



act!onaid



Advocacy for change:

Lessons from Guatemala,
Brazil, and USA



Introduction

SYSTEMATIZING AND LEARNING FROM OUR EXPERIENCE ON ADVOCACY AND CAMPAIGN IN THE AMERICAS

by Rosario León





Advocacy for change:

Lessons from Guatemala,
Brazil, and USA

Abstract

This pack presents the results of the Systematization of Advocacy and Campaign Experience in ActionAid Americas (2007 – 2008) carried out by IASL and ActionAid Americas. The aim of the systematization project was to provide an opportunity for countries in the Americas to critically examine, together with other actors, their advocacy experiences. Through a methodology called systematization which has its origins in Latin America different actors involved in advocacy or campaigns critically recalled what the experience was about, analyzed the rationale for the choices made, how and why different factors intervened to shape or change the intervention over time, and what processes of change emerged from the experience.

Learning from our advocacy work and disseminating the various advocacy and campaign experiences that took place in the last two years in the work of ActionAid Americas were two of the central objectives of the Systematization of Advocacy and Campaign Experience in ActionAid Americas. Learning, as stated in the ActionAid Shared Learning: A Working Guide (2007), is a social process because it happens through relationships between people and the ongoing dialogues that they have with others. ActionAid Americas through its close interaction, discussion and exchange with partners, communities, poor and excluded people and other stakeholders in the work for rights has learned in various areas but particularly in a specific area, which is advocacy, as advocacy is core work in the region. The way we work with other actors through organised and coordinated actions for change in policy, public attitudes and socio-political practices has generated lessons and learning that need to be shared and disseminated.

The pack 'Advocacy for Change' includes a CD and two DVDs. The CD includes an introduction and three chapters. Rosario Leon provides an introduction to the systematization project and highlights some of the key moments of the experience. In Chapter 1 Esteban Tapella (Consultant on Systematization) presents the theoretical framework adopted for this systematization, the basic concepts and methodological considerations. Chapter 2 is about the experience of Advocacy on Comprehensive Youth Development Law in Guatemala, systematized by ActionAid Guatemala in coordination with the local partners SODEJU-FUNDAJU. This experience is also synthesized in a video in one of the DVDs of the pack. Chapter 3 includes the experience of work of ActionAid USA with a coalition of NGOs around the Farm Bill in the United States of America. Finally, the experience on the National Education Campaign, systematised by ActionAid Brazil in coordination with Ação Educativa, a local partner, is presented as a video in the other DVD of the pack.



Presentation

“Sistematizacion! What’s that?” This was my response, a few years back, on hearing this strange sounding term for a Latin American methodology for critical reflection and learning. At the time, we were finalising AAI’s approach to shared learning, and were identifying existing and new learning methods and processes we could implement to support our concept of learning.

ActionAid’s concept of learning is based on four core elements: learning is a social and collective process; learning should be focused on practice; learning involves questioning what we know and building new critical knowledge for change; and learning flourishes best in supportive learning environments.

Systematisation as a methodology has all these core elements. Translated into English, systematisation, which has its origins in Latin America in the 60s, loosely means ‘the act of organizing something according to a system or a rationale’.

Through systematisation practitioners and activists critically reflect on and make sense of an experience, turning the lessons we derive from that reflection into new knowledge, that is explicit, which can inform the new round of practice, and be communicated to others who may also benefit (Morgan, 2009). Importantly it is a new form of knowledge production that turns the traditional relationship between practice and theory on its head: instead of applying theory to practice, we build theoretical or conceptual understanding about an issue from the systematisation of experience or practice (Jara, 2006).

As IASL, we believe that systematisation is a powerful methodology that can support AAI and its allies critically reflect on our practice for change and construct new forms of knowing. This knowledge will assist us to deepen and transform our work, and support new ways of working and struggling towards a change in this world of ours.

