><strong>LUNCH</strong></td>
</tr>
<tr>
<td>14:00 – 15:30</td>
<td>SRHR Global and Regional Perspective</td>
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<td>15:30 – 15:40</td>
<td>Energizer “Orange and Apple”</td>
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<td>15:40 – 16:45</td>
<td>Treaties, Consensus Documents and Declarations; Major ones for RSHR and Case Studies</td>
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<tr>
<td>16:45 – 17:00</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>17:00 – 18:00</td>
<td>Meaningful Youth Participation</td>
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<td>18:00 – 18:05</td>
<td>Evaluation of the Day</td>
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## DAY 2

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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>09:00 – 09:15</td>
<td>Review of the previous day evaluation</td>
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<tr>
<td>09:15 – 10:30</td>
<td>ICPD Program of Action</td>
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<tr>
<td>10:30 – 10:45</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>10:45 – 12:30</td>
<td>ICPD Program of Action – Presentation</td>
</tr>
<tr>
<td>12:30 – 14:00</td>
<td><strong>LUNCH</strong></td>
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<tr>
<td>14:00 – 15:00</td>
<td>ICPD Monitoring</td>
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<td>15:00 – 15:45</td>
<td>Beijing and MDGs</td>
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<td>15:45 – 16:45</td>
<td>Current International and Regional Scenarios for ICPD+15</td>
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<tr>
<td>16:45 – 17:00</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>17:00 – 18:00</td>
<td>Governments’ Accountability</td>
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<tr>
<td>18:00 – 18:05</td>
<td>Evaluation of the Day</td>
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## DAY 3

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<th>Time</th>
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<tr>
<td>09:00 – 09:15</td>
<td>Review of the previous day evaluation</td>
</tr>
<tr>
<td>09:15 – 10:00</td>
<td>Advocacy – Concepts – Strategies</td>
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<tr>
<td>10:00 – 10:30</td>
<td>ADVOCACY – Examples</td>
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<tr>
<td>10:30 – 10:45</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>10:45 – 11:15</td>
<td>Advocacy Tips</td>
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<tr>
<td>11:15 – 12:00</td>
<td>One Minute Message</td>
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<tr>
<td>12:00 – 12:30</td>
<td>One Minute Message – Presentation</td>
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<tr>
<td>12:30 – 14:00</td>
<td><strong>LUNCH</strong></td>
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<td>Time</td>
<td>Activity</td>
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<tr>
<td>14:00 – 14:15</td>
<td>Energizer</td>
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<td>14:15 – 14:45</td>
<td>Power Mapping</td>
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<tr>
<td>14:45 – 15:15</td>
<td>Power Mapping – Presentation</td>
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<tr>
<td>15:15 – 15:45</td>
<td>Tips for Communication with media</td>
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<tr>
<td>15:45 – 16:45</td>
<td>Dealing with Opposition</td>
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<td>16:45 – 17:00</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>17:00 – 17:30</td>
<td>Advocacy Action Plans</td>
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<td>17:30 – 18:00</td>
<td>Parking Lot</td>
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<tr>
<td>18:00 – 18:05</td>
<td>Evaluation of the Day</td>
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<td><strong>DAY 4</strong></td>
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<tr>
<td>09:00 – 09:15</td>
<td>Review of the Previous Day Evaluation</td>
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<tr>
<td>09:15 – 09:30</td>
<td>Energizers</td>
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<tr>
<td>09:30 – 10:30</td>
<td>Prepare Action Plans</td>
</tr>
<tr>
<td>10:30 – 10:45</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>10:45 – 11:45</td>
<td>Prepare Action Plans II</td>
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<tr>
<td>11:45 – 12:30</td>
<td>Present Action Plans and Comments</td>
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<tr>
<td>12:30 – 14:00</td>
<td><strong>LUNCH</strong></td>
</tr>
<tr>
<td>14:00 – 16:00</td>
<td>Present Action Plans and Comments II</td>
</tr>
<tr>
<td>16:00 – 16:45</td>
<td>Brainstorm on Follow up and Moving Forward</td>
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<tr>
<td>16:45 – 17:00</td>
<td><strong>BREAK</strong></td>
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<tr>
<td>17:00 – 17:15</td>
<td>Workshop Recap</td>
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<tr>
<td>17:15 – 17:45</td>
<td>Reflections on the Training</td>
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<tr>
<td>17:45 – 18:00</td>
<td>Written Evaluation</td>
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The One-Minute Message

• 1 Statement +
• 1 Evidence +
• 1 Example +
• 1 Action desired

__________
= 1 minute message
Power Map Exercise

<table>
<thead>
<tr>
<th>Support</th>
<th>Undecided</th>
<th>Opposition</th>
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</table>


# Action Plan for Advocacy

- **Advocacy Issue**
- **Goal**
- **Objectives (Specific Measurable Achievable Realistic Time bound)**

<table>
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<tr>
<th>Activity</th>
<th>Audience</th>
<th>Person Responsible</th>
<th>Time Line</th>
<th>Expected Outcomes</th>
<th>Outcome Achieved</th>
<th>Documentation of Results</th>
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