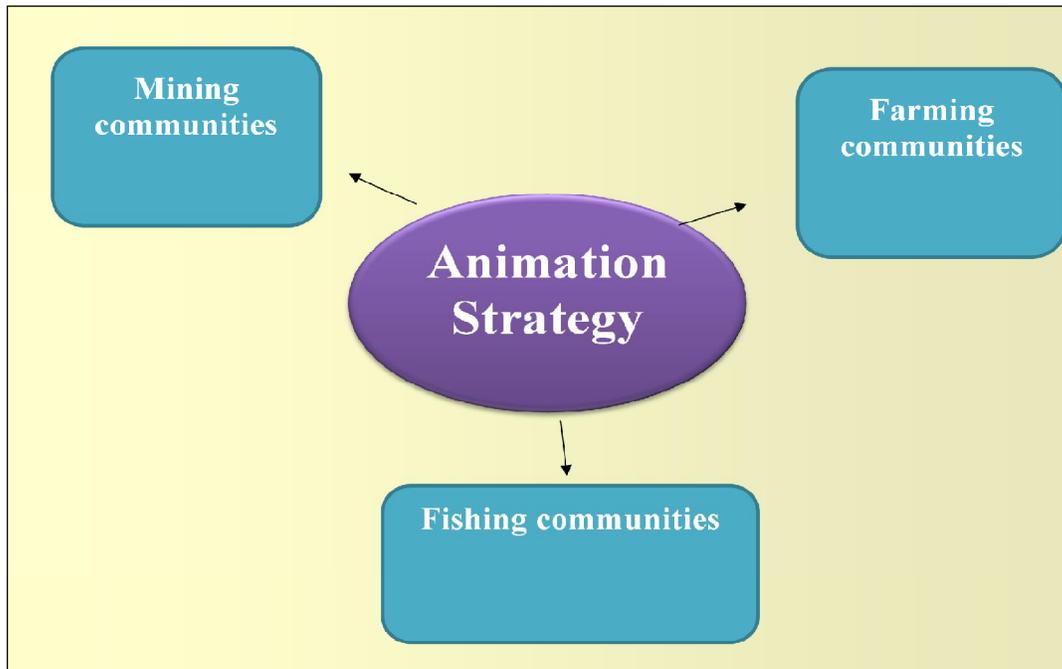




Strategic Plan 2015-2017

Facilitating rural communities to voice and take decisive actions over mining, agriculture and fishing sectors through animation approach

The intervention model in perspective



Animation strategy leads a process of strengthening community voices and collective actions that are well informed by meaningful training, mentoring, coaching on monitoring government policies.

Mining: The process will among other things facilitate the communities to better understand and establish dialogue with government and the private sector on small and large scale mining projects; transparency and issues of Corporate Social Responsibility (CSR), service levy and local content shall be central to the empowerment process.

Farming: Smallholder farmers shall be engaged in policy processes to better understand and claim their rights. Cotton farming will lead the farming agenda while issues related to welfare and livelihoods of many smallholder farmers are well packaged and strategically used for advocacy purposes. Cotton is considered to be white gold; characteristics of cotton farming and exploitation involved have similarity to large scale mining operations.

Fishing: Communities in these areas shall also be facilitated towards conscientization to break the culture of silence on human rights abuses and in misuse of public resources, management of natural resources along the Lake Victoria region. There is a concern that small and large scale projects in fishing are not transparent, there is also a concern that income generated from this industry including tax is not managed in a way that reduces poverty improves the welfare of fishing communities

There is a link, unseen connection of farmers' land and the mining sector, forceful evictions, pollution and activities during dry season are one of many evidences for the linkage. The link of fishing activities to both mining and farming are farfetched but communities living along the fishing areas also require policies to work and make difference to their lives.

The three interventions will develop scenarios, informed dialogues and help Tanzania government and its citizen to reflect, and propose alternative effective policies before it is too late!

