

ADVOCACY EXPERT  
SERIES

CIVIL SOCIETY AND ADVOCACY

# ADVOCACY EXPERT

## CIVIL SOCIETY AND ADVOCACY

Developed by  
Pact Tanzania

Supported by  
USAID/Tanzania

Cover Photos  
Dan Craun-Selka and Mwanzo Milinga

Design, layout and Illustrations  
by  
Josh Agukoh

# Table of Contents

<b>Aknowledgements</b>	<b>i</b>
<b>Introduction</b>	<b>ii</b>
<b>1. Public Participation</b>	<b>2</b>
<b>2.The Role of Civil Society</b>	<b>4</b>
What is Civil Society?	4
Types of Civil Society Organizations that may be involved in advocacy work	4
<b>3. What is Advocacy?</b>	<b>6</b>
Other Definitions of Advocacy	7
Factors of effective Advocacy	8
Advocacy cycle	9
Problem Identification	10
Research	11
Planning:	12
Goals and Objectives	12
Indicators	13
Targets	14
Activities	15
Advocacy Campaign Action Plan	15
Building Alliances	16
Act	17
Monitoring and Evaluation	18
The Monitoring Process	19
Evaluating	19
<b>4. Communication with Elected Officials</b>	<b>20</b>
Who is a leader	20
Elected leaders	20
Procedures to Communicate with Elected leaders	20
Means of Communicating	21
Member of Parliament	22
Ward Councillors	22
Village Chairperson and Village/Street/Neighborhood Chairperson	22
Village/Street/Neighborhood Chairperson	23
<b>Glossary of Terms</b>	<b>30</b>

## Acknowledgements

From January 2002 to September 2005, Pact Tanzania implemented the Tanzania Advocacy Partnership Program (TAPP). The TAPP, funded by USAID/Tanzania. A comprehensive capacity strengthening program for Tanzanian civil society organizations with the goal of building the capacity of the CSOs to conduct advocacy programs effectively. Pact Tanzania partnered with 42 CSOs representing a wide variety of constituencies and stakeholders. It is out of the work with these groups that the Advocacy Expert Series was conceived and created.

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 Mobilization
- 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.

Pact Tanzania recognizes the staff of Pact in Cambodia and Ethiopia, whose early manuals and guides provided the inspiration to creating the Advocacy Expert series. Pact also thanks the Lawyers Environmental Action Team (LEAT) for the development of the original Legislative Roadmap Manuals, which inspired two of the Advocacy Expert manuals.

The manuals' production was funded by the United States Agency for International Development/Tanzania.

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

## Introduction

This manual on Advocacy and Civil Society was adapted from Pact Tanzania's Legislative Roadmap: A Guide for Civil Society Organizations in Tanzania, Part Two. The information presented in this guide book has been collected from a number of sources and grew out of Pact's experience in implementing the Tanzania Advocacy Partnership Program (TAPP).

The production of this material was a participatory process with representatives from civil society in Tanzania. These representatives played an active role in the testing of the material.

This manual outlines ways that civil society and citizens can be involved in the political process and work in partnership with government to create policies and laws. Also presented is the role of advocates in the political process and the steps one must take to initiate an advocacy campaign. Along with a description of advocacy, there is information in this manual on leadership in Tanzania.

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 representing civil society to interact with government at all levels. 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 advocacy. We encourage advocates to seek a variety of sources and case studies to learn in depth what has worked in Tanzania and other countries and to network with similar organizations to learn best practices.

We thank Pact Cambodia for their input into this manual and to 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.

# 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 as well as "invited" or "created". Direct participation is when citizens engage directly with those in power. Indirect participation involves involvement in political processes such as through the ballot box.

*Participation of civil society organizations in public decision making processes is a constitutional right.*

For advocates, effective participation is almost always direct - through focused activities targeted at leaders and policy makers. "Invited" participation refers to those instances where the government provides opportunity for engagement such as in public meetings and forums.



*Every citizen has the right to take part in deciding how the country should be governed.*

While this type of participation does provide opportunities for dialogue, it is sometimes insufficient for advocates as it does not ultimately transform existing power relations.

"Created" participation is an opportunity created by the advocates themselves. It is demand-driven participation. This type of participation requires more resources to develop and implement, but for advocates, it greatly improves their negotiating positions for bringing about change.

In Tanzania, citizens and civil society organizations are participating in government processes through the elections, Mkukuta, budget formulation and the creation of policies. Advocacy campaigns can be developed to create more opportunities for citizens to exercise their rights and to speak out on how they should be governed.

# 2

## THE ROLE OF CIVIL SOCIETY

### What is Civil Society?

Civil Society refers to associations and/or groups of individual citizens who represent different sectors of society in exclusion of and independent from the government's control. Civil society includes, among others, non-governmental organizations (NGOs), community based organizations (CBOs), professional associations, philanthropic and religious organizations, academic institutions, the media, workers unions and both ordinary and elite individuals. Taken as a whole, civil society represents a diversity of identities, issues, and perspectives. It can draw strength from its diversity, even though it cannot speak for the interests of all people all of the time, or even some of the time.

