Advocacy Tool Kit

Bringing Advocacy to the Grassroots – Tanzania Advocacy Partnership Program (TAPP)

Lessons Learned Workshop
Iringa, Tanzania
December 1-5, 2003

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Preface

The production of this Tool Kit has been a participatory process between the Center for International Private Enterprise (CIPE), six regional branches of the Tanzania Chamber of Commerce, Industry, and Agriculture (TCCIA), and numerous other business associations in Tanga, Morogoro, Iringa, Ruvuma, Mbeya, and Rukwa Regions.

The Tool Kit is an outgrowth of a two-year capacity building program through which CIPE, as an implementing partner and subcontractor to PACT on the USAID's Tanzania's Advocacy and Partnership Program (TAPP), worked with business associations to strengthen their capacity in association management, governance, and advocacy.

The Took Kit was 'built' at a 5-day Lessons Learned Workshop held in Iringa, Tanzania, December 1-5, 2003. Participants contributed their insights and advice gained through their active participation and leadership in planning and implementing Public-Private Dialogue conferences (PPDs) and advocacy campaigns. The Took Kit is meant to be a living document. It is by no means complete. All participants in the program received a digital copy of the Tool Kit and they can modify it as they continue their advocacy work and assist others in leaning the art of advocacy. The Swahili version of the Tool Kit was created by TCCIA Rukwa.

CIPE is an independent, non-profit affiliate of the U.S. Chamber of Commerce and one of the four core institutes of the National Endowment for Democracy (NED). Through support from the NED, the U.S. Agency for International Development (USAID), charitable foundations, and the private sector, CIPE promotes market-oriented economic reform by supporting indigenous private sector organizations that are leading the reform efforts in developing and transitioning countries.

We encourage you to copy all or part of this guide and to share it with others. This document is not for sale.

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The Concept of Advocacy

Advocacy

- Defining Advocacy: Utetezi vs. Ushawishi – or some combination of the two
- Systems Approach to Advocacy – Guiding Framework
- Advocacy = Informing government decision-making
- Target training to leaders of business associations (BAs) and government officials
- Civic Education
- Success stories demonstrating that a BA did affect policy
  * Give people confidence that IT'S POSSIBLE

Systems Approach to Advocacy – Guiding Framework

Systems Approach to Advocacy

- Citizens form Civil Society Organizations (CSOs) to represent their community's interests.
- CSOs formulate their concerns in a professional manner by identifying issues of concern to their members and conducting research to develop policy positions.
- CSOs communicate with decision makers using four basic two-way channels:
  - Legal
  - Direct Advocacy
  - Public Relations
  - Grassroots
- Decision-makers report their decisions to mass media representatives and publish through government channels (gazette)
- Mass media representatives provide this information in the form of a feedback channel to all segments of society.

The Role of Business Associations in a Democracy

The Role of Business Associations in a Democracy

- A business association (BA) is one type of civil society organization
- Government officials are busy people. BAs are an effective vehicle for communicating with government.
- BAs need resources to effectively communicate with government – Free rider problem (those who reap benefits should contribute resources)

Marketing Advocacy as a Service

- If you think membership in the BA is expensive (providing adequate resources to create an effective advocacy vehicle) think about where lack of voice has left you so far

Marketing Information and Training as Services

- If you think education is expensive, try ignorance
  Examples: Get relevant laws, regulations, taxes and conduct seminars

Key Job of BAs - Building Relationships

- With Government
- With other Civil Society Organizations
- With the Media
- With the Public

Building Relationships with Government

- PPD – Public-Private Sector Dialogue Conferences
  The PPD is an event for building relationships. It is **not** an event where specific advocacy issues are discussed. The PPD changes the relationship between public and private sectors from one of mistrust to one of respect. Specific advocacy issues are dealt with through follow-up advocacy initiatives.
- Regular visits to government offices to get information – BRELA, RTO, MTO, etc.

Building Relationships with Other CSOs

Coalition Building :

- Takes time
- Pays off – stronger voice
- Not always necessary/possible
- Get list of BAs and other CSOs from RTA
- Create a mechanism for communication – text messaging, email, website, fax

Building Relationships with the Media

- Paid media
- Provide meals when meeting with them
- Give them access to the office for their meetings

Building Relationships with the Public

- Community projects – beautification
- Sponsorships - events
- Scholarships

Understanding the Legislative and Budgetary Process

- PACT – Legislative Road Map
- ESRF – The Policy Process
- Seminars for local associations
- Civic education

Planning Public-Private Dialogue (PPD) Conferences

Objectives of the Public-Private Dialogue (PPD)

- To strengthen the working relationship between the public and private sector
- To build understanding in the public and private sector of the necessity and benefits of public private dialogue.
- To create an environment of mutual trust between private and public sectors
- To foster understanding of advocacy as a continuous process
- To establish a regular forum for dialogue at the local level – it should meet at least once a year

Participant List

Public sector – Key regional and district officials

- All regional heads – RC, RAS, RTO, RPC, RPO, RAO, TRA, TANESCO, RMO
- District – DC, DED, DAS, DTO, MPs, Chair of Councils (Municipal and local)
- Involve public sector also in identifying participants

Private sector – Key stakeholders

- All BAs in region
- Potential members (companies)
- Cooperative unions
- Subsectoral representation
- Other CSO – trade unions
- Key institutions, including universities and think tanks

Number of participants – Max 50, target 40-50
Mix of Public and Private – 50/50 or 1/3 to 2/3

Invitations

- Clearly define objectives of PPD
- Adequate time to send out in advance
- Send reminders
- Who invites whom – depends on regional environment/politics (public to public, private to private)
- Route invitations through regional government – chain of command/protocol (depends on established practices)
- President of TCCIA sent letter to RCs
- Coordinated by Coalition of BAs, TCCIA as host
- Length – 1 page + Agenda

Delivering Invitations

- Personal visits before the event – relationship building
- If possible, deliver personally
- Send the invitations

- Describe event, reason for event
- Indicate sponsors
- Invitations can be flexible – depends on resources
- Make terms of attendance clear – if they have to pay their own way, no per diem, etc.

Agenda

- Opening – by Guest of Honor (RC, Chairman)
- Topics – relevant to theme – Success stories – told by good storytellers
- Presenters –both from public and private sectors (maximum of 2 papers from each = maximum of 4 papers) – keep presentations short and sweet, allow time for discussion
- Master of Ceremonies – LCC is host, TCCIA should MC
- Rapporteurs – very important
- Length – max 8 hours, less is better
- Selecting the day – Public-Private agreement, if possible, arrange around the RCC (cost sharing – public sector pays to get public officials to regional center), not same day, day after RCC or, if the RCC is 2 days, have it in the middle, between the first and second day

Membership recruitment strategy

- Plan to recruit members at the PPD – Controversial because coalition of BAs is involved
- All LCC members must think about recruitment strategy
- All LCC members put out membership forms and brochures at PPD registration desk, at back of hall, and reception
- Brochures give profile of each BA and how to become a member

Reception

Objective – Membership Recruitment, Relationship Building
Same ratio of Public and Private sector representatives
Number of participants: Target 70-80

Number of Planning Meetings

- Full LCC meets twice
- TCCIA meets more often
- Committees – divide work load – report to Executive Officer of TCCIA (schedule defined in action plan)

Venue

- Convenient, accepted
- Public Address System – essential
- Menu – lunch, tea breaks

Budget

- Model template
- If there is a donor, need clear guidelines
- Total Cost depends on:
  - Level of PR/marketing
  - Whether transport and per diem for out-of-town public officials/private sector participants is or is not included (cost sharing)

Action Plan (Activity Timeline)

- Model – General vs. detailed (use which model works best for your LCC)
- Detailed model includes committee reporting schedule

Media Coverage

- Identify media available
- Press release – use model – 2-3 days before event, and the morning of event
- Day after event – issue a press communiqué
- Press conference – immediately after event – outcomes of conference
- Radio, TV coverage, Journalists – invite to conference – pay for their attendance
- Get video coverage – take tape and press release to TV station – they will run it for a nominal fee (explore this first)
- Press interview after event

