A Frontline Campaigner's Guide to Planning and Mobilizing Resources for Universal Health Coverage Day

October 2021

I. INTRODUCTION

Every year on 12 December, the world celebrates International Universal Health Coverage Day (UHC Day). This official UN-designated day aims to raise awareness of the need for strong, equitable and resilient health systems and universal health coverage (UHC), while marking the anniversary of the UN's historic and unanimous endorsement of UHC in 2012 as an essential priority for international development.

Historically, campaigners have engaged in a variety of activities leading up to and on the day itself to show support for UHC and advocate for progress in their local contexts.

Though in-person campaigning has been impacted by the COVID-19 pandemic, many avenues still exist to engage in UHC Day and related advocacy efforts to amplify the call for equitable health systems that work for everyone. Even when not in-person, these types of campaigns still typically require substantial financial, human and/or material resources to organize and execute, especially given the need to creatively adapt to changing pandemic circumstances.

This handbook therefore provides frontline campaigners with a comprehensive overview of the practical guidance and tools needed to help individuals and organizations plan and mobilize these resources for a range of UHC Day-specific and other UHC-related activities.

Because the work we do does not begin and end on 12.12.

In September 2019, world leaders endorsed the most ambitious and comprehensive political declaration on health in history, committing to ensuring that by 2030 everyone in their country will receive the quality health services they need without financial hardship. This guide is meant as a tool for a variety of frontline health campaigners whose work is integral to communities, countries and the world in achieving #HealthForAll. Please feel free to use this guide year-round for continued UHC-related advocacy efforts, as we all work to hold our leaders and decision-makers accountable to the commitments they made.

On the next page, you will find a top-level checklist, outlining the major points in each section of this guide, to help you organize your campaign development. **If you have questions about this guide, or would like to see additional or different types of information, please email campaign@uhcday.org.**

Planning and Mobilizing Resources for Universal Health Coverage Day: Checklist

1 ## CAMPAIGNING IN THE DIGITAL AGE

Identify campaign type (political forum, webinar, workshop, etc.) ☐

Develop campaign format (virtual, in-person, hybrid event) ☐

Integrate with the #UHCDay Virtual Rally ☐

2 ## FINDING RESOURCES TO BUILD YOUR CAMPAIGN

Outline planned expenses ☐

Create a budget and funding target ☐

Define a concrete funding target with clear timeline ☐

Identify funding sources (digital crowdfunding, grants) ☐

Utilize design resources to make your campaign stand out (UHC Day templates, online design tools) ☐

Optional: Invest time in a free online course ☐

3 ## THE LANGUAGE OF MOBILIZATION

Share your personal and organizational experiences on your website or a crowdfunding site ☐

Leverage CSEM and UHC Day Toolkit Messaging ☐

Identify target audience (general public, policymakers, donors) ☐

4 ## ASSESSING AND COMMUNICATING IMPACT

Track progress using a spreadsheet or work tracker ☐

Thank supporters ☐

II. Campaigning for UHC in the Virtual Age

The Evolution of the UHC Day Campaign: Inspiration from Past Campaigns

Though UHC Day has been celebrated for many years past, 2018 was the first to be recognised as an official United Nations awareness day. In this section, you will find example activities from 2018-2020 to help provide an overview of the types of advocacy efforts you might consider engaging in both on UHC Day and year-round.

The 2018 campaign included a diverse range of activities across the globe, with organizations hosting rallies, high-level political forums, performances, soccer tournaments and more. Select examples include:

>**Bangladesh: SERAC-Bangladesh** *facilitated three policy dialogues on UHC from 12-24 December in three locations across Bangladesh. Attendees included NGO representatives, youth participants, journalists, health experts, health economists, government representatives and civil society organizations. The meetings were intended to raise demand for access to affordable and quality health care for everyone and to recognize health as a fundamental human right in the Constitution of Bangladesh. The events focused on equipping youth advocates with the tools to advocate for UHC in the upcoming national elections and to generate political commitments to UHC after the election.*

>**Benin: Coalition des OSC du Benin** *engaged in several activities to amplify and spread awareness about the country's efforts to achieve UHC. Specifically, the coalition*

created a press release about the day, pitched journalists and placed a piece in top-tier, in-country outlet, Fraternite. The coalition also successfully organized interviews — one of which featured the Minister of Health — that were broadcast by in-country and regional television networks.


