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DEVELOPMENT ( 2005)**

**TRAINING PACKAGE ON LOBBYING AND ADVOCACY**


**SHOO, WITNESS SHEDRACK.**

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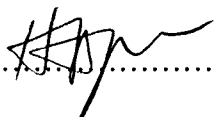
I, Witness Shedrack Shoo, do hereby declare to the SENATE of the Open University of Tanzania that this Project Paper is the result of my original work, and that it has not been submitted for the similar degree award in any other University.

Signature of Student: .....  .....

Date: .. 25/07/2005 ..

## **SUPERVISOR'S CERTIFICATION**

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Southern New Hampshire University at the Open University of Tanzania the Project Report entitled " Training Package on Lobbying and Advocacy" in partial fulfillment of the requirement for Masters Degree of Science in Community Economic Development of The Southern New Hampshire University.



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Date... 25/7/2005

## **DEDICATION**

I dedicate this work to my Late Sister, Helen Shoo for the love and confidence she built in me and to my little son Brian Mwaagha who could not understand why little attention was given to him throughout the course period.

To you two, with all my love.

## **ACKNOWLEDGEMENT:**

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**ABSTRACT:**

To a great extent, the development of civil society and its relationship to the state on governance issues has been a reflection of the prevailing socio-economic and political environment. At independence the neo colonial state inherited a state monopoly system which curtailed the levels of popular participation. The political framework that developed ensured that civic associations were deeply entrenched into the state-party system. In this context, it has been pointed out that "the dominance of single party state during the first years of independence has constricted the space for democratic participation and disrupted the balance between societal and individual fundamental rights. Within this framework, the state continued to maintain and consolidate state hegemony thus sowing the seeds for the undemocratic political culture that ensued and continued until the 1980s and 1990s where signs of change started to emerge though in a limited way. This situation affected associations such as cooperatives, youths, parents and women, all of which were affiliated to the ruling party.

In the case of women organization, the UWT (Union of Tanzania Women) which was formed to fight for the interests of women in Tanzania was no exception to this situation. The Organization was deeply entrenched into the party -state system, and was therefore seen as the only legitimate political organization, which articulated the interests of women. This situation denied the opportunity for alternative points of views, the right to voice their views and hence undermining their role in influencing the political process and thus contributing to good governance. The situation further denied them the power

and space which they needed to voice their concerns since they were not part of mainstream political decision making. In addition, UWT as an organization entrenched in a male-dominated patriarchal system, lacked independent critical thinking in analysing broadly gender and women issues. As a result women continued to suffer oppression and domination in almost all spheres of social, economic and political life.

In the late 1980s and 1990s the country underwent major social economic and political transformation. In the economic sphere, it moved from a centralized economic system to economic liberalization while in the political sphere the country moved from a single party system to multiparty system. This new orientation created a space for voluntary action in the form of civic associations. As such in the 1980s and 1990s Tanzania witnessed an unprecedented growth of Civil Society Organizations (CSOs).

Women CSOs were also established not only as a result of liberalized social economic political system but also as a response to International movement, which encouraged women, all over the world to fight for their rights, a call made at the 1985 Nairobi World Conference on Women. Several women organizations were established after the 1985 conference including MWAODE, which was born in 1995. These women CSOs have been working hard to empower women socially, economically and politically in order to build their capacities to participate effectively on governance issues as part of the civil society and the public in general. Women CSOs have therefore placed on top of their agenda issues of democratisation, governance, civic education, political empowerment, women and human rights.

Therefore the formation of women civil society organizations such as MWAODE and others should be seen as an effort to enable women to participate effectively in influencing good governance by placing **lobbying and advocacy** for better policies at the top of the agenda.

This study (Organisation Capacity Assessment - MWAODE) has been undertaken to demonstrate the capacity and extent to which MWAODE interact with governments to promote good governance especially on policy issues and the extent to which the execute lobbying and advocacy issues. Its policy advocacy strategy focuses on social, economic, political and cultural aspects of Tanzania's societal public.

The objective of analysing organizational capacity of this particular CBO is to gain a clear perspective of its Lobbying and advocacy capacity and techniques and how it interacts with the government to effect policy changes. This study will examine MWAODE /State relations in a wider social, economic, political and cultural context. It will therefore examine the relations between MWAODE and the Local government and community it is working for.

After the analysis it was realized that MWAODE had some exposure to policy issues, but it is still unable to significantly contribute to policy formulation and or implementation. In addition to that, MWAODE members have little understanding of how to influence policies. At most it can participate in policy debates at the NGO level. Members have no knowledge on lobbying and advocacy rather depends on hired consultants to carry out those activities as per focus group discussion feedback

It was recommended that MWAODE members and Ward leaders to be trained on Advocacy and lobbying. This training is a fundamental knowledge and skills/ techniques needed for MWAODE members to be able to function well on this area. The trained members will be able to participate fully in to influencing policies and behavior change in the community.

For MWAODE members to be trained required a researcher to develop a training package on Lobbying and Advocacy, which merges well with their requirement. Researcher for that case did not conduct the training rather advised MWAODE members to raise funds for the training.

## **CHAPTER 1**

### **1.1.0 INTRODUCTION:**

Mwananyamala Women Development Group is a Community Based Organisation residing and conducting its activities in Mwananyamanla Ward of Kinondoni Municipality of Dar Es Salaam City.

MWAWODE was established on 28<sup>th</sup> Feb 1995, with a purpose of assisting women with financial contribution (small loans) around Msisiri B area in Mwananyamala. Later on the group established UPATU (local unstructured SACCOS). By that time, Mwawode had 75 members covering six Local Government Authorities in Mwananyamala. These areas are Bwawani, Msisiri A, Kopa, Nkrumah, Kambagwa and Msisiri B.

### **1.2.0 BACKGROUND INFORMATION OF THE ORGANISATION**

MWAWODE is a credit Cooperative Society with its office at Mwananyamala Ward, Kinondoni District in Dar es Salaam, P.O. Box 5008, DSM. Ikulwa Street block 25B plot No 14. On 28<sup>th</sup> Dec 1995 MWAWODE was registered as a CBO under registration No So 8608-4.10.1995. DSR. 595-29.1.1998 (SACCOS).

After establishing it self as SACCOS, 45 members dropped due to different reasons, among them being over ambitious, others were not ready to contribute for SACCOS, some moved from Mwananyamala to other areas which made their participation poor. Since 2000 to date MWAWODE maintained its 30 members intentionally. From 1999 to

2001 MWAODE managed to assist the establishment of 6 groups comprising of young men and women in Mwananyamala and other areas as shown below:

These groups are :

	<b>Name</b>	<b>Area</b>
i.	Juhudi	Mwananyamala
ii.	Kiwalani	Makumbusho
iii.	Shaya	M/nyamala (not active)
iv.	Vumilia	Mikocheni
v.	Rewiya	Mikocheni
vi.	Tumeamua	Makumbusho

These groups share information, skills and knowledge. MWAODE would normally invite some members from these groups to participate in their workshops whenever fund allows. It should be noted that members from these groups are not MWAODE members.

### **1.2.1 MWAODE'S VISION**

Reduced poverty and increased community participation in socio-economic activities.

### **1.2.2 MEMBERSHIP**

Membership is provided to women who have reached the age of 18 engaged in a small scale business or farming activities.

### **1.2.3 MWAODE' ACTIVITIES**

MWAODE's activities include:

- i. Deposit money in a fund for profit generation.
- ii. Give credits with soft and affordable restrictions.
- iii. Lobby and Advocate for change on socio-economic policies, which have negative effect on society.
- iv. Educate the society through arts, songs and drama on issues concerning environment, health ( HIV/ AIDS & MALARIA) and balanced diet.
- v. Run MWAODE Day Care Center
- vi. Capacity building and skill sharing among members on crafts and batik making.

### **1.3.0 MAIN OBJECTIVE OF THE STUDY**

The main objective of the study is to make a thorough review of MWAODE activities with the aim of developing a training package on lobbying and advocacy. More specifically therefore, major focus is to empower MWAODE with lobbying and advocacy knowledge.

### **1.3.1 SPECIFIC OBJECTIVES**

In relation to the above the researcher will:

- i. Conduct SWOT analysis so as to understand the need for Lobbying and advocacy training.
- ii. Establish MWAODE's capacity status using Participation Organization Capacity Assessment Tool on areas of Lobbying and Advocacy and Organization management generally.
- iii. Build MWAODE's capacity in carrying out lobbying and advocacy activities through training.

### **1.3.2 TARGET GROUP FOR STUDY**

The study comprises of Local Government Authorities (Ward leaders) from six localities being Bwawani, Msisiri A, Kopa, Nkrumah, Kambagwa and Msisiri B, at Mwananyamala Ward and MWAODE members.

### **1.4.0 STATEMENT OF THE PROBLEM**

In the course of implementing MWAODE activities it was realized that MWAODE was not functioning well, it was also felt that the leaders had no previous experience and training of managing community-based organizations.

In addition to that the following gaps were pointed out:

- i. The office has no competent personnel to perform financial duties, hence a need for elementary training for bookkeeping.



- ii. MWAODE's lobbying and advocacy activities being done by hired consultants who are costly. They feel that they are not knowledgeable and skilled enough in lobbying and advocacy to carry out those activities on their own.
- iii. There is a feeling among MWAODE members that their leaders lack some management skills as they have not been exposed to training and that they lead only by acquired experience.