Civil society creates and uses public free spaces to gather, think, exchange and refine views, organize and take action. As part of this process, all participants accept debate and disagreement, compromise and negotiate. Participation is open and/or representative. Civil society organizations and their leadership must be independent of government authorities even as they work to develop relationships with government leaders. Civil Society organizations have a key role to play in development of policies and laws that affect the citizens. They can do this through participation in "created" space and opportunities such as Parliamentary Committees and public hearings. They can also demand that government take action through organized advocacy campaigns.

*It is up to the Civil Society to pick up where the Legislative left off*

Nelson Mandela

### Types of Civil Society Organizations that may be involved in advocacy work:

- ✓ "Civic Education" NGOs - Organizations whose mission is to help serve the public at large and have identified their role as being concerned with democracy and governance issues
- ✓ Employment Related Organizations - Membership organizations which represent people in a particular profession or trade (i.e. Chambers of Commerce and professional associations)



- ✓ Service Delivery NGOs - Public benefit organizations which have identified their role as delivering services to identified groups of marginalized people or to citizens of Tanzania as a whole.
- ✓ Organizations of the Disadvantaged - Organizations which are formed to assist those suffering from a common disadvantage - which may be a disability, or may simply be a group within society, such as women who suffer discrimination
- ✓ Community Based Organizations - Mutual benefit organizations which are very geographically local and concerned with self-help issues in their locality.
- ✓ Coalitions - Formal groupings of organizations which have the same issues and agendas and derive strength by combining and sharing resources



# 3

## WHAT IS ADVOCACY?

There has been a vast amount of discussion as to what "advocacy" means and this has generated a wide variety of definitions, approaches and strategies. Some definitions of advocacy refer to actual policy change, some refer to the activity, while other definitions refer to who does the advocacy and who is meant to receive the advocacy. In 2003, advocates representing 40 Tanzania civil society organizations, came together to explore participation issues and advocacy. Some of the definitions of advocacy that came from that meeting:

- ✓ "Advocacy is a process aimed at reversing, improving, changing or containing an existing situation."
- ✓ "Advocacy is a strategy, act or process aimed at bringing about change of attitude, policies, traditions, laws and ideologies for a desired positive result."
- ✓ "Advocacy is to speak out on behalf of individuals or groups on specific issues which affect them."
- ✓ "Advocacy is an effort made towards decision makers on changing a specific policy or law at different levels."

For the sake of this manual, we have selected the following simplified definition:

**Advocacy is a strategic series of action designed to influence those who hold governmental, political, economic or private power in order to effect change.**

*Every important change in our society, for the good, at least, has taken place because of popular pressure-pressure from below, from the great mass of people. -*

EDWARD ABBEY, *One Life at a Time, Please*, 1988

## Other Definitions of Advocacy

Advocacy is speaking up, drawing a community's attention to an important issue, and directing decision-maker toward a solution. Advocacy is working with other people and organizations to make a difference."

*CEDPA: A Handbook for Women Leaders*

Advocacy is defined as a promotion of a cause or the influencing of policy, funding streams or other politically determined activity."

*Advocates for Youth: Advocacy 101*

Citizen-centered advocacy is an organized political process that involves the coordinated efforts of people to change policies, practices, ideas, and values that perpetuate inequality, prejudice, and exclusion. It strengthens citizens' capacity as decisionmakers and builds more accountable and equitable institutions of power.

*VeneKlasen and Miller: New Weave of Power, People and Politics*

Advocacy is the 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."

*David Cowen: Advocacy for Social Justice*

Advocacy is a series of actions designed to persuade and influence those who hold governmental, political, or economic power so that they will adopt and implement public policies in ways that benefit those with less political power and fewer economic resources."

*Advocacy Institute*

## Factors of effective Advocacy

**Objectives:** The objective in any advocacy activity must be realistic, achievable and measurable. This is one of the first factors that must be understood by stakeholders. It is unrealistic to attempt to tackle a huge problem with limited resources and within a specified time and that is why the objective of any advocacy activity must be in line with the planned timeframe and must as much as possible use minimum funds.

**Data:** In order to strategically intervene in effecting change, correct information is a key factor. The organization should have adequate information concerning the issue, including what has been done, what others are planning to do, to what extent the issue is a concern, and evidence of problems on the ground. This information is important in convincing stakeholders.

**Audience:** Advocacy activities must target a specific audience. If it aims at behavioral change, it must target the group that needs the change. If it aims at policy change, it must target the policy makers and all those people/groups that can influence policy making. If it aims at legislative changes, it must target people/groups that are part of the law making process etc. Targeting the wrong audience will not bring desired results.

