

Management of Community Development Programmes

ACU07324

**Institute of Adult Education
Adult and Continuing Education Studies Department
Bachelor of Adult Education and Community Development – Through ODL**

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About this module

This module has been produced by the Institute of Adult Education. All modules are structured in the same way, as outlined below.

How this module is structured

The module overview:

Dear learner, the module overview gives you a general introduction to the module. The information contained in the module overview will help you determine:

- if the module is suitable for you
- What you will need to know
- What you can expect from the module
- How much time you will need to invest to complete the module.

The overview also provides guidance on:

- Study skills
- Where to get help
- Unit assignments and assessments
- Activity icons

We strongly recommend that you read the overview *carefully* before starting your learning.

The module content:

The module is broken down into units. Each unit comprises:

- An introduction to the unit content.
- Terminologies.
- Core content of the unit with a variety of learning activities.
- Unit reflection.



- Unit assignments.

Resources:

For those interested in learning more on this subject, we provide you with a list of additional resources at the end of this module.

Your comments

Dear learner, after completing this module, we would appreciate it if you would take a few moments to give us your feedback on any aspect of this module. Your feedback might include comments on:

- Module content and structure
- Module reading materials and resources
- Unit assignments
- Module assessments
- Module duration
- Module support (assigned tutors, technical help, etc.)

Your feedback will help us improve this module.



Module overview

Welcome to this module

Dear learner, in this module, you will learn about management of community development programmes. This module is made up of four units. Unit one is all about analysis of community development issues. Unit two focuses on design of community development programmes. Unit three covers the conduct of lobbying and advocacy of community development programmes. Unit four will enlighten you on management of conflicts in the community. We hope that you will enjoy studying this module.

General competence



Dear learner, you are expected to have a thorough understanding of how to analyse community development issues after completing this module. This knowledge will help you to design community development programmes. It will also equip you with lobbying and advocacy skills regarding community development programmes. More importantly, you are expected to develop competence on project proposal for community development.

Study skills



Essentially, you will be taking control of your learning environment. As a result, you will need to consider performance issues related to time management, goal-setting, stress management, etc. Perhaps you will also need to familiarize yourself with areas such as essay planning, coping with exams, and using the web as a learning resource.

Need help?



Dear learner, in the course of your study, you may need help in various areas, such as the location and how to get support from resource centres, clarification of various issues pertaining to your study materials, i.e., modules, and so on. If this happens, you are advised to ask for help from your centre coordinator or facilitator. You can also visit the website of the Institute of Adult Education, which is www.iae.ac.tz, or call +255 22 2150838 and ask for help.

Module assessment



After each unit, you will be required to attempt a one-unit assignment. This is not meant for submission, but rather for reflection on what you have learned in the whole module. You will also complete tests and assignments for submission as guided by your module facilitator. Finally, you will sit for semester examinations to accomplish your assessment.











Getting around this module

Margin icons

While working through this module, you will notice the frequent use of margin icons. These icons serve to "signpost" a particular piece of text, a new task, or a change in activity. They have been included to help you find your way around the module. A complete icon set is shown below.

We suggest that you familiarize yourself with them and their meaning before starting your study.

 Reflection	 Assessment	 Assignment	 Help
 Learning Outcomes	 Module Outcome	 Help	 Reflection

Unit 1

Analysis of Economic Development Issues in the Community

Introduction

Dear learner, welcome to the first unit of management of community development programmes module. It covers the economic development issues and theories of economic development just to open up your mind in the module.

Learning Outcomes



Dear learner, upon completion of this unit, you should be able to:

- Analyse economic development issues;
- Analyse theories of economic development;
- Analyse applicability of different theories of economic development; and
- Analyse the strengths and weakness of different theories of economic development.

Analyse Economic Development Issues

What is economic development

Dear learner, let us open our discussion by defining economic development concept. In brief, economic development refers to long-term changes in systems of production and distribution of goods and services affecting human welfare. It involves changes in the form as well as the scale of economic activity. It may also be defined as the sustainable increase in living standards. It implies increased per capita income, better education and health as well as environmental protection.

An economic development issues refers to any such problem in the economy that is concerned with the production of goods and services to satisfy the unlimited wants of the economy through the utilization of scarce resources.



Economic development issues in lowest developing countries

Foreign debt: Even before the COVID-19 pandemic, UNCTAD warned about the climbing debt burden of LDCs, which undermines their ability to provide basic services, such as health care and education. Their debts have not only grown but also become costlier and riskier. Between 2011 and 2019, LDCs' debt service more than tripled to \$33 billion, which represents between 5% and 13% of the value of their exports.

Poor health and education: Poor nations are typically characterized by low levels of human capital. Where health-care facilities are inadequate, that human capital can be reduced further by disease. Where educational resources are poor, there will be little progress in improving human capital.

Low per capita income: Usually, developing economies have a low per-capita income. Further, apart from the low per-capita income. This makes the problem of poverty a critical one and a big obstacle in the economic progress of the country. Therefore, low per-capita income is one of the primary economic issues in the community.

Huge dependence of population on agriculture: One of the dominant characteristics of poor nations is the concentration of employment in agriculture. Another is the very low productivity of that employment. Agriculture in low-income countries often employs a majority of the population but produces less than one-third of GDP. This is another aspect that reflects the backwardness of the economic development is the distribution of occupations in the country.

The existence of chronic unemployment and under-employment: Unemployment rates in low-income countries vary widely, reaching as high as 15% or more in some countries. The huge unemployed working population is another aspect which contributes to the economic issues in the community (LDCs). There is an abundance of labour in our country which makes it difficult to provide gainful employment to the entire population.



Slow improvement in Rate of Capital Formation: LDCs always had a deficiency of capital. However, in recent years, many countries have experienced a slow but steady improvement in capital formation. Therefore, LDCs requires a gross capital formation of around 14% to offset depreciation and maintain the same level of living. The only way to improve the standard of living is to increase the rate of gross capital formation.

Inequality in wealth distribution: Not only are incomes in low-income countries quite low; income distribution is often highly unequal. Poverty is far more prevalent than per capita numbers suggest.

Low level of technology: new technologies are being developed every day. However, they are expensive and require people with a considerable amount of skill to apply them in production. Any new technology requires capital and trained and skilled personnel. Therefore, the deficiency of human capital and the absence of skilled labour are major hurdles in spreading technology in the economy.

Lack of access to basic amenities: One of economic development issues is lack of safe and clean water. Also, dedicated and skilled healthcare personnel are required for the efficient and effective delivery of health services. However, ensuring that such professionals are available in a country like India is a huge challenge.

Under-utilisation of natural resources: The availability of natural resources like land, water, minerals, and power resources. However, due to problems like inaccessible regions, primitive technologies, and a shortage of capital, these resources are largely under-utilized. This contributes to the economic issues.

Lack of infrastructure: The lack of infrastructural facilities is a serious problem affecting the LDCs. These include transportation, communication, banking and credit facilities, health and educational institutions, etc. Therefore, the potential of different regions of the country remains under-utilized.



Energy poverty: UNCTAD calculations show that more than half of the people in LDCs still lacked access to electricity. About 570 million men, women and children in these countries don't have light at night for reading and aren't able to charge a mobile phone. The situation is worse in rural areas, with about two thirds of the population (458 million people) living without electricity.

Climate vulnerability: LDCs are on the front lines of the climate crisis even though their populations have barely contributed to the global greenhouse gas emissions fuelling global heating. In the past five decades, these vulnerable nations have been home to 69% of the global deaths caused by climate disasters. Yet their cars and industries have produced just 1.1% of the world's total CO2 emissions.

Analyse Theories of Economic Development

What is theory?

Dear learner, let us start our discussion on analysis of economic development theories by grasping the meaning of theory. In brief, **theory** is a systematic explanation of interrelationships among economic variables, and its purpose is to explain causal relationships among these variables. It also **refers to** an explanation of a particular social phenomenon. In this sense, if you say that you have a '**theory**' **about the demise of the Valois dynasty in** late-sixteenth-century France, what you mean is that you can explain it. This explanation should identify a number of '**factors**' or '**conditions**,' which individually should pass some sort of counterfactual test for causal relevance, and whose interaction effects should be somehow considered. Hence, in this discussion, we will discuss **four** (4) theories of economic development.