The above concerns necessitated the researcher to conduct SWOT analysis to find out the factual position of MWAODE.

In the SWOT analysis assessment done, strength and a number of interconnected problems affecting the organization performance were analyzed.

### **STRENGTHS:**

- i. The organization has gained some credibility beyond the people it is associated with. During the interview with ward leaders, the ward leaders mentioned that MWAODE has gained credibility among Mwananyamala community members because of demonstrating accountability and faithfulness with the community members.
- ii. MWAODE has established a fair mechanism of collaboration and partnerships with other civil society organizations.

- iii. MWAODE can produce some reports at the minimum quality. However, external help is sought when there is a need to write complex reports.

### **WEAKNESSES:**

- i. Organization lacking leaders with formal training on leadership. A leader is chosen after every three years with the minimum requirement of primary education.
- ii. Lack of policies, procedures and an effective system for key organizational functions as in finance, administration, human resource.
- iii. The service offered by the CBO on lobbying and advocacy is much depended on hired consultants who are expensive for the CBO to manage. Out of five advocacy activities done by MWAODE by the year 2004, only one was at the level of coordination.
- iv. The issue of sustainability is mentioned in projects, however approaches for achieving such sustainability are not well established.
- v. In the areas of skill sharing and capacity building, the CBO projects help to build skills in a very low technical area e.g. mat making, batik etc. At this stage the CBO is expected to have capacity building and skills transfer as key element in all projects. Skills should be in the area of strategic thinking, which could help them find effective solutions and become agents of MWAODE's development.

- vi. The CBO does not have any member with bookkeeping knowledge, which lead to borrowing personnel. When this study was conducted member's contribution have not being recorded in the books of accounts since 2003 December.

### **OPPORTUNITIES:**

- i. The group has good relation with local Government Authorities
- ii. Three different International Organization has funded the group; and in addition to that, MWAODE has also built up a good name based on the work done.

### **THREATS:**

- i. Poor financial sources which could help to strengthen their organization.
- ii. Lack of qualified personnel, who could write good reports as well as manage the organization activities.

#### **1.4.1 PROJECT INTERVENTION AREA:**

The researcher requested MWAODE members to rank the weak areas in a priority order for intervention.

MWAODE members ranked Lobbying and Advocacy training number one; they pointed out that, they have a number of activities which require lobbying and advocacy knowledge, followed by book keeping training which ranked

number two; one of MWAWODE's activity is the management of SACCOS, this requires a well trained personnel in bookkeeping of which they do not have, leadership and Management training ranked number three and lastly establishing either administration or financial procedure ranked number four.

Hence MWAWODE member requested CED student to conduct a Lobbying and Advocacy training or develop a training package to enable them use the training package to solicit fund for training and eventually be trained. MWAWODE members were informed that, since time and other resources were not enough to develop training package and train. The CED student will only develop Lobbying and Advocacy Training Package, which could either be forwarded to financial institutions for funding and or training and or solicit fund for training.

### **1.5.0 PROJECT JUSTIFICATION**

The benefit which the training would bring to MWAWODE justifies the reasons for conducting Lobbying and Advocacy training. These include:

**i) Socio-economic results:**

- a. By strengthening the organizational capacity specifically in lobbying and advocacy would enable Mwawode to devise various ways of fund raising which would enhance their livelihood security and sustainability, contribute to the change and or establishment of policies which bring positive impact to the society.

- b. Various actors/stakeholders in public and private areas contribute to livelihood insecurity or violations of human rights. Therefore significant impact can only be achieved through changes in policies and actions of powerful institutions, individuals and households.
- c. By strengthening Mwawode organisational and institutional capacity (advocacy training), Mwawode members will be capable of networking and form coalition with like minded organisations and therefore be able to advocate for policies and procedures on socio-economic and political issues.

**ii) Community participation and empowerment security/social capital**

- a. Lobbying and advocacy training participants comprises Mwawode members and local government leaders; this is expected to build a strong community participation in related project activities.
- b. Improving the lives of poor households and communities (via service delivery, capacity building and technical support/assistance)
- c. The project will increase the social cohesion networks after the training.

**iii) Health impact**

- a. Since Mwawode has been advocating change for Mwananyamala community on health issue as HIV/AIDS, Malaria, Drug abuse; reduction of these health hazards will improve. It is expected that through good

relation with Local Government Authorities, good network with other groups and NGOs, jointly will be able minimize if not to eradicate health problem issues.

**iv) Environmental impact:**

- a. MWAODE being in its toddler stage will be able to advocate to the communities on environment issues, like keeping the environment clean from scattered solid / liquid waste in the area. A good response from the community will lead to solid/ liquid waste collected hence reduces prevalence of diarrhea, cholera and malaria.
- b. MWAODE will expand impacts of its programs if they take into account that policy makers greatly influence and affect the livelihoods of the poor through their decisions and actions.

## CHAPTER 2

### 2.1 LITERATURE REVIEW

#### INTRODUCTION:

In the democratization process, women demand for the incorporation of gender issues and inclusion of women rights as part of the struggle to institute good governance and a democratic culture. Therefore the formation of women civil society organizations such as MWAODE and others should be seen as an effort to enable women to participate effectively in influencing good governance by placing **lobbying and advocacy** for better policies at the top of the agenda.

This study has been undertaken to demonstrate the capacity and extent to which MWAODE interact with governments to promote good governance through Lobbying and Advocacy. Its policy **advocacy** strategy focuses on social, economic, political and cultural aspects of **Tanzania's** societal public. The objective of analysing organizational activities of this particular CBO is to gain a clear perspective of its **lobbying** and advocating capacity and techniques and how it interacts with the government to effect policy changes.

## **2.2.0 THEORETICAL REVIEW:**

### **2.2.1 Lobbying and Advocacy concepts:**

First and foremost, advocacy is a strategy that is used around the world by non-governmental organizations (NGOs), activists, and even policy makers themselves, to influence policies. Advocacy is about creation or reform of policies, but also about effective implementation and enforcement of policies.

A policy is a plan, course of action, or set of regulations adopted by government, business or an institution, designed to influence and determine decisions or procedures. Advocacy is a means to an end, another way to address the problems that we aim to solve through other programming strategies. (CARE 2000).

Advocacy is pursuit of influencing outcomes - including public policy and resource allocation decisions within political, economic, and social systems and institutions - that directly affect people's lives. (Aarons 2002). Aarons continues saying that, advocacy simply means pleading or pressing for support for policy or behavioral change. It is an activity that may be implemented through a number of strategies aimed at bringing long-term development change. It is a highly participatory activity because it aims at bringing sustainable change that will affect different groups in communities and thus must be owned by almost all stakeholders in the society. Advocacy can also be referred to as a process of effecting change through different and strategic interventions.



The main characteristics of advocacy as stipulated by ( SARA/AED 1996) are as follows:.

- i. Targets behavior change; participatory decision making processes; government policies, practices or regulations; may target legislation or government processes; or it may target management issues at the local and national levels.
- ii. It may be applied through a number of activities such as lobbying, soliciting social support, information, education and communication, or any other activities aimed at effecting change.
- iii. It involves working with all stakeholders either directly or indirectly with an aim of sustaining the proposed change and for purposes of mobilizing support, increasing impact and building consensus.
- iv. Advocacy addresses key issues and attempts to offer/recommend solutions.
- v. There are a number of factors that must exist in order for advocacy to be effective. These factors are fundamental to the process and usually have a significant impact on the performance of advocacy activities.

Public policy advocacy is the effort to influence public policy through various forms of persuasive communication. Public policy includes statements, policies, or prevailing practices imposed by those in authority to guide or control institutional, community, and sometimes-individual behaviour. (Hopkins 2003). In the same document, Hopkins continues to argue that advocacy consists of organized efforts and actions based on the reality of "what is." These organized actions seek to highlight critical issues that have

been ignored and submerged, to influence public attitudes, and to enact and implement laws and public policies so that visions of "what should be" in a just, decent society become a reality. Human rights - political, economic, and social - is an overreaching framework for these visions. Advocacy organizations draw their strength from and are accountable to people - their members, constituents, and/or members of affected groups.

Advocacy has purposeful results: to enable social justice advocates to gain access and voice in the decision making of relevant institutions; to change the power relationships between these institutions and the people affected by their decisions, thereby changing the institutions themselves; and to bring a clear improvement in people's lives.

Advocacy can be a challenging concept because there is no one set of instructions about where to begin, how to begin and what constitutes effectiveness. Moreover, our lexicon for advocacy related concepts and actions complicates matters by using multiple words for the same actions as well as blurring understanding of what an organization is really doing. For example, the word "advocacy" is often used interchangeably with related words such as "lobbying," and "education." Some groups may use the word advocacy to define lobbying while others say they do advocacy work but an outsider is not certain whether they are engaged in public policy or advocating on behalf of clients or their mission in other ways.(Volkema 1999). Volkem also said, the relationship between advocacy and civic participation is worth discussing. Public policy advocacy may be viewed as part of the broader concept of "civic participation." For example, a person might participate as a member of their town water board but not be specifically

advocating positions when they join. However, like any public body, the person will probably advocate for and against proposals as part of their civic responsibilities.

Volkem (1999) added that, advocacy efforts often overlap these categories, For example, when a non-profit lobbies for increased appropriations from the state legislature for services they provide, their efforts benefit their own programs but also the field of organizations that provide similar services. "Advocacy" may not always fall under the rubric of civic participation because one might be advocating for their child's right under the policies of a school, or a social worker working to secure food stamp rights for a low-income family.

