

# Students for Global Health: Global Health Advocacy



- A Transformative Organisation of Socially Committed Activists (TOSCA)
- Linking local action to global health solutions
- By Local, National and International Advocacy
- Building Networks of Power and Influence

STUDENTS  
FOR  
**GLOBAL**  
HEALTH

For full courses on Global Health Diplomacy and Advocacy you may wish to look at the IFMSA course material, exercises and case studies that can be downloaded from <https://www.building-leadership-for-health.org.uk/global-health-diplomacy/>. These are discovery learning tools intended to be quickly skimmed to provide an outline of ideas with online links that can be followed up so that the reader can discover their own answers. The exercises are for groups of students and you are very welcome to share and use the material as you like, let me know if there are further topics you would like to see covered.

In this session I have taken as a starting point the definition of diplomacy as the process of building networks of power and influence to achieve common goals by the process of advocacy.

The topics covered are:

1. What does Advocacy mean to Students for Global Health.
2. From AIDA to TOSCA – from a marketing approach to developing a transformative organisation
3. Is it your right or your duty to protest? As part of a national advocacy strategy.
4. Advocacy from Policy to Action – why advocacy is more than simply intoning policies.
5. Advocacy Allies – working with the many other groups advocating for global health issues.
6. Targets for SfGH Action – how do you seize the moment or even create the time for change.
7. Assessing the Stakeholders - and building your power and influence.
8. Tips for Health Negotiators – getting to Win- Win outcome with other global health advocates.
9. IFMSA – a chance to reflect on how you work with them.
10. Getting your voice heard at international meetings – some tips and practice.
11. Plan your Communications
12. Getting Organised

This is available at <https://www.building-leadership-for-health.org.uk/global-health-diplomacy/>

# What does Advocacy mean to SfGH



- You tell me but it seems like:
  - Speaking for UK students and future generations
  - Accepting responsibility as global citizens and professionals
  - Taking a role in global governance linking members to global issues
- The promotion of social justice for health by influencing policies, systems, structures, practices and attitudes, educating and mobilising students and young health professionals throughout the world, to improve health and equity at local national, regional and global levels\*.

\*Adapted from World Vision's definition 2013

If, like me, you are fascinated by the origin of words, note that “Diplomacy” is derived from the Greek diploma, a folded parchment given, for example, to athletes winning a race. This was used by Romans to refer to a pass authorising travel on roads, so diplomacy represents views from other peoples. Negotiation comes from the Latin “negat otia” meaning no ease, so negotiation means business and is hard work as you will discover but it is the only way to achieve progress through compromise.

The word “professional” stems from the Latin “professionem”, meaning to declare a set of beliefs. This is reflected in the idea that professionals claim the right to govern themselves because of their special knowledge and the high ethical standards, to which they adhere. **Any student aspiring to become a professional should think about the beliefs that they uphold.** The Hippocratic Oath was the first professional oath. A modern version commits to serve all humanity, without discrimination – “The Declaration of Geneva” can be found at <https://jamanetwork.com/journals/jama/fullarticle/2658261>

The word advocacy comes from the Latin “ad vocare” meaning to give voice to, it was used in Roman times to refer to a witness who spoke for someone or some group. **An essential starting point for advocacy is to consider who you speak for and why.**

Advocacy requires a link with those whose rights and opinions you represent. You need to consider who this is for SfGH and how you inform and communicate with those you claim to represent. This might be members of SfGH organisations, all students, or even all young people, but how can you claim that you are speaking for them? You need to think about how local groups, individual members and maybe wider student groups have been informed and consulted (or surveyed) and how you keep in touch with them using social media and other means. If the targets of your advocacy action are disadvantaged people – for example those with poor access to health services or people from low income countries already affected by climate change, you also need to consider how you listen to and empower them. **Consider how student placements can strengthen SfGH's role in advocating for global health solutions.**

Advocacy has an external purpose: to raise awareness of issues, informing the public, and an internal purpose in reinforcing knowledge and strength of ties within the organisation; sharing ideas and taking action together helps to build SfGH as a Transformative Organisation of Socially Committed Activists.

