

**National Empowerment Training Workshop**

**Workshop Report**

**10 -14 May 2004**

**MANET Advocacy Process**

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Captain Stephen Talugende

## 1. Introduction and Background

The National Empowerment Training Workshop was organized by MANET+ Between May 10 – 14, 2004 and drew participants from the Regional Coordinating Committees (RCCs) from all the three Regions i.e. Southern Region, The Centre and the Northern Region together with the various partner NGOs and CBOs. The purpose of the workshop was to empower the participants with the skills to speak up on issues of stigma and discrimination and the importance of getting the communities on board. This necessitated a forum to get partner on a concerted effort to have the same understanding and approaches/strategies of how to deal with the issues.

The basis of the training workshop was the findings of a focus group discussions research that MANET+ had conducted in the three Regions and that had been compiled to a document called *Voices of equality and Dignity*. The issues that guided the workshop had been identified from this research and was the critical aim was to come up with strategies to control/minimize issues of stigma and discrimination of people living with HIV/AIDS for effective address of the pandemic.

## 2. Workshop Objectives

The workshop Goal was to empower participants with skills in advocacy and leadership required to successfully implement RCC advocacy plans.

### **The objectives included:**

- Increase participants appreciation of advocacy and skills required in the advocacy process
- Enhance participants leadership skills
- Build participants capacity in developing presentations and public speaking
- Build participants appreciation on building and maintaining coalitions/partnerships
- Build consensus on the expectations, roles and responsibilities of partners in implementation of advocacy plans of action
- Develop a short-term (six months) implementation plan

## 3. Workshop content (development & delivery)

Day one started with workshop introductions and icebreakers. This was a useful exercise as the facilitators became familiar with the participants' diversity of experience and responsibilities. Participants' expectations included increasing knowledge and skills on advocacy and leadership, which was in line with the workshop's objectives. Fears included not being able to implement what was learnt at the workshop. This gave the facilitators guidance to deliver through participatory and adult learning techniques a well

organized and focused agenda which employed practical skills and encouraged sharing previous experiences. Group norms and ground rules were set to provide orderliness and values throughout the period of the workshop.

The official opening of the workshop was graced by the presence of Justice A. Msosa who expressed her pleasure to have had an opportunity to meet the participants and also to open the workshop. She said she had confidence in the participants as a high advocacy team because of the diversity of representation of organization. She gave a background of the workshop and the process of the advocacy work of MANET+. She informed the participants about the regional advocacy issues and that these were identified through focus group discussions survey carried out throughout the three Regions. She acknowledged that advocacy was about numbers and used such skills as lobbying and leadership which the participants would be exposed to. She appealed to partners to commit themselves to assist the RCC's as MANET+ alone cannot manage. She reiterated that there is need for the participants to be actively involved in the process to stem out stigma and discrimination which she observed, were the root causes of continuous spread of HIV and AIDS. This required capacity building and skills development, which she explained was the purpose of the present workshop. She thanked POLICY Project for the technical support they were providing for the workshop and warmly welcomed the facilitators. "Malawi shares the same issues and hopes with Kenya and Uganda, she said, and the experience of the facilitators would enrich the workshop process". Participants were encouraged to take advantage of the workshop and learn as much as they could to actively participate in the implementation of the advocacy action plans.

### 3.1. Session: Overview of the National HIV/AIDS Policy

Rita Chilongozi, The POLICY Project Resident Advisor, Malawi, presented an overview of the National HIV/AIDS Policy. This session was meant to sensitize and educate the participants on the process that was taken to inform and develop the policy and its content. The information especially the chapter on PLWHA'S was intended to familiarize the participants with the pertinent issues covered in preparation of the implementation advocacy plans of action. Rita shared with the participants that the results of the focus group discussions survey were used to inform the policy formulation process on issues of stigma and discrimination of PLWHA. Rita reiterated that policy gives the general guidance of the situation and it was up to the participants to make that happen.

The presentation of policy overview was followed by the presentation of an overview of MANET+'s *"Voices of Equality and Dignity"* report. This was presented by Victor Kamanga, MANET+ Programme Manager who walked participants chapter by chapter and what was contained in each.

The discussions and the questions that followed the presentation was quite thought provoking not only to the workshop but to those who may have access to this report. Issues such as:

- Who is disclosing their status? What is their economic status?
- Is it a way of getting help?
- What does this mean to our advocacy programs?

- What do we need to bring in to understand the situation?
- Who are going for VCT and why?
- Why do nurses and clinicians die of HIV/AIDS? Why don't they take advantage of ARVs in hospitals though they are giving care to other people?

The day ended with a short presentation of the Regional Plans and members were reminded that the whole workshop was based on these plans and as such they would need to revisit them in the evening.

### 3.2 MANET+ SECRETARIAT ACTION PLAN

Day two started with a prayer and later a presentation of the MANET+ Secretariat Action Plan BY Mr. Victor Kamanga. This was followed by discussions which revealed a significant communication gaps between MANET+ Secretariat and the Regional Coordinating Committees (RCCs). The facilitators observed that if the implementation plans were to be successful, then there needed a deliberate effort to open dialogue and communication between MANET+ Secretariat and RCCs.