(Miller et al 1997) Defines advocacy as follows:

- i. A strategy to influence policies
- ii. About creation or reform of policies
- iii. About effective implementation or enforcement of policies
- iv. A means to an end, another way to address the problems that we aim to solve.
- v. A deliberate process of influencing those who make policy decisions.
- vi. A strategy to influence change of attitude/ behavior.

They concluded by saying that, Advocacy is a process of working out societal problems and issues in favor of individuals, groups and communities. It influences public decision making in areas like policy and law and their implementation; as well as influencing

related cultural beliefs and practices in order to bring about positive changes in the lives of people. However, (Thomas 1999) says, the purpose advocacy is:

- i. To draw attention to an issue
- ii. To achieve change
- iii. To bring about fairness in society (e.g. gender equality, education, human rights)
- iv. To improve the livelihood of significant number of people
- v. Target policy makers and implementers

(Pelton et al 1998) points the benefits of advocacy while dealing with different issues in a community, that advocacy:

- i. Resolve the issue
- ii. Tackle the issue
- iii. To empower or elevate one's profile.
- iv. Create increased awareness of the issue.
- v. To know who are supporters and opponents.

**2.2.2** Why advocacy by NGOs and CBOs? (Schwarz 2001) wrote as to why NGO need to have knowledge of Advocacy. He states that,

- i. Improving the lives of poor households and communities (via service delivery, capacity building and technical support/assistance)

- ii. Expand impacts of its programs if they take into account that policy makers greatly influence and affect the livelihoods of the poor through their decisions and actions.
- iii. Various actors/stakeholders in public and private arenas contribute to livelihood insecurity or violations of human rights. Therefore significant impact can only be achieved through changes in policies and actions of powerful institutions, individuals and households.

Advocacy, therefore, need to target actions of policy makers.

**2.2.3 Planning for an advocacy activity:** This is done in a process manor. As by (Sharma 1996)

- i. Analysis; who has the power to change the environment. This is the process of understanding the problem, the people involved, the policies, the implementation or non-implementation of those policies, the organizations, and the channels of accessing to influential people and decision-makers.
- ii. Strategy; after identifying the problem then design a means of advocating for the cause.

Every advocacy effort needs a strategy. This phase builds upon the analysis phase to plan and focus on specific goals and to position advocacy work with clear paths to achieve those goals and objectives. There is a need to identify primary and secondary audiences (supporters, opponents and undecided) and

build coalitions then develop SMART objectives (specific, measurable, achievable/appropriate, realistic, time-bound and gender-sensitive). After that the issue should be positioned to offer key decision makers a unique and compelling benefit or advantage from this point identification of the required resources and plan to mobilise them is done. The activities should be planned appropriately to intended audience then implementation plan is prepared (including channels of communication) and a budget and lastly, performance indicators for monitoring and evaluation purposes is developed. Have an appealing name/slogan, easily understood and designed to mobilise support from the target group.

- iii. Mobilise support and build contacts through mobilizing the resources needed, techniques and methods to be used. In addition to that there is a need to define responsibilities to coalition members and enlarge network coalitions, organise training and practising/rehearsing advocacy. Other activities include getting and verifying key facts and data to support your position and case, as well as linking your interest to those of decision makers and incorporate human interests, plan and organise media coverage and rally to support grassroots.

- iv. Action

- Carry out planned activities and on schedule
- Monitor and respond to other views and opposition moves
- Keep record of successes and failures and take appropriate actions
- Monitor public opinion and adjust accordingly

- v. Evaluation; how many people have known about the issue? How many decision makers are in place?
  - This is where we measure how far we have gone, problems encountered and steps to be taken to keep on track.
  - Evaluation of specific events and activities
  - Documentation of changes on initial objectives and identify factors contributing to changes
  - Share results with supporters
- vi. Continuity; this may mean going back to the analysis stage and start over again. Advocacy is an ongoing process and involves articulating long-term goals and responding to changing situations.

The above steps will result into successful advocacy work if well followed.

#### **2.2.4 What is Lobbying?**

Lobbying is an informal way of seeking influence in convincing (i.e. persuasion of decision makers to support your advocacy issue). In most cases, lobbying seeks to influence or convince individuals or groups of people for support on an issue in a forum, (Hopkins 2003).

A lobbyist tries to influence influential people such as politicians and other decision makers to take into account your agenda. (Fisher 1991) Pointed out the essentials of lobbying that, with lobbying; decision maker holds power to block how resources shall

be distributed, lobbying consider power relations, it consider creating opportunities or solutions to be available to those who do not care, those who are willing but cannot get there to lobby. A lobbyists have an have an open mind i.e. s/he is objective, does frequent evaluations on achievements, identify influential people in authority when lobbying, Fisher says, a first thing to do in lobbying is identifying issues.

(Fuller 1991) on the other hand, gives the key steps for lobbying as follows:

- i. Familiarize yourself with the corridors of power, the system, procedures, timelines and key leaders and players
- ii. Classify the players on the basis of where they stand on your issue and how much influence they have either as key decision makers themselves or in persuading others
- iii. Inform and build relationships through visits and briefings
- iv. Get attention and show your power by timing your media, outreach, and mobilisation activities.

(Acuff 1993) says that Lobbying can be done in a number of ways, it can either be:

Direct: This is where face-to-face or person-to-person technique is used. Indirect: This is where other people or a group is used to deliver the message. These are especially those who are close to the targeted group. These can be also be done formally or informally or both formally and informally. Acuff concluded that advocacy and lobbying skills are necessary tools in an organization for a leader to make headway in



the cause. Lobbying and Advocacy cannot be done isolation from elements of networking. There are a number of advantages in networking. (PACT 2003) Networking is a means of greater impacts to our activities, that is, networks have “synergy effects”. This means that the total effect of things done together is greater than the sum of individual activities. That is, cooperation between various NGOs gives the groups involved more.

Networking creates an environment of accomplish something together, which you can not accomplish alone, strengthen advocacy work, influence others – inside and outside the network.

Networking broaden the understanding of an issue or struggle by bringing together different constituencies, share the work, increases visibility because decision makers and the public are more likely to pay attention to a force of organizations than to one or two. It creates opportunities for leaders and learning, reduce duplication of efforts and wasting resources. Networking promote the exchange of ideas, insights and experience and skills, it provide a needed sense of solidarity and moral and psychological support last but not least under certain circumstances, mobilize resources, especially finances.

### **2.3.0 EMPERICAL REVIEW:**

In this part, the researcher cited lobbying and advocacy cases from Tanzania local NGOs. From these cases one will be able to point out weaknesses and strength from the work done which contributed to failure or success of the lobbying and advocacy work.

The purpose of citing the cases is to give a reader a wide range of thinking and reasoning in planning, implementing, reviewing and evaluating advocacy work either before or during implementation period. The cases are cited from a presentation reports from a round table meeting organizes by PACT Tanzania in 2004.

### **CASE 1. Jipeni Moyo Women and Community Organization (JIMOWACO)**

JIMOWACO's case is about home-based care for AIDS patients. They started this activity in the year 2001. The reason was that many AIDS patients were staying at home in Kisarawe district fearing going out, where they could carry out their normal activities due to stigmatization.

#### **Identifying the targeted people**

It was difficult to identify those patients so JIMOWACO had to use different strategies in order to identify them. Methods used were as follows:

- i. Communication through direct approach
- ii. House to house visits (home visits)
- iii. Application of community theatre and video show
- iv. Peer educators
- v. Meeting with local village leaders
- vi. Using member of the organization who is HIV/AIDS infected

1. **Communication through direct approach:** initiating the topics relating to HIV/AIDS when they meet different people. Topics such as how it is spread, prevention and impact mitigation use are raised. Through this communication, an idea of counseling and testing to check health status is introduced. People are informed that visual assessment does not tell if one is a victim of HIV/AIDS. They normally inform these people the advantages of testing such as to know health status, to avoid new infection, to help avoid spreading to of HIV to other people and a chance to get proper counseling and live with hope.
2. **House to house visits:** Information regarding the presence of a sick person in a particular house is received from several sources, including village leaders, members of the village, neighbors and village community educators. A house visit is then made and a dialogue is made between the counselor and the sick person in his/her house. The sick person is asked several questions on whether he/she has been to hospital and if he/ she know exactly what he/she suffering from. In many cases, the sick people have not been to hospital. Most of them believe in witchcraft. In such cases the patients are counseled and advised to go to hospital for check up.

There have been cases where the sick people are only suffering from other easily treatable venereal diseases (STIs) and not HIV/AIDS. This was exactly what happened in Kazimzumbwi village where JIMOWACO went to see a woman after receiving information that she is sick but she is reluctant to go to hospital.

They asked her to check her HIV status but she rejected for reason that her disease was not for hospital related treatment. She believed that she was witched and that she fears to test her HIV status because of the stigma. They told her that she should go to hospital because even if she is HIV positive, there is no problem as she could still live. Fortunately, she finally agreed and found that she was HIV negative. Her problem was only sexual transmitted diseases. Once such results are disclosed to the patient after medical check up, a sudden change on his/her facial appearance is seen and fast recovery occurs. This reflects the great psychological threat, which HIV/AIDS imposes on people and thus implying the importance and necessity for counseling and testing.