**Consider SfGH's advocacy how you define, communicate with and empower people you represent.**



## Advocacy From AIDA to TOSCA

- Awareness
- Interest
- Desire
- Action

AIDA is a marketing theory that can be applied to advocacy  
But engagement also develops commitment and purposeful action within SfGH



- Transformative
- Organisation of
- Socially
- Committed
- Activists

The well-known AIDA model expresses a simple approach to the aims of marketing – to raise awareness of a brand, promote interest in its products or services, building consumer desire to the point that they take action to buy the product. The same model can be applied to advocacy – raising awareness of social issues affecting global health, promoting interest in solutions to these problems, developing a desire for change and taking action to demand political change and altering their personal behaviour. **You may wish to Google AIDA and apart from some enjoyable opera you may gather some insight into the application of the AIDA model to your approach to advocacy.**

But beyond this, the experience of joining in group behaviour, to learn more about the causes and potential responses to global health issues and to participate in actions such training others or participating in protests or representation at national or international meetings can create a sense of identity and purpose. This provides a basis for the formation of a Transformative Organisation of Socially Committed Activists (TOSCA). It is therefore helpful to consider ways in which SfGH actions can both contribute to the external goals of social change and the internal goal of reinforcing the teamwork and commitment of members. **Again you will find online insights into how to encourage the formation of effective teams - the best known model is Tuckman’s – Forming/Storming/Norming/ Performing.**

Activism must be rooted in ideas developed through teamwork and a commitment to action at local level, but it also requires some cool-headed thought about the consequences for public reaction and for the general membership.



A realistic approach to advocacy must recognise that internal and external aims may sometimes conflict, what feels right for members may not be an effective way of changing public opinions. For example, while the Extinction Rebellion protest no doubt reinforced the virtuous feelings of its membership, opinion polls suggested that their protest reduced public support for urgent action on climate change. In all cases it is important to listen to those you hope to influence and to think through the consequences of action, however well-intentioned they may be.

Compare Greta Thunberg’s call for rebellion ( [https://www.youtube.com/watch?v=2rPC6oC\\_5rU](https://www.youtube.com/watch?v=2rPC6oC_5rU) )



## Is It Your Right or Duty To Protest?



- The right to peaceful protest in the UK is expressly guaranteed under European Convention of Human Rights
- You do not necessarily need to inform the authorities
- However, police and other authorities are more likely to cooperate if they have been informed
- A clear point of contact with the organisers is important.
- You may need a permit to protest in the area chosen
- Communication with authorities could be used in court if it is decided to charge you for organising an illegal demonstration.
- **“All that is necessary for evil to succeed is that good men do nothing.” — Edmund Burke**

The right to protest can be seen as a duty when facing grave injustice, many would argue that the injustice of global health and the threats to planetary health demand that we take action. But before taking to the streets it is important to clarify the intentions and messages of the protest:

- What are the aims of the protest? Is it to raise awareness of an issue, to interest and inform, to show the strength of support for the protest or to promote specific actions?
- Who are you trying to influence? Are you targeting the general public, the politicians and decision makers, or are you building commitment for the protest participants?
- How might others interpret the image and message you communicate? Including most importantly those opposing or hesitant about your message and organisation?
- What support is there for the protest? Have you developed enough commitment amongst your supporters, have you cooperated with other groups, will you attract public support?

Careful thought about these issues should ensure that a protest is seen as a reasonable and legitimate response by participants and the public. It is important to make sure that, for example, a small protest is not attacked for showing a lack of support for the issue, that information conveyed on notices is clear and evidence based and that the behaviour of protestors does not give rise to negative responses from the people that you are trying to influence.

