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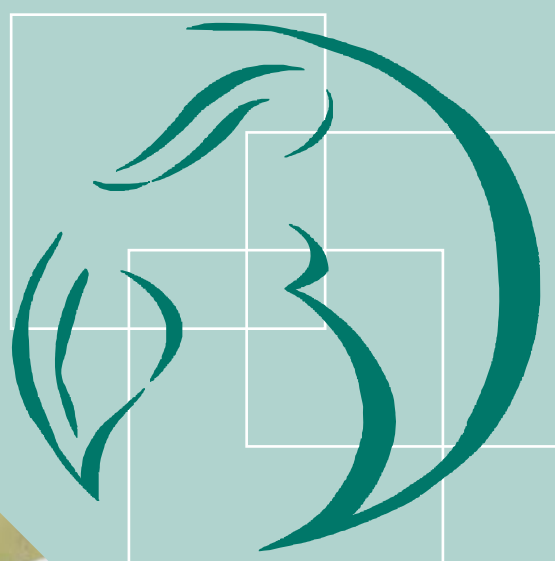
# Maternity Protection Resource Package

From Aspiration to Reality for All

## PART THREE

# Module 14

## Advocacy and awareness-raising on Maternity Protection at work





# Maternity Protection Resource Package

From Aspiration to Reality for All

## Module 14: **Advocacy and awareness-raising on Maternity Protection at work**



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# Module 14:

## Advocacy and awareness-raising on Maternity Protection at work<sup>1</sup>

Advocacy for maternity protection is a long-term process and organizing advocacy and awareness-raising activities to gain support for maternity protection involves several steps. There is no single model for advocacy and awareness-raising campaigns; every campaign may have a different starting point, may shift back and forth between steps, may skip some steps altogether, and/or may repeat cycles over time.

### Key contents

This module provides guidance and tools for organizing advocacy and awareness-raising activities. The following steps are covered:

- ➡ Identifying the issue and the groups affected/involved
- ➡ Identifying and developing potential solutions
- ➡ Identifying the audience
- ➡ Identifying decision-makers and anticipating their response to the proposed solutions
- ➡ Building alliances
- ➡ Crafting the message
- ➡ Determining the methods
- ➡ Monitoring and evaluating actions and progress

<sup>1</sup> This module draws on: the experiences of International Baby Food Action Network (IBFAN) groups in Africa, which held training and planning sessions on Maternity Protection in 2001 and 2002; the expertise of the ILO Training Centre in Turin, Italy, on training and communication; the experiences of ILO headquarters and field specialists working with constituents and other stakeholders on maternity protection; and the following specific sources:  
ILO: *ILO Media Handbook* (Geneva, 2003).

—: *Guide to communicating Decent Work* (Geneva, 2008).

International Confederation of Free Trade Unions (ICFTU), Public Services International (PSI) and Education International (EI): *Maternity Protection ILO Convention No. 183: A new standard for a new century* (France, 2001).  
Maternity Protection Coalition (MPC): *Maternity protection campaign kit: A breastfeeding perspective* (Malaysia, 2003, re-edited 2008).

## The advocacy process: Key steps

### 1. The issues

- Identify the advocacy groups and engage them in the process.
- Research the problems and issues in the national context, discuss the aims and aspirations and identify national, subregional and international evidence to support the case for change.
- Prioritize the issues and work with the advocacy group to select a single focus for the planned advocacy actions.

### 2. The solutions

- Explore a range of possible solutions with the group.
- Examine the feasibility of the proposed solutions.
- Identify the objectives and outcomes.

### 3. The audience

- Identify the decision-makers: who has the power to implement your proposed solution?
- Anticipate the attitudes and responses of these decision-makers to your solution.

### 4. The alliances

- Identify allies. Who else is likely to share your interests?
- Agree joint actions. Be clear about who will do what. Share information, media plans and messages.
- Identify your wider range of stakeholders including opponents and consider what their strategies may be.

### 5. The message

- Be clear and concise.
- Provide evidence to back your case.
- Ask your audience to take action.
- Be specific about what you want to happen and your timescales.

### 6. The methods

- What are the most effective tactics for reaching your audience?
- What are their media preferences and which tools can reach them most effectively?

### 7. Monitoring and evaluation

- Follow up on agreed actions.
- Evaluate the outcomes of your advocacy campaign.
- Decide what the next steps are for future action.



## Identifying the issue

**Identify the issue** – Identify the group(s) affected by the issue and engage them in the advocacy process

- Research the problems and issues in the national context, discuss the aims and aspirations and identify national, subregional and international evidence to support the case for change.
- Prioritize the issues and work with the group to select a single focus for the planned advocacy actions.

To prepare for an advocacy campaign, it is important to start by identifying the group(s) affected by the issue and engaging them in the advocacy process. Another initial step is to research problems and the issues in the national context, discuss the aims and aspirations of the group, and identify evidence that supports the case for change. A rapid national assessment can help to decide where to focus efforts for the greatest effect. Rapid assessments can be followed by more in-depth surveys and analyses of maternity protection, in terms of legislative provisions, as well as surveys of workers and employers, to understand issues relating to the implementation and enforcement of existing provisions. For tools on assessing maternity protection at the national level, see **Modules 12 and 13**.

An advocacy campaign should prioritize the issues and select a focus. To help with this, tools such as SWOT and PESTLE analyses can be useful. A “Strengths, Weaknesses, Opportunities and Threats” (SWOT) analysis can help to identify where action might be most effective (see **Box 14.1**). For instance, breastfeeding advocates in Sweden, where maternity and parental leave policies are considered to be among the most progressive, found that gender discrimination in the workplace was still an issue that could attract the attention of trade unions, women’s groups and the media. In some countries, the best strategy might be to emphasize improved maternal and newborn health outcomes from maternity protection, while in others it might be its economic and business case. Human rights-based arguments should always form some part of advocacy campaigns on maternity protection.

## Box 14.1 SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses are effective tools for self-evaluation and assessing future potentials. In the context of complex situations, it helps to identify and extract those issues that may have the strongest impact.

SWOT objectives are: to provide an overview of strengths and weaknesses that have shown up in the past; to elaborate an assessment of future potentials; to provide a basis for further analysis and planning (see **TOOL SHEET 14.1**).

Key questions to assist in developing the analysis are:

- What has been done well in the past?
- Where could the available competencies and knowledge be successfully applied?
- What went wrong in the past?
- Which competence has been lacking or could not be applied successfully?
- What can be learned for the future?
- What are good opportunities in the future?
- Which obstacles will be faced?
- Are there obstacles that can potentially undermine the whole process?

Source: FAO: *Participatory processes towards co-management of natural resources in pastoral areas of the Middle East* (Rome and Palmyra, 2003), Module II, pp. 54-56.

A **PESTLE** (Political, Economic, Social, Technical, Legal and Environmental factors) analysis can help with categorizing, analysing and prioritizing the problems and issues gathered in the research process. The PESTLE analysis tool is widely used in planning future actions. It is a method of categorizing data collected about some of the key factors that might impact on the decisions about maternity protection at work.

**POLITICAL** – The first aspect of pestle examines the political landscape and what that might mean. In the context of maternity protection, we are talking about both national and local politics, as well as the politics of the stakeholders: who has the most power/influence, who is in favour, who makes the decisions and what do the decision-makers think about the issues? The global/international/regional levels may also be of importance and questions should also be related to those political dimensions.

**ENVIRONMENTAL** – Are there any environmental issues (such as national or local circumstances) that might have an impact or provide an opportunity to raise the issues of maternity protection and rights?

**SOCIAL** – As it suggests, ‘social’ covers any aspect related to people. What national support is there for addressing maternity protection? How can that be harnessed and translated into local support? Who are the key players to bring into a campaign? How can we mitigate any negative social views?

**TECHNICAL** – This relates to the technical aspects of maternity protection, drafting of legislation, understanding the issues, turning complex ideas into simple and concise messages.

**LEGAL** – What is the current legal position, what is the process to amend this, who can take a lead in this?

**ECONOMIC** – What is the economic impact of maternity protection? If there is lack of awareness or misinformation about maternity protection, how can this be addressed?

Using the table available in **TOOL SHEET 14.2**, it is possible to identify the key issues that are likely to impact on maternity protection and rights.

## Identifying the solutions

### Identify and develop the potential solutions

- Explore a range of possible solutions with the group.
- Examine the feasibility of the proposed solutions.
- Identify the objectives and outcomes.

Based on a comprehensive assessment of key gaps and opportunities using the methods above, it should be possible to determine a set of solutions; the PESTLE analysis and the SWOT analysis can provide insight into their feasibility.

The group now needs to decide how to focus its efforts and resources to target its campaign and identify its short-, medium-, and long-term objectives and desired outcomes. Campaigns can vary widely. For instance, a campaign's objectives might focus on the following:

- Introducing legislative changes (e.g. widening the scope of a law to cover more women or extending the length or flexibility of maternity leave).
- Working on improving implementation (e.g. improving an existing scheme or proposing a new scheme for financing benefits, or spreading information about health risks and health protection in the workplace to more women, or promoting practical information and measures for continuing breastfeeding upon return to work).
- Raising awareness of existing laws and rights (e.g. sensitizing women and men workers about maternity leave and benefits).
- Promoting ratification of Convention No. 183.

The decision **whether** to move toward ratification and **when** depends on how close national laws come to the standard set by Convention No. 183, and other factors determined by the SWOT and PESTLE analysis.<sup>2</sup> If the action group decides to call for ratification, it should learn about the ratification process (see **Module 5**), and the stages in the ratification process where public comments are accepted. Action plans should consider this process in the timing of efforts to raise public awareness, draw media attention, and mobilize trade unions and others to lobby for political support.

<sup>2</sup> National practices in ratifying ILO Conventions vary. One country may move quickly to ratify and then work to bring their national law and practice into line, while another may use ILO Conventions as a model and target for harmonizing their national law and practice and may view ratification as a later or last step in the process. For more information, see ILO: *Rules of the game: A brief introduction to international labour standards* (Geneva, 2005).