### 3.3 What is Advocacy?

Dr Leah Wanjama facilitated the session on advocacy and took participants through the definition of advocacy concept. The participants were asked to form groups of four and discuss and agree on what they understood by the word advocacy. They were asked to write their agreed definition on papers given to each group. The participants definitions were read aloud and the elements that constituted advocacy and its related concepts were highlighted. Clarifications were sought and the concept of Education Information and Communication was distinguished from advocacy including community mobilization. The participants were informed that although the two terms were closely related to advocacy and useful in the advocacy process, yet, they were distinct from it. The participants were guided on the aspect that distinguishes advocacy from the related concepts which included who does each concept target? What are the objectives of each concept? And how its success is measured?

The participants were then taken through the steps in the advocacy process and at every step, the skills required were discussed. The facilitator continuously referred to the RCC issues in the advocacy plans of action to remind them how issues, goals and objectives in their work plans were developed. The following steps were expounded on:

- Know who you are
- Know your policy environment
- Define the issue
- Set advocacy goals and objectives

- Identify target audiences
- Build support
- Develop messages
- Select channels of communication
- Raise funds
- Develop an implementation plan
- Collect data at each step on the way
- Monitor the process and evaluate the outcome.

### 3.4 Messages development and presentation:

This session was facilitated by Dr Leah Wanjama who planned it to be participatory and practical to assist the participants with public speaking skills. The participants were taken through the elements of an advocacy message after being reminded that the message needed to be tailored to specific target audience in order to make it relevant and appropriate to the receiver. They were given guiding questions that would help them develop appropriate advocacy messages. These were:

- Who are you trying to reach with the message?
- What do you want to achieve with the message?
- What do you want the recipient of the message to do in response to the message (the action you want taken)?

It was emphasized that in any advocacy message, there must be a clear statement of the action the recipient is required to take. In addition, the following elements are critical for developing a message:

- Have one well articulated idea in a message. Many ideas will confuse the recipients
- Provide evidence for the message (data is critical here)
- Select the most appropriate medium of communication for advocacy message depending on your audience.
- Select appropriate, respected and credible messenger to deliver your message
- Make sure you articulate what you would like the recipient to do after receiving the message.

After going through the above discussions, the participants were given the following group task:

#### **Group Task:**

- Join your Regional Group
- Guided by your advocacy issue, goal and objective;
- Identify one Primary Target Audience you are likely to work with in your Region
- Develop a message for the Target Audience

- Deliver the message in form of a role play.

The participants were given ample time to prepare their messages and were informed that the message should have evidence. They were also informed that this was their chance to practice public speaking.

During the discussions on the role play, it was clear that the participants appreciate the peer evaluation given and were happy that they had a chance to practice public speaking. They reported that they were able to do self assessments and realized they needed to do more peer support on presentations. They reiterated that they had learned a lot during the discussions on specific role play and needed to be articulate and specific on the issues they were presenting. All the groups held that this workshop had enabled them to discover their teams' strengths and they knew each other better.

The facilitators commended the seriousness the teams portrayed in the group work. They advised the groups to make sure they prepare and rehearse their presentations before they meet the target audiences and this would ensure success of the advocacy work.

### **3.5. Community mobilization session**

The session was facilitated by Stephen Talugende who took participants through the definition of community mobilization and the techniques used to mobilize various community groups. Community mobilization was defined as engaging community participation in designing, planning, and implementation of advocacy programs.

This followed a group activity where each RCC was asked to identify and group their communities into the following groups: beneficiaries, partners, adversaries and decision makers. Participants were also told to determine how their groups would mobilize each of the community groups identified. This was meant to empower them with practical experience. Participants drew up plans of how this could happen in their Regions.

Mapping and determining how the various social groups would be mobilized is a key determinant to successful advocacy plans of action. Group assignments were therefore designed to give participants' hands on experience on how they would carryout social mobilization for a particular advocacy issue. It was emphasized that it was important to get an understanding of these groups during mobilization and how their activities related to particular issues.

It was envisaged that this would enable them to involve relevant segments of society in the advocacy plans, including: decision and policy makers; opinion leaders; non-governmental organizations; professional groups; religious groups; the media; private sector; and communities and individuals in implementation of their Regional plans.

On the other hand, this session was intended to focus MANET+ and other partners to consider plans that would: set up effective Regional Task Force and Networks; partnership building among PLHA that was all inclusive; identification of capacity gaps and plans of filling them; and mobilization among the PLHA constituency to exploit the power of numbers. The group work was presented and discussed in plenary. This information was later used in the action plan development.

### 3.6 Session on Building and maintenance of coalitions/Partnerships

Building and maintenance of coalitions/partnerships session was facilitated by Stephen Talugende. The objectives of the session were to enable participants to define a partnership/coalition; understand the principles of forming partnerships/coalitions; understand the characteristics of partnerships/coalitions; and to increase participants' skills in developing and maintaining partnerships/coalitions.

