

ADVOCACY EXPERT
SERIES

COMMUNITY MOBILISATION
MANUAL

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Developed by
Pact Tanzania

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The Series consists of 6 Manuals:

- Policy and Law Making in Tanzania
- Civil Society and Advocacy
- Media Guide
- Building and Maintaining Networks and Coalitions
- Community Mobilisation
- Gender Mainstreaming

These manuals can be used separately, but together, form a comprehensive resource on conducting advocacy in Tanzania.

The materials have been adapted from a variety of sources and these are referenced in the back of each manual. Many thanks goes to those staff members that spent many hours in the development and editing of the series - Josh Agukoh, Dan Craun-Selka, Jamillah Mwanjisi, Nora Pendaeli, Grace Muro, Lilian Badi, Theo Macha and Mbelwa Gabagambi. Pact Tanzania would like to recognize the assistance and contributions of Dan Spealman from Pact headquarters and the Tanzania Media Women Association to the Media Guide. We thank Dr. Konjit Fekade and Phyllis Craun-Selka for producing the first Gender Mainstreaming manual. We acknowledge the contributions of illustrator Nathan Mpangala and photographer Mwanzo Millanga for their art work.

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We dedicate these manuals to Tanzanian Civil Society Organizations, who play a crucial role in the development of this beautiful country.

Introduction

This guide to Community Mobilisation was adapted from training materials utilized by Pact Tanzania and grew out of Pact's experience in implementing the Tanzania Advocacy Partnership Program (TAPP) and Pact's work with faith based institutions. Community participation does not happen by itself. It must be stimulated, encouraged and facilitated. This book is aimed at those who are seeking tools, ideas and approaches to facilitate the mobilisation of communities around a cause.

This is a "how-to" book, intended for community mobilisers who want to stimulate social change in a community to work towards poverty eradication, good governance, increased transparency -- in short community empowerment. This manual identifies key steps in the community mobilisation process; it stresses the role and responsibility of the community leader or coordinator of an activity, community networks and other Civil Society groups, including local citizens. This manual emphasizes on the skills needed and understanding of concepts useful to community workers.

While non-governmental organizations are the primary target user of this manual, it is expected that the guide will be used by a wide range of organizations, community animators and other representatives of civil society. This manual is designed to present the information in a simple and straightforward manner, but it does not have all the answers or steps regarding community mobilisation and action in Tanzania. We encourage the reader to seek a variety of sources to learn more about community mobilisation and development in Tanzania.

We thank USAID Tanzania for funding the production of this booklet and the entire Advocacy Expert Series. We encourage you to copy all or part of this guide and to share it with others. This book may not be sold.

A community mobilisation program ideally consists of a locally organised and planned, community intervention, where the individual stakeholders and other development workers such as health workers, NGO coalitions, Religious leaders, police, the media and local businesses collaborate on a range of complementary interventions.

There is a lot of community mobilisation research that has already been done, and the evidence for effective strategies tends to come from these studies. A number of research studies have shown that community mobilisation can change attitudes, norms, practices and individual behaviors.

This can facilitate structural change within the community, which in turn works to empower communities and bring about positive change. However, effective programs tend to be complex, long term and demanding on resources. Community mobilisation can be an effective but expensive strategy.

The mobilization process usually does not occur spontaneously. It must be guided by effective organizers and leaders. The process depends on cooperation among a variety of agencies, groups, and individuals, cutting through denial and apathy, as well as managing inter-organizational suspicion and conflict, so that the process leads to changes in awareness, understanding, and improved response to the problem.

Remember

For community mobilization to succeed, energy and momentum is needed otherwise people's morale will decline as time goes on.



1

Getting Started

"If you do not know where you are going, then any road will do"

Designing ways for people to participate in policy debates and political processes takes some imagination. In particular, disadvantaged groups may feel skeptical, even fearful, about getting involved in politics. In some cases, traditional kinds of citizen engagement, such as Parent-Teacher associations can be empowering and effective. In other cases, new forms of citizen action, like accountability, sessions with government and corporate leaders, stakeholder juries, a scorecard for candidates and parties and street theater, have greater impact on both the citizens involved and the individual and institutional targets of advocacy.

