



POVERTY ACTION NETWORK OF CIVIL SOCIETY ORGANIZATIONS IN ETHIOPIA [PANE]

PROJECT PROPOSAL

Capacity Building Project for CSOs in Policy Advocacy

**PANE
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Capacity Building Project for CSOs in Policy Advocacy

1. Background

New paradigms of development no longer view poverty as a phenomenon associated with the mere lack of income or assets, but with a limitation in choices or ‘*powerlessness*’ that poor people are faced with to improve their living conditions. Poverty, and especially absolute poverty (or the inability of households/communities to access the most rudimentary social services) is thus often attributed to human-made structures and processes that directly or indirectly excluded or exploited these poor communities. Hence, it is emphasised that any effort in poverty-reduction be geared towards ‘*empowering*’ poor communities to make decisions about their lives, and to demand basic services not as mere charity, but as “inalienable Universal Human Rights”. This is at the core of what is commonly known as the Rights-based approach to development, which also stipulates that all able bodies have the “*moral obligation*” to respond to deprived people’s needs and to empower them.

This shift in paradigm also has implications for the way developmental actors and civil society organisations (CSOs) carry out their work. The strength of CSOs has long been their close link to the grassroots level, and have a thorough understanding of the problems that affect their constituencies as well as broad experiences in dealing with the main problems affecting communities on the ground. Nevertheless, we have come to reach the general understanding that small-scale projects are no longer adequate to address the root causes of the problems that actually affect these communities, and that a viable option was to influence government and donor policies through amongst others, policy dialogue and advocacy. Thus, the engagement of CSOs in policy processes is increasingly being considered as a necessity for effectively addressing the root causes of poverty.

The Poverty Action Network of civil society in Ethiopia (PANE) is a network established with the aim of engaging Ethiopian CSOs in the country’s poverty-reduction strategies & programs. Thus, policy advocacy remains one of the core functions & activities of the network & its constituent members. Nevertheless, practical experience has shown that many members lack adequate technical capacity & practical experience to carry out advocacy work, especially policy advocacy. Furthermore, the prevailing attitude of the general public towards advocacy is one of weariness & suspicion, & it can be reasonably assumed that this has influenced many individuals in CSOs. This state of affairs can partly be attributed to the prevailing political culture, the legacies of the past regimes, but also, to the general lack of “openness” of office holders towards advocacy & towards CSOs. This seems to be especially true at local, & to a certain extent, Regional levels.

Thus it is against this background that PANE sought to launch a yearlong capacity building project on various aspects of policy advocacy for its CSO members and

Regional Chapters. In this capacity building project, attempts will be made to bring all PANE members to agree on common issues, which will then be at the base for designing and implementing a wider PANE advocacy campaign. This campaign would, amongst others, be designed to help create an enabling environment for CSOs through creating wider public awareness, and by focusing on PANE's key issues. This could then become the main focus of activities of some of PANE's members, especially the PANE Advocacy Core Group as well as the Regional Chapters. The trainings would provide moments to think through and develop concrete sections of the campaign, and there could be room for feedback and reflection sections on how the campaign is going that would provide spaces for further learning.

The following proposal thus outlines the overall aim of the capacity building project as well as the different activities to be carried out during the different phases. Each phase would be dedicated to addressing some of the key technical issues in advocacy including strategy development and planning, issue identification, analysis and research, target audience identification and message development, media handling, lobbying and negotiations. In order to achieve its aims, and ensure ownership across the network, PANE would invite other key stakeholders such as Oxfam-GB to involve at key moments of the training and related capacity building activities around advocacy. PANE would also organise experience exchange visits within the country.

2. Objectives

2.1. General Objectives

- To strengthen the capacity of CSOs and PANE members to effectively influence policy processes related to the country's poverty-reduction strategy (PASDEP) and the Millennium Development Goals (i.e. especially the MDG targets for Ethiopia) in ways that benefit the poor and marginalised segments of society;

2.2. Specific Objectives

More specifically, the PANE CSOs' capacity building (training) project aims at:

- To ensure that all members of the PANE core Groups and regional chapters are endowed with the necessary skills and aptitude to design and implement advocacy campaigns autonomously;
- Bringing members of the PANE core groups and Regional Chapters to agree and involve in the design and implementation of a country-wide PANE advocacy campaign around the PASDEP/MDGs and on the role of CSOs in these processes;