Our Latino colleagues, and especially Rosario Leon (at the time the IASL Advisor for LAC), have in the past two years greatly supported AAI’s orientation to and uptake of the systematisation methodology. We now have a small collection of existing written materials in English; we have some core documents translated into English; we have trained over 35 colleagues in the Africa Region in the basics of systematisation; and we have a simple English guide to systematisation (available at the end of June 2009).

Most importantly, we have piloted the methodology through the systematisation of three advocacy and campaigns experiences in the LAC region, which are now presented here and which we hope you, the reader, will benefit from reading.

Samantha Hargreaves
Shared Learning Coordinator
Impact Assessment and Shared Learning



© Esteban Tapella. Systematization workshop, Rio de Janeiro, 2007.

Contents

Introduction	11
SYSTEMATIZING AND LEARNING FROM OUR EXPERIENCE ON ADVOCACY AND CAMPAIGN IN THE AMERICAS	
1. Learning From Our Practice	11
2. The Idea	11
3. Developing The Project	12
4. Reviewing The Project	17
5. Final Remarks	20

Introduction

SYSTEMATIZING AND LEARNING FROM OUR EXPERIENCE ON ADVOCACY AND CAMPAIGN IN THE AMERICAS

by Rosario León

“The memory about something does not say much about events and experiences from the past but it says a lot about what events and experiences meant for the actors, for the people, and about the meaning and how people currently use that learning” (Lola Cendales. Alfonso Torres)

1. LEARNING FROM OUR PRACTICE

Critical reflection and learning with and from poor and excluded people, our partners and other actors, as stated in ALPS (ActionAid Accountability, Learning and Planning System), is needed so better decisions are made and good practices, solutions and lessons can be shared. Knowledge helps us to better understand and capture the impact of our work and find out how change is happening.

The idea of systematizing our advocacy and campaign work in the Americas emerged as a need and an interest in learning from a practice aimed at social and political change in a regional context affected by economic, social and political factors. The systematization of three experiences in the Americas in the last two years was a social process because it brought together various social actors and generated new insights, lessons and reflections that make up knowledge that we hope will influence future plans for programme and policy work.

The ActionAid Shared Learning Working Guide (2007) state that learning is a *social process* because it happens through relationships between people and the ongoing dialogues that they have with others; learning is based in the *practice*, which is our work that has an impact on *our knowledge* as we constantly create and re-create new thinking and come out with lessons and will guide us in new actions. By embarking on a process of systematization we tried to take into consideration those elements.

2. THE IDEA

At the end of the IASL meeting in 2006 the IASL focal group of ActionAid Americas made up of Edgar de Leon (ActionAid Guatemala), Rosana Heringer (ActionAid

“Learning is the process (the how) through which ideas, information, beliefs, values and attitudes are created. The ways in which we learn shape the information we need and the knowledge that we form. It is, therefore, important that we look critically at the ways in which we learn. Critical learning leads to the meaningful selection of information, the creation of new ideas and to critical knowledge” ActionAid International emphasizes the need to deepen and create learning processes, and the skills and capacity needed to facilitate them, which will enable us to critically engage existing ideas, and construct new knowledge for change (Shared Learning: a Working Guide, 2007).

Brazil), Peter O'Driscoll (ActionAid USA) and Huguenel Alezi (ActionAid Haiti/DR) discussed with Rosario Leon (IASL Advisor) the need to develop a Share Learning project as a way to draw out lessons from one of the most important areas of work by ActionAid Americas which is Advocacy and Campaign. Drawing from Critical Webs of Power and Change, advocacy can be defined as a set of organised and coordinated actions that aim to influence or change policy, public attitudes and socio-political practices. Advocacy may be undertaken by a single organisation (this term encompasses the range of different types of organisations) or collective of organisations, usually referred to as a network or alliance. Advocacy employs a range of tools (campaigns, direct lobbying etc.) and methods (days of action, demonstration, stunts, policy research, meetings with political players, etc.).