It may be difficult to think creatively about activities that involve constituents equally as leaders and organizers. In some cases, NGO leaders are unsure if grassroots people are able to speak directly to a public official when they themselves are nervous about doing it. While the constituents in your advocacy efforts may not speak like professional lobbyists the fact that they live the problem being addressed gives their voice power and legitimacy.

Citizens need to be prepared before they mobilize. They need:

- Clarity and agreement about the issue they are addressing and why
- Knowledge of how the political system can help address their issue
- Strategies and skills to articulate demands and alternative solutions
- Organization to give them a base of collective power from which to speak
- A sense of identity with a broader campaign, and an understanding of how their actions link with other advocacy strategies
- An understanding of the power dynamic in which they operate and the risks they may face
- A clear, tested message to communicate to the public and decision makers

Criteria for designing mobilizing actions

Mobilising actions should:

- Present opportunities to learn new skills-such as planning, defining clear demands, public speaking, going door-to door to get other involved, running a meeting etc
- Offer practice in leadership-encourage new leaders to emerge, and build their leadership skills;
- Demystify politics and power-by exposing people to how public decision making works through direct contacts with decision makers, research about how decisions are made etc
- Have a concrete and feasible aim-constituents must be able to see their victories and assess their losses
- Boost morale and give constituents a sense of their collective possibilities
- Encourage people to try new things if they have never spoken publicly before, they should be encouraged and helped to do so.



Actions should also:

- Be thoroughly planned-careful planning increases confidence;
- Be fun-people's lives are full of demands and duties, so advocacy has to be more than just exhausting;
- Take account of the political environment to ensure that your constituents do not take unnecessary risks.

Remember

Sometimes it is not possible to check off everything on this list. In reality, there are times when it is more important to take action quickly than to wait until there is a common argument.

Getting Prepared

Before you can successfully stimulate any development in a community, you must prepare yourself and do your homework:

- Be clear and knowledgeable about your goals
- Know your target community and surrounding environment
- Understand the fundamental concepts of mobilization.
- You must have the required skills

Knowing your Goals

It is easy to implement activities such as arranging meetings, digging wells, talking to community leaders, and meeting your Member of Parliament and stimulating action, without moving forward in accomplishing genuine and sustainable community empowerment. You need to clarify your goals, first to yourself, then on paper, then to those around you.

The goals of mobilization to strengthen a community may vary from one organization or community to the other. Nevertheless, there are common elements which include: poverty eradication, good governance, empowering marginalized groups, and gender balance. Each of these goals are complex and can become challenging. There is therefore a need to refine and add details during the whole process.

Poverty reduction, for example, is more complex and challenging when you work with it. It is not merely the absence of money but it includes attacking the causes of poverty means fighting apathy, ignorance, disease, and dishonesty.

Similarly, good governance does not simply mean strong leadership and efficient administration. It also means transparency, people's involvement, trust, honesty, and a vision for the future.

Know your Target

To do an effective community mobilization, you must know a lot about the nature of communities in general. You must know as much as possible about its social organization, economy, languages, problems and politics. This information can be obtained through formal or informal research into the target community.

Remember

Do not assume, however, that you can get prepared "once and for all." Preparations are a never ending process, and we will be doomed to failure if we ever think we know it all.

The analysis may cover many areas or aspects in a community such as:

- - Political/administrative structure
 - Demographic features and population
 - Economic activities
 - Social stratification and power relations
 - Organizations and their functions and activities
 - Leadership pattern and its influence
 - Cultural facets or traditions
 - Health, sanitation and nutrition levels
 - Education
- Critical issues and problems

Your research into the community should include ways of generating facts and figures, analyzing them which will help you understand the nature of community as a social system. Think about how the different elements are related.