Coalition Partners

- Start early to build coalition – include all stakeholders
- Role – help in planning the PPD and participate (can even be Chair of LCC)
- In invitation, indicate PPD is put on by a coalition of BAs
- Post list at event
- Acknowledge their input/contributions

The Local Business Coalition or Local Coordinating Committee (LCC)

- The LCC is **not** a registered entity. It is a coalition of BAs that are themselves registered entities
- Commitment of LCC Members
- Agree on ground rules for attendance, executing resolutions and assignments professionally, meeting time lines
- Each LCC sets its own guidelines governing the operations of the LCC
- Sensitize LCC members on the importance of the coalition in advocacy

Resolutions

- Plan what resolutions you want out of the event and offer them at the PPD
- One resolution you should plan for is that a regular forum for dialogue be established
- The regular forum could be called a PPD, Regional/District Business Council, Business Forum, etc. – choice of local participants
- Regular forum should be held at least once a year

- Follow-up - essential

Strategy

- Regional PPD first, including all districts
- If funds available, preferable to do district PPD also
- The PPD at the regional level, with district participation, was an ESSENTIAL preliminary step to future advocacy initiatives.

Follow-up Advocacy

- After the PPD, the first advocacy campaign should include as one of the issues getting **representation** (e.g. ability to attend, participate in discussions, but **not** vote) on various local government committees, including Ward District Council, Economic Services Council, Finance and Planning Committee, etc.
- Especially important to get right to observe (listen but not participate in discussions) in the full council meetings.

Advocacy Steps

Advocacy Steps

1. Plan the Advocacy Campaign
2. Identify Issues
3. Prioritize Issues
4. Form Working Groups
5. Develop Marketing/PR Materials/Activities
6. Develop Policy Positions
7. Implement Marketing/PR Activities
8. Implement Grassroots Support Activities
9. Implement Direct Advocacy
10. Evaluate the success of the campaigns
11. Acknowledge the support of allies, advocacy team members, public officials and other stakeholders
12. Membership Recruitment

Who Conducts Advocacy?

- Individual Business Associations
  - On issues of concern to their members only
  - Advocacy committee conducts advocacy

- Business Coalitions (Local Coordinating Committees – LCC)
  - On issues of common concern to more than one business association
  - LCC conducts advocacy
  - A Lead Organization heads the LCC

Role of LCC

- Form the Business Coalition (LCC)
  - Start Early
  - Include as many concerned stakeholders as possible

- Plan and implement advocacy campaign
- Meet and harmonize positions, reach consensus

Role of lead organization (TCCIA in this case)
- Coordination of campaign
- Secretarial services

Advocacy Step 1: Planning the Campaign
- Planning the advocacy campaign involves developing an action plan for each advocacy step.
- The action plan includes an Implementation Timeline for the campaign and delegation of responsibilities
- Who plans the campaign?
  - For an individual BA, it is the Advocacy Committee (AC), in coordination with other Standing Committees
    * If a BA does not already have an advocacy committee, it should create one
  - For a coalition, it is the LCCs (RLCC, DLCC w/ assistance)

For both the AC and the LCC:
- Need to get the right people – set selection criteria based on professional standards
- Need to get the commitment of LCC Members on being a part of the LCC
- Sensitize LCC members on the importance of the coalition in advocacy.
- Each DCC sets guidelines governing the operations of the DCC
  - Guidelines should cover the following: keeping meetings to a minimum, attendance, executing resolutions and assignments professionally, meeting time lines, empowering Chairman to implement sanctions including expulsion
- The advocacy resource requirements must be considered within the context of the whole budgeting process of the organization.
- Therefore, the timing for the development of the Advocacy Plan of Actions depends on the budget cycle of the organization

Advocacy Step 2: Identify Issues
- For coalitions, need to define common issues
- For issues relevant beyond the local level (regional, national), network across districts and regions where there is a common issue.
- National issues can and should be brought up at local level (involve MPs – they need to serve constituents)
- Input on national issues should be channeled up to national level associations

Advocacy Step3: Prioritize Issues
- One size does not fit all
- Reach consensus
- Some issues are best presented by individual associations, NOT the coalition
- Issues of immediate concern get priority
- For coalitions:
  -Identify common issues

-Identify issues that have a major impact on community

- For Broad-based associations: Sectoral committees develop issues/positions in collaboration with the association's Advocacy Committee (AC).

Advocacy Step 4: Form Working Groups

- What types of Working Groups (WGs)
  - PPP (one per issue)
  - Marketing/PR/Publicity
  - Events (Launch, Roundtable)
- Who should be in WGs?
  - Members of BAs
  - People who are conversant w/ issue/job, competent
- Role of WG
  - Undertake all activities for that issue/job

Advocacy Step 5: Research and Preparation of Policy Position Papers (PPP)

- Steps
  - WG drafts position papers
  - WG submits draft position papers to LCC
  - LCC provides input to PPP
  - WG collects data and revises draft PPP
  - WG submits draft position papers to LCC
  - LCC provides input to PPP
  - WG considers these submissions, fine tunes PPP and adopts a final PPP
  - LCC approves PPP before distributed
  - Distribution of PPP
- Meetings of the LCC to review drafts are useful, but attendance may be a problem
  - Set guidelines on attendance
  - If someone can't attend, get their comments in writing
  - This may involve some one from the secretariat (lead organization) visiting the person to get their input

<u>WGs draft position papers</u>

- Desk 'study'
- Use available information/data
- Identify data holes
- Keep PPP SIMPLE, SHORT – interested parties can ask for more details

<u>WG collects data from various sources</u>

- Government
- Members of private sector
- Other sources

<u>WG collects data from government offices</u>

- Where to go depends on issue

- Usual suspects (MTO, MR Accountant, Statistical Bureau, etc.)
- Request data in writing
- Use influence/contacts
- Level of officer to approach – lower level may be useful
- Ask for other "allies"

WG collects data, comments, input, reactions on the draft from members

- Grassroots stakeholders form focus groups
- Questionnaires – short, simple, clear
  - Delivery – hand deliver, explain
  - Give questionnaire, they fill it out, you collect it
  - Or, You fill it out with them
  - Members of LCC go out to their own members
  - Go out to your potential members

WG collects information from other sources

- ESRF
- TCCIA
- Academic institutions
- CTI, other national BAs
- Internet
- DAI-PESA/Donors
- Companies
- Media

LCC provides input to PPP

- Written comments or hold meetings to get comments – most agree that meetings are preferable

Distribution of PPP

- Who gets it?
  - business community
  - the press
  - government
  - the public
  - research institutions
  - donors
  - academic institutions
  - other

When to Distribute PPP

- If you are having a Roundtable (RT), do you distribute PPP before, at, or after RT?
  - Give it to the chair of your RT no more than a day before the event
  - Or don't give full paper until RT, but give highlights of paper

- If no RT, distribute PPP as soon as it is finished – present it to relevant officials, etc.