**Messages:** The message (the targeted change) needs to be clear to the audience. The audience must understand the message in order to act on it. The message needs to be clear, precise, informative and correct. It must also be in a language that is suitable, interesting, convincing and specifically focused on that particular group.

**Networking:** Advocacy activities highly depend on support from different groups in the community in order to have significant impact. Groups addressing the same issues are best to start with, and then others can be convinced to join in.

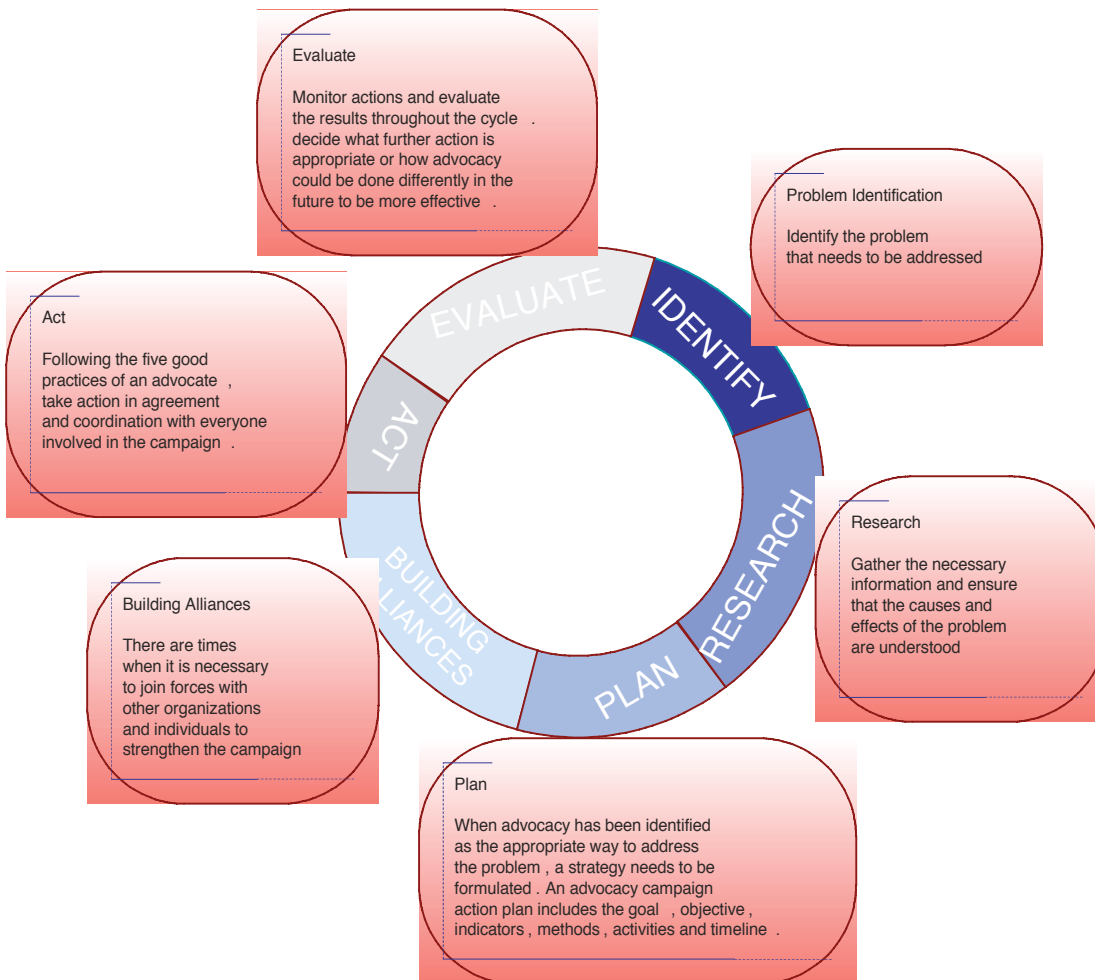
**Fundraising:** Resources are a necessary element in any advocacy activity. These resources can be generated through various strategies including approaching donors, the government, communities, private sector, individuals etc. Funds are critical in ensuring that activities are implemented in a timely manner.

**Monitoring and Evaluation:** In order to measure the extent of achievements made, advocacy activities must be monitored and evaluated on an ongoing basis. Lessons learned, which can be gathered during evaluation/monitoring can be used to improve future intervention strategies. Evaluation will also tell you whether the strategies being used are working.