**From a national perspective SfGH may wish to consider what protests can be supported, by for example displaying the SfGH logo and referring to national policies and decisions.**

For Government advice on informing the Police about public marches see <https://www.gov.uk/protests-and-marches-letting-the-police-know> and The Law on the Web (though this is not being maintained) provides advice on rights see <https://www.lawontheweb.co.uk/legal-help/right-to-peaceful-protest>

**How can SfGH support and guide local and national activism and protest as elements of advocacy.**

# Advocacy: from policy to action

## → Policy sets out the principles to guide decisions.

- It provides a moral basis for action.
  - Purpose – why we must do this.
  - Scope statement – who is affected.
  - Target date – by when will we do this.
  - Responsibilities – how will we take action

## → Advocacy is requires a strategic targeted approach

### • Strategic thinking

- What can we achieve
- Who has power
- Who are our partners
- What is the opportunity
- What is the next step

### • Targeted approach

- Right message
- Right time
- Right people
- Right places
- Right solutions



A policy statement or brief is often a useful starting point for developing an advocacy strategy. It sets out principles to guide subsequent decisions in a form that can generate or reflect the approval of the organisations and individuals represented. How such policy statements are ratified by the membership will depend upon circumstances but as it is an important moral basis for action, this should not be taken for granted. Generally a policy statement will present a case for action based on the fundamental beliefs of the organisation in human rights to health. It sets out the actions to be taken, empowering a group of representatives to act on its behalf with targeted outcomes, responsibilities and a deadline for action.

However, policy must also provide scope for creative strategic thinking by advocates so that they can respond to opportunities and challenges and focus actions on practical deliverable outcomes. Advocacy that simply results in intoning pre-formulated policy positions may result in righteous feelings but will achieve little, on the other hand an un-principled search for agreement at any cost is pointless.

SfGH advocates will need a clear but sufficiently flexible Policy Brief in each field and on this basis you need to assess the situation and research how you can best contribute to the dialogue. This will include assessing: the stakeholders and their interests, powers and legitimacy: the points at issue and evidence cited for action or inaction. Assess where there is possibility for progress and what arguments, evidence or public and professional support might advance your aims. You should also consider SfGH's power and influence and how to promote and enhance it, for example resolutions of members show democratic legitimacy, social media contacts demonstrate and build "people power" and personal experiences of members are also sources of influence.

**Discuss how you might develop a national advocacy strategy.**

# Advocacy Allies



- Potential sources of allies include:
  - UK: Your Patrons, All Party Parliamentary Groups, Royal Colleges, Universities, NHS, Charities
  - EU: European Health Forum Gastein, Global Health Europe, Global Health Centre Geneva
  - Global: IFMSA, Youth Pre World Health Assembly
- Global health has many advocates

Global health has become an academic industry over the past 20 years, with countless organisations offering courses and undertaking research. It is therefore important to select partners carefully, your patrons: Sir Michael Marmot, Lord Nigel Crisp, Sir Andrew Haines and Professor Richard Horton are all leaders in their fields but very approachable and would I am sure be willing to help you choose allies.

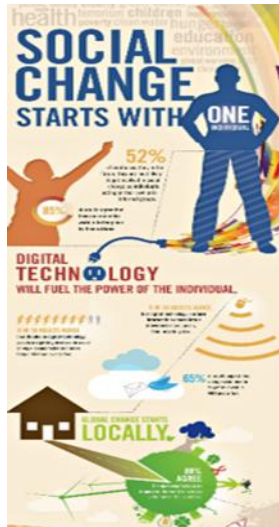
All Party Parliamentary Groups are important points of contact between politicians of all parties, academics and NGOs on a wide range of issues such as Global Health, Climate Change and Lesbian Gay Bisexual and Transgender Rights. There are almost 500 APPGs so it is worth investigating see <https://publications.parliament.uk/pa/cm/cmllparty/191105/register-191105.pdf> .