If the group decides that it is more strategic to devote efforts and resources to improvements in legislation, implementation or awareness and action, it is important to examine the different levels of action where efforts should be focused. Depending on the status of the law and the specific political situation in a country, it may be advisable to target improvements in the national law, state legislation, city bylaws or the regulations of an individual enterprise – from the more political to the more concrete.

Another strategy is to focus on a particular sector of the workforce and help to make it a model for others. For example, there may be a strong union, perhaps a nurses' or teachers' union representing many female members. Improving the benefits of this group may lead in the longer term, to improving those of other workers. A shortage of trained workers can motivate employers to offer a better package of benefits. In such conditions, it may be possible for the union to bargain collectively for a model maternity protection agreement. Once one is in place, it can be held up as an example for other unions and employers.

The action group should aim to set realistic goals, whatever the time frame that has been decided. Plans of action are effective tools for setting out the solution, the objectives for the campaign, the desired outputs, and timelines. They can also identify responsibilities. They can also become important tools for developing a shared understanding of the campaign's objectives, and later for evaluating progress. See **RESOURCE SHEET 14.1** for an example of a country plan of action.

## Identifying the audience

**Identifying the audience** has two objectives:

- Identify the decision-makers – who has the power to implement the proposed solution?
- Anticipate the attitudes and responses of these decision-makers to the solution.

In any advocacy campaign, the goal is generally to seek to reach those persons within key audiences who can directly or indirectly implement the proposed solution/objectives. Being clear about the composition of the audience is essential for tailoring messages and materials, among other things. It is essential to define the targeted audience in the early stages of any project.

The optimal way to target an audience can be found through institutional and stakeholder analysis. First of all, it is important to identify the stakeholders and assess the interests and constraints of every party. This can be done via a regularly updated table as follows:

Name of stakeholder group	Characteristics of each stakeholder	Stakeholder analysis		Implications for design
		Motivation	Constraints	

Once this is done, it is possible to produce an institutional map, detailing the relationship between each stakeholder. This map will allow an overview and general understanding of

how to target specific relationships. Once you have this overview, it is possible then to establish a concrete targeting strategy.

For example, if your goal is to improve collective bargaining agreements, it is important to understand the relationship between workers, employers, trade unions and employers' organizations in order to target your awareness-raising campaign effectively. Whether to address workers directly through workplace events, trade unions through lobbying, the general public through mass and social media etc. will depend on the results of your assessment.

Key audiences might include:

- government ministries;
- parliamentarians and other elected officials;
- the private sector;
- employers' organizations;
- trade unions;
- international financial institutions;
- UN agencies and country teams;
- academic institutions;
- foundations;
- civil society;
- women and men workers;
- schools and/or youth groups;
- general public;
- specialized and mass media as well as social media.

## Building alliances

**Building alliances** is essential, especially if the original group is small. It includes the following steps:

- Identify allies. Who else is likely to share your interests?
- Agree joint actions. Be clear about who will do what. Share information, media plans and messages.
- Identify your wider range of stakeholders including opponents and consider what their strategies may be.

In a given country, it is important to know about others working on maternity protection and how they could be called upon to help in advocacy, or how to advocate with them. Contacting relevant groups, collecting information about them, their objectives and activities, and identifying contact persons for discussions on joint activities, are ways to gain knowledge.



A stakeholder analysis can serve to identify core actors and partners for advocating and/or taking action on maternity protection. While there are many potential allies and stakeholders, the principal ones are:

- ILO and other UN agencies (e.g. UNICEF, the WHO, UN-Women), which can provide technical and, at times, other kinds of support for maternity protection.
- Government decision-makers, primarily in the ministries of labour and social security, but also gender equality, health and others.
- Employers, who can provide insights on the practical applications of maternity protection.
- Trade unions, who are key actors in improving workers' rights.
- Civil society groups, such as those working on maternity protection (e.g. WABA, IBFAN) gender equality, women's rights, health and nutrition, etc.

In addition, many other groups and individuals have interests or expertise related to maternity protection and should be considered as stakeholders. They include legal and social policy experts, financiers, statisticians, health professionals and associations (these associations often exist for doctors, nurses, midwives) insurance companies, feminists, breastfeeding advocates, family planning associations, human rights experts and others, according to the priorities. It is also useful to consider sectors and occupations that are particularly relevant, either because they employ large numbers of women or because the concerns regarding maternity protection (or lack thereof) are particularly pressing (e.g. female dominated occupations/sectors, domestic work, sectors that are particularly hazardous to maternity health). National employers' and workers' organizations can play key roles in identifying relevant sectoral organizations of employers and workers.

In working with the stakeholders, it is important to remember that not all may be currently working on or promoting this issue. It will be useful to share the action group's findings about existing problems and issues and to highlight messages to the stakeholders on why maternity protection is important (see **Module 3**).

The term stakeholder has become very common. It can be misleading if it is used to describe all stakeholders as a homogeneous group. The reality is that stakeholders can be classified in many different ways and it is only through a process of classifying stakeholders that the value of stakeholder analysis becomes clear. There are many ways to classify stakeholders. **TOOL SHEET 14.3** offers an example of a stakeholder analysis table. Here follows eight stakeholder categories, to which others could be added. See **Module 4** for more information on key stakeholders in maternity protection at work.

### Buyers

They are people who are 'in the market' for new ideas. Those who buy readily can be very useful, even if they tend to forget who they bought it from. Buyers are interested in change and innovation.

## Allies

An ally is somebody who supports your proposals and ideas. They may see that you have common interests. They may not always agree with you, but you might find your values are similar and therefore you approach issues and ideas in a similar way.

## Friends

Friends are people who will support your agenda because they like you. Friends make more of an emotional commitment than an ally.

## Opponents

Opponents are people or groups who do not like or agree with your general proposals, position and ideas. It may be that they have an agenda of their own. It is not so much where they stand, as why they stand there. The opponent can be seen as the negative equivalent of an ally. However, understanding why people are opponents can also identify productive ways of moving forward. In terms of maternity protection for example, employers may oppose longer maternity leaves if the national benefits system follows an “employer liability approach” (i.e. employers pay all costs). An advocacy campaign that focuses on moving away from employer liability schemes may bring about a meeting of minds and a common way forward.

## Adversaries

Adversaries will oppose you because they do not like you. Adversaries will oppose you regardless of how good or sensible your suggestions are. The fact they oppose your ideas is enough. They are the negative equivalent of your friends.

## Minders

Minders are well-placed people who will back you, by giving protection and space. It is helpful to understand the basis of the minders’ support. Is it you, or your ideas, or what you stand for?

## Fence-sitters

People who want to wait and see. The key question is: ‘What will it take to push them over to your side of the fence?’

## Cynics

A cynic is someone who has given up, but who is not silent. Often their experience and value is obscured by their bitter comments. Sometimes when given something important to do, it is possible to win over cynics. For a cynic, it will be important to ensure they can participate and therefore gain some ownership.

It is also important to review the capacities of one’s own group and other groups in terms of previous successes and problems, the amount of time and expertise available and financial resources.

Not all stakeholders can commit to a campaign or are necessarily aligned with the goals of the campaign. Maternity protection may not be a popular issue because some consider it costly or because it is often seen as solely a “woman’s issue”, although this has been changing in recent years. It is important to identify who is aligned with campaign goals and how to steer goals and direct communication and information to secure more stakeholder support. Committees or forums are useful for aligning goals and commitments and steering a campaign in a unified direction (see **Box 14.2**).

### **Box 14.2** Trade union advice on establishing national committees for advocacy and awareness-raising

A forum or a committee can coordinate the building of alliances, the gathering of research, the preparation of information materials and the development of strategies. The local ILO office may be a good resource for useful materials on establishing this type of group.

Depending on national circumstances, the forum could be made up of a cross section of community organizations and prominent individuals, including the main trade union and employers’ organization, women’s advocacy groups, health-care organizations and key international organizations.

Groups to be invited may include women’s rights networks, women’s trade union committees, employers’ associations, the ILO, the WHO, UNICEF, UNFPA, UN-Women, WABA and IBFAN, medical associations, family planning associations, market associations, midwives associations, nurseries and primary school organizations and religious groups. It may also include supportive people from government agencies who can provide technical assistance, particularly those in departments of labour, health and family welfare.

The purpose of the forum could be to:

- Raise awareness about the ILO Convention No. 183 on Maternity Protection and ILO Recommendation No.191.
- Analyze the current situation with respect to maternity protection in the country, including the state of current legislation and collective bargaining.
- Identify the benefits and arguments in favour of the ratification of ILO Convention No.183.
- Propose awareness-raising and lobbying strategies to improve the level of maternity protection, and pressure the government and parliament to ratify ILO Convention No. 183.
- Draw up a plan of action, with a clear focus relevant to the national situation, including a time frame for the awareness-raising activities and identification of the persons responsible and the level of resources required.

#### **The Maternity Protection Coalition: A coalition for advocating at the international level**

In 1998 several breastfeeding advocacy networks\* joined forces to form the Maternity Protection Coalition. The aim was to participate in the deliberations taking place at ILO level in preparation for a new Convention on Maternity Protection, and to make sure that provisions related to breastfeeding breaks and breastfeeding facilities would be included. The Coalition was present in Geneva in 1999 and 2000 and played a role regarding the wording of the new Convention. While provisions were adopted for breastfeeding breaks, inclusion of wording on breastfeeding facilities in the Convention (rather than in the Recommendation as it now stands) missed by only one vote. Created as a temporary forum in 1998, the Coalition still exists today, campaigning for the inclusion of the informal sector into national legislation, as well as for the ratification of Convention No. 183.

Source: ICFTU/PSI/EI, 2001, op. cit.

\*The Coalition was constituted of the following international breastfeeding networks: IBFAN, ILCA, IMCH (Uppsala, Sweden), The Linkages Project, WABA. For more information, see **Modules 4 and 10**.

## Developing the message

**For messages to be understood and remembered**, the message has to:

- Be clear and concise.
- Provide evidence to back your case.
- Ask your audience to take action.
- Be specific about what you want to happen and what your timescales are.

