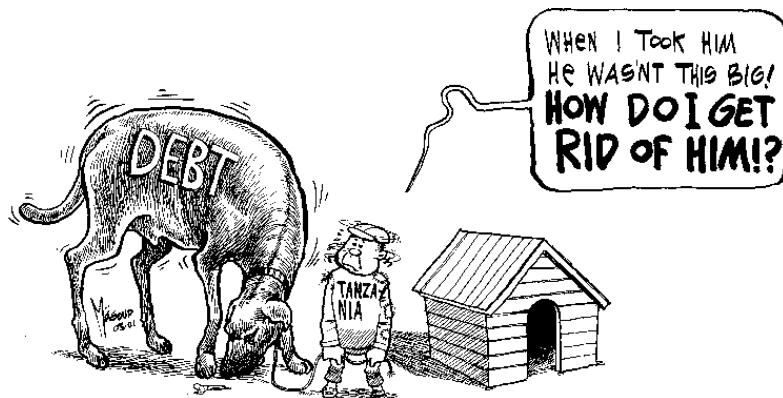


# Dialogue for Change

**Popularising Policy and  
Influencing Change through  
Action Research,  
Advocacy and  
Creative Communication.**



## **A colloquium**

Organised by Hakikazi Catalyst

12-14 August 2002  
Livingstone Club Hotel  
Bagamoyo  
Tanzania

**A Civil Society Initiative**

## Preface

Tanzania produced its Poverty Reduction Strategy Paper (PRSP) in October 2000. It said that, “*The Government intends to continue to seek fuller representation of the poor and other stakeholders in the implementation, monitoring, and evaluation of the poverty reduction strategy, and in subsequent revisions of the PRSP.*”

In August 2001 the Government produced its ‘PRSP Progress Report 2000/01’. This demonstrated that the Government had been listening to what Civil Society had to say. It also described how the Poverty Monitoring System would operate. The intention to *seek fuller representation of the poor and other stakeholders* was strongly in evidence.

There has been representation by the poor and other stakeholders but arguably not enough. Not only is it expensive to arrange wide ranging consultation, it also needs a huge amount of coordinated effort of many stakeholders; and, crucially, it needs information about issues and policies which ordinary people can easily understand and analyse.

When ordinary people at the grass roots have understood and analysed their situations in the light of policies then they must act and make changes. The results of their efforts must be fed back to policy makers. The Poverty Reduction Strategy is newly born. As it gets older it will become bigger, stronger and more sophisticated. When ordinary people make their inputs then the policies will be realistic and popular and are likely to be implemented.

Various Government and Civil Society organisations have been trying to popularise policy. Some have tried simply to explain policies others have tried to stimulate critical understanding. Many different approaches have been used. The purpose of this colloquium was to bring together the various actors so that they could share ideas about what does and doesn’t work when you try to popularise policy and influence change.

The inspiration behind the colloquium was Hakikazi Catalyst which is a social justice

Civil Society Organisation based in Arusha. But the idea was immediately popular and many organisations were eager to participate. The attached list of participants, partners and sponsors demonstrates the breadth of support from grassroots organisations through to international ones.

The event was informative and stimulating. This short report captures the essence of the proceedings. Full versions of the papers which were presented are available online at [www.hakikazi.org/papers01](http://www.hakikazi.org/papers01).

The colloquium was neither a beginning nor an ending. It was part of an ongoing process. It helped activists from all levels in society to understand each other’s point of view and to figure ways of working together more effectively in the future. More than that, it demonstrated that there was a lot of passion for change and for a more broadly based and participatory democracy in Tanzania. Many were inspired by Professor Mbilinyi’s efforts to facilitate social movements and applauded her conclusion that facilitators know they have succeeded when they lose control of the process.

President Mkapa shared this mood when he said:

“Ownership of development policies and programs is not only an understandably nationalistic yearning, an inherent and sovereign right, but it also creates the most fervent disposition and conditions for hard work and for self-development, both at the national and the local level ... We have learned the importance of ownership and co-ordination, and the pitfalls of donor unilateralism and multilateral dictation, however well-meaning or sublime.”

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## Basic Facts

The **objectives** of the colloquium were for participants to:

- share experiences and skills about popularising policy
- explore how action research and advocacy can influence the policy making process
- consider how creative communication techniques can build policy awareness at different levels
- strengthen and develop networks within NGOs and civil society – especially between macro and micro levels
- gather and test ideas for a user friendly guidebook on how to popularise policy and influence change

The **themes** for the three days were:

- Popularising policies (4D model - design, demystify, distribute, discuss)
- Action research using participatory approaches
- Creative communication techniques and working with the media



### PARTICIPANTS

Micro Level CSOs	(12)
Meso Level CSOs	(12)
Macro (National) Level CSOs	(24)
International CSOs	(3)
Research Institutions	(5)
Government	(3)
Local Government	(1)
Multilateral Donors	(1)
Media	(7)

### PARTNERS & SPONSORS

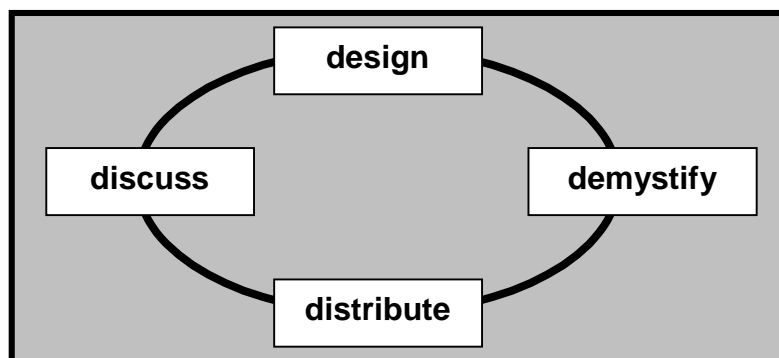
- Caledonia Centre for Social Development
- Hakikazi Catalyst
- OXFAM Ireland
- Research on Poverty Alleviation (REPOA)
- Save the Children UK
- Seafield Research and Development Services
- United Nations Development Programme
- Vice President's Office – Poverty Eradication Division

## Popularising Policy — the 4D Cycle Approach

George Clark (CCSD)

**The four Ds are Design, Demystify, Distribute and Discuss.**

After wide ranging consultation a policy is **designed** by experts and it has to be **demystified** so that ordinary people can understand it. The demystified version has then to be **distributed** so that people can know about it, and **discussed** so that people can work out the implications and take action. The result of the discussions and the impact of the actions are used as **feedback** to the designers so that the policy can be revised.



It was noted that “the road to hell is paved with good intentions”. It is not enough for people sit in meetings to discuss things. The *discussion* must lead to *analysis* which must lead to *action* which must lead to *change*. Theory is necessary but not sufficient. We must back up the visions and strategies with detailed action plans which can be costed, funded, implemented, monitored and evaluated.

"If an expert cannot explain in ordinary language, he is either trying to mislead or he does not understand what he is talking about."  
(Dorothy Rowe (1997))

There is a new idea called multi stakeholder processes (MSP). These can take many forms but they all involve meetings of people with different interests and different backgrounds. These meetings can be arranged well or badly. The MSP idea is that all those present in a meeting should have a voice rather than a vote. There should be discussion leading to a situation where everybody wins rather than debate where some people win and other people lose.

(see [www.earthsummit2000.org/msp](http://www.earthsummit2000.org/msp) )

This spirit of openness, transparency and accountability is becoming more common in Tanzania but can be abused. By thinking in terms of multi stakeholder processes (MSP) we can make consultations more effective. There are already good opportunities for NGOs to be involved in the various Poverty Monitory Strategy (PRS) groups and in the Public Expenditure Review (PER). There are also growing numbers of opportunities for CBO involvement at the District and Local levels.

During the colloquium some variations were added to the 4D model. It can be used

- at international through to local level (making links between macro and micro)
- with all kinds of ideas, not just government policy documents but also with village policies - and we also need demystification of ways of working for CSOs
- for radio programmes, videos, theatrical productions etc (ie multimedia approaches)
- to give feedback upwards, downwards and also sideways

## Agricultural Sector Development Strategy - practical experience in designing policy

Janet F Bitegeko (Director for Policy and Planning, Ministry of Agriculture)

Since the mid-80s the government policy towards Agriculture has changed to what can be called “hands off – eyes on”. This means that most of the agricultural activity is left to farmers and the private sector and the government plays a regulatory and public support role.

The three lead Ministries in the agriculture sector are Agriculture and Food Security, Cooperatives and Marketing, and Water and Livestock. These provide the following support functions:

training  
research  
extension  
policy formation  
regulatory functions  
information services  
protection of the environment  
providing an enabling environment for the private sector

The ASDS is needed for three main reasons:

1. Agriculture is a major part of ongoing macroeconomic and structural reforms
2. A strong agriculture sector will help increase farm incomes and reduce rural poverty
3. ASDS will provide guidelines for the District Agricultural Development Plans (DADP) which form part of the Local Government Reform Programmes (LGRP)

The ASDS main objectives are to:

- help improve agricultural productivity
- attract private investment to the sector
- improve farm incomes and reduce rural poverty

The main areas of activity for the ASDS are to:

- make the lead Ministries more efficient and effective
- create a favourable climate for commercial activities
- clarify the roles of public and private sectors in providing support services
- improve marketing systems for inputs and outputs
- make sure that ASDS activities are integrated with activities in other sectors

### Documents consulted while preparing the ASDS

1997

- Agricultural and Livestock Development Policy (1997)
- Cooperative Development Policy (1997)

1998

- Facilitating Agribusiness Development in Tanzania (1998)
- Impact of Taxes and Levies in the Agricultural Sector (1998)
- The Coffee Sector Strategy (1998)
- Update of Taxes and Levies (1998)

1999

- Rationalisation of the regulatory functions of the Ministry of Agriculture and Cooperatives (1999)
- Decentralisation study (working relationship between Local Government and the Ministry of Agriculture and Cooperatives) (1999)
- Crop and Livestock Sub-Sectors Studies (1999)
- Special Advisory Committee on Agriculture (1999)
- URT (1999) *Report of the Special Advisory Committee on Agricultural Development in Tanzania - issues and recommendations*

2000

- *Tanzania Agriculture: Performance and strategies for sustainable growth* (February 2000) Jointly prepared by MAC and World Bank
- Task Force on Cooperatives (April 2000)
- Assessment of performance of past and current agricultural extension providers in Tanzania (August 2000)
- Mechanisms for contracting out selected extension tasks to different agents (2000)
- World Bank (2000) *Agriculture in Tanzania since 1986: follower or leader of growth?* World Bank/ IFPRI

2001

- Livestock stakeholders conference on formulation of Livestock Sector Development Strategy in Tanzania (April 2001)

## DESIGN OF THE ASDS - THE PROCESS

The preparation of the ASDS was a participatory process which was coordinated by the Food and Agricultural Sector Working Group (FASWOG) Task Force. This included representatives from the 4 lead agriculture sector Ministries, the Ministry of Finance, Prime Minister's Office, President's Office (Planning and Privatisation) and development partners.

The process of designing the ASDS began in 1995 and reference was made to a wide range of documents (see box). In April 2000 some initial proposals were made. These formed the basis of stakeholder workshops in late May 2000 (50 participants to prepare the strategy) and mid September 2000 (59 participants to review the strategy). Stakeholders were drawn from Government Ministries, public agencies, educational institutions, donor agencies and international institutions.