Namibia: Ombetja Yehinga Organization (OYO) *dance troupe organized two events for UHC Day, attracting 400 people to attend. **OYO presented three dance pieces focused on stigma and discrimination against people living with HIV, treatment adherence and use of PrEP in Namibia,** and alcohol abuse and its effect on health care. These pieces were used as a platform to discuss what participants know about UHC, HIV prevention, Namibia's health system and why health is a human right. During the event on 12 December, the WHO acting representative, Mrs Mary Brantuo, delivered a speech to the audience on UHC. The Corridor Group attended both days with **a mobile clinic to provide free HIV testing, measure blood pressure and answer questions from the public.***

Nepal: Ageing Nepal *implemented several activities over the course of a week, including a **roundtable discussion with the National Human Rights Commission, an awareness building session, a free eye care camp for the elderly and a rally**. The organization also conducted **a photo campaign, wrote op-eds, collected over 500 signatures in support of UHC, distributed pamphlets, participated in a TV talk show** and networked with local organizations.*

The 2019 campaign took on a similar format, with over 229 official events submitted to the campaign heatmap:
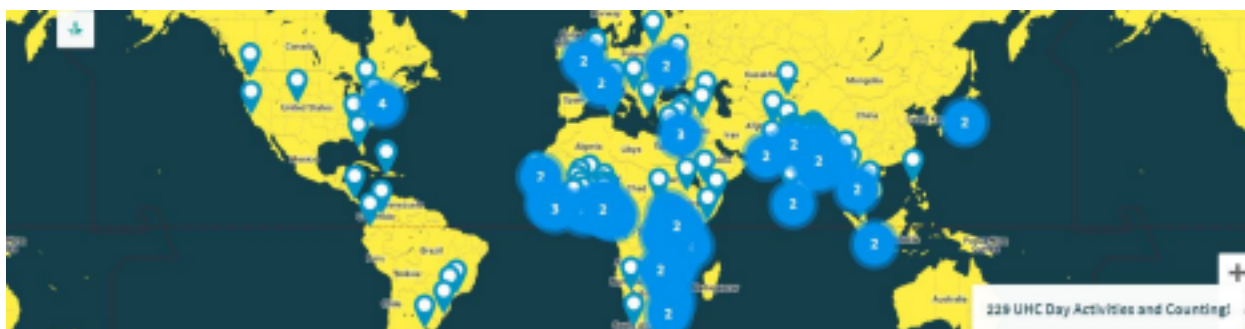
Armenia: Health Economists Association organized **a training for more than 25 journalists** on UHC and **a televised press conference** with a panel including the Minister of Health, Deputy Minister of Health, WHO country office director, and Dean of Public Health of American University in Armenia.

India: Blossom Trust *organized a street campaign to raise awareness of the importance of inclusive healthcare systems that include women and marginalized groups. EduClown performers distributed 5,000 flyers and collected 750 signatures on a petition that was presented to the Deputy Director of Health Services.*

Pakistan, Portugal, Somalia, USA: Women in Global Health *chapters launched a social media campaign, generated media and hosted panel discussions on the importance of gender equality and women's leadership to achieve UHC. Audiences*

included midwives, nurses, students, health care practitioners, Ministry of Health representatives, women's associations and academics.

Philippines: San Julian Pride Advocacy Group Inc *convened a town hall meeting in a municipality characterized by rural poverty and proneness to natural disasters. This was the first UHC event in the area, raising awareness of the Universal Health Care Act with LGBT+, youth, fisherfolk, people with disabilities and many other civil society groups.*

The 2020 campaign saw far fewer in-person activities given that the typical pathways to engage had been largely disrupted due to the COVID-19 pandemic. With physical distancing and other public health measures in mind, the campaign instead encouraged and supported a substantial shift toward greater digital and individual engagement, culminating in its first ever 24-hour "Virtual Rally" on 12 December with the goal of recreating the energy, diversity and unity of typical in-person campaigns of past UHC Days.