PPP Content

- Outline:
  - Title
  - Overview
  - Our View
  - Other Views
  - Required Action
  - Potential Outcomes
- Overview section should describe the process you used to develop the PPP – how the data/information was gathered from various sources (government, members, other); meetings with members, visits to government offices, markets, etc.
- Demonstrate that you have sought a wide range of views on the issue
- Should not be confrontational
- Avoid "Opponent's View" - "Other views" is less confrontational – Remember, government wants the private sector to see it as its partner
- Compare the situation in your locality (village, district, region) to that of other regions – example: cost of electricity in Iringa is conducive to the development of industry, compared to Ruvuma.
- For some issues (i.e., lack of roads) private sector contractors can provide estimates of costs – getting them involved builds your base of support and gives you a source of facts and figures.
- Cite success stories from other areas

Advocacy Step 6: Develop Marketing/PR Materials and Plan Advocacy Activities

Public Relations Materials and Activities

- Depends on budget

PR Events include:

- Campaign Launch Event
- Roundtable

Marketing/PR Materials include:

- A slogan for the campaign
- Brochures, Posters, Leaflets, Banners,
- Bumper stickers
- T-shirts, Caps, Shoes, Scarves,
- Press releases and interviews through both print media and electronic media, including website
- Mailings
- Megaphone

- Songs (Ex: electricity song in Mbinga)

Advocacy Step 7: Implement Marketing/PR Activities

Launch Event

Roundtable

- The Roundtable is NOT a required event – advocacy can be carried out through direct advocacy without holding a Roundtable
- A Roundtable is a public relations event and is done if funds are available and if it contributes significantly to the advocacy effort
- WG organizes a Roundtable – essentially to have a high profile event that draws public attention to the issues.
- Lead organization organizes the event – because they have logistical capability
- How long? 2-4 hours
- Identify Target Officials for including in Roundtable
  - Public: Decision-makers directly implicated in policy issue
  - Private sector: LCC members, other stakeholders, big fish
- How many? 25-50 participants
- Greater representation from private sector
- Should private sector 'opponents' be invited to the RT (those who stand to lose from your proposed solutions)?
  - Arguments **against** including them are **many**
    - You give them a forum, they may steal the show
  - Arguments for including them are limited
    - Being inclusive
- Venue – convenient, accepted, can provide dinner (restaurant)
  - Depends on budget
- Selecting the date – not recommended to do it around time of RCC, negotiate between LCC and government officials
- Agenda – Format – See Model
- How many PPPs should be presented at RT?
- Who presents?
  - LCC representative presents the position paper
- Need for Rapporteur, Facilitator, other?

Invitations - 1 page

- Indicate objectives of RT?
- Should indicate that RT is coordinated by Coalition of BAs, TCCIA as host
- Send invitations 1-2 weeks ahead of event
- Send reminders 2 days before
- Who invites whom –
  - For private sector, LCC invites.
  - For the public sector, you may need to route invitations through regional government – chain of command/protocol (depends on practices)

Delivering Invitations

- Make personal visits before – relationship building
  - Describe event, reason for event
- Send the invitations to private sector participants
- If possible, deliver personally to key government officials
- Indicate sponsors
- Depends on resources
- Make terms of attendance clear – if they have to pay their own way, no per diem, etc.

Presentation of the PPP

- Do a mock RT with whole LCC to get their reaction and to fine tune the presentation
- Open with warm words of welcome to government and private sector, emphasize pleasure at openness of government to dialogue
- Include statement that you don't expect participants to come to resolution of issues at the RT. Expect a good exchange of ideas and an open door for more direct discussions and that you will follow-up to find solutions.
- Do NOT read the paper – participants will be taking it home with them
- Present the main points in as conversational a style as possible
- Do NOT read the headings – transition into the next section with something other than the heading
- Use visual aids for facts and figures – let them speak for themselves – only point out a few examples
- Try not to be repetitive
- Remember to highlight the positive impact of your proposed solution on government revenues (increased) or expenditures (decreased)
- If existing laws or regulations are not being enforced or enforced incorrectly, refer to the exact reference of the law or regulation and quote from it

General Pointers for the Roundtable

- Keep it short (2-4 hrs)
- Do not be confrontational
- Have an agenda and stick to it
- Have a facilitator who can keep control of the meeting
- Have written materials (Policy Position Papers) to guide discussions
- Policy papers should be brief, specific, and clear on how the policy change would be good for society, not just a small group of business people
- Both government and business should be given the opportunity to talk around the table
- This is a private meeting – do not invite the press
- Hold a press conference after the meeting
- Decisions are not made at a roundtable, therefore business must follow-up with key decision makers

- The Roundtable requires FOLLOW-UP – without follow-up the Roundtable is senseless
- Identify committees, individuals who will carry out follow-up
- Follow-up involves direct advocacy, grassroots advocacy, media campaign

Advocacy Step 8: Implement Grassroots Support Activities

- What are these?
  - Meetings with other stakeholders who are not in the LCC
  - Letter-writing campaigns to public officials by members (not the BA – may be orchestrated by BA)

Advocacy Step 9: Implement Direct Advocacy

- If there has been a RT, then **direct advocacy** should be carried out in the period *following* the Roundtable
- Direct advocacy involves communicating directly with key policy decision-makers
- Identify the target officials for advocacy
- Articulate/influential LCC members visit targeted public officials to discuss in depth the issues presented in the PPP
- Before visiting officials in their offices, write a letter to request a meeting
- Meet with relevant officials – in office, bars, restaurants, golf course, country club, etc.
- Target lower staff, personal secretaries, to assist in getting an appointment
  - Get to know key staff people, they have influence
- Go to Dodoma to meet with MPs, committees, etc.
- Write letters on issues

Advocacy Step 10: Evaluate the Success of the Campaigns

- Follow-up is ESSENTIAL
- Review of government budget on tax issues
- Follow-up with relevant government officials/departments
- Follow-up with MPs when they return to the region after the parliamentary sessions
- Legislative tracking chart to keep members informed

Advocacy Step 11: Acknowledge the Support of Allies, Advocacy Team Members, Public Officials, and Other Stakeholders

- Write letters
- Acknowledge support at public events (workshop or seminar)
- Visit offices
- Paid advertisements in the media
- Spreading the word of success through newsletters and website
- LCC members report success to their membership

Advocacy Step 12: Recruit New Members

- Advocacy successes are one of the biggest selling tools for the BA
- Even advocacy failures can result in increased membership because potential members may see the need to provide the necessary financial support to strengthen future advocacy efforts
- Press clippings – keep track of coverage
- Hold a celebration event
- If an issue affects many members and non-members, but non-members are not willing to join and pay membership fees, try to get information from them that would allow you to do a cost-benefit analysis of membership
- Present how much businesses benefit from reform compared to the cost of membership and/or sponsorship of the advocacy campaign.
- Business people understand "money" – speak their language.

KITINI CHA UTETEZI

KUJENGA DHANA YA UTETEZI KWA UMMA

Mpango wa ushirikiano katika utetezi – Tanzania

Tanzania Advocacy Partnership Program (TAPP)

Warsha ya nini tulichojifunza iliyofanyika
Iringa – Tanzania
Desemba 1 – 5, 2003

YALIYOMO:

		Uk.
*	Utangulizi ----------	(ii).
*	Dhana ya Utetezi----------	1
*	Mfumo wa kufikia Utetezi – Mwongozo----------	1
*	Jukumu la Jumuia za Wafanyabiashara katika Demokrasia----------	1
*	Kupanga majadiliano kati ya Sekta ya Umma na Binafsi----------	3
HATUA YA UTETEZI:----------		**7**
1.	Panga Kampeni juu ya Utetezi,----------	8
2.	Bainisha masuala ya kufanya,----------	9
3.	Chagua swali lipi lianze (Panga Kipaumbele),----------	9
4.	Unda makundi,----------	9
5.	Ainisha namna ya kufanya Uenezaji,----------	10
6.	Ainisha nafasi za Sera,----------	13
7.	Tekeleza shughuli kwa kuzitangaza na kujenga mahusiano,----------	13
8.	Tekeleza shughuli za kuungwa mkono na Umma,----------	16
9.	Tekeleza shughuli za moja kwa moja,----------	16
10.	Tathmini mafanikio ya Kampeni,----------	16
11.	Shukuru washiriki waliokuunga mkono, Wajumbe wa timu ya Utetezi, Maafisa wa Sekta ya Umma na,----------	17
12.	Sajili (funza, ingiza, pata) Wanachama wapya,----------	18

Utangulizi.

Kitini hiki kimetokana na ushirikiano wa pamoja kati ya Kituo cha Kimataifa cha Sekta Binafsi (Center for International Private Enterprises) (CIPE), Matawi sita ya Mikoa ya Chama cha Wafanyabiashara, Wenyeviwanda na Kilimo Tanzania (TCCIA) na Jumuia mbalimbali za wafanyabiashara wa Mikoa ya Tanga, Morogoro, Iringa, Ruvuma, Mbeya na Rukwa.