The groundwork in identifying the issues, solutions, and audiences in the steps above should be sufficient to help prioritize what the key messages should be.

Key messages should include a **primary message** as the point of entry for all messaging under the advocacy campaign. The primary message speaks to all audiences and opens the door to deeper conversations about maternity protection. It is the “hook” for explaining the importance of maternity protection. This message is used frequently and consistently with primary target audiences.

Some existing examples of primary messages for maternity protection campaigns are:

**Decent Work, Decent Life for Women: Making Maternity Protection a Reality**<sup>3</sup>

**Maternity Protection: It is for all of us**<sup>4</sup>

**Paid Maternity Leave: Everyone Benefits**<sup>5</sup>

**Women, Mothers, Workers: Protect mothers’ rights at work**<sup>6</sup>

The **secondary message** takes the primary message further by focusing in on why maternity protection is relevant to the target audience and, unlike the primary message, can be tailored accordingly. An example of a secondary message in a campaign for maternity protection might be:

**Maternity Protection for all:**

**Protecting health. Protecting economic security. Protecting rights.**

**Maternity Rights for Garment Workers: Weaving a Stronger Social Security Net**

**Maternity Protection for the Service sector:**

**More flexible, more productive, a guaranteed win-win**

A **support message** explains some of the important points about maternity protection that can be used in any medium and for any audience. Support messages should be targeted, aligning the campaign with any key issues to which the action group has linked them. For example, the campaign may be linked to women’s rights campaigns in the country, or they may be linked to health campaigns under the Millennium Development Goals (MDGs) on maternal health (MDG 5) or gender equality (MDG 3). An example of a support message in a campaign for maternity protection might be:

<sup>3</sup> International Trade Union Confederation (ITUC): International Campaign for Maternity Protection, <http://www.ituc-csi.org/IMG/pdf/ITUC-materniteGB.pdf> [accessed 20 Sep. 2011].

<sup>4</sup> ICFTU/PSI/EI Campaign for the ratification of C. 183 and R. 191 on Maternity Protection, <http://www.ituc-csi.org/international-campaign-for-the.html> [accessed 7 Sep. 2011].

<sup>5</sup> Australia Services Union Campaign on Maternity Protection.

<sup>6</sup> Campaign for Maternity Protection in Tanzania, please direct communication to ILO.

## Improve Maternal Health: Achieving MDG5 through Decent Work

### Maternity protection for all: A commitment to Universal Human Rights

Support messages can be targeted by issue. Some examples are:

**Human rights:** The right to live free of discrimination and harassment, including at work, is a fundamental human right. Maternity protection is the key to ensuring that pregnancy and maternity do not disadvantage women at the workplace.

**Gender equality:** Maternity protection allows women and their partners to make decisions about their babies and the care of these babies without fear of discrimination or the loss of employment. Many women want to work and even more women have to work to support themselves and their families. Maternity protection supports women and their families in achieving and maintaining their economic independence and empowerment.

**Maternal, newborn and child health:** Protecting women workers during pregnancy, after birth, and throughout breastfeeding enhances women's health and that of the baby. Maternity protection supports the health of the mother and child by preventing and addressing workplace risks, ensuring a period of rest and recovery, and supporting continued breastfeeding upon return to work.

**Social protection:** Protecting women workers during pregnancy, after birth and whilst breastfeeding is good for families too. Protection that ensures job and income security means families can enjoy and treasure the experience of birth and childcare. It also means that decisions about child bearing can be made in an atmosphere free from financial and employment anxiety.

Support messages can also be targeted to specific audiences. For example:

**Governments:** Women's paid work contributes significantly to economic growth in all societies. Protecting maternity at work allows women to carry out their biological role of bearing and nursing children while maintaining their productive roles as workers, and ensures that women can continue to contribute to a country's economic growth. Maternity protection supports the development of a healthy population and benefits everyone in society.

**Employers:** Maternity protection helps to make reproduction in the workforce a collective responsibility, thus relieving businesses from bearing the costs. It also helps employers to maintain experienced, skilled and valued employees. Employers who consider their employees as an investment (in terms of their skill, knowledge and experience) want them to continue working for them. Maternity protection will assist women to make the decision to return to work. An employee who is valued by an employer is a more effective and productive worker.

**Trade unions:** The principle of equal opportunity and treatment risks being undermined unless it is recognized and firmly defended – including maternity protection for women workers. Trade union organizations need to assume their full responsibility for defending, protecting and promoting the specific rights of women, who constitute an increasingly large percentage of their membership.<sup>7</sup>

<sup>7</sup> Trade union message taken from: ITUC, n.d., op. cit.



Messages to audiences should also be clear about **specific actions** the audience can take. The following is an example from a trade union brochure on key points for action. Note that the key actions are specific. Where action needs to take place within a certain timeline, this should also be noted. **Box 14.3** offers an example from International Trade Union Confederation (ITUC).

**Box 14.3**    **Key actions from ITUC maternity protection campaign brochure**

To speed up the ratification of Convention No. 183 and Recommendation No. 191, we can organize collective representations to our political leaders and employers and launch action in cooperation with NGOs and the various associations and social groups in our country. We could, for instance:

- Inform and raise the awareness of our members, employers, community and the general population, about the importance of maternity protection, and seek everyone's support for the campaign.
- Write to our local and national political leaders to encourage them to ratify Convention 183 and Recommendation 191, whilst providing them with arguments on the benefits that the ratification could bring to the country and its development.
- Inform and gain support from the media to join in the international campaign for ratification of these instruments.
- Analyze the gaps in national legislation and the barriers preventing our country from ratifying this Convention and propose solutions to overcome the barriers.
- Organize public events, debates, lobbying and campaigns linked to maternity protection.

Source: ITUC, n.d., op. cit.

After the adoption of the Maternity Protection Convention, 2000 (No. 183) and Recommendation No. 191, several international trade unions worked together to set out a full set of advocacy messages and action points to help to guide trade unions around the world (see **RESOURCE SHEET 14.2**).

There should also be careful planning around the **timing** for delivering messages. Scan the calendar to see if there are related events with which campaign messages can be timed. In the area of maternity protection, such events might include International Women's Day, International Workers' Day/May Day, or related national holidays.

## Determining the methods

Another key step involves **determining how to proceed**, devising both a strategy and a tool to get your message across:

- What are the most effective strategies for reaching your audience?
- What are their media preferences and which tools can best reach them?

### Strategies and tactics

The action group must decide which methods it will use to communicate its message to its key audience(s). Advocacy can involve a range of strategies, such as the following.

#### Lobbying government officials, parliamentarians, and other leaders

Lobbying provides a targeted way of entering into discussion with high-level officials, policy-makers and decision-makers. Lobbying is a tool for providing information to these groups, more specifically, on the importance of maternity protection. As government officials and political leaders are often very busy, it is important to carefully plan and prepare the messages and information to give them. They should be very brief and to the point and should include the campaign's solution and action points.

#### Hosting community discussions

Offering opportunities for people to speak about their experiences and share their views on an issue can be a good way to build momentum on an issue. Examples might include holding a speak-out in public or on-line, organizing a radio programme with opportunities for listeners to call in, or undertaking a phone-in campaign. If the group is planning to use the stories gathered through such events, it is important to ask permission. Public discussions can be publicized to the media, and results can be summarized in press releases.

#### Staging public education events

Public education events are opportunities to inform the community about the problems, solutions and action points the advocacy campaign group has identified. Examples of events include public speaking events, conferences, open classes, and information booths at fairs and markets. If your group has developed any visual media, photography exhibits, digital films or public service announcements, public events can be organized around a launch or an exhibit.

Where appropriate, relevant stakeholders, e.g. trade union officials, employers, health workers, human rights organizations and women's organizations can be invited to give their opinion on the proposed solutions. Publicize the event widely and invite the media to attend. Have mailing list sign-ups and petitions available and ready to be signed.

#### Workplace events

Staging events at the workplace can be an effective means to discuss problems workers face and solutions available to them. Workers in different sectors face different issues that require tailored solutions. Workplace events can lead to more comprehensive collective

bargaining agreements, and also inform workers first-hand of the legal provisions that protect them.

When organizing such an event, it is important for trade unions to seek employers' support in order to foster a more productive discussion. An appropriate amount of time should be allocated to the workers in order for them to expose the problems they face, followed by a round-table session to come up with ideas that would be acceptable to all stakeholders.

### Letter writing campaigns and petitions

Advocacy campaigns can also engage the community in taking forward calls for specific actions to targeted audiences and leaders. Conducting a letter writing campaign might involve, for example, presenting information on the problems, solutions and action points, or offering a sample of a letter or a key message that community members can forward to identified leaders. **RESOURCE SHEET 14.3** provides an example of guidance on writing letters and a model letter developed for a campaign on ratification of Convention No. 183.

### Tools

It is also important to think about the means of communicating key messages. What are the most appropriate media for the campaign's target audiences: paid media, earned media and collateral material?

### Visual Media

Developing public service announcements, digital video films and documentary films are effective, often paid, methods of explaining issues, problems and solutions and delivering key messages that the campaign is trying to highlight. They can be distributed through paid television slots, purchased by local TV stations looking for broadcast material, or distributed through the campaign's or campaign allies' websites or through any number of social media sites on the internet.

For example, five midwives and a doctor working on maternal and child health issues in the United Republic of Tanzania were trained in film-making by the White Ribbon Alliance which campaigns for better maternal health services. The White Ribbon Alliance provided the cameras and the training, and the midwives and doctor took footage from their daily work. The Alliance then produced a powerful video bringing together the footage of the realities women in Tanzania face in accessing health services during pregnancy and at childbirth and, highlighting the interventions needed to reduce maternal and newborn deaths. The ITUC-CSI has produced videos highlighting the need for maternity protection for all women,<sup>8</sup> and showcased efforts in Burkina Faso to extend maternity protection to informal economy workers.<sup>9</sup> These videos reach a broad audience through distribution on social media websites, and on the ITUC's own website. The ILO has also distributed videos on the Internet concerning maternity protection efforts in Cambodia and the United Republic of Tanzania.<sup>10</sup> While ITUC and the ILO videos were professionally produced, the availability of inexpensive video cameras and public accessibility to media sites provide tools for creating and distributing powerful messages to reach audiences directly at a relatively low cost.