Table of issues and areas of interventions

Theme	Issues raised so far	Intervention areas
Mining	Access to land, access to safe water, CRS, compensation, violence and conflicts , transparency, mining licenses, service levy, customs duty, limited knowledge of mining Act and Policy, environmental impact assessment, roles of oversight	Kishapu: Luhumbo, Nyenze, Idukilo, Itilima villages Kahama: Budushi, Mwime, and Chapulwa villages Geita: Shenda, Geita DC, Mbogwe, Bukombe
Farming	Access to land, corruption, grazing rights, limited community participation, poor primary education, gender imbalances, poor governance especially in cotton value chain and in agriculture inputs.	Maswa, Bariadi and Sengerama:
Fishing	Human rights abuses, access to information including public finances, revenue collections and transparency in fish markets, , lack of village meetings, roles of oversight bodies	Sengerema, Ukerewe and Magu

PART A.	
A1. Legal establishment of organization	
Name of Organization	Actions for Democracy and Local Governance
Acronym	ADLG
Legal status	Limited with grantees without shares
Year of establishment	May 2010
Year of registration	2011
Registration number	84372
TIN registration number	118-847-407
A2. Contact information of applicant organization	
Official address	Mwanza, Ilemela, Nyakato ward, National street
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Web site, facebook etc.	www.adlg.or.tz
A3. Statement of capacity of organisation at present	
<p>ADLG has been implementing governance programme in 6 districts of Shinyanga Region (now split into Shinyanga, Simiyu and Geita) since 2011. A core component of the programme has been the capacity-building of 408 Community animators through training sessions and on-going mentoring and coaching. The approach of the programme has been non-issue specific, meaning that the animators are supported to develop a broad range of skills and access various types of information and they themselves, along with their community, decide what issues they would like to follow up and take action on.</p> <p>ADLG also facilitates open dialogues at village and district levels (as part of local activism and advocacy) within these communities with interest of bringing issues raised during trainings and mentoring sessions to the attention of “policy makers” at Local Government level.</p> <p>ADLG is an active member of Agriculture Non-state Actors Forum (ANSAF) and Policy Forum; these are the most active and reputable CSO national networks in Tanzania. ADLG joined these networks to get connected to national level advocacy and also skilfully connect issues raised at local government level to these national level efforts. ADLG is also working with ANSAF in Social Accountability Monitoring System which is really starting to gain momentum in Sengerema and Bariadi districts.</p> <p>ADLG works with Hakielimu in facilitating radio dialogues particularly on education issues in one district as a pilot project. Here the animation goes to another level where we facilitate dialogues within the community (as usual) but these dialogues continue through a community radio available at the district.</p> <p>ADLG seats at the Policy Forum’s Board of directors to support the implementation of the 2014/16 strategic plan.</p>	

PART B: Background of ADLG

“Actions for Democracy and Local Governance” (ADLG) is a duly registered national non-government organisation (NGO) advocating for active citizens participation, local democracy and governance in Tanzania. The establishment of ADLG was highly motivated by the multi-party politics, elections and respective political decisions, the state and practice of Tanzania’s local governance.

ADLG enables abilities of teachers, young people and religious leaders within small hold farmers, mining and fishing communities to actively promote citizen-led democratic governance, people’s democracy and Accountability at village, ward and district levels. ADLG works to challenge practices, promote innovations, critical thinking and in inspiring the rural communities to join the momentum of active citizenry.

Vision

“ A credible and capable institution for Capacity Building and Advocacy in Democracy, Leadership and Local Governance through strong and sustainable partnership with various stakeholders.

Mission

“ To promote and advance the cause of Democracy, Good Governance and increased citizen participation in Democracy and Governance related matters through civic education, advocacy and community mobilization/animation.

Our goal:

“ Create and enhance abilities of young people, men and women, teachers and religious leaders in mining, farming and fishing communities to actively engage in democratic governance agenda at village, ward and district levels.

Our strategy:

“ Through *Community Animation*, where we enhance Capacity Development through participatory training approaches, mentoring and dialogues to challenge practices, promote individual innovations, reflections and critical thinking towards inspiring citizens to take collective decisive actions to influence national and local policy processes.