3. **Application of community theatre and video show:** theatre art with special drama/play are prepared with the intention of educating the people on how disease is transmitted and how people are persuaded/counseled to go for HIV/AIDS testing.
4. **Peer Education:** the youth are trained and made to pass the message to their age group. Trained on how to counsel and convince others to go for HIV/AIDS testing.
5. **Meeting with village leaders:** village leaders are educated on the subject and advised to include HIV/AIDS topics in all villages meeting agenda.
6. **Using member of the organization who was HIV/AIDS infected:** Health infected person introduce herself to people as victim and explaining the advantages/benefits of knowing whether you are infected or not. This approach

would make people realize that you can be HIV/AIDS infected and still going on with your daily routine if you get proper counseling.

It took time for some of these strategies to materialize. Although they reached those houses, it was still difficult to make their campaign effective because most of the patients believed that their illness was the result of witchcraft and not HIV/AIDS pandemic. However, other strategies enabled JIMOWACO to get more patients who were ready to go to the hospital for testing.

By using different methods as introduced above, the organization managed to provide care to patients at home. Until December 2004, JIMOWACO targets were to provide care and support to 250 people living with HIV/AIDS (PLHAs) and 500 orphans and vulnerable children.

### **Successes**

- i. Increased knowledge among young and adult on protective measures against the spread of HIV/AIDS and STIs.
- ii. Increase in demand of female and male condoms.
- iii. Improvement of provision of good services to HIV/AIDS victims at household level
- iv. Increased number of men and women who are going for counseling and testing

## **Challenges**

- i. People living with HIV/AIDS are suffering because of lack of care and support.
- ii. Lack of income generating activities to support PLHAS to get basic requirements
- iii. The community needs the VCT services to be located in villages.
- iv. The hospital attendants are blamed for hiding the HIV status of the patients.
- v. Poor infrastructure to some parts of the project area and lack of transport made it difficult to provide care to PLHAS (distance from one patient to another)

Sometimes the patients of HIV/AIDS victims are hidden by their relatives or care givers.

## **Problems encountered by JIMOWACO during their lobbying activities.**

One of the problems is the tendency of households hiding their HIV/AIDS patients and the other one is distance from one patient to the other or from one village to the other. For example, the only transport to Mafizi ward is through Tazara train, which is once a week.

Medical fee is also a problem because it discourages people from going to hospital. Most of the patients want to be given cash money in order to test. On stigmatization, one of the participants wanted to know what the organization is doing through its home-based care program to solve it. The presenter admitted that stigma is a big problem within families and society at large. JIMOWACO has done its best to reduce the magnitude of the problem and the situation is now improving.

The issue of **networking** was also raised during this discussion. It was commented that JIMOWACO cooperates with other international NGOs such as Care International and the government (Ministry of Health) in conducting its home-based care program. Care is offering them with milk goats while Ministry of Health is providing home-based care kit.

Below is a summary of gaps and solution to JIMOWACO, which if were considered could have brought more successful result than indicated in their case.

<b>Case Study</b>	<b>Gap/Shortcoming</b>	<b>From this study, we will be able to learn how to :</b>	<b>Responsible</b>
JIMOWACO	<ul style="list-style-type: none"> <li>-Lack of consultation with the district authorities</li> <li>-Approach of visiting patients creates unnecessary fear and suspicion</li> <li>-Lack of adequate skills to approach the PLHAs</li> <li>-Lack of strong network of allies</li> </ul>	<ul style="list-style-type: none"> <li>-Build a close working relationship with the district authorities</li> <li>-Raise general awareness on HIV/AIDS, visit those who are already identified themselves as HIV positive</li> <li>-Needs for more training</li> <li>-Form a strong network with other stakeholders within and outside their area of operation</li> </ul>	<ul style="list-style-type: none"> <li>-Members of JIMOWACO (Board Members)</li> <li>-JIMOWACO, community development workers and health workers</li> <li>-Pact, Care, Ministry of Health</li> <li>-JIMOWACO members</li> </ul>



From this case study, MWAODE will learn problems JIMOWACO encountered during the lobbying period. It is expected that MWAODE members and Ward leaders will be able to understand the right channels, techniques that can be used so that they reach and accomplish their goal successfully. The lessons indicated above, will give MWAODE members insight on what should be in place before engaging in a project, that being materials, knowledge, awareness etc. From this study, MWAODE will be able to learn steps for advocacy work, importance of networking and collaboration with Government.

## **CASE 2. Service Health and Development for People Living with HIV/AIDS**

### **(SHIDEPHA+)**

SHIDEPHA+ is non-governmental organization formed by and dealing with people living with HIV/AIDS (PLHAs). As a PLHA's organization, SHIDEPHA+ is frequently initiates and participates in functions whereby PLHA's go public, declare their status, and advocate for their human rights. In one case, SHIDEPHA+ was invited to address members of parliament in Dodoma. Furthermore, government institutions frequently invite SHIDEPHA+ to talk to employees about HIV/AIDS. PLHA's usually taking this opportunity to present issues such as discrimination, stigma, and other problems they face when they go public.

Three advocacy cases sited as follows:

A woman who tested positive

A young-man who was infected by a Whiteman, and

Reduction of stigma.

### **Episode 1**

A woman came to SHIDEPHA+ office crying and claimed that she didn't commit adultery during her marriage and she never had sex during her womanhood. She suspected that her husband infected her with HIV and that she feared telling him that she is positive. SHIDEPHA+ advised her to convince her husband to go for testing. SHIDEPHA+ efforts paid off. He agreed and they went to ANGAZA testing center in Magomeni. A woman was the first to test but when she was in the process; her husband walked out and disappeared. When one day she told her husband that she is HIV positive, the husband didn't worry. Instead, the husband said: "Ah, si kila mtu anao" literally means "Ah, everybody has it".

### **Episode 2**

A boy went to SHIDEPHA+ office claiming that he was infected the HIV virus by a gay white man. He said that he was persuaded to make love with him without knowing that he was HIV positive. At first, the white man asked the young man to perform as a woman. He rejected but he was later lured when he was told to perform the opposite role. The young man is now receiving counseling from SHIDEPHA+ and the whereabouts of the white man is still unknown. The organization is still looking for him.

### **Episode 3**

SHIDEPHA+ is also working for the reduction of stigma in the society. Tanzania society is notorious in stigmatizing people living with HIV/AIDS. SHIDEPHA+ is working hard to wiping out this negative attitude towards patients. One of the ways the organization is using in reducing stigma is making HIV patients marrying each other something that was impossible before. However, they direct these brides not to give birth and use protective gears always.

### **Advocacy Strategies**

Letters written to community leaders for permission to hold community meetings in their areas. The targets here are markets management (such as Kariakoo) or bar owners where advocacy is conducted. Letters are also written to lawyers, and MPs to look into and improve the human rights of PLHA's. This strategy is commonly used around the country. Linking and networking with other organizations is a must. Other CSO'S provide capacity building to SHDEPHA+ members/leadership in advocacy. Training is usually in the form of workshops.

### **Process of campaign**

Rallies are held on open grounds. A community leader is usually asked to participate in the rally by opening it and giving out a brief message on HIV/AIDS, encouraging persons to access VCT centers in order to know their sero status. Cultural groups entertain crowds but with messages like stigma kills. These groups perform song, dance,

and play skits. Brochures and fliers are distributed to the public. These are usually not enough. If funds are available, t-shirts and caps are printed. There is also questions and answers session conducted. Those who answer questions correctly are given t-shirts and caps. People living with HIV/AIDS (PLHA's) then go public with their status and propagate positive living. This appearance of PLHA's looking physically well like any other person usually puts the public in disbelief. Questions are finally invited from the gathering and are answered by PLHA's.

### **Results:**

PLHA's are responding very well by asking SHDEPHA+ for help/assistance. SHDEPHA+ encourages PLHA'S is the area to form a group (s) and if necessary, are encouraged to open a branch in SHDEPHA+ 's name. Some of the participants wanted to know what measures did SHIDEPHA+ take against the whiteman who infected the youngman and the husband who is continuing infecting women. The presenter replied that they are now looking for a good councilor to sensitize that husband. They tried before but it is very difficult to find the man. He normally comes back home very late and totally drunk. They also made follow up for the whiteman but they didn't succeed to meet him.

One of the participants was of the opinion that SHIDEPHA+ is dealing with the results and not the causes of the problem. By this approach the problem will continue to proliferate because influential people continue to infect marginalized groups. This

position was reaffirmed by another participant who argued that the big problem with responsible organizations is lack of legal advice in dealing with this kind of problem as the case of Whitman. SHIDEPHA+ was advised to direct its advocacy on the problem of inheritance. One of the participants argued that the victims of HIV pandemic are the orphans and widows. But most of the times, these survivors are deprived of their right to inherit properties left by the deceased.

SHDEPHA+ may use the suggested possible solutions to manage their activities. Theoretical and policy review in this study have outlined that networking, Advocacy and lobbying techniques is very important for a successful Advocacy work.