Linear Stage of Development

Linear stages theory introduced by Alexander Gerschenkron in 1950s and later by Walt W 1960s. the theorists like Rostow views that all countries passed through the same historical stages of economic development and those current underdeveloped countries were merely at an earlier stage in this linear historical progress, while First World (European and North American) nations were at a later stage.



Dear learner, under linear stage of development theory, we shall discuss two models namely Rostow's stages of growth and the Harrod-Domar model.

Rostow's Theory of Development

Walt Rostow developed his theory of development in the early 1960s. Rostow's major argument was that economies must go through a number of developmental stages towards greater economic growth. These stages followed a logical sequence and each stage could only be reached through the completion of the previous stage. Based on a historical perspective, he suggested that developed countries passed through 5 stages to reach their current degree of economic development namely traditional society, pre-conditions for take-off, take off, drive to technological maturity and high mass consumption.

Traditional society: This is an agricultural economy of mainly subsistence farming, little of which is traded. The size of the capital stock is limited and of low quality resulting in very low labour productivity and little surplus output left to sell in domestic and overseas markets. The economy is dominated by subsistence activity where output is consumed by producers rather than traded. Any trade is carried out by barter where goods are exchanged directly for other goods.

Pre-conditions for take-off: Agriculture becomes more mechanised and more output is traded. Savings and investment grow although they are still a small percentage of national income (GDP). Some external funding is required. During this stage education, for some at least, broadens and changes to suit the needs of modern economic activity. Investment increases, notably in transport, communications, and in raw materials in which other nations may have an economic interest.

During the preconditions for take-off, increased specialization generates surpluses for trading. The emergence of a transport infrastructure support increased trade. As incomes, savings and investment grow, entrepreneurs emerge. External trade concentrated on primary products increases during this stage.

Take-off: Manufacturing industry assumes greater importance, although the number of industries remains small. Political and social institutions start to develop - external finance may still be required. Savings and investment grow, perhaps to 15% of GDP.



Ford (2004) asserts that during this period, industrialization increases, with workers switching from the agricultural sector to the manufacturing sector. Growth is concentrated in a few regions of the country and in one or two manufacturing industries.

Drive to technological maturity: Industry becomes more diverse. Growth should spread to different parts of the country as the state of technology improves. The drive to maturity is evident by a steady investment of some 10 to 20% of the national income, permitting output to regularly outstrip the increase in population. During the drive to maturity stage, the economy is diversifying into new areas. Technological innovation is providing a diverse range of investment opportunities.

High mass consumption: In this stage of economic development, the leading sectors shift towards durable consumer goods and services. During this stage, real income per head rises to a point where a large number of persons gained a command over consumption. Output levels grow, enabling increased consumer expenditure.

Strengths of Rostow's theory

Some of the strengths of Rostow's theory include the following:

- It provides a general path for development and is split this into 5 stages. This enables a country to use it a rough guide to development.
- To some extent all countries can be compared to it.
- Easy to understand.

Weakness of Rostow's theory

Dear learners, Rostow's theory has some weakness, such as:

- ❖ Not applicable to all countries: According to Prof. Meir, "Rostow's stages analysis may not be applicable to all countries. Some countries may in fact, jump certain stages during their growth process.
- ❖ Uncertainty: Rostow's stages analysis only focuses the sequence of stages. It fails to predict the course of events with regard to economic growth.
- ❖ The age of high mass consumption is so defined that certain countries like Australia and Canada have entered this stage before even reaching maturity.



- ❖ Lack of Basis: Rostow failed to provide any basis of distinctly separating one stage from the other. It is difficult to ascertain when a particular stage begins and the other ends.
- ❖ Traditional Society not essential for Development. A number of nations such as a United States, Canada, New Zealand and Australia were born free for traditional societies and they derived the pre-conditions from Britain, a country already advanced.
- ❖ Lack of empirical evidence (increase investment rates).
- ❖ No historical evidence of abruptness.
- ❖ Difficult to test

Harrod and Domar Model

This model was developed by Roy F. Harrod in 1939. Major assumption of this model is that the rate of economic growth depends on two things: Level of Savings (higher savings enable higher investment) and Capital-Output Ratio. A lower capital-output ratio means investment is more efficient and the growth rate will be higher. It suggests that there is no natural reason for an economy to have balanced growth.

The importance of savings and investment is central to the work of Harrod and Domar. This theory assumes that there are two determinants of the rate of growth of a country. The first looks at the relationship between changes in the capital stock of a country, that is its capital investment, and its output, called the capital-output ratio.

The model indicates how these two ratios affect the rate of growth. Essentially, the higher the savings ratio, the more an economy will grow; and the higher the capital-output ratio, the higher the rate of growth. Hence, from Harrod and Domar viewpoints, economies must save and invest a certain proportion of their income to grow at a certain rate – failure to develop is caused by the failure to save, and accumulate capital. For take-off to happen, savings must be accumulated.

Importance of Harrod-Domar

Dear learner, use of Harrod-Domar model it has the following importance:



- i. It is argued that in developing countries low rates of economic growth and development are linked to low saving rates.
- ii. To boost economic growth rates, it is necessary to increase savings either domestically or from abroad. Higher savings create a virtuous circle of self-sustaining economic growth.
- iii. The model implies that economic growth depends on policies to increase investment, by increasing saving, and using that investment more efficiently through technological advances.

Criticisms of Harrod-Domar Model

Harrod-Domar Model has some criticisms such as:

- i. Developing countries find it difficult to increase saving. Increasing savings ratios may be inappropriate when you are struggling to get enough food to eat.
- ii. Harrod based his model on looking at industrialised countries post-depression years. He later came to repudiate his model because he felt it did not provide a model for long-term growth rates.
- iii. The model ignores factors such as labour productivity, technological innovation and levels of corruption. The Harrod-Domar is at best an oversimplification of complex factors which go into economic growth.
- iv. There are examples of countries who have experienced rapid growth rates despite a lack of savings, such as Thailand.
- v. It assumes the existences of a reliable finance and transport system. Often the problem for developing countries is a lack of investment in these areas.
- vi. Increasing capital stock can lead to diminishing returns. Domar was writing during the aftermath of the Great Depression where he could assume there would always be surplus labour willing to use the machines, but, in practice, this is not the case.
- vii. The Model explains boom and bust cycles through the importance of capital' However, in practice businesses are influenced by many things other than capital such as expectations.
- viii. Harrod assumed there was no reason for the actual growth



to equal natural growth and that an economy had no tendency to full employment. However, this assumed of wages being fixed; and

- ix. The difficulty of influencing saving levels. In developing economies, it can be difficult to increase savings ratios – because of widespread poverty.

The Structural Changes Models

The patterns of structural change models are concerned with mechanisms by which underdeveloped countries transform their economic structures from a heavy emphasis on traditional subsistence agriculture to a more modern, urbanized, and more industrially diverse manufacturing and service economy.

Dear learner, under structural change model we shall discuss two models namely the two-sector model developed by W. Arthur Lewis, and the patterns of development theory of Hollis B. Chenery.

The Lewis theory of development (two sector model).

The Lewis theory of development was developed in the 1950s by Arthur Lewis. It is also known as the two-sector model.

The focus of the model is on the process of surplus labour transfer from the traditional sector which leads to the growth of output and employment in the modern sector. Lewis argues that with an increase of 30% or more in the urban wages, workers will migrate from the rural areas to the urban areas- which would lead to growth in output and employment through the modern sector.

From Lewis perspective, many least developed countries had dual economies with both a traditional agricultural sector and a modern industrial sector. The traditional agricultural sector was assumed to be of a subsistence nature characterised by low productivity, low incomes, low savings and considerable underemployment. The industrial sector was assumed to be technologically advanced with high levels of investment operating in an urban environment:

- Lewis suggested that the modern industrial sector would attract workers from the rural areas. Industrial firms, whether private or publicly owned, could offer wages that would guarantee a higher quality of life than remaining in the rural areas could provide.
- Furthermore, as the level of labour productivity was so low in traditional agricultural areas, people leaving the rural areas would have virtually no impact on output. The model

illustrates how an underdeveloped country could transform its economy from a static state to a dynamic state.