Specific Objectives

Four specific objectives were developed in 2011 to guide ADLG in interventions:

- “ To enhance special groups of people i.e. children, youth, poor and marginalized women, people with disability, people living with HIV/AIDS to engage strategically in matters related to Democracy and Governance.
- “ To collaborate with other CSOs for effective national advocacy and lobbying on public resource management and informed civil populace.
- “ To promote popular education theories and acceptable practices of democracy, leadership and governance to rural fishing, mining and farming communities.
- “ To develop acceptable models for applied local governance, local democracy and local participation and build ADLG as a reliable institution for citizen engagement model.

Animation is our approach

“Animation” as an approach, is built on notion that Tanzanians shall realize their innate potential for improving their lives through inclusive and participatory democracy where a collective action is a result of involvement of all members of a community.¹

“Community animators,” are individuals, trained to be active citizens who use knowledge and skills in dealing with issues related to social justice, they facilitate the process of discovering how individuals and groups can be part of transformation. These are positioned to strengthen the demand side of accountability, they work with other members in the community to hold local governments to account, and they seek to enhance justice, accountability, democracy and governance. They challenge “fear” in communities, they ask questions and seek answers about natural resources, allocations, public policies, leadership practices and about access, quality and equity in public service delivery processes. They serve as examples by monitoring public resources including village finances, service levies and other locally generated money, they actively participate in village, district and regional level gatherings/meetings.

Through mentoring and coaching, animators have also been at a forefront actively supporting the three rural communities to engage in constitution-making process.

Areas we practice the “animation” approach

Now, the approach is implemented in 170 villages of the eight districts of Kishapu, Shinyanga rural, Kahama, Bukombe, Mbogwe, Maswa, Itilima and Bariadi, Ukerewe and Magu where ADLG works with a network of **408 community animators** (farmers, teachers, and religious leaders). Over the past two years, the animation approach has managed to support communities to take collective actions on issues related to land grabbing, village plans and finances, women’s health, livestock development, domestic violence, large scale investments and corporate social responsibility, compensation, corruption, access to safe water and quality education.

As we implement the community animation strategy, cotton farming became a concern of majority cotton growers in Kahama, Maswa, Kishapu and Bariadi areas, there is fear that cotton farming is being sabotaged and that growers are being exploited by some investors who have created a syndicate with some politicians. ADLG is working with stakeholders to stimulate the institutions of governance around the cotton farming.

ADLG is working with ANSAF to help cotton growers to claim compensation from government after cotton seeds failed to grow in 2013/14 season. We have conducted several dialogues in three districts so far, we look forward to conduct national dialogues with key ministers and members of the parliament on the matter in future. ADLG is implementing Social Accountability Monitoring (SAM) in Sengerema and Bariadi on agriculture

Since the beginning of ADLG’s work with animators, mining has come up as an issue and concern for various communities across the regions. Whereas initially this was largely restricted to the areas where there were large-scale investments in mining, e.g. Mwadui in Kishapu and Buzwagi in Kahama, it is no longer so the case. Communities have raised concerns around both small-scale and large-scale mining, on access to land and water in the face of mining and prospecting, and on compensation and CSR. ADLG is looking forward to conduct SAM in mining sector.

¹ This approach is largely influenced by the readings of Paulo Freire’s “Pedagogy of the oppressed” that consider “conscientization” shall develop through a process of community discussions, reflection and finally (community members) taking actions.

How we learn

Learning continues to be central to ADLG, and continues to be a regular component of all activities within the programmes. On-going monitoring continues using the **Outcome mapping² journals**, which feeds into the program /project planning and reporting.

To supplement, sometimes ad-hoc data coming out of the outcome mapping journals, the programme relies more on supplementary information from “story telling” which are generated from mentoring sessions (mostly during field visits), and telephone conversations. Stories are often powerful pieces of truth and storytelling is one of the most effective ways to convey them especially in society where there little motivation for reading and writing.

² Outcome Mapping is an innovative approach to project and programme planning, monitoring and evaluation with a strong focus on participatory learning. The major innovation is the emphasis on the behaviour change of key actors with whom the programme has an influence, rather than focussing on changes in state that may or may not be attributed to the programme.

PART C: Background to the 2015-2017 Strategic plan

The vision and mission have consistently help in guiding and shaping ADLG's strategies and overarching goal since its establishment in 2010. These will continue to work as a corner stone for this strategy. This strategy is massively being informed by the progression of learning from what has been happening during implementation of previous strategy, also learning from others like-minded organisations and CSOs networks in Tanzania.