<b>Case Study</b>	<b>Gap/Shortcoming</b>	<b>Possible Solution could SHDEPHA use;</b>	<b>Responsible</b>
SHDEPHA +	<ul style="list-style-type: none"> <li>-They don't exchange ideas</li> <li>-HIV victims are giving birth</li> <li>-PLHAs are living by depending on branded medicines</li> <li>-PLHAs don't want to go public about their HIV status</li> </ul>	<ul style="list-style-type: none"> <li>-Start income generating activities</li> <li>-Married PLHAs should agree not to give birth, use medical personnel and counselors to advocate for prevention from mother to child transmission of HIV drugs.</li> <li>-lobby to Government to reduce the cost of HIV/AIDS drugs and increase supply o meet the demand. Lobby to other international health organizations for affordable drugs availability.</li> <li>-Strengthening the lobbying campaign on making more PLHAs go public about their HIV status</li> </ul>	<ul style="list-style-type: none"> <li>-Members of SHDEPHA+</li> <li>-Married PLHAs and families of the both sides, medical personnel</li> <li>-the government , SHDEPHA, Other Health Organization and PLHAs</li> <li>-the government, the media and PLHAs themselves</li> </ul>

Advocacy expands impact of its programs if SHDEPHA+ take into account that policy makers greatly influence and affect the livelihoods of the poor through their decisions and actions. Various actors/stakeholders in public and private arenas contribute to livelihood insecurity or violations of human rights. Therefore significant impact can only be achieved through changes in policies and actions of powerful institutions, individuals and households.

However from this study we will learn that, with lobbying decision maker holds power to even block on how resources shall be distributed and consider power relations, it consider creating opportunities or solutions to be available considering those who don't care, those who are willing but cannot get there to lobby. Lobbyists have an open mind i.e. be objective, frequent evaluations on achievements, identify influential people in authority when lobbying, a first thing to do in lobbying is identifying issues. From this study MWAODE will be able to understand how a good lobbyist is able to influence even difficult issues on policy. They will gain the knowledge from training and it is expected that from SHDEPHA+ case, lobbying will not be a challenge for MWAODE.

### **CASE 3. Tanzania Media Women Association (TAMWA)**

TAMWA has been implementing a number of advocacy programs. One of its current campaigns is 'Media Project on Time Bound Program on Elimination of Worst Forms of Child Labor'. However, TAMWA rejects the tendency of calling this practice 'child

labor' for the argument that labor involves contract and these boys and girls have no contracts with their employers.

### **Worst Forms of Child Labor Defined**

Worst Forms of Child Labor (WFCL) refers to situations where children are engaged to perform tasks for a third party or employers in most cases children are extremely vulnerable to exploitation and abuse. Those children are under 18. They work in situations where exploitation is extreme and the work is hazardous, to harm the healthy, safety or morals of children. These include trafficking, slavery, or practices similar to slavery.

Although there are a variety of forms of child labor (CL), Tanzania is concentrating on the elimination of WFCL on Commercial agriculture, Commercial sex, Domestic and Mining. These are the ones known as the worst forms of child labor.

### **Conditions which Children Workers Face**

They work for long hours in hazardous conditions, paid very little or sometimes no pay at all. They don't go school, they often suffer physical or and mental abuse, ranging from lack of affection to frequent beating or sexual abuse.



### **Why Stopping Worst Forms of Child Labor?**

1. Denies a child his/her right to grow, loved, protected, cared for like other children
2. It is against human rights as it is just like slavery
3. Denies a child an opportunity to make the most of his or her resources and to contribute to the economic development of the nation.

There are so many partners in this project but TAMWA in collaboration with Information Department –MAELEZO deals with advocacy using media. Within the project, TAMWA and MAELEZO have the duty to make sure that using all forms of media awareness against the Worst Forms of Child Labor is raised. These media outlets are electronic, print and folk.

### **Process of Campaign**

TAMWA joined the project last year. In implementation, they have:

1. Conducted surveys in the districts in pilot area to assess magnitude of the problem and the media involvement in covering news on CL
2. Organized media workshops on reporting CL
3. Organized sensitizing workshops for Folk Media Groups in respective areas
4. Organize Radio and TV documentaries. Also features, cartoons, pictures and editorials on CL
5. Lobbied for CL mainstreaming in present programs in Radio/TV

6. Organized press conferences and panel discussions
7. Produced posters
8. Site visitation and monitoring
9. Competition on best feature articles on CL for journalists and primary schools

1. **Folk Media Groups:** These workshops were organized to sensitize artists on the WFCL in the areas so that they can deliver the right message in their artistic work. Local jazz bands, choirs, poets, ngoma and drama groups were invited. TAMWA's co-coordinator on WFCL was involved in the Dar es Salaam's folk media workshop as a participant. She also facilitated the Iringa Rural and Mufindi folk media workshops.

In all folk media workshops, artists vowed to use their artistic work but asked the project to provide some money for recording. In Iringa and Dar es Salaam, for instance, the participants said that writing lyrics were not a problem; the problem comes when they want to record. It was resolved that groups have to communicate with district authorities when they have produced their artistic work on WFCL and make a show before they get financial assistance.

2. **Monitoring Visits:** These visits aimed at assessing and advising on media performance, folk media efficacy and monitor the achievement of project activities. In this case TAMWA coordinator went to Iringa Rural and Mufindi where she met leaders of Iringa Press Club, some participants to this event were journalists who

participated in media training workshops and cultural officers of Mufindi and Iringa Rural.

3. **Radio and Television Documentaries:** In consultation with presenters and Radio/TV crews we produced a number of documentaries where the main focus was to portray CL and its effects and by so doing raising awareness about how bad is child labor.
4. **Press Conferences:** One of these conferences aimed at commemorating International Day against Child Labor on June 12. This year's theme was Fight the Worst Domestic form of Child Labor. They also involved panelists to discuss CL on ITV talk show '*Sema Usikike.*'
5. **Posters Production:** In consultation with children withdrawn from commercial sex, mining and domestic work, they designed and ultimately produced posters against CL.
6. **Production of Feature Articles:** Ever since the Media Training Workshop, DIS/TAMWA have been communicating with several newsrooms: editors and reporters, so that they participate in the writing feature articles. To make this happen we even asked columnists to use their columns for the same. Production of these articles is a continuous activity.

7. **Stories:** TAMWA using its famous 'Bang style' in informing, educating, mobilizing, lobbying and advocating for any cause. The bang has so far released several bangs on stories about child labor while others are underway. We also had features; cartoons resulted from the press releases. Stories banged from Iringa visits made great impact as the district authorities summoned social officers so that they examine and act accordingly to arrest the situation that was kind of going off hand.

### **Method**

TAMWA assigned journalists to cover Child Labor issues and when these journalists came back report the findings from sites and press releases are prepared and distributed.

### **Successes:**

There is tremendous support from editors of several media to the project. It has raised awareness among people to the extent of reporting child labor incidences and people writing letters to support war against Child Labor and they also inform us about WFCL incidences, there are more news stories and features articles on WFCL now than before

### **Challenges:**

Lack of resources for more district visits in order to make child labor stories make a tremendous impact (bang). News sources are setback to journalists' efforts in reporting CL. Now child labor practicing is confidential so it is difficult to get the true picture of child labor incidences.

### **Lessons Learnt:**

- i. Involvement of stakeholders is very vital
- ii. Lack of love and affection in the families contribute greatly to CL
- iii. Child preference has a role to play
- iv. Gender violence e.g. pregnancy resulting from rape
- v. Poverty, ignorance, traditions and customs contribute to CL

### **Way Forward:**

- i. Plans should be made to focus on lobby and advocate for Children's welfare Act.
- ii. Production of a newsletter, leaflets
- iii. Convening two national stakeholders' review meetings, convening a national stakeholders' evaluation workshop
- iv. There was an opinion that the effects of child labor depend on the type of employer. One of the participants cited an example of his uncle who took a houseboy from the village and sent him to school. She argued that the boy could have not gone to school if he would have stayed in village.

Thus, she wanted TAMWA to take into consideration this aspect. Once they found under age domestic workers, they should first ask what future plans the employers have on these children. The presenter replied that her organization is aware of that but do not wants these children to be given hard jobs when they come back from school.

Another concern was that raping of female domestic workers is rampant. There was a suggestion that this raping is done by male children or even husbands. Therefore, one of the participants wanted to know what TAMWA is doing to curb the problem. The presenter argued that this perception might be wrong. She went on to say that a recent study has established that most of female domestic workers are complaining about wives and not husbands. They have revealed that most of the household mothers are jealous and therefore treat them badly. On the other hand husbands are complained for having sleeping with these girls without their consent.

One of the participants argued that effective advocacy on the child labor should be directed on the improvement of labor laws. She was of the opinion that bad practices are more problematic when laws support them. Once laws are against these practices, it is possible to reduce their magnitude. The presenter agreed with presenter and further observed that available laws are not compatible with realities. For instance, standard seven failure could be 14 years old but since he has no access to secondary education, what else could he do if not be engaged in child labor? Most of these children interviewed argued that the only solution to this problem is for the government to offer the universal secondary education.

### **Discussion:**

This is one of the cases, which was better than others. They have started with the advocacy plan, activities and ways in which advocacy work will be monitored; hence

one is able to see the advocacy activity plan, implementation methods and monitoring plan. However shortfall is brought out where there was no child welfare act taken into consideration that is realized important. *This gives a lesson to MWAWODE that when dealing with an issue exploration should be done.*

It is also learned that TAMWA used media as their key advocacy and lobbying method, Media is important because it helps to:

- i. Get on the political agenda.
- ii. Make your issue visible and credible in policy debate.
- iii. Inform the public about your issue and proposed solution.
- iv. Recruit allies.
- v. Change public attitudes and behavior
- vi. Influence decision makers and opinion leaders.
- vii. Shape policies, programmes and the conduct of public and private agencies.
- viii. Raise money for your case.