In March and April 2001 there was a round of Zonal workshops to enrich the strategy by getting the views of grassroots stakeholders. A total of 195 people attended these workshops. 45% were women and 53% were farmers or farmers' representatives.

On 7-8 June 2001 there was another round of stakeholders workshops to fine tune and finalise the document. It was finalised in June 2001 and approved in August 2001.

An Agricultural Sector Development Programme (ASDP) is now being prepared by the government in collaboration with stakeholders. The ASDP will be a five year programme but rolled over as part of a three year Medium Term Economic Framework (MTEF). The ASDP will be implemented through the District Agricultural Development Programmes (DADP).



## National Policy Making Process - some reflections on processes of policy making

Christopher Mushi (UNDP)

Policy making in the government system is a complex process. When you understand how decisions are made you will know where to target your advocacy work. This paper outlines the official structure for decision making in the central executive part of government. (The paper does not include the legislative function which falls under the judicial system; and it does not include the Local Government systems.)

There is a difference between **strategic** and **routine** decisions. Strategic decisions are more wide ranging and theoretical and consider the broad range of options. Routine decisions are made about points of detail within a broad strategic framework. Higher level officials make strategic decisions, lower level officials make routine decisions.

There is a difference between **technical**, **policy** and **legislative** decisions. Technical level people do what they are told by higher level officials. Policy making power rests mainly with Ministers although they are given direction by the Cabinet. Legislative decisions may mean changing the law. Only parliament can change the law.

This gives us a table with six boxes:

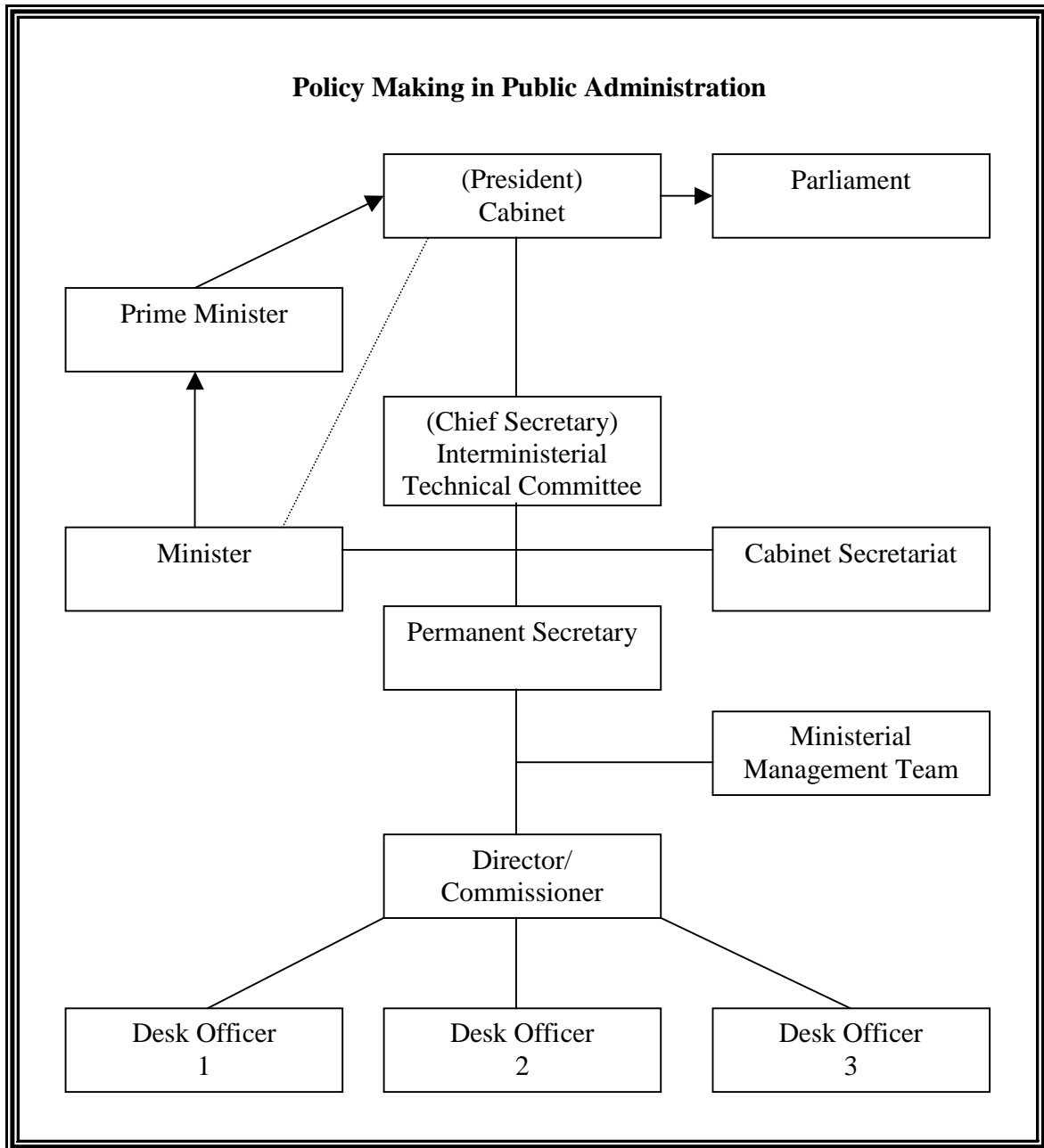
	Technical	Policy	Legislative
Strategic	Permanent Secretary Deputy PS	Cabinet	Parliament
Routine	Desk Officer Director Commissioner	Minister	Judiciary

But there are many other bodies such as Ministerial Management Teams and the Interministerial Technical Committee. And there are some other powerful groups such as the Public Expenditure Review (PER) Working Group, the Poverty Monitoring Steering Committee and the Poverty Reduction Strategy (PRS) Technical Committee.

The system is complicated and changes quite rapidly in its fine details. An NGO that wants to advocate effectively about a particular policy has to map out the key officials who are concerned with the issue at various levels. Sometimes it is most appropriate to advocate to a routine technical person while at other times it might be best to write a letter direct to the President.

The grander point is that governments do not make decisions. People make decisions. The task is to influence the most appropriate person at the most appropriate time with high quality evidence, and arguments which are well presented.

"A man who uses a great many words to express his meaning is like a bad marksman who instead of aiming a single stone at an object takes up a handful and throws at it in hopes he may hit."  
(Samuel Johnson.)



## Demystifying Policy (text based)

George Clark (CCSD)

Mr Clark had been responsible for demystifying the Poverty Reduction Strategy Paper (PRSP) (online at [www.hakikazi.org/eng](http://www.hakikazi.org/eng)), its First Progress Report, and the Zanzibar Poverty Reduction Plan (ZPRP). (online at [www.hakikazi.org/zwp](http://www.hakikazi.org/zwp)). His presentation explained how he had done it.

To demystify a text you must split it into its various parts and cut out the padding. Then you have to stick the essential bits back together again in a way that will answer the questions that your target audience is asking. It helps to make a drawing of how the text is organised using a work breakdown structure (WBS) ie break the policy into sections, the sections into paragraphs etc. Policy documents can seem large like an elephant and the way to eat an elephant is one mouthful at a time.

More specifically there are four steps to demystification:

1. understand the text by careful reading and researching for clarification
2. understand your audience (visualise a reader – hear their voices)
3. test the text by getting the authorities and typical readers to comment on it
4. rewrite, test, rewrite, test, rewrite

Note that the demystification process can stay true to the tone and spirit of the original or it can take a more critical position in pointing out some options to the official policy.

### CUTTING OUT THE PADDING

A handout suggested that lists are sometimes better than sentences and showed an example of how to analyse a paragraph of text by underlining the verbs and key phrases and throwing away the adjectives and adverbs.

Another handout gave an example of a long political speech divided into paragraphs so that each paragraph could be demystified. There was also a practical exercise based on President Mkapa's foreword to "Tanzania's Development Vision 2025". (9 paragraphs, 699 words)

### DESIGN AND LAYOUT

This handout offered a few tips on how to avoid the 'grey pages' problem by leaving white spaces and using distinctive paragraph headings, bullet lists, text boxes, quotations, cartoons etc. The idea is that having a clear message is not enough – it helps if it is also attractive to look at.

### The Change Process

#### Theoretical and professional aspects

Doing the right thing  
**What**, why and who?  
The big picture  
Mission and Strategy

#### Practical and organisational aspects

Doing it right  
When, where and **how**?  
The costed action plan  
Tactics and Operations



## DEMYSTIFYING POLICY AND RESEARCH

Charles Erhardt (ESRF)

The Tanzanian Participatory Poverty Assessment (TzPPA) section of the Economic and Social Research Foundation (ESRF) embraces the idea that if you don't understand you can't participate.

Demystification is about enlarging the pool of those who understand.

Policy	Research
a plan that describes what you want to do and how you will do it	the process of collecting information about a particular subject

The TzPPA is about helping people to conduct research and to form their own policies. It does not inform people about policies made by other people.

## DEMYSTIFICATION - PLENARY AND DISCUSSION

- Topics can be demystified at different levels depending on who is trying to understand the idea. Buddhists have the idea of 'Upaya' or skilful means. This means that how you tell the story depends upon who you are telling it to.
- It is almost impossible to write in a way that suits all possible audiences. The three booklets prepared by Hakikazi were aimed mainly at the level of people who had been to secondary school.
- The product of demystification does not always have to be a booklet. It could be a newspaper article, poster, a cartoon, a radio programme, a video, a theatrical production or even just a new idea in somebody's head.
- It is not only government policies that need to be demystified – the aims and roles of the different levels of NGOs also need to be demystified.
- Sometimes demystification might mean going beyond the tone and spirit of the original policy to get a deeper level of analysis.
- Demystification involves getting a clear message
- Demystification should lead to a clear 'voice of the people' which acts as feedback to the policy makers
- The ZPRP was demystified to the WESIGI 3 Model. This can be put on a table to show all the areas where action is needed and who might act on their own or in partnership (see below)

ACTORS AC- TION AREAS	Government	Private Sector	Civil Society
Wealth Creation			
Essential Services			
Infrastructure			
Good Governance			
Emerging Issues			

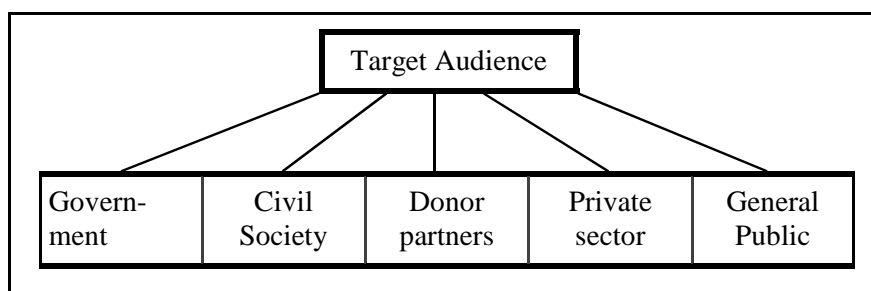
## Distributing Popularised Policy Materials

Waheeda Shariff (Carpe Diem Ink)

Distributing a large number of booklets involves a lot of work and a fair amount of funds. Doing the job well involves being organised. This involves being clear about your target audience, your system for distributing the materials and your budget.