Chimbuko la Kitini hiki kinatokana na mpango wa miaka miwili ya uwezesho ambapo CIPE kikiwa ni chombo shiriki cha utekelezaji wa ujenzi wa dhana ya Utetezi chini ya PACT kuhusu mpango wa ushirikiano katika Utetezi – Tanzania (TAPP) ulioanzishwa na Shirika la Misaada la Kimataifa la Marekani (USAID) ikifanya kazi na Jumuia za Wafanyabiashara ili kuimarisha/kuboresha uwezo wa Jumuia hizo katika nyanja za utawala, uongozi na udhibiti katika Utetezi.

Warsha ya siku tano (5) ya nini tulichojifunza iliyofanyika Iringa Tanzania kuanzia tarehe 1 hadi 5 Disemba 2003 ndiyo iliyoibua andiko la Kitini hiki. Washiriki wa Warsha walitoa mtazamo na mawazo yao na umahiri wa ushiriki huo ulipelekea utekelezaji na upangaji wa mikutano na mazungumzo kati ya Sekta ya Umma na Binafsi (PPDs) na Kampeni za Utetezi. Kitini hiki ni **mchakato endelevu** na katusi timilivu. Washiriki wote wa Warsha walipata nakala za Kitini hiki na wanaweza kuiboresha kulingana na utekelezaji wao kuhusu shughuli nzima ya Utetezi, hivyo kuwawezesha wengine kupata uelewa wa swala zima la Utetezi. Tafsiri ya Kitini hiki imefanywa na TCCIA –RUKWA.

CIPE ni chombo huru na shiriki ya Chemba ya Biashara Marekani na ni moja kati ya Taasisi nne za msingi kwa ajili ya Demokrasia ya Taifa (Institutes of the National Endowment for Democracy – NED).

Kupitia kuungwa mkono (msaada) toka NED, Shirika la Misaada la Kimataifa Marekani (USAID), Jumuia za hiari na Sekta Binafsi. CIPE kama kitovu cha Utetezi kinalenga katika upanuzi na uboreshaji wa Utetezi kwa Jumuia za Sekta Binafsi za Wazawa hususani katika nchi zinazoendelea na zilizo katika kipindi cha mpito.

Tunakushirikisha nawe uweze kunakiri yote au machache (sehemu) tu ya mwongozo huu ili upate kushiriki nasi, pamoja na wengine katika kujenga dhana hii ya Utetezi.

* Makala hii/Kitini hiki haiuzwi/hakiuzwi.

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Dhana ya Utetezi

Utetezi.

- Kwanza pata tafsiri ya Utetezi.
- Elewa utaratibu wa kufikia Utetezi – yaani Mwongozo.
- Utetezi ni kuwaeleza wenye mamlaka ya kutoa Maamuzi Serikalini.
- Malengo ya Mafunzo kwa Viongozi ya jumuia za Wafanyabiashara (Business Association – BAS) na Viongozi wa Serikali.
- Kutoa Elimu ya Uraia.
- Toa mifano juu ya mafanikio yenye kudhihirisha kwamba Jumuia za Wafanyabiashara zimewahi kuleta mabadiliko ya Sera.

* Wajengee watu Imani kwamba inawezekana.

Utaratibu wa kufikia Utetezi – yaani Mwongozo.

Utaratibu wa kufikia Utetezi

- Raia kuunda vyama vya watu wanaoishi pamoja kuwakilisha matakwa ya Jumuia yao (Civil Society Organizations – CSOs).
- CSOs kuyaweka mambo yanayowahusu kitaalam kwa kuyaainisha mambo hayo kwa Wanachama wao na kufanya utafiti ili kukuza Msimamo wa Sera.
- CSOs kuwasiliana na wenye kutoa maamuzi kwa kutumia njia rasmi na isiyorasmi kwa mambo manne ya msingi ambayo ni:-
    - Sheria
    - Utetezi wa moja kwa moja.
    - Mahusiano na Umma.
    - Umma.

- Wenye kutoa maamuzi watoe taarifa juu ya maamuzi yao kwenye vyomba vya Habari na kuchapisha kwenye Gazeti la Serikali.
- Vyombo vya Habari vitoe taarifa kwa jamii husika katika Muundo unaowezesha mlisho nyuma (Feedback).

Nafasi za Jumuia za Wafanyabiashara katika Demokrasia.

Nafasi za Jumuia za Wafanyabiashara katika Demokrasia.

- Jumuia ya Wafanyabiashara ni aina mojawapo ya vyama vya Kiraia.
- Maafisa wa Serikali ni watu wenye shughuli nyingi. Jumuia za Kibiashara ni njia inayofaa zaidi kwa kuwasiliana na Serikali.
- Jumuia za Biashara zinahitaji rasilimali ili kuwasiliana ipasavyo na Serikali - tatizo la kunufaika – bure (Wote wanao nufaika hawana budi kuchangia).

Ushawishi wa Utetezi kama huduma.

- Kama unadhani Uanachama katika Jumuia ya Biashara ni aghali (yaani kutoa rasilimali ya kutosha ili kutengeneza chombo Mathubuti cha Utetezi) fikiria hali ya kutokuwa na Sauti imekufikisha wapi hadi sasa.

Utoaji Taarifa na Mafunzo kama Huduma.

- Kama unafikiri kwamba Elimu ni aghali basi jaribu Ujinga.

  Mifano: Pata Sheria husika, Kanuni, Kodi na kuendesha Semina.

Kazi za msingi za Jumuia za Biashara.

- Kujenga Mahusiano:-
- Na Serikali.
- Vyama vingine vya Kijamii.
- Vyombo vya Habari.
- Na Umma.

Kujenga Mahusiano na Serikali.

- Mikutano na Mazungumzo kati ya Sekta ya Umma na Sekta Binafsi (Public – Private Sector Dialogue Conferences – PPD).
- PPD ni tukio kwa ajili ya kujenga Mahusiano na wala si tukio ambapo Masuala mbalimbali ya Utetezi yanaweza yakajadiliwa. PPD inabadilisha Mahusiano kati ya Sekta ya Umma na Sekta ya Binafsi kutoka kutoaminiana na kuwa ya kuheshimiana. Masuala Mahususi ya Utetezi yanashughulikiwa kwa kupitia ufuatiliaji wa Utetezi.
- Kutembelea mara kwa mara Ofisi za Serikali ili kupata habari – BRELA, RTO, MTO, nk.

Kujenga Mahusiano na vyama vingine vya Kijamii (Civil Society Organizations – SCOs).

Kujenga Umoja/Muungano:

- Kunachukua muda.
- Kunaleta faida – Sauti yenye nguvu.
- Sio mara zote linawezekana.
- Pata orodha ya Jumuia za Kibiashara na vyama vingine vya Kijamii kutoka kwa msajiri (RTA).
- Tengeneza mfumo wa Mawasiliano – habari kwa maneno, barua pepe, mtandao wa Kompyuta, kwa njia ya fax na matangazo ya Radio.

Kujenga Mahusiano na Vyombo vya habari.

Vyombo vya habari kwa kulipwa.

- Andaa chakula wakati wa kukutana nao.
- Viruhusu vyombo hivyo kuingia Ofisini kwa ajili ya Mikutano.

Kujenga Mahusiano na Umma.

- Miradi ya Jamii – kuifanya mizuri zaidi.
- Kufadhili matukio.
- Kuwapeleka kwenye Mafunzo.

Kuelewa utaratibu wa utungaji Sheria na Utengenezaji wa Bajeti.

- PACT – Kitini cha Kisheria
- ESRF – Utungaji wa Sera.
- Semina kwa Jumuia za Wananchi.
- Elimu ya Uraia.

KUPANGA MAJADILIANO KATI YA SEKTA YA UMMA NA BINAFSI (PPD).

Malengo ya Majadiliano kati ya Sekta ya Umma na Binafsi (PPD).