- Familiarising all members of the PANE advocacy core group and Regional Chapters with the key skills and techniques of policy advocacy (strategy design and implementation, issue identification and analysis, lobbying, media handling, and campaigning);
- Endowing PANE members with the adequate skills and knowledge of policy advocacy, which would eventually allow them to implement advocacy projects on their own issues of interest, or would even empower (build the capacity) of “smaller” organisations in the domain;
- Contributing towards modifying the attitudes of PANE members CSOs towards advocacy work, allowing them to view it positively and as a process that is not strictly confrontational, but involving a ‘win-win’ approach;

2.3. *Expected Outputs*

When successfully realized, the PANE CSO capacity building project is expected to result in the following outcomes:

- A series of continuous training sessions on various conceptual and technical aspects of policy advocacy provided over the course of 2007 and 2008;
- Members of the PANE Communications and Advocacy Core Group and the Regional Chapters endowed with necessary skills and aptitudes for doing policy advocacy (i.e. strategy design and implementation, issue identification and analysis, lobbying, media handling, and campaigning);
- Common PANE advocacy campaign strategy and working plan elaborated and ready for implementation by the first quarter of 2007;
- Each PANE member organisation participating in the campaign elaborates own work-plan in relation to the wider PANE campaign;
- PANE member organisation having changed and more positive attitude towards advocacy, and ready to apply it in their own work;

3. Main Idea and Approach

The whole aim behind the training is to link the training and capacity building exercises to a concrete PANE advocacy campaign which the trainee organisations will be implementing. “Learning-by-doing” thus becomes the main approach of the exercise, and from the very start, attempts will be made to bring PANE member

organisations to agree on two to three possible advocacy issues on which members would build their advocacy strategies and would work to implement. Thus from the onset, PANE would bring its members to design and implement a joint countrywide CSO campaign, and the trainings and capacity building exercises would provide moments to think through and develop concrete sections of this campaign. This would involve a series of consultations on various aspects of the campaign, and the contents of each one of the training sessions will be designed to fulfill the needs of the members.

Hence, the capacity building trainings would not consist of isolated trainings, but would be held through a series of sessions in different phases over the period of two year. The project would specifically be comprised of three phases each focused on specific technical aspects of policy advocacy. The 1st phase will especially focus on advocacy strategy development and planning, and, at the end of the week-long intensive training on the issue, participant organisations would be expected to come up with concrete advocacy strategies which they will be implementing through the course of 2007-2010. The 2nd phase would focus on different types of advocacy techniques (lobbying and negotiation, media advocacy, campaigning, etc...) though the areas of focus would be decided based on the members' needs. The last phase would be dealing with setting the monitoring and evaluation indicators of the advocacy campaign, and on obtaining feedbacks on the progresses made and the "lessons-learned" (details of the activities under each phase are outlined in part 5 of this project proposal).

In order to achieve the aims of the project, PANE has decided to contract competent and suitable training consultants, with good practical and theoretical knowledge in advocacy, and especially with advocacy around the PRSPs and MDGs. The main intention is to have two consultants, of which one would be familiar with the African context. Two other local consultants will also aid the two international consultants, most especially in designing the curricula and the training materials, and adapting them to the context. Due attention will also be given to making the content of the training adapted to the Ethiopian context, and emphasis will be placed on those advocacy techniques deemed most appropriate for Ethiopia. The project would also involve the production of advocacy materials and manuals suitable for Ethiopian CSOs, which will be translated into the national language.

4. Main Target Beneficiaries of the Project

The main beneficiaries of the project are of course PANE members, especially the members of the Advocacy, Communications, and Networking Core Group, as well as other national organisations in the other PANE core Groups, and selected members of the PANE Regional Chapters, & their affiliate CSOs & CBOs at local/district levels.

5. Details of the Organisation and Implementation of the Project

The capacity building project would be comprised of three different phases, each focusing on different aspects and techniques of policy advocacy. The details of each one of these phases are outlined below:

1. Phase One:

The main focus of the capacity building exercises here would be on familiarising PANE member CSOs with the necessary skills for preparing advocacy strategies and action-plans. Thus, at an initial time, special consultation sessions will be organised, involving members of the PANE core groups, at national level, and at regional levels (with the Regional Chapters), to eventually decide and agree on two to three main advocacy issues around the PASDEP and the 'role of CSOs in policy processes'. This exercise shall be undertaken during the 1st quarter of 2007.