This strategy is also being informed by various international and national policies, frameworks and strategies including the Local Government Reform Programs, Poverty Reduction Strategies, Public Expenditure Tracking Guide, Social Accountability Monitoring System, Millennium Development Goals, Natural Resource Management Frameworks.

The strategy acknowledges that participation of civic society organisations in engaging and informing key policy processes including budget processes is vital and has increased at the national level, experience indicates that such participation and engagement at local government level has been lacking, some of the reasons for this include low capacity on the part of NGOs and communities to understand how these processes work and to clearly define what it takes to effectively engage i.e defining a model or community approach which is being supported by well informed NGOs on making meaningful engagement to happen at community and Local Government level.

As part of efforts aimed at addressing the acknowledged gap, since 2011 ADLG have been working with three communities namely; Farming, Fishing and Mining communities in Simiyu, Geita, Mwanza and Shinyanga regions. The previous strategy was mainly focusing on more understanding about these communities, knowledge and skills development for communities. The flagship for knowledge and skills development was "conscientization and dialogue" which has actually been the emergence of exciting popular animation strategy, the experience of working with these communities established that it was first important to break the culture of silence! It was realised that we needed an approach that will make people gain self-confidence and know that what they think is important for transformation.

There is a significant change and gains in promoting active citizen participation, transparency and accountability at community level, some communities have been openly engaging in discussion about land, agriculture, extractive industries (especially mining), they are following up and seeking information from their local authorities concerning extension service support, village and school finances, corporate social responsibility

This new strategy (2015-2017), we are moving to another next level, ADLG will work to solidify community efforts and strengthen the long term sustainability of the community's achievements. The consolidating efforts will involve focused attention on the community and chosen sectors to assist them in further developing long-term sustainable practices. This includes creating mechanism to ensure that women's priorities become regular part of the decision- making processes.

In other words ADLG in this strategy will focus on institutionalizing changes to sustain the positive emerged changes in the community, engage more with LGAs, connect issues to larger CSOs community and this will definitely need strategizing, solidifying and sustaining as key components of animation.

Drawing from past experience of the past strategy (2012-14), in the next three years (2015-2017) ADLG plans to basically focus on the areas of: Natural Resources, Education, Health and Agriculture while the point of departure will be Governance and Accountability, Democracy and Human Rights, Gender Equality and Equity.

In light of the above, and with the recognition that ADLG is struggling to provide the necessary support to communities on mining-related issues, ADLG is still seeking financial support from various organisation to support and learn from communities that have been affected by mining.

PART D: context

In the late 1990s, the government of Tanzania issued Tanzania Development Vision 2025, a document setting out nations long-term economic and social goals, this was followed by National Poverty Eradication Strategy (NPES) and the Poverty Reduction Strategy Plan (PRSP), the three provides strategic frameworks for poverty reduction and development planning. Importantly, all of them stress the importance of good governance through a system of government that is efficiently and effectively decentralized, that provides quality service to all its people, exercise sound finance management, and engages people and civic society institutions in local policy development, planning, implementation, monitoring and evaluation.

These three, coupled with the local Government Agenda, the local Government reform programme, the regional administration act, and the Local Government laws is a one clear testimony that the URT is politically committed to effect decentralization and to enable people to participate in the process of governance for their own development.

As a result of implementation of these frameworks, more space for non-state actors including NGOs and citizen to participate and inform policy and other development processes has been created over time. In early 2011, ADLG forged partnership with various development actors as a mechanism to mobilize critical mass in rural communities in Shinyanga, Mwanza and Karagwe to better engage in local governance.

While it is acknowledge that active citizen participation is central and focal point of local governance and that there is an increased efforts of non-state actors in mobilizing communities, experience indicates that meaningful participation (either directly or through representative) in local government (district and village) and decision-making process is very limited to women, poor men and young people in many rural areas.

As part of the efforts aimed at addressing the acknowledged gap, ADLG with these partners) engaged in implementing governance related project officially from January 2012. Our partnership was basically about strengthening the supply side of accountability where we facilitated and mobilized “rural community animators” to engage in governance affairs in their respective village areas. This initiative aimed at increased social accountability and responsiveness of local government to rural communities.