Systematization was adopted as the methodological tool that would help us to look critically at the experiences and draw lessons from the practice. Systematization involves a critical interpretation of the experience that emerges from its organisation and reconstruction. It is aimed at explaining the logic of the project/experience, the external and internal factors that influenced the experience, and why it has particular results (Oscar Jara. 1998). The IASL focal group of ActionAid Americas and IASL Advisor Rosario Leon agreed that each country (Brazil, Guatemala, the United States of America and Haiti) would systematise in 2007 one experience of advocacy and/or campaign work that has been carried by the country and that would highlight lessons, trends and knowledge on advocacy to be shared with the whole of ActionAid. Subsequently ActionAid Haiti decided not to participate in the experience as they were in the middle of a transitional organizational re-structuring.



© Esteban Tapella. Systematization workshop, Rio de Janeiro, 2007.

3. DEVELOPING THE PROJECT

The aim of the systematization project was to provide an opportunity for countries in the Americas to critically examine, together with other actors, their experiences on advocacy and campaign work and identify lessons that they could share with

ActionAid. The systematization project was initiated through a capacity building and sharing workshop held in Rio de Janeiro in October 2007. This helped participants build a common way of thinking about advocacy and campaigns, and individually establish a framework for how they would conduct the systematization in their countries.

This workshop took place with the participation of the coordinators of the systematization project from the countries, a representative from the partner working on the systematization experience, some ActionAid Americas staff and two consultants. Through the workshop, participants became familiar with the basics of the systematization tool as a methodological approach for shared learning and discussed a plan of work to develop the systematisation. Participants also shared key aspects of the experience (focus, scope, relevance, gaps, type of information needed, guiding questions, etc). After the workshop countries worked on their systematizations during 2008, validating the information with the actors involved through meetings, interviews and group discussions and preparing the final versions that were delivered between December 2008 and March 2009.

ActionAid Brazil, through Glauce Arzua (Communications Coordinator) in partnership with a local partner, Ação Educativa, worked on a video that highlighted lessons and experience from the Brazil Education Campaign. ActionAid Guatemala through Fernando Ical (Project Coordinator) in partnership with SODEJU-FUNDAJU, also a local partner, systematized the advocacy experience around the Comprehensive Youth Development Law. They produced a written document and a video on the experience. And ActionAid USA, through Karen Hansen-Kuhn (Policy Director) systematized the experience on the work of a coalition of NGOs around the Farm Bill and produced a written document.



© Esteban Tapella. Systematization workshop, Rio de Janeiro, 2007.

ActionAid Guatemala, reflecting on the lessons that came out on lobbying and the challenges of managing resources.

ActionAid Brazil and Ação Educativa recalling how mobilization was done in the framework of the Education Campaign.

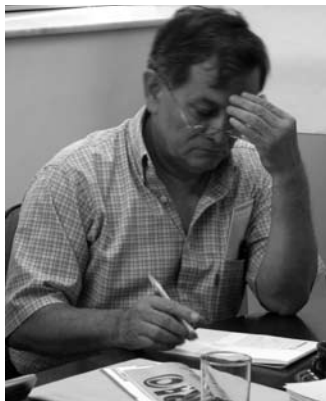
ActionAid USA concluding on the lessons that came out from the 'Building Sustainable Futures for Farmers Globally Campaign'.

"In some moments during the lobbying not all the youth organizations walked together on the same road. This made us think that we need to design and put into practice better mechanisms of communication, consultation and motivation to promote better synchronicity in the participation"

"The resources to improve the levels of participation, organization, expression of demands and mobilization by youth organizations are really scarce. For this reason, it is necessary that all the organizations participating in an experience such as the one that we went through consider putting in place a clear mechanism where the main actors are represented, for the good administration of resources, particularly financial resources".