Once these issues are agreed, and once members pledge to commit themselves to involve in either one of these issues, PANE, along with the international and national consultants, will work to design the content and materials of the training, which, tentatively, will be undertaken by the end of 1st quarter of 2007. The consultants would also be engaged in the preparation of the training session, which would consist of a weeklong, intensive training on *advocacy strategy development*. The training shall be held at a training centre away from Addis Ababa and the offices of the organisations involved, allowing them to fully concentrate on the subject matter. At the end of the training session, the representatives of member organisations and Regional Chapters would be expected to elaborate an advocacy plan based on the issue they have selected. The organisations can prepare this in groups, depending on their issue of concern. The PANE Secretariat shall then make it a point to make a follow up on these organisations as they consolidate and concretise their plans. Put in brief, the end result is to have each participant member organisation take up a role/part in the implementation of the wider PANE advocacy campaign(s).

This phase would also comprise the production of '*Advocacy Strategy Development*' manuals and toolkits, adapted to the Ethiopian context, and translated in Amharic. These materials will not be confined to PANE's internal use, and efforts will be made to make these materials available to CSOs across the country and even to the wider public. These materials will be developed in hard copies (in the form of working manuals, booklets, etc...) as well as electronically (CD-Rom).

Content of the Training:

The weeklong training session shall look at various aspects of advocacy strategy development, namely:

- Setting advocacy goals and objectives;
- Identifying targets and analysing the policy-making process;
- Messaging, or Advocacy message development;

- Identifying allies and opponents;
- Identifying appropriate advocacy tactics/techniques;
- Advocacy action-plan development, including selecting appropriate monitoring and evaluation (M&E) mechanisms;
- And a 1½ day session whereby members will concentrate on developing their individual strategies;

2. Phase Two:

The Second Phase is a continuation of what has been started in Phase 1, and would try to build on what has been developed so far. The *main objective* here is to build the capacity of members in various techniques of policy advocacy. Thus the focus would be mainly technical, and would consist of empowering members with key skills, aptitudes, and positions in specific areas like lobbying, media handling, and campaigning.

With regard to the implementation and organisation, due regard shall at first be provided to selecting the key skills of focus through consultations with member organisations and Regional affiliates. It is presumed that members would have developed concrete strategies at this point, and are more or less certain about the actual advocacy techniques they will use to achieve their advocacy objectives. Thus, it will be up to the member organisations to finally decide on the techniques on which the training would focus. If deemed necessary, consultation workshops aimed at identifying the specific techniques shall be held in Addis, and if necessary, in the regions. Nevertheless, these assessments could also be made through e-mail questionnaires. This task shall be carried out around (2nd-3rd quarters of 2007).

Once member organisations become clear about the advocacy techniques of focus, the international and local consultants would engage in the preparation of the training sessions as well as the manuals, and other materials. Members of the PANE Secretariat shall work closely with the consultants in organising and coordinating the work of the consultants. It is expected that the consultants will finalise the preliminary work of the training by the end of July 2007. The whole aim of course, is to hold the training through the months of August and September.

The trainings in this phase shall be conducted through a series of consecutive sessions, each focusing on the different advocacy techniques. Like the trainings in phase 1, they shall be conducted in training centres outside of Addis, and each session shall consist of three to four days. While we cannot yet be sure about the techniques of focus at this point, we can presume that the first 3-day session will focus on lobbying and negotiation skills, while the 2nd session might would/might focus on media handling and media advocacy, and the 3rd session, on campaigning/campaign management and public dialogues.

Efforts will also be made, like in the 1st Phase, to produce manuals and materials on different advocacy techniques, which again, shall, as far as possible, try to be suitable to the Ethiopian contexts, and shall be made available in the national language (i.e. Amharic). PANE would also try to make these materials available to CSOs and the wider public.