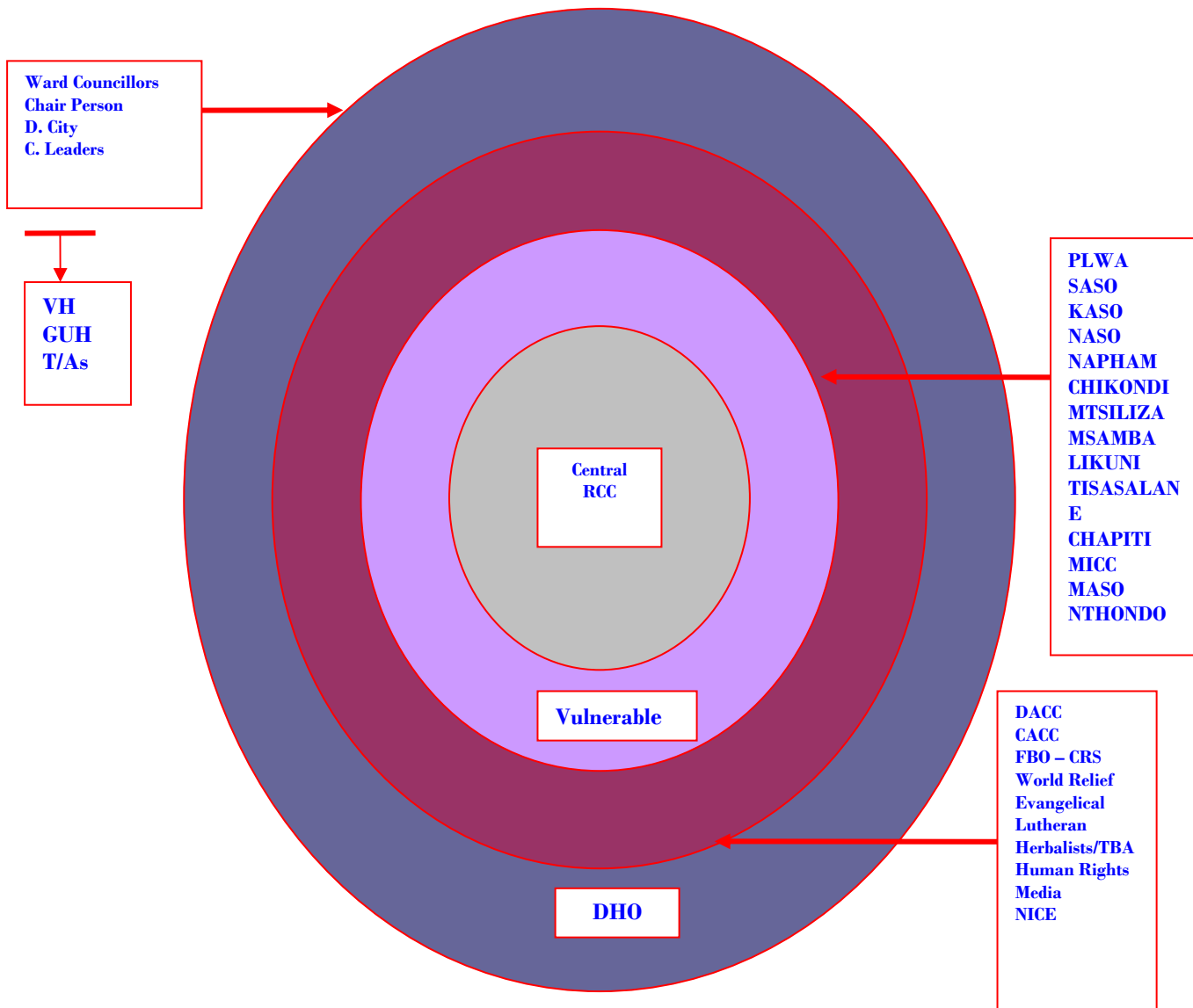
The session defined a partnership/coalition as a process which requires working together of all partners to achieve better outcomes for the local community and be able to measure the needs of the local stakeholders.

The facilitator guided the session in such a way that led the participants to realize that working together required development of a commitment to a shared agenda for advocacy by all partners; effective leadership; respect for the needs of the partners; and plan for the contributions and benefits of all the partners. It was emphasised that in any form of partnership/coalition, there was need to have a clear understanding of; *"why the partnership"*. For any advocacy issues concerning people living with HIV/AIDS, it was also emphasised that people living with HIV/AIDS in Malawi need to form an all inclusive partnership through an all inclusive process. During the session factors that influence formation of partnerships were explored which include both internal and external. There was need for a thorough scanning and understanding of these factors and how to overcome them.

Barriers to effective partnerships were discussed. In plenary participants were asked to identify barriers to successful partnerships and the following were highlighted: inability to access resources that support building of partnerships; wariness of new ways of working; resistance to change among PLHA; and lack of commitment; lack of clarity on how to work together. Other barriers included inadequate skills and capacity of PLHA and PLHA organisations to develop advocacy plans.