"The mobilization had a name 'Rolling out the Ball' And the intention was to demonstrate the public and collective strength of the network of actors that came together around the movement Fund for Basic Education (Fundeb pra Valer). We also wanted to attract new actors and particularly attract attention from the press. The actions happened during the legislative process and were conceived from a perspective that mixed intentionally political communication, humour and popular Brazilian art which resulted in public action and innovative tools for mobilization. We had 'cirandas'; the showing of baby diapers in strong colours, mini-parades where people walked with baby trolleys and during the Soccer World Cup, we gave a soccer ball to members of parliament that had a text saying 'Fundeb Now – Score a goal for the Education!'".

"While the Building Sustainable Futures for Farmers Globally campaign was not able to achieve substantial changes in US agricultural policy, it did contribute to a more nuanced public debate on the issues, and did so in a way that rejected the characterization of US family farmers as greedy or obsolete. In many ways, it builds on the deeper understanding of international solidarity based on common interests that emerged during the tri-national debate on the North American Free Trade Agreement. In that case, ties among labor unions in Canada, the United States and Mexico managed to transcend the stereotypes that had previously existed among those organizations, leading to joint advocacy efforts that nearly resulted in the agreement's defeat".



© Esteban Tapella. Systematization workshop, Rio de Janeiro, 2007.

Based on the idea of learning from our practice, Samantha Hargreaves, Shared Learning Coordinator, worked with us and helped to define a set of questions that would guide the process of reflection and systematizing the experiences. Although each systematization team adopted its own style of work and focussed on aspects that were relevant for them, the questions in the box (following page) guided the whole experience.

All phases of the project were overseen by IASL Advisor Rosario Leon who provided feedback on all partial and final products. External accompaniment to help countries through facilitation, capacity building and support during the process of systematization was provided by the consultant Esteban Tapella; this support also included a workshop in Guatemala with the ActionAid team and partner.

Guiding questions for the systematization process

Questions about the factors that shaped the experiences:

- What were the economic, social and political factors that shaped up the advocacy initiative?
- What were the concrete conditions of an affected group of people that needed to be addressed through advocacy?
- How were these conditions created and sustained by policies, practices and public beliefs?
- What political and social factors (like political space, relations between political actors, political opportunities presenting, etc.) shaped choices for advocacy action?
- In relation to all of the above, which actors were involved in mapping out the terrain and how (what tools?) were employed for analysis?
- What are the critical reflections on the contextual factors that were overlooked or not adequately attended?, or Which influencing factors, or opportunity factors were not adequately understood and what aspects of the mapping/analysis, including the tools employed and the actors involved, would you highlight as 'practices' to be replicated in future?

Questions to explore the advocacy journey.

- What were the initial objectives of (what change did the actors seek to effect through) the advocacy initiative?
- How were these defined (involving which actors and through what process)?
- What were the tools and methods employed, and how did these evolve over time?
- What was the organisational vehicle through which the advocacy work was advanced – readers might be interested to know about composition; the process of building the 'alliance' (if it was a new vehicle); leadership, decision-making and accountability, etc.?
- Specifically, how were the interests of affected groups represented in and through the vehicle, and what accountability arrangements to affected groups were created?
- How did emerging factors – like responses of state/agencies the initiative was seeking to influence, new political opportunities, differences in analysis within the vehicle, etc. – shape strategy and actions over time?
- How were 'strategy changes' negotiated amongst the advocacy actors?
- What dynamics (of power, differences in political analysis and strategy etc.) emerged amongst the actors engaged in the advocacy initiative and how did this affect the initiative?

Questions related to critical reflections on change.

- What are the critical reflections on the results of the advocacy effort?
- Were some (or all) of the advocacy objectives realised?
- Were there spaces for critical reflection and analysis on an ongoing basis through the initiative, and on conclusion of the set of agreed actions?
- What are the critical reflections on the process for assessing and understanding change by the advocacy actors?
- What would you retain/do differently in future?
- Specifically, what changes or contributions to change were affected in the policy/law/procedure of a state or non state actor? And/or the strengthening of organisation, consciousness, and work for change within affected groups and their allies? And/or the level of consciousness/ sympathy and and/or solidarity of the wider public?
- Have the beginnings of change been sustained and if so how – what actions/processes are necessary to sustain change started through an advocacy initiative?
- What are the critical lessons for advocacy initiatives arising from this experience?