# Advocacy Cycle

Advocacy campaigns follow a general cycle of activity that corresponds to the factors listed above. We will examine each the six components of the cycle

- A. Problem Identification
- B. Research
- C. Planning
- D. Building Alliances
- E. Act
- F. Monitoring and Evaluating



## A. Problem Identification

For advocates, a problem is a negative situation affecting a specific group of people. Problems created by government policies or social practices cannot usually be solved by one individual and may be historically deep rooted. Affected communities or populations need advocates to help them address their problems and offer solutions. The first step in preparing for an advocacy campaign is to identify these problems and educate ourselves as to their causes and effects. Each problem is made up of a variety of different issues. A "good" advocacy issue is focused enough so that it can be linked to a clear policy/political situation and can easily be communicated to many people. One method of problem identification is to look at the CAUSES, CONSEQUENCES and possible SOLUTIONS to the problem. Examining the consequences shows how the problems affect people's lives. This helps in identifying constituencies and will later assist in choosing targets and messages for outreach.

### An example of how an Ugandan NGO examined the problem of corruption:

Causes	Consequences	Solutions
Greed	Increased poverty and marginalization of the poor	Increased transparency and accountability
Competition for resources		Increased community involvement in decision making
Peer pressure	Poor social services	
Lack of checks and balances	Donor dependence	NGO advocacy
Desire to manipulate the system	Growth of the powerful	Increased media involvement
	Loss of confidence in the system	Civic education for family and community
	Unsustainable debt burden	

It is important to first understand the broad problem. But it is also important to define and prioritize issues because each issue will have its own link to specific policies, people and institutions with power. Advocates must carefully examine and map out the linkages through careful assessments and research.

## B. Research

Research is an important step in preparing for an advocacy campaign or activity. Careful, objective research will inform the advocates and their supporters about the causes and effects (consequences) of the problem. Many campaigners make the mistake of implementing advocacy activities without researching the problem. Advocates must be fully informed about the problem if they expect to persuade people and institutions to change policies for the better. People advocating for a cause or an issue, must be able to answer the questions What?, How?, When?, Where? and most importantly, Why?. Remember, information is power and the only way to obtain this power is through research.

Thankfully, there is a wealth of information available on the internet, in libraries, government offices and through NGOs. Advocates should not rely on one source of information and should obtain facts and details through a variety of techniques. There is no substitute, however, for hearing directly from the affected group. There is much to learn from conducting interviews, using questionnaires and surveys and holding focus groups. Simply observing how the affected group manages and lives with the problem will greatly inform the research and help identify solutions.

The information gathered in the research should be integrated into the activities of the advocacy campaign. Attracting media attention by holding press conferences and writing press releases can help communicate the information to a wider audience. Be sure to have done your research well and the information is accurate.

### Helpful Websites for Advocacy Organizations

[www.advocacy.org](http://www.advocacy.org) (Advocacy Resources)  
[www.advocacynet.org](http://www.advocacynet.org) (Advocacy tools)  
[www.advocatesinternational.org](http://www.advocatesinternational.org) (Advocacy)  
[www.citizenadvocacy.org](http://www.citizenadvocacy.org) (Advocacy tools)  
[www.ccrweb.ccr.uct.ac.za/](http://www.ccrweb.ccr.uct.ac.za/) (Conflict Resolution)  
[www.democracyctr.org](http://www.democracyctr.org) (Democracy)  
[www.fex.org](http://www.fex.org) (Advocacy funding information)  
[www.gender.org](http://www.gender.org) (Advocacy and Gender information)  
[www.globalfundforwomen.org](http://www.globalfundforwomen.org) (Funding for Gender programs)  
[www.hsrc.ac.za/prodder.html](http://www.hsrc.ac.za/prodder.html) (Development Research)  
[www.icrw.org](http://www.icrw.org) (Women and Gender)  
[www.ids.ac.uk/ids/particip](http://www.ids.ac.uk/ids/particip) (Resources on Participation)  
[www.idasa.org.za](http://www.idasa.org.za) (Democracy Institute)  
[www.impactalliance.org](http://www.impactalliance.org) (Advocacy Resources and Training Materials)  
[www.justassociates.org](http://www.justassociates.org) (Advocacy)  
[www.twinside.org.sg](http://www.twinside.org.sg) (NGO Networking)  
[www.uct.ac.za.org/agi](http://www.uct.ac.za.org/agi) (African Gender Institute)

## C. Planning: Goal and Objectives

Planning involves a series of concrete steps that will ensure that the campaign is effective and focused. Once the Problem has been identified and researched, the planning process begins with establishing a GOAL and OBJECTIVES

**Goals** articulate the desired change in policies or practices that the advocates want to achieve over a set period of time. Goals are usually the higher level result that the campaigners wish to achieve.

**Sample Goal:** *“Make domestic violence recognized and treated as a crime and violation of basic rights by society and the legal system”*

**Objectives** define what will be accomplished, with whom, how and in what period of time. They should yield a significant and measurable change in people. Advocacy strategies usually have more than one objective that guides the different activities.

**Sample Objectives:**

- *In one year, 75% of the police force will demonstrate and increased knowledge of domestic violence.*
- *In one year, the Department of Social Welfare will enact policies related to violence against women.*

**NOTE:** Do not confuse Objectives with Activities. Activities are specific tasks that must be accomplished in order to achieve the objective - they are tasks performed by the campaigners, such as training.