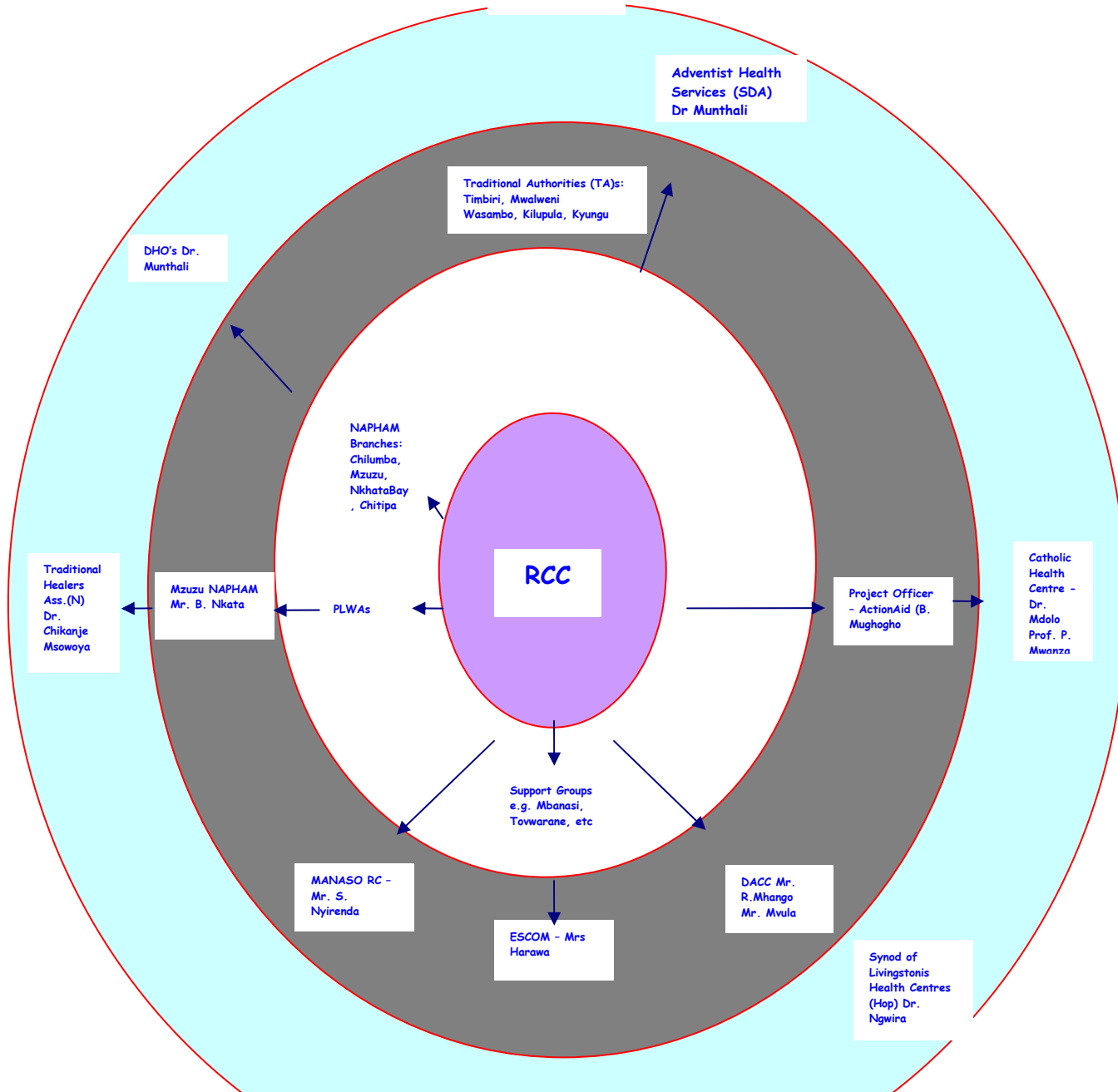
After the above discussion, the participants were given a group task to map out partners for the RCC advocacy plans. This was to assist the participants to reflect and make assessment of possible partners in their Regions and the closeness of the partner to the RCC. This was shown in form of a cycle and where the RCC was at the centre. The assignment required the participants to show where their various partners lay in relation to the RCC. The following were the results.