© Esteban Tapella. Systematization workshop, Rio de Janeiro, 2007.

4. REVIEWING THE PROJECT

The main purpose of the project was to highlight lessons, trends and knowledge in relation to advocacy and campaign experiences and one of the objectives was also to strengthen the capacity of local organizations to do systematization, by adopting analytic and methodological tools that would be useful in the future. We conducted a short review of the experience between December 2008 and January 2009 when the process was almost at the end. A short questionnaire was prepared and sent to ActionAid USA, Brazil and Guatemala to capture their views and impressions on the experience and the main findings are presented here.

Taking into account the recent experience of systematizing, did you find the final product of your work useful/important/relevant for ActionAid and partners? Why? If not, why not?

There was full consensus on the usefulness of the experience and various reasons were mentioned:

For ActionAid USA the initial process of contacting each of the key partners and discussing the systematization with the coalition as a whole was useful for everyone. It helped the coalition members to hear each others' assessments of what had been learned from that experience. It was also useful to ActionAid USA, as several of the partners stressed how much they want to continue meaningful work with ActionAid USA on those issues. It also helped to give the BSF process some closure and sense of common vision and experience so that when the food price crisis 'erupted' last summer, that experience and conclusions guided the formation of the new food crisis working group, which now involves dozens of organizations across the country.

For ActionAid Brazil, the final product was useful in enabling them to both register and highlight the most relevant parts of this education campaign experience. This is crucial since there is an interest from African Portuguese speaking countries in learning from ActionAid and its partner organizations on how was possible to achieve the results. The product will be a good tool for partners in Brazil and abroad in terms of inspiration, learning, reflection and planning for similar actions.

And for ActionAid Guatemala, it was very important and useful, not only to deeply understand the experience but also to learn how to systematize experiences. For ActionAid Guatemala's local partner (SODEJU), the process of systematization allowed the creation of specific space for critical reflection and social learning among different actors, not only for the current campaign but for future actions.

Taking into account that “the purpose of the systematization is to reflect about the development of an experience and its results seeking to identify lessons for the future”, could you tell us whether the process of systematization met that purpose? If yes, why? If not, why not?

Participants mainly referred to the learning and reflection and the usefulness of the learning in the current and future work. For ActionAid USA, the experience helped them to hear others' perspectives on what had happened and to reflect on its implications for their current work. In the case of Brazil, it shed light on key aspects of the experience and helped to identify the key learning needed to make the experience relevant to both the Brazilian and the international audiences in the future. It also helped the organizations involved in the education campaign to reflect about the experience while producing its systematization. Such reflections will be used in the next planning meeting of the campaign. Guatemala said that the process of systematization helped them to reflect and take decisions on how to re-direct processes and how to design advocacy actions in the near future and to understand that *“Change processes take longer than we thought, in many cases longer than one generation. The support received during the systematization process was very useful to understand this fact”*.

What were the strengths and limitations of the experience?

On strengths, ActionAid Brazil mentioned that the strength was the systematization workshop in which, with the help of both ActionAid's shared learning staff and experts in the systematization area, it was possible to clarify that systematization is less about history and more about strategic aspects to share with others. For ActionAid Guatemala the support received during the whole process helped them in the analysis of their work to come out with the final product. This support was very important and attracted the interest of young people (who did not show interest at the beginning) and other participants who were involved in the experience.

On weaknesses and limitations, ActionAid USA said that it was a difficult process *“mainly because I could not engage deeply in the process due to competing priorities within the office. Part of that had to do with my position changing from Food Rights Analyst to Policy Director, and the resulting increase in my workload”*. That limitation was also shared by ActionAid Guatemala: *“we are occupied in other activities that did not allow us to dedicate the needed time to the systematization tasks as we should. For instance, it was difficult to agree on a common agenda for the necessary meetings with all youth organizations in order to go deeper in the analysis of our case”*. For ActionAid Brazil: *“important limitations were time and resources (human and financial) to make a more complete and timely product. Other limits were caused by the lack of existing images of the experience we were reporting because keeping those records were not prioritized along the evolution of the campaign”*.