PART E: Rationale

This project proposal finds its justification in four main grounds.

The first ground is that Tanzania is changing; we are experiencing economic growth, have witnessed vibrant elections processes and the increasing influencing role of mass media. While we see all these changes, it is not resulting in less people living in poverty, the progress we hear from media and leaders that the government is making is not being reflected to a common person at the rural areas of Tanzania.

According to a database available at the Ministry of Energy and Minerals, Tanzania is one of the countries blessed with a huge reserve of mineral resources, recognizing the opportunity and importance of the mining sector to contribute fully in the economic development; the government passed the Mining Policy (1997), mineral policy (2009) and a mining act (2010) to direct the mining sector and respective activities in the country. Basically the objectives of this policy are to increase government revenue and reduce poverty. In 2005, Tanzania was ranked 164 out of 177 countries in UNDP's Human Development Report as one of the poorest countries in the world.

Tanzanian government developed the Development Vision 2025 to give the nation a direction and a philosophy for sustainable development of the people. Good Governance and the rule of law are identified in the document as key driving forces that are essential to improve quality of life. This requires some efforts to develop a culture in which citizens are able to monitor public resources and are able to hold their leaders and public servants accountable. The vision states the necessity to build and support an administrative system that effectively follows up and manages the development process. Therefore it is vitally needed "to adopt strategies to build integrity by promoting accountability and transparency" (URP 1999) p.26.

The second ground is that ADLGs' commitment to the promotion of good governance and democratic governance with rural communities in Tanzania as embodied in its mission, vision and goal where we chose to work with rural communities through animators to promote active citizenry as a strategic way of contributing to the national efforts of reducing poverty and promotion of justice in Tanzania. We look at poverty more systematically from people's participation perspective. Our experience has revealed that mismanagement and misallocation of resources, weak capacities, community fear, threats, lack of public participation, lack of information, corruption, as one of the factors that impede democratic governance and hence denial of welfare and livelihood of our people.

ADLG experiences also reveal that official systems of governance at village level are almost at standstill, women are not engaging, accountability is close to zero and that few people who want to change are threatened and lack required advocacy and mobilization skills.

The third ground is the recognition and importance the government of Tanzania places on CSOs like ADLG as one set of key actors in the governance of the country. One clear testimony is that the National Strategy for Growth and Reduction of Poverty (NSGRP) recognises CSOs as a vital actor. The strategy provides that CSO roles and responsibilities include; building local capacity and empowering communities; participating in monitoring and evaluation at national and community level; mobilizing and enhancing community participation; and mobilizing community resources for poverty reduction. The strategy states that *CSO will advocate for accountability of its members and government to the people.*

Another testimony of government's political will and trust in CSOs is seen the Public Expenditure Tracking (PETS) guide which was published by Prime Minister office Regional Administration and Local Government (PMO-RALG) in 2005. The guide was produced for Local Governments, PMO-RALG and secretariats but insists that successful PETS as a tool for downward accountability at all levels depends on collaboration even partnership between the private sector, CSOs and LGA and its organisation units (i.e school, clinics, departments, ward, village, mtaa), constructive and open dialogues.

PMO-RALG expects CSO to develop methodologies for PETS at local level and to provide briefs to councillors, directors and other local leaders. The ministry also expects an increased numbers of CSOs interested in PETS especially in line with the increasing level of financial resources going to and through LGAs to lower local government (see page 5 of the guide).

The forth ground is the fact that many studies and experiences concerning governance practice in Tanzania especially at local level reveal, shows that constantly public accountability area is problematic and it requires greater efforts by LGAs, PMO-RALG and civil society to improve. (See NSGRP status report of 2006; progress towards the goals for growth, social wellbeing and governance in Tanzania by ministry of planning, economy and Empowerment).