# MAPPING EXERCISE



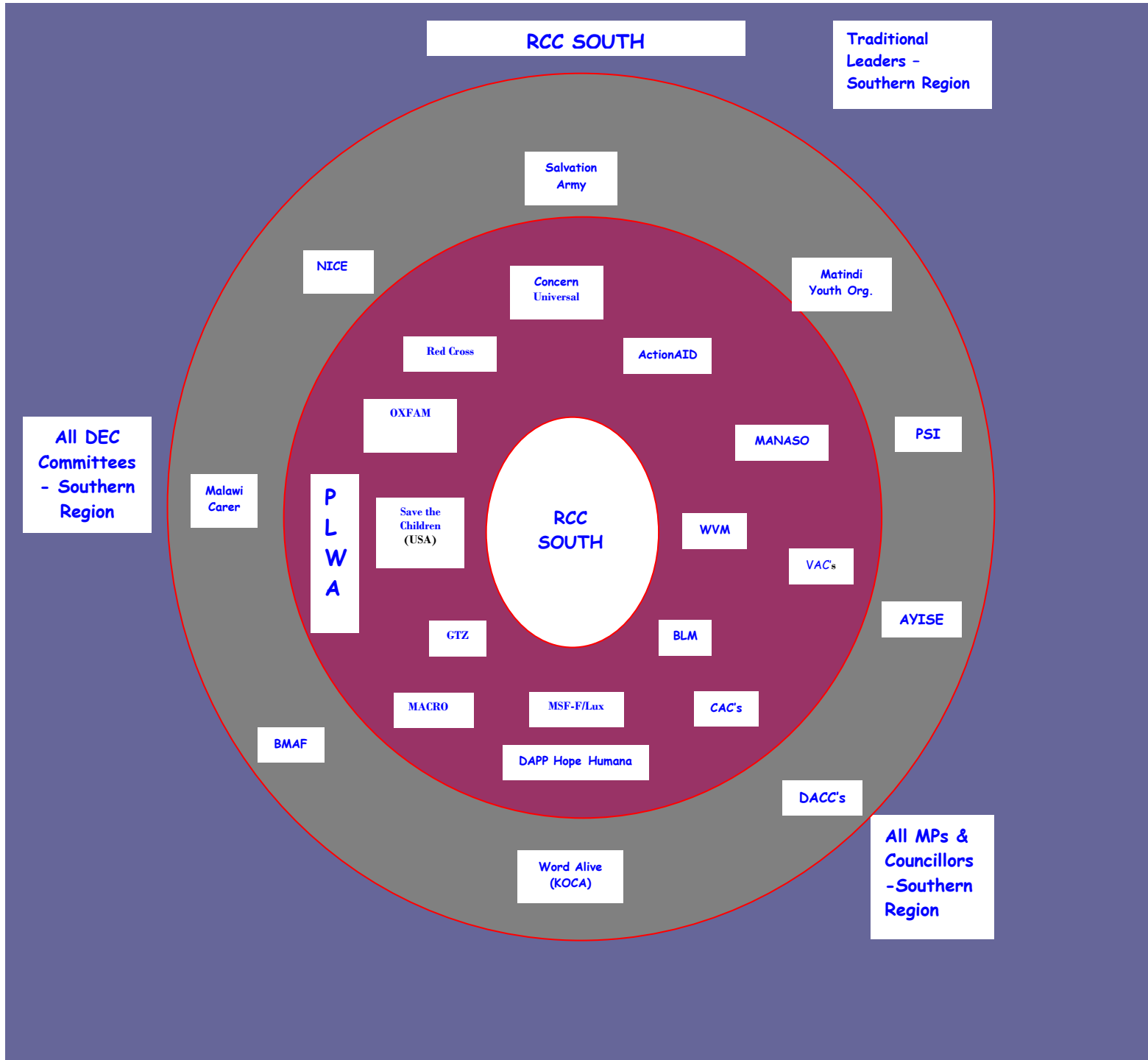


# RCC (N)











### 3.7 Leadership and Management in PLHA Networks and Programs

Stephen Talugende led the session. Session objectives were: to describe each of the four leadership and management functions that were urgently needed among PLHA initiatives. This was to lead participants to understand the difference and similarities between leadership and management; describe how leadership functions are applied when addressing challenges faced by PLHA; to enable participants to identify their own strengths and weaknesses and those of their teams in carrying out the four functions. And most importantly to identify specific actions to improve the exercise of the four leadership functions by the RCC teams.

The session started with brainstorming on the definition of leadership and a presentation was later made which was in congruence with the discussions. Leadership was defined as speaking, listening and acting in a way that enables the PLHA community to effectively meet challenges they face. That leadership was a set of practices and behaviours that enable PLHA groups to face challenges and achieve results. That effective leadership was the true test towards the realisation of a vision, achievement of results that inspired others to follow. This was in focus of the fact that there was a strong need among PLHA to strengthen leadership skills in order to determine the right things to do in order to respond to their challenges. An assertion was made that there were people at all levels among the PLHA community who were leading their groups towards realisation of the specific vision of improving the quality of life of PLHA. They had accepted the challenge and were working with their groups to face that challenge. This was intended to ensure that participants were able to recognise the leadership potentials already available among the various PLHA groups in Malawi.

The session also explored the characteristics of effective leaders that included: being flexible; never take sides; open mindedness and clarity of mind; focused on vision; admitted mistakes; made allowances for mistakes. An exercise *"my own funeral"* to stimulate participants into identification of the characteristics of effective leaders was conducted. In this exercise, the participants were asked to reflect on the funeral programme, the speakers and what they would like said about them. The facilitator tailored the session towards participants being able to assess their own leadership qualities and characteristics and the legacy they would like to live behind as a guiding tool of identifying and strengthening good qualities of leadership.

Further, the session was used to discuss the four leadership functions: *scanning*, i.e. looking through the external and internal environments of PLHA initiatives on a continuous basis. Explored that scanning helps PLHA Networks to recognize the emerging needs and therefore increases awareness of what was there to realize the PLHA advocacy plans and helps to identify opportunities that exist. *Focusing*: that encourages groups to set priorities that guide towards goals and objectives of PLHA advocacy plans; *aligning and mobilizing*: that aligned people towards the common advocacy plan and issues, work and resources. *Inspiring*: that create an environment for people to take part and put forth their best efforts both within and without MANET+ structures and systems.

The management functions were also explored which include: planning; organizing; implementation; and monitoring and evaluation. The inter-linkage of these functions in PLHA perspective was identified and how important each function was in the success of RCCs and their advocacy plans. Participants were made to understand that the prerequisite of successful advocacy programs were both good leadership to move toward a better future and good management to ensure advocacy operations ran smoothly, efficiently, and produced the intended advocacy results. It was emphasized that the vision for well-led advocacy programs adapted to changes in the environment and developed cultures that were a source of inspiration, commitment, and innovation. In such an environment, visionary leadership is urgently required to spearhead advocacy for change.

However, it was important to note that many of the participants had not had such exposure to the information and therefore expressed the need to a real structured skills and competence development to fully empower them.

<i>Strengthening Leaders to Face Challenges</i>	
<u>LEADING</u>	<u>MANAGING</u>
Scan	Plan
Focus	Organize
Align/Mobilize	Implement
Inspire	Monitor & Evaluate

3.8

Identifying challenges

The leadership session was also tailored to explore the PLHA Networks challenges. A quick definition of challenges as a stimulating task or problem that forces one to stretch beyond one's current capabilities. For PLHA a challenge may mean that they were committed to dealing with an obstacle that in the past had been seen as someone else's problem to solve. The participants were then divided into groups based on their regions to identify the challenges that posed threats to implementation of the advocacy action plans. The following was the group task given:

***Join into your regional groups;*** identify the challenges that you are likely to face in implementing the advocacy action plans; reflect and discuss how you would tackle the challenges.