- Kuimarisha ushirikiano wa utendaji kazi kati ya Sekta ya Umma na ile ya Binafsi.
- Kujenga uelewa katika Sekta ya Umma na Binafsi juu ya ulazima na manufaa ya Majadiliano kati ya Sekta ya Umma na Binafsi.
- Kujenga mazingira ya kuaminiana kati ya Sekta ya Umma na Binafsi.
- Kuhimiza uelewa juu ya Utetezi kama mchakato endelevu.
- Kuanzisha chombo maalum kwa ajili ya majadiliano katika maeneo husika – ambacho kitakutana angalau mara moja kwa mwaka.

Orodha ya Washiriki.

Sekta ya Umma – Maafisa muhimu wa Mkoa na Wilaya.

- Wakuu wote wa Idara Mkoani – RC, RAS, RTO, RPC, RPO, RAO, TRA, TANESCO, RMO.
- Wilaya – DC, DED, DAS, DTO, MPS, Mwenyekiti wa Halmashauri (Mji na Wilaya).
- Pia husisha Sekta ya Umma katika kuanzisha Washiriki.

Sekta Binafsi – Wadau muhimu.

- Jumuia zote za Kibiashara (BAS) Mkoani.
- Wanachama watarajiwa (Makampuni).
- Vyama vya Ushirika.
- Uwakilishi wa Sekta ndogo ndogo.
- Vyama vingine vya Kijamii – Vyama vya Wafanyabiashara.
- Taasisi muhimu vikiwemo Vyuo Vikuu na Wasomi wengine waliobobea.

Idadi ya Washiriki:

- Kiwango cha juu kiwe 50, lengo 40 – 50.
- Uwiano wa Sekta ya Umma na Binafsi uwe 50/50 au ½ hadi 2/3.

Mialiko.

- Eleza bayana malengo ya PPD.
- Kupeleka Mialiko mapema kwa wahusika.
- Peleka taarifa za kuwakumbusha waalikwa.
- Nani amemwalika nani – kutegemea mazingira ya Mkoa husika /Siasa (Umma kwa Umma, Binafsi kwa Binafsi).
- Rais wa TCCIA atapeleka barua kwa Wakuu wa Mikoa husika.
- Ikiwa imeratibiwa na Muungano wa Jumuia za Kibiashara (BAs), TCCIA ikiwa mwenyeji.
- Barua ya mwaliko iwe ya ukurasa mmoja ikiwa imeambatanishwa na ajenda za majadiliano.

Upelekaji wa Mialiko.

- Ziara binafsi kabla ya tukio – kujenga mahusiano mema.
- Ikiwezekana peleka mwenyewe.
- Tuma mialiko.
- Elezea tukio na sababu za tukio hilo.
- Onyesha wadhamini.
- Mialiko inaweza kubadirishwa – kwa kutegemea rasilimali.
- Weka bayana masharti ya kuhudhuria–kama ni kujilipia, hakuna posho, n.k.

Ajenda.

- Ufunguzi – Mgeni rasmi (RC, Mwenyekti).
- Mada – zinazohusiana na jambo litakalojadiliwa – Mifano juu ya mafanikio ikielezwa na waelezaji mahili.
- Wawasilishaji mada – kutoka Sekta ya Umma na Binafsi (mada zisizozidi 2 kutoka kwa kila mtoa mada sawa na jumla ya mada zisizozidi 4).
- Uwasilishaji uwe mfupi na wenye maelezo bayana ili kuruhusu muda wa kutosha kwa majadiliano.
- Msimamizi wa tukio – Muungano wa Vyama vya Jamuia za Kibiashara na Kamati ya Uratibu (Local Coordination Committee – LCC) atakuwa ndiye Mwenyeji wa tukio, TCCIA atapaswa kuwa ndiye msimamizi wa tukio.
- Sekretarieti ni muhimu iwepo kwa ajili ya kuweka kumbukumbu za tukio.
- Muda – Si zaidi ya saa 8, pungufu ya hapo ni bora zaidi.
- Kuchagua siku – kwa makubaliano kati ya Sekta ya Umma na Binafsi ikiwezekana, panga siku kwa kuzingatia (RCC) (uchangiaji gharama – Sekta ya Umma itachangia kuwaleta Maafisa wa Umma kwenye Makao Makuu ya Mikoa), iwe siku baada ya RCC au, ikiwezekana RCC iwe siku 2 ikiwa kati ya siku ya kwanza na ya pili.

Mikakati ya /Usajili wa Uanachama.

- Panga kusajili/ Wanachama kwenye PDD - jambo hili ni tata kwa sababu Muungano wa Jumuia za Kibiashara umeshiriki.
- Wajumbe wote wa LCC watapaswa kufikiri kuhusu mkakati huu wa Usajiri.
- Wajumbe wote wa LCC wawasilishe fomu zao za Uanachama na vipeperushi kwenye meza ya Uandikishaji wa Ushiriki.
- Vipeperushi vitoe maelezo ya kila Jumuia ya Kibiashara na namna ya kuwa Mwanachama.

Tafrija.

- Lengo – Usajiri wa Uanachama, kujenga Mahusiano.
- Uwiano ulio sawa wa uwakilishi wa Sekta ya Umma na Binafsi.
- Idadi ya Washiriki – lengo 70 –80.

Idadi ya Mikakati ya kuweka mipango.

- LCC itakutana mara mbili.
- TCCIA itakutana mara nyingi zaidi.
- Kamati – zitagawana kazi za kufanya na kutoa taarifa kwa Afisa Mtendaji wa TCCIA (Itaonyeshwa katika Mpango wa Utekelezaji).

Mahali pa Mkutano.

- Penye kufaa na kukubalika.
- Mfumo wa Vyombo vya kutangazia – ni muhimu sana.
- Chakula:- chakula cha mchana, chai wakati wa Mapumziko.

Bajeti.

- Iwe katika Muundo unaoainisha aina ya matumizi kwa kila Kipengele Upande wa kushoto katika hali ya wima na gharama za matumizi kwa kila Kipengele upande wa kulia katika hali ya ulalo.
- Kama kuna Mfadhili/Mhisani uwepo Mwongozo wa wazi.
- Jumla ya gharama hutegemea:
    - Kiwango cha uhusiano na Umma/Namna ya kujinadi.
    - Kama usafiri na Posho kwa Maafisa wa Serikali/Washiriki kutoka Sekta Binafsi kutoka nje ya Mji umejumuishwa au la (Uchangiaji wa gharama).

Mpango wa Utekelezaji.

- Muundo – wa jumla dhidi ya uliofafanuliwa (tumia Muundo unaofaa zaidi kwa LCC yako).
- Muundo wenye ufafanuzi unajumisha utaratibu wa Kamati kutoa taarifa.

Mtandao wa Vyombo vya habari.

- Ainisha Vyombo vya habari vilivyopo.
- Taarifa ya maandishi kwa Vyombo vya habari. Tumia muundo wa siku 2-3 kabla ya tukio na asubuhi ya siku ya tukio.
- Siku moja baada ya tukio – toa tamko kwa Maandishi.
- Mkutano na Vyombo vya habari – mara baada ya tukio – juu ya matokea ya Mkutano.
- Radio, TV, Waandishi wa habari – Waalikwe kwenye Mkutano – walipwe kwa kuhudhuria kwao.
- Tengeneza Mkanda wa Video peleka Mkanda na taarifa ya Maandishi ya Mkutano kwenye kituo cha TV - watairusha kwa gharama ndogo (lakini fanya utafiti kabla).
- Fanya mahojiano na Waandishi wa habari baada ya tukio.

Muungano wa Washirika.

- Anza mapema kujenga Muungano wa Washiriki ukijumuisha Wadau wote.
- Jukumu – kusaidia katika kupanga PPD na Ushiriki (inaweza pia ikasimamia LCC).
- Katika mwaliko, onesha kuwa PPD imewekwa na Muungano wa Jumuia za Kibiashara (BAs).
- Bandika orodha ya Washiriki wa Muungano kwenye tukio.
- Kili na kutambua michango yao.