PART F: Goal, Purpose, Output and major activities

Overall Goal:

The overall goal intervention, regardless of subject is to reduce poverty. We view “poverty” from “active citizen participation” perspective, this perspective links poverty to power and resources, seeking accountability and transparent management of affairs of national interest. It is clear then that achieving poverty reduction targets requires practises of good and democratic governance, collaboration with other CSOs and the private sector and a serious attention to the economic potential of an area. **This strategy is therefore geared towards improved impact of rural communities on the democratic governance and local development processes in Tanzania.**

The purpose:

Assuming that the meaning of the word “purpose” is the specific changes that we anticipate to contribute to the overall goal, then the project purpose is to see the community (farmers, teachers, students/pupils, religious leaders) at village and district level individually or in groups (NGOs and CBOs) effectively monitoring and influencing the local planning with a focus on public resources and on the service that community (women, poor men and women, boys and girls) receive from service providers.

In other words the strategy intends to “enhance” the community’s control over the public and private sectors (their government, their public policies and the endowed resources).

Accordingly, two outcomes are envisioned. First, it seeks to bring about a deepened understanding among rural communities through *story telling / photo essay* on the knowledge, skills, experiences, realities and evidences. Second, it seek to see the communities strategically using the information with regard to agriculture, mining, public resources, planning for public service delivery to inform and influence the government’s ways of implementing policies at local government level.

PART G: Output and major activities

Four outputs are expected during and after the implementation of this strategy given the appropriate support from various partners.

Output 1: Increased knowledge and skills of participants on accountability seeking /tracking systems and policy monitoring

- Strengthened capacities in using knowledge and skills to monitor public resources, policy implementation, analyze document and experiences with regard to services that community receives.

Output 2: Strengthened capacity of participating communities in applying accountability seeking systems and policy monitoring

- Positive actions taking place in target areas (villages, wards, districts) where participating animators exists

Output 3: Documented and well packaged concerns and experiences of poor women and girls

- Reliable and objective information about the experiences and concerns of the rural community in the target area is well packaged and shared strategically.

Output 4: Strategic linkages of accountability and policy monitoring processes with CSOs networks

- Reliable and objective CSOs discussion about policy information and respective concerns of the rural communities towards effectively engagement in relevant policy processes

PART G: description of major activities

Based on the purpose and outputs identified, the following activities will be implemented, the list of activities may change overtime depending on the functionality of monitoring and evaluation systems in place. Mentoring activity shall also help to inform the way we change the list of activities.

1. **Meeting and strategic trainings.** Series of community meetings and trainings will be conducted at community level with teachers, students, religious leaders (community animators) and local leaders,. These trainings shall focus at developing their understanding, knowledge, confidence and self-esteem and skills on specific accountability seeking tools such as public expenditure tracking, social accountability monitoring system and community score cards. Trainings shall also expose them to local planning processes, policies and the Tanzania's local government framework. From these trainings is where village, ward and district level issues related to mining activities, agricultural development and fishing shall be brought up and analyzed for discussion and further actions.
2. **Mentoring and Coaching.** While conventional trainings for capacity building shall be used, a more focused approach aiming at one to one mentoring and coaching will be provided to community animators within their respective villages, sometimes including their respective community action groups. Another dimension of Mentoring will focus on how to impart skills for animators to communicate evidences, concerns to the attention of the entire village, ward and district community for a mass action.
3. **Network and advocacy.** The above two activities, are expected to generate packages of information and issues, challenges and successes stories. ADLG shall position as a facilitating agency for this information to reach national level stakeholders through major national networks including CSOs and networks including ANSAF, Policy Forum, Hakirasilimali.

ADLG shall also target NGO and CBO that are based in the region which are already implementing similar activities on the ground to advance governance and policy engagement. These shall form a platform with strong position and presence at regional level on issues of governance and accountability in three areas: mining, fishing and farming (agriculture).

This activity is forming a basis to support the establishment of a regional network of CSOs on Extractive and Public Money in either Shinyanga or Simiyu regions. Monthly forums shall be a point of departure, monthly meetings shall be encouraged and facilitated to utilize the work of community animators as channels and entry points for forging linkages and forming strategies.

4. **Story telling/ Photo essay.** This activity so much linked to other activities, animators shall be facilitated to use memory books to write what they see, what they know and how they are involved, a memory book is a personal diary /journal where each animator shall have one. This is also an ideal for our M and E data collection and analysis. The information collected will be synthesized to develop stories of change /impact stories.



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