*The goal for any outside advocate should be to create a strategy that will empower the affected communities. Empowerment should be one of your advocacy objectives. The communities should lead the initiative in order to ensure sustainability of the campaign. Although outsiders can play a strong catalyst role in a campaign, it is important that NGOs see the communities they work with as agents of change and that they have the ability to formulate and act on advocacy agendas.*



## Planning: Indicators

Indicators are a sign that the advocates know how they are progressing toward their objectives. All good indicators should be Direct, Distinct, Practical and Reliable.

### Direct

---

A direct indicator measures only one thing at a time. Suppose for example, that an advocate is trying to study the income levels for a specific population. A direct indicator would be to track household income over a specific period of time. This information could be obtained through government or independent reports. Occasionally direct indicators are not available. For example, in rural areas it might be difficult to obtain statistics on income levels. As an alternative, the percentage of village households with radios or bicycles could be considered as a substitute indicator of wealth. These substitute indicators are called proxy indicators.

### Distinct

---

To better understand how activities are effective, it may be necessary to separate the indicators into distinct categories. The indicators could be divided into categories such as gender, age, locations, education level or some other characteristic. These are classified as distinct indicators. Distinct indicators reveal exactly who is benefiting and participating in the advocacy activities.

### Practical

---

An indicator is practical if data can be obtained easily and at a reasonable cost. Both inexpensive and readily available, the number of newspaper stories published about an advocacy campaign is good example of a practical indicator. It is tangible and easily documented.

### Reliable

---

A reliable indicator provides dependable information for confident decision making. Many indicators are based on numbers and statistics, such as household income figures, which means that they are easy to understand and evaluate. There are many other indicators, however, that are based on people's personal experiences or opinions. These opinions are not always clear and could not be considered reliable as they may be prejudiced or based on conjecture. For example, if an affected group is asked how they feel about a problem, there may be a wide range of opinions expressed. If there is no consensus within the group it may be difficult to find an indicator that represents the progress toward the goal and objectives.

It is not always possible to find indicators, both based on numbers or facts and on experiences that fit all four characteristics listed above. Advocates need to be aware of this and search for as many of the four characteristics as possible.

## Planning: Targets

When identifying allies and opponents, advocates need to consider the degree of influence each stakeholder has over the problem. The people affected by the focus of the advocacy campaign are certainly stakeholders but they often have little ability to directly change policy. Any stakeholder listed with high influence over a problem regardless of the agreement with the position is a target.

These targets can be divided into two main groups: Primary and Secondary

### Primary Targets

---

Primary Targets are individual decision makers with the most power to respond to the advocacy demands and address the issue. However, it may be difficult or impossible to gain access to this person or there may be too great a political risk for having him or her support the advocates.

### Secondary Targets

---

A person who cannot solve the problem directly but has some the ability to influence the primary target is a secondary target. If this person can be influenced, they can also influence the primary target.

In government, Members of Parliament or Government Ministers are people that have the power to influence - they are primary targets. Secondary targets that may influence them could be international donors, the media, their clerks and politicians in their party.

It is crucial to the success of the campaign that the advocates identify the Allies and Opponents. Allies are those individuals and organizations that support the advocacy in different ways and degrees. Opponents are those influential individuals and organizations who oppose the advocacy. These opponents could be mild dissenters to outright enemies. Know who your friends are!

Remember that there are multiple sides to every problem and some of the targets may be opponents. One area of research that should be conducted is to determine the target's (both primary and secondary) opinion on the advocacy topic. The advocates can be better prepared to find a common ground for countering the arguments. Factual research, ability to understand the target's interests and the advocate's persuasion skills will help change the target's opinion and provide them with the motivation to change their position.

*People don't change under governments. Governments change. People remain the same.*

WILL ROGERS

## Planning: Activities

Once targets have been selected, there's need to select activities. The activities chosen will depend largely in resources and the relationship with the targets. The most expensive might not be the most effective at reaching the targets. The best methods are participatory, Cost effective and reaches as many people as possible particularly the poorest or disenfranchised.

### Sample of Advocacy Activities

Policy Research	Press Conference	Training
Lobbying	Strike	TV or Radio Drama
Demonstrations	Poetry Contest	Letter Writing
Watchdog Activities	Marches	Interviews
Flyers	Surveys	Public Forum
Website	Theater	Press Releases
Networking	Court cases	Mediation
Meetings	Poster Campaign	Exposure tour
Newsletter	Round Table	Press Briefing
Petitions	Negotiations	

## Planning: Advocacy Campaign Action Plan

After a thorough analysis of the goals, objectives, indicators, targets and activities, this should all be put together into an Advocacy Campaign Action Plan. This plan will help consolidate all thoughts an efforts into a concise framework for the campaign and guide everyone involved in its implementation.

