**CONTENTS OF THE TRAINING MANUAL**

This manual consists of two components:

1. The manual itself
2. The website from which all the separate components, background reading and video clips can be downloaded: <http://www.eurocare.org/>

The course comprises 14 sessions, most of which last for 90 minutes, with five lasting for less (1, 80 minutes; 2, 50 minutes; 4, 80 minutes; 5, 85 minutes; 14, 60 minutes). As a complete course, the 14 sessions can be run over three and a half days, with a break one of the days (to the length of one session). However, it is up to the trainer whether or not they wish to run the whole course, and certain of the sessions can be shortened (or lengthened) or cut, depending on the trainees and the views of the trainer.

During the first session all participants receive a copy of the course CD (should the trainer wish this), with a copy of all the course material, additional background reading and movie clips.

For each session the manual contains:

* + Statement of aims and objectives
  + Session plan
  + Background notes and list of materials required
  + Handouts
  + Visual aids

The statement of aims and objectives and list of materials required, the session plan and the background notes are for the trainers use and reference. Please note that in two sessions (8 and 11), some preparatory work might be required - see background notes for these sessions.

The visual aids can be downloaded as PowerPoint presentations from the website: <http://www.eurocare.org/>.

The handouts, which can be downloaded from the website and copied beforehand are for the course participants, and can be given out as the course progresses.

In addition, the website contains the following background reading and video material:

* Background material:
  + BP7.1, Building and Maintaining Advocacy Coalitions
  + BP8.1, Smoke Fighting, the tobacco control movement building guide
  + BP10.1, Smoke Signals, the tobacco control media handbook
  + BP10.2, E-advocacy
  + BP11.1, Social Aspects Organizations
  + BP11.2, Analysis of stakeholder views.
* Video material:
  + MC11.1, “Alcohol Policies: Balance Through Partnership”
  + MC12.1, Bacardi train advertisement.

Much of the material has been adapted from the resources of the Institute for Sustainable Communities: <http://www.advocacy.org/>.

**Prior to the course**

It is suggested that prior to the course, all participants are invited to download and read the report Alcohol in Europe (available from the website) as background reading to provide the technical information in alcohol. Participants should be informed that there will be quizzes throughout the course based on the report (should the trainer wish to use the quizzes).

Based on Handout 3.1, the course participants should also be encouraged to consider what issue or problem they would like to work on during the course (this is used in Session 3).

**Course participants**

The course has been written for a course participant who is someone relatively new to the field of alcohol policy or advocacy. Ideally, the course participant should be someone who, with their professional development, is likely to spend some time working in the alcohol policy field and advocating for the implementation of more effective alcohol policy, be this at the international, national, regional or municipal level.

**Training size**

The course is designed for a trainee size of between 20 to 30 people. Probably the minimum for an effective course is 10 people, and the maximum, 30 people. Many of the sessions will run slightly more quickly with a smaller number of participants

**Training venue**

The course is ideally designed for a full residential course. The venue for the course itself must be large, with tables and chairs set up in a U-shaped boardroom style, with plenty of room for each participant. There must also be room to move around, and easily work in groups of 3-4 people. They must be table space for the course material, and refreshments available in the room. A beamer, sound system (for the movies) and large screen for the projection should be available. It is desirable to stick all the flipchart sheets up, so there must be either ample wall space on to which flipchart paper can be attached, or poster stands for the flipcharts. In addition, at least two additional flipchart stands should be available. It is imperative to have an adequate stock of flip chart paper and pens, and material (such as the English blue-tac) to stick flipchart paper to the walls or stands. 30 minutes should be allowed for refreshment breaks mid-morning and mid-afternoon and 90 minutes for a lunch break.

**Trainers**

The course can be delivered by two trainers or one trainer and an assistant. Trainers should be competent on alcohol and alcohol policy issues as well as in training advocacy skills. The second trainer or the assistant is needed throughout the course to deliver the handouts and stick the numerous flipcharts on wall space or stands. In addition, it is useful to have an assistant who can type up all the flipchart material, since this is useful to send to the participants after the course.

The described training methods are as follows

**Input**

This is an information giving process, which may either be a short lecture or clearly led discussion. Participant’s backgrounds and existing levels of knowledge will influence the decision on how participatory each input can usually be.

**Brainstorm**

This is a session eliciting ideas from a group and subsequently listing and discussing them. It is intended to raise energy levels and refocus attention on a particular issue by involving all group members. It also enables a group to briefly consider many aspects of an issue before focussing on key area’s. In conducting a brainstorm:

* Explain the method to the group
* Use the headings described in the background notes of that particular session; ideally write them up before the session
* Record everyone’s contribution first, without alteration or discussion
* Encourage a broad variety of options, aim to fill the board
* Then discuss and make final lists

**Feedback**

During the course, a considerable amount of time is spent giving feedback, based on flipchart paper. Encourage participants to give feedback to the other course participants, rather than to you, the trainer. Encourage one member of a pair or group to hold up the flipchart paper so that other participants can read the paper, whilst the other member of the pair or group gives the feedback. It can be helpful to re-position yourself to ensure that the feedback is given to the participants, by standing alongside other participants.

**Key Reading**

The key background reading is the report, Alcohol in Europe, downloadable from the website.