Global: Last Mile Health *launched its 2020 Impact Narrative on UHC Day, spotlighting the role community health workers play in bringing care directly to the people that need it most.*

India: Multiple Sclerosis Society of India, Chennai Chapter, *held a physically-distanced campaign event and published a video calling on leaders to protect everyone.*

Japan: Japanese Organization for International Cooperation in Family Planning *organized a social media campaign on Twitter and Instagram and launched a virtual walking campaign as part of the virtual rally with the hashtag #UHCウォーク.*

Kenya: Evidence 4 Action - MamaYe *produced a series of videos spotlighting stories from advocates on the ground*, highlighting the intersection of COVID-19, UHC and issues like family planning, health worker support, public health investments and primary health care.

Myanmar: Community Partners International *organized a social media singing contest for UHC Day*. The winning song received more than 24,000 views on Facebook in just five days. The organization also launched an audio comic book promoting UHC.

The 2021 Virtual Rally

No matter where you are in the world, you can join for UHC Day 2021 to demand change and call on leaders to invest in strong, equitable systems that leave no one's health behind.

The 2021 #UHCDay Virtual Rally provides a variety of ways to do just that, tailored to whatever your local public health context might be. Browse the **UHC Day toolkit** to find resources and inspiration, as well as an **event heat map** visualizing the full scope of global activities that will culminate in a 24-hour burst of advocacy and activism on 12 December. This year you're encouraged to engage in any combination of these three ways with the hashtag #UHCDay:

- **Ask** – Use pre-drafted tweets and email templates available on the campaign website encouraged to target tangible UHC advocacy asks to local and national governments, world leaders and other major stakeholders.
- **Amplify** – Use digital materials provided by the campaign (e.g. social media graphics, profile frames, AR filters, Zoom backgrounds) to share personalized messages about what UHC means to you, and why it's critical that health systems leave no one behind.
- **Act** – Use templates and tools provided on the website to walk, rally and/or move in ways that work in your local context to commemorate the day. This could be an individual action or a more organized group activity, with clear reminders to adhere to local community/country COVID-19 restrictions and guidelines.

III. Finding Resources to Build Your Campaign

In earlier years of the UHC Day campaign, UHC 2030 provided seed funding in the form of microgrants to frontline campaigners. In order to ensure the long-term sustainability of frontline UHC and UHC Day advocacy efforts, the campaign is now working to instead provide detailed technical assistance and resourcing guides.

What resources do you need?

In order to set a resource mobilization goal, **you must first outline your planned expenses.**

Though the necessary costs and resources will vary depending on the type of advocacy work your organization is pursuing, more often than not the most central resource needed is human: investments in trained staff who can plan and execute advocacy efforts are critical. Holding events, whether in-person or virtual, producing physical materials, reimbursing travel and designing collaterals are all examples of additional costs that you might need to consider when outlining the resources you need.

> If you are unsure of how to get involved in universal health coverage initiatives, or how to incorporate UHC principles into your advocacy, the **Civil Society Engagement Mechanism for UHC2030** (CSEM) has developed a comprehensive **Health for All Advocacy Toolkit** to help. This toolkit defines UHC, explores civil society's key advocacy calls to action in all stages of UHC, and provides step-by-step guidance on advocating for UHC at the national level, walking advocates through essential processes for creating an advocacy action plan.

Once you have decided what types of advocacy you would like to pursue, **the next step is to create a budget.** The CSEM Advocacy Toolkit provides a budget template to help plan out your expenses. **Setting a detailed, specific funding target**, with a clear timeline for completion, is important. This will give your organization a clear funding goal and provide donors with an understanding of where and when their resources are being distributed.

Relationship-building is key to funding a successful campaign, and requires time and ongoing communications. Plan ahead by identifying and connecting with organizations that may be interested in your project. Identify one person within your organization that can serve as a fundraising point of contact in order to build strong relationships with potential donors. It may also be helpful to create a database of prospective donors, grant opportunities and deadlines for

Tool 7: Budget Template				
Item	Units	# of units	Unit cost	Total Cost
Staff				
Advocacy officer	Monthly salary			
Communications officer	Monthly salary			
IT/Equipment				
Airtime/data	Minutes			
Computer				
Meetings				
Venue hire	Hours			
Catering	People			
Travel	Stipend/bus fare			
Materials/meeting packs	People			
Community stipends	People			
Campaigns/communications				
Design & layout	Hour			
Printing Copies				
Website editing	Hours			
			TOTAL	

applications. Initial funding will likely come from your organization's existing networks, so connect with those who have a demonstrated interest in your campaign or cause as a first step.