<sup>8</sup> See <http://www.youtube.com/watch?v=7JoeRt3SB98> [accessed 12 Sep. 2011].

<sup>9</sup> See <http://www.youtube.com/watch?v=Hil9D-Ua8-I> [accessed 12 Sep. 2011].

<sup>10</sup> See <http://www.youtube.com/watch?v=oJQ4aqJ-q2k> [accessed 12 Sep. 2011].

### Media or publicity

This consists of coverage in newspaper articles, television news stories, web news, blogs, letters to the editor, opposite the editorial page articles and other published or broadcast materials. Earned media often refers to publicity gained through editorial influence. Mass media – such as newspapers, magazines, radio or television – are channels used to communicate information to large groups of people. By regularly conveying information to important audiences, from the general public to government and international decision-makers, the media plays a major role in shaping public debate.

Some ways in which the media can be of importance include writing articles or developing programmes that:

- create an environment of political pressure;
- convey general information, serving as a public education tool;
- counter popular misconceptions;
- comment on an issue, providing an alternative viewpoint.

While journalists often face tight deadlines, they will usually make time to talk to a valuable source of information. In order to establish a group's credibility as a source, some preparatory work is necessary. A good first step is to make a list of the newspaper, radio and/or television media outlets with which to establish a relationship – in other words, to identify and categorize media outlets for potential outreach. See **RESOURCE SHEET 14.4** for guidance on building a media database.

Get as much information as possible on relevant journalists in your area and their areas of interest and publications, so that you can readily identify who regularly features stories relevant to the campaign objectives. In addition, the campaign should build special lists of:

- top-level journalists to whom the campaign group wishes to pay special attention;
- TV and radio show hosts and anchors and the broadcasts to which campaign leaders would like to be invited;
- editors, owners and columnists with whom the campaign group would like to develop relationships.

For more guidance on developing media contacts, see **RESOURCE SHEET 14.5**.

Investing the time to prepare a letter to the editor of a newspaper or a press release, give an interview, host a press conference or use other media tools can lead to significant payoffs for maternity protection. See **RESOURCE SHEET 14.6** for more on media tools and **RESOURCE SHEETS 14.7** and **14.8** for a sample press release and guidance.

The media can also be used to publicize community or other relevant events. Any meeting merits mention in the local newspaper's community calendar, and a workshop or a meeting with an outside speaker may also warrant an article. It is important to use each of these events to contact local reporters, editorial boards and radio and television talk show hosts. They may want to cover the event, and even if they do not now, they might remember the meeting when looking for a resource person when they write about these issues in the future.

In the campaign's efforts to develop effective media relations, it may be helpful to remember the five F's:<sup>11</sup>

- **Fast:** Respect journalists' deadlines. If a journalist telephones for information, return the call immediately, even if it is out of normal office hours. A phone message returned the next day may be too late and the story may have already been aired or printed.
- **Factual:** Be factual and make the facts interesting. Stories are based on facts. Journalists also appreciate a dramatic statement, creative slogan or personal anecdote to help illustrate a point. Give the source of any facts and statistics provided.
- **Frank:** Be candid. Never mislead journalists. Be as open as possible and respond to their questions. Even if you cannot answer all of the journalist's questions, honestly admit to what you do not know.
- **Fair:** Organizations must be fair to journalists if they expect journalists to be fair to them. Favouring one news outlet consistently, for example, will lose the confidence of others.
- **Friendly:** Like everyone else, journalists appreciate courtesy. Remember their names; read what they write; listen to what they say; know their interests; thank them when they cover your issues.

### Collateral materials

Collateral materials can be an effective means for spreading key messages, and can include materials such as distribution leaflets, brochures, fliers, fact sheets, postcards, booklets, posters, stickers and other materials that can be hung, displayed or distributed as needed to reach the right audience at the right time.

Once the campaign group has decided which tactics and tools to use for the campaign, it must tailor its messages to resonate with the target audience. It is critical that the materials the group creates are relevant to the targeted audiences. If you are using images, they should reflect the target audience's environment and the audience itself. Make sure your language is appropriate and will resonate with audience.

<sup>11</sup> ILO: *Managing media and external communications* (Geneva, 2006), p. 23.



## Monitoring and evaluation

### Monitoring and evaluation

- Follow up on agreed actions.
- Evaluate the outcomes of your advocacy campaign.
- Decide what the next steps might be.

Monitoring actions is useful and necessary to measure progress. It is good for the morale of the group to see not only that it is “doing something,” but also whether it is having the desired effect. As maternity protection awareness-raising is a long-term project, it should be broken down into a number of steps to keep the action group inspired. Short-term accomplishments give a sense of progress and make news that can be shared with members, allies, sponsors and the public. If donors are funding projects/activities, they will want to see results.

Assessment activities should help the group to see if there were problems, what they were and what solutions or means of resolution were found. Midway evaluation is useful to ensure that progress is taking place and moving in the right direction, and if not, to change plans accordingly. Evaluation will also help the group to understand its strengths and weaknesses and will help to plan future actions for greater impact.

Evaluation in this sense will usually mean a very simple process of looking at what is in the workplan, whether it was accomplished and whether the timing was as intended, and what results were obtained. **TOOL SHEET 14.4** offers an example of a monitoring table.<sup>12</sup>

A written report is a powerful tool for future planning. A report, even a brief one, should be prepared at the conclusion of every project. The process of preparing the report gives the writer a chance to think through the planning and implementation processes and to reflect upon ways to improve them in the future.

The report serves many purposes. It is important to document the various stages of the process, difficulties faced, solutions suggested and implemented, changes made to original plans, gains and losses, etc. Records of costs help to prepare for future budgeting. The report can be turned into a news write-up and shared with allies. A copy may be kept for future planning or to be showcased as a good example of how awareness-raising can be organized.

<sup>12</sup> Adapted from: ILO, 2008, op. cit.

## Key points

- ➡ In order to advocate and raise awareness on maternity protection at work, a group of involved and interested stakeholders should be created to function as allies.
- ➡ It is important to evaluate the strengths, weaknesses, and positions of the various actors – for or against the issue.
- ➡ The advocacy group should make a rapid assessment as well as a more in-depth analysis of the country situation regarding maternity protection. This will help in considering the best strategies for improving maternity protection in law and in practice.
- ➡ In order to make an issue known to the public, a variety of media outlets – including social media – should be used to effectively communicate messages.
- ➡ Contacting journalists, writing press releases and writing to political representatives and using social media, are all strategies that can be used by advocacy groups.
- ➡ Once an activity has been undertaken it should be evaluated. This is essential to assess its impact on progress towards better maternity protection at work as well as to identify the next steps for future action.

## Key resources



### **ILO: Guide to communicating Decent Work (Geneva, 2008).**

This guide is a product of the ILO department of communication and public information (DCOMM) that stresses the importance of properly advocating Decent Work standards. It gives tools and guidelines on ways to approach the media, to contact reporters, write press releases and other essential information to promote at best the norms and standards of the ILO in regards to Decent Work.

Available at: <http://www.ilo.org/intranet/libdoc/announcements/guide.english.pdf>



### **ILO: ILO Technical Cooperation Manual, Version 1, PARDEV (Geneva, 2006).**

This manual provides technical advice on advocacy and evaluation instruments for ILO projects. It provides tools and techniques to help make a project as effective as possible. Although it is an internal manual, its tools can be helpful when implementing maternity protection extension projects anywhere.

Available at: <http://www.ilo.org/intranet/english/bureau/pardev/tcguides/tcmanual.htm>



### **ILO: Media handbook: How to communicate with the media (Geneva, 2003).**

This book is a product of the ILO department of communication and public information (DCOMM) that provides information on how to approach the media and gives valuable advice on advocacy. It gives concrete tips on how to approach different types of media and getting a positive message in line with ILO decent work standards.

Available at: [http://www.ilo.org/intranet/libdoc/decent\\_work/Media\\_Handbook.pdf](http://www.ilo.org/intranet/libdoc/decent_work/Media_Handbook.pdf)



### **Maternity Protection Coalition (MPC): Maternity protection campaign kit: A breastfeeding perspective (Malaysia, WABA, 2003, re-edited 2008).**

This action kit, prepared by a coalition of worldwide breastfeeding networks (i.e. IBFAN, ILCA, IMCH, LLLI and WABA) to strengthen C183 ratification campaigns, presents a comprehensive understanding of maternity protection from a breastfeeding angle. It underlines how breastfeeding is an important component of maternity protection, addressing all stakeholders on the matter. It gives examples of progressive legislation and actions worldwide, including useful information on how to lead successful maternity protection campaigns. It can be used by employers, trade unions and governments to assess and improve working conditions and provide maternity protection for pregnant and lactating women.

Available at: <http://www.waba.org.my/whatwedo/womenandwork/mpckit.htm>



### **International Confederation of Free Trade Unions (ICFTU), Public Services International (PSI) and Education International (EI): Maternity Protection ILO Convention No. 183: A new standard for a new century (France, 2001).**

This kit was designed and produced in order to help workers, trade unions and community organizations to be a part of the campaign to ratify ILO Convention No. 183 (2000) and its

Recommendation No. 191. It provides concrete advocacy suggestions to pressure governments and involve national media sources.

Available at:

[http://www.world-psi.org/TemplateEn.cfm?Section=Maternity\\_protection&CONTENTFILEID=5394&TEMPLATE=/ContentManagement/ContentDisplay.cfm](http://www.world-psi.org/TemplateEn.cfm?Section=Maternity_protection&CONTENTFILEID=5394&TEMPLATE=/ContentManagement/ContentDisplay.cfm)



### **ILO Department of Communication and Public Information (DCOMM)**

DCOMM is a department of the ILO in charge of relations between the ILO, the media and the general public. It provides advice and guidance to ILO departments when it comes to advocacy and awareness-raising, especially on issues related to Decent Work, such as maternity protection. It has released several publications which summarize the main points on how to conduct such advocacy. These publications are accessible to everyone and can be used by governments, ILO stakeholders and NGOs.