You will learn that a community is not merely a collection of individuals, but a system that transcends those individuals. As a system it has various dimensions, technological, economic, political, institutional, ideological and perceptual. People come in and go out of the community, by birth, death and migration, yet the system persists. And it is always changing. Your job is to understand that system so you can nudge that ongoing change in certain directions.

Get Skills

"Knowledge is light, ignorance is darkness"

The skills that you need as a mobilizer are not exceptionally difficult to learn. Since your target group is the community as a whole, most of the skills you need are based in your ability to communicate. You need to learn how to be a good public speaker, an effective leader and a good facilitator.

You must learn how to draw information and decisions out of a group, which requires a full understanding of your goals and a relaxed confidence in front of people. You also need to develop a personal character that is honest, enthusiastic, positive, tolerant, patient and motivated.

Raise Awareness

Raising awareness among the authorities and among the target community or communities that you want to mobilize and strengthen is important. Raising awareness means; explaining your goals, strategy and convincing them that they can benefit from your success. Remember that you may find resistance to change and often those with most vested interests may be among this group.



2

Problem Recognition

"Mficha maradhi, kifo humuumbua!"

Articulating the Problem

Concerned individuals -- a group of local citizens, a coalition of CSO representatives, or some combinations of them - should express the problem in such a way that it is recognized and others are influenced. The problem or the situation must symbolize a terrible social or human problem (actual or impending) that requires understanding and a strong, effective response.

The problem must be identified in clear and forceful terms for example.

- The threats to the community's well-being as child headed households continue to flourish must be stressed in clear and no uncertain terms.
- The need for a coalition or a whole community rather than a particular CSO group response must be emphasized.
- Only a rudimentary outline of an approach to the problem, however, is appropriate at this early stage of the mobilization process.

Leadership

Some community individual(s) or organizational representative(s) must be concerned about the presence of the problem or issue in the community. At times, this may be a public official -- e.g., counselor, Member of Parliament, or District Commissioner -- a community, religious, professional, or academic group leader(s).

The authority and power of a concerned community, individual(s), or CSO leader creates the impetus for the development of community mobilization process.

Concern, anger, and indignation must exist in at least one person over the presence or increase of the problem such as increased number of orphans in the community, increased child headed households increased number of babies undergoing female genital mutilation. The problem must be seen as a major threat to community's future and the leadership must express deep feelings and impress upon others that a problem exists and that something needs to be done about it. The CSO group should create the impetus for addressing the problem.

TAHEA STORY

The Tanzania Home Economics Association of Tanzania (TAHEA) Iringa branch has been running several projects on HIV/AIDS education, orphans care and support, and increasing food security in Iringa. In Makete district, TAHEA runs an orphans care and support program called *Mama Mkubwa* basing on community guardians who volunteer to take care of the orphans. The *Mama Mkubwa* agreed to volunteer after TAHEA, UNICEF and district authorities did a through analysis on orphans and vulnerable children in the district. TAHEA mobilized the community by raising awareness on the extend of the orphans problem in Makete, the child headed households, the kind of support the vulnerable children needed and why the community should care.

Tapping the Influence Structure

At this stage, it is important to conduct stakeholders' analysis and classification before you engage any influential people or group. The analysis will enable you to understand who is doing what and where? As well as help you understand who influence decisions in a community.

Contact must be made with influential leaders in the community. The initial local leaders or particular agency persons are aware that their agencies or local groups alone cannot change the situation or the conditions that create it. They must propose that the problem can be reduced through combined efforts of local citizens and key institutions in the immediate and larger community. Accordingly, they will need to contact and influence key policymakers and other local administrators. The major institutional leaders to be influenced include the district commissioner, Member of Parliament, the police, social welfare, teachers, health workers, religious leaders, or a business leader.

- They should emphasize the need to come to grips with the problem in some coalition or collective community-oriented manner. A strategy for influencing major leaders should be developed.
- They need to assess the political or organizational costs and benefits of action or inaction for each of the major influential and their organizations contacted.
- They should communicate clearly that benefits would be maximized if these major leaders plan immediately and act appropriately, or else costs will increase if they delay.