- The focus of the model is on the transfer of labour and the growth of output and employment in the modern sector. According to the model, both labour transfer and modern sector employment growth are brought about by output expansion in that sector.

Criticism

- Surplus labour exists in the rural areas while there is full employment in the urban areas- this un- supported by empirical literature and is generally not valid.
- Assumes that the faster the rate of capital accumulation the higher is the growth rate of the modern sector and the faster is the rate of new job creation- but it is not necessary that the capitalist profits will be re-invested in more sophisticated labour-saving technologies or there will be no capital flight.
- Finally, evidence suggests that increasing returns prevail in the modern sector instead of diminishing returns, which means that the modern sector might continue to use more and more of capital instead of labour.
- According to Lewis, surplus labour was thought of in terms of human beings rather than man-hours, thereby defining his surplus labour happening at the given wage rate.

Patterns of structural change theory

The model focuses on the sequential process through which the economic, industrial, and institutional structure of an underdeveloped economy is transformed over time to permit new industries to replace traditional agriculture as the engine of economic growth. However, in contrast to the Lewis model, **increased savings** and **investment** are perceived as necessary but not sufficient conditions for economic growth.

In addition to the accumulation of capital, both physical and human, a set of interrelated changes in the economic structure of a country are required for the transition from a traditional economic system to a modern one. These structural changes involve virtually all economic functions. These includes the transformation of



production and changes in the composition of consumer demand, international trade, and resource use as well as changes in socio-economic factors such as urbanisation and the growth in distribution of a country's population.

The best-known model of structural change was the one based on the work of Hollis Chenery. Chenery's work was wide ranging but might be summarised as involving the analysis of patterns of development, the use of a **two-gap model** and **multi-sectoral analysis**. Chenery identified **five characteristic features** (not necessary conditions) of the development process of the countries that have developed: -

- Shift from agriculture to industrial production;
- Steady accumulation of physical and human capital;
- Change in composition of consumer demand;
- Growth of cities and urban areas; and
- Decline in family sizes and overall population growth.

Criticism

- Lack of a proper theory in explaining the pattern of development leads to the problem that we might not be sure about the causation and the effect.

The International Dependency Revolution

Dependency theory was established in 1950s by Raul Prebisch. Prebisch and his. They were interested in understanding why some countries in the world remained underdeveloped. There was a concern that the richer nations were prospering while poverty heightened in the underdeveloped nations (Kendall, 2010).

Dear learner under international dependency revolution theory, three schools of thought will be discussed i.e., the neo-colonial model, the false-paradigm model, and the dualistic development thesis.

The neo-colonial dependence model

According to this model, Third World underdevelopment is viewed as the result of highly unequal international capitalist system or rich country-poor country relationships. It holds the view that the rich



countries through their intentionally exploitative or unintentionally neglectful policies hurt the developing countries. The rich countries and a small elite ruling class in the developing countries, who serve as the agent of the rich countries, are responsible for the perpetuation of underdevelopment in the developing countries.

The false paradigm models

The model attributes Third World underdevelopment to faulty and inappropriate advice provided by well-meaning but often uninformed, biased, ethnocentric international advisers from developed country assistance agencies and multinational donor organisations. These experts offer sophisticated concepts, elegant theoretical structures, and complex econometric models of development that often lead to inappropriate or incorrect policy. Inappropriate advice by developed countries experts and donors.

The dualistic development thesis

Dualism theories assume a split of economic and social structures of different sectors so that they differ in organisation, level of development, and goal structures. Leads to increased inequality and poverty or greater gap between the few rich and a large poor.

Strengths of Dependency theory.

- The theory analyses the inequality existing between the poor and the rich countries.
- The theory breaks some political bonds and explains reasons why the wealthy nations are taking advantage of the poor countries (Doukhan, 2003).
- Dependency theory dismisses the neoclassical theory's claim that the existing global inequality is caused by the poor countries' laziness. Instead, it argues in favour of these underdeveloped countries and blames the imperialists.

Weakness of Dependency theory.

- The over-generalization and over simplification. Explicitly, Frank should have investigated other parts of the world other than Latin American situation. In such a situation, it is essential different parts of the world, for example, the



African countries and Asia (Martin, 2002). Therefore, his ideas are not realistic in that he used a few examples in his arguments.

- The dependency theory is that does not explain other factors that lead to underdevelopment other than the role played by the wealthy nations.
- The dependency theory is weak in that in Frank failed in his attempt to provide solutions to the situation. His suggestions were very unrealistic and over-ambitious.

The Neo-Classical Theories

The neoclassical counterrevolution favoured the **privatisation of public** corporations in developed nations and also called for the **dismantling of public ownership** and government regulation of economic activities in developing countries. The central argument of the neoclassical counterrevolution is that underdevelopment results from poor resource allocation due to incorrect pricing policies and too much state intervention by overly active developing-nation governments (Todaro, 1994:85). The neoclassical can be divided into three component approaches: Free-market approach, public choice approach, and Market-friendly approach.

Free market analysis

Free market analysis argues that markets alone are efficient, and that product markets provide the best signals for investments in new activities; labour markets respond to these new industries in appropriate ways. Producers know best what to produce and how to produce it efficiently. In a free market, product and factor prices reflect accurate scarcity values of goods and resources now and in the future. The model further argues that competition is effective, if not perfect, and technology is freely available and nearly costless to absorb.

Public-choice theory

Public-choice theory, also known as the new political economy approach, goes even further to argue that governments can do nothing right. This is because public-choice theory assumes that politicians, bureaucrats, citizens, and states act solely from a self-interest perspective.



These individuals use their power and the authority of government for their own selfish ends. Citizens use political influence to obtain special benefits from government policies (e.g., import licenses or rationed foreign exchange) that restrict access to important resources. Politicians use government resources to consolidate and maintain positions of power and authority. Bureaucrats and public officials use their positions to extract bribes from rent-seeking citizens and to operate protected businesses on the side. Finally, states use their power to confiscate private property from individuals.

Argues that governments cannot solve economic problems, since the state itself is dominated by politicians, bureaucrats, that use power for selfish ends.

The market-friendly approach

This approach recognizes that there are many imperfections in least developed countries' product and factor markets and that governments do have a key role to play in facilitating the operation of markets through non-selective (market friendly) interventions. These interventions could be by investing in physical and social infrastructure, health care facilities, and educational institutions and by providing a suitable climate for private enterprise.

Therefore, there is a need for government role in areas such as providing public goods, developing market supporting institutions or rules, and defining and protecting property rights. The market-friendly approach differs from the free-market and public-choice schools of thought by accepting the notion that market failures are more widespread in developing countries in areas such as investment coordination and environmental outcomes.

Unit Reflection



Dear learner, write a reflective essay on economic development issues your community is facing.

Unit Assignment



Dear learner, attempt the following questions:

1. What do you understand by economic development and economic development issues?
2. Describe stages of Rostow's theory of development.
3. Assess usefulness of the structural changes models in describe economic development in your community today.



Unit 2

Design Community Development Programmes

Introduction

Dear learner, welcome to the second unit of community development programme module. It covers situational analysis for designing community development programmes.

Learning Outcomes



Upon completion of this unit, you should be able to:

- Define the concepts of community development and programme;
- Carry out situational analysis for designing community development programmes; and
- Mobilize resources for implementation of community development programme.

Defining the concepts of Community Development and Programmes

Dear learner, community development is an inclusive, fair and responsive approach to creating solutions with communities. United Nations defined community development as process where community members come together to take collective action and generate solutions to common problems.

It encourages active participation, consultation and involvement from the broad community in the design, development, delivery and evaluation of the project. Community development improves the ability of communities to collectively make better decisions about the use of resources such as infrastructure, labour and knowledge. The outcome of successful community development is communities that are more able to generate wealth, maintain or improve their competitive position, preserve and use community resources and adapt to change.