Other bodies worth following include the Royal Colleges that lead medical and nursing specialties and play a role in setting international standards in medical education, most are members of the Academy of Medical Royal Colleges. Many universities provide courses in global health and some run conferences. The Department of Health and NHS bodies with a remit for global health include Public Health England which monitors UK strategy for global health as set out in Health is Global the Director of Global Health is Neil Squires, Charities with an interest in Global Health include: The Nuffield Trust, the King's Fund and the Wellcome Foundation, which works with the National Institute of Health Research and many others. You should also consider working with charities such as: Oxfam, Save the Children, MSF, THET and HIFA.

The European Health Forum at Gastein is an important event bringing together European policy makers including those concerned with global health, the European Global Health web site managed by the University of Maastricht provides an update on EU policy and list of European bodies involved in global health. The Global Health Centre of the Graduate Institute Geneva is the WHO accredited centre for Global Health Diplomacy, see <https://graduateinstitute.ch/globalhealth>

The Global Health Centre (of which I am a senior associate) also runs a course for IFMSA at YPWHA. In recent years this has developed as a wider forum for engaging youth organisations in global health. This may be seen as reflecting SfGH's extension to include all students. You may also find sites such as the "John Hopkins Bloomberg: Global Health Now" site useful for following developments.

**Consider how SfGH should monitor and work with other potential partners in global health advocacy.**



## Targets for SfGH Advocacy

- Policies are prepared for a wide range of issues but
- Targets for advocacy tend to arise from opportunities to “seize the moment”
- When an issue is ready or “ripe” for action but
- You can also create the moment



While it is important to clarify policy on a wide range of issues, progress is not achieved by simply stating your positions. You need to consider the opportunities available to achieve useful outcomes for those whose concerns you represent and those who are the targets for the action you support. You need to be aware of the ongoing dialogue on issue that are important to you, the specific perspective you bring, who you might work with and practical steps that can be taken. To explore the background to each topic, it is helpful to review current policy dialogue by searching the internet. You will often find agreements for action, which sound good but achieve little because they lack specific targets, measures or funding.

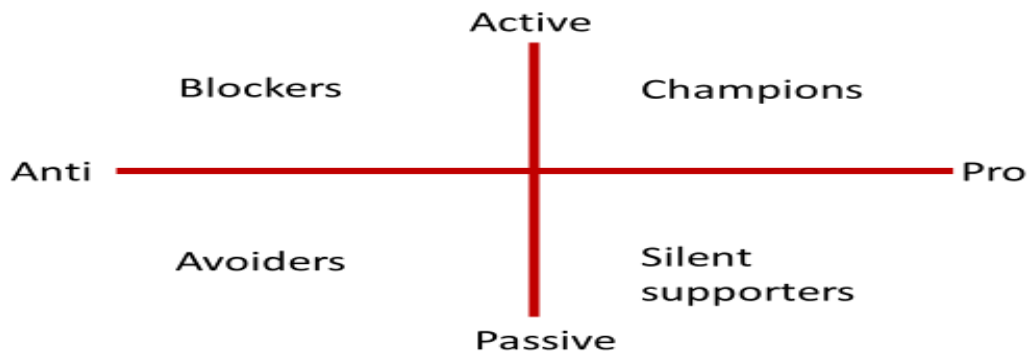
The agenda for global health is crowded with issues clamouring for attention, in a perfect world all would be considered and acted upon through a fair and effective systems of national and global governance. But we don't live in such a world. Advocacy makes the case for action on specific issues, because of the needs they address and the possibilities for action. Timing is a crucial factor. An issue may be “ripe” for action because of events such as: health emergencies, public outcry or research findings. SfGH must react to such events to “seize the moment” and join the debate.

in some cases it can create the moment, perhaps building on a local or national issue of particular concern to students, for example the change of emphasis from medical students as implied by the name Medsin to a broader appeal to Students for Global Health would suggest an emphasis on the role of Nurses and other health professionals. This resonates with the with the Nursing Now! Initiative stressing the importance of nursing for global health and gender equity supported by the WHO Director General Tedros Adhanom and the All Party Parliamentary on Global Health co-chaired by Lord Nigel Crisp, one of your patrons, see <http://www.appg-globalhealth.org.uk/home/4556655530> .