Contents of the Training Sessions

As previously mentioned, Phase 2 of the project is expected to consist of three different training sessions, each focusing on specific policy advocacy techniques. More specifically, these sessions would/might consist of:

Lobbying and Negotiation Skills (3-day session):

- Introduction to lobbying;
- Types of lobbying and lobbying techniques;
- Developing a lobbying strategy;
- Identifying allies and enemies;
- Lobbying message development;
- Selecting lobbyists;
- Negotiation and managing confrontations;
- Monitoring and evaluating lobbying strategies;

Media Advocacy and Media Handling (3-day session):

- Introduction to the media and media advocacy;
- Establishing relations with the media;
- The pros and cons of media advocacy;
- Writing press releases, preparing press-kits, opinion editorials, and policy briefs;
- Organising and managing exclusive interviews, press conferences, and other media events;
- Monitoring and evaluating our media campaign;
- Developing and implementing crisis management strategies for the media;

Campaign Management and Public Dialogues (3- to 4-day session):

1. Introduction to campaigning and campaign management;
2. Ways of conducting a campaign;
3. Campaign strategy development;
4. The different tools of campaigning (media campaign, IEC, marketing techniques, public dialogues, etc...);
5. Community/grassroots level campaigning and advocacy;
6. Managing public dialogues and discussions;
7. Monitoring and evaluating our campaigning plans/strategies;
8. Crisis management tools;

3. Phase Three:

In the 3rd phase of the project, we presume that PANE and its members would be ready to start the common advocacy campaign(s), with tasks assigned to each one of the participating organisations. Thus, the *main objective* at this stage would be to make final reflections, consultations, and agreements on numerous details prior to the actual implementation of the campaign(s). The campaign(s) would also be launched at this stage.

Consultation workshops shall initially be held in Addis, and if necessary, at Regional levels, to bring members to identify and agree on the main monitoring and evaluation (M&E) indicators and tools for the campaign(s), as well as on practical matters having to do with the implementation of the campaign (i.e. like the schedules of future consultation meetings, on the state of progresses made, etc...). They would also agree on a common annual work-plan for 2008, which would include the specific plans/activities of each individual organisation. PANE shall also use the occasion for identifying the resource gaps of members for implementing the campaign (i.e. assessing their financial and material needs), and would bring members to agree on a devise for coordinating overall activities. Attempts would also be made to bring members to identify and agree on those specific policy issues (i.e. advocacy issues) where further research needs to be conducted by PANE, as well as the campaign tools and materials that need to be made available for the campaign(s) (i.e. banners, brochures, leaflets, policy-briefs, marketing tools, media programs, documentary films, actual CSO events, etc...).

Based on the results of these consultations, the PANE Secretariat would either seek to procure funds for implementing the campaign (or might guide members about how to procure such funds), and would initiate its members (and especially members of the PANE Policy Research and Dialogue Core Group) to conduct research on the selected issues. The Secretariat, would also take the responsibility of overseeing, coordinating, and facilitating the course of the advocacy campaign(s). The international and national consultants would be playing a key role in animating these consultation sessions, and through the intermediate role of the Secretariat, would be monitoring the progresses made; and if needs be, might intervene to provide further advise.

The first consultation sessions are likely to be held during the first quarter of 2008, and PANE would be starting research on key identified issues around that period. It would/might also work to raise the necessary funds to carry out the campaign(s). The campaign is likely to be launched during the first/second quarter of 2008, though a general consultation/session, and which shall be bringing members to reflect on progresses made, main challenges encountered, the likely solutions/courses of action to take, and the “ways-forward” of the campaign(s), would be held around the end of 2008.

Main Activities under Phase III:

Thus, the main activities to be carried out under Phase III of the project can be summarised as follows:

General Consultations with PANE members and Regional Chapters (October-end of November 2007):

- PANE members & Regional Chapters agreeing on M&E indicators for the campaign(s);
- PANE members agreeing on schedules of meetings (and other means of communication), on a common work-plan for the campaign(s), on the tasks assigned to each individual organisation, and on the modalities of coordinating overall activities;
- Assessment of the financial requirements for carrying out the campaign(s);
- Identification of relevant research issues/topics;
- Reflecting on how to go about to jump-start the campaign(s);

Making Necessary Preparation for Starting the Campaign(s) (November-December 2007):

- Preparing a detailed funding proposal and submitting it to donors/funding agencies;
- Devising schemes for raising the funds from PANE members and/or guiding members to procure funds on their own;
- Devising schemes through which qualified personnel from “bigger” international or prominent local NGOs/CSOs could assist/support the “smaller” ones through short-term staff transfer programs;

Official Launch of the Researches into the Identified issues (December 2007-February 2008):

- Research studies on selected topics endorsed by PANE members and Core Groups;
- Procuring necessary funds for carrying out the Study;
- Devising modalities of how to conduct the study (involving interested members, agreeing on a research work-plan, deciding to subcontract an independent organisation/consultancy firm, etc...),

Official Launch of the PANE Campaign(s) (1st quarter of 2008):

- Production and dissemination of campaign materials (brochures, leaflets, policy-briefs, marketing tools, media programs, documentary films productions, etc...) reflecting key messages of the campaign and positions of PANE;
- Bringing PANE members to endorse the strategic plan as well as the annual work-plan for 2008. Informing other CSOs, donors, government, and other partners about the campaign;
- Facilitating and follow-up of the course of implementation of the campaign(s);

- If necessary, organising an official launching event
- General Consultation Meeting/workshops on Progresses made (November-December 2008):
- Bringing members to reflect on past progresses and performance in the implementation of the campaign(s);
 - Identifying main achievements and challenges, and agreeing on ways of overcoming these challenges (if necessary, revising and making adjustments on the strategy);
 - Agreeing on the “ways-forward” for 2009. Producing and disseminating a report on the proceedings of the session;

6. Other Capacity Issues Needing consideration at the PANE Secretariat Level

The proposed capacity building project is relatively large, and is to be implemented/carried out over a comparatively short time-span. And this undoubtedly adds supplementary workloads on the staff of the PANE Secretariat. The latter is relatively small in size, comprised of about 5 technical personnel who have thus far been handling the various tasks of the network by working as team. Nevertheless, experience from late 2005 and 2006 has shown that PANE Secretariat staff tended to be overstretched sometimes, and often faced time-constraints in carrying out their duties.

The proposed capacity building project, while deemed necessary (and openly demanded by member organisations on several occasions), would add extra-burdens on the Secretariat staff, with the risk of disrupting the smooth implementation of other activities. Thus, it has been decided at the Secretariat level to engage an ‘*Assistant Advocacy and Communications Officer*’ to assist the already existing officer in the coordination and facilitation of the project, as well as in handling some of the regular functions of the department. The *Assistant Advocacy and Communications Officer* would be employed for a period of 2 years, namely to provide support during the implementation of the project. Though possibilities of renewing his contract might be considered depending on the requirements and progresses made in the campaign.

7. Addressing the Sustainability Issue and Ways of Dealing with Potential Risks/Challenges

While the CSOs’ capacity building project aims to provide member CSOs and CBOs with the necessary skills and aptitudes to engage effectively and actively in policy processes through tactful advocacy and lobbying, it should be reckoned that the successful implementation of the project is not without risks. Many of these risks would be linked to prevailing public attitudes towards advocacy, which, as previously mentioned, are dominated by weariness and suspicion towards

advocacy work. The socio-political environment, which is not yet all too friendly for CSOs engaging in advocacy work, also remains another factor.

More specifically, the ***potential risks/challenges*** likely to impede the successful implementation of the project would, according to our experience, be mainly comprised of:

- *The inability of the trainers to adequately respond to the needs of PANE and deliver the “right” kind of training* (i.e. PANE’s wishes to have the trainings designed for advocacy around the PRSPs and MDGs, as well as to be adapted to the country’s context, and capable of adequately equipping and inspiring members to engage meaningfully in policy processes);
- *The reluctance or lack of willingness of PANE members CSOs and Regional affiliates to engage in the PANE advocacy campaign(s)-* while many members may wish to take part in the training, they may not be willing to engage in the campaign that is to follow;
- *Lack of commitment on the part of members CSOs to fully engage in the campaign and follow-through-* even if members agreed to involve in the campaign, and to take up some of responsibilities, they may not fully live-up to their commitments, and for various reasons (lack of adequate time, preoccupation with own project work, reluctance on advocacy work, etc...) may even abandon the project along the way (i.e. this, for example, has been witnessed with some members of the PANE core groups in the beginning);
- *Risk of not having adequate funds to carry out the campaign-* financial resource scarcities always remain a problem, and may pose a constraint to “smaller” local CSOs and Regional organisations, even if they wanted to continue to engage in the campaign;
- *A socio-political and cultural environment that cannot be considered as fully enabling-* the tensions that followed the electoral crisis of May and November 2005 have to some extent aggravated CSO-Government tensions, thereby discarding the significant achievements that have been made over the past few years. While conditions are slowly turning back to normal, the overall environment is still perceived by many CSOs as being somehow uncertain, and not fully enabling for CSOs to engage in the campaign (GCAP, Governance & Human Rights NGOs, etc...);

Possible Means of Addressing these Risks and Ensuring Sustainability:

PANE’s capacity building project has, from the start, taken these risks/challenges into consideration, and has been designed to address some of these shortcomings and ensure the continued involvement of members in the longer run. Indeed, the

project has a number of strengths that enables it to ensure the sustained engagement of member CSOs in the process, namely through its increased emphasis on a participatory approach towards campaign strategy development and implementation, and a learning method that tries to base itself on the actual experiences of members on the ground. Generally, we can assume that PANE's capacity building project helps ensure sustainability through the following ways:

- A. *The Importance given to the Training by PANE in the overall preparation and selection of the trainers-*** PANE has given due importance to the project, and sincerely believes in the positive impacts that it is likely to bring. Hence, due regard has, from the onset, been given to proper preparation of the project, and especially in the selection of competent and suitable trainers. Efforts have been made to select trainers with experiences in doing advocacy in contexts similar to the Ethiopian condition.
- B. *Participatory Approach in Agreeing on Issues of the PANE Campaign and in Designing the Trainings-*** Throughout the course of the project, PANE will seek to involve members in identifying the main issues of the campaign, as well as in developing a common campaign action plan. Members will also play a leading role in identifying the technical areas and skills of focus in the training. The involvement of members in all aspects of the training and campaign would ensure ownership of the activities, and would enhance their level of participation and commitment.
- C. *A “Learning-by-doing” approach that combines conceptual aspects with actual “on the ground” situations*** – PANE believes that members would be able to engage more actively and proactively in the PASDEP and MDG processes if they are endowed with the adequate skills and know-how. In order to effectively endow members with the necessary skills of policy advocacy, PANE has chosen to base the actual trainings on the practical/actual experiences of members, and to actually frame the trainings based on their specific needs. The fact that the trainings relate to the actual situations of the member CSOs also makes them adapted to the national/regional contexts. It is also believed that the skills provided to members through these trainings would allow them to design and implement their own advocacy campaigns more-or-less autonomously.
- D. *CSOs’ active engagement in the PASDEP and MDG processes likely to be enhanced by Trainings and the PANE campaign-*** The launch of the PANE campaign itself is likely to stimulate the enhanced involvement of member CSOs into the PASDEP and MDG processes. The campaign is likely to enhance the sense of ownership of members in the work of the network. It is also likely to enhance their sense of belongingness to a common cause. On the other hand, PANE often encourages members to align their projects/programs with the PASDEP/MDG targets, and to include an advocacy component in their project plans. PANE will continue to push in this direction throughout the course of 2007 and during the capacity building project.

- E. ***PANE Campaign likely to benefit the overall situation of CSOs in the wider socio-political environment-*** The intended PANE campaign partly aims at advocating for the increased space of CSOs in policy processes through raising public awareness about the role and contributions of CSOs. Much of the limitations that CSOs face in Ethiopia are rooted in public attitudes and the legs of the political culture-, which are generally weary of advocacy work, and do not thoroughly understand the roles and contributions of CSOs. The constructive engagement in the PASDEP/MDG processes through the campaign might allow CSO members to raise public consciousness about their roles/duties before the public, while showing the government that they are committed to work in partnership to achieve common goals (i.e. poverty-reduction).

8. The Issue of Gender Sensitivity

PANE adheres to a Rights-based approach to development and stands to empower the poor and most marginalised segments of society through pro-poor policies. It has also endorsed gender-sensitivity in its by-laws, and has made it a point to have at least 1/3rd of women in the Executive Board. All of PANE's programs and projects are also gender sensitive, and PANE seeks to encourage this approach amongst its members. The capacity building project would also follow this same line. More specifically, PANE will seek to ensure gender-sensitivity in the project through:

- Having at least 30% of women amongst the trainees;
- Seek to enrol organisations and CBOs working on promoting the rights and livelihood of women in the capacity building project;
- Seek to ensure that PANE members develop campaign strategy that is gender-sensitive;
- And to gear most of the campaign and advocacy activities towards gender sensitivity;