The outcome of community development includes, Increased sense of confidence, participation and ownership by the community



through developing solutions to address self-identified issues. Strengthening the skills of individuals, organisations and communities, nurturing an environment that supports leadership and shared vision and plan for the future of the community.

What is community development programme?

Dear learner after understanding what is the community, let us now try to define what is community development programme? Briefly, community development programme refers to a socio-economic programme aims at development and re construction of the rural society. United Nations define community development as a process in which community members take action collectively and solve common problems. It aims at involving people in the development programme and making them self-reliant and cooperative. It also aims at encouraging them to take to new means for the development of the rural society. Community development programmes are designed to promote better living for the whole community.

Historically, the community development programme started in India, just after independence in 1952, its main focus was on the communities of rural areas. Even though in India, the major focus was rural for community organisations, the social workers put their major thrust in balancing the programme by focusing on urban areas as well.

Carrying out Situational Analysis for Designing Community Development Programmes

What is Situational analysis

Dear learner, Situation Analysis is a preliminary assessment of a particular situation which is inter-connected with project to be implemented in a particularly geographic area. In the other words, it is basically the process of critically evaluating the internal and external conditions that affect an organization, which is done prior to a new initiative or project. It provides the knowledge to identify the current opportunities and challenges to your organization, service or product. This in turn helps with devising a strategy to move forward from your current situation to your desired situation.



Importance of carrying Situational analysis:

- Helps define the nature and scope of a problem
- Helps identify the current strategies and activities in place to overcome the problem
- Helps understand the opinions and experiences of stakeholders
- Helps give a comprehensive view of the current situation of the organization
- Helps detect the gaps between the current state and desired state
- Provides information necessary to create a plan to get to reach the goals
- Helps identify the best courses of action to take during the project
- Helps make sure that efforts and actions are not repeated and wasted unnecessarily

A Situational Analysis is a 5-step process that progressively focusses your understanding of the community in relation to the local problem you want to address. This allows you to assess the broad societal context of your community, and then apply this to your organisation’s project.

Steps of Carrying out Situational analysis

i. Understanding the general context of your community

Understanding the context means understanding the current circumstances within which your organisation is working, or is seeking to work in. Whilst you might already have an idea of the type of project you want to run or the type of problem you want to solve, it’s best to start with a general analysis of your context. Consider the questions on the following pages as a guide – you may need to modify them for your specific community.

ii. Identifying the challenges within the community

Now that you have a broad understanding of what your community looks like, it’s time to identify the major challenges that community members are facing. At this stage, it is helpful to consult the local community either through workshops, surveys or interviews to ensure that you have accounted for problems from their perspective. At this stage, your aim is to identify the over-arching problems your community faces, rather than detailed and specific challenges. Examples broadly challenging facing many



communities are poor quality of education for local secondary students, Domestic violence among young married women, lack of economic opportunity for unskilled local workers.

iii. Assessing your organisations capacity

Once you've identified the major challenges experienced within the community, it's time to assess the capacity of your organisation in order to identify the best opportunity for your organisation to help. This will assist you in maximising the efficacy of your organisation's work. This process can be challenging, but it's important to get this critical reflection out of the way right at the start of your project planning process. There is no point planning an amazing project, only to realise that you don't have the skills, knowledge or resources to execute it.

iv. Choosing a broad project goal

Now that you have identified the major challenges in the community and the capacities of your organisation, it's time to choose the broad problem your organisation is best suited to address. Choose the broad project goal that allows you to maximise the strengths of your organisation and minimise its weaknesses. The key to choosing a project goal at this stage of your planning process is being broad, really broad. Some examples might include:

Examples: Broad Project Goals

- Improving education levels amongst youth within the community
- Improving the economic opportunities for women within the community
- Improving access to fresh water in the community
- Improving access to housing for homeless people in your community
- Decreasing maternal mortality in the community
- Decreasing rates of domestic violence within your community.

v. Reassessing the context relevant to your problem

Finally, now that you have identified the broad goal of your project, it's time to re-assess the context (or the situation) through the lens of this specific goal and problem. This final step is an opportunity for you to be more specific about the type of information you need to best understand your problem. We will use

an example of a Domestic Violence project below to demonstrate how to reassess the context of your project relevant to your specific goal and problem.

Examples: Reassessing Domestic Violence in the Community

In this example, you can see the specific questions that might help a community non-profit reassess the local context relevant to their goal of preventing domestic violence. It is important that you create your own questions that are relevant to the broad project goal that your organisation has chosen in step 4. The examples here are only relevant to a domestic violence project.

Tools Used when Undertaking a Situational Analysis

Analytical methods and tools are key to ensuring that consistency and an appropriate level of rigour is applied to the analysis. There are **five** types of analysis typically used for situation analysis: SWOT analysis, PESTEL analysis, Porter's Five Forces, 5C analysis, and VRIO analysis.

i. SWOT analysis

A SWOT analysis is a simple but widely used tool that helps in understanding the strengths, weaknesses, opportunities and threats involved in a project or business activity. It starts by defining the objective of the project or business activity and identifies the internal and external factors that are important to achieving that objective. strengths and weaknesses are usually internal to the organisation, while opportunities and threats are usually external.



A technique that enables organisations or individual to move from everyday problems and traditional strategies to a fresh prospective.



Basic Elements of The SWOT Analysis include the following:

❖ **Strengths (internal, positive factors)**

Positive tangible and intangible attributes, internal to an organization or individual. Beneficial aspects of the organization or the capabilities of an organization, process capabilities, financial resources, products and services, customer goodwill and brand loyalty. Examples - Abundant financial resources, Well-known brand name, Lower costs -raw materials or processes.

❖ **Weaknesses (internal, negative factors)**

Weaknesses are the factors which do not meet the standards we feel they should meet. However, weaknesses are controllable. They must be minimized and eliminated.

Examples - Limited financial resources, very narrow product line, Limited distribution, Higher costs, Weak market image, Poor marketing skills, Limited management skills.

❖ **Opportunities.**

Are external attractive factors that represent reasons your business is likely to prosper. Chances to make greater profits in the environment - External attractive factors that represent the reason for an organization to exist & develop. Examples New uses for product discovered, Economic boom, Government deregulation.

❖ **Threats (external, negative factors)**

External elements in the environment that could cause trouble for the business - External factors, beyond an organization's control. Examples, Introduction of new substitute products, Increased government regulation.

ii. **PEST analysis,**

A PEST analysis is a strategic framework commonly used to evaluate the business environment in which a firm operates. It is a useful tool for understanding the political, economic, socio-cultural and technological environment that an organisation operates in. It can be used for evaluating market growth or decline, and as such the position, potential and direction for a business.



❖ Political Factors

Broadly speaking, political factors are those driven by government actions and policies. These include government regulations such as employment laws, environmental regulations and tax policy.

❖ Economic Factors

Economic factors relate to the broader economy and tend to be expressly financial in nature. These affect the cost of capital and purchasing power of an organisation. Economic factors include economic growth, interest rates, inflation and currency exchange rates.

❖ Social factors.

These impact on the consumer's need and the potential market size for an organisation's goods and services. Social factors include population growth, age demographics and attitudes towards health.

❖ Technological factors.

These influence barriers to entry, make or buy decisions and investment in innovation, such as automation, investment incentives and the rate of technological change.

iii. Porter's Five Forces

Porter's five forces of competitive position analysis was developed in 1979 by Michael E. Porter of Harvard Business School as a simple framework for assessing and evaluating the competitive strength and position of a business organisation.

This theory is based on the concept that there are five forces which determine the competitive intensity and attractiveness of a market. Porter's five forces helps to identify where power lies in a business situation. This is useful both in understanding the strength of an organisation's current competitive position, and the strength of a position that an organisation may look to move into.

Strategic analysts often use Porter's five forces to understand whether new products or services are potentially profitable. By understanding where power lies, the theory can also be used to identify areas of strength, to improve weaknesses and to avoid mistakes. The five forces are:



❖ **Supplier power.**

An assessment of how easy it is for suppliers to drive up prices. This is driven by: • the number of suppliers of each essential input, the uniqueness of their product or service, the relative size and strength of the supplier, the cost of switching from one supplier to another.