## Sample Advocacy Campaign Action Plan

Objectives	Indicators	Means of Measurement	Target	Allies	Activities	Time Frame
Within two years, the Parliament adopts a policy to provide greater protection to the poor and vulnerable affected by HIV and AIDs	The Parliament adopts 50% of the NGO Network's recommended changes to the HIV and AIDS policy	Copy of the Policy Documentation from Parliament on the policy Media reports on the policy	Parliament International NGOs Donors Media	NGO Network members Donors Inter-national NGOs TACAIDS	Develop a strategy among NGO members Lobby the Parliament on the policy faults through meetings and workshops Implement a media campaign to mobilize support	Years 1- 2

### D. Building Alliances

Alliances and coalitions bolster advocacy by bringing together the strengths and resources of diverse groups to create a more powerful voice for change. This collaboration helps people get to the decision making table through pooled resources and shared networks. Effective alliances are those that are voluntary, that foster information exchange and implementation of joint activities allow the members to keep their own autonomy

The benefits of working collaboratively in a coalition include

**Strength in numbers** Working together can create pressure on decision makers and legitimacy for the issue and can increase the ability of individuals to take calculated risks with the group.

**Strength in diversity** A wide variety of perspectives and constituents creates a broader, holistic picture of the issue; enhances problem solving; strengthens outreach and impact; and increases credibility.

**Shared workload and resources** A diversity of talents, work styles and resources is needed to carry out a comprehensive action plan and to reduce the burden on any one organization.

**Cohesion and solidarity** Shared values, goals and experiences help advocates overcome isolation, build confidence and renew faith that change is possible.

**Democracy in action** Coalitions provide the opportunity to practice on a smaller level the skills and attitudes needed for a strong democracy - such as respect, transparency, accountability, equality, and commitment to working with diverse groups of people.

Pitfalls to Coalitions	
✓	Differing visions of the goal and objectives
✓	Collaboration and compromise make take up valuable time
✓	Investment of resources outweighs the benefits received
✓	Shared decision making power results in members reluctantly surrendering control
✓	Organizations lose their own identity
✓	Coalition becomes too large and bureaucratic to function
✓	Rather than cooperate, members end up competing for outside resources

## E.

### Act

After preparation of the Advocacy Campaign Action plan and building any necessary alliances, it is time to conduct the advocacy itself and take the message to the target groups. Before beginning a series of chosen activities however, the advocates need to prioritize the. Some activities can be done at any time, while others may require precise timing to correspond with outside activities, that may or may not be directly related to the advocacy campaign.

All of the activities implemented should have their own results, indicators and if applicable, budgets.

## F.

### Monitoring and Evaluation

Gathering information to measure the impact of advocacy campaign is called Monitoring. Monitoring compares the Inputs (human, material, and financial resources), Outputs (activities, products), and Results (achievements) against an advocacy campaign action plan. In order for monitoring to be effective, it must be completely integrated into all phases of an advocacy campaign. When monitoring is done regularly, one can tell if the activities are helping to archive the objectives.

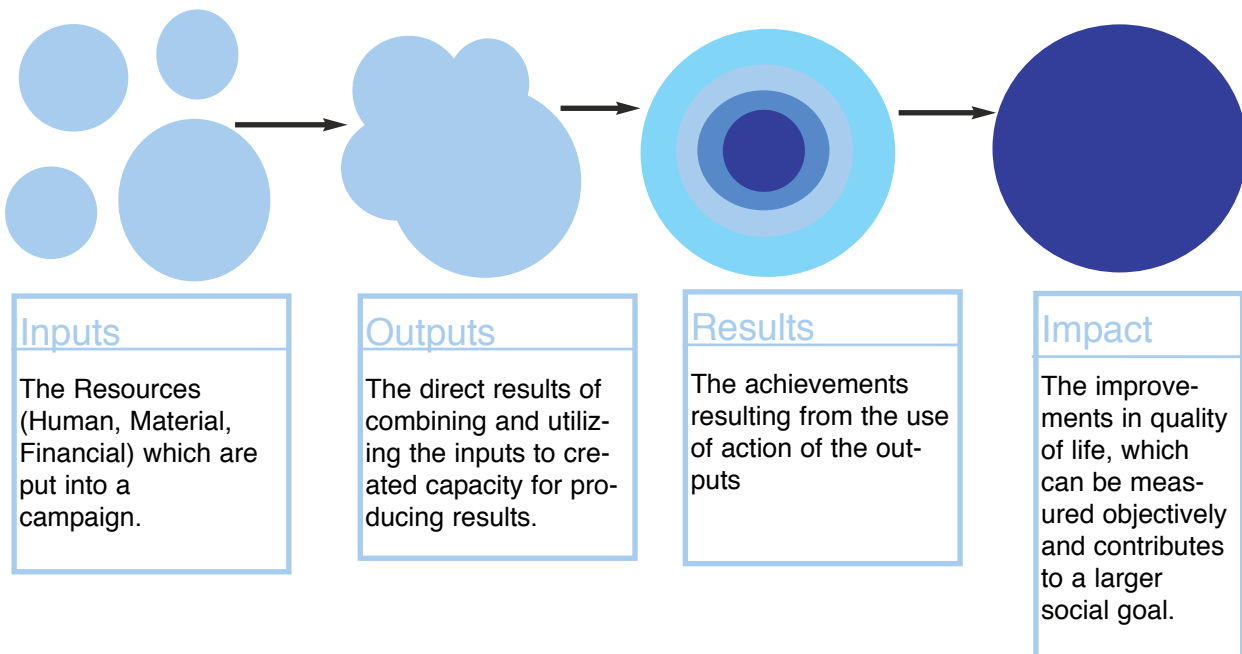
A successful monitoring program will provide a rich source of information about a campaign and ensure accountability. For example, to see if a media campaign is successful one needs to keep a record of press coverage. To see if lobbying efforts have been successful, one should count letters of support from targets.

*Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.*

Mead, Margaret

## The Monitoring Process

---



## Evaluating

---

Periodically during the advocacy campaign one needs to analyze the information gathered during the monitoring process. This is called evaluation. Evaluations help in critical thinking about strengths and weaknesses. Using indicators from the advocacy campaign action plan, one can assess what has been accomplished and how well the resources have been used. Monitoring data can also indicate changes in power structures, allies and opponents or even the problem itself. One must be prepared to adjust the advocacy campaign action plan, even while the campaign is underway, to reflect the result of the evaluation.

## Who is a Leader?

---

A leader is any person who leads others. In traditional societies, leaders are chiefs, clan leaders or elders. An elected leader is someone who has been chosen by the people to represent their interests in the decision-making bodies. Elections are critical instruments for democracy and development in any country. Most of the leaders are obtained through elections. For elections to be meaningful, they have to be free and fair.

In Tanzania, the electoral system determines who can become President, Vice President, Member of Parliament (MP), Councilor, Village Chair and Chairperson of a neighborhood or street at the lowest level. All these various forms of elected leaders have to maintain close contact with the electorate (people who have voted to them). This means that the electoral system must ensure that those representing voters are quick to respond to the needs of the electorate.

## Elected Leaders

---

In Tanzania, we have the following types of elected officials, from the national to the local level:

- The President
- The Vice President
- Members of Parliament
- Ward Councilor
- Village Chairman
- Hamlet/Neighborhood chairperson, and
- Ten Cell Leaders

*Leaders work on behalf of citizens and are accountable to them*

*Elections are important in the appointment of Political and Government Leaders.*

The President, the Vice President and Members of the Parliament are elected on the same day of election through popular majority votes. Ward Councilors are elected just like MPs but at the ward level. They represent Wards in Council meetings at District/Municipal/City levels. Hamlet leaders are also elected during Local Government elections.

Leaders work on behalf of citizens in decision-making bodies, such as Parliament, City, Municipal or District Councils, Village Governments and in neighborhoods or streets.

## Procedures to Communicate with Elected Leaders

---

Communicating with leaders involves the process of reaching out to the leaders with the aim of raising/discussing an issue/a problem/ or sharing a solution. In a democratic country, it is important for everyone to have access to a leader and to communicate and exchange ideas with leaders who represent them in different levels of government.



However, it is for the people to demand a forum where they can meet with the leaders. Alternatively, people can communicate to higher-level leaders through means of representative communication. This means that they communicate to the leaders nearest to them with anticipation that he/she will take the message to higher levels for broader discussions.

## Means of Communicating

- Through village meetings, where people can raise issues and discuss problems with leaders at the local levels or Members of Parliament during their visits to the constituencies.

- Through representative groups. For example, women's groups can request the audience of the village/ward/district leadership with the intention of airing their views/problems/solutions to problems

- Through petitions. Communities can prepare a petition (a written demand requiring the Parliament to deliberate and make a decision on an issue that the community feels is of importance). The petition is then taken to Parliament and handed to the Speaker of National Assembly.

- Through letters. Communities/groups can prepare a letter to a member of parliament/local leader requesting a forum or raising a problem or issue.

- Through media. This involves the writing of articles, letters to the editor and stories on specific issues that need political and societal attention. It can also be done through radio/television.

- By making a peaceful demonstration/march demanding attention on an issue that is not given due attention.

- By approaching a local leader at his/her home/office and having a discussion on the issue.



### (a) Member of Parliament (MP)

MPs are the elected leaders who are best placed to listen to people's interests at all times and forward them to Parliament to influence policy and law making processes. They are therefore an important link between citizens and the Central Government. They should be contacted when citizens need to present an issue to the Government.