It is also clear that Planetary Health and Climate Disruption is an existential threat to future generations, in this case the momentum for action has been created by Greta Thunberg and David Attenborough. Again SfGH could take a role because it speaks for future generations of health professionals and others see <https://www.parliament.uk/business/committees/committees-a-z/commons-select/environmental-audit-committee/news-parliament-2017/planetary-health-report-published-17-19/>

**To prepare for advocacy you need to find practical opportunities to use SfGH's distinctive perspective.**

## Assessing the stakeholders



One of the most important decisions in developing an advocacy strategy is whether to work within a coalition. This depends on where other stakeholders stand on an issue. One way of assessing the position of other stakeholders is to consider those opposing and those supporting your aims for your advocacy issue. Some may be active in their support or opposition and others may be passively in favour or against progress. Sometimes the most difficult stakeholders to deal with are those passive opponents and those generally in favour but not prepared to take action.

In practice it often happens that these stakeholders are prepared to go some way towards the action you support but not as far as you would like. In such cases it is important to assess how much progress can be achieved and what factors are holding them back, this is rather like a training needs assessment. Your response may be compromise accepting the best that can be achieved for now or to oppose them.

You should also consider SfGH's basis for advocacy and that of a coalition in terms of:

- Power:
  - Discursive power to define the situation – can you define the situation (e.g. for students)
  - Decision making – can you take decisions on behalf of members (legally binding or not)
  - Economic – can you raise funds or resources (such as student time) for specific actions
  - Influence – can you motivate students or others (and can you show evidence of views)
- Legitimacy:
  - Moral – can you make a case in terms of the human rights of those you represent
  - Democratic – can you demonstrate the support of members or students
  - Experience and knowledge – can you show evidence for your advocacy position

On this basis you may decide to join a coalition or alliance or take your own stand. The advantage of coalition is that you gain power and legitimacy for your position, the disadvantage is that your specific policy position may be compromised and the views of groups you represent may not be visible. In practice it is seldom the case that a coalition speaks with one voice – often there are many. You will therefore need to negotiate with other coalition members to achieve outcomes that meet both their aims and yours – this calls for what is known as – “Win- Win” negotiation.

**You need to consider whether to align SfGH with others in relation to your advocacy positions.**





## Tips for health negotiators



- Reframe the issues
  - To provide negotiating space
- Cross the golden bridge
  - Help them remove obstacles
- Go to your balcony
  - Stand back from the issue
- Bring the extra dimension
  - Add new element to solve issue
- The single text method
  - A creative new approach
- Look for Win-Wins
  - Celebrate success



In negotiating for win-win outcomes for health we can learn from experience, most of these tips are taken from William Ury, the world leader in negotiation skills (you can find talks by him at [http://www.ted.com/talks/william\\_ury.html](http://www.ted.com/talks/william_ury.html) . )

Reframing the issue means setting the issue in a different policy context, helping people to address the issue in a different way. Thus, while you may see an issue solely in health terms, it may be helpful to reframe it as a question of community solidarity. For example; planetary health can be represented as exploitation by multinational companies, a threat to poor countries and a betrayal of future generations.

“Crossing the golden bridge” refers to the importance of helping your opponent to overcome the barriers that face them in reaching a compromise agreement acceptable to others, to do this you need to accept and work with “where they are coming from” and talk them through the obstacles they face.

“Going to your balcony” means not getting sucked into arguments, keeping a clear perspective on the aims of the negotiation and discussing issues not personalities. If someone attacks you on a personal level don’t react, take the discussion back to the underlying issues, it will make them look small.

In some negotiations it can be helpful to introduce an additional element so that everyone wins from the outcome. The story of 17 camels shows this see <http://www.wussu.com/humour/camels.htm>

The single text method was used to develop the road map for peace in the Middle East, both sides started from hard-line positions and would not give way, so the American chair of negotiations started afresh with a single text both sides could take or leave.