❖ **Buyer power.**

An assessment of how easy it is for buyers to drive prices down. This is driven by, the number of buyers in the market, the importance of each individual buyer to the organisation, the cost to the buyer of switching from one supplier to another.

❖ **Competitive rivalry.**

The key driver is the number and capability of competitors in the market. Many competitors, offering undifferentiated products and services, will reduce market attractiveness.

❖ **Threat of substitution.**

Where close substitute products exist in a market, it increases the likelihood of customers switching to alternatives in response to price increases. This reduces both the power of suppliers and the attractiveness of the market.

❖ **Threat of new entry.**

Profitable markets attract new entrants, which erodes profitability. Unless incumbents have strong and durable barriers to entry, for example, patents, economies of scale, capital requirements or government policies, then profitability will decline to a competitive rate.

iv. 5C analysis,

5C Analysis is a marketing framework to analyse the environment in which a company operates. It can provide insight into the key drivers of success, as well as the risk exposure to various environmental factors. This integrated analysis covers the most important areas of marketing, and the insights generated can help identify the key problems and challenges facing the organization.

- **Company:** The company analysis studies an organization's vision, strategies, capabilities, product line, technology, culture, and objectives. It is useful in understanding the existing and potential problems with the company's business.
- **Customers:** Understanding customers is a key part of situation analysis. It involves knowing the target audience,



their behavior, market size, market growth, buying patterns, average purchase size, frequency of purchase, and preferred retail channels.

- **Competitors:** Competitor analysis is critical in understanding the external environment in which the firm operates. This analysis involves knowing the competitors' strengths, weaknesses, positioning, market share, and upcoming initiatives.
- **Collaborators:** Collaborators are the external stakeholders who team up with the organization in a mutually beneficial partnership. Agencies, suppliers, distributors, and business partners are typical collaborators. It is important to understand their capabilities, performances, and issues to better identify business problems.
- **Climate:** Climate analysis is the evaluation of the macro-environmental factors affecting the business.

v. Mobilize resources for implementation of community development programme.

Community or organization needs resources in order to fulfill the goal of the project or programme. The following are the strategies can be applied by community or organization to get or acquiring resources.

Mobilization

Mobilization is the process of putting people into readiness for active service or of arousing the interest and consciousness of a group of people in a programme, which would be of benefit to them. (Imhabekhai,2009). Mobilization is one of the basic strategies of community development (C.D). In other words, the concept of “mobilization” organizes and brings people together to address existing problems and participate in the decision-making process. Since decisions affect the community, community members need to develop their capacities in understanding and addressing such problems.

Resources

Resources are understood as material, good or services that help fulfil the organization's needs. Material, money, human, means and time are the resources that are used by group, Organization and



Individual to fulfil their objectives. Resources have three main characteristics: utility, limited availability, and potential for depletion or consumption. It is essential to know the types of resources, its normal availability and estimated cost to attain the required resources in order to carry our works as per objectives of organization. Examples of resources include Money or cash (Financial resources are the monetary sources an organization can use to complete goals), human resources are employees who help a business run, Physical resources are tangible assets that a company may use to create and distribute its products or services. Some examples of physical resources include equipment, production or storage facilities and inventory stance/Cooperation and free service and facilities. In economics a resource is defined as a service or other asset used to produce goods and services that meet human needs and wants. Economics itself has been defined as the study of how society manages its scarce resources.

What is resource mobilization?

Resource mobilization is the process of getting resource from resource provider, using different mechanisms to implement the organizations work for achieving the pre- determined organizational goals. It deals with acquiring the needed resources in a timely cost-effective manner.

Resource mobilization advocates upon having the right type of resource, at the right time, at right price with making right use of acquired resources thus ensuring optimum utilization of the same.

Resource Mobilization refers to all activities undertaken by an organization to secure new and additional financial, human and material resources to advance its mission. Inherent in efforts to mobilize resources is the drive for organizational sustainability.

Community or organization needs resources in order to fulfill the goal of the project or programme. The following are the strategies can be applied by community or organization to get or acquiring resources

❖ Government grants:

Resource mobilization can be done through availing the various Government grants. There are grants available for supporting various types of community development programme. It is



important to have sufficient knowledge of these provisions when working in the field of resource mobilization.

❖ **Public revenue raising efforts:**

This is also called finance campaigns. Organisations working in various fields engage in fund raising efforts. The dos and don'ts when meeting the donors is already mentioning the details of fund raising.

❖ **Contributions from private donors:**

Non-monetary contributions from private donors sometimes play an important role in the process of resource mobilization. Here also, the dos and don'ts of practice when meeting with the donors need to be kept in mind.

❖ **Foreign assistance:**

There are funding agencies of various types, funding for various types of developmental needs. Many of these are funding in the field of community development activities also. Availing funding from them requires preparation of a detailed write up called project proposal, stating things in detail.

❖ **Self-Contribution:**

The most effective tool of resource mobilization is self-contribution. Before collecting resources from other organization, it would be good for every organization or community to start some work from self-contributions. An organization or community beginning with self-contribution can win the trust of the resource providers quickly. So, it would be appropriate to leave the tradition of starting any work after receiving resources from others and begin with self-contribution. Even if there is absence of big source or skills, organizations or community should begin programs to mobilize the community to run small programs and raising awareness/advocacy.

❖ **Advocacy:**

Advocacy has been proved an important mechanism among the mechanisms of Resource Mobilization. A farsighted organization skilled in resource mobilization receives resources by advocating on the wish of the donor agencies and their issues of concern. Apart



from this, advocacy on the government issues and the issues of the local community will help identify the various levels of resources.

❖ **Applying for donations:**

This type of mechanism of Resource Mobilization requests for donation, fund handover or any precious things from various organizations like cottage industry, Trade and Individuals (both national and international) and private institutions.

❖ **Programme based on the genuine needs of the community:**

Even if the organization uses all the mechanisms none of the mechanism would be effective if the organization does not formulate and implement programs based on the genuine needs of the community. If you formulate programs in order to fulfil the needs of its target community as a mechanism, then the community/stakeholders will themselves advocate for receiving resource. In this way, an organization making effective resource mobilization formulates programs that address the genuine needs of the community and the burden of resource mobilization for it will be taken up by the community.

In this manner, identification of the genuine needs of the community and 38 formulation and implementation of programs accordingly can be taken as a mechanism of resource mobilization, for which the community will become active for resource mobilization rather than the organization and the community will advocate for resource while the organization should also advocate for the real issues of the community.

❖ **Submitting grant proposals:**

This is one of mechanism of mobilization of resources and mentions the response of the request of proposals made by various NGOs, Government, National and International Organizations. Even in the community level local leaders and other people could prepare a piece of project proposal and requesting resources for implementation of Community development programmes.

❖ **Membership Campaign:**

Membership campaign in one important mechanism of Resource Mobilization. By increasing its membership, the organization can expand its relations with membership from people with different capacities, and can mobilize every resource with them for the mission of the organization. For example, give membership to the



businessmen of the district. Distribute members to representatives of the various sectors of the society.

❖ **Organizing special events:**

These events are ways of receiving money which will be carried out by NGOs relating to the field or community. These occasions will be held in order to celebrate any special festival. The occasions may or may not be related to the programs. For example, of events related to the program, organize rallies related to the program and examples of events not related to the program would be cultural events, exhibition for assistance, exhibition.

❖ **Use of Media:**

The world today is a network of information and communications. Media persons and various media work to build this network. For resource mobilization every organization should take the support of the media for all its work including for its achievement, future plans and expansion of relations. In this connection, the NGO should work together with the media in reaching its issues, achievements and plans to the resource providers. There are many examples where the media has not only publicized but also advocated for various programs. Such advocacy from the media will increase the possibility of resource mobilization. So, every NGO should publicize their issues and achievements at the local, regional and national media and as far as possible use media as a friendly power to collect resources. Though the media may not provide cash resource, they can publish for free the case study, success stories, future plan, issues and reports.