From this study trained members will be given a techniques of analyzing various policies before engaging themselves into advocacy work. This helps to build a strong foundation in regard to changing a policy or giving evidence of non-existence of a policy.

#### **CASE 4. Intermediate Gender Network (IGN-K)**

IGN-Kisarawe is dealing with advocacy and lobbying on laws and policies. The areas which IGN focuses on are HIV/AIDS, land ownership and women political participation.

#### **HIV/AIDS**

Women have now recognized the importance of protecting their bodies in marital affairs and that she has the rights to decide what she wants within a marriage and use their body in a right manner. Because of protecting themselves against HIV/AIDS, women have improved their health status and hence are able to participate fully in the income generating activities.

The campaign done by IGN has also enabled men and women to understand the effects of inheriting wives and husbands. Traditional dances which were identified as among the avenues for HIV infections are now restricted. These traditional dances were said to promote HIV/AIDS because most of its dancers are engaged in sexual acts.

#### **Land Ownership**

Women have recognized their rights stipulated in Land Act 1999. This is more important to widows who previously were deprived of their rights to inherit the deceased husbands.



## **Women Political Participation**

Capacity building for women participation in politics enabled 300 women to turn out to vie for various political posts at the local levels, from village, ward to district. Before this IGN campaign, only nine (9) women competed in last term elections. This campaign had influenced schoolgirls in primary and secondary schools to actively participate in leadership.

## **Successes**

Because of women participation in politics, several benefits have been gained. For example, IGN has been able to advocate for the right of girls in getting equal opportunity for employment as their male counterparts. Before women being represented by fellow women in the district council, councilors voted against the employment of girls merely because they are more likely to resign in order to get married.

## **Challenges**

It is difficult for IGN-K to reach its target group throughout the district because of the lack of facilities. There is also lack of personnel to perform core functions of IGN-K. Patriarchal system is still strong in Kisarawe district. Men are not conversant with women rights. Likewise, Head of the government departments do not offer cooperation with IGN-K, as well as District council does not want to build the financial capacity of the organization. There is misconception that IGN has much money from donor community. It was also learnt that, District council does not want to incorporate IGN

activities in the district programs. The presenter was asked how woman could be denied a right within a marriage in Tanzanian perspective. She replied that before their advocacy campaign, women were ignorant of many of their rights. IGN is training them on the bad impact of forced sex and that this act should be done by the consent of both parties.

Another participant wanted to know how the organization knew that there is income discrimination against women at households since it is not easy to monitor household expenditure. The presenter replied that they identified that problem through interaction. They found that men are the ones who have final say over spending but their role in income generation is very low. After harvest season, husbands could even take the money to their mistresses or spend it on drinking local brew.

Summary discussion by PACT Tanzania - 2004 round table meeting.

<b>Case Study</b>	<b>Gap/Shortcoming</b>	<b>Possible Solution could IGN-K use;</b>	<b>Responsible</b>
IGN-K	<ul style="list-style-type: none"> <li>-No good relations between government leaders and IGN</li> <li>-No income generating projects</li> <li>-The organization did not educate their target group well on how to wipe out patriarchal tendencies</li> <li>-Lack of enough experts within the IGN</li> </ul>	<ul style="list-style-type: none"> <li>-To create good working atmosphere with the district officials including interaction with them</li> <li>-IGN should organize fund rising activities with the help of the government and their members</li> <li>-The organization should build good relations with District Council in order to be able to use their experts: eg. Planning officer, medical officer etc</li> <li>-The media organizations should also be included in the campaigns</li> </ul>	<ul style="list-style-type: none"> <li>-IGN-Kisarawe itself should be at the forefront in redressing the identified shortcomings</li> </ul>

Section 5.2 of the NGO policy of 2001 states that, at national, regional and district levels appropriate frameworks and mechanisms be established to facilitate communication and consultations between the Government and NGOs. The main issue here is to bridge the gap between NGOs and Government authorities at all levels. IGN should use the opportunity given to establish communication with Government officials at all levels.

Section 7.0 of the NGO policy statement insist of having exchange of information and regular dialogue among all parties involved in or with NGOs in Tanzania. Exchange of information will enable the NGOs working on a common issue to join forces.

It is expected that together with previous mechanisms set by MWAODE to collaborate with Local Government, still MWAODE has a challenge to establish collaboration with regional and national leaders and other Government institutions. This challenge is supported by training topics under this study which will give MWAODE members guides and confidence into establishing communication with high Government authorities.

In summary, the challenges, success, failure, lessons identified from the four cases are covered in the training package developed. MWAODE members will be able go to through the cases and or come up with new cases, study the reason for failure and success. The training is so detailed to cover all-important areas and there is no doubt they will be able to point out measure or steps which if were taken into consideration there would not have experienced failure neither challenges.

#### **2.4.0 POLICY REVIEW**

Tanzania Strategy for growth and Poverty Reduction open doors for civil societies and private sectors to participate in the Government development process. For example a civil society can suggest changes on laws and policies as well as working together with Government Institutions in strengthening relations and trust between public officials and citizens. Civil Society participation in the governance of the country is a basic right guaranteed by the Constitution of the United Republic of Tanzania (URT- Constitution 1971). This right is also entrenched in different laws and policies of the country such as NGO policy document. NGO policy states that, NGOs are recognized by government of Tanzania as potent forces for social and economic development; important partners in nation building and national development; valuable forces in promoting the qualitative and quantitative development of democracy. The Government of Tanzania recognizes the need to work together with NGOs and the need for such cooperation to extend to other key players. The NGO policy section 1.1.1 stipulates that, NGOs have themselves been re-examining and evaluating their work, re-defining their roles, which they serve and are accountable to, and endeavoring to function more effectively and efficiently. Taking MWAWODE as one of the CBO which is also governed by this policy, has been examining its work to see that they work to achieve their goals and that community.

NGOs are recognized by the Government in their activities in addressing diverse issues ranging from lobbying, advocacy and human rights to service provision. (NGO policy section 3.1)

The objective of NGO policy – section 4.0, is to create an enabling environment for the NGOs to operate effectively and efficiently in the social and economic transformation of the country. It is however stressed on the specific objectives – (iv) that is to strengthen the relationship between the Government and the civil society.

MWAWODE members understanding this objective, has been working in collaboration with Government authorities closely to build a good relationship for ease implementation of its activities. MWAWODE has decided to have Ward leaders as participants in the training on Lobbying and advocacy since they know nature of advocacy work they want to do and the support they need from the Ward leaders.

Section 5.2 of the NGO policy states that, at national, regional and district levels appropriate frameworks and mechanisms be established to facilitate communication and consultations between the Government and NGOs. The main issue here is to bridge the gap between NGOs and Government authorities at all levels. It is expected that together with previous mechanism set by MWAWODE to collaborate with Government, training will be a technique to move them closer. However MWAWODE has a challenge to establish collaboration with Regional and National leaders, institutions.

Section 7.0 the policy statement insist of having exchange of information and regular dialogue among all parties involved in or with NGOs in Tanzania. Exchange of information will enable the NGOs working on a common issue to join forces. NGO

policy insists on networking, collaboration and coordination of NGOs, which could most effectively be achieved if there is a national body to facilitate such cooperation. Therefore, there are various opportunities and processes by which civil societies and citizens may participate in the governance of their country. Civil society organization can participate in lobbying for change in the law and budget making processes.

#### **2.4.1 PUBLIC PARTICIPATION**

Public participation forms the basis of representative democracy and good governance. This means that every citizen has the right to take part in deciding how the country should be governed. It entails the constitutional right to be involved in the making and implementation of laws and policies that affect their lives. Public participation can be direct or indirect; directly through public forums and indirectly through the elected representatives in Parliament or Local Government (URT- Constitution 1971).

As well, direct participation of civil society in matters of governance is realized when citizens themselves contest for and take up leadership positions through free and fair elections. The indirect participation of civil society in public affairs can be realized when citizens vote their leaders into office. Those elected then represent citizens in the law and budget making processes.

(Lawyers Environmental Action Team 2003) have briefly pointed out how law can be used as a Tool for Civil Society Participation, they argued that, Civil society is an

important player in public participation. The highest law of the country, the Constitution, provides that every person has the freedom to associate and to form or join associations or organizations. This means that participation of civil society organizations in public affairs is a constitutional right. It is, therefore, protected by the Constitution. The team continued by explaining on *how Civil Society Participates in the Development of Laws and Policies*, that a Civil society organizations can participate in the development of laws and policies by doing the following:

- i. Providing civic education to citizens in various matters such as human rights and citizens' duties;
- ii. Lobbying decision makers at all levels to influence decisions on law and budget;
- iii. Putting pressure on the government to change unpopular laws;
- iv. Carrying out research on legal and budgetary process and other issues of great public interest, and Securing citizen's rights through court actions.

#### **2.4.2 THE ROLE OF MEDIA AND CIVIL SOCIETY IN LAW, POLICY MAKING AND ADVOCACY**

The media encompasses the process of collecting and publicizing information through newspapers, radio, television or other means to the community by creating awareness and public knowledge on issues, problems, challenges and opportunities. Most democratic countries respect independence of the media and, thus, accept its watchdog role.(CARE 1996)



The press can be used as a tool for holding the Government and citizens accountable for their actions. It acts as a mirror for the community by bringing to public knowledge issues, problems, challenges and opportunities within the respective community. In order for the press to effectively inform people, it has to be free (freedom of the press) to voice concerns and issues without fearing any political or social structures and repercussions.