Available at:

<http://www.ilo.org/global/about-the-ilo/press-and-media-centre/lang—en/index.htm>



### **International Trade Union Confederation (ITUC): Decent Work Decent Life for Women**

ITUC has been conducting research and advocacy projects to promote gender equality in the world of work. Its website offers tools to undertake such promotion, primarily for the use of trade unions but which can also be consulted by employers and governments. It also provides guidance on how to raise awareness on gender issues within trade unions themselves.

Available at: <http://www.ituc-csi.org/+decent-work-decent-life-for-women-+.html>

## Resource and tool sheets

### Resource Sheet 14.1: Sample of a country plan of action

Country Plan of Action						
Overall goal: Enhanced breastfeeding through improved maternity protection for working women						
LEVEL	OBJECTIVE	CHALLENGE/ OBSTACLE	STRATEGY	ACTIVITIES	ACTORS	EXPECTED OUTCOMES
National	Advocate for ratification and implementation of C183	Financing of maternity benefits	1. To understand the process of setting up a maternity benefits scheme	1. Meetings/seminars with key stakeholders	Min of Labour NSSA, Min of Health, Min of Finance, trade unions and employers org, women's org	Clarification and appreciation of the process
			2. Develop an appropriate intervention strategy to influence the process in 1 above	2. Lobby for speeding up of the process	Min of Labour NSSA, Min of Health, Min of Finance, trade unions, employers org, women's org	Maternity benefit scheme set up
			3. Inclusion of the provision of C183 in Labour Relations Amendment Bill	3. Appropriate input into the process	Min of Labour NSSA, Min of Health, Min of Finance, trade unions, employers org, women's org	Ratification of C183
		Lack of awareness of maternity protection legislation by workers	4. Awareness-raising programmes	4.1. Comparative analysis of national legislation against C183	All relevant stakeholders and groups on MPC	Sensitized/informed workers



Country Plan of Action						
Overall goal: Enhanced breastfeeding through improved maternity protection for working women						
LEVEL	OBJECTIVE	CHALLENGE/ OBSTACLE	STRATEGY	ACTIVITIES	ACTORS	EXPECTED OUTCOMES
National				4.2. Integrate C183 into planned workshop on C102		
			5. Training programmes	5.1. Development of training materials 5.2. Training/ orientation of trainers of other programmes (e.g. breastfeeding counsellors)	Local team and working group on MPC	Training package
			6. Feasibility study into provision of breastfeeding corners/facilities	6.1. Developments of study instruments 6.2. Setting up of pilot facility	Local team and working group on MPC	
					Local team and working group on MPC	Study done
					Local team and working group on MPC	Pilot facility set up

**Working Group Level** Provision of technical support  
Provision of generic training materials  
Support in advocacy activities

**Regional Level** Provision of seed grants  
Facilitation of technical inputs  
Provision of technical information

**Global Level** Provision of technical information  
Support with seed grants  
Assist in capacity building of national teams

Source: Adapted from: MPC, 2003, op. cit., Sect. 6b, p. 14.

## Resource Sheet 14.2:

### Sample of trade union advocacy messages for a global campaign on Maternity Protection

#### Trade unions set out key advocacy messages for their global Maternity Protection campaign

##### Message 1: The scope - Who gets access to protection

###### What we want

The maximum number of women to be covered by legislation, regulations and agreements that offer protection to women who are pregnant, nursing and returning to work and which protects the health of their babies. The recognition of emerging employment relationships is significant. This development along with the adoption of the ILO Convention No. 177 on Homework and the ILO Convention No. 175 on Part-time Work means that ILO standards are beginning to recognize atypical forms of work.

###### What ILO Convention No. 183 provides

- ILO Convention No. 183 applies to all employed women, including those in atypical forms of dependent work (e.g. homeworkers, part-time, temporary and casual workers).
- ILO Convention No. 183 applies wherever there is an employment contract, express or implied, written or oral.
- Countries can exclude limited categories of workers only when the application of ILO Convention No. 183 would raise “special problems of a substantial nature”.

###### Remember: Maximum protection for the maximum number of women workers is needed

- The definition of “employed women” should be given a broad rather than a narrow definition. Recognition of employment is not dependent on a written contract.
- Avoid provisions that exclude sectors or industries, or parts of sectors or industries wholesale.

###### Remember: ILO Convention No. 183 requires that exceptions are permitted only for special cases

- Argue against arrangements that require a worker to have fulfilled a minimum service requirement (e.g. 12 months continuous service with one employer or a minimum number of months or years contribution to a social insurance scheme) before they are able to access the protection.

###### Remember: Women tend to be in employment situations where they do not have lengthy periods of unbroken service

- Argue against the exclusion of casual and temporary employees.

###### Remember: Maternity protection benefits all of society, not just the individual woman and her child

- ILO Convention No. 183 provides that if a country ratifies the Convention with exclusions, that country is required to take steps to reduce these exclusions over time.
- The government will be required to consult with the trade unions and employers and submit a report to the ILO.

##### Message 2: Maternity leave

###### What we want

Women to have a minimum period of paid leave that:

- Allows them to recover physically, psychologically and emotionally from pregnancy and childbirth.
- Promotes the establishment of a healthy feeding regime and care arrangements for babies.

- Gives women (and where applicable their partners) the opportunity to make considered choices about their work and family balance.

#### **What Convention No.183 provides**

- On production of a medical certificate or other appropriate certification, a woman shall be entitled to a period of maternity leave of not less than 14 weeks.

#### **Arguments in support of increasing the period of leave**

- UNICEF and the WHO recommend a minimum period of 16 weeks of paid maternity leave as a result of the growing evidence of the significant health benefits for babies and mothers of exclusive breastfeeding for six months.

#### **Message 3: Compulsory maternity leave**

##### **What we want**

Women to be in control of the decision about when they return to work after childbirth.

##### **What Convention No. 183 provides**

- With due regard to the protection of the health of the mother and that of the child, maternity leave shall include a period of six weeks' compulsory leave after childbirth unless otherwise agreed at the national level by the government and the representative organizations of employers and workers.

##### **Arguments in support of compulsory maternity leave**

- Reports from all over the world indicate that too many women have been forced either by their employer or partner to return to work before they were physically and psychologically prepared.
- The compulsory period of postnatal maternity leave is one mechanism designed to provide a minimum period within which women cannot be forced to return to work.

#### **Message 4: Cash benefits provided by social security or public funds**

##### **What we want**

Full income replacement for the period that a woman is on maternity leave.

##### **What Convention No. 183 provides**

- That all women on maternity leave shall be provided with cash benefits at a level which allows them to maintain themselves and their child in proper conditions of health.
- In those countries that calculate benefits as a percentage of the woman's previous earnings, the amount should be no lower than two-thirds of her previous earnings.
- In countries using other systems, such as a flat rate system, the benefits should be equivalent on average to the amount women would receive if the two-thirds rate had been used.
- The payment of maternity leave cash benefits will be in a manner determined by the State. Wherever a woman does not qualify for cash benefits, the Convention establishes that she should receive social assistance funds, subject to a means test.
- Whether it is through government-funded schemes or via negotiation with employers at the national level or by a combination of both, we are aiming for full income replacement. Additional payments can be negotiated with employers over and above the two-thirds minimum amount.
- Benefits for leave should be provided through compulsory social insurance or public funds rather than directly by the employer. Systems that leave employers individually liable can raise the potential for discrimination against women. Moreover, they are out of step with the principles of collective responsibility which ILO and most countries recognize in the case of maternity protection. The Convention provides for employer liability systems only under specific circumstances.

## Arguments in support of paid maternity leave

- Globally, 42 per cent of ILO member States provide cash benefits of at least two-thirds of earnings for at least 14 weeks.
- Paid leave provides income security to women and their families during a time when the mother is recovering from birth and establishing a feeding regime with her baby.
- Income security enables women to choose to return to work at a time when they feel emotionally and physically able. This in turn promotes a happy and healthy return to work.
- Employers report that paid maternity leave assists in the retention of experienced, skilled and valued employees.
- Women's earnings now contribute significantly to the economic growth of a country. A loss of income during pregnancy and following childbirth has a substantial negative effect not only on the household budget but also on the economy overall.
- Children are our future generation. Why should women be penalized economically because they are the ones who give birth?

## Developing economies

- Countries which do not have sufficiently developed social security systems to allow them to meet the standard in ILO Convention No. 183 can still ratify the Convention if they provide cash benefits at a rate no lower than that paid for sickness or temporary disability.
- In that case, they must agree to report to the ILO on the steps taken to reach the standards set in the Convention.

## Message 5: Health protection at work

### What we want

People to work in a healthy and safe working environment without reproductive health hazards and provisions which ensure that women cannot be obliged to work in an environment that may be detrimental to their health or the health of their child. These provisions should ensure that health and safety measures are not used to discriminate against the employment of women by excluding women entirely from various forms of work or industries.

### What Convention No. 183 provides

- Member States should consult and then adopt measures to ensure women are not obliged to perform work prejudicial to their health or that of their child.
- Work that is prejudicial to health is that which is identified as such by the competent authority.
- Pregnant or lactating women in such work conditions are to change posts.

## Arguments in favour of health protection provisions

- Babies do not suffer from malformations as a result of exposure to harmful substances.
- Mothers do not suffer from complications in pregnancy, birth or during the postnatal period as a result of prejudicial strenuous or stressful work.
- There are long-term benefits to the employer and the government associated with having healthier women workers and healthier babies.
- There will be a reduction in the number of stillborn babies and miscarriages.
- There will be an overall reduction in the costs of medical benefits related to maternity as well as medical health care costs in general.

## Message 6: Employment protection and non-discrimination

### What we want

Women to have the maximum protection against dismissal during pregnancy, during maternity leave and on return to work while breastfeeding. They should also have the right to return to the same, or an equivalent job in terms of pay, conditions and status. There should be no discrimination against a woman in any way because she is or may become pregnant, is on maternity leave, or is breastfeeding her child.