❖ **Expanding relations:**

There are some sayings in the Resource Mobilization sector, "Resource Mobilization is not only to receive resources but also receive friends." Expanding of relations in an important mechanism of Resource Mobilization. The more an organization expands its relations there will be more resource mobilization. So, it is said that the Organization with a successful resource mobilization receives resources from friends than oneself.

❖ **Mobilization of local resource:**

An organization that can extensively use local resources, its relations at the local level would be profound and transparent, as every organization has to be community-based for external resource mobilization. In order to mobilize local resources, the

organization has involved the community in every phase of the program, from writing proposals, holding three-months and biannual evaluation meetings, periodic review with the stakeholders, social auditing, distribution of progress reports and analysis of the views of the stakeholders while formulating the organization's strategic plan.

❖ **Formal tea party:**

Personal contact and get-together are an effective mechanism of resource mobilization. The organization looking for resources can host special tea party (reception) for local and external resource providers on the occasion of a special event/festival of the place or country. Such occasions will be of a big help in expanding relations and contact. In such functions, the resource **providers should be felicitated or** provided small gifts from locally distinguished person. But if such functions are held frequently then their utility will gradually disappear. The organization sells tickets to a social event, concert, dance, or sports tournament and adds a margin of profit. You can also sell crafts, T-shirts with your logo, or food at the event to make more money.

Unit Reflection



Dear learner, after learning this unit, take time to think about how to carry out situational analysis for designing community development approaches. Do you think situational analysis is useful small community development programmes in Tanzania?

Unit Assignment



Attempt the following questions:

1. What do you understand by community development and community development programmes?
2. What are the tools necessary for conducting situational analysis?
3. How can you help your community members to mobiliser resources in your community?

Unit 3

Conducting Lobbying and Advocacy for Community Development Programmes

Introduction

Dear learner, in this unit we will learn about the concept of advocacy and lobbying, importance of lobbying and advocacy in development programmes and demonstrating strategies of using lobbying and advocacy. Lobbying and advocacy provide an avenue for communicating messages to leaders or government officials who are responsible for important decision-making processes.

Learning Outcomes



Dear learner, after the completion of this unit you should be able to:

- Explain the meaning of lobbying and advocacy;
- Explain importance of advocacy and lobbying in community development programme; and
- Use appropriate advocacy and lobbying techniques for community development programmes.

Meaning of Lobbying and Advocacy

Meaning of Lobbying

Lobbying is the process of trying to influence policy-makers in favour of a specific cause. Any activity designed to influence a decision maker to favour or oppose an issue. All attempts to influence directly or indirectly any agency's activity, and includes any attempt to influence decision makers, their subordinates.

An activity of interest groups aimed at influencing government and the public to achieve a favourable policy decision. According to Dicklitch (2001), lobbying is virtually any advocacy activity aimed at Influencing legislators' vote on specific legislation. A legislator refers to members of Parliament or state legislature or their staff,



local legislative representatives or public, in case of a ballot measure or member of an organization.

Lobbying is help to frame issues and choice for policy makers by presenting the facts and bringing the people who are and who will be affected by a proposal lawmaker's attention. Lobbying can be a proactive or defensive strategy. Sometimes lobbying is necessary to ensure that a victory is or lost. A successful public policy campaign requires lobbying in hall of legislature.

Types of Lobbying

Direct lobbying: This occurs when a non-profit organization attempts to influence specific legislation stating a position to a legislator or other government employee who participates in the formulation of the legislation.

Grassroot lobbying: This occurs when a non-profit organization urges the general public to take action on specific legislation.

Meaning of Advocacy

It is important to start with the original and meaning of this word: The word "advocacy" comes from the Latin '**advocare**' and literally means '**to call out for support**'. The origins of advocacy date back to ancient Rome and Greece when well-established orators would perform as advocates or wrote orations specifically for pleading someone's cause.

Ritu R. Sharma from the Academy for Educational Development describes **advocacy as** a tool for "putting a problem on the agenda, providing a solution to that problem and building support for acting on both the problem and the solution". This definition expresses an important idea: In a digital and networked age, advocacy is not just about influencing public policy, but also and first of all about influencing public opinion.

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

Advocacy' as: 'Influencing the decisions, policies and practices of powerful decision-makers, to address underlying causes of poverty, bring justice and support good development.'



Advocacy is the process of conveying a message more broadly to a mass audience on behalf of others. It seeks to draw attention to an important issue or problem and build support for acting on both the problem and the solution. The intended outcome of advocacy is a change of policies, positions or programmes of any type of institution.

It seeks to draw attention to an important issue or problem and build support for acting on both the problem and the solution. The intended outcome of advocacy is a change of policies, positions or programmes of any type of institution.

Advocacy is never just about raising awareness of an issue, a problem or a situation. It is always about trying to seek change in the policies, practices, systems, structures, decisions and attitudes that cause poverty and injustice, so that they work in favour of people living in poverty.

Advocacy can take place at all levels of decision-making: international, regional, national, provincial, district and community. In most cases, it is needed at all levels because decisions made at one level affect people at another level. Decisions at top levels affect those at lower levels, while actions at lower levels can determine policies at higher levels.

Importance of advocacy and lobbying in community development programme.

- i) Lobbying and advocacy provide an avenue for communicating messages to leaders or government officials who are responsible for important decision-making processes.
- ii) The goals of lobbying and advocacy are to raise awareness about a topic or issue, and encourage leaders/government members to make changes to legislation or policy in support of the topic or issue.
- iii) Decentralization of government decision making process and public services.
- iv) Greater accountability of elected representative of local and national authorities.
- v) Development of community-based services such a public health, education.



- vi) Helping in solving problems or challenges facing societies such as FGM, GBV, and HIV.
- vii) It can influence enacting new laws that better protect the citizens, civil right association and other civil society organization.
- viii) Improving public services such as transportation, information.

Advocacy and lobbying techniques/tools for community development programmes.

Following is some of the critical tools that can help create change and social transformation on the community development programme.

Public Education and media (Radio, Newspaper and Television): Education and media strategies build public support, and may influence policymakers. Strategies include providing data, articles and alternative policies to the media, as well as creative messages using music, videos and songs. Alternative media strategies using theatre, posters and pamphlets are especially useful in countries where fewer people have access to radio and television.

Research – good quality research: Positions and proposals based on solid information increase the credibility of advocacy. Research provides the necessary information for planning, message development, policy alternatives, and lobbying. Depending on the methodology used, research can also strengthen alliances, build constituencies, and help develop citizenship skills.

Local events seminars and community meetings: Community events, seminars and meetings provide an opportunity for people to understand the impact of drowning on their local community, empowering them to take action. vents may be used to draw information form attendees about the drowning issue from a community perspective, which may be useful when promoting the water safety plan to government through lobbying and advocacy.

Litigation: A well-publicized court case can draw public attention to a problem, and sometimes leads to legal reform or fairer enforcement. Some countries have a legal mechanism called “class-action”. Where this exists, groups of people affected by abuses of power can use a court case to fight for justice collectively.



Collaboration: When there is compatibility and agreement between NGOs, grassroots groups and government, then civil society groups are likely to collaborate directly with government to design and/or implement legislation or state services. Similarly, joint citizen-government monitoring initiatives are becoming increasingly common.

Empowerment: Vital components of all advocacy, these strategies are geared to strengthening people's confidence and understanding of power. People's awareness of themselves as protagonists with rights and responsibilities to participate in and transform political processes is the core of active citizenship.

Flyers, posters, brochures: Posters, brochures and flyers are simple yet effective tools for lobbying, advocacy and education that can be presented to the public, organisations and government bodies. These can be used to spread awareness on the drowning issue. Each of these materials has a specific design and purpose, with the ability to be tailored to a specific audience:

Posters -Eye catching and colourful: these require an interesting heading and can contain images, photographs and graphics such as diagrams and charts to increase their visual appeal

Brochures- A more detailed document than a poster, designed to increase knowledge about the drowning issue.

Lobbying and negotiation: Involves attempts to meet face to-face with decision makers to persuade them to support an advocacy issue or proposal and negotiation involves bargaining to seek common ground or, minimally, respect for disagreement. It happens between allies, advocates and constituents as well as across the table with those in power.