Negotiations often involve coalitions of those in favour or opposed to particular actions. It is vital to maintain the strength of the coalitions, as although the leading advocates may have a clear position, their strength in negotiation may depend on maintaining support from other coalition members. For this reason negotiators may attempt to appeal to the interests of opposing coalition members and thus undermine their support for the lead opposition advocates. Conversely coalition members may be best placed to offer compromise solutions, softening the position of their coalition in response to outcomes that meet their interests. Looking for win-wins has been stressed throughout, because if party feels they “lost” they are unlikely to participate in action, whatever the agreement. One way of reinforcing this is to encourage everyone to cheer each sign of progress. This may apply to a coalition or to all participants.

Advocating for a set of ideals or principles may make you feel good, but achieving progress towards action on issues requires you to understand the points of view and interests of other parties and to negotiate the best possible next step attainable. This is “the art of the possible” not “virtue signalling”.

**Consider your negotiating strategy to promote the issue on which you are advocating.**

# IFMSA



- Founded in 1951 as a federation of national associations
  - Of 132 student bodies from 124 countries, with some 1,300,000 students.
- It supports programmes, conferences and workshops on medical education, public health, reproductive health, gender issues, human rights global health and peace,
- Its aim is to empower all medical students to learn about and influence global health policy to improve the health of all people of the world through:
  - Partnerships with youth, student and international organizations;
  - National, international and global networks and exchanges
  - Developing and sharing a common understanding and approach
- IFMSA is recognised as an NGO in official relations with WHO
  - It is one of 190 NGOs with a three year plan for cooperation with WHO
  - Working with partners it may lead to a World Youth Health assembly

See [https://prezi.com/2ix-prca0vk2/presentation-international-federation-of-medical-students-associations/?utm\\_campaign=share&utm\\_medium=copy](https://prezi.com/2ix-prca0vk2/presentation-international-federation-of-medical-students-associations/?utm_campaign=share&utm_medium=copy)

IFMSA official relations with WHO started in 1969, with the organization of a symposium on "Programmed Learning in Medical Education". In the following years, IFMSA and WHO collaborated in the organization of a number of workshops and training programs. Current collaborations include the "World Health Organization (WHO) Simulations" Transnational Project which aims to foster interest in global health and health policy, Google this.

Since 1971 IFMSA has also worked with UNESCO see <https://ifmsa.wordpress.com/tag/unesco/> and now supports HIFA2015 (Health Information for All) see <http://www.hifa.org/>.

In recent years a Youth Pre-World Health Assembly Workshop on Global Health Diplomacy, Governance and Advocacy has been organised with the support of the Global Health Programme of the Graduate Institute Geneva. This is open to IFMSA members as well as other youth organizations that attend the WHA. The event aims to develop a plan of action for youth participation at the World Health Assembly which follows the event. Participants prepared by working with this learner led material will meet in seminars and working teams to develop advocacy strategies on global health and humanitarian issues to be enacted at the WHA.

SfGH might also wish to consider measures to develop further engagement in the Youth Pre World Health Assembly to address issues of global concern including those identified in recent WHO reports and strategy documents see <https://www.youtube.com/watch?v=za812NoMWQY>.

**Take this opportunity to reflect on how you can improve your relations with IFMSA.**

# Getting your Voice Heard at International Meetings

- Understand the formal agenda &
- Side room meetings and events
  - Shape the future
    - Create contact and coalitions
    - Enables you present your case
    - Often making the case to be heard
    - So make clear your legitimacy
    - In a short punchy statement
- Take the rhubarb challenge
  - And keep a contact book



An international meeting provides both a forum for decision making and a market place for ideas. It is important to understand the formal agenda of the meeting. But in practice the proceedings can be somewhat dull and predictable with little scope for organizations like SfGH to exert influence. The side room events and meetings which happen at most international events tend to be more lively, they provide opportunities to influence future thinking and agreements. To prepare for this it is important to get in early, make contact with the organizers of the events and if possible secure an opportunity to present your views.