How did you feel participating in the process of systematization?

All participants felt engaged and interested to participate in the project and although time and workload were some of the main problems, they all saw the project as an enriching and learning experience. For ActionAid USA it was a positive experience, but it would have been helpful to hear more about the conclusions from the other systematization processes along the way. *“I will be interested to see those results and how they compare with our experience”*. ActionAid Guatemala said that they were happy to have the opportunity to learn from this methodology and arrive at this final product *“that allows us to communicate our experience, the lessons and the context we work with to different countries and organizations”*. And for ActionAid Brazil, the systematization has strengthened ActionAid’s role in the steering committee of the campaign because both, the reflections and the product, made ActionAid’s contribution (in the past and for the future) clear.

What recommendations do you have for future processes of systematization (of ActionAid or partners)?

ActionAid Brazil said that it would be very important that ActionAid stimulates more the recording (image, stories, testimonies and various other possible means) of an experience by partners and ActionAid offices/units in their work plan to make sure that they have material for shared learning. *“Shared Learning/Impact Assessment and Knowledge Initiative should join efforts with Policy and Communications teams to establish as a goal the production of at least 4 relevant products like this one, per year (one per continent). The Annual Reports could be used as a reference document from which to withdraw key achievements that could be systematized for the learning of all”*.

ActionAid Guatemala said that ActionAid and partner organizations should recognize the relevance and value of systematizing experiences *“Systematization is quite important and a necessary part of our work to re-construct the process of change. The richness of systematization is not only the final product but the process in itself, the*

way different actors get involved in reflecting on what they did. ActionAid should motivate and assist different units and partner organizations to systematize their experiences”.

5. FINAL REMARKS

From the early 1990s onwards we have witnessed in the Americas region a growing strength and decisive presence of social movements who have been at the forefront of social protest and social mobilization which are important part of advocacy and campaign work. In the road to consolidate the ideal of full and deep democracy, social movements have played a decisive role in the Americas, from North to South, shaping and reshaping public spheres, influencing public policies and linking local challenges and demands with a wider notion of citizenship, accountability, participation and political discussion towards collective action and change.

Through the systematization we identified the process, the lessons and the challenges of people's mobilization around their rights. The systematization of the experiences also facilitated reflection, analysis and further thinking by the actors on the meaning and relevance of their advocacy and campaign work in the last two years. The process of reflection involved the people who were part of the experience and in that sense the systematization allowed them to build a collective understanding of what happened, why it happened and how it happened.

The lessons and reflections from the work of ActionAid Brazil, Guatemala and the United States of Americas in partnership with social movements shed new light on how experiences of advocacy and campaign work, that have social change as a common goal, happen, the difficulties that they faced and the roads that actors walked. But, above all, those experiences make us aware that social change through collective action takes time and develops along an uneven road in the Americas, a region with one of the highest levels of inequality in income distribution which has a direct impact on poverty and exclusion.

Coordinating the work around this experience was both a rewarding and stimulating experience and also a challenging one. It was rewarding because of the enthusiasm and interest that countries showed not only at the beginning but during the whole process, the challenging questions that they brought to their own analysis, the local processes of consultation that they generated with local partners and colleagues and their commitment to embark on a process that brought new learning on advocacy and campaign which are key areas of work in ActionAid Americas. It was a challenging experience because of the difficulties of coordinating a project that was geographically happening in three different countries, with different actors and experiences of a diverse nature and which required customized accompaniment and support. Consultation and communication was needed in all phases but making sure that things happened as planned was, at moments, enormously time consuming. There were also time constraints and workload that prevented 'systematizers' from meeting deadlines, which caused delays and changes in the timetable and work plan.