Pilot or Model Programs: Where it is difficult to influence the public agenda, a successful model intervention can demonstrate to government a better way to solve a problem.

Planning for Advocacy

Advocacy is the process of conveying a message more broadly to a mass audience on behalf of others. It seeks to draw attention to an important issue or problem and build support for acting on both the



problem and the solution. The intended outcome of advocacy is a change of policies, positions or programmes of any type of institution. Advocacy is part of communications -- how we put things in a new way to make people understand what we are talking about and, by so doing, changing value systems/ worldviews.

Below is a **step-by-step approach** to developing your advocacy plan so that you are clear about your objectives, target group, actions and methods of evaluating the success of your strategy toward achieving your objectives.

Step one: Identify or define an Issues.

Issue identification describes the process of identifying and prioritising needs and problems in a community. This can be done either by a community themselves or by an organisation or group serving in a community. It is usually done with the assistance of a facilitator. It is the first step towards undertaking any relief, development or advocacy intervention. It lays the foundations that enable a community, group or organisation to develop and build appropriate projects and programmes, based on a carefully selected issue. If the issue is not well selected, the project or programme may face problems, particularly in advocacy, where everything depends on an appropriate issue being identified.

In this step you will need to do extensive research on the issue or issues you plan to campaign on so that you understand the problem or issue thoroughly, are able to articulate it within various contexts, in particular the impact it has on the affected group or community and so that you can come up with a proposed solution. This is the same in developing community programme, you need to identify an issue which facing the community.

An important part of your research will be to identify the affected group or groups who will benefit from the change and how. For example, the problem may be Genital Female Mutilation (FGM).

Step two: Define the target group

In this stage you need to identify which target you want to deal with. Is it legislators who you would like to make new laws or revise existing ones in line with your proposed solution? It may be the leadership of your party that you wish to influence to commit to equal representation within party structures, a gender policy, and



greater allocation of funds to women candidates or mainstreaming gender in the party manifesto. You may have more than one target group than one target group, for example the general public and legislator.

Step Three: Develop a Message

Once you have understood the issue or problem you plan to campaign on you need to define it through a consistent message for your target group or groups. Your key message is the central idea around which all advocacy on a particular issue revolves. The message answers the “why” of your advocacy campaign. In order to be effective, it should be well thought out and explanatory. It is important here to consider how you “frame” your message. That is, how your message can be put across in a way that challenges and changes the way that people see the world and what counts as common sense. Be consistent with your message at all times so that people hear, internalize and adopt it. You can develop other messages, for example **slogans**, which elaborate or encapsulate your main message.

Step Four: Develop an action plan

Your action plan will cover the range of activities that you plan to carry out as part of your advocacy campaign. These may include media outreach, public talks, meetings with politicians, building networks and coalitions, public rallies, exhibitions, petitions and many others.

Step Five: Partnership and support

This stage is very important in advocacy campaign. In this stage you will need support to achieve your advocacy goals. You can seek specific kinds of support from your networks and general support from the public, which will help to build pressure on decision-makers to adopt your proposed recommendations. The media is one way of raising awareness and building public support.

Step Six: Monitor and Evaluate

As you implement your advocacy, you need to continuously monitor your results in achieving the goals of your campaign. Monitor your strengths and build on these, assess your weaknesses and come up with ways of overcoming these. Identify any

opportunities, such as timing that you could use to get your message more widely heard.

Alternatively, monitor the political and social climate and see how your campaign can fit in within the changing environment and the agenda that is being set. As part of this you also need to assess existing or potential threats to your campaign and work around these. Threats may come as a result of a changing social, political or economic environment or opposing views and mindsets to your proposed recommendations.

Advocacy Cycle

The **advocacy cycle** is a useful way of visualising what needs to be done in our advocacy work. It takes us step by step through each stage of the process of developing an advocacy strategy, or an advocacy component within a broader project or programme strategy (Tear Fund 2015).

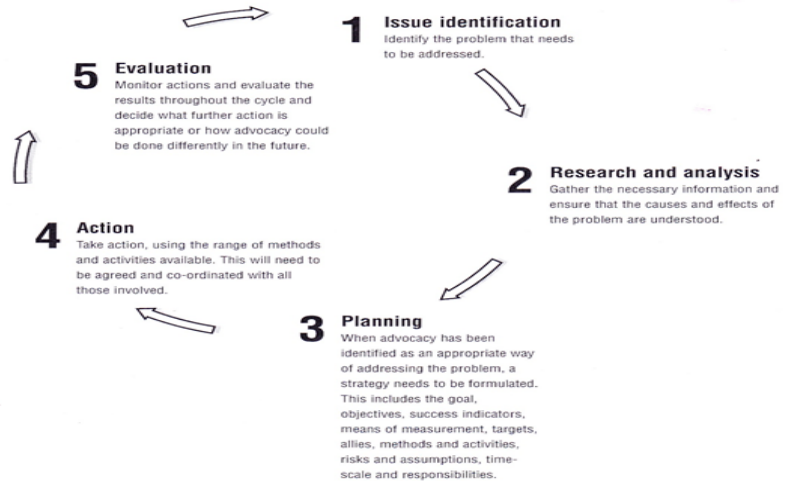
An advocacy initiative can be divided into stages, although in practice this overlap. The time it takes to complete all the stages and the necessary detail will vary greatly, depending on the urgency and complexity of a particular issue, the amount of information needed to be able to act and the advocacy methods chosen.

00 The advocacy cycle

ADVOCACY TOOLKIT PRACTICAL ACTION IN ADVOCACY

HANDOUT The advocacy cycle

An advocacy initiative can be divided into stages, although in practice these overlap. The time it takes to complete all the stages and the necessary detail will vary greatly, depending on the urgency and complexity of a particular issue, the amount of information needed to be able to act, and the advocacy methods chosen. The basic advocacy cycle is:



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To allow for an efficient, strategic advocacy the following 5 questions need to be answered.

❖ **What do we want: What change do we want to see?**

- ✓ Define and identify who, we, is and their interest.
- ✓ What is the vision of change of we
- ✓ Select an issue or problem you want to address.

The problem or issues is Female Genital mutilation (FGM). This is a problem which facing most of women and girl in the northern region in Tanzania.

- We want to protect girls and women rights,
- Prevention of HIV/AIDS to girls and women.
- To prevent early marriage.
- To prevent death in the society.

❖ **Who can make it happen/Changes?**

Identify your target.

- Ministry of Health, Community Development, Gender Elderly and Children.
- Ministry of Education and Vocational training.

- Members of Parliaments (MPS).
- Village elderly.

❖ **What do they need to hear?**

- ✓ Identify your message (With evidence)
- ✓ According to the Tanzania Demographic Health Survey 2015/16.

In Tanzania 10% of girls or women have been subjected to female genital cutting/mutilation (FGC/M) despite it being illegal. FGC/M prevalence in rural areas is more than double that in urban areas. The highest percentages of circumcised women are in Manyara (58%), Dodoma (47%), Arusha (41%), Mara (32%) and Singida with (31%) respectively. The aspects of female circumcision: Eighty-one percent of circumcised women reported that some flesh was removed from their genitals, and 7% were infibulated. Eighty-six percent of women's circumcisions were performed by traditional agents. (Explain the effect of FGM).

❖ **Who do they need to hear it from?**

- ✓ Identify allies, Power issue.
- Member of Parliament (MPs).
- Minister of Health.
- Top Managers of NGOS.
- Traditional local chiefs.

❖ **How can make sure they hear it? (When and how you will deliver your message)**

- ✓ When and how to deliver your message.
- Requesting appointment to the minister responsible for health.
- Through parliament meeting.
- Through international women day.



Unit Reflection



Dear learner, imagine that you are an expert of community development in your community. How and what are you going to do to help in your community to conduct lobbying and advocacy to initiate community development?