The following were the results of the group tasks:

### Southern Region

- ⓧ Segregation of people living with HIV/AIDS
- ⓧ Negative attitudes from health personnel
- ⓧ Denial of promotions at work places
- ⓧ Denial of access to equal treatment and care
- ⓧ High rate of school dropouts by positive orphans
- ⓧ Lack of strong sensitization on HIV/AIDS status disclosure
- ⓧ Lack of involvement of people living with HIV/AIDS in HIV/AIDS activities in the region

#### How to tackle the challenge:

- ⓧ Sensitization outreaches in communities
- ⓧ Orientation of health workers
- ⓧ Conduct meetings with head of institutions

### Central Region

- ⓧ Stigma and discrimination
- ⓧ No tangible benefits after disclosure
- ⓧ Lack of knowledge on Human Rights
- ⓧ Poor counseling by Health service providers

**How to tackle the challenges:**

- ⓧ Conduct HIV/AIDS awareness meetings to address misconceptions that fuel stigma and discrimination
- ⓧ To advocate for provision of tangible benefits like ART and special nutrition by the Government
- ⓧ To conduct awareness outreaches on Human Rights
- ⓧ To advocate for qualified and skilled counseling services by Health Providers

**Northern Region**

- ⓧ How to raise resources to carryout activities to address the advocacy issue
- ⓧ How to advocate for involvement of partners to address the advocacy issue
- ⓧ How to secure commitment from Decision Makers on the Advocacy issue
- ⓧ How to guarantee accessibility and sustainability of quality care by health personnel and traditional healers

**How to tackle the challenges:**

- ⓧ Carryout resource mobilization
- ⓧ Conduct sensitization meetings for potential partners and decision makers
- ⓧ Follow up meetings with decision makers
- ⓧ Monitoring and evaluation

**3.9 Advocacy plans of action for next six months.**

The last session of the workshop was to take the participants through the steps in advocacy in preparation for the development of the six months implementation plan for the advocacy activities. The facilitators reminded the participants that they had completed several steps in the advocacy process and had familiarized themselves with the objectives that had been developed earlier during the comprehensive advocacy training. It was the time to discuss among themselves and develop six months advocacy plans of action. They were asked to be realistic and to come up with only those activities that they would be able to do within the period taking into account that they were busy with other activities. The following were the points that guided the groups through the plans of action:

- ⓧ Write the relevant advocacy objective on the top of the worksheet
- ⓧ Identify the activities necessary to achieve the objectives. Activities should be fairly detailed to reflect what the groups were going to do

- ⓧ For each activity, identify the people targeted for the activity
- ⓧ Identify the resources needed to support the activity. Resources may include material, financial and human (i.e., technical expertise) or technical.
- ⓧ Indicate who is responsible for undertaking the activity
- ⓧ Assign an appropriate timeframe or due date for each activity
- ⓧ Highlight the expected outcome or indicator that the activity has been accomplished.

During the training, MANET+ Secretariat kept on assuring the RCCs that Umoyo had sent the funding for the implementation of the advocacy plans of action and that as soon as they were ready, money was available for the implementation. This was a positive motivator and the groups took their time to come with well thought out plans of action.

The following are the RCCs six months implementation plan:

### Northern Region RCC

Advocacy Issue: Denial of proper medication (including ARVs) and Care to PLWHA by health workers and traditional healers.

Advocacy Goal: To guarantee availability and accessibility of quality of health care for PLWHA

Advocacy Objective: To secure commitment by Ministry of Health to address health workers and traditional healers in proper care of opportunistic infections

Activity	Target audience	Persons Responsible	Time Frame	Expected Outcome	Resources	Indicator
1. Briefing RCC members (One briefing session)	RCC Members	Mr. Kalasa	May 2004	RCC Members briefed	<ul style="list-style-type: none"> <li>▪ Note Books/Reams of paper</li> <li>▪ Pens</li> <li>▪ Allowance</li> <li>▪ Refreshments</li> <li>▪ Accommodation</li> <li>▪ Transport</li> </ul>	Report on the briefing produced
2. Orientation of Support Groups and PLWHA (7 Orientation meetings to be held)	PLWHA and Support Groups	As above	June 2004	Support Groups & PLWHA Orientation	As above	Report on orientation or sensitization produced

3. conduct meetings to lobby Partners (1 session to be conducted)	<ul style="list-style-type: none"> <li>▪ Action Aid</li> <li>▪ Macro</li> <li>▪ PACC</li> <li>▪ NAPHAM</li> <li>▪ Plan Malawi</li> </ul>	As above	June 2004	Partners lobbied	<ul style="list-style-type: none"> <li>▪ Note books/paper</li> <li>▪ Allowances</li> <li>▪ Refreshments</li> <li>▪ Accommodation</li> <li>▪ Transport</li> <li>▪ FGD report</li> </ul>	Report on the lobbying session produces
4. To conduct 2 meeting sessions with Policy makers	<ul style="list-style-type: none"> <li>▪ DHO</li> <li>▪ CHAM</li> <li>▪ Traditional Healers</li> </ul>	As above	July 2004	Policy met & makers lobbied	<ol style="list-style-type: none"> <li>1. Note books/paper</li> <li>2. Pens</li> <li>3. Allowances</li> <li>4. Refreshments</li> <li>5. Accommodation</li> <li>6. Transport</li> <li>7. FGD Report</li> </ol>	Report & minutes of the meeting produced
5. Conduct 4 follow ups to monitor & evaluate commitment & implementation	<ul style="list-style-type: none"> <li>▪ DHO</li> <li>▪ CHAM</li> <li>▪ Traditional Healers</li> </ul>	As above	On going	M & E conducted	<ol style="list-style-type: none"> <li>8. Accommodation</li> <li>9. Allowances</li> <li>10. Note books/paper</li> <li>11. Pens</li> </ol>	Report on M&E produced