**Notes for Translators/Adapters**

It is impossible to write a manual where every piece if information fits all countries and cultures. To ensure the high quality of the training, make sure to check and if necessary adapt all details to the specific needs required locally.

**Further information**

For further information or comments on the course, please contact: Dr. Peter Anderson, [pdanderson@compuserve.com](mailto:pdanderson@compuserve.com)

**LIST OF TRAINING SESSIONS**

**Session 1 80 mins**

**Introductions and course parameters**

**Aim**

To introduce participants to each other and to the course and to promote trainee participation.

**Objectives**

By the end of the session, trainees will be able to:

* Give the name of at least one other person on the course
* State the objectives of the course as a whole
* Based on quiz 1, describe some terminology and definitions in alcohol policy

**Session 2 50 mins**

**What is advocacy**

**Aim**

To introduce participants to what is advocacy, and some of advocacy’s values.

**Objectives**

By the end of the session, trainees will be able to:

* Describe what is meant by advocacy
* Describe advocacy values
* Describe people centred advocacy

**Session 3 90 mins**

**Policy analysis: What is the problem**

**Aim**

To identify an issue to work on, the stage of the issue, and what further information may be required.

**Objectives**

By the end of the session, trainees will be able to:

* Based on quiz 2, describe the economic role and cost of alcohol in society
* Know some methods of how to identify a problem or issue for an advocacy campaign
* Consider how to commission and use research to support the advocacy campaign

**Session 4 80 mins**

**Policy analysis: What is the solution**

**Aim**

To assess the environment in which the issue or problem is based, and to consider alternatives for solving the issue or problem

**Objectives**

By the end of the session, trainees will be able to:

* Describe a frame for strategy planning
* Conduct a campaign oriented view using the nine questions strategy planning tool
* Know of some methods of how to choose solutions for a problem or issue for an advocacy campaign

**Session 5 85 mins**

**Developing the strategy**

**Aim**

To identify objectives for dealing with the problem or issue.

**Objectives**

By the end of the session, trainees will be able to:

* Based on quiz 2, describe the use of alcohol in Europe
* Know how to choose objectives to focus an advocacy campaign on

**Session 6 90 mins**

**Who are we**

**Aim**

To assess the organizations in which the participants work , and to identify the skills mixed needed.

**Objectives**

By the end of the session, trainees will be able to:

* Identify the strengths and weaknesses of an organization in undertaking an advocacy campaign
* Identify characteristics of effective leadership

**Session 7 90 mins**

**Coalition building**

**Aim**

To identify the strengths and weaknesses of coalitions and how to build coalitions.

**Objectives**

By the end of the session, trainees will be able to:

* Based on quiz 2, describe the harms done by alcohol to the individual, others than the drinking, and the limitations of the evidence relating alcohol to heart disease
* Describe what coalitions can bring to an advocacy movement
* Describe some of the limitations of coalitions
* Identify the structures of coalitions

**Session 8 90 mins**

**Managing coalition problems**

**Aim**

To be aware of some of the tensions in coalitions and how to manage them.

**Objectives**

By the end of the session, trainees will be able to:

* Understand the importance of pen communication and listening
* Describe some ways of managing tensions in collations
* Describe some ways of managing deviant coalition members

**Session 9 90 mins**

**Creating the message**

**Aim**

To create messages, tailored messages and how to reframe messages.

**Objectives**

By the end of the session, trainees will be able to:

* Based on quiz 4, describe the main harms that alcohol can do to Europe
* Know how to write the main message of an advocacy campaign
* Know how to reframe a message in line with the needs of the advocacy campaign

**Session 10 90 mins**

**Working with the media (1)**

**Website development**

**Aim**

To understand working with the media and write a press release, and consider website development

**Objectives**

By the end of the session, trainees will be able to:

* Understand what is meant by media advocacy
* Write a press release
* Be aware of some elements of effective web design

**Session 11 90 mins**

**The alcohol industry and alcohol policy (1)**

**Working with the media (2)**

**Aim**

To understand the alcohol industry and alcohol policy and to be able to undertake a broadcast interview

**Objectives**

By the end of the session, trainees will be able to:

* Based on quiz 6, describe the effective and cost-effective elements of alcohol policy
* Describe some of the main messages and points that are used by the alcohol industry
* Critique input by the alcohol industry
* Consider how to conduct a broadcast interview

**Session 12 90 mins**

**The alcohol industry and alcohol policy (2)**

**Working with the media (3)**

**Aim**

To critique advertisements of the alcohol industry and to prepare for a lobbying visit

**Objectives**

By the end of the session, trainees will be able to:

* Based on quiz 7, describe European Commission terminology as it relates to alcohol policy
* Describe at least one way of evaluating industry guidelines governing alcohol advertising
* Describe what is meant by lobbying

**Session 13 60 mins**

**Overview**

**Aim**

To provide an overview of the course and for participants to consider what they will do on returning home

**Objectives**

By the end of the session, trainees will be able to:

* Based on quiz 8, describe some of the alcohol policies of the countries of the European Union
* Have a concrete plan of next steps to e taken on returning hoe

**Session 14 90 mins**

**Preventing burnout**

**Wrap up and course evaluation**

**Aim**

To consider burn out and its prevention and to wrap up the course

**Objectives**

By the end of the session, trainees will be able to:

* Know some ways to prevent burn out