### **What Convention No. 183 provides**

- An employer cannot legally terminate the employment of a woman during her pregnancy, or absence on leave, or during a period following her return to work to be prescribed by national laws or regulations, except on grounds unrelated to the pregnancy or birth of the child and its consequences, or breastfeeding.
- The employer has to provide proof that the reasons for dismissal are unrelated to pregnancy, or childbirth and its consequences, or breastfeeding.
- A woman is guaranteed the right to return to the same position or an equivalent position paid at the same rate at the end of her maternity leave. (This provision did not exist in the previous Convention).
- Each Member shall adopt appropriate measures to ensure that maternity does not constitute a source of discrimination in employment, including access to employment. (This provision, which did not exist in the previous Convention, extends protection against discrimination to women who are seeking employment).

### **Arguments in favour of employment protection and non-discrimination provisions**

- Employers often discriminate against pregnant and nursing women. They make false assumptions about a woman's skills, competence and commitment to the workplace because she is pregnant, on maternity leave or nursing.
- A person's skills and ability to perform a job and their commitment to their workplace must be assessed on criteria that are independent from the fact that they are, or may become pregnant, because they have taken maternity leave or because they breastfeed their child.

### **Therefore, the strongest anti-discrimination provisions are needed**

These provisions should include:

- Any burden of proof to rest on the employer. An employer who seeks to dismiss or alter the employment position of a woman who is pregnant or breastfeeding should have to prove that the dismissal or alteration was not related to her pregnancy, maternity leave or breastfeeding.
- No right to test for pregnancy when applying for employment, unless the employment involves a recognized or significant risk to the health of a woman or her child.

These provisions should be used carefully and not simply as a blanket means to exclude women from certain types of work or from work in particular industries.

### **Message 7: Breastfeeding mothers**

#### **What we want**

The right for women to continue breastfeeding their children when they return to work, in the best possible conditions. One important support would be workplaces which provide facilities for breastfeeding or expressing milk; another is that the time spent breastfeeding or expressing milk be counted as working time.

### **What Convention No. 183 provides**

- A woman shall be provided with the right to one or more daily breaks or the right to a daily reduction of hours of work to breastfeed her child.
- The period during which nursing breaks or the reduction of daily hours of work are allowed, their number, the duration of nursing breaks and the procedures for the reduction of daily hours of work shall be determined by national law and practice.
- These breaks or the reduction of daily hours of work shall be counted as working time and remunerated accordingly.

### **Arguments in favour of paid breastfeeding/lactation breaks**

- The WHO recommends that mothers breastfeed their infants exclusively for six months and continue breastfeeding thereafter for approximately two years.

- Women do not have to absent themselves from the workplace in order to sustain breastfeeding, provided they have sufficient opportunities to breastfeed or express milk during the work day.
- Good practice in this area will enhance employee/employer relations resulting in a more motivated, committed and productive workforce.
- There are reduced recruitment and retraining costs due to lower staff turnover as women are healthier, happier and more committed to their employer.
- The employer will benefit from a positive corporate image in terms of the future recruitment of quality staff and also in the eyes of the general public.
- Breastfeeding has significant health benefits for mother and child. For the community, breastfeeding reduces the cost of caring for preventable illnesses. The benefits include a reduction in health costs.
- Breastfeeding is a key component of child care. It encourages the development of a close relationship between mother and child, and the hormones which sustain lactation have a favourable influence on women's overall reproductive health.
- A breastfeeding woman provides the best food for her baby or young child. Breastfeeding reduces the cost of preventable illnesses. It reduces ecological damage through reduction in packaging, distribution and disposal of powdered milk.

Source: ICFTU/PSI/EI, 2001, op. cit., pp. 10-16.



**Resource Sheet 14.3:****Sample of guidance on a letter writing campaign on ratification of Convention No. 183<sup>13</sup>**

A letter is the way to place concerns before a person, usually a person in a position to make or influence decisions, and to invite his/her response. The following points will be of use when writing letters:

- Target the person most likely to be receptive. Before writing, it is important to find out about this person's mandate and particular interests in relation to maternity protection at the workplace.
- It is important to start a productive and open dialogue to inform her/him of the various concerns, adapting to the national situation with specific observations or remarks, using her/his mandate as a point of departure.
- Explain who you are (describing the group) and why maternity protection at work is important, adding a flyer describing the forum or coalition or group is a good idea.

A list of important government institutions, groups and people that should be contacted in the course of advocacy should be drafted. It can be used to draw up a more specific list and a plan for contacting them during the different phases of the action.

Each letter should be personalized and written to a specific person wherever possible. Letters may be sent to ministries or state, departments of health, labour, social welfare, finance, and women's affairs. They can also be sent to the social security authority, political parties, trade unions, employers' associations, human rights' organizations, legal rights, development and women's groups, ILO representatives, university women's studies or gender programmes, religious organizations, companies, well-known artists and film, music or sports personalities, as well as the media. Below is a model letter developed by the Maternity Protection Coalition.

<sup>13</sup> Adapted from: MPC, 2003, op. cit., Sect. 6b, p. 20.

### Sample letter

**Draft letter for ratification of ILO Convention No. 183  
(Ministries, Deputy, Member of Parliament, public political figure, etc.)**

Ministry of Labour  
Ministry of Women's Affairs (or others)

**Re: Ratification of Maternity Protection Convention, 2000 (No. 183)**

Dear Mrs, Mr

On behalf of our organization [name], which is part of XXX\*, I am writing in regard to ILO Maternity Protection Convention, 2000 (No. 183), which was adopted by the International Labour Conference in June 2000. Since its adoption XX countries have ratified the Convention.

As advocates of women's and children's rights to optimal health and nutrition, we defend women's rights to equality and non-discrimination both in society and in the workplace.

The Constitution of the ILO requires that member States bring the Convention before the competent national authority for the enactment of legislation. We request you to please inform us about the steps your Ministry has taken in this direction.

/or/

Considering your involvement in women's rights/children's issues/public health and nutrition matters, and your commitment to improving the working conditions of women workers and to enabling women to both work and bring up healthy children, we would like you to inform us of the steps you have taken towards ratification of this Convention and/or improving our federal/national/provincial/communal legislation on maternity protection at the workplace.

In addition, we would be interested to learn what specific legislation – as well as what changes – are being considered to comply with the provisions of ILO Maternity Protection Convention, 2000 (No.183).

We would be extremely grateful if you could provide us with information on the consultative process set up in our country to review the ratification of ILO Convention 183. How can national NGOs and other interested groups participate actively in such a process? We would like to request a meeting to discuss these matters and look forward to your early response.

Yours sincerely,

**Name and position/title**

**(Important to use the official stationery of the group, organization)**

\* Describe the group/organization/or attach a flier or brochure about the group

**Resource Sheet 14.4:**  
**Building a media database<sup>14</sup>**

Building a consolidated list of all relevant media in your area can help you quickly to identify which outlet suits your purpose in a given situation. Opportunities for gaining media publicity can arise (and disappear quickly) and being prepared with a ready database can make the difference between getting your messages picked up or not.

Today's technology and available software make it simple to build databases that can be searched by geographical reach, subject matter, periodicity and specialization of reporters and writers. Be sure to include names, all contact details and media affiliations.

The database can be sorted by types and categories, for example by creating a list of:

- TV shows, anchors and reporters, classified according to channel and specific programmes;
- radio shows and reporters, classified according to channel and specific programmes;
- national, regional and international television and video news agencies, classified by specialization and types of reporters;
- national, state-level, regional and international press news agencies categorized by specialization and types of reporters;
- national, regional and local newspapers, classified according to subject matter and specialized reporters or writers;
- prominent national and statewide magazines, classified according to subject matter, periodicity and specialized staff;
- specialized weekly or monthly publications, journals and newsletters, such as trade journals, internal and external bulletins of trade unions, employers organizations and NGOs;
- freelance writers, classified by media and specialization;
- digital video, documentary and film producers;
- photographers and photographic agencies.

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<sup>14</sup> ILO, 2003, op. cit.

### Resource Sheet 14.5: Guidance on establishing media contacts

#### Establishing contacts with the media<sup>15</sup>

While journalists often face tight deadlines, they will make time to talk to a valuable source of information. In order to establish a group's credibility as a source, some preparatory work is necessary. A good first step is to make a list of the newspaper, radio and/or television media outlets with which to establish a relationship – in other words, to target media contacts.

One must then research the kind of stories they cover by reading their articles or listening to or watching their programmes. Internet search engines may be useful. It is important to identify the journalists who regularly write stories relevant to the subject matter.

When contacting a journalist, there will only be a few minutes to introduce yourself, your organization, and to position yourself as a resource that the journalist has to meet. It is also important to direct the journalist to web sites and other resources that provide relevant background information, but also to remember that journalists are constantly bombarded with communications materials. In other words, in a few minutes it is essential to convince the journalist she/he can count on a new asset.

Following each meeting, interview or phone conversation, update your comprehensive database of contacts established, journalists met and summaries of the discussions, interviews and follow-up points.

It is important to realize that even if a news item seems important to advocates, it may not be considered newsworthy by the journalist. To avoid frustrating journalists, contact them only with regard to the most urgent communications. Respect the journalist's deadlines and send information well before the promised deadline.

Lastly, it is essential to take into account the responsibilities of journalism: ethics, credibility and impartiality are the three keys to responsible journalism. Most journalists have to include perspectives from varied credible sources for every story they produce. They have to find and understand the facts by analyzing the various points of view on a particular situation.

Journalists thus appreciate supplementary information such as names and sources that can verify facts and provide credible testimony.

See below for a checklist of points to remember when seeking to speak to journalists.

<sup>15</sup> Drawn from the Coalition for the International Criminal Court: *NGO media outreach: Using the media as an advocacy tool* (New York, 2003), pp. 2–3.