Kamati ya Uratibu (LCC).

- LCC si kitu kilichoandikishwa, ni muungano wa Jumuia za Kibiashara ambazo zimeandikishwa.
- Kujihusisha kwa dhati kwa Wajumbe wa LCC.
- Kukubaliana juu ya taratibu kwa ajili ya Mahudhurio, kutekeleza maazimio na majukumu Kitaalam kwa kuzingatia muda uliopangwa.
- Kila LCC ihakikishe inaweka miongozo yake inayotawala Uendeshaji wake.
- Hamasisha Wajumbe wa LCC juu ya umuhimu wa muungano katika Swala zima la Utetezi.

Maazimio.

- Panga ni maazimio gani ungeyahitaji kutokana na tukio na uyawasilishe hayo maazimio kwenye PPD.
- Moja ya maazimio utakayokuwa umepanga iwe ni kuanzisha mjadala wenye utaratibu maalum ili kufikia muafaka.
- Utaratibu huo maalum utaitwa PPD, Mkoa/Wilaya – Baraza la biashara, Mkutano wa Kibiashara, n.k. – uchaguzi wa washiriki kwa eneo husika.
- Mkutano huo ufanyike angalau mara moja kwa mwaka.
- Ufuatiliaji ni muhimu.

Mikakati.

- Ianze PPD ya Mkoa ikijumuisha na Wilaya zote.
- Iwapo fedha zinapatikana inafaa vile vile kufanya PPD kwa kila Wilaya.
- PPD katika ngazi ya Mkoa, ikiwa na Ushiriki kutoka Wilayani ingekuwa ni hatua ya muhimu za mwanzo katika Suala zima la kuibua Utetezi kwa wakati ujao.

Ufuatiliaji wa Utetezi.

- Baada ya PPD, kampeni ya kwanza ya Utetezi inapaswa kujumuisha moja ya Suala muhimu ambalo ni kupata Uwakilishi (k.m. uwezo wa kuhudhuria, uwezo wa kushiriki katika majadiliano, lakini si kupiga kura) katika Kamati mbalimbali za Serikali za Mitaa pamoja na Halmashauri za fedha na mipango, n.k.
- Ni muhimu kupata haki ya kuwa mtazamaji (kusikiliza na si kushiriki katika majadiliano) katika Mikutano ya Baraza la Madiwani.

Hatua za Utetezi.

1. Pangilia Kampeni juu Utetezi

2. Bainisha mambo ya kufanya.

3. Panga kipaumbele.

4. Unda makundi ya majadiliano.

5. Tengeneza namna ya kufanya uenezaji – kwa kutumia vyombo/vitendo vya mahusiano

6. Ainisha nafasi za Sera katika masuala ya Utetezi.

7. Tekeleza Sera kwa kuitangaza/ na kujenga mahusiano.

8. Tekeleza kazi ya kutafuta kuungwa mkono na Umma/Wadau.

9. Fanya Utetezi wa moja kwa moja.

10. Tathmini mafanikio ya Kampeni.

11. Tambua/ shukuru Washiriki waliokuunga mkono, Wajumbe wa timu ya Utetezi, Maafisa wa Sekta ya Umma na Wadau wengine.

12. Pata/Sajili Wanachama wapya.

Ni nani anaendesha Utetezi.

- Jumuia Binafsi za Kibiashara.
  - Kwa mambo yanayowahusu Wanachama wao tu.
  - Kamati ya Utetezi kuendesha Utetezi.
- Muungano ya Jumuia za Kibiashara (Kamati ya Uratibu – (LCC)).
  - Katika mambo yanayo gusa zaidi ya Jumuia moja ya Kibiashara.
  - Kamati ya Uratibu kuendesha kazi ya Utetezi.
  - Ushirika Kiongozi kuongoza Kamati ya Uratibu (LCC).

Wajibu wa Kamati ya Uratibu (LCC).

- Kuunda Muungano wa Jumuiya za Kibiashara.
  - Anza mapema.
  - Husisha Wadau wengi kwa kadri inavyowezekana.
- Panga na tekeleza Kampeni za Utetezi.
- Kutana na kuweka uiano wa nafsi za Utendaji katika LCC na kufikia makubaliano.

Wajibu wa Ushiriki /Chama Kiongozi (kwa Suala hili ni TCCIA).

- Kuratibu Kampeni.
- Kutoa huduma za uchapaji.

Hatua za Utetezi Na. 1: Kupanga Kampeni.

- Kupanga Kampeni ya Utetezi kunahusisha kutengeneza mpango wa Utekelezaji wa hatua za Utetezi.
- Mpango wa Utetezi unajumuisha muda wa utekelezaji wa Kampeni na mgawanyo wa majukumu.
- Ni nani anapanga Kampeni.
  - Kwa Jumuia Binafsi ya Kibiashara ni Kamati ya Utetezi kwa kushirikiana na Kamati nyingine ndogo ndogo.
  - Kama Jumuia ya Kibiashara (BAs) haina Kamati ya Utetezi, inapaswa kuunda Kamati ya aina hiyo.
  - Kwa Muungano wa Kibiashara ni LCCs, (RLCC, DLCC W/ kwa msaada.

Kwa zote AC na LCC.

- Inatakiwa kupata watu wanaofaa – weka vigezo kwa kuzingatia taaluma.
- Kuwepo na Utaratibu kwa Wajumbe wa LCC kuwa wao ni sehemu ya LCC.
- Hamasisha Wajumbe wa LCC juu ya umuhimu wa Muungano/Umoja katika Suala zima la Utetezi.
- Kila DCC itajiwekea miongozo inayoongoza shughuli za kazi za DCC.
- Miongozo iwe na mambo yafuatayo:-

  - Kuweka kiwango cha chini cha Mikutano, Mahudhurio, Utekelezaji wa Maazimio, na Majukumu ya Kitaalam, kuzingatia muda, kumpa Mwenyekiti uwezo wa kutoa adhabu ikiwa ni pamoja na kufukuza.

- Mahitaji ya rasilimali ya Utetezi yanapaswa yazingatie Suala zima la bajeti ya Jumuia/Chama husika.
- Kwa hiyo muda wa kutengeneza Mpango wa Utekelezaji wa Utetezi unategemea bajeti ya Jumuia.

Hatua ya Utetezi Na. 2: Ainisha Matatizo.

- Kwa Muungano, inahitajika kueleza matatizo yanayoigusa Jamii kwa ujumla.
- Onesha mambo yanayo kwenda hadi Mkoa na Taifa.
- Hoja katika Masuala ya Kitaifa yanapaswa kupelekwa hadi kwenye Jumuia – ngazi ya Taifa.

Hatua ya Utetezi Na. 3: Kuweka Kipaumbele Matatizo (Masuala).

- Jambo moja haliwezi kuwahusu wote.
- Kufikia Muafaka.
- Mambo mengine yanaweza kufanyiwa kazi vizuri sana na Jumuia moja na wala sio Muungano.
- Mambo yanayotakiwa kufanyiwa kazi haraka yapewe Kipaumbele.
- Kwa Muungano/Umoja.

  - Ainisha mambo yanayo waunganisha/wahusu wote.
  - Ainisha Matatizo/mambo yenye kuleta madhara /matokeo makubwa kwa Jamii.

- Kwa Jumuia kubwa: Kamati za Sekta zinaibua mambo au matatizo na nafasi ya tatizo kwa kushirikiana na Kamati ya Utetezi ya Jumuia (AC).

Hatua ya Utetezi Na. 4: Unda Vikundi vya kazi.

- Ni aina gani ya Vikundi vya kazi (WGs).
- PPP (kwa Suala moja).
- Kunadi/mahusiano ya Umma/uenezaji.
- Matukio (chakula cha mchana, Mikutano ya pamoja).
- Ni nani awe kwenye Vikundi?.

- Wanachama wa Jumuia ya Kibiashara.
- Watu wenye Upeo au wenye Uelewa juu ya tatizo/kazi na wenye Uwezo.