Organizing Concern

An efficient approach to commencing the mobilization process is necessary. The initial moral or organizational leaders, once they have taken steps to articulate the problem and influence significant others to do likewise, must consider the means for efficiently organizing communitywide efforts:

- The leader(s) will need to obtain or allocate some available resources for administrative or staff assistance in the implementation of these early mobilization steps. Fundraising may be required from some local public, private, or a foundation source.
- The leader(s) should arrange for an assistant or community organizer to perform a variety of support tasks such as personal contacts, letter writing, and telephoning.
- At this stage, the concerned leader(s) must take upon him/her and his/her organization public responsibility for continuing to identify and label the problem.
- The leader(s) must spread the word far and wide that the problem exists and indicate in no uncertain terms and through specific examples some of its destructive aspects.

Remember

A task force may be formed to spearhead the process with the support from the leader(s).



3

Problem Assessment

Purpose

The purpose of the assessment, from the perspective of community mobilization, is to establish a common definition of the problem in the particular area and to begin the process of shared community/agency responsibility for understanding and developing resources to address it. Most important are the creation of initial relationships and a process of mutual respect in sharing views.

Technical planning questions must be answered as part of the mobilization and community design effort.

Techniques for identifying needs:

- a. Surveys
- b. Observations
- c. Questionnaires
- d. Listening to people
- e. Participation in meetings and community organizations
- f. Interviews-structured and unstructured
- g. Request from the community, petitions
- h. Brainstorming sessions on problem situations
- i. Records, reports and studies
- j. Recommendations of members of Parliament or local legislature



The assessment for organizing purposes, however, must be technical as well as process-oriented. The techniques and answers developed to obtain answers should comprise the basis for meaningful data systems and ongoing planning. The leader, organizer, or other staff person responsible for conducting the community mobilization should answer the following types of planning and program Development questions related to mobilization issues:

a. What are the nature, extent, and seriousness of the problem?

- What is the scope of the problem, i.e., how many? Where and when does the problem manifest itself?
- What are the key characteristics, e.g., age, gender, school, employment status
- What is the nature of the problem or issue
- Is this an emerging (reemerging) or chronic problem?

b. What are the causes of the problem?

The immediate and basic causes of the problem should be identified.

- What are the immediate or precipitating reasons for problem to occur?
- What are the longer term causes, e.g., HIV/AIDS, poverty or inadequate schools?

c. What resources and programs are presently available within and outside of the community to address the problem?

- What agencies are presently providing special activities and programs relevant to the problem?

Resources available to deal with the problem.

- If they exist, are such programs reaching community members at risk?
- What are local community or grassroots groups doing with respect to the problem?
- What existing taskforces, community councils, or coordinating groups available which can be used as a basis for dealing with the problem?
- What public, voluntary, and foundation resources could possibly be made able to deal with the problem?

The key elements of the assessment, from a community mobilization perspective, however, need to emphasize how these particular planning questions or components can be related to community decision-making and citizen participation.

The leader(s) or community organizer must be able to determine:

- Who will be influential in reducing the problem;
- In what way these influential people should participate in the problem reduction process;
- How local citizen groups can be involved;
- How the mobilization process is to be structured, i.e., how best to build agency and community organization capacity in a coordinated way for long-term effect.

Participants and Capacity Building Process

The organizer must identify those specific individuals and their organizations that can be or are already engaged in various activities concerning your issue or problem. The following persons should be contacted, not only because they can provide data on the problem and because of what they can do through their specific agency or community group programs, but in terms of how they can become involved with other organizations in a collective community process to address the problem:

Participants may include:

- Regional or District Commissioner or other local government officials
- Representatives of religious organizations
- School representatives
- Representatives of agencies concerned with the issue or problem
- Personnel from community-based groups
- Representatives of the media, particularly those with experience and established reputations for dealing fairly, reliably, and comprehensively with the problem;

Getting Agencies, Communities, and Local Citizens to Participate

A variety of inducements may be required to obtain co-operation in the provision of data and in the development of a meaningful community organizing process. Of special, if not critical, importance is the influence and support of major community power figures that control political, economic, moral, authoritative, or media resources. Certain pressures may induce community leaders to contribute to assessment of the problem.

The organizer should be especially sensitive to factors that make a variety of decision makers and political leaders willing to accept responsibility for providing data, recognizing that a problem exists, agreeing that some special action needs to be taken, and participating in a collective effort. These factors include:

- Pressure by the media, legislative officials, or alternately, pressure by community leaders on government officials to deal with the problem;
- The use of problem as an issue during a local election
- Identifying personal, professional, or legally mandated ethical and policy concerns that induce specific leaders to address the problem.



Some positive inducements.

- The lives of individuals and the community will be saved if concerted efforts are made to understand the full dimensions of the problem and establish a deliberate and well organized plan and approach for dealing with it.
- If the problem is adequately delineated and addressed, the general academic, social, and economic development the community can be improved.
- Costs to the local and larger community will be minimized if the problem is recognized and effectively attacked in its early manifestations.
- The problem needs to be recognized and appropriate data collected to fully describe it, before effective policies and programs can be adopted.
- Funding for promising programs can be expected as a result of the assessment process.

In the data collection and early mobilization stages, the use of staff who are from the community, possess expertise, and have well- established relations with various key agencies and community groups may encourage cooperative data gathering, analysis, and planning.

Specific Assessment Arrangements

Participation in the process, i.e., description of the problem and prescriptions as to what to do about it, should include a broad range of organizations and individuals from the particular parts of the community most affected by the problem. However, other organizations and the government should take special responsibility for providing data and ideas for resolving the problem.

Specific arrangements for the assessment have to be planned. More specifically, the organizer's agency or community organization should work in collaboration with other stakeholders to plan this assessment.

The organizer should be aware that some organizations will:

- Misrepresent their concerns and programs to appear consistent with the purposes of the assessment process;
- Attempt to obtain resources under almost any guise to sustain ongoing programs;
- Claim they are already carrying out programme to address the problem but provide no supportive evidence;
- Claim unique capacity to effectively cope with the problem;
- Shift discussion of the problem to larger economic, social, educational, and political issues that do not specifically target your problem and are only partially relevant

Attacks on the assessment and the mobilization process should be anticipated. These and other potential efforts to manipulate or subvert the assessment process should be anticipated, prevented, and countered in the following ways.

The organizer, leader, or chairperson of the assessment process should:

- Anticipate the varied interests, concerns, and strategies of these organizations prior to the assessment conference;
- Be prepared with prior appraisals of programs, strategies, and the special interests of the presenters at the meetings;

Specific strategies to counter these attempted subversions of the mobilization process should be developed.

- Insist that stated perceptions of the situation be accompanied by relevant documentation and also that recommended policies and programs be presented to the extent possible beforehand and preferably in writing;
- Pursue an open community discussion and problem-solving approach characterized by sensitivity and good will;
- Involve key citizen representatives of affected communities genuinely familiar with the particular problem
- Involve former, or even current, influential people in presentations about the nature and scope of the problem and constructive ideas for dealing with it.

Summary

The key purpose of this problem assessment is to establish a common definition of the problem and begin to develop means for dealing with it. The assessment involves both a technical planning and an organizing process. Key persons and organizations who are already engaged in or who can be involved in the program should be engaged in the assessment process.

Government agencies should take special responsibility for providing ideas and data about the scope of the problem and how to resolve it. Local as well as outside experts should provide referrals and/or testify at open community forums. Care should be taken that large or well established agencies do not manipulate the assessment process for their self-interested purposes. A variety of attempts to subvert the assessment process should be anticipated and prevented. An open, fair community assessment both of the problem and resources available and the need to deal with it should be established. Agreement must be reached that a special structure is required to deal with the problem.

The community mobilization process moves ahead when a highly influential political or governmental leader and a group of agency and community leaders agree that the results of the assessment require the establishment of a special structure to deal with the problem. Two key interrelated mobilization objectives, however, have to be met. All actors with relevant programs who can make a significant contribution to resolving the problem must get a "piece of the action", but only on condition that
They cooperate or
collaborate in interrelated, if not interdependent, ways consistent with the goals and strategies of the approach that have
developed or are expected to develop.



4

Obtaining Support

“Kidole kimoja haikivunji chawa”

Political and economic support must be obtained for the planning process and action program to follow. Furthermore, the organizing agency, community leader, or preliminary group that has initiated and/or developed the assessment stage must plan and develop an action program on the basis that political, moral, and economic resources are likely to be invested. Support must now be assured from the community's power structure or key decision makers, as well as groups or organizations representing citizens directly affected by the problem.

The organizer and community leaders must:

- Continue to see the problem as sufficiently serious to warrant ongoing attention and policy development;
- Have evidence that the problem is at least partially solvable;

The organizer or community leader must understand the value or threat of the problem politically to the public official at a given time and place.

- Persuade officials that the approach that seems to be emerging will provide governmental leaders with additional political support or success at minimal or limited cost;
- Persuade officials that failure to deal with the problem appropriately will endanger community support and threaten the official's political assets;
- Demonstrate that specific policy and administrative leadership is available to develop an appropriate communitywide structure and approach;
- Establish a basis for continued grassroots involvement and support;
- Provide evidence that new money needed for the proposed structure and programs can be made available.



The organizer will need, through a series of formal and informal meetings among CSO and community influential people and officials to:

- Develop a plan acceptable to political and government leadership.
- Employ politically meaningful knowledge and tactics to influence key public officials.
- Encourage groups and organizations to begin to plan and move ahead with initial programs and actions in some coordinated way;
- Follow up on decisions and agreements made in order to ensure that they are implemented in a manner consistent with an approach that is suitable not only for dealing with the problem in rational way but also political-interest terms;
- Use the media to maintain political/governmental intentions to implement agreements
- Attack a government or public agency, if necessary, not in an "all-out" manner, but with opportunities for compromise and reconciliation.

Developing a Community Coalitional Structure

Different structures may be required in different kinds of problem communities. Consideration should be given to the structure and processes necessary to implement a problem-solving approach in a particular community. Of special interest are the distinctive arrangements required in emerging and chronic problem area, with due regard to differences interests and characteristics of the problem and community response to it.

The organizer in the emerging problem jurisdiction should:

- Involve MPs, religious groups, activists, schools, youth agencies, or police as key actors in the development of an appropriate coalitional structure, supported by grassroots organizations, business and industries.
- Focus on in emerging problem area.
- Stress that key programs should be centered in problem areas and on prevention and early intervention.

- Encourage community groups to reach out to people in support of remedial programs directed at special organizing emphasis in the emerging problem area.
- Approach coalition-building among the key organizations through formal and informal means including contacts at social gatherings;
- Facilitate the development of a common approach to the problem among agencies and local groups with emphasis on better utilization of existing resources on behalf of targeted community.



A wide range of approaches is required in the chronic problem area.

- Facilitate the development of special mechanisms and activities by agencies to address the problem;
- Encourage the development of advocacy committees comprising a variety of different organizations and community group representatives with respect to the problem
- Develop special advisory or operational committees that have special information-sharing concerns about the problem;

More formal mechanisms and resources are also necessary.

- Focus on a variety of formal mechanisms to integrate or coordinate efforts across agencies and community groups at both policy and operational levels, on regional, or district bases;
- Assist this special body (or bodies) to focus on prevention as well as intervention and suppression approaches;
- Assist in the planning of programs in close connection with other actors. Persuasion and pressure may be necessary to achieve collaborative effort.
- Advocate, along with grassroots organizations, for increased resources and the development of crisis as well as long-term programs which addresses the issue.

Establishing Appropriate Agency/Community Group Interactions and Programs

The organizer must be especially alert to those conditions and factors which tend to subvert collaborative or coalitional efforts. He should persuade and pressure certain groups and organizations and develop appropriate techniques to facilitate a coordinated community approach. Consortium funding and monitoring arrangements must be established.

The organizer needs to:

- Be aware of those key organizations and their representatives who prefer not to join the communitywide organization and its programs;
- Quickly diagnose such situations and develop appropriate means to overcome resistance, or at least mitigate the effect of the particular organization's absence in the communitywide effort;

Many considerations and techniques are required to overcome organizational resistance to a community approach.

- Overcome obstacles, if necessary, through a "carrot and a stick approach", including various social action measures, e.g., marches, petitions, use of media, legal processes, and conflict resolution tactics;
- Co-opt organizations and community groups, to the extent possible, through the provision of resources contingent on cooperation or collaboration in selected community programs;
- Use influence or pressure from political figures or leading members of the community to persuade organizations or community groups to participate with organizations of different (or antagonistic) approaches. In most of these cases, approaches can be reconciled and reciprocal roles developed that are essential to the creation of a consistent gang suppression and intervention strategies;
- Be aware that a community coordinating structure can often become a token or ceremonial arrangement where no real interagency programming or significant community group cooperation takes place;
- Assist the interagency council to develop graduated collaborative programs requiring simple coordinative mechanisms at first;



- Understand that the problem must be addressed with sustained effort over a substantial period of time, usually several years;
- Seek additional resources for various programs, only on a coalitional basis;

Understanding and sensitivity to groups with conflicting values and interests, and the development of long-term commitment to dealing with the problem are required.

- Be sensitive to community interests and conflicts.
- Be sure to involve minority groups leaders closest to the problem such as women, people with disabilities youth in critical decision making and program implementation;
- Maintain media involvement;
- Establish outside advisory monitoring and evaluation groups to keep the participant organizations and groups honest and on track.

Creating Meaningful and Shared Goals, Objectives, Strategies, and Procedures

Specific goals and objectives for the reduction and prevention of the problem and issue should be based both on the elaboration of specific organization strategies of suppression, social intervention, and opportunities provision and also on a general strategy of community mobilization, consensus and cooperation within and across agency and community group programs.

Goals, objectives, and priorities must be carefully addressed.

Goals are more general and determine the overall direction(s) of the community coalition's problem solving efforts. Objectives are more specific, accompanied preferably by timelines. Long-range objectives should stem from goals and short-range objectives should assist in the achievement of long-range objectives.

Operational goals should be realistically related to the particular nature and scope of the problem, to express community concerns, and to existing political interests. Objectives should target the needs of specific types of groups.

Priority short- and long-range objectives to deal with different aspects of the problem must be explicitly detailed not only for particular agencies and community groups but for the community as a whole.

The organizer should:

- Emphasize the development of reciprocal roles and activities by the various actors, community-based groups, and grassroots organizations.
- Detailed procedures of staff collaboration across different actors and community groups are required.
- Encourage the use of explicit agency and community group agreements, regular as well as crisis meetings, especially areas mostly affected by the problem, to discuss how they will cooperate
- Develop accountability mechanisms so that each program, including patterns of relationships within as well as across agency and community group programs, is periodically reviewed.



Summary

The community mobilization process moves ahead when key community organizations, and political and grassroots leaders agree that a special structure is required to deal with the problem. Not only political but economic resources must be invested in the mobilization process. The structure that develops must consider community interest, key characteristics of the problem, and the existing response to it. A broad range of CSO staff and community representatives must be involved.

The organizer must be especially alert to those conditions and factors that tend to subvert coalitional or collaborative efforts. Specific goals and objectives must be established that attempt to reduce and prevent the problem based on a general strategy of community mobilization, consensus, and cooperation. Short- and long-range objectives must be established not only for particular agencies and community groups but for the service delivery and community system as a whole.

Helpful Resources

1. Bartle P. - *Handbook for Mobilizers*
2. Gajanayake&Gajanayake - *Community Empowerment, A participatory Training Manual on Community Project and Development*
3. Spergel I - *Community Mobilization Technical Assistance Manual*
4. Vaneklasen L, Miller V - *The New Weave of Power, People and Politics*



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This manual is also available in PDF on www.pacttz.org