On the other hand, (Schwarz 2001) discusses the *Freedom of the Press* He says, freedom of the press means that the media is not controlled by anyone. Where there is freedom of the press, information can reach people without editors being scared of anything. A free press brings about public accountability and transparency in both the public and private sector. The author continues on boundaries of freedom of press, he argues that, most undemocratic governments fear the press. This fear is usually caused by ignorance on the role of the press in development. It is important to have laws in place to guarantee freedom of the press in order to promote sustainable development. However in Tanzania, the Constitution guarantees this freedom.(URT Constitution, 1971)

#### **Law Making and Advocacy. (CARE 1996)**

One way of ensuring that the majority of the people are aware of the law and budget making processes is for the press to inform and educate them. The author continued by outlining the role of Press in Advocacy,

- i. Informs the public and government about the issues and problems in the communities that need law reforms;

- ii. Initiates public debate on the need for a certain law and thus mobilizes groups in support of the rule of law;
- iii. Empowers citizens through access to information;
- iv. Stimulates public and private discussions on the law reform process and other developments in the country, and suggests alternatives.

(Ruthrauff et al 1997) added that, the press in collaboration with the Government, private sector and the public has a crucial role of advocating for positive change in the country. Some of the strategies that could be used by the media in advocacy are:

- i. Launching of a national public awareness campaign on legal reform (this usually involves weekly radio and television programs, giving out leaflets and writing in local newspapers);
- ii. To disseminate information on government efforts in development;
- iii. Exposing problems in the current laws, and
- iv. Having regular columns and supplements suggesting legal reforms.

### **2.4.3 THE ROLE OF CIVIL SOCIETY**

Civil society refers to associations/groups of individuals/individual citizens who represent different sectors of the society in exclusion of and independent from the Government's control. Civil society includes CBOs, local and international NGOs, academic institutions, workers unions, private sector, religious groups, etc.

Civil society organizations can play a big role in the development of new laws. They can do this at the stage when Parliamentary Committees are discussing the Bills. Parliamentary Committees can facilitate public hearing to enable members of the public to give their views on a Bill. Civil society has constitutional powers to raise issues to be considered for adoption as law. Civil society can effectively do this if it involves a broader sector of the community through public debates, seminars, public meetings and awareness raising about the issues and the proposed laws. Civil society can even propose a Bill for general discussion and later on lobby with the Government to consider the Bill as a Government Bill. Also civil society organizations can lobby individual Members of Parliament (MP) or ministers or Parliamentary Committees that deal with specific matters, such as environment, women and children's welfare, budget, governance and educate, convince and hold strategic meetings with them with the aim of pressurizing the acceptance of the proposals that address public concerns. ( PACT 2003)

However there is no specific part in the Tanzania constitution, which stipulates the Government position on issues of Advocacy and Lobbying. The two concepts, seem to be new, they are babies of Globalization.

## **CHAPTER 3**

### **3.0 RESERCH METHODOLOGY**

#### **3.1 RESEARCH OBJECTIVE**

A general organization capacity assessment exercise was conducted to assess MWAODE's capacity and knowledge in carrying out Lobbying and Advocacy activities.

Participatory Capacity Assessment tool was used. This tool is based on understanding the two major aspects that characterize the capacity of an organization. i.e. its general organizational capacity and its technical capacity to deliver services and products pertaining to its core business. The PCA tool uses two complementary instruments, namely a numerical rating scale and an organizational growth matrix to help assess the capacity of the organization on the various indicators, and ultimately the capacity of various sub-categories and categories. The first instrument helps the members use numerical scale 1 to 5 assesses its capacity to perform on the various indicators. Rating 1 indicated low capacity suggesting the necessity of taking vigorous and immediate actions for improvement. Conversely a rating of 5 indicates that the organization has acquired a very high level of expertise; if actions are required, these actions will be undertaken for the purpose of maintaining the organization at a high level of expertise.

The second instrument is an organizational growth matrix. The PCA tool likens organizational growth to human development. The tool adapts the organization life cycle model development. At this stage organization is compared to an infant, toddler, adolescent or prime depending on the level of development in the different categories and sub- categories.

### **3.2 RESEARCH DESIGN**

Organizational Capacity Assessment was conducted to assess MWAODE's capacity in carrying its activities at different level and categories. The assessment used a tool known as Participatory Capacity Assessment Tool (PCA). The research design focused on five categories, as stipulated in the PCA tool that are considered to be key to organizational health and sustainability. These categories are governance, management processes, program development, service delivery and external relations. The assessment also looked at other important categories such as networking, advocacy and lobbying.

The tool comprise of a set of open-ended questions used during the interviews and focus group discussion and close-ended questionnaires. The open-ended interview questions were used as a control for close-ended questionnaires. (Annex 1). This tool is structured to cover the most important components for the organization to carry out its activities.

### **3.3 UNITY OF INQUIRY**

The population for study was thirty (30) MWAODE members, six (6) Ward leaders from Mwananyamala in MWAODE project area, which are Msisiri A, Msisiri B, Kopa, Bwawani, Nkurumah, and Kambagwa. The reason for including Ward leaders was to find out whether MWAODE was known by Government leaders at lower level of project implementation. Also to learn whether MWAODE's activities had impact to community it is serving.

### **3.4 SAMPLING TECHNIQUES**

The sample size is 100% MWAODE members (all 30 members) and 100% Ward leaders (all 6 Ward leaders). Since main objective of research was to assess MWAODE's capacity in carrying out Lobbying and Advocacy activities, household data were not considered important.

### **3.5 DATA COLLECTION**

The questionnaires were administered for 30 MWAODE members in both English and in Swahili language. Interview was conducted to six (6) Ward leaders who represented both local Government leaders and the community under MWAODE's project area.

Focus group discussion was done to 20 out of 30 MWAODE members to seek consensus on the right score. The score is the determinant for stage of growth an organization is.

### **3.6 DATA ANALYSIS.**

#### **3.6.1 Primary Data Analysis**

Participatory Capacity Assessment Analysis Tool was used. The tool gives the opportunity for members to discuss and reflect on the capacity and performance of their organization. MWAODE members were able to determine their strength and weak areas, which needed improvement. The analysis is done by computing the averages in an excel program from each category which gives quantitative and qualitative results.

#### **3.6.2 Secondary Data Analysis.**

Secondary data was gathered from Ward leaders interview, which gave an indication on how MWAODE activities and interactions with community were perceived, this also showed the level of community participation in MWAODE's activities. The information collected from case studies aggravated MWAODE members for the reason that they were able to learn from success and failures of other NGOs on lobbying and advocacy work.

## **CHAPTER 4**

### **FINDINGS AND RECOMMENDATIONS:**

#### **4.1.1 FINDINGS**

Research findings were generated from computation of average to arrive at the right score, which at the end determined the stage of development MWAODE was.

#### **4.1.2 Computing averages.**

Averages are computed in a successive stages corresponding to the level of performance in each sub-category. The ratings are categorized as follows;

<b>Rating</b>	<b>Stage</b>
1:0 - 2:0	Infant
2:1 - 3:0	Toddler
3:1 - 4:0	Adolescent
4:1 - 5:0	Prime



CATEGORY 1: GOVERNANCE						
Sub-category	Indicators	1	2	3	4	5
Legal Status	1.1.1 The Extent to which the organization is registered and legally secure			3		
	1.1.2 The ability of the organization to fulfill its legal obligation		2			
	1.1.3 The level of benefits it derives from its legal status			3		
		Total		1.1	8	
		Average			2.7	
Vision/Mission/ Goal(V-M-G)	1.2.1 Existence of a clear and written V-M-G statement that provides focus and direction					
	1.2.2 Extent to which programs and activities are linked to V-M-G of the organization.			2		
	1.2.3 Extent to which core values have been developed and are incorporated in the organizational culture.			3		
	1.2.4 Extent to which policies reflect the V-M-G of the organization	1				
		1				
		Total		1.2	7	
		Average			1.8	
Leadership	1.3					
	1.3.1 Existence of a formal and functioning board	1				
	1.3.2 Level of diversity in Board membership	1				
	1.3.3 Composition/Qualification of the leadership		2			
	1.3.4 The extent to which leaders have the authority of making decisions independently from founders		2			
	1.3.5 The extent to which leaders are accessible/available			3		
	1.3.6 The extent to which the leaders members demonstrate commitments to the causes of the organization.			3		
	1.3.7 The extent to which the leaders adhere to the mechanisms to accountability			3		
	1.3.8 The extent to which leadership communicates clearly and is transparent			3		
	1.3.9 The clarity of roles, responsibilities & authority of board and management	NIL				
	1.3.10 The extent to which leadership is involved in resource mobilization		2			

Constituency Participation	1.3.11 The extent to which leadership is involved in lobbying and advocacy	1				
	1.3.12 The extent to which organization development progress is assessed	1				
	Total					1.3 22
	Average					2
	1.4					
	1.4.1 The nature of activities in which beneficiaries are involved	2				
	1.4.2 The level of women's participation in program activities			3		
	1.4.3 Extent to which constituents felt responsible and own the organization and its activities.			3		
	Total					1.4 8
	Average					4

### **Level 1: Average for a sub-category**

Having assigned a score or rank to each relevant question above which were a result of MWAODE members questionnaire feedback, Local Government leaders interview results (these represented the community) and focus group discussion, The researcher computed the sum and the average score of the sub-category to which that set of question belongs.