You can work out the details of your **target audience** using a Work Breakdown Structure (WBS). The first level breakdown is shown below. The paper also gives the second level breakdown and suggests where you can go to get lists with contacts details.

There are many ways to distribute the materials. You need to develop a **distribution strategy**. The paper provides some useful tips on how to organise distribution using the various methods shown in the box.



If the distribution involves large numbers of booklets (eg 100,000 or more) then you will need a full time person dedicated to the job. The person will need Terms of Reference (ToR), will have to be managed, and an adequate **support budget** will have to be available.

Budget items would have to include:

- Transport and Storage of Materials
- Distribution of Materials (see box)
- Staff costs (fee and expenses)
- Project management and administration

### Distribution Channels

- Post
- Hand Delivery
- Launches/ Meetings
- Public Events
- Media
- Public Access Points
- Partner Networks
- Internet
- Government Circular Systems

### DISTRIBUTION - PLENARY AND DISCUSSION

- Distributing will be more effective if you run an **awareness campaign** so that people expect the materials and are anxious to receive them. You will also need dedicated staff and a budget for this.
- Distribution alone is not enough. There is also a need to encourage discussion of the materials when they have been distributed.
- It makes sense to monitor and evaluate the impact of the distribution – do the materials get to where they were supposed to get to and do they lead to change?
- There is more to dissemination than just distribution. There is a need for both the theoretical, strategic aspects which see how distribution fits into the 4D cycle as a whole, and there is also the need to get the practical details correct as well.
- It is not only booklets and posters which have to be distributed/disseminated. The details will vary but the principles are the same for distributing messages by radio, TV, video, theatre or through word of mouth in meetings and so on.

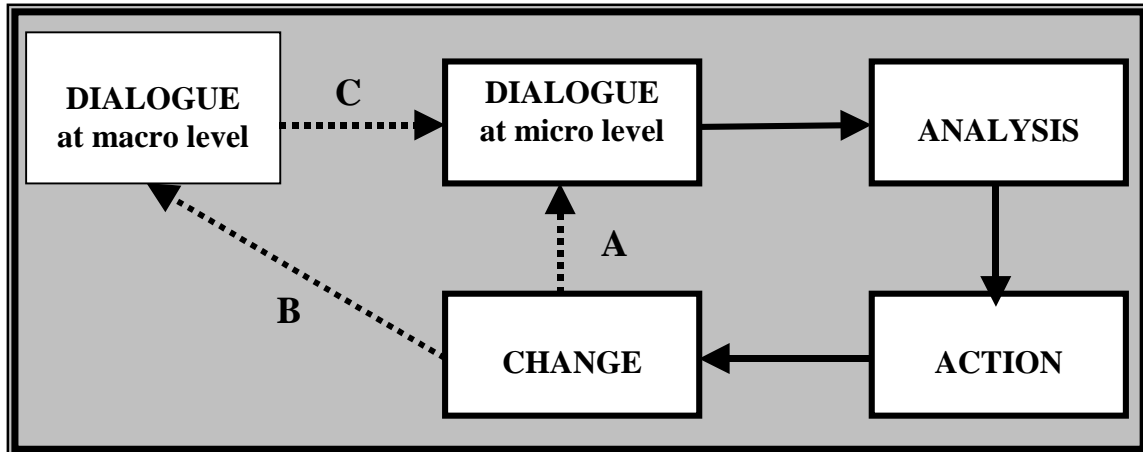
It is useful to think of the dissemination/distribution process having six stages:

- |                                     |                              |
|-------------------------------------|------------------------------|
| 1. Marketing/ Awareness raising     | 4. Budgeting                 |
| 2. Audience Identification          | 5. Implementing              |
| 3. Planning the distribution system | 6. Monitoring and Evaluation |

## Democratic policy formulation and implementation - encouraging participation through policy dialogue/ discussion

Emmanuel Kallonga (Hakikazi Catalyst)

Discussion and dialogue which does not lead to change is a waste of time. The overall process can be divided into stages as shown in the picture. The dotted lines labelled A, B and C show the feedback channels. One major task is to design tools to capture the feedback. Another major task, especially for B, is to know where, when, how and to whom to send it



Dialogue can involve any combination of government, private sector, civil society and the general public and it can take place in families and communities and at village, district, national and international level.

A five point plan for giving effective feedback –

- be clear about your message
- identify your target
- form alliances
- use appropriate modes and channels
- be persistent

### Discussion - Plenary and Discussion

led by Martine Billanou – Save the Children, UK

- There is sometimes a problem of legitimacy for CSOs. People want to know by what right some individuals talk on behalf of others. This can be true all the way from local to international levels.
- The Tanzanian children who talked in New York possibly had more influence there than they have had in Tanzania.
- Sometimes government policies are a result of aid conditionalities and they are not popular at the local level.
- How can an NGO popularise an unpopular policy?
- All feedback is useful whether it is positive, negative or neutral.
- The NGO sector needs a better system of moving information from the macro level to the micro level and back again.

**Groupwork** - How might NGOs at the different levels interact with the four Technical Working Groups for the Poverty Monitoring System? (see next page)

***Groupwork - How might NGOs at the different levels interact with the four Technical Working Groups for the Poverty Monitoring System?***

<b>International NGOs</b>			
<b>Routine Data</b>	<b>Surveys &amp; Census</b>	<b>Research &amp; Analysis</b>	<b>Dissemination</b>
Feed information from local or district authorities	Participate in the design of surveys (Questionnaires)	Participate in and comment on research	Share expertise on popularisation and best practice
Provide information about programmes and resources to local authorities which then feed to the routine data system	Contribute funding for surveys (some)	Disseminate the findings of research	Provide dissemination channels
Provide feedback on identified gaps	Sharing information	Sharing information	Provide resources
Note - International NGOs need to consult with each other and harmonise their plans			
<b>National NGOs</b>			
Provide information obtained by a range of means eg steering groups, stakeholder responses, PAR	Share information with groups through mini surveys, asking the right questions and giving feedback	Share information through case studies, discussion groups and via the media – build local capacity	Reports of implemented activities Media performances Workshops Newsletters
<b>National NGOs</b>			
Action research and data collection	Organise surveys of different sectoral issues	Conduct participatory research	Create a database and make it widely available
Document experience at all levels	Disseminate findings to different stakeholders & feed into groups	Analyse & develop alternatives & feed into groups	Popularise user-friendly advocacy materials
Representatives report back through coalition channels at all levels	National reports from the group to give information	Share government research findings	Raise discussions on the issues which are disseminated
Note : Beware of parallel systems! Funds will have to be found to support the participation			
<b>Local NGOs</b>			
Identify the gaps between PRSP & District plans	Promote the use of the information which is generated	Capacitate stakeholders	Public awareness raising on existing documents on PRSP policy
Highlight issues	Examine the accuracy of the data collected and its analysis	Provide human evidence (case studies)	Facilitate distribution of information materials
Collaborate with local government authorities		Encourage participatory action research	Identify needy groups and bring them to the attention of the VPO
Note: There is a need to build national and international networks and alliances			

## Questioning poverty using the six good friends

Individual exercise facilitated by George Clark

This exercise was a follow up to the session on demystification. One way of getting to know how your audience thinks is to ask the journalists' six questions. Each participant asked six questions about the theme of 'poverty'. Some of the more interesting questions are listed here. Easy questions to ask but tough one's to answer.

### WHO?

Who initiated the poverty reduction adage and from what angle?  
Who are the poverty reduction experts?  
Who should identify poverty?  
Who designs policy on poverty?  
Who brought poverty into the country?  
Who is 'supporting' poverty?  
Who is behind the poverty in this country?  
Who is responsible for eradicating poverty?

### WHY?

Why is poverty so widespread?  
Why is poverty such a big problem?  
Why are some people affected more than others?  
Why are some people poor and others not?  
Why is there so much poverty in African countries?  
Why have past efforts to reduce poverty failed?  
Why do we discuss policy on poverty?  
Why is it important to fight against poverty?  
Why is poverty becoming a global agenda?  
Why is the govt responsible for eradicating poverty?  
Why are we silent about things that propel poverty?

### WHAT?

What are the underlying factors of poverty?  
What do people do to become poor?  
What does poverty mean?  
What are the characteristics of poor people?  
What is the difference between the haves and the have nots?  
What strategies exist to bridge the poverty gap?  
What are poor people's coping strategies?  
What are the most practical poverty reduction policies?  
What is being done by our government to eradicate poverty?

### WHEN?

When did people begin to be poor?  
When did poverty start in the world and in Tanzania?  
When is poverty noticed/recognised?  
When does one feel offended by poverty?  
When during the year is poverty worst?  
When should the people take action?  
When will poor people be heard?

When will we be able to say that poverty has been reduced?  
When will we begin to see the fruits of our efforts?  
When will poverty end?

### WHERE?

Where do the poor typically live?  
Where does poverty hit most?  
Where does this poverty come from?  
Where in the world is poverty worst?  
Where is poverty predominant?  
Where are the resources needed to remove poverty?  
Where will the resources come from to get people out of poverty?  
Where do poor people get their services?  
Where should we begin to alleviate poverty?  
Where should we focus our efforts?

### HOW?

How do external conditionalities affect poverty?  
How can poverty be linked to richness/wealth?  
How is poverty determined?  
How can we encourage discussion about poverty?  
How can one escape poverty?  
How can people step out of poverty?  
How can we jointly cut the cycle of poverty?  
How do we address the problem of poverty?  
How can we help the poor people?  
How can we harmonise and integrate poverty alleviation efforts?  
How can individuals get involved in reducing poverty?  
How can the different actors participate in reducing poverty?  
How can we involve communities in reducing poverty?



## Summary of day 1

### OPENING REMARKS

These were well received and the need to create better information networks in the future was noted.

### THE 4D MODEL

Well received but there was some concern about the concept of distribution (see below). Concern was expressed about whether or not the ‘demystification’ process should do otherwise than stay true to the tone and spirit of the original policies.

### DESIGN

Information about the consultation process in designing and approving the ASDS was greatly appreciated. There was some concern over how the decision was made about who should participate.

The government is willing to make space for NGOs but obviously everybody cannot come to every meeting. There is thus a challenge to NGOs to figure how to form groups/coalitions that can send effective representatives who can be validly said to represent.

### DEMYSTIFICATION

The main presentation was mainly about text based outputs of the demystification process but the messages can also be through other channels. But whatever output is used it is necessary first to demystify and be clear about the issues.

There is no harm in the material staying true to the tone and spirit of the original rather than being a critical commentary on it. In this way the government will be happy to support the distribution of the material. The challenge lies in stimulating robust discussion and bringing the voices from grass roots choices back to the policy makers.