Unit Assignment



Attempt the following question:

1. Discuss appropriate advocacy and lobbying techniques for community development programmes
2. Assess the importance of advocacy and lobbying in community development programmes
3. Write the difference between advocacy and lobbying techniques

Unit 4

Managing Conflicts Within the Community

Introduction

Dear learner, welcome to the fourth unit of management of community development programmes module. It covers the concept of conflict, analysis of conflicts in the community development programmes and their appropriate solution.

Learning Outcomes



Dear learner, after the completion of this unit you should be able to:

- Explain meaning of conflict;
- Analyse conflicts in community development programmes; and
- Use appropriate conflict resolution strategies for sustained for community development programmes.

Meaning of Conflict

According to MacDonal and Kevin (2009), conflict is a struggle and a clash of interest, opinion, or even principles. Conflict will always be found in society; as the basis of conflict may vary to be personal, racial, class, caste, political and international. Therefore, conflict is serious disagreement and argument about something important. If two people or groups are in conflict, they have had a serious disagreement or argument and have not yet reached agreement.

Putnam & Poole (1987) defined conflict as a form of intense interpersonal and or intrapersonal dissonance (tension or antagonism) between two more interdependent parties based on incompatible goals, needs, desires, values beliefs/or attitudes.

Generally, conflict is a situation in which interdependent people express (manifest or latent) differences in satisfying their individual needs and interest and they experience interference from each other in accomplishing these goals. In the community sometimes seems to have some types of conflict are always with us, likely to face conflicts with members of the community and leaders if disagree



with fellow community members about whether to represent a member whose values disdain, although open communication, collaboration and respect will go a long way towards conflict management.

Analysing Conflicts in Community Development Programmes

It is important to know the types of conflict encounter in our day-to-day activities. There are numerous kinds of conflicts but we will limit ourselves to the following:

Intra-Personal Conflict: This type of conflict occurs within an individual. Examples of such are use of time, choice of partner, moral questions, goals and aspirations.

Inter-Personal Conflict: This refers to conflict between two or more individuals over an issue.

Intra-Group Conflict: This refers to conflict between individuals, or faction within a group.

Inter-Group Conflict: This refers to conflict between groups such as club, class versus class, family versus family.

National Conflict: This refers to conflicts within a nation, involving different groups within the nation. This could be inter-ethnic, inter-religious, or competition for resources.

International Conflict: This refers to conflicts between nations. This could be for ideological reasons, territorial claims, and political competition.

Causes of Conflict

The conflict within our community may arise from various sources or causes such as follows:

Misunderstanding: Misunderstanding is one of the major causes of conflict between people. Example, when employees do not understand their tasks, roles, and responsibilities conflict arises. Due to this, they may not complete their tasks as the manager expected from them. It may be due to poor communication from manager to employees.



Personal differences: Personal differences are the fundamental causes of interpersonal conflict in the community. The differences occur in the individual due to various reasons such as family background, values, attitudes, traditions, culture, education, and socialization process. Personality differences create conflict among people. It effects on emotions of individuals.

Information deficiency. Communication breakdown is one of the reasons for conflict. The lack of close communication and transformation of rigid information create misunderstanding among the people. It creates the problem of distrust and conflict. Therefore, it is essential to communicate the right information at the right time to the related persons.

Goal differences. The goal is the basis for organizational performance. All activities of the individuals concentrate on achieving predetermined goals. Therefore, if individuals in the same group initiate different goals it may cause conflict among group member. They cannot do work effectively.

Lack of role clarification: People of a company perform various roles that are interrelated to one another. The absence of role exposition among people generates conflict. It can create role conflict. For example, role conflict between production and marketing managers. Thus, it is necessary to make a proper division of work and delegation of authority on the basis of responsibility.

Threat to status. Status is the social rank that an individual obtains in the organization. It is based on knowledge and position. When any threat generates to an individual in his status it may create conflict. The main responsibility of top management is to maintain balance among subordinates working together for common goals.

Lack of trust. Lack of trust is also one of the causes of conflict in the community. All individuals working in a group must have mutual trust to achieve common goals.

Conflict Resolution Strategies for Sustained for Community Development Programmes

Conflict resolution refers to the elimination of the causes of the underlying conflict, generally with the agreement of the parties provides that (Essuman, 2009). It is an umbrella term for a whole range of methods and approaches for dealing with conflict: from negotiation to diplomacy, from mediation to arbitration, from



facilitation to adjudication, from conciliation to conflict prevention, from conflict management to conflict transformation, from restorative justice to peacekeeping.

Mediation: Mediation simply refers to the process of resolving conflict in which a third party neutral (mediator), assist the disputants to resolve their own conflict. The process is voluntary and the mediator does not participate in the outcome of the mediation process (agreement). The disputing parties themselves have control over the agreements to be reached. Besides, the process provides the disputants the opportunity to find solutions to their own conflicts. The process therefore ensures acceptance of the outcome by both parties, thereby enhancing sustainable peace.

Negotiation: This is a conflict resolution strategy in community development programmes which involve the neutral third party, called a ‘mediator’ or ‘facilitator’, helps disputants reach a mutually satisfactory solution to a conflict. Negotiations allow the parties to agree to an outcome which is mutually satisfactory. The actual terms of the agreement must be concluded by the parties and can be as broad or as specific as the parties’ desire. A negotiated settlement can be recorded in the form of an agreement.

The use of avoiding strategy: This is a way of addressing a disagreement or problem by intentionally not dealing with it. In community development programmes, this will involves ignoring or sidestep/withdraw the conflict with the hope the conflict will resolve or disappear itself. The community development programme officers/the conflicted parties need to not seem taking care about their issues or the issues of others. This is due to the fact that, people who avoid the situation hope the problem will go away, resolve itself without their involvement or rely on others to take the responsibility.

During implementation of community programme, it is important to avoid conflict, for instance the programme managers can avoid conflicts in the community by engaging community in programme implementation.



Use of arbitration in conflict resolution: In conflict resolution, arbitration can resemble a court trial, a neutral third party serves as a judge who makes decisions to end the dispute. The arbitrator listens to the arguments and evidence presented by each side, then renders a binding and often confidential decision. Although disputants typically cannot appeal an arbitrator's decision, they can negotiate most aspects of the arbitration process, including whether lawyers will be present and which standards of evidence will be used.

Litigation: Litigation is the use of the courts and civil justice system to resolve legal controversies. Litigation can be used to compel the opposing party to participate in the solution. The programme managers and coordinators through their power can use litigation as the way for addressing the conflicts which have been existed within the community during the programme implementation.

The use of collaboration strategy: Using "collaborating" involves finding a solution that entirely satisfies the concerns of all involved parties. The use of cooperation in conflict resolution strategy involves taking actions which targets to satisfy the other's needs within the community development programmes. This strategy of conflict resolution is highly assertive and highly cooperative whereby the main target/goals is to find a "win/win" solution. Appropriate uses for the collaborating style include integrating solutions, learning, merging perspectives, gaining commitment, and improving relationships.

The use of accommodating strategy: This style is about simply putting the other parties needs before one's own. Therefore, when using accommodating strategy in community development programme to resolve conflict essentially involves taking steps to satisfy the other party's concerns or demands at the expense of community development programme needs or desires. This is to make sure that, the community development programme achieves its desired goals and objective despite of the existing conflicts among the two parties.

Conclusively, it is clear that community development programmes are faced with a variety of conflicts, which in turn have negative effects towards their achievements. Therefore, there should be a



variety of conflicts resolution strategy to solve the existing misunderstanding and disputes with the community development programmes. This will help to make most of the programmes to be able to in reaching their desired goals and objectives. Conflict resolution provides an opportunity to interact with the parties concerned, with the hope of at least reducing the scope, intensity and effects of conflicts. During formal and informal meetings, conflict resolution exercises permit a reassessment of views and claims as a basis for finding options to crisis and to divergent points of view. Those who organize conflict resolution exercises or meetings usually constitute the third party in a triangular arrangement and consist of traditional rulers

Unit Reflection



Imagine that have been given an opportunity to orient community members on the causes of conflict in the community development programmes. Show how will you help them to understand the major causes of conflict and how to address them.

Unit Assignment



Attempt the following question:

By using appropriate strategies, show major conflicts often faced by your community and suggest possible solutions.

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