From the rating above on organization Governance specifically on leadership issues, where MWAODE rates 2, it shows that, there is an indication that MWAODE's leadership on lobbying and advocacy is at infant stage. There is a minimal involvement by members in lobbying and advocacy activities. Lack of knowledge could have resulted into minimal involvement and community participation.

From the analysis above, MWAODE has gained some credibility beyond the people it is associated with. Ward leaders are beginning to find the origination fairly credible. MWAODE also has established some collaboration with other organizations on an ad hoc basis. On the point of influencing policies, MWAODE has little understanding of how to influence policies. At most it can participate in policy debates. Generally MWAODE rates 1.8 on Lobbying, networking and advocacy, public relations and communication, which is an infant stage.

**CATEGORY 4: EXTERNAL RELATIONS & NETWORKING**

Sub-category	Indicators		1	2	3	4
4.1 Networking, advocacy and Lobbying	4.1.1. Extent to which the organization is credible with communities		2			
	4.1.2. Level of credibility/linkage with the government		2			
	4.1.3. Collaboration & partnership with other civil society organizations in same geographic area			3		
	4.1.4. Extent to which the organization has established credibility with the donors			3		
	4.1.5. Extent to which the organization has built strategic alliances and partnerships at the local, regional and national levels		2			
	4.1.6. Extent to which the organization is able to organize or contribute actively to knowledge sharing or advocacy through seminars and workshops		1			
	4.1.7. Ability of the organization to influence policy		1			
	4.1.8. Lobbying ability, to what extent is the lobbying done		1			
	<b>Total 4.1</b>					15
	<b>Average</b>					2.1
4.2 Public relations and Communication	4.2.1. Ability of the organization to produce high quality written PR materials (annual reports, fact sheets, statements etc)			2		
	4.2.2. Ability of the organization to mobilize external support from the corporate sector, civil society or the public at large in its			2		
	4.2.3. The extent to which the M-V-G and programs of the organization are known			2		
	4.2.4. Extent to which the organization has access (uses) Information technology (email, internet, telephone)			2		
	4.2.5. The ability of the organization to produce IEC materials (posters, leaflets, flyers, brochures)		1			
	4.2.6. The extent to which the organization can relate and interact with the media: audiovisual and or written press		1			
	<b>Total 4.2</b>					10
	<b>Average</b>					1.7

From the above analysis, it is noted that, MWAODE has low capacity in organizing or giving contributions to knowledge sharing or advocacy in seminars and workshops. Their ability to influence policy through lobbying, produce IEC materials and interaction with media is very low. On the other hand MWAODE's average on financial management category is 1.7, MWAODE do not have financial management policies neither procedures. The organization meets some financial obligation but not adequately. (see Appendix 1)

### **Level 2: Average for a category**

Researcher computed the average for each category by aggregating all the averages of the relevant sub-categories within a given category. Given that we are averaging the average, and that a number of questions within the various sub-categories vary greatly, we use weighted averages. At this stage, Governance rated 2.2, Management practice 2.0, Programme development and management rated 2.3, and External relations and network 1.8. (See Appendix 1)

### **Level 3: Average for the entire aspect of organizational capacity.**

After averages have been computed for all relevant categories, researcher computed averages for the entire organization by aggregating all the averages computed from all relevant categories. MWAODE ranked number two, of which according to categories in this tool, It is at the Toddler Stage. (See Appendix I). At a toddler stage, unlike a newborn organization, the toddler can stand and walk on its feet. Can engage in diverse

activities to utilize the new energy. A toddler could easily walk astray with this energy. Similarly, organizations see opportunities and pursue each of the with a lot of energy, but often with little wisdom. Founder still play a key role in keeping the organization moving, they are more willing to involve management and technical staff.

#### **4.1.3 Findings Summary;**

Below is a summary of findings as per PCA tool – structured questions, ward leaders interview and focus group discussion., that:

- i. MWAODE has some exposure to policy issues, but it is still unable to significantly contribute to policy formulation and or implementation. In addition to that, MWAODE members have little understanding of how to influence policies. At most it can participate in policy debates at the NGO level.
- ii. Members have no knowledge on lobbying and advocacy rather depends on hired consultants to carry out those activities as per focus group discussion feedback.
- iii. There is capacity to write preliminary concept papers. However, the quality is generally poor. On the other hand the organization is able to discuss its experiences but it is unable to document them and/ or to articulate the lessons learned.

- iv. Limited participation in lobbying and advocacy networks and coalition groups. However MWAODE has established some collaboration with other organizations on an ad hoc basis.
- v. Lack of financial and qualified human resources. Most of the members are standard seven and form four leavers. Most of projects are full funded by donors with minimal contribution from members. Normally members would contribute by providing unskilled labor.

The findings concluded that MWAODE is in its toddler stage of development. This means that although MWAODE has good management capacity, however, they are still struggling with technical capacity especially in financial management, project design and management, networking and advocacy.

## **4.2 RECOMMENDATION AND CONCLUSION**

### **4.2.1 RECOMMENDATION**

Advocacy and lobbying training is a fundamental knowledge and skills/ techniques needed for MWAODE members to be able to function well on this area. The trained members will be able to participate fully in to influencing policies and behaviour change in the community.

Advocacy means pleading or pressing for support on policy or behavioral change. It is an activity that may be implemented through a number of strategies aimed at bringing

long-term development change. It is a highly participatory activity because it aims at bringing sustainable change that will affect different groups in communities and thus must be owned by almost all stakeholders in the society. MWAODE therefore could use advocacy knowledge to effecting change through different and strategic interventions.

The researcher recommends training on Lobbying and Advocacy to MWAODE members and Ward leaders. The developed Training Package on Lobbying and Advocacy will include additional topic on Networking for the reason that, networking with other organizations, institutions, Government is a catalyst for Lobbying and Advocacy work.

#### **4.2.2 CONCLUSION**

The training package will empower MWAODE members with the knowledge and skills to deal with lobbying and advocacy issues. Ward leaders will be knowledgeable on how lobbying and advocacy activities are carried out. It is researcher's expectation that after the training Ward leaders will support MWAODE members when it comes to the point of mobilizing the community for behavior change or and policy change and implementation.

MWAODE members are advised to network with like-minded organizations, sectors and institutions so that they are informed of new ideas and challenges. They will get to meet people who work on the same issue as they do – they may join forces on lobbying for change.



**4.2.3 ACHIEVED ACTIVITIES:**

- i. Researcher managed to link MWAODE with PACT International for networking. PACT has managed to call a round table workshop for NGO/CBO working on Advocacy issues to share experiences.
- ii. There is an established link between MWAODE and HelpAge International

## **CHAPTER 5**

### **5.0 IMPLEMENTATION:**

The researcher developed a Training Package on Lobbying and Advocacy. This package is established from different sources of materials and information; being from literature review, books, policies, papers, articles, case studies from within the Country and outside the Country. Most of the ready-made packages for Lobbying and Advocacy could not meet the demand and situation for MWAODE; hence a need for developing a suitable package was necessary.

#### **5.1 The training package contains:**

- i. Training contents materials on Lobbying, Advocacy and Networking.
- ii. Training time table
- iii. Training budget.

#### **5.2 Training Objectives**

- i. To impart and enhance participant's knowledge, skills and ability in carrying out advocacy, lobbying and networking activities.
- ii. To develop a framework for carrying out advocacy learning in collaboration with other partners.
- iii. To share experiences in advocacy, lobbying and networking using case studies.

### 5.3 Training Outcomes

After the training it is envisaged that participants will:

- i. Understand what advocacy and lobbying are, and how they cannot be isolated from networking.
- ii. Understand the importance of advocacy work and have the confidence to carry it forward.
- iii. Know about tools available for advocacy planning and implementation.
- iv. Understand how advocacy work can be done at different levels - grassroots to national.
- v. Be aware of the range of skills needed to do advocacy work.
- vi. Be able to identify who / what they need to influence in particular situations / policy.
- vii. Understand a basic approach to monitoring and evaluating advocacy work.
- viii. Increased number of NGOs working on common issues.
- ix. Have a greater understanding of how their advocacy work impacts on others.
- x. Be able to select appropriate tools and use them to develop and implement a realistic, appropriate 12-month advocacy plan.
- xi. Use the training materials as a ready reference guide and adapt them to the local context.

#### **5.4 Training Effectiveness Monitoring Indicators**

The training effectiveness will be measured through the following indicators:

- i. Number of advocacy and lobbying strategies and plans developed within a year after training.
- ii. Number of policy issues reviewed, addressed or influenced within a period of two years after the training.
- iii. Look at the extent to which the members have been able to understand and internalize the training contents within six months after the training.
- iv. The level of members to train others and / or disseminate what they have learned.
- v. The extent to which MWAODE has been able to network with other NGOs and community it is working with.
- vi. Improved relationship and communication with Community leaders and National leaders.
- vii. Number of amount of funds raised to address identified policies.

Hence, the participants are expected, both through attitudinal change and the acquired skills, to become more effective advocates and lobbyists and thereby help MWAODE towards improving the performance of their development programmes. This will lead to attaining sustainability of MWAODE projects.

### **5.5 Funding sources for the lobbying and advocacy training**

Researcher recommends that MWAODE members to solicit funds for the training from PACT Tanzania and Civil Society Foundation who are among the major supporter of CBOs on advocacy matters. MWAODE could as well liaise with CED programme at Open University of Tanzania for a student who is interested on training as part of his/her studies in the next academic year.