### DISTRIBUTION/DISSEMINATION

It is best to think of this process as having six stages:

1. Marketing/ Awareness raising
2. Audience identification
3. Planning the distribution system
4. Budgeting
5. Implementing
6. Monitoring and evaluation

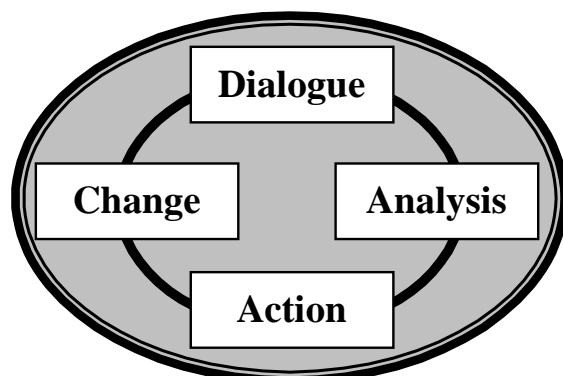
Distribution can be thought of in two parts – first there has to be a dissemination strategy (theoretical vision) and then there has to be a distribution plan (practical details). The exact details will depend on whether the product is a booklet, a video, a theatre production etc

### DISCUSSION

Discussion alone is not enough. It must lead to **analysis** which leads to **action** which makes **changes**. And the results of what happens has to be used as **feedback** to the appropriate authorities.

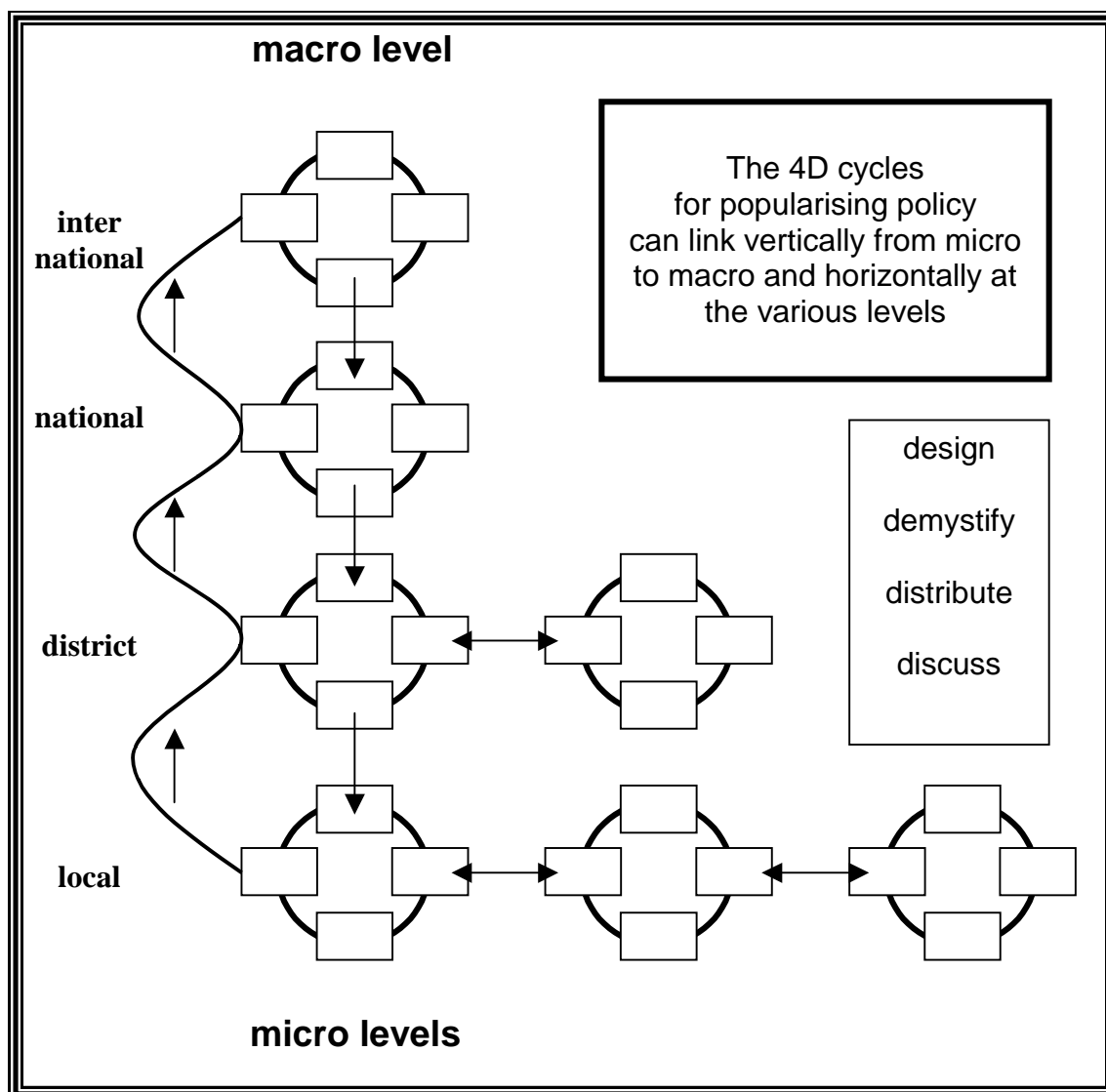
Discussion and feedback is necessary in our participatory democracy because stakeholders at different levels have different interests, make different choices using different voices and have different levels of power.

The group work exercise resulted in a large number of suggestions about how different types of NGOs can make use of the Poverty Monitoring System. But a lot more thought will have to be given to methods of coordinating, harmonising and legitimising the work of the NGO sector as a whole.



## 4D Cycle Linkages

It became clear during discussions that the 4D Cycle can turn at the village level as well as at the national and international levels. Macro level policy decisions (eg foreign exchange rates) can obviously make a difference at the micro level (eg price of imports and exports) and the challenge is to reverse this flow of influence. If we can feedback information about the implications of policy at village level to the national policy makers then the micro can affect the macro.



### WITH A LOUD VOICE

A voice from only one village might not be heard. But, if people from different villages and districts join their voices together then they can become powerful advocates for change. This is how social movements begin to make a difference. After the 'discussion' phase there is analysis which leads to joint action which leads to change. Discussing and analysing are the basis of action research and this is the main topic of the next few papers.

## Conceptual Issues - Research and Social Action

Prof. Marjorie Mbilinyi, (KIHACHA and the University of Dar es Salaam)

There is a need to break the barrier between action and research – the two must become part of the same process. Participatory research leads to people using their right to take action. This can cause unease in political circles but this is OK. The only constant thing is change. It is perfectly acceptable that change comes from the grass roots through local people joining together in social movements.

Empowerment involves people thinking for themselves and acting on their own behalf. This may involve some changes in how power and wealth are distributed. To be successful it needs local people to act together in a coordinated way. They have a right to ‘choice’ and must be able to project their ‘voice’.

### BURNING ISSUES

Issue	Response
Facilitation by experts can often lead to the experts setting the agenda. This is because of the knowledge gap. How can NGOs avoid this potential problem?	Good facilitators help communities to think and analyse for themselves. The facts are often clear enough but the reasons behind the facts need to be demystified. These are often about macro issues.
Experts are often a part of the problem rather than being a part of the solution.	
Many of the experts and facilitators have their own vision and mission. They talk as if the people themselves can set the agenda but that is not the way that it works out.	
The participatory approach is good in theory but quite often the community can deceive the experts eg by using fertilisers to make local brew.	This should not be a problem. A good facilitator will see what happened and use it as the basis for another round of discussion.
Many poor people, especially refugees, have been hurt and traumatised by poverty. They need a healing process and participatory methods can be part of that.	It is not only refugees that are traumatised. It is also difficult for people when they cannot predict the future eg when land is taken over by a tourist company or when farm prices are affected by external market forces.
Communities have been hurt in the past by extractive forms of research and by being convinced to try ideas that did not work. Those communities are now very suspicious about new information and ideas.	Good facilitators will help communities to understand and oppose the external forces that are acting against them.

- The NGOs that provide services also need to share some of the power. They need to be able to question policies and to share in the ‘how’ of change.
- The primary priorities of most communities are on the ground. How can small villages make changes to the forces of globalisation?
- Advocacy from the grass roots is a new idea. It takes time to change peoples’ minds – especially government officials.
- Participation is a great idea but ordinary people, especially women, have a huge workload already. Where can they find the time for social movements?

## **Alternative views on development and poverty reduction - Tanzanian grassroots perspectives about food, land and de- mocracy**

Prof Marjorie Mbilinyi (RFS/KIHACHA)

Also: The Right to Food, Land and Democracy: a National Campaign

Kihacha is not a political party. It is a social movement which advocates for people's rights to food, land and democracy. The movement began with a small group of researchers at the University of Dar es Salaam and grew through making linkages with a range of NGOs. The network now extends to groups working at national, district and village levels.

Communities are first approached using participatory action research methods. This allows the communities to set their own priorities and agendas which are often about very local issues. Through discussion and analysis, however, it soon becomes obvious that international and national (ie macro) policy decisions are having a serious impact at the District and village (ie micro) level. People therefore see the need to feedback their ideas to the policy makers. They also see that this will be more effective if they form coalitions with other local groups so that they have a larger voice. This is how the social movement grows.

Some macro policies make sense and local people need to be made aware of them. The various popular booklets, leaflets, T shirts etc which now exist make this process easier.

Kihacha's campaign wants to:

- strengthen the capacity of grassroots people and activist groups to organise themselves and lobby for the right to food, land and democracy
- open up opportunities for different social groups to participate in structures of policy formulation, monitoring and evaluation
- increase understanding and public awareness about the right to food, land and democracy through public debate

Kichacha acts to

- strengthen the structural position and power of village assemblies
- strengthen people's self-organising through their own producer associations and/or cooperatives

- revisit the neo-liberal economic reforms associated with the free market. This is to make sure that the macro development framework and the associated government structures protect the interests and livelihoods of the majority of the people.

Kihacha's progress as a social movement has been breathtaking. This is in large part because of close links with TAMWA which has meant that there has been excellent media coverage. The success is also due to other NGOs helping to distribute Kihacha campaign materials which have now reached almost all parts of the country.

A main challenge is to learn from the successes and failures of other social movements like Hakiardhi, TAMWA, TGNP, TANGO and FEMNET.

There is a problem in this country of people being polite and avoiding 'contentious discourse'. Many people still feel uncomfortable with the 'Haki' language, with "We want ...". But this is what self rule is all about – this is what getting rid of colonialism was all about!

President Mkapa has said that the push towards good governance involves giving more power to the people by making the system more open and accountable. There are many in government who support this idea but there are also many who feel frightened and threatened by it. Advocates for social change must identify and form alliances with those on the inside who support the national movement towards a more participatory democracy.

But ... in the case of each individual community you must begin with the realities of the local situation as the local people see it. Demystified booklets can help but we must not forget the other ways of communicating – the power of the visual and the dramatic.

Once the process of empowerment has begun it is difficult to stop. When a researcher goes back to a community new issues will have emerged and new processes will be in place. Women will be talking about land issues, women and youth will be participating in public meetings. The role of the researcher will have become much less. This is not a problem. Success for an action researcher means losing control.

- Issues from the local level should be ‘taken up’ to the national level. But it is best when this is seen as everybody’s job. It is not a good idea to leave all the work to one organisation.
- The Kihacha case is inspiring but few organisations have people with the same level of contacts and skills. How can these skills be spread around?