As illustrated through UHC Day 2020 activity examples in Section II, online/digital events and activities are not only often preferred given COVID-19, but also present comparatively low-cost opportunities to campaign. Though you will save on costs that typically would have gone toward venues, travel and other in-person needs, early planning to pool digital resources and reduce data costs is key. Consider the following low-cost campaign activity examples:
- Facebook, Instagram or Youtube Livestream
- Twitter Spaces
- Zoom event or webinar
- Letter-writing campaign
- Step challenge campaign/fundraiser

Digital Crowdfunding

Online fundraising methods are an efficient way of mobilizing resources, and include direct

solicitation via email and social media as well as through the use of crowdfunding platforms.

Crowdfunding
Crowdfunding platforms allow you to quickly and easily create a digital campaign and fundraise from individuals online. This is a good option for gaining community support and raising awareness for your cause - the following is a representative list of some of the larger platforms you might hear about, though **please note that they have limited country support and typically charge platform fees on average of 5%**.

- [Facebook Fundraisers](#) allows organizations to create a Facebook page for their event/cause, which can be shared across the platform. There are no fees for donations to nonprofits. The list of supported countries can be found [here](#).
- [GoFundMe](#) is a simple and popular online crowdfunding tool. Organizations sign up with a fundraising goal and a description and photos/videos of their project. You can share your fundraiser via email, text message, and social media to help spread the word. The list of supported countries can be found [here](#).
- [Indiegogo](#) is a crowdfunding tool more often utilized for product or project development, but that also supports fundraising for "Community Projects". The list of supported countries can be found [here](#).

Regional Options
Many countries also offer their own crowdfunding tools, which may be useful in countries where the previous options are not supported. As we work to expand this list, if you have additional suggestions or experience with other platforms that would be useful to include **please email campaign@uhcday.org**.

- Kenya
  - [MChenga](#) is Africa's largest crowdfunding platform.
  - [M-PESA](#)
- Lebanon
  - [Zoomaal](#) is the leading platform in the Middle East.
- Indonesia
  - [KitaBisa.com](#)
- India:
  - [Ketto](#)
  - [Milaap](#)

- ○ Impact Guru
- South Africa
  - ○ Thundafund is South Africa's most popular crowdfunding tool.
  - ○ JumpStarter offers personalized mentorship throughout the crowdfunding process.
- Thailand
  - ○ Taejai.com
- Uganda
  - ○ Akabbo is a popular platform in Uganda.

Practical Opportunities

Many organizations and governments provide grant-based support. Applying for a grant requires more preparation and time than a crowdsourced campaign, but it also helps teams create lasting relationships that may lead to the recruitment of mentors or quality outreach and networking events.

- US Government grants is a comprehensive list of grants offered by the US government.
- UK government grants for international development funding specifically.
- Sida is a list of the Swedish government's partner grants.

Additionally, campaigners often find it useful to coordinate and even partner with local WHO country offices. Though the degree and type of support might vary slightly from office to office, you can consider asking the your WHO Country Office for:

- WHO representation at your organization's event
- Advocacy support and message alignment
- Content development assistance and WHO logo usage
- Content sharing and amplification

If you need help navigating the fundraising proposal and grant application process, the Health Communication Capacity Collaborative and United States Agency for International Development (USAID) **resource mobilization toolkit** can help guide and structure the development process for your organization, and includes a comprehensive **funding proposal example.** In addition to guidance on how to approach funders and investors, other sections of the toolkit include methodology for assessing risk and a detailed how-to for managing the entirety of the proposal process.

Remember, many of these grant proposal processes take time. Consider utilizing these resources for UHC activities in future grant proposals beyond UHC Day 2021.

Free/Inexpensive Design Resources

Branding your campaign with a slogan, logo, and/or specific design materials can create awareness for your cause and help audiences identify your campaign or organization. There are a number of online design tools that can help your organization create professional brand materials, with no design experience necessary. Each of these options offers free and paid membership tiers.