But we come out of this experience energized with a very positive balance made up not only of the set of lessons and reflections but also a new methodology and tool for future projects. We do hope that ActionAid will enjoy reading about the experiences and will incorporate the lessons and findings in future reflection and action.

I would like to give special thanks to all those whose input, support, work and enthusiasm made this project possible; particularly to Fernando Ical (Project Coordinator ActionAid Guatemala), Glauce Arzua (Communications Coordinator ActionAid Brazil), Karen Hansen-Kuhn (Director for Policy ActionAid USA), Samantha Hargreaves (ActionAid Shared Learning Coordinator), Laurie Adams (ActionAid Head of Impact Assessment and Shared Learning), Rosana Heringer (Country Director ActionAid Brazil), Arturo Echeverria (Country Director ActionAid Guatemala), Peter O'Driscoll (Country Director ActionAid USA) and Consultant Manuel Llanos. My deep appreciation to Esteban Tapella, Consultant on Systematization, for walking with us all the way along this experience, for his great support to countries and for sharing his knowledge on systematization. ■

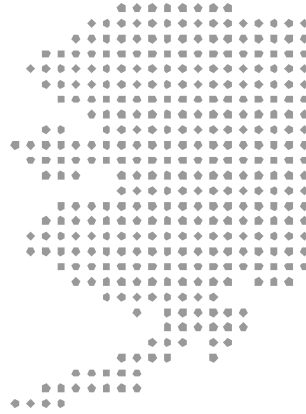


“Powerful learning arises from ongoing sharing and critical reflection together with peers, colleagues and fellow activists on how we are working for change”

**Shared Learning: A Working Guide
(ActionAid, 2007)**

act!onaid





ActionAid is an international anti-poverty agency taking sides with poor people to end poverty and injustice together. Formed in 1972, for over 30 years we have been growing and expanding to where we are today - helping over 13 million of the world's poorest and most disadvantaged people in 42 countries worldwide.

Our partners range from small community support groups to national alliances and international networks seeking food security and education for all, trade justice, gender equity and action against HIV/AIDS.

We don't impose solutions, but work with communities to strengthen their own efforts to throw off poverty by making the most of their knowledge and experience. We also use our skills and abilities by working at many levels - local, national, regional and international.

Learn more at www.actionaid.org

ActionAid Regional Americas

Rua Morais e Vale 111/3rd andar
20021-260 - Centro
Rio de Janeiro - Brazil
Phone: (55-21) 2189-4666
Fax: (55-21) 2189-4629
americas.mail@actionaid.org

ActionAid Guatemala

PO Box 582 A - Guatemala
Tel. (502) 2334-5575 / 2334-5988
guatemala@actionaid.org
www.actionaidguatemala.org

ActionAid Brazil

Rua Morais e Vale,
111 / 5° andar 20021-260
Rio de Janeiro - RJ - Brazil
Tel. 55 (21) 2189-4600 / 2189-4612
actionaid@actionaid.org.br
www.actionaid.org.br

ActionAid USA

1420 K Street NW, Suite 900
Washington, DC 20005
Tel. (202) 370-9919 / 835-1244
info@actionaid.org
www.actionaidusa.org

ActionAid

PostNet suite #248
Private bag X31
Saxonwold 2132
Johannesburg - South Africa
Phone: +27 (11) 731 4500
Fax: +27 (11) 880 8082
mail.jhb@actionaid.org

©ActionAid

Incorporated in The Hague
The Netherlands
Registration number 27264198

Incorporated in South Africa
Under section 21A
Of the Companies Act 1973

Editing Group (in alphabetic order)

Laurie Adams
Glauce Arzua
Debbie Budlender
Karen Hansen-Kuhn
Samantha Hargreaves
Fernando Ical
Rosario León
Ana Lucia Mijangos
Eteban Tapella

Design, layout and printing
GHM Grupo de Comunicación
www.ghmtv.com

Printed in Argentina, June 2009.