## Plenary and Discussion

- As part of its advocacy campaign Kihacha arranged meetings with the six key Permanent Secretaries who all agreed that the issues raised were valid and that better popular participation was a good thing. Key editors in the various media organisations were also approached and welcomed Kihacha’s fresh approach to understanding what the policies mean.
- There was a feeling in some quarters at the PS level that the argument were convincing but that Kihacha should go and make a ‘noise’ so that they could act in support.
- The politics of action involve linking to the right people at the right levels. Not only top people at the national level but also key people at the local level. This might sometimes involve private sector representatives.
- There can be an issue when the local community does not have the same priority as the NGO. This begs the question of whether the researcher needs to be single-issue or multi purpose.
- There can be problems when an expert is seen as an activist rather than as a researcher. But often his/her beliefs and attitudes are as important as what he/she says.
- Should communities listen to NGOs or to the government? Or should it listen to itself? The problem with the last option is that few communities speak with only one voice!
- The national NGOs cannot always afford to be as responsive as they might be to local needs. They set their agenda after consultation with the government about their geographical areas of operation and the conceptual areas or themes that they will deal with.
- How can we involve the children? They are already changing – they ask “Why?” to their teachers and parents. When they grow up in 10 or 20 years the world will be a very different place. They should have some say in shaping that world.



## Action plans for NGO response to the recent Export Processing Zones (EPZ) policy

Groupwork

Following a brief talk by Prof Mbilinyi, participants were given a one page briefing paper about the government's recent Export Processing Zones (EPZ) Policy. This policy was created without any public consultation and it could be potentially very damaging to the people and economies of the areas where they might be placed.

Groups were asked to outline how an NGO might design a campaign in response to this initiative. The results were as follows:

### GROUP 1

Understand and demystify the policy on EPZ  
Distribute the policy  
    Identify the audience  
    Budget  
    Distribute plan and strategy  
Launch the participatory social action research PAR at the grass roots at the target areas  
Involve all key stakeholders (communities, private sectors, government, CSOs)  
Take a reactive and constructive engagement approach

### GROUP 2

Gather information with the community on the issue  
Identify the problems with the community  
Design research with the community  
Analyse the problem with the community  
Put together the results with the community  
Distribute the results to the relevant stakeholders  
WHO – community, govt departments, researchers, other  
WHERE – PRA at all stages

### GROUP 3

Set the research agenda through community response to EPZ agenda  
Facilitate the community in identifying its own problems  
Facilitate understanding of EPZ effects on the community  
Where – in the designated zones  
Who – local communities, local government, small fisheries, industrial owners  
How to feedback – meetings at local level  
Advocacy campaign  
Who – all stakeholders who work in the areas eg local govt, CBOs, NGOs etc

### GROUP 4

Stakeholders get together to develop understanding of the policy  
Stakeholders to be made aware of the policy analysis and give feedback to the government  
Give feedback to stakeholders through existing structures  
NGO CBO working with communities  
Media  
Theatre  
People questioning at district, wards and village level meetings  
NGOs, CBOs Media can push the issue forward

### GROUP 5

NGOs should understand the concept (NGO)  
Creating awareness amongst stakeholders (NGO & Communities)  
Designing research agenda (NGOs, primary producers and trade unions)  
Feedback through meetings, popular materials (booklets, posters etc) media, community theatre (NGO & Communities)  
Advocacy and community Action (Communities)

## Participatory Action Research

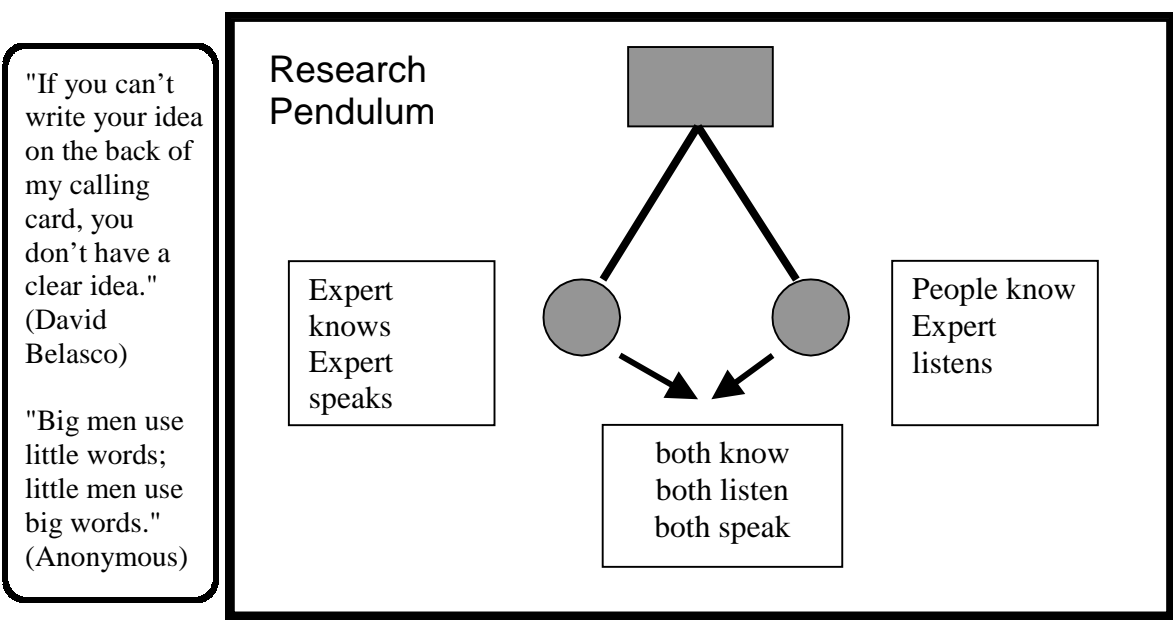
Charles Ehrhardt (TzPPA/ESRF)

The TzPPA feeds in to the Poverty Monitoring Master Plan and is made up of a consortium of 15 institutions who seek to inform and influence policy.

Participatory Poverty Assessment is not all that different from what many people have been doing for a long time. Its core beliefs are that:

- ordinary people are knowledgeable and insightful
- all people have a right to participate in decisions shaping their lives

PPA helps to build a creative relationship between outsiders and local researchers which strikes a balance between the historical extremes in research techniques ie between the patronising, exploitative and extractive (expert centred) approach on the one hand and the non-directive, anything-goes (learner centred) approach on the other.



PPA does not try to build a single action plan for the community. It takes a more comprehensive approach. It is not looking for a consensus but rather for some useful ideas that could be used as policy recommendations.

PPA listens to all points of view and empowers communities by helping them to generate information and analyses that can benefit everybody. Some of this will be useful for practice at the micro level and some will be useful for policy at the macro level.

## PLENARY AND DISCUSSION

- PPA takes time and sometimes decisions have to be made quickly but this is OK because there are many variations on the PPA theme.
- If you go to do research in a community with a history of exploitative and extractive research you will not be well received. How can you overcome this problem?
- Some researchers say that they are there to facilitate in an open way but they do not listen.
- When International NGOs subcontract the PPA work to local NGOs the feedback is often poor.
- Haki Elimu is open about having a specific agenda and this is not a problem in most communities where the values are shared and the community therefore owns the agenda
- Hakiardhi is not neutral but it gets on well in communities where land is an issue
- When an NGO in Mwansa tried introducing the topic of domestic violence the community leaders were not interested. There was peace and harmony in the streets and that was all they were interested in.
- PPA can lead to open and frank discussions. It provides a forum. Nothing new might come of it but it is good to speak.
- To avoid raising expectations that cannot be met PPA is direct about not being able to provide wells or classrooms. It is there to influence policies. Communities are given the choice about whether they want to participate.
- There was some discussion about whether or not research should or could be objective or subjective but no firm conclusion was reached.
- Sometimes the leaders say that they do not want to participate but the people do - so the leaders change their mind.
- Any researcher should take responsibility for the legacy of the research. Feedback should be given before leaving the field site – preferably written and preferably in Kiswahili.
- Is it enough to leave a report behind - what about a sustained relationship?
- Kihacha has found that when it goes back to a place new ideas have appeared and new interests groups have formed. On the second time around more people are willing to be involved.
- New ideas are always turning up but sometimes the local elite tries to silence some people. Some schisms in the community can be threatened by the work of the NGO.
- Kihacha is eager to pass it on – it cannot cope with the demand – there is need of strong networks serving the grass roots and building the social movement
- Participation is not enough. You have to build the capacity to analyse and this has to lead to action which leads to change
- Many of the Zonal meetings are just window dressing – they pay only lip service to participation

ESRF sends out monthly updates of research findings. People can sign up for copies. There is also a web site for PPA at [www.esrftz.org/ppa](http://www.esrftz.org/ppa)

"the description in plain language will be a criterion of the degree of understanding that has been reached"

(W Heisenberg, Physics and Philosophy)

"If you can't explain something simply, you don't understand it well."

(Albert Einstein)

## REPOA - Experiences in participatory research and micro-macro policy linkages

Els Lecoutere (REPOA)

Research on Poverty Alleviation (REPOA) is an NGO which undertakes and supports research about poverty. There are five research themes:

- implications of public policies on poverty alleviation
- the linkage between poverty and the environment
- the role of technology in poverty alleviation
- the role of gender in poverty alleviation
- the social and cultural causes of poverty

REPOA is a research institution and is not directly involved with advocacy but it supports it by

- conducting research for government and international bodies
- organising capacity building for government officials and CSO members
- providing objectively researched information to back up influencing policies and advocacy

REPOA is developing a programme of research into social service delivery under decentralised government. Because grassroots communities are the ones who benefit the most their views are important for the analyses. REPOA therefore needs to work closely with, and build the capacity of, those CSOs that are close to grass roots communities and can help with the research. The programme has four main parts which are to:

- facilitate dialogue amongst CSOs and between policy makers, researchers and CSOs (through conferences, debates and information sharing)
- build CSO capacity for action research
- empower communities by providing information and strengthening CSOs
- offer attachments to students for poverty and participatory research

The first steps in the new programme are to measure the demand for information and data from the field and to identify the development issues that the grassroots communities want to investigate.

### PLENARY AND DISCUSSION

Because of time pressures the plenary session was very short. Written questions which were submitted included the following:

- What is the status and background of these research institutions – REPOA and ESRF?
- Whose agenda are these institutions serving? World Bank, IMF, Government, CSOs or communities?
- Are these institutions focussed on academic or field oriented research?
- What mechanisms are there to upstream micro based experiences to these institutions?

"Short words are best and the old words when short are best of all."  
(Winston Churchill.)

"The adjective is the enemy of the noun."  
(Voltaire.)

"Men of few words are the best men."  
(William Shakespeare)

## Empowering vulnerable people in their right to be heard

Martine Billanou (Save the Children UK) [www.savethechildren.org.uk](http://www.savethechildren.org.uk)

There is much talk of stakeholder involvement these days. Sometimes, however, categories of stakeholders are left out. Vulnerable groups are often excluded. Children are amongst these. Children have a right to be heard. Many countries agree with the principle but do not put it into practice.

Martine described the work that Save the Children had done in Bangladesh with street children who were abused in jails and detention centres. It took many months to identify and gain the confidence of these children. Months of tears and trauma.

But the children became empowered and became good advocates for their cause. Professionals were hired to make a powerful video of the testimony of the children and this served as a strong advocacy tool at many different levels. When it was shown in Geneva the relevant International Committee took notice.

It took 2.5 years to move from initial contact in Bangladesh to policy influencing in Geneva. The children were not paid but they were not exploited. They got their living expenses and their self confidence grew enormously. The impact on street children in Bangladesh may not as yet be very great but the impact at the international policy level has been considerable, other aid agencies have been influenced and a national network has been formed.