- Wajibu wa Kikundi.

  - Kutekeleza mambo yote yahusuyo tatizo hilo au kazi hiyo katika Kikundi chao.

Hatua ya Utetezi Na. 5: Utafiti na Maandalizi ya hoja za Sera (PPP).

- Hatua.
- Kikundi kuandaa hoja ya Sera ya awali.
- Kikundi kuwakilisha hoja ya Sera ya awali kwenye Kamati ya Uratibu (LCC).
- Kamati ya Uratibu inaboresha hoja ya Sera ya awali.
- Kikundi (WG) hukusanya takwimu, maboresho na kuandaa upya hoja ya Sera.
- Kikundi huwakilisha tena hoja ya Sera kwenye Kamati ya Uratibu.
- Kamati ya Uratibu huongeza mchango wake kwenye hoja ya Sera.
- Kikundi hupokea maboresho hayo kwamba ni Mwisho, hutengeneza hoja ya Sera vizuri kwa kuikamilisha.
- Kamati ya Uratibu (LCC) inaidhinisha hoja ya Sera hiyo kabla haijaanza kugawanywa.
- Ugawaji wa hoja ya Sera unaanza.
- Mikutano ya Kamati ya Uratibu (LCC) kwa ajili ya kupitia hoja ya Sera ya awali ni ya muhimu sana, lakini mahudhurio inaweza kuwa ni tatizo.
- Weka Miongozo juu ya mahudhurio.
- Kama mtu hawezi kuhudhuria, atoe maelezo kwa maandishi.
- Hii inaweza kuhusisha mtu mmojawapo kutoka kwenye Kamati Tendaji (Jumuia Kiongozi) kumtembelea ili kupata michango yao ya mawazo.

WGs hoja ya Sera ya awali.

- Eneo la kuangalia.
- Tumia takwimu zilizopo.
- Ainisha takwimu ambazo hazifai.
- Fanya hoja ya Sera (PPP) kuwa rahisi na fupi – wenye kuvutiwa wataomba habari za kiina zaidi.

WG kukusanya takwimu (data) kutoka vyanzo mbalimbali.

- Serikalini.
- Wanachama wa Sekta Binafsi
- Vianzo vingine.

WG kukusanya takwimu (data) kutoka Ofisi za Serikali.

- Mahali gani pa kwenda inategemea jambo lenyewe husika.
- Kawaida wafikiriwa ni MTO, (MR Accountant Statistical Burean n.k.)
- Omba takwimu kwa maandishi.

- Tumia umaarufu /kufahamiana.
- Ngazi ya Afisa wa kumwona – Afisa wa ngazi ya chini anaweza kuwa msaada zaidi.
- Tumia watu wengine wanaoweza kusaidia.

WG kukusanya takwimu, maoni, michango, mwitikio juu ya hoja ya Sera ya awali kutoka kwa Wanachama.

- Wadau wa msingi kuunda Vikundi vilivyolengwa/ kusudiwa.
- Maswala ya mahojiano yawe mafupi, rahisi na yenye kueleweka.
- Kutoa – kwa mkono, kwa maelezo.
- Wape maswali wayajibu na uyakusanye.
- Au unajaza /jibu pamoja nao.
- Wana Kamati ya Uratibu (LCC) wanakwenda kwa Wanachama wao.
- Nenda kwa wale wanaoweza kuwa Wanachama wako.

WG kukusanya taarifa kutoka kwenye vyanzo vingine.

- ESRF.
- TCCIA.
- Taasisi ya Elimu.
- CTI, Jumuia za Kitaifa za Kibiashara.
- Internet.
- DAI – PESA /Wadhili.
- Makampuni.
- Vyombo vya habari.

Kamati ya Uratibu (LCC) kutoa michango kwenye hoja ya Sera.

- Maoni yaliyoandikwa au kufanya Mikutano ili kupata maoni – wengi wanakubali kuwa Mikutano inafaa zaidi.

Ugawaji/usambazaji wa hoja ya Sera (PPP).

- Nani anapatiwa:-

  - Jumuia ya Wafanyabiashara

  - Magazeti.

  - Serikali.

  - Umma.

  - Taasisi za Utafiti.

  - Wahisani /Wafadhili.

- Taasisi za Elimu.

- Na wengineo.

Ni lini kuanza kusambaza – PPP.

- Mnapokuwa na Mkutano wa pamoja (Roundtable - RT), unagawa PPP kabla, wakati wa Mkutano au baada ya Mkutano (RT)?.
- Mpe Mwenyekiti wa Mkutano (RT) sio zaidi ya siku moja kabla ya tukio.
- Au usitoe mambo yote mpaka wakati wa Mkutano, toa vidokezo tu.
- Kama hakuna Mkutano wa pamoja (RT) gawa hoja ya Sera (PPP) mara inapokuwa tayari – wape Maofisa wahusika n.k.

Yaliyomo kwenye hoja ya Sera (PPP).

- Mambo muhimu.

  - Kichwa cha habari/somo.

  - Mtazamo wa Jumla.

  - Mtazamo wetu (tunaofanya Utetezi).

  - Mtazamo wa wengine.

  - Hatua inayotakiwa kuchukuliwa.

  - Mambo yanayotarajiwa kutokea/kupatikana.

- Sehemu ya mtazamo wa jumla inapaswa ielezee jinsi PPP ilivyotayarishwa, jinsi takwimu zilivyokusanywa kutoka vyonzo mbalimbali (Serikali, Wanachama, na vinginevyo), Mikutano na Wanachama, kutembelea Ofisi za Serikali, Masoko n.k.
- Onesha kwamba umepata mawazo kutoka vyanzo vingi.
- Kusiwe na migongano.
- Epuka kutumia neno " mawazo ya Upinzani" neno maoni mengine halina migongano sana. Kumbuka Serikali inaiona Sekta Binafsi kama mshirika.
- Linganisha hali ilivyo mahali ulipo (Kijiji, Wilaya, Mkoani) na hali ya Mikoa mingine. Mfano gharama za Umeme katika Mkoa wa Iringa inaruhusu ukuaji wa Maendeleo ya Viwanda ukilinganisha na Mkoa wa Ruvuma.
- Kwa baadhi ya mambo/matatizo (mfano – Ukosefu wa barabara) Wakandarasi wa Sekta Binafsi wanaweza kutoa makadirio ya gharama – kuwahusisha kunakupa msingi wa msaada na chanzo cha ukweli wa mambo na takwimu.
- Tafuta mifano ya mafanikio kutoka maeneo mengine.

Hatua ya Utetezi Na. 6: Kuanzisha uenezaji /vitu vya kufanyia mahusiano na Jamii/Umma na panga kazi za Utetezi.

- Inategemea bajeti.
- Matukio ya mahusiano ni pamoja na:-

  - Kampeni za tukio lenyewe.

  - Mikutano ya pamoja.

- Uenezaji/vitu/vifaa katika mahusiano na uenezaji ni pamoja na :-

  - Kauli, mbiu ya Kampeni.

  - Vijitabu, mabango, vipeperushi n.k.

  - Vitu vya kubandika kwenye vyombo vya usafiri.

  - Fulana, Kofia, Viatu, Skafu.

  - Peleka Tangazo la tukio kwenye vyombo vya habari na fanya mahojiano kwa njia ya kawaida ya maandishi na njia ya Kisasa ikiwa ni pamoja na mtandao wa Kompyuta (Website).

  - Kwa njia ya Barua.

  - Kwa njia ya Vipasa Sauti.

  - Kwa njia ya nyimbo (mfano wimbo wa Umeme uliyoimbwa Mbinga).

Hatua ya Utetezi Na. 7: Kutekeleza Uenezaji/kazi ya mahusiano.
Kuanza tukio.

Mkutano wa pamoja (Roundtable).