Early preparation is vital, email those you hope to meet, know what they look like, be prepared to edge into their conversation but above all be clear what message you hope to get across. So Google to keep track of both the formal and informal agenda and to identify those you hope to contact at the meeting.

In these situations you have to be aware that you will not be able to give a long prepared speech, you will need to seize the moment to get across a few key points: who you are, who you speak for and what you propose. One exercise you may find useful in preparing to get your views across in a crowded room is the rhubarb challenge. Group members make a general noise (rhubarb...rhubarb...rhubarb...rhubarb) while one participant at the back of the room makes a brief statement putting across 3 key points.

**To prepare for an international meeting identify the formal and informal agenda and meetings relevant to your advocacy topic and list useful contacts and practice keypoint speeches.**

## Plan your communications

- Clarify your message
  - Key points and reasons
- Who are you going to influence, how?
  - Your supporters - social media
    - Pamphlets, Web sites, Blogs, Facebook, Twitter
  - International agencies and NGOs
    - Communications, meetings, participation, contacts
  - Press
    - Interviews/ press statements (practice)
  - Public opinion
    - Press, media, images and events



It is tempting to use a catchy phrase as a starting point for an advocacy programme but personally I would advise against this approach. You need to understand the ongoing dialogue, the evidence, the other stakeholder and the potential contribution your organisation can make before formulating your message. Once you have this understanding, of course a memorable way of getting your message across can be useful as part of a comprehensive communications plan.

Your communications plan should consider how you will keep in touch with your supporters and those you seek to empower through your advocacy. This will probably involve social media such as Facebook and Twitter. After all you will be attending the meeting on their behalf so you will need to plan how to keep your followers engaged. As a start try looking at <http://www.aauw.org/resource/how-to-use-social-media-for-advocacy/> . Google to find tips and advice you find helpful and share with your team.

You also need to consider the agencies and people you are trying to influence, you should try to find names and if possible photos so that you can make contact. Think through the message you want to put across to these contacts and what the SFGH and its members can offer them, for example, contact with young people through social media. This may require you to butt into people's conversations; be polite but assertive (try <https://www.youtube.com/watch?v=ubSL1tFmgDc> ) And don't worry, these people expect to get lobbied. Some sort of brief pamphlet or visiting card may help and you may also be setting up longer term contacts, so a contact book is essential.

Making contact with the press is vital but dangerous, always remember they have their own agenda, so be careful, stick to your position and what you know. Make sure you control the message and are not part of someone else's story. One useful exercise we could try is to practice making your case and responding to questions from the press, for tips on how to present your case try <http://www.rogerdarlington.me.uk/Speech.html> or Google to find advice you find helpful. You will also enjoy the opportunity to act as press reporters.

**You may wish to prepare a press statement for your advocacy topic as part of a communications plan.**



# Get Organised



- What do you hope to achieve
- What is your key message
  - In a sentence!
  - And in three minutes!
- What meetings do you plan to attend
  - Who will speak, with what aim?
  - Who do you hope to contact?
- What is your team structure?
  - Will you elect a leader or take it in turns
- Who will communicate with members
  - With press and others

A chance for you to reflect on what you have discussed and to make plans for your next steps. Topics you might like to consider include:

1. **On whose behalf are you advocating and what are the targets for action, how is this shown?**
2. **How will you build SfGH membership and their commitment to advocacy targets?**
3. **What local and national public protests or other demonstrations will you support?**
4. **What is the links between national SfGH policy and your advocacy strategy?**
5. **Which organisations will you work with at national and international meetings?**
6. **How will you decide what your advocacy targets should be?**
7. **What will develop your power and influence as SfGH and as coalition members?**
8. **How will you negotiate with allies and opponents for your advocacy position?**
9. **What will you do to improve relations with IFMSA?**
10. **How will you get your voice heard at international meetings?**
11. **How will you communicate with membership and others?**
12. **How will you get organised for advocacy?**

Whatever you decide I wish you every success in developing as TOSCA and reforming our world.