If Save the Children were to do the same thing again they would build in more support and

protection for those involved and look to providing more long term support against possible victimization of those who were brave enough to speak out.

### Discussion and plenary:

The issue of working with and for the vulnerable in general was discussed. Often there is trauma and psychological, sociological and legal issues which have to be addressed. When they are empowered the vulnerable can become powerful advocates for their own causes but this can also put them at risk of victimisation.

Advocacy can be aimed at the local, District, National and/or International levels but an NGO has to be clear about its main focus as the approach and the financial implications can be very different.

It was noted that Tanzanian children had been to a special session in New York and that this event had helped to open up a space for them in the national context. The Junior Council of Tanzania has now been established. Much remains to be done but a small window has been opened.

The role of NGOs working with the vulnerable and marginalized is to make sure that they are not:

- ignored
- manipulated
- exposed to further risk

This can be done through empowering communities. This means making sure that people know about their rights and have the ability and confidence to act to make sure they get them.

### Materials are available from the Save the Children Resource Centre in Dar es Salaam –

Different places, same stories	Childrens' views of poverty, North and South
Involving young researchers	How to enable young people to design and conduct research
Beat Poverty	A Manifesto for the worlds' children
We all live here	Working with children and young people to improve their environment
We can work it out	Parenting with confidence
Children as partners in planning	A training resource to support consultation with children

## How can research and training institutions and CBO/NGOs share information and collaborate better?

Groupwork

Groups were asked to brainstorm into a matrix which listed research institutions, training institutions and NGO/CSOs. This allowed for possible links both within and between types of organisations. The items are sorted here into five categories.

### RESEARCH

- Setting research agendas
- Sponsoring/funding research
- Organising joint research
- Mobilising before research
- Clarifying issues through research
- Testing hypotheses
- Testing analytical tools
- Feedback limitations of research tools
- Research students working with NGOs
- Sharing research findings
- Producing case studies

### TRAINING

- Developing curricula
- Collaborating on manuals
- Sharing/transferring skills/ expertise
- Training researchers
- Training staff

### SHARING

- Networking
- Exchanging data/information
- Exchanging experts (Terms of Reference)
- Distributing materials about policy issues
- Disseminating findings to communities

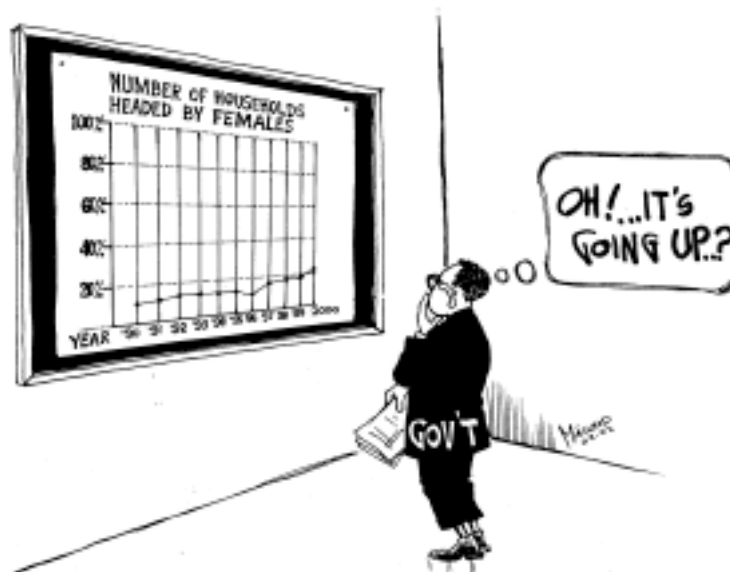
### INTEGRATED OPERATIONS

- Joint programme collaboration
- Arranging for joint advocacy

### INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

- Email and internet
- Web site design and maintenance
- Computer skills

Note: The outputs from this Groupwork session formed the basis of the questionnaire on NGO capacity building which was used at the end of day three.



## Summary of day 2

### ACTION RESEARCH

The contrast between the approaches to action research of Kihacha, ERSF and REPOA were noted with interest. The approaches were:

- to be objective without being neutral
- to be neutral and not directly advocative
- to have a long term commitment to communities and to establish a social movement focused on social justice.

Many felt that both ERSF and REPOA are modelling themselves as gateway organisations which facilitate the flow of information between policy makers and CSOs and the grassroots. While the value of this role is undisputed it was felt by many that perhaps the gate posts were far enough apart to allow some information to flow directly between policy makers and CSOs.

The matrix which was generated through group work (see handout “NGO Capacity Building”) points to a range of activities which could benefit from coordinated working between research institutions, training institutions and the wide range of NGOs and CSOs.

### NGO RESPONSES TO EMERGING POLICY ISSUES

The group work on the case study about Export Processing Zones (EPZ) demonstrated the need for NGOs to establish guidelines on how they might collectively respond to such issues (eg also NEPAD and WTO). No one organisation could hope to respond to all emerging issues and policies so there is the need for coordination to share the work. For any given issue the work would involve one NGO producing a briefing paper (one-page) for circulation to other NGOs who could seek further clarification if it was a priority issue for that organisation.

The research organisations could be very supportive in monitoring and demystifying emerging policy issues but it would be unreasonable to expect them to do all the work, especially where NGOs might see the need for advocative commentaries.

### MARGINALISED VOICES

The presentation on child abuse issues in Bangladesh raised some interesting discussion about the extent to which NGOs in Tanzania could and should try to influence policy making at the international level. This takes time and effort and it is a question of a given NGO being clear about its mission and setting its priorities accordingly.

The role of NGOs as far as the vulnerable and marginalized are concerned are to ensure that they are not:

- ignored
- manipulated
- exposed to further risk

This can be done through empowering communities. This means making sure that people know about their rights and have the ability and confidence to act to make sure they get them.

This in turn links to the concept and value of action research and PPA which can be seen as potentially embracing all four stages of the 4D cycle. And the 4D cycle can turn at the local, district, national and international levels. Obviously no one organisation can do it all. The challenge for the sector as a whole is to coordinate and harmonise its actions so that it can deal proactively with issues which it identifies and reactively and quickly with new issues as they emerge.

Communication in its broadest sense is an instrument of social change. Once a problem is recognised and understood, progress towards a solution can begin.  
[MacBride (1980) Many Voices, One World; UNESCO]

## How NGOs can use Mass Media effectively to disseminate information?

Ananilea Nkya (TAMWA)

This session covered three topics:

- the importance of disseminating information in a developmental activity
- the role and power of the mass media in disseminating information
- strategies for making effective use of the mass media

The mass media is used to inform, educate and entertain the public. It can also sensitise and mobilise people into taking action on matters that affect them. It can play a significant role in shaping people's attitudes, values and perceptions.

There are two types of mass media – ELECTRONIC such as radio and television and PRINT such as newspapers and magazines. The mass media is powerful because it can reach many people in many walks of life all at the same time.

CSOs should appreciate that media people are human beings with different levels of skills and attitudes. It is worth developing an understanding of the principles of, and personalities in, the media world. You can do this by:

- understanding media policies (the media is governed by rules and regulations)
- forming alliances (there are many media organisations with a range of agendas)
- strategic accessing (identify the best reporters and editors)
- lobbying (carefully planned and targeted)

The paper gives details of the following strategies for making effective use of the mass media:

- Press releases and statements
- Press conferences
- Interviews
- Special programmes (Television/Radio)
- Your own radio or television programme
- Involving media people in the CSO activities

## Creative communication on policy awareness

Ananilea Nkya (TAMWA)Ananilea Nkya (TAMWA)

Communication means a mutual exchange of information and understanding by any effective means. So, to be effective, communication must include understanding of the ideas being communicated and the flow of ideas must go both ways. Creative communicators make use of more channels than just the mass media.

There are four reasons for communicating:

- to give information
- to promote understanding
- to persuade
- to lead to action

Effective communication should:

- be clear
- contain factual information
- use short sentences
- use language that the audience understands
- be sent through an appropriate channel

Creative communication is designed to touch base with many different people. To be effective it must be factual, clear and attractively presented. The paper offers some tips on how to send messages through the following channels:

- Posters
- Newsletters
- Pamphlets
- Open Letters
- Petitions
- Cartoons
- Photographs
- Theatre
- Rallies

## PLENARY AND DISCUSSION

What makes some journalists more published than others?	Ability, enthusiasm and experience matter but some days there is a lot of news so good stories are dropped. Good journalists remember to get all the details (six good friends) and write clearly.
When is the best time to release a story?	June to August tends to be busy with parliamentary activities so it can be difficult to get space. Before 12 noon on Sunday is a good time to submit materials.
The quality of the journalists' stories is often poor or stories can be distorted. What can be done about this?	Take time to involve the media people and explain what you are trying to do. Talk to the editors in particular. It helps to have a media person as part of the CSO to help write all press materials.
Sometimes when you pay for journalists to come out they make all kinds of other stories!	You have to explain what you want and give background materials. It helps to produce Terms of Reference. You can make payment in instalments.
Media organisations are commercial organisations so how can they form partnerships with CSOs which are service organisations?	The media needs stories and the CSOs have stories to tell. If the CSO has a media budget then so much the better.

- Journalists are human beings and products of their culture. They can be convinced and transformed so that they take an interest in your cause and are therefore well informed.
- The journalists in most media organisations support social justice and pro-poor growth. They are sympathetic to the causes of most CSOs. The challenge is to approach them in an organised and convincing way.
- A CSO media campaign should have a budget. Most media groups do not have a budget for sending out reporters and most do not have their own transport. It is not 'corruption' if you pay a reasonable fee and expenses and get a good quality story in return.
- If you organise a press conference you must be selective about who you invite. There are many freelance journalists who just hang around. Get in touch with the news editors, explain the topic of the conference, and ask them to send along the most appropriate journalist. You can also personally invite those journalists who are sympathetic to your cause.
- It helps to involve media people even at the planning stage of your media campaign. Contact several different people from the different media organisations. Give them reading materials and arrange interviews. They cannot report well if they do not know.
- Photographs with captions can be very powerful communication tools eg very healthy and attractive people who are HIV positive; refugees with their hands cut off.
- Well designed posters can be used to start up discussions and debates.
- Petitions can be useful but you need good networks and resources to use them quickly and effectively.
- 'News' has to be 'new'. Often it is necessary to work very quickly so that your message can be linked to current events. For example Gender activists wrote a letter to the President of the World Bank before one of his visits and then demonstrated outside the hotel.

## Exercises in Creative Communication

Using the information in the handout about Export Processing Zones (EPZ) participants were asked to work in groups to produce a press release, a petition, and an open letter to the President. Although they had only 20 minutes, the groups produced some very interesting work (see online at above address). You might like to rate the quality of the outputs against the following set of guidelines.

### PRESS RELEASE

A good Press Release has the following characteristics. It should include:

- the title 'PRESS RELEASE' and a title for the subject of the article
- the full name and title of the official(s)/Organisation(s) who issued the statement
- the signature of the official(s)
- the date
- answers to the Five Ws and an H questions (who, why, what, when, where and how)
- information that is accurate, newsworthy and if possible of human interest
- all the relevant information in less than one page

A press release should be written on official paper with the full contact details of your organisation. For wide media coverage (big bang) you will have to get it to the newsrooms before 12 noon.