### Checklist for establishing good media contacts

- Identify your audience. Are you targeting the general public? Policy-makers? A local audience? A national audience? An international audience? An issue-friendly audience? An issue-hostile audience?
- Research media outlets that cater to your audience. Make sure that the media outlet you want to contact is relevant to your target audience.
- Research who the appropriate journalist contact(s) will be. Take a look at the website of your target media outlet and find out if they have already written about your issue. If so, which journalist(s) have written the article(s)? Make a note of these individuals. If you cannot find any information about your issue, try to find the name of an editor who would be responsible for any reporting on your issue.
- Contact the media outlet. Use public information to contact your target media outlet. Ask to speak either with any journalists you have identified who have already written on your issue, or ask to speak to an assignment editor who can help to direct your call.
- Be polite. Journalists may sound rushed on the phone; it is probably because they have a tight deadline. Be courteous; ask if the journalist or editor has a couple of minutes to talk about your issue.
- Explain the purpose of your call. You will only have one or two minutes to make your pitch, so be prepared to concisely state who you are, which organization you work with and why you are interested in being in contact with the journalist. Take notes. Be prepared to jot down some notes on the basis of your phone conversation. The chances are that after a few of these calls you may forget who said what. Keep your notes organized in a file so that you can refer back to your new media contacts when you need them later.
- Lay the foundations for future contact with the journalist. Ask if the journalist would be interested in receiving information from your organization in the future. If so, do they have a preferred method of contact between email, telephone and fax? Is there any particular aspect of your organization's work that they are most interested in? If the journalist is not the right person to contact regarding your issues, is there someone else at that media outlet who you might contact?
- Follow up. If the journalist has given you his/her email address, fax number or mailing address, send him/her a quick note of thanks. Use this information to include some basic information about your organization to remind the journalist who you are.

Source: Coalition for the International Criminal Court, 2003, op. cit., p. 3.

### Resource Sheet 14.6: Key media tools

#### Using key media tools<sup>16</sup>

Once the communication strategy has been planned and the key messages prepared and ready, it is necessary to engage with the media. The following tools should be considered:

**Interview:** A conversation between a journalist and a public figure (interviewee) where questions are asked to obtain information from the interviewee.

**Press Conference:** A news conference or press conference is a media event in which newsmakers invite multiple journalists to hear them speak and, most often, ask questions.

**Background briefings:** A substantive overview of a subject that does not necessarily provide news or announce an event, but provides in-depth background information.

**Press release:** A one- or two-page release, written in journalistic style, providing timely and newsworthy material to the media. Some releases may be longer, but that is the exception.

**Note to correspondents:** A substantive note used primarily to inform the media of an upcoming event, publication launch or other activity and to provide a brief background.

**Media advisory:** A brief (usually three to four paragraphs) note advising the media that a press release or press conference or other media event will be held.

**Feature stories:** They provide newsworthy background with a lead and time element, in essence giving substance and colour to the main news.

**Electronic media:** The communications media that are based on electronic or electromechanical means of production and most often distinguished from print media. The primary electronic media sources familiar to the general public worldwide include radio, sound recordings, television, video recordings, and streaming internet content.

<sup>16</sup> ILO, 2006, op. cit., p. 45.



## Resource Sheet 14.7: Guidance on writing a press release<sup>17</sup>

### Decide when to release, and what to release

The first consideration is what is going to be released and the best time to release it. Generally, the best times to release a story are Monday up to around midday Thursday. Friday releases may or may not go into weekend newspapers or television programmes that have lower numbers of readers, viewers or listeners than weekday news outlets. As a general rule, the ILO does not issue press releases on Fridays.

Decide when you would like the story to “run” in the media. A press release is either “for immediate release”, in the rare case of hard news, or is “embargoed” or held for a certain date and time. Providing reporters – especially if they work for news agencies – with an embargoed release is a good strategy. It gives them time to review the material, ask questions and write a solid story instead of rushing the story out in a race with other media. In the case of news agencies, they can send the story out worldwide with the embargo date that allows other media – newspapers, radio and television – to consider whether to prepare their own stories – that is if they see news value.

#### Example:

No embargo: For immediate release

Embargo: EMBARGO, for release on or after 11 a.m. Monday, 1 July

### Start with a headline and a sub-headline

Journalists often receive dozens or hundreds of press releases every day. Therefore, it is important to grab attention by providing a straight-forward, descriptive headline that sums up the gist of the release in a few words.

**Headline:** Launching results of a survey on maternity protection

**Sub-headline:** Survey Results Demonstrate the Urgent Need for Maternity Protection

### The summary lead

Releases are usually written in an inverted pyramid format (unlike feature articles). They start with a summary lead. The lead is the most important part of the release. It should stimulate the reader’s interest and be written with your local media in mind. It should be “backed up” by a quote or statement that explains what is being presented and why it is important. The lead should include the five W’s and one H: Who, What, Where, Why, When and How. It should not be longer than 40 words. Use the rest of the release to illustrate the lead, provide supporting data, or deliver quotes. Normally, if you use a part of a quote to “spice up” the lead it should be backed by the full quote within the second or third paragraph.

#### Example:

**Headline:** Launching results of a survey on maternity protection

**Sub-headline:** Survey Results Demonstrate the Urgent Need for Maternity Protection

<sup>17</sup> Adapted from ILO, 2008, op. cit.

OUR CITY (ILO News) – A recent country-wide survey has found that many pregnant women and women returning to work still face discrimination at work. The Minister of Labour said that improved legislation protecting women returning to work will be needed.

### Add the “body” of the release

Once you have “set” the story with the headline, the lead and the backup quote, make the point in words that can be quoted in the media.

This should then be followed by more information on the story. One good tactic is to use “bullet points”, which are easier to read than text. The bullets should be concise and give only a summary of the points being made. It also helps considerably if they contain data or other numbers which journalists appreciate.

#### Example:

“This survey has shown that current legal provisions are insufficient to effectively ensure the protection of pregnant women,” said the expert or official you’re going to quote here. “A lack of maternity protection can lead to discrimination against women, their exclusion from the workforce and an enormous economic loss for our country. Adequate legislation in line with international labour standards is needed now in order to make maternity protection for all women a reality in the 21st century”.

#### Example:

This survey found that:

- N% of working women did not know what maternity protection entitlements they had;
- N% of working mothers had not received their fully paid maternity leave;
- N% of working women did not feel they could access their full maternity protection entitlements without putting their future employment at risk.

### Use boilerplate paragraphs that can be prepared ahead of time

Items such as a summary paragraph of what maternity protection is, what Convention No. 183 includes, or why maternity protection is important can be written ahead of time and used repeatedly.

### Use powerful quotes

Better stories have quotes, either from reports or statements. You can also prepare quotes for an official or spokesperson, but make sure they are cleared. A snappy quote – called a “sound bite” will help to sell the story. Reporters who cannot interview your spokesperson could use these to add colour to a story.

#### Example:

“I want to go to the core of this debate - the human being concerned, the woman who would like to be able to bear a child safely and to nurture her child for some time after its birth without fear of losing her job, her income or her career.”

Excerpt from Address by Mr Juan Somavia, Director-General of the ILO, 5 June 2000 at the 88th Session of the International Labour Conference.

### Deliver by email, fax or by hand

A release should be delivered as quickly as possible – by email, fax, or by hand – depending on the local situation. If you are going to issue a release, make sure you put in this extra effort so that it is actually used. The best way to improve your chances of getting media attention – besides having a good story and a well-written release – is to develop personal contacts with editors, reporters and columnists. Personal contact can often “make or break” your chances of getting a story published or broadcast.

### Provide additional information

Towards the end of the release you may wish to provide additional information such as the context in which the news is occurring, or an historical perspective. For example: “Decent Work for all is the ultimate goal of the ILO and has been endorsed far and wide by the international community including the...list here.” At the end of your release you may also have a paragraph that directs the reader to more information, such as on the website, or asks them to do something, such as to contribute or support.

### Provide name of contact person

It is important to provide the name, telephone number and email address of the person who can provide additional information. That person should be available 24 hours on a cell phone if possible to respond to additional questions before the reporter’s deadline.

## Resource Sheet 14.8: Sample press releases

### Sample press release

#### Launching a national awareness-raising campaign for ratification of ILO Convention, 2000 (No.183) on maternity protection at work

##### Campaign Launched to Support Maternity Protection for Working Women

Today the [name] organization/association, which is part of the XXXX launched an advocacy campaign designed to promote the rights of pregnant women and women returning to work after childbirth. Ms XXX said that the campaign “aims to make maternity protection for working women a reality in the 21st century.”

In [this country name] the following organizations are involved in the campaign:

[complete list].

The first priority of the national campaign is to gain the commitment of our government to ratify the ILO Maternity Protection Convention, 2000 (No.183). The ILO Convention, which was adopted in June 2000, took more than two years to negotiate. Since then it has been ratified by XX countries, including XX countries in our region.

“This Convention concerns the internationally recognized minimum protection that should be available to all women who work,” stated Ms XXX. “It is unthinkable that in the 21st century we still hear stories from women who meet with harassment and discrimination in the workplace whilst they are pregnant or if they continue breastfeeding when they go back to work. The ILO Convention addresses all these points,” said Ms XXX.

The main forms of protection that are included in the Convention are:

- the right to at least 14 weeks maternity leave;
- income replacement during maternity leave, at a standard equal to two-thirds or more of the woman’s previous earnings;
- the right to medical benefits, including prenatal, childbirth and postnatal care;
- protection from dismissal and discrimination;
- protection from health risks to mother and/or baby during pregnancy or lactation;
- the right to daily breastfeeding breaks (or to a shorter workday) upon returning to work.

“Maternity protection as outlined in ILO Convention No. 183 benefits all of society. Families should not have to choose between the mother’s income and a healthy start for their babies. The Convention also allows for more rights for working women with regard to their jobs during pregnancy and after birth. Damaging and discriminatory behaviour is illegal,” said Ms XXX.

“This campaign has been launched to make maternity rights a reality in our country. We strongly encourage our government to ratify Convention No. 183 and to improve our national maternity protection laws. With our allies, we will campaign to increase public awareness and to improve workplace practices,” concluded Ms XXX.

For more information on the survey and the national campaign contact: [your organization’s address, phone and/or email].

##### Sources:

ICFTU/PSI/EI, 2001, op. cit., pp. 24–25.  
MPC, 2003, op. cit., Sect. 6b, p. 21.