- Canva allows you to create a range of designs, from presentations, marketing materials (i.e., logo/flyer/email header), social media content, and print materials (i.e., sweatshirt, mug, etc.). You can choose from design templates or create your own. Paid membership starts at $119/year or $12.99/month, but **nonprofits and classrooms can access pro features for free**.
- PicMonkey is geared toward social media graphic content. Paid membership starts at $120/year or $12.99/month.
- Adobe Spark is a professional design tool for graphics, collages, flyers, videos and animations. Paid membership starts at $99/year or $9.99/month.
- Visme offers a similar range of tools as Canva, but with added tutorials, webinars, and courses on graphic design. Visme also offers brand management for organizations, ranging from nonprofits to marketers to enterprises. Paid membership starts at $15/month, billed annually.
- FotoJet is built for those with little to no experience in graphic design. It offers fewer features than the other options, but is also less expensive for pro features. Paid membership starts at $39.99/year or $3.33/month.

UHC Day Templates

From branded masks to umbrella pins and stickers, you can find a number of design templates for UHC Day branded goods in our **design toolkit**. We advise using locally sourced vendors to minimize production and shipping costs for merchandise.

Online Courses

To assist in developing your campaign or framing it around the Sustainable Development Goals, it may be helpful to enroll in an online course. In this section, you will find courses from Coursera and Edx on Sustainable Development and global health more broadly. **For a comprehensive list of specific course resources, please see the appendix**.

Both platforms are comparable in that participants can choose between a free, audited version of a course, or a paid version with a certificate of completion and additional support from course instructors. However, Edx courses are only offered in English. Coursera courses are available in English with subtitles, and many courses are taught in one of the six UN languages.

Please note that a comprehensive list of courses around the Sustainable Development Goals is also offered for free from the SDG Academy.

Sustainable Development
- **Coursera**
  - **The Sustainable Development Goals – A global, transdisciplinary vision for the future** by University of Copenhagen (Arabic, French, Portuguese (European), Italian, Vietnamese, German, Russian, English, Spanish)

- ○ **[Effective Engagement of Civil Society in Development](#)** *by Erasmus University Rotterdam (English)*
- **Edx**
  - ○ **[The UN Sustainable Development Goals: an Interdisciplinary Academic Introduction](#)** *by KU Leuven (English)*

Global Health
- **Coursera**
  - ○ **[Essentials of Global Health](#)** *by Yale University (Arabic, French, Portuguese (European), Italian, Vietnamese, German, Russian, English, Spanish)*
- **EdX**
  - ○ **[Improving Global Health: Focusing on Quality and Safety](#)** *by Harvard University (English)*
- **UHC2030 and World Bank Group**
  - ○ **[Advocacy for Universal Health Coverage](#)** *(English) - this e-Learning course on universal health coverage advocacy offers bitesize online modules to learn about the essence of UHC2030 Advocacy Guide.*

IV. Talking the Talk: The Language of Mobilization

Remember, **mobilizing resources is also an advocacy project as well**! You will likely find yourself having to interface with and even solicit funding from those who are somewhat unfamiliar with the concept of universal health coverage.

Sharing your personal and organizational experiences, and tying those - often issue-specific examples - to the larger notion of health systems and health coverage is critical to making people understand what's at stake.

Leverage CSEM and UHC Day Toolkits

The **CSEM Advocacy Toolkit** outlines four key advocacy messages, developed by and for civil society, which help situate civil society in the UHC movement and explain what needs to be done to hold governments accountable for their UHC commitments. These should be adapted to your specific context - the toolkit also provides a message development template for you to help incorporate these types of messages into your ongoing advocacy work.

Be sure to also utilize the resources in the **2021 UHC Day digital toolkit** for specific message inspiration relevant to this year's theme, "leave no one's health behind: invest in health systems for all." Key messages fall under the following sub-themes, with accompanying suggested language that can help you frame your UHC Day and UHC-related activities:

- *Equity: Balance the Scales to Ensure Fair Access to Care*
- *Resilience: Create Health Systems that Protect Everyone in Crisis and Calm*
- *Investment: Direct Funding Towards a Healthier, Safer Future*
- *Accountability: Drive Stakeholders to Act for Accountability*
- *Collaboration: Forge a Common Ground for Global Progress*

Regardless of your audience, a clear and compelling message is key to success. The following elements are typically needed for a successful UHC Day mobilization effort:

☐ Details about what your planned project/activity is, including where and when
☐ Compelling story explaining the need for the project/activity, and its potential impact in your community

☐ A brief explanation about UHC Day and the project/activity's link to the day
☐ A specific and quantifiable request for financial/needed support
☐ A date by which you need their support
☐ Instructions on how to provide that support to your organization
☐ Any relevant links/organization URLs that can provide further context
☐ Contact details for questions

These details **should be consolidated in one place, ideally on your own website or crowdfunding website**, and a concise summary of them can also be included in direct outreach emails/letters to potential supporters. Additionally, depending on the type of audience you are engaging, you will need to tailor your messaging accordingly:

The General or Informed Public

For campaigns targeting the general or informed public, you will likely need to make your message as simple as possible. Guiding potential supporters to your website or campaign page can take the form of concise and attention-grabbing social media and email outreach.

In contrast to formal grant applications and government appeals, campaigns targeting your community or the general public also allow you to leverage more emotion-driven content that encourages people to sympathize with your cause and/or understand how it might impact their daily lives.

Example Tweet #1

On this #UHCDay, the message is clear: Everyone, everywhere has a right to quality health services without fear of financial hardship or discrimination. Help us reach this goal here: [+YOUR WEBSITE LINK]

Example Tweet #2

Your job should not determine your access to health care. #HealthForAll includes people in the informal sector – such as freelancers, artists, day laborers, vendors &

migrant workers. We must include them in health decision-making and #LeaveNoOneBehind.

Decision-Makers / Governments

For campaigns targeting decision-makers and/or local or national governments, tying your specific cause to UHC and community/country progress, development and prestige will be critical.

Consider this example language from the WHO fact sheet on UHC:

> *"Achieving UHC is one of the targets the nations of the world set when adopting the Sustainable Development Goals (SDGs) in 2015. Countries reaffirmed this commitment at the United Nations General Assembly High Level Meeting on UHC in 2019. Countries that progress towards UHC will make progress towards the other health-related targets, and towards the other goals. Good health allows children to learn and adults to earn, helps people escape from poverty, and provides the basis for long-term economic development."*

Example Message #1

At least half of the world's population lacks access to essential health services. If everyone could get the promotive, preventative, curative, rehabilitative and palliative services they needed, the story of the COVID-19 pandemic would be very different.

Example Message #2

Over 190 countries have joined COVAX to ensure equitable global vaccine delivery. The COVID-19 pandemic shows us that even in the darkest times, focused cooperation across countries, sectors and issue areas is the only way to reach our shared goal: health for all.

Donors

If you are planning to reach out to donors, either via targeted grant applications or email outreach, leaning into the economic rationale and highlighting the high return on investment that health for all produces, as well as the tangible impacts your project/activity will have in your community will be critical.

> Leveraging reliable data and statistics will help strengthen your case - consider using the WHO's **Global Health Observatory** for country-level stats on everything from immunization and tobacco control to maternal and reproductive health, universal health coverage and more.

Take for instance, this message from the Health for All story page powered by The Rockefeller Foundation:

If you're someone who thinks that universal health coverage sounds too expensive, you would not be alone.

Yet decades of experience in rich and poor countries alike have shown the very opposite. **Investing more and more strategically in health, especially in the poorest and most marginalized communities, pays for itself many times over.**

It is when the system fails to reach everyone that we really pay the price—lives and livelihoods lost, and with them, the chance at greater prosperity and security for all.

It turns out that crises, whether man-made or natural, tend to offer countries an unexpected silver lining—**a chance to enact transformative positive change.**

Universal health coverage is a powerful driver of economic growth because it is not just about keeping people healthy. It is about breaking the cycle of poverty and illness that makes it impossible for entire families and communities to advance their prosperity and well-being from one generation to the next.

How does it work? **By delivering health care based on need, not ability to pay.** By putting the poorest and most marginalized communities first, not last. By ensuring no one has to sacrifice food, shelter or their savings just to stay healthy and alive.

"One dollar, invested in health today, is projected to return benefits between ten to twenty times the initial investment by 2035."

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V. Assessing and Communicating Impact

Tracking Progress & Measuring Impact

If you don't have access to a donor management database or software, **an Excel spreadsheet is all you need to track your progress and measure impact**. Consider taking free courses in Everyday Excel use or more advanced Excel Skills for Business to help manage data, implement financial calculations, and even discover creative ways to visualize your progress.

Communicating this progress to your community, **on your social media channels and to your donors** can help generate additional interest in your cause. Consider conveying benchmarks with clear linkages to your planned project or activity (e.g. "We have already raised over half of the money needed to reach our goal - help contribute to the remaining 50% so we can hire the experts needed to help facilitate a workshop on Universal Health Coverage day, 12 December, to promote HIV prevention tools in our community").

Be sure to document your activity and progress, taking ample photos, videos and/or notes as appropriate, keeping them compiled in one accessible space to enable more efficient and comprehensive post-activity sharing. If sharing on social media, include the tag #UHCDay in your post and email campaign@uhcday.org any additional information/materials to be featured in our 2021 campaign digital gallery wall and 2021 campaign report!

Thanking Supporters

While tracking is critical for internal organizational purposes, it can also be helpful for keeping supporters of your organization and donors up to date on how their contributions have manifested into tangible outcomes. Regardless of where or how people give to or help your organization, acknowledging their support goes a long way.

- If you have the capacity to do so, try to send a brief thank you note soon/immediately after receiving any financial contribution.
- Consider sending a direct and individualized follow-up note after implementing your project/activity. **Include photos and a brief summary of the project impact,** and don't forget to acknowledge the individual's role in helping to make it happen!

VI. Appendix

As mentioned in Section III, the following are free online courses related to sustainable development/the SDGs, global health more broadly, and practical courses for health workers:

- **Coursera:**
    - [Urbanisation and Health: Promoting Sustainable Solutions](#) by University of Copenhagen (English, Portuguese (European), Spanish)
    - [Impact Measurement & Management for the SDGs](#) by Duke University (English)
    - [The Sustainable Development Goals – A global, transdisciplinary vision for the future](#) by University of Cophenhagen (Arabic, French, Portuguese (European), Italian, Vietnamese, German, Russian, English, Spanish)
    - [Beyond the Sustainable Development Goals (SDGs): Addressing Sustainability and Development](#) by University of Michigan (Arabic, French, Portuguese (European), Italian, Vietnamese, German, Russian, English, Spanish)
    - [Driving business towards the Sustainable Development Goals](#) by Erasmus University Rotterdam (Arabic, French, Portuguese (European), Italian, Vietnamese, German, Russian, English, Spanish)
    - [Effective Engagement of Civil Society in Development](#) by Erasmus University Rotterdam (English)
    - [Global Health Security, Solidarity and Sustainability through the International Health Regulations](#) by Université de Genève (French, Portuguese (European), Russian, English, Spanish)
    - [Management of International Development: Towards Agenda 2030](#) by Bocconi University and SDA Bocconi School of Management (English)
    - [少年福利與權利 (Welfare and Rights of Youth)](#) by National Taiwan University (Chinese (Traditional), English)
    - [Training and Learning Programs for Volunteer Community Health Workers](#) by Johns Hopkins University (French, Portuguese (European), Russian, English, Spanish)
    - [Confronting Gender Based Violence: Global Lessons for Healthcare Workers](#) by Johns Hopkins University (French, Portuguese (European), Russian, English, Spanish)
    - [Social Policy for Social Services & Health Practitioners Specialization](#) by Columbia University (English)

- ○ [Fundraising and Development Foundations](#) by University of California, Davis (Arabic, French, Portuguese (European), Italian, Vietnamese, German, Russian, English, Spanish)

- **Edx**
  - ○ [Globalisation and Sustainable Development](#) by Curtin University (English)
  - ○ [Global Health: Ebola, COVID, and Beyond](#) by University of Maryland, Global Campus (English)
  - ○ [Strengthening Community Health Worker Programs](#) by Harvard University (English)
  - ○ [The Practitioner's Guide to Global Health](#) by Boston University (English)
  - ○ [Healthcare Organization and Delivery Models](#) by Doane University (English)
  - ○ [Fondements du rétablissement](#) by Université de Montréal (Français)
  - ○ [Project Management for Development](#) by Banco Interamericano de Desarrollo (English)
  - ○ [SDG: Moving Towards Sustainable Work](#) by Universidad Carlos III de Madrid (English)