### PETITION

An effective Petition needs a good network and budget so that you can gather a large number of signatures very quickly. You should plan to have it signed by a wide range of different stakeholders – it is not signed separately by the sponsoring organisation(s). You should send the results of the petition to the media IMMEDIATELY. It may be worthwhile organising a press conference to announce the results.

The Petition itself should provide a short, clear, demystified summary of the issue so that people will know what they are signing up to. It should include information about who you are, what you oppose, and why you oppose it. It should also include a clear statement of your demands and a timetable for having them met. There is no need to be diplomatic in a petition. Be 100% committed to a point of view. It might help to have a lawyer involved but it is not essential if you have done your homework and you can defend your point of view.

The form for signing should have columns for the name, address and signature of those who fill it in. The logo of the sponsoring organisation(s) should be at the bottom of the page.

### OPEN LETTER

Open letters to the President are best when they are in Kiswahili and come from the grassroots. The letters have to be very clear and well written. It is OK to begin diplomatically by appreciating efforts to date etc. The idea is not only to spot gaps and problems but also to offer some possible solutions.

Letters can be hand delivered to the President's office and you can check with the secretary to make sure that he has read it. Then you can send a copy to the media and the issue will be hot!!

Note: President Mkapu now has a telephone line, PO Box and email address specially for receiving ideas from the general public. (ref: Peter Nyanje, Guardian, 21 Aug 2002)

Note: the same principle can be used with international through to village level 'big shots'

## Popular theatre and its role in participation for social development

Abdalla R Mdoe, Theatre for Social Development (THESODE)

Popular theatre speaks to the common man in his own language and deals with problems which he can recognise. The purpose of popular theatre is to stimulate ordinary people to analyse their situations so as to plan, act and makes changes in their world. It is 'popular' because it tries to involve the whole community and not just a small elite group. It follows from this that popular theatre has to be realistic, critical and free.

Popular theatre can be a powerful development tool in four ways:

- As **entertainment** it can attract and hold the interest of a large number of people in the same place at the same time
- As a way of delivering **spoken messages in the local language** it can involve the poorest groups of people who would often be left out because of illiteracy or language problems
- As a **dramatic way of describing local problems** it can help people to understand and analyse their world in a new way
- As a **collective and communal activity** it lets people share their understandings and action plans. It can also stimulate people to learn from each other rather than waiting for 'knowledge' to come from the top/down

Popular Theatre is many things; it is a medium, a message, a technique, and art and, above all, a new language. It allows for discussion and dialogue, lamentation and laughter, dance and music: together these fire the popular imagination and create a new voice – the voice of the people.

Mr Mdoe had been responsible for organising the popular theatre productions which were part of the *Zanzibar without Poverty* demystification/ distribution/ discussion exercise. This process went through the following stages:

1. Identify and analyse poverty problems as set out in the ZPRP
2. Sketch out a framework for the theatrical production
3. Formulate a budget and timetable
4. Assemble a cast of actors
5. Develop and rehearse the production
6. Perform (several times)
7. Stimulate discussion in the communities
8. Gather and upstream feedback
9. Follow up
10. Evaluate



### PLENARY AND DISCUSSION

The plenary was very short through lack of time.

It was noted that, as with many of the others aspects of creative communication (demystifying, drawing cartoons, translating, design and layout etc), it is often best for a steering group to develop Terms of Reference (ToR) and then contract the work to experts.

## CSO involvement in and contribution to Poverty Week (of Sept 16th 2002)

Josephine Ulimwengu - CARE, and DSA Technical Working Group member

### AN INSTITUTIONAL FRAMEWORK FOR POVERTY MONITORING

The Poverty Reduction Strategy Paper (PRSP) recommended that a system for poverty monitoring should be set up. A system is now in place and the Poverty Monitoring Master Plan (PMMP) describes how it intends to work. Copies of the master plan were distributed and participants were told that a demystified version (in English and Kiswahili) will soon be available.

The structure involves a National Poverty Monitoring Steering Committee providing general guidance to four small technical working groups. The structure is shown below. Note that in all case there has been a serious attempt to make all bodies multi stakeholder.

NATIONAL POVERTY MONITORING STEERING COMMITTEE			
SURVEYS & CENSUS	ROUTINE DATA SYSTEMS	RESEARCH & ANALYSIS	DISSEMINATION, SENSITIZATION & ADVOCACY
Chaired by National Bureau of Statistics	Coordinated by The Presidents Office – Regional Administration and Local Government	Led by Presidents Office – Planning and Privatisation working with REPOA	Coordinated by the Vice Presidents Office
Designs and implements a multi year programme of surveys	Helps improve existing routine data systems and develops them for better coordination and relevance	Sets priorities for and organises funding of research and analysis (including Participatory Poverty Appraisals (PPA))	Coordinates a system to gather and disseminate data and information about poverty – and raises awareness about trends.

#### SPECIFIC OBJECTIVES OF THE DISSEMINATION, SENSITIZATION AND ADVOCACY (DSA) TECHNICAL WORKING GROUP (TWG)

- to create public awareness of the information on poverty
- to develop an information database to enable decision makers at all levels to make informed decisions
- to empower stakeholders to influence decisions and suggest appropriate measures

#### SPECIFIC ACTIVITIES OF THE DSA – TWG

- to gather the information from the other TWGs
- to disseminate information produced by the Poverty Monitoring system
- to develop a strategy for producing and disseminating user friendly information
- to identify target groups, determine their information needs and figure out the most appropriate channels for reaching them

#### Eight groups of information users have been identified so far:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Policy Makers</li> <li>• Research/Academic Institutions</li> <li>• Civil Servants in Central Government</li> <li>• Civil Society Organisations</li> </ul> | <ul style="list-style-type: none"> <li>• Local Government Officials</li> <li>• The Media</li> <li>• External Development Partners</li> <li>• The General Public</li> </ul> |
|--|--|

## POVERTY WEEK (BEGINNING 16<sup>TH</sup> SEPTEMBER 2002)

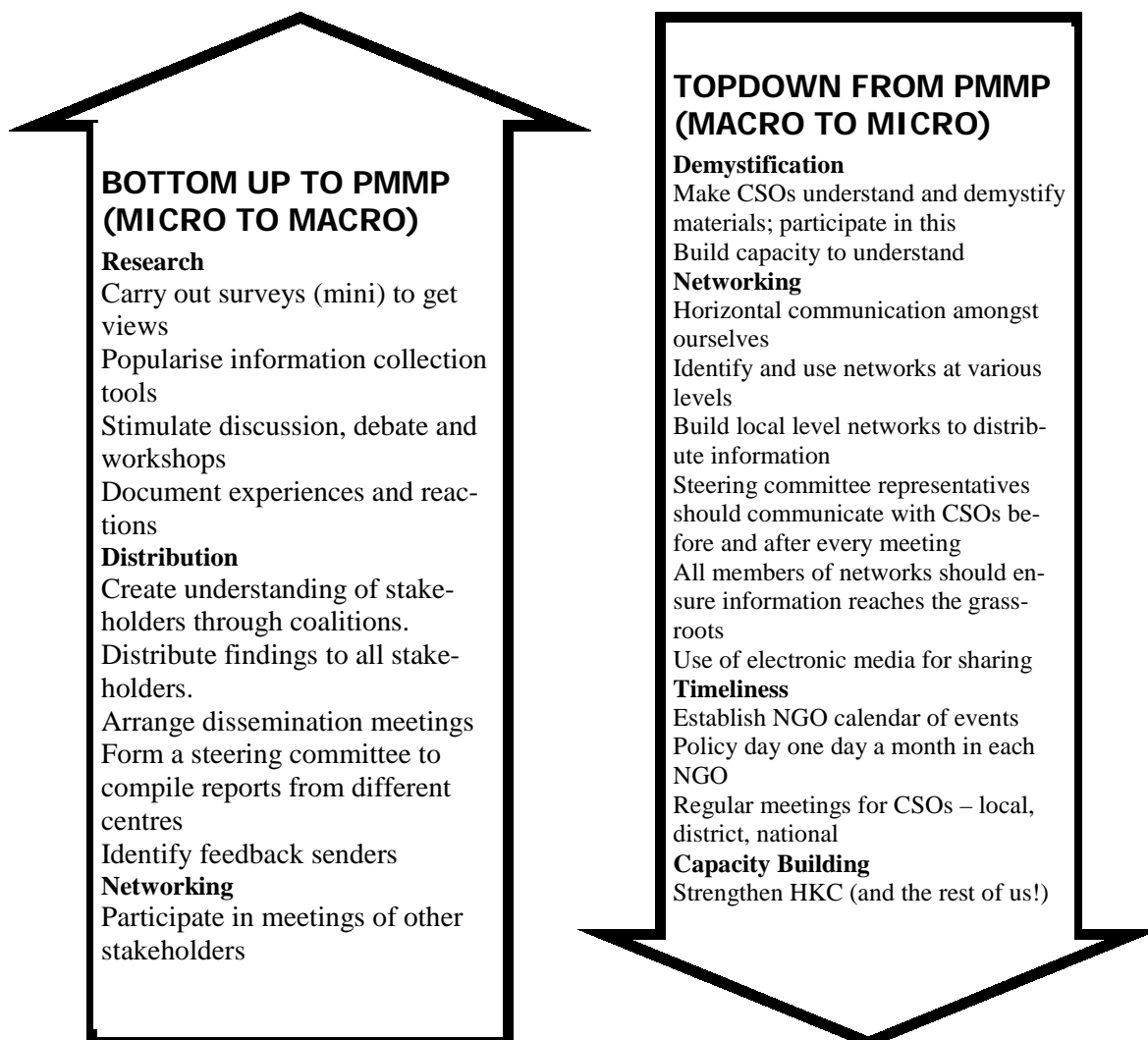
The timing and details of the poverty week are still open for discussion and consultation. Amongst other things, the following items will be featured:

- The Poverty Monitoring Master Plan (PMMP) and its user-friendly versions in English and Kiswahili
- The Poverty and Human Development Report
- The Household Budget Survey (Final Report 222 pages and Key Findings (English and Kiswahili 24 pages))
- Participatory Poverty Appraisal (PPA) Feedback Report
- Tanzania Assistance Strategy (TAS)
- Vulnerability Study
- Child Day
- PRSP Progress Report

### Macro-Micro linkages in the PMMP

Working in groups the participants reflected on possible top down and bottom up modes of channelling information through the poverty monitoring system. (Macro-micro linkages).

Note: it may be useful to have more MESO (middle) level CSOs like Hakikazi who are deliberately set up to bridge the macro-micro gap.



## NGO Capacity building

The following list was produced by groupwork on 13 August 2002. On 14 August the participants were asked to tick the **three most urgent needs** for themselves and for their organisation.

