

Champion Framework and Mapping Tool

(Adapted from the Saving Newborn Lives Champions Toolkit)

It will be critical to have a specific advocacy objective and target audience in mind in order to identify appropriate champions or emerging champions: those actively engaged in iCCM who are capable of influencing the advocacy objective or target audience.

Assessing Different Kinds of Champions and Alignment

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

In some cases, you may engage policymaker targets as champions; in others, you may engage with champions who are influential and have the ability to help convince your target policymaker to make the change you seek.

The Champion Framework and Mapping Tool and Criteria for Choosing a Champion Tool will help you to assess various potential champions, including whether they would be a fit and their possible alignment. Some people may already be very engaged in their own right as champions for iCCM. In this case, it will be important to first understand the work they are already doing and potential areas where you can align your efforts to maximize collective impact.

Risk Assessment of Champions

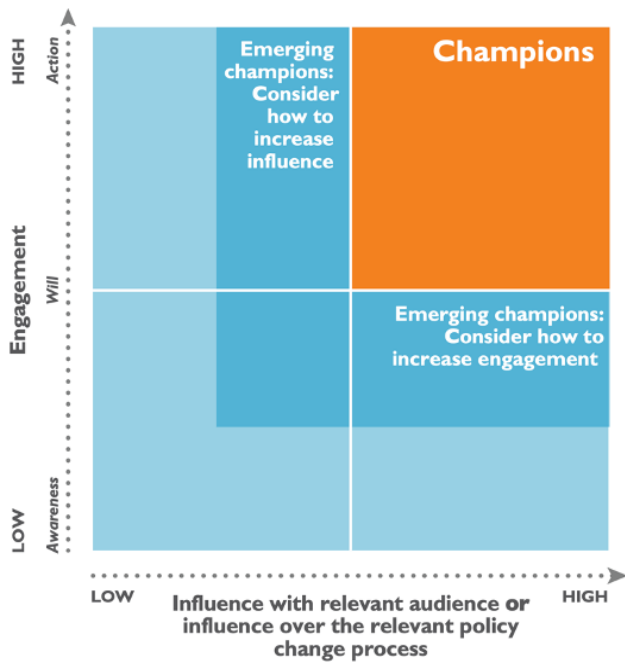
A key step in considering possible champions, particularly those with whom you have not worked in the past, is to assess any possible risks and ensure that there is alignment on key values. Consider information that will help you assess the potential champion's values and affiliations. For example, review their public statements, written opinions (formal writings, blogs, and social media), and their affiliations with other groups.

Although there needs to be alignment on the most important and fundamental values, there may be instances where there will not be perfect alignment in every respect. In these cases, you can assess whether the benefits outweigh the risks.

Champion Framework and Mapping Tool

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

Influence with relevant audience or influence over the relevant policy-change process (x-axis). The amount of influence that the champion or emerging champion has with the audience you are trying to reach, if he or she is an influential, or the amount of influence a target policymaker has over the policy-change process.



Engagement (y-axis). The level of engagement of each champion or emerging champion with iCCM. This may range from a basic awareness of a problem and solution

to a will to take action to action, where concrete action is taken to further the advocacy objective.

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

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

How to Map

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

I. Rate the Level of Engagement

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

Possible scores:

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

Each person provides his or her perspective, backed up by evidence or examples. The group then comes to an agreement on how to score the champion or emerging champion.

2. Rate the Level of Influence

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

Possible scores:

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

- *High* — The relevant audience is very familiar with the potential champion or emerging champion and could be very influenced by him or her, either as an individual or because of his or her position or affiliation.

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

Possible scores:

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

Each person provides his or her perspective, backed up by evidence or examples. The group then comes to an agreement on how to score the champion or emerging champion.

3. Rate how confident you are in the ratings provided

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

After a discussion, the group comes to agreement on their score.

Tips for Mapping and Using Your Findings

Remember to revisit your assessments periodically. Hopefully, at least partially resulting from your engagement with the champions, they will increase their engagement and influence over time.

Influence

- Undertake new assessments when you are considering a champion's influence with a different relevant audience. A champion may have a great deal of influence with one audience and very little with another. For instance, a district health manager might already have a high degree of influence with their colleagues and supervisees. However, if your aim is to engage them to influence a national policymaker, you should plot their level of influence with that policymaker.
- Consider how you might help a potential champion whose level of influence is not yet high to increase it. If you already suspect that there are limited avenues to increase a potential champion's influence, reconsider whether he or she is an appropriate champion.

Engagement

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

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

Think about ways that you can partner and engage with individuals who are already strong champions for iCCM and the work they are already doing. Where might you coordinate and synchronize some of your efforts?

Criteria for Choosing a Champion

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

Advocacy Objective:			
Target Audience:			
Reason for Engaging Champion:			
Criteria	Potential Champion 1	Potential Champion 2	Potential Champion 3
Name and Position:			
Level of Influence and Engagement			
<i>What is the potential champion's current level of influence with the target audience or over the desired policy change – low, medium, or high?</i>			
<i>What is the potential champion's current level of engagement with the policy issue – awareness, will, or action?</i>			
<i>If already highly engaged on the policy issue ("action"), what is the potential champion's current involvement?</i>			
<i>What are the relevant partnerships, networks, and associations of the potential champion?</i>			
Degrees of Alignment			
<i>What is the potential champion's alignment with your vision for change?</i>			

<i>Has the potential champion been vetted for value misalignments and possible risks?</i>			
<i>What is your current relationship with the potential champion – brand new, know somewhat, or know well?</i>			
Interest and Capacity			
<i>What is the potential champion's current capacity – none, some, or expert? Please assess each category below:</i>			
<i>a. Technical knowledge</i>			
<i>b. Advocacy skills</i>			
<i>c. Communication skills</i>			
<i>What are the potential champion's other obligations, and do they have an ability to prioritize this role and a long-term relationship?</i>			
<i>Do you have the resources needed to support the potential champion?</i>			
<i>Is the potential champion interested in being involved in advocacy related to iCCM – no interest, some interest, or high interest?</i>			
<i>Is the potential champion interested in partnering with you – yes, no, or maybe?</i>			

iCCM Institutionalization Toolkit

<p><i>Is this role beneficial for the potential champion – yes, no, or maybe?</i></p>			
<p><i>Other considerations (please list on a separate sheet if needed)</i></p>			