MPs have offices in their constituencies. Also MPs are members of the local councils in their respective areas. One of the ways of getting an MP is when he is visiting the constituency or when he is in the Parliament session or when he is in the local council meetings. Representatives of citizens can go to Dodoma in person during the parliamentary sessions and make appointments to see their MP. Individuals may also do the same. Another way of getting the attention of MPs is by writing letters and stating one's problems.

### (b) Ward Councilors

Like MPs, Ward Councilors are elected to represent people's interests in the Local Council meetings. Councilors do not sit in the Council that make decisions or by-laws or propose policy. However, they may be used to influence the law and policy-making process because they operate at the district level and they understand very well the problems facing the people they live with.

Some local councilors are retired officers from the Government and most of them have some experience in policy and law making process. The best place to find them is by calling at their homes or at the office of the Ward Executive Officer. Councilors are not full-time paid personnel of the Local Council and as such they have no permanent office like the MPs.

### (c) Village Chairperson and Village/Street/Neighborhood Chairperson

In principle, the chairperson of villages/streets and those of neighborhoods are elected from among the local people. These local leaders may be used to present interests of the people to the ward and district officials.

#### (d) Village/Street/Neighborhood Chairperson

Village leaders are closest to the people and their actions can significantly affect the communities. With the current leadership, where powers are being decentralized to local levels, it is important that people participate in the decision making process effectively and engage local leaders to make decisions that reflect their needs.

Village leaders can be reached through set structures in the village, such as village meetings. They can also be approached individually or in groups with the aim of discussing an issue that needs to be brought to the attention of the village.

Where the village leader is not very accessible, letters can be used as a means of communicating to him/her. However, this needs regular and close follow up to ensure that the leader has understood the extent and nature of the problem.

## Glossary of Terms

1. **Accountable** - to be answerable to the public on matters that one is assigned to do.
2. **Action plan** - a plan that shows what is to be done within a given time and ways of doing it.
3. **Anti-corruption strategies** - actions/decisions that will be applied by individuals/institutions in order to reduce corruption.
4. **Behavioral patterns** - the way in which human behavior develops and changes. The pattern may be determined by social, economic, environmental and political factors.
6. **Cabinet** - A collection of government Ministers, the Prime Minister and the President.
7. **Civil service** - all government department other than the armed forces and the private sector.
8. **Civil Society Organization** - An institution that is not linked to the executive branch of the Government. It consists of the private sector, religious institutions, NGOs, CBOs, political parties, and any other institution that is not a Government department/ministry.
9. **Circular** - a notice or advertisement sent to large number of people, usually announcing an important government development, including a new law.
10. **Citizens** - people who have full rights as members of a country either by birth or by being granted such rights by immigration office.
11. **Coalition plan** - a plan made under unity of individuals or groups.
12. **Decree** - an order of the court that states the rights of all the people in dispute in a case.
13. **Democratic participation** - A process where decisions regarding the development of a country are made by the public through representations.
14. **District** - geographical area of a region that is treated as an administrative unit of the Government.
15. **District Court** - a court in a certain district with powers to decided cases within its own district.

16. **Executive branch** – One of the three branches of Government, the others being Judiciary and Legislature. This is the branch that deals with all matters affecting the central government and local government. This branch manages and makes plans and policies for the public.
17. **Government Gazette** - document containing official communication of government.
18. **Guiding principle** - the leading/controlling principle in a matter that guides the conduct of an institution/people/individuals.
19. **Networking** - a process where CBOs and NGOs as well as any other institution collaborate with another institution with similar interests in order to achieve set goals.
20. **Policy** - this is a document that outlines the government's development plans and strategies. The policy forms the basis of most laws and is usually used by the government as a guiding document.
21. **Principal legislation** - A law that is passed by Parliament and written in the law books.
22. **Reform** - this is a process involving a change in the way things are being done or decisions being made.
23. **Regions** - Areas of a country that are divided on the basis of geographic location in order to provide administrative facilities to the people of the area.
24. **Rights** - a claim by one person against another person/institution/government on the basis of a law.
25. **Statute** - a law that is written.
26. **Subsidiary legislation** - the law that is made by organs other than Parliament. For example, a by law or order of a minister.
27. **Transparency** - state of being clear and doing things in the open with honesty.
28. **Unconstitutional law** - a law is against what is provided for in the Constitution. For example, a law that discriminates against women in society is unconstitutional because the Constitution provides that no one shall be discriminated on the basis of one's sex.
29. **Validity** - state of being acceptable under the law or in accordance with established rules.
30. **Ward development committee** - a body that deals with the development at the level of the Ward.
31. **White paper** - report published by Government after taking views of citizens and before making a final decision on a matter.



Pact Tanzania  
P.O. Box 6348  
Dar es Salaam

E-mail: [pact@pacttz.org](mailto:pact@pacttz.org)

This manual is also available in PDF on [www.pacttz.org](http://www.pacttz.org)