	Personal training need	Organisational training need
Setting research agendas	12	7
Sponsoring/funding research	6	11
Organising joint research	8	4
Mobilising before research	5	3
Clarifying issues through research	7	6
Testing hypotheses	5	1
Research students working with NGOs	1	0
Sharing research findings	5	7
Feedback limitations of research tools	4	5
Developing curricula	8	6
Collaborating on manuals	1	4
Distributing materials about policy issues	8	12
Disseminating findings to communities	14	10
Networking	4	8
Exchanging data/information	3	2
Exchanging experts (Terms of Reference)	0	4
Sharing/transferring skills/ expertise	4	3
Training researchers	3	6
Training staff	4	7
Producing case studies	4	3
Testing analytical tools	3	1
Joint programme collaboration	0	12
Arranging for joint advocacy	9	13
Email and internet	0	2
Computer skills	6	3

Participants were also asked to mention other learning needs that they had. The most common of these were:

### ORGANISATIONAL LEARNING NEEDS

Research skills	(18)
Organisational Development	(12)
Advocacy and Lobbying	(11)
Popular involvement with policy	(6)
Networking for joint working	(5)
Communicating with communities	(4)
Fund Raising	(3)
Computers etc	(3)
Staff Development	(2)
The 4D approach	(2)
Gender	(2)

### PERSONAL LEARNING NEEDS

Participatory Research and Analysis	(18)
Policy design and analysis	(13)
Staff training	(11)
Advocacy and Lobbying	(9)
Leadership and Management	(5)
Computers etc	(4)
Creative Communication	(4)
Demystification	(4)
Fundraising	(4)
Joint working	(3)
Using research findings	(3)
The 4D approach	(2)
Gender	(2)

## Closing Address

Emmanuel Kallonga

Mr Kallonga's closing address considered how much the colloquium had done of what it set out to do. He had mentioned six objectives in his opening address.

1. *to provide an opportunity for civil society organisations and policy makers to interact and exchange ideas, opinions and experiences on the subject of creating knowledge about policy issues in Tanzania.*

The colloquium included an informal seating arrangement and a set of groupwork activities that encouraged people to interact and exchange ideas. The colloquium involved more than 70 participants from a wide range of stakeholder organisations - this objective can be said to have been achieved.

2. *to build a shared pool of contacts, skills and understanding and to use it for mutual support and information sharing. To use this pool as the root of a knowledge network which builds rights based social movements that enable people to access and understand policy information and to interact with it constructively.*

The contact database which has begun at the colloquium will be distributed with the report but many more contacts have already been made. The challenge that lies ahead is in figuring ways of working together to build effective knowledge networks and thus build social movements. Several of the presentations gave practical ideas about how this might be done.

3. *to generate tools for analysing policies. These should focus on grassroots experiences and should help to generate alternative ways of being and doing. They should also enable ordinary people to bring their views to the attention of policy makers at all levels.*

The presentations about Action Research and Participatory Poverty Assessment from RE-POA, ESRF and Kihacha offered a range of possible tools and procedures that can help grassroots people analyse their situations and feed their ideas to policy makers. Many of these will develop through field testing, and new variations will doubtless emerge.

There is a need to strike a balance between extractive and participatory research and between analyses which seek to clarify policies and those that seek to critique them. The guiding principle is that policies and actions at whatever level in the system should increase rather than decrease the level of social justice. The Poverty Monitoring Master Plan provides a framework through which a lot of useful information might flow.

4. *to build a sense of ownership of a user friendly guide to the process of popularising policy and giving feedback to policy makers.*

The 4D model upon which the guide will be based was analysed piece by piece and modified in the light of the experience of different participants. Most contributors seemed to appreciate the model and the way that it helped to put their activities in a larger context.

The main modifications to the model involve

- a much richer understanding of the processes of distribution and discussion
- an appreciation that the model can be applied at all levels from international through to very local (ie at macro, meso and micro levels – vertically and horizontally)
- a realisation that the 4D process is the same for all creative communication methods – not just the written word.

5. *to create a bridge between like minded organisation working at different levels ie from international through to local*

The 'language of discourse' remains a problem. The gap in knowledge, skills, attitudes and values of actors at the different levels remains large. The bridge will have to be built from both ends. The 'experts' will have to learn to speak so that ordinary people can understand them better and ordinary people will have to build their capacity to quickly analyse and understand the implications of macro policy on their micro situations.

Hakikazi Catalyst is an example of a meso CSO. It is trying to build bridges by demysti-

fying messages coming from above and by arranging for feedback of messages from below (and sideways). But the task is enormous and more organizations will have to get involved. This colloquium has perhaps helped to point the way. The process should also run much more smoothly once the four Technical Working Groups in the Poverty Monitoring Master Plan begin to function effectively.

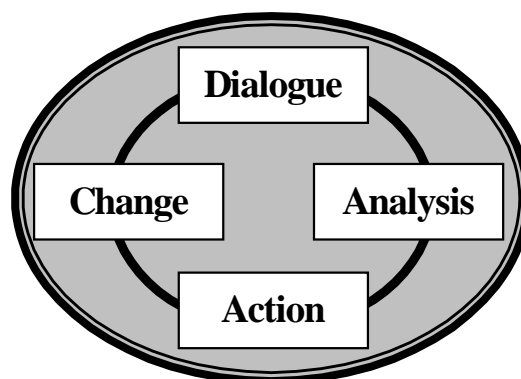
6. to support a process of sharing between stakeholders in the process of poverty reduction. This process has already begun but it still has a long way to go. We must work out joint learning programmes, participatory research initiatives and ways of providing continuous feedback to policy makers.

The colloquium began and ended with participants reflecting on skills – both on those they already have and those they need to develop. These have been sorted and analysed. Various groupwork activities outlined possibilities for joint action. The colloquium had the support of some of the country's main research and training institutions and some key funding organisations and government departments. The pool of shared understanding is growing.

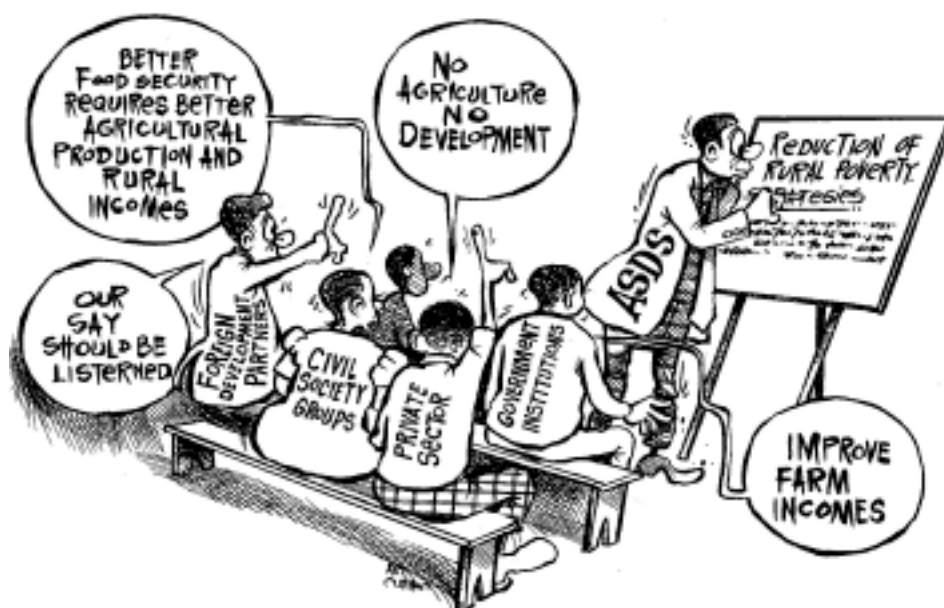
This colloquium was not designed as a training workshop but rather as an opportunity for a wider range of stakeholders to come together and share experiences and felt needs. While no definite action plans have been designed (let alone costed and funded!) the field of possibilities is now more clearly mapped.

We have engaged in DIALOGUE  
and made a good start on  
ANALYSIS.

The challenge is to take ACTION  
which leads to CHANGE



**SUCCESSFUL  
EMPOWERMENT  
means that facilitators  
LOSE CONTROL**



## Database of Participants

The 67 participants who completed a registration form are listed here. Only basic contact information is given. If you would like more information you can get in touch with Hakikazi Catalyst who will either give you such information as they have, or supply you with a copy of the Access database which they are updating on an ongoing basis.

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## Acknowledgements

This report results from the work of the many individuals and organisations that attended the "Dialogue for Change" Colloquium which was organised by Hakikazi Catalyst.

We would like to thank all the partners, participants and sponsors who gave of their time and energy to facilitate the colloquium and the production of this report. We sincerely believe that everyone who participated in the process has gained from it both by giving of their knowledge and experience and receiving the same from others.

We owe our sincere thanks to George Clark from the Caledonia Centre for Social Development in Scotland. As the main Technical Advisor to Hakikazi Catalyst he not only presented two papers but also acted as rapporteur for the colloquium and chief author for this report. We also greatly appreciated the contribution of Kate Dyer as colloquium moderator. Her knowledge, experience and humour were invaluable assets to the overall process.

Thanks are also due to the facilitators and discussants who so ably presented papers and stimulated discussions. These included Mrs J F Bitegeko (Ministry of Agriculture), Christopher Mushi (UNDP), Waheeda Shariff Samji (Carpe Diem Ink), Emmanuel Kallonga (Hakikazi Catalyst), Prof Marjorie Mbilinyi, Charles Eckhardt (PPA Technical Advisor), Els Lecoutere (REPOA), Martine Billanou (Save the Children), Ananilea Nkya (TAMWA), Abdalla M Mdoe (THESODE), and Josephine Ulimwengu (CARE).

As Napoleon noted, 'an army marches of its stomach'. Thanks are thus due to the 'background' people - to Chamba Kajege for attending so ably to the logistical aspects of the colloquium and to Anne Lema, Bernadette Bachubila and Justo Maleo of Hakikazi Catalyst for attending so cheerfully to the mountains of 'administrivia' which come before, during and after such events.

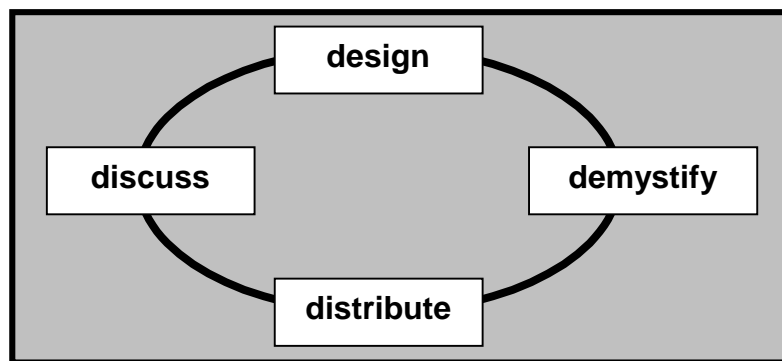
We cannot fail to appreciate the contributions of our sponsoring partners who provided a variety of resources; these included the overseas partners from OXFAM Ireland, the Caledonia Centre for Social Development, and Seafield Research and Development Services from Scotland, and the in-country partners that included UNDP, the Vice-President's Office, Save the Children, and REPOA.

But this report is based not only on the hard work of the abovementioned people. There were 70 other participants in the colloquium. Their lively and thought provoking contributions make them joint authors of this report. Their offerings are gratefully acknowledged and we sincerely hope that their future discussions, analysis and actions will be informed by the colloquium and lead to more systematic and coordinated changes in the pattern of our emerging participatory democracy. May they set wheels in motion and lose control.

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# *Dialogue for Change*

Popularising Policy  
and  
Influencing Change  
through  
Action Research,  
Advocacy  
and  
Creative Communication



Full versions of the Colloquium papers are available online at:  
[www.hakikazi.org/papers01](http://www.hakikazi.org/papers01)

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