- Mkutano wa pamoja (RT) sio tukio la lazima – Utetezi unaweza kufanywa kwa Utetezi wa moja kwa moja bila kuwa na Mkutano wa pamoja.
- Mkutano wa pamoja ni tukio la mahusiano na Umma na unafanyika kama kuna pesa na kama unachangia kitu cha maana kwenye juhudi za Utetezi.
- WG inatayarisha Mkutano wa pamoja (RT) – hasa kwa ajili ya kuwa na tukio lenye kuleta hamasa kubwa kwa Umma kuhusiana na jambo husika.
- Jumuia/Chama Kiongozi – inaandaa tukio kwa sababu wanao uwezo wa Kiutendaji.
- Muda gani? Saa 2 – saa 4.
- Ainisha Maofisa walengwa watakao hudhuria Mkutano wa pamoja.
- Sekta ya Umma: Maofisa wenye mamlaka katika kutoa maamuzi juu ya sera.
- Sekta Binafsi: Wajumbe wa Kamati ya Uratibu (LCC) na Wadau wengine na watu maarufu.

- Washiriki wangapi?. Washiriki 25 – 50.
- Uwakilishi Mkubwa kutoka Sekta Binafsi.
- Je wapinzani kutoka Sekta Binafsi waalikwe kwenye Mkutano wa pamoja (RT) (wale wote wanaoyapuuzia mapendekezo yenu)?.

Hoja zinazopinga ikiwa ni pamoja na wao ni nyingi.

- Waruhusu wajadili, wanaweza kuwa bado hawaelewi.
- Hoja za kuwajumuisha/kuwaingiza ni chache kuwa miongoni.
- Mahali pa kukutana – pa kufaa, pa kubalike, chakula kinaweza kutolewa kutegemea bajeti (uwezo).
- Kuchagua tarehe – haifai kufanya Karibu na RCC, kubalianeni kati ya Kamati ya Uratibu (LCC) na Maafisa wa Serikali.
- Ajenda – Muundo – Tazama mfano.
- Hoja za Sera (PPPs) ngapi ziwasilishwe kwenye Mkutano wa pamoja (RT)?.
- Nani anawasilisha?.

  - Mwakilishi wa Kamati ya Uratibu LCC anawasilisha hoja ya Sera (PPP).

- Inahitajika wa kuripoti kinachoendelea, Muwezeshaji au mwingine?.

Mialiko – Muundo – Ukrasa mmoja (1).

- Onesha malengo ya Mkutano RT.
- Inapaswa kuonesha kuwa RT imeandaliwa na Muungano wa Jumuia za Kibiashara na TCCIA kama mwenyeji.
- Peleka mialiko wiki moja hadi mbili kabla ya tukio.
- Peleka ujumbe wa kukumbushia kabla ya siku mbili.
- Nani ana Mwalika nani:-

  - Kwa Sekta Binafsi: Kamati ya Uratibu (LCC) ndio inayoalika.

  - Kwa Sekta ya Umma: Unahitaji kupitishia mialiko kwenye Serikali ya Mkoa kwa kufuata Utaratibu kulingana na mazoea ya mahali husika.

Peleka Mialiko.

- Tembelea kabla ya tukio – jenga mahusiano.
- Elezea tukio na sababu ya tukio.
- Tuma mialiko kwa washiriki kutoka Sekta Binafsi.
- Ikiwezekana peleka Mwenyewe mialiko kwa Maofisa muhimu wa Serikali.
- Onesha Wahisani.
- Inategemea rasilimali zilizopo.
- Weka wazi masharti ya kuhudhuria, kama ni kujilipia nauli wenyewe, hakuna posho n.k.

Uwasilishaji wa hoja ya Sera – PPP.

- Fanya majaribio ya Mkutano (RT) pamoja na Kamati ya Uratibu (LCC) nzima kupata maoni yao na urekebishe namna ya kuwasilisha hiyo hoja ya Sera – PPP.
- Ufunguzi uwe wa maneno mazuri kwa Sekta ya Umma (Serikali) na Sekta Binafsi sisitiza moyo wa Serikali kwa ajili ya mazungumzo.
- Toa maelezo yanayoeleza kwamba washiriki wasitegemee kupata majibu ya hoja zao kwenye Mkutano huo ila wategemee kubadilishana mawazo na kufungua milango zaidi ya majadiliano ya moja kwa moja na kwamba utafuatilia ili kupata majawabu ya tatizo au hoja husika.
- Usisome Karatasi ya hoja washiriki wataenda nazo nyumbani.
- Wasilisha mambo muhimu kwa mtindo wa mazungumzo.
- Usisome vichwa vya habari – endelea na sehemu inayofuata kwa kitu kingine kwa namna nyingine ya bila kusoma kichwa cha habari.
- Tumia mifano kwa mambo ya kweli na vielelezo waache wazungumze – toa mifano michache tu.
- Usirudie rudie.
- Kumbuka kuonesha matokeo mazuri ya mapendekezo yako juu ya kuongeza mapato ya Serikali au kupunguza gharama za Uendeshaji wa Serikali /kupunguza matumizi ya Serikali.
- Kama zipo sheria au taratibu ambazo hazizingatiwi au zinazingatiwa isivyo, nukuu Sheria au taratibu hizo na eleza kutokana na hizo

Maelezo ya Jumla kwa Mkutano wa pamoja.

- Uwe mfupi (saa 2-4)
- Kusiwe na migongano
- Kuwe na ajenda na usimamie hizo (zifuatwe)
- Kuwe na muwezeshaji/kiongozi anayeweza kuongoza mkutano.
- Mambo yaandikwe (Hoja ya Sera) ili kuongoza majadiliano.
- Hoja ya sera iwe fupi, yenye lengo maalum au ya wazi juu ya jinsi ya mabadiliko ya Sera yanayoweza kuwa mazuri kwa jamii na sio kwa kikundi kidogo cha wafanyabiashara.
- Serikali na wafanyabiashara wanapaswa kupewa fursa ya kukaa pamoja kwa mazungumzo.
- Huu ni mkutano wa faragha-usialike vyombo vya habari.
- Itisha mkutano na waandishi wa habari baada tu ya mkutano.
- Maamuzi hayafanywi wakati wa mkutano kwa hiyo, jamii ya kibiashara ifuatilie kwa wenye malaka ya kutoa uamuzi.
- Mkutano huu (RT) Unahitaji UFUATILIAJI bila ufuatiliaji, mkutano wa namna hii hauna maana.
- Ainisha kamati, watu binafsi kwa ajili ya kufanya ufuatiliaji.
- Ufuatiliaji unahusisha, utetezi wa moja kwa moja utetezi ngazi ya msingi/awali, kampeni kwa kutumia vyombo vya habari.

Hatua ya Utetezi Na. 8: Fanya kazi za kuungwa mkono na wadau wote ngazi ya msingi.

Hivi ni nini?

- Mikutano na wadau wengi ambao hawamo katika kamati ya uratibu LCC Kampeni.
- Barua-kampeni kwa kuwaandikia maofisa wa Serikali kwa kuandikwa na wajumbe/wanachama (sio Jumuia ya Biashara-BA inaweza kupigiwa debe).

Hatua ya Utetezi Na. 9: Fanya Utetezi wa moja kwa moja.

- Kama mkutano wa pamoja (RT) umefanyika, utetezi wa moja kwa moja ufanywe mara baada ya mkutano (RT).
- Utetezi wa moja kwa moja unahusisha mawasiliano ya moja kwa moja na wenye mamlaka ya kutoa maamuzi.
- Ainisha maafisa walengwa katika utetezi.
- Wajumbe maarufu wa kamati ya uratibu (LCC) watembelee maofisa walengwa wa serikali kwa ajili ya kuzungumzia kwa kiina mambo/hoja zilizowasilishwa kwenye mkutano wa pamoja (RT).
- Kabla ya kuwatembelea maofisa katika ofisi zao, andika barua ya kuomba kukutana nao.
- Kutana na maofisa wahusika-ofisini, katika mabaa, katika migahawa, kwenye michezo, kwenye club nk.
- Lenga kuwapata wafanyakazi wