Advocacy Capacity Strengthening Workshop
19-20 June 2010
Workshop Report

In October-December 2009, the Ecumenical Advocacy Alliance (EAA) and ACT Alliance conducted a survey to identify the advocacy capacity strengthening needs and priorities of their members. In all, 48 organizations participated in the survey. Following the drafting of the survey report a meeting in was convened in January 2010 to:

- reflect on whether the report findings correspond to the experience of participants
- discuss recommendations
- identify priorities for moving forward.

The workshop was co-facilitated by the EAA Interim Executive Director and the ACT Alliance Deputy General Secretary. In addition to ten EAA and ACT Alliance staff, 23 participants from 22 member organizations attended the two-day event. Given the European venue, it is not surprising that the majority of the participants were Europe based. Nevertheless, all the major regions were represented, as highlighted in the graph below.
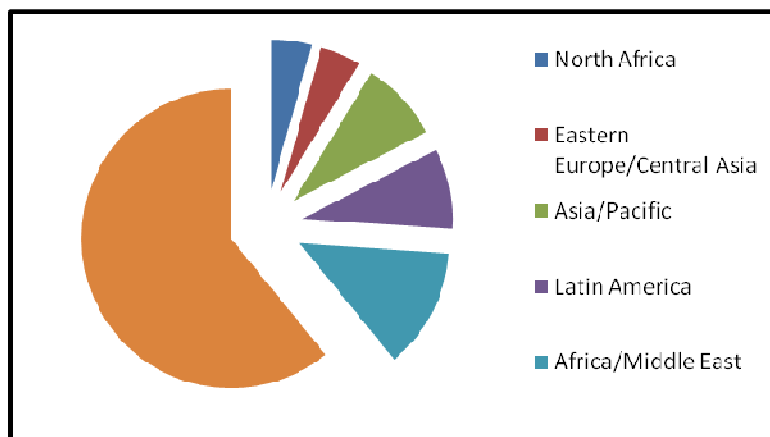
On the morning of Day 1, the consultant presented the major findings of the study and participants discussed their reactions to the report, identifying key issues and commenting on the report recommendations. After the recommendations were discussed in a plenary session, participants broke into small groups and spent the afternoon discussing how their organizations could increase their capacity to advocate and what EAA/ACT could do to support their efforts.

Day 2 began with a series of presentation. EAA presented an overview of the Food for Life campaign and the ACT Alliance introduced its new structure and the ACT advocacy policy. Next the Christian Aid Advocacy Manager shared Christian Aid's experiences in building advocacy capacity, including among their own staff. Participants from the Armenia Inter-Church Charitable Round Table Foundation, CESE and the Economic Justice Network (EJN) shared some of the experiences in advocacy and building advocacy capacity. Finally the Executive Director of Globethics introduced the

organization's activities, with an emphasis on its library services and features that facilitate communication between members.

On the afternoon of Day 2, participants divided into three groups to outline next steps for three strategic issues:
- Website /Electronic Advocacy
- Monitoring & Evaluation
- Capacity Strengthening for Food Campaigning in Africa.

Each group presented its ideas in a final plenary session. The content of the small group and plenary discussions are presented below.

1.   REPORT FEEDBACK

In general participants found that the report findings correspond to their experiences of their organization with regards to advocacy capacity strengthening. A few people reiterated the observation made by the consultant that when only one person in a member organization was interviewed the perspective on that organization's advocacy work was likely to be rather narrow. Participants agreed that it was difficult to collect information on advocacy (and advocacy capacity strengthening) even within a single organization.

Use of terms. There was one comment that the use of the word *campaign* in the report did not coincide with the definition used by EAA in earlier reports. Specifically, EAA defines *campaigning* as one of the three forms of advocacy (to be distinguished from awareness raising and policy engagement). For EAA campaigning is public and involves mobilization. While the report recognizes this use of *campaigning*, it uses the noun *campaign* to refer to all activities organized in support of an advocacy objective. Thus a campaign may include lobbying, public engagement, mobilization, etc. Response: the consultant will review the uses of the term in the report, clarifying when necessary.

Exclusion of Eastern Europe in the report. One participant expressed disappointment that Armenia was not mentioned in the report, but recognized that this was due to the fact that none of the members from Armenia had completed the survey.

Link to earlier reports. One participant requested that the link between earlier reports be made explicit in the introduction. This will be done.

References to human rights. Two participants indicated that there were vague references to human rights without specifying what type of rights. The consultant will review the report for these references, although in all probability respondents to the online survey were not specific in their responses.

2.   DISCUSSION OF KEY ISSUES

Participants raised a number of interesting issues during the first group discussion session. These issues tended to be picked up in the various small groups. Following are some of the highlights:

Evaluation. Much of the discussion of key issues revolved around monitoring and evaluation of advocacy and participants validated the need for impact assessment of advocacy. As one participant put it, **"***I know that many people are wondering whether certain advocacy activities are worth the resources."* Another explains, *"There is a lot of activism going on, the effect of which is unclear. "* One challenge is that evaluation indicators are never going to be completely satisfactory. They do need to be contextual.

Coordination. Under the theme of coordination, various participants emphasized the need to strengthen coordination by working within existing networks, such as national forums and with councils of churches.*" It is important to develop advocacy networks within existing networks so that they can be strengthened, rather than set up ad hoc focus groups that appear and disappear, leaving no long term strength when they go."* Being part of international networks helps, not necessarily only of ecumenical networks, but also of secular ones.
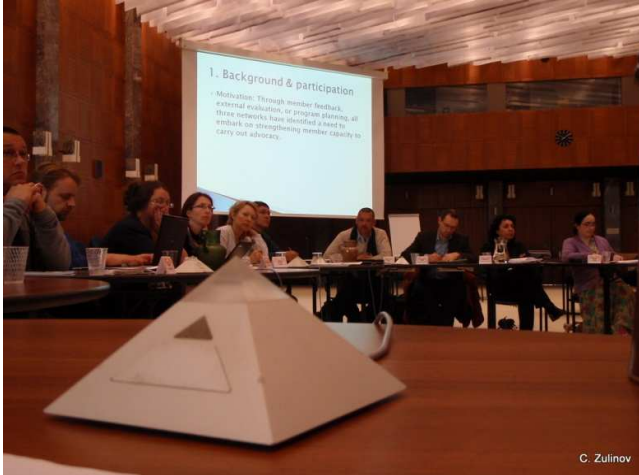
Skills delivery. "*Capacity building is not about an activity, about an approach*." Participants expressed that while workshops are useful as a capacity building intervention, it is important to have a follow-up mechanism. With this in mind the inevitable question is: what experiences are being carried out with a hands-on approach, going beyond training workshops? Other points made include:

- Capacity building is best done on specific issues rather than in the abstract.
- There is a danger of being patronizing or transferring knowledge that nobody has requested.
- Regional advocacy can only be effective if national capacity is in place.
- Much of the knowledge is in the North, therefore it is sometimes more convenient to take these experts and not to build local capacity.
- It is important to think about how local knowledge can be leveraged for advocacy.
- There may be more benefit to sharing lessons learned and experiences rather than taking a cook book approach to basic training.

Finally, various people mentioned the need to include information on the international decision-making context when building advocacy capacity:

> *" NECC needs to know what aspect of an issue such as water will resonate abroad. "*

> *" Advocacy capacity building should include how the systems work, what is the UN and what they do, etc. Because if people understand that their work has an impact, they might be inclined to provide more information."*

Emphasizing **participation** and **empowerment** as part of capacity building is a theme that was raised by various participants:

> *" An important aspect is training people to speak, to have a voice. Rather than speaking on behalf of other people."*

[…] "Such as training and helping church leaders to speak with one voice, rather than speaking for them. "

Highlight campaigns with people rather than for them.

Challenges. A number of general challenges to advocacy were raised. These included the difficulty of securing human and financial resources, the natural tension that exists between NGOs and governments in certain contexts. *"That tension cannot be erased, but one must be aware of it."* Other challenges mentioned included establishing communication between people working on advocacy whose freedom (and their potential to advocate) is restricted and knowing what to do when NGOs are too busy meeting the immediate needs of vulnerable groups to engage in advocacy or build their capacity to advocate.

Electronic Advocacy. It is really important to leverage communication technologies at all stages, not only in public mobilization but in the problem analysis and planning stage and that it needs to be used systematically. Electronic advocacy *"is certainly important in Palestine*." The danger is that electronic systems can be shut down by governments, although this can be managed in different ways. *"Ecumenical organizations are not up to speed with emerging social media and other uses of ICT perhaps because we are older generation and are not digital natives."*

Grassroots. The report makes reference to the importance of 'rooted' or grassroots advocacy and this theme was taken up by all the small groups. A number of questions were raised about this issue:

- How can grassroots people do advocacy?
- How do we link what is going on at the grassroots level to the global level?'
- How does advocacy empower people?
- How do we work with the beneficiary so that we are not doing the campaign for ourselves, for our politicians, for the European Union?

3. FEEDBACK ON REPORT RECOMMENDATIONS

The table below indicates the feedback from the groups on the five key recommendations presented in the report.

GROUP A	GROUP B	GROUP C	GROUP D
#1 Compile advocacy training materials and tools produced by members and post on a website, with an emphasis on advocacy evaluation.			
Straightforward. Need good interactive website so that we are a learning organization. Probably need good resource person. Consider providing a template for assessments. These websites only work when people feel they help their particular situation.	Mostly OK	Members post information on what issues they are working on, share their policy documents and their experiences along with training manuals, etc	
#2 Organize region/country level advocacy capacity strengthening activities centered on the food campaign.			
Straightforward.	Why food as the	Must be based on	

Perhaps too fast and ambitious. Beware of organizing your own frustration and be mindful of capacity constraints in southern – but not only southern – organizations.	primary example? (propose linking future advocacy capacity building to food campaign, food being an example of how to build advocacy capacity)	needs identified by members and churches	
#3 Create mechanism to document member advocacy and facilitate self-managed communication between members. Document differences in advocacy experiences attributed to regional/country-specific characteristics.			
	It is important to discuss this point and to get to a common understanding. Skeptical about proposed self-managed aspect, whether it would work and how it would work. Even if people provide information, some reservations about whether it would turn into a mass data grave. Sometimes wouldn't want some information about advocacy made public.		Rec#3 is important, from there everything should come.
#4 Promote capacity to formulate policy and provide technical support for members to participate in country and international reporting.			
#4 wonder whether partners have the necessary skills or whether they need the necessary skills. University can translate partner experience that can be used in advocacy.	Mostly OK		This recommendation is more realistic.
#5 Compile information on electronic advocacy and information technology and make it available to members.			
#5 – mixed experience. In some situations texting was found useful to mobilize, but not such a good instrument in lobby and advocacy, because politicians respond better to	Mostly OK	This recommendation has a lot of potential and should be supported.	

letter, Facebook has mixed perspective.			

Participants emphasized a number of points:
- key issues identified in our working groups (esp. linking the global-to-local levels) should be taken up in the current recommendations;
- emphasize existing mechanisms and networks to avoid reinventing wheel;
- some recommendations require members to provide information but that may not be realistic, unless we can sell it well.
- Should there be something specific on the AIDS campaign?

NOTE: It was explained to participants the food was selected as an issue because 50% of respondents to the online survey had listed it as a high priority sector for advocacy capacity building.

4.   PRIORITY ISSUES
Based on the above comments and a plenary presentation of the feedback from each group, the workshop facilitators itemized the following priority areas:

Rooted advocacy. Need for advocacy to be based on the needs of communities or a particular country.

Coordination:
- Importance of division of tasks within the ecumenical family.
- Importance of national forums and national council of churches and using existing mechanisms such as the African Union office of AACC.

Information sharing. Interactive website. Sharing different types of information:
- Issues, policy
- Country-specific
- Specific advocacy strategies, training manuals, etc., BUT self-managing websites do not seem to work. So need to resolve questions of who posts and who manages.

Evaluation. Three groups talked about how we show the impact of our advocacy initiatives, what indicators we need to develop.

Ensuring a theological understanding of advocacy.

New technology. Mixed reaction: some groups skeptical, others enthusiastic.

Policy recommendation #4 and promoting capacity to formulate policy. Do all organizations need policy capacity or can they draw on the expertise of others?

5.   Supporting Member Advocacy Work
For a second time participants broke into small groups to discuss what EAA and ACT should be doing to support their advocacy work. The discussions are presented below:

GROUP A
A website could have two functions, an **enabling function**, so people can share information, as well as a **calendar of main events**. If you want to lobby on a certain topic, it is good to know who is doing what. We are not asking for people to provide detailed information. The other aspect of the website

would have a **learning function**. We think it is necessary to clarify the role of the present and future ACT for a player, who initiatives, carries outs, assesses and follows up on the various advocacy and lobby issues. Finally, do we need to know to what extent we are formulating recommendations for EAA and for ACT, because these are two different animals. Are we comparing apples and oranges? Some questions relate to the EAA food campaign, but there are broader food campaigns.

GROUP B
It would be good to share the knowledge and resources on **how to do monitoring and evaluation of advocacy work.** We particularly look for methodological input on how to set up a monitoring and evaluation system. Also, need to be able to measure the impact of advocacy activities. **Facilitate an e-platform for capacity building activities and do exchange of experiences and information**, either through a wiki or Facebook or whatever an expert suggests. **To share an agenda and calendar of events**, so that we know on issues, regions, agencies involved, so we can have entry points. Strengthening knowledge between organizations and doing things together. For example, working through ACT, and maintain practice of grassroots being linked and global and national agendas are combined and taken into account.

GROUP C
We discovered in our group that some of the organizations had a need to help their colleagues and members to see that advocacy is part of their role and responsibility. This challenge had not surfaced before. There was recognition that some of the groups represented here are struggling to get the whole organization behind advocacy, or if not behind it at least to agree that somehow their organization should be doing that. With that in mind, it was felt that what would be useful would be to **provide a curricula or a manual for very basic advocacy for beginners** that would not be aimed at specialists, but maybe to other colleagues in organizations. There is also a need to have a more advanced capacity building. **There could be advanced courses that could bring together specialists in thematic areas that they share**. It could be something that might happen once a year. There is a very useful role that could be played in sharing information and facilitating interaction for learning – knowledge sharing. There are three ways that this could happen:

- Digital depository of resources, where stories could also be shared.
- Digital platform for interaction and to help make connections with people who have previous experience.
- Enable in-person sharing interaction, as well as the capacity to make in-person connection, with others, maybe in the same country.

 There is also a need to promote/build up existing networks, spaces, forums and mechanisms. There is a need for training or information sharing in the area of **impact assessment** and also in **how to raise funds for doing advocacy**. It would be useful to find out whether **there are any new mechanisms** for providing funds for mechanisms such as matching funding. We could maybe divide up everything into five separate areas in which we could benefit from capacity building:

1. Program planning cycle (planning, monitoring, evaluation of evaluation)
2. Methods and tools (techniques), including research, writing policy papers, mobilizing public
3. Better understanding of policy context (when, where and how to intervene)
4. Helping to articulate the different roles and responsibilities that exist within the alliances and networks that we have, so that we can draw a map of how the regional networks and mechanisms connect to national and international and global networks within the ecumenical family.
5. Thematic issues that are shared.

Doing advocacy can be discouraging, particularly if your organization is not fully behind advocacy. It is also very important for EAA and ACT to do advocacy. It is very motivating for members to see that they are part of a credible international advocacy effort.

GROUP D
We need to learn to be more strategic, better planners, taking advantage of **new tools, techniques and developments**. EAA/ACT can play the role of catalyst, connector and motivator. Resources are a real issue.

6.   Planning Next Steps
Based on all of the above discussions, the facilitators organized participants into three groups on the final afternoon to work on identified themes for taking forward advocacy capacity strengthening within the EAA and ACT Alliances in 2010. There were three working groups:
- website and electronic advocacy technologies – what you need, how would it happen, what kind of platform.
- evaluation/monitoring and impact assessment – what existing tools, what work could be done.
- food campaign – a strategy to build capacity of members in Africa to advocate on food issues

One point of discussion was the need to keep in mind people who do not have easy access to the internet.

7.   Planning - Next Steps

GROUP 1: WEB AND ELECTRONIC ADVOCACY

a.   The website itself
It would be helpful to have a system to evaluate or provide feedback on manuals. There could be a simple star rating (which would provide limited feedback) or to allow members to write reviews. They could be rated the same way that books are reviewed on Amazon.com. It is not necessary to have a large amount of manuals on the website. There was discussion of picking the 10 best manuals. The idea would be to:

- start with basic 3 manuals
- add 3 more advanced manuals
- have some specialized manuals
- manuals could come from members, EAA or another source.

There could also be a **manual for trainers/facilitators with training timelines, suggestions**, etc.

PowerPoint presentations and handouts that go along with training. **Members will be needing materials in various languages,** particularly training materials such as handouts. Some members have already produced such materials. It will be important to collect them.

In addition to the manuals, the website could have **links to contact trainers** or resource people(opposite the manuals) so that people could ask them questions.

It might be possible to **post short training videos on YouTube** (less than ten minutes) in English and other languages.

Facilitate horizontal communication between members. Have a section on "What our members are talking about now" on the main page.

b. Technical Aspects

It would be possible **to embed a connection to a twitter feed** (or another social network platform) that would help people find a trainer. That would make it easy to drop a question to the audience of the website. The difficulty would be in figuring out which social network platform to use. Different countries tend to use different social networks. For example, ORKUT is the Google Social Network in Brazil.

Instead of separate registrations, for example on the EAA photo database and Globethics, have a **single place where everyone can register**. The solution is not immediately obvious. This is a technical challenge.

Instead of only using one platform, we could **consolidate everything into one website** and all the other organizations could link in and embed from that website. Say there is an active forum discussing advocacy in Brazil, people could embed that section of the website into their website. This is referred to as a bespoke (tailor-made) advocacy website.

On going standardization of meta data, that is to say the data embedded in electronic documents and photos that all material needs to be searched. We need to meet these new standards so all the materials will be searchable. (Apparently right now there are three competing standards and it is not clear which will prevail.) Because we have such great contact between ourselves we are **not getting the information to the outside world.** The academic community is beating us in this respect. In particular using meta data to tag their publications. We need to be found by the outside world.

Liferay software is what Globethics is using for many of the above-mentioned functions (open source - http://www.liferay.com/)

c. Other Issues

How would you train the trainers who will be using the manuals? They would have to be really well trained.

Connect as much as possible inside the WCC. Before we start branching out and try to communicate with everyone in the world, let's first communicate successfully in the same building.

Deciding on access.
- Who has access? Will the website be open to EAA/ACT members only or will we include Oxfam, etc? Will it be restricted to the Christian movement?
- How access to documents can be made as open as possible

Integration: a stand-alone tool will fail, must be placed in with the rest of the work and must be connected to social networks.

Benefits of membership. Consider different levels of members with corresponding benefits.

RECAP
- Basic a website called *Advocacy Capacity*
- A system for reviewing manuals
- Manuals will be categorized by type (basic, advanced, etc…)
- Tools for trainers
- Resource contacts listed

- Training videos
- Question and answer facility (very quick questions…)
- Must have registration
- Forum capacity (so members can communicate with each other)

Next Steps
1. Prepare Terms of Reference for a working group to develop the website in collaboration with EAA/ACT.
2. Solicit volunteers for the working group (note that George from ICC/NECC has already volunteered)

GROUP 2: MONITORING & EVALUATION

Members of this group recognize that everyone is struggling with the problem of monitoring and evaluation. How are others dealing with it? What can EAA and ACT Alliances do? **First, take stock of existing tools, and experiences with them.** Limit tools to a small number instead of hundreds. It is important to find out whether they can be or need to be adapted. It is not clear that the ACT impact assessment group has expertise in the area of advocacy; the GROUP 2 suggests **asking a few experts that are not part of that group to help identify useful methods.**

Suggest creating a template for sharing experiences in brief. (Note: this recommendation is similar to the suggestion by the website group that the manuals be rated/reviewed by members.) There should be constant information exchange about what evaluation / assessment methods are being used and pros and cons of particular methodologies. Recommendations on effective methods will be welcome.

Long term impact is likely not the first place to start for partners in south who are just starting advocacy work. Many will not have baseline data. Better to start at the most basic level, such as with indicators. Most systems are too long and complicated. We need to simplify them, and even develop light ongoing assessment methods and tools that will actually be used.

A good tool will be simple. It will describe policy instruments, the context/target, the actors, specific goals, but not be too ambitious. It will describe outputs such as a report as well as indicators.

In any evaluation tool, it would be good to add subjective aspects such as the feelings of the people involved about what went wrong or right and why. Communication is an important aspect. People make materials available, but they don't know how they are used or what impact they have. Consider a human centered approach rather than focusing only on outputs, indicators, etc. The joy and passion cannot be quantified. A main question is "Where are we now? How do we feel?" Emotions play a very important role. They document the process. For example, if justice (or participation) is a core value, it needs to be visible.

One can use Google Search to see who is using a tool. This can help to some extent, but it is rather a crude method.

Consider developing a way to assess how lobbying and advocacy affects civil society and democratic processes on a longer term basis. (Note: enlarging democratic space is considered one component of advocacy evaluation.)

It is very difficult to attribute causality, so assessment has to focus on something at a lower level.

It would be good for the ACT Forums to have some guidelines requiring them to consider whether and how advocacy will be part of the strategy agreement, and this could be helped by some form a peer review.

It might be good to have an online community or network to post questions and seek answers. ACT Alliance will have a members only part where tools and interactivity will be available. The ACT guide contains a chart of evaluation tools and in which circumstances they are most useful. Would it be useful to ask the ACT impact working group to identify 4 or 5 tools for advocacy

ACT and EAA are networks which both have a few key functions: information library. Promote learning. Guidelines / codes of conduct. And they could perhaps **take the lead in pioneering or testing a longer-term impact assessment around their long-running campaign. It would be really useful for EAA to make their evaluation process visible as a learning tool for others** with respect to their two campaigns. (This idea was generally welcomed by those around the table.)

What is the specificity of the ecumenical or Christian advocacy that may not be accounted for in secular measurement methodologies? In addition, of course, to standard accepted measures of effectiveness. This is something like unintended spin off consequences, and bringing in the subjective element.

Examples of resources to be considered
Publication on effective campaigning by Greenpeace. (Bread for the World)
Manual for Facilitators of Advocacy Training (financed by Bread for the World): sessions produced about 2003 by Washington Office on Latin America/ Centre for Development and Population Activities. There is lot on PME, but little on Impact Assessment in longer term. There is something by UK based INTRAC on PME for lobbying.

Next Steps
- Ask all members (but in particular those who attended the workshop) to send in any evaluation tools to EAA to share with a working group on advocacy evaluation.
- Develop Terms of Reference for a working group on advocacy evaluation.
- Decide whether EAA/ACT Alliance have internal human resources to coordinate the effort or whether outside assistance will be necessary and assign responsibility for coordination.
- Identify resources for this activity if necessary.

GROUP 3: BUILDING CAPACITY FOR A FOOD CAMPAIGN
1. Focus on church-based organizations, but need to work with others working in this field.
2. There should be cooperation between organizations that are working on food, in the case of these who are members of EAA, ACT Alliance and other fellowships (Regional Fellowships of Christian Councils).
3. Combine the issues of food and building capacity of advocacy strategies, scoping: is there a need, what are the needs, who is involved in food. Online survey?

Three possible focus areas:
- International food day as benchmark date (Oct 16)
- African Union's protocol (specifying 10% of national budget going to food security)
- More knowledge on AGRA (Africa Green Revolution)

Other:
- AACC entry point for food is peace and security.

- How do we make the connection between food issue and aid effectiveness.
- Regional, continental workshops (EJN is planning one) on food.
- See what materials are out there. Because materials in English, French and Portuguese may only reach 5% of the population. Consider other forms of communication.

Next Steps
1. Conduct a brief online survey of EAA/ACT members to ascertain:
- activities they are working on that could be related to the food campaign
- interest in the campaign
- capacity needs.
2. Prepare a map of potential targets for advocacy capacity building that indicates at what level they are interested in working (community, national, global)
3. Continue to introduce the campaign at meetings to all possible ecumenical audiences that may be interested such as the food consultation group in Cape Town (March 2010) and the FECCIWA meeting (1-6 March)
4. Based on identified needs, prepare materials/activities for building advocacy capacity to participate in a food campaign.

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8. Conclusion

The workshop validated the main findings of the survey as presented in the survey report, with a few minor requests for changes. Participants expressed considerable interest in the report recommendations regarding placing resources on a website, developing evaluation tools for advocacy, and learning about electronic advocacy techniques. There was less overall enthusiasm among those present for advocacy capacity strengthening specifically for the food sector, however participants recognized that the survey demonstrated a clear mandate for this. Additionally, some of the EAA/ACT Alliance members present expressed a *strong* interest in developing this type of advocacy capacity.

Moving Forward
Website/electronic advocacy: in order to move forward, EAA/ACT Alliance will need to develop Terms of Reference for a working group on the website. In turn the working group will likely need to identify:
  a) an expert on electronic libraries / social networks to review other websites and provide technical advice on what the website should look like. Globethics may know of such an expert.
  b) a website designer who is capable of addressing all the technical issues and
  c) an advocacy moderator to collect resources from members, review other available manuals and present a short list of manuals with a description or critique of each to the working group members for their review.
  d) an intern who can research electronic advocacy (Note: although this is a nascent field some information on this topic is starting to become available and there are a few pages on the topic on DCA's upcoming *ABCs of Advocacy*).

Note that one participant (ICC) has already volunteered for this group.

Monitoring/Evaluation tool: this component will also require a working group to review evaluation tools and provide input into a new tool, should it be necessary to develop a new one. Thus the first step will be to develop Terms of Reference for the group. Then EAA/ACT Alliance will need to assign responsibility to an individual to contact members and request they share existing evaluation tools. That person will also need to do a search of available tools online and conduct an initial

review/triage of the tools to submit to the working group. (Note: DCA has conducted a brief review of evaluation tools and drafted a section in the upcoming *ABCs of Advocacy,* which should become available online in February 2010.)

 Advocacy Capacity Strengthening for Food Campaign: activities for EAA to introduce the food campaign in Africa are already scheduled. However, the EAA food campaign program officer should move ahead with a scoping exercise (in conjunction with ACT Alliance, in order to survey ACT Alliance members) as soon as possible.

Appendices:
Meeting agenda
Participant list

Ecumenical Advocacy Alliance (EAA) and ACT Alliance

Advocacy Capacity Strengthening Workshop

Tuesday 19th and Wednesday 20th January 2010

Main Hall, Ecumenical Centre, Geneva, Switzerland

AGENDA

Chairs/Facilitators: Jenny Borden and Jill Hawkey

Tuesday

9.30-10.15	Opening Prayers (Rev Jairo Suarez) Meeting Logistics Background to the Workshop Introductions and brief input of advocacy capacity strengthening experience
10.15-11.00	Presentation by Consultant, Cristina Mansfield, of draft report, followed by questions for clarification
11.00-11.30	Coffee Break
11.30-12.30	Small group discussion – does the report reflect the experience of participants? What are the key issues from the report? Are the recommendations in the report the most appropriate ones for discussion and taking forward?
12.30-1.30	Lunch
1:30-2.30	Report back from the groups, plenary discussion
2.30-3.30	Group discussion of priorities
3.30-4.00	Tea Break
4.00-5.30	Report back from groups and plenary discussion on ways forward

7.30 Dinner together at a Geneva restaurant

Wednesday

9.30-10.15	Opening prayer (Dr. Shailendra Awalle) Input from EAA on Food Advocacy Campaign (Angeline Munzara)
10.15-10.30	Input from ACT on ACT Advocacy Policy (John Nduna)
10.30-11.00	Coffee Break
11.00-11.45	Introduction to existing advocacy capacity building tools and experience (Christian Aid) – discussion
11.45-12.15	An effective advocacy campaign, experience from the grassroots - discussion
12.15-12.45	Tools for advocacy campaigning – Globethics.net
12.45-1.30	Lunch

1.45-3.00	Group work on identified themes for taking forward advocacy capacity strengthening within the EAA and ACT Alliances in 2010. Developing outline proposals.
3.00-3.30	Tea Break
3.30-5.00	Report backs and plenary discussion on proposals for the way forward.
5.00	Concluding prayers (Rev. Dr. Andre Karamaga)

Advocacy Capacity Strengthening Workshop
19-20 June 2010
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