**Northern Region RCC Budget details**

Activity	Resources	Quantities	Cost	Amount	Remarks
1. briefing RCC members (1 Briefing session)	<ul style="list-style-type: none"> <li>▪ Note Books</li> <li>▪ Pens</li> <li>▪ Refreshments/snacks</li> <li>▪ Transport</li> <li>▪ Accommodation</li> <li>▪ Allowance</li> <li>▪ Paper</li> <li>▪ Human &amp; other costs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 10 note books</li> <li>▪ 10 pens</li> <li>▪ 9 RCC members</li> <li>▪ 5 RCC members</li> <li>▪ 10 members</li> <li>▪ 1 ream</li> <li>▪ 2 reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ K10.00 @</li> <li>▪ K10.00@</li> <li>▪ K30.00@</li> <li>▪ K500.00@</li> <li>▪ K500.00@</li> <li>▪ K590.00@</li> <li>▪ K500.00@</li> <li>▪ K500.00@</li> </ul>	<ul style="list-style-type: none"> <li>▪ K100.00</li> <li>▪ K100.00</li> <li>▪ K300.00</li> <li>▪ K4900.00</li> <li>▪ K2500.00</li> <li>▪ K5900.00</li> <li>▪ K500.00</li> <li>▪ K1000.00</li> </ul>	<ul style="list-style-type: none"> <li>▪ For 10 members of the committee</li> <li>▪ For 10 members of the committee</li> <li>▪ For 10 members during the meeting</li> <li>▪ For members coming from far</li> <li>▪ For members coming from far</li> <li>▪ For report writing</li> <li>▪ 1 for the secretariat</li> </ul>
2. orientation & sensitization of Support groups & PLWHA (7 sessions to be conducted)	<ul style="list-style-type: none"> <li>▪ Note books</li> <li>▪ Pens</li> <li>▪ Transport</li> <li>▪ Allowance</li> <li>▪ Accommodation</li> <li>▪ Paper</li> <li>▪ Cost of report writing</li> </ul>	<ul style="list-style-type: none"> <li>▪ 20 Note books</li> <li>▪ 20 Pens</li> <li>▪ 20 Members</li> <li>▪ 20 Members</li> <li>▪ 2 Facilitator</li> <li>▪ 2 Reams</li> <li>▪ 8 Reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ K10.00@</li> <li>▪ K10.00@</li> <li>▪ K200.00@</li> <li>▪ K590.00@</li> <li>▪ K500.00@</li> <li>▪ K1000.00@</li> <li>▪ K200.00@</li> </ul>	<ul style="list-style-type: none"> <li>▪ K200</li> <li>▪ K200</li> <li>▪ K400</li> <li>▪ K12,800</li> <li>▪ K1000</li> <li>▪ K2000</li> <li>▪ K4000</li> </ul>	<ul style="list-style-type: none"> <li>▪ As reimbursement</li> <li>▪ For their needs</li> <li>▪ For Report writing</li> </ul>
3. Conduct one meeting session to lobby partners	<ul style="list-style-type: none"> <li>▪ Note books</li> <li>▪ Pens</li> <li>▪ Transport</li> <li>▪ Allowances</li> <li>▪ Accommodation</li> <li>▪ Paper for report writing</li> <li>▪ Cost of report writing</li> </ul>	<ul style="list-style-type: none"> <li>▪ 20 Note books</li> <li>▪ 20 Pens</li> <li>▪ 10 Partners</li> <li>▪ 20 Partners</li> <li>▪ 5 Partners</li> <li>▪ 1 Ream</li> <li>▪ 20 Reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ K10.00@</li> <li>▪ K10.00@</li> <li>▪ K1000@</li> <li>▪ K590.00@</li> <li>▪ K1000@</li> <li>▪ K500.00@</li> <li>▪ K500.00@</li> </ul>	<ul style="list-style-type: none"> <li>▪ K200</li> <li>▪ K200</li> <li>▪ K10,000</li> <li>▪ K11,800</li> <li>▪ K5000</li> <li>▪ K500</li> <li>▪ K10,000</li> </ul>	

4. Conduct 2 meeting sessions with Policy Makers	<ul style="list-style-type: none"> <li>▪ Note Books</li> <li>▪ Pens</li> <li>▪ Transport</li> <li>▪ Accommodation</li> <li>▪ Paper &amp; Report writing costs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 20 Note Books</li> <li>▪ 20 Pens</li> <li>▪ 20 Policy Makers</li> <li>▪ 5 Policy Makers</li> <li>▪ 20 Reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ K10.00@</li> <li>▪ K10.00@</li> <li>▪ K10,000@</li> <li>▪ K1000@</li> <li>▪ K500.00@</li> </ul>	<ul style="list-style-type: none"> <li>▪ K200</li> <li>▪ K200</li> <li>▪ K20,000</li> <li>▪ K5000</li> <li>▪ K10,000</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
5. Conduct 2 follow up meetings for monitoring of implementation	<ul style="list-style-type: none"> <li>▪ Allowance</li> <li>▪ Transport</li> <li>▪ Paper &amp; report writing costs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 Facilitators</li> <li>▪ 2 Facilitators</li> <li>▪ 2 Reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ K590.00@</li> <li>▪ K500.00@</li> <li>▪ K500.00@</li> </ul>	<ul style="list-style-type: none"> <li>▪ K1180</li> <li>▪ K1000</li> <li>▪ K1000</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<b>Total Costs of Activities</b>					

## 4 Workshop Evaluation

Evaluation of the workshop was done on a daily basis at the end of the day to get a feedback from the participants on the progress of the training. Participants were asked to comment on any aspect of the workshop and this assisted a lot in making the facilitators adjust their facilitating techniques to make address the participants' needs and observations.

One problem that was highlighted everyday concerned services at the venue of the workshop. The participants continually complained of the slow service during breakfast and cold and monotonous meals. These had some negative impact on the running of the workshop, as the participants were late for the morning sessions. The same kind of food every lunch made the participants feel as the hotel did not value their presence and this made them less motivated to learn. Further, there was persistent complaint that the allowance given for their subsistence was very low. Despite the explanation given by MANET+, that this was the policy of Umoyo Network, which had funded the workshop, some participants were not satisfied which made the facilitators question participants' commitment to implementation of the workshop's advocacy plans of action. The facilitators were not able to intervene on the issues of logistics as it was handled by MANET+ Management but it affected the running of the workshop in that there seemed to be a lot of mistrust between MANET+ and the RCCs.

The final evaluation required the participants to rate all the sessions of the workshop as is shown on the workshop evaluation form (see annex3). The following are the analysis:

- Most of the sessions were rated highly and obtained a rating between 4 and 5, which indicated the participants found the sessions very useful and essential. The only sessions that did not qualify that highly were the first three namely *overview of the National HIV/AIDS policy, MANET'S Voices of Equality and Dignity Report and the Regional advocacy Plans*. The possible explanation for this was that the participants were familiar with these documents and therefore did not find them as useful as the sessions that imparted skills
- As to the sessions the participants found useful, five participants indicated they found all sessions useful, three participants did not respond while eight participants found the session on leadership very useful. Three participants found advocacy session very useful.
- On which sessions they found least useful, eighteen participants said they did not have a session that was least useful while two said introductions; two others overview to HIV/AIDS; other two building and maintaining partnerships while one found the session on leadership least useful.
- On how the workshop could be improved, participants suggested that the number of days could be increased to allow more interaction among the teams and their partners while others indicated there needed improvement on logistics. On the on the skills imparted in the workshop, some held there should more discussions on leadership skills and an organized visit to support groups to learn from the PLWHAs.
- One of the evaluations questions wanted to know the participants views on how the workshop helped to sharpen RCCs work plans. The following was the response:
  - ✓ Helped sharpen my participatory process
  - ✓ Gained basic knowledge in advocacy and what a good leader should be
  - ✓ Learnt advocacy is easy to communicate/implement if one is serious

- ✓ Filled my knowledge gap
  - ✓ Presentations, handouts and implementation plans helped me to be aware of the challenges facing us
  - ✓ Facilitated us to have a forum with our colleagues in other Regions and partners.
- The participants were also asked to indicate the topics that were missing in the timetable that they wished had been covered. The following were the responses:
    - ✓ Human rights issues in relation to HIV/AIDS
    - ✓ Planning for implementation, budgeting and costing
    - ✓ Some useful sessions allocated short time
    - ✓ In-depth coverage of advocacy for those who had not attended the full advocacy training especially the partners.
  - The participants were also asked to evaluate the facilitators and the materials that were handed out. The following were the comments
    - ✓ The facilitators were very good and exposed useful facilitation technique
    - ✓ They were well prepared and deeply knowledgeable
    - ✓ One participant wished Malawians could have as experienced facilitators
    - ✓ One participant held that the facilitators were superb and impressive.
    - ✓ The materials were said to be adequate, relevant, comprehensive and useful.
  - On any other comments the participants may have had, the following were highlighted:
    - ✓ The allowance given of K 590 was not enough
    - ✓ It was very good experience
    - ✓ Increase allowance
    - ✓ It would be helpful for MANET+ to identify some members for RCCs to have scholarship on advocacy
    - ✓ Workshop venue was poor
    - ✓ More time is needed
    - ✓ Keep up the good work.

## 5 Conclusion

On the whole, The National Empowerment Training Workshop went on well despite a number of challenges especially the diversity of the participants in education levels and conceptualization of issues, the logistics including low allowances and poor hotel services and mistrust between the RCCs and MANET+ Secretariat. On the positive side, the RCCs drew a short term (six months) implementation plans which were realistic and should have no problems implementing them with the assistance of MANET+ Secretariat. The daily evaluations gave the impressions that the majority of participants gained from the exposure of various skills and were quite committed to implementing the advocacy plans they came up with. The POLICY Project together with facilitators are hopeful that MANET+ Secretariat will provide supervisory role to ensure the implementation is on schedule and assist the Regions to come up with longer term advocacy implementation plans based on the issues in the Voices of Equality and Dignity.

## 6 Recommendations

- MANET+ Secretariat should take the supervisory role seriously and assist the RCCs in actualizing the implementation plan including monitoring the funding allocations to ensure proper usage.
- MANET+ Secretariat needs to spell out the TORs for the RCCs and the Secretariat to avoid further mistrust and confusion
- RCCS will require a lot of support and guidance for the first few months of their implementation plan from MANET+ Secretariat before they can be on their own. MANET+ Secretariat should be available to give this support.
- There were a lot of complaints about the logistics, especially the slow services and poor food at the hotel. MANET+ should look for better workshop venues to create a conducive learning environment.
- A process should be initiated to establish a PLHA Partnership/Coalitions to ensure effective and successful advocacy.
- Advocacy is carried out well with various competencies and skills among the stakeholders, therefore, a structures skills and capacity building function should be designed for PLHA in various competencies and skills.