## Sample press release

### Launching results of a survey on maternity protection

#### Survey Results Demonstrate the Urgent Need for Maternity Protection

For immediate release

A recent country-wide survey has found that many pregnant women and women returning to work still face discrimination at work. The Minister of Labour said that improved legislation protecting women returning to work will be needed.

Survey results released on [date] show high levels of discrimination against pregnant women and women returning to work after childbirth. These results reflect a need for greater maternity protection, in order to ensure gender equality at work.

“This survey has shown that current legal provisions are insufficient to effectively ensure the protection of pregnant women,” said [the expert or official you are going to quote here]. “A lack of maternity protection can lead to discrimination against women, their exclusion from the workforce and an enormous economic loss for our country. Adequate legislation in line with international labour standards is needed now in order to make maternity protection for all women a reality in the 21st century”.

The survey found that:

For example:

N% of working women did not know what maternity protection entitlements they had;

N% of working mothers had not received their fully paid maternity leave;

N% of working women did not feel they could access their full maternity protection entitlements without putting their future employment at risk.

[include survey results here]

One survey participant included the following remarks in her survey response:

[include powerful quotes from survey here]

Among the measures to address those maternity protection gaps, the study recommended the ratification of the ILO Maternity Protection Convention, 2000 (No.183), which outlines internationally recognized minimum standards, and the introduction of adequate legislation to make maternity rights for all workers a reality.

“Preventing discrimination is not only a question of legislation against discrimination, but also of reducing the direct cost of maternity to the employer”, M.....said.

The survey is part of a national campaign launched by unions and community groups to raise awareness of the need for action to improve maternity protection. This issue has been on the agenda of the ILO since its foundation in 1919, and is still a major concern for human rights and gender equality around the world.

For more information on the survey and the national campaign contact: [your organization's address, phone and/or email].

Tool Sheet 14.1: SWOT analysis

	POSITIVE		NEGATIVE
INTERNAL	<b>Strengths</b> (Identify organizational strengths)	<b>Weaknesses</b> (Identify organizational weaknesses)	<b>Threats</b> (Identify threats in the external environment)
EXTERNAL		<b>Opportunities</b> (Generate (brainstorm) opportunities)	



## Tool Sheet 14.2: PESTLE analysis

PESTLE Analysis	
Element	Reflections
Political	
Environmental	
Social	
Technical	
Legal	
Economic	

Source: Rapid Business Improvement: *Writing a PESTLE analysis: Tools and template*, <http://rapidbi.com/management/pestle/> [accessed 21 Sep. 2011].

## Tool Sheet 14.3: Stakeholder analysis

Stakeholder Analysis			
Type of Stakeholder	Name of person or organization	Their main agenda	Meeting of minds
Buyers			
Allies			
Friends			
Opponents			
Adversaries			
Minders			
Fence-sitters			
Cynics			

Source: P. Block: *The empowered manager* (San Francisco, Jossey-Bass Publishers, 1987).

### Tool Sheet 14.4: Monitoring results

**Campaign Objectives:** *[insert campaign objective here...]*

Audience	Communication Objective	Messages	Tactics and Tools	Timeline	Monitoring Results

## Visual presentation model

### SLIDE 1: Key contents

Mod.  
14

Advocacy and awareness-raising on Maternity Protection at work

### Key contents

This module provides guidance and tools for organizing advocacy and awareness-raising activities. The following steps are covered:

- Identifying the issue and the groups affected/involved
- Identifying and developing potential solutions
- Identifying the audience
- Identifying decision-makers and anticipating their response to the proposed solutions
- Building alliances
- Crafting the message
- Determining the methods
- Monitoring and evaluating actions and progress

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Part THREE: TAKING ACTION ON MATERNITY PROTECTION AT WORK

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### SLIDE 2: Advocacy and awareness-raising

Mod.  
14

Advocacy and awareness-raising on Maternity Protection at work

### Advocacy and awareness-raising

Advocacy for maternity protection is a long-term process. The key steps involved are:

- Identifying the issue and the groups affected/involved
- Identifying and developing potential solutions
- Identifying the audience
- Identifying decision-makers and anticipating their response to the proposed solutions
- Building alliances
- Crafting the message
- Determining the methods
- Monitoring and evaluating actions and progress

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### SLIDE 3: Identify the issues

Mod.  
**14**

Advocacy and awareness-raising on Maternity Protection at work

## Identify the issues


To prepare for an advocacy campaign, it is important to:

- ➔ Research the problems and the issues in the national context
- ➔ Discuss the aims and aspirations of the group
- ➔ Identify supporting evidence for the case for change

An advocacy campaign must prioritize the issues and select a focus for the campaign.

A “Strengths, Weaknesses, Opportunities and Threats” (SWOT) analysis can help to identify where action might be most effective

The PESTLE is also a useful tool. It is a method of categorizing data that we collect about some of the key things that might impact on the decisions about maternity protection.


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### SLIDE 4: Identify the solutions

Mod.  
**14**

Advocacy and awareness-raising on Maternity Protection at work

## Identify the solutions


Based on the assessment of gaps and opportunities, determine a set of possible solutions.

The PESTLE and SWOT analyses should provide insight into how feasible different solutions might be.

The advocacy group should aim to set realistic goals, whatever the time frame that has been decided.

Plans of action are good tools for setting out the objectives for the campaign, the desired outputs, responsibilities and timelines.

They can become important tools for developing a shared understanding of the campaign’s objectives, and for monitoring and evaluation.


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## SLIDE 5: The audience

Mod.  
**14**

Advocacy and awareness-raising on Maternity Protection at work

### The audience

The goal of advocacy is generally to reach key audiences who can directly or indirectly implement the proposed solutions/objectives.

The optimal way to target an audience can be found through institutional and stakeholder analysis.

- ➔ Identify the stakeholders and assess the interests and constraints upon every party
- ➔ Produce an institutional map, detailing the relationship between each stakeholder
- ➔ Establish a concrete targeting strategy

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## SLIDE 6: Alliances (1)

Mod.  
**14**


Advocacy and awareness-raising on Maternity Protection at work

### Alliances (1)

In a given country, it is important to know about others working on maternity protection and how they could be called upon to help in advocacy, or how to advocate with them

While there are many potential allies and stakeholders, the principal ones are:

- ➔ The ILO and other UN agencies
- ➔ Government decision-makers
- ➔ Employers
- ➔ Trade unions
- ➔ Civil society groups

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## SLIDE 7: Alliances (2)

Mod.  
**14**


Advocacy and awareness-raising on Maternity Protection at work

### Alliances (2)

Stakeholders can be classified in many different ways and it is only through a process of classifying stakeholders that the value of stakeholder analysis becomes clear.

Classifying stakeholders can clarify alliances. The module provides a scheme categorizing stakeholders into buyers, allies, friends, opponents, adversaries, minders, fence-sitters and cynics. Additional categories can be added.

Not all stakeholders can commit to a campaign or are necessarily aligned with the goals of the campaign.


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## SLIDE 8: The message

Mod.  
**14**

Advocacy and awareness-raising on Maternity Protection at work

### The message


An advocacy message should: be clear and concise; provide evidence to back your case; ask audiences to take action and be specific about what should happen and timescales.

Key messages should include a **primary message**: the “hook” for explaining the importance of maternity protection.

The **secondary message** takes the primary message further by focusing more closely on why maternity protection is relevant to the person you are talking to.

A **support message** explains some of the important points about maternity protection that can be used in any medium and for any audience.

There should also be careful planning around the timing of delivering messages.


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## SLIDE 9: Determine the methods

Mod.  
14

Advocacy and awareness-raising on Maternity Protection at work


### Determine the methods

Advocacy can involve a range of tactics, such as:

- Lobbying government officials, parliamentarians, and other leaders
- Hosting community discussions
- Staging public education events
- Workplace events
- Letter-writing campaigns and petitions

It is also important to think about the means for communicating key messages. Available means include paid media, earned media and collateral material.

Once the campaign group has decided which tactics and tools to use for the campaign, it must tailor its messages to resonate with the target audience.

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## SLIDE 10: Monitoring & Evaluation (1)

Mod.  
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Advocacy and awareness-raising on Maternity Protection at work


### Monitoring & Evaluation (1)

Monitoring of actions is useful and necessary to measure progress.

Assessment activities can help to identify problems, and the solutions or means of resolution that were found.

Midway evaluation is useful to ensure that progress is taking place and moving in the right direction, and if not, to change plans accordingly.



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## SLIDE 11: Monitoring & Evaluation (2)

Mod.  
**14**


Advocacy and awareness-raising on Maternity Protection at work


### Monitoring & Evaluation (2)

Evaluation will also help to understand the strengths and weaknesses of the group and will help to plan future actions for better impact.

A simple evaluation reviews the work plan to see:

- What objectives and activities were planned?
- Were they accomplished?
- Were time frames met?
- What results were obtained?




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## SLIDE 12: Key points

Mod.  
**14**

Advocacy and awareness-raising on Maternity Protection at work

### Key points

- In order to advocate and raise awareness on maternity protection at work, a group of involved and interested stakeholders should be created to function as allies.
- It is important to evaluate the strengths, weaknesses, and positions of the various actors – for or against the issue.
- The advocacy group should make a rapid assessment as well as a more in-depth analysis of the country situation regarding maternity protection. This will help in considering the best strategies for improving maternity protection in law and in practice.
- In order to make an issue known to the public, a variety of media outlets – including social media – should be used to effectively communicate messages.
- Contacting journalists, writing press releases and writing to political representatives and using social media, are all strategies that can be used by advocacy groups.
- Once an activity has been undertaken it should be evaluated. This is essential to assess its impact on progress towards better maternity protection at work as well as to identify the next steps for future action.


MATERNITY PROTECTION RESOURCE PACKAGE: FROM ASPIRATION TO REALITY FOR ALL  
Part THREE: TAKING ACTION ON MATERNITY PROTECTION AT WORK

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- **Part 1: Maternity Protection at work: The basics**
- **Part 2: Maternity Protection at work in depth: The core elements**
- **Part 3: Taking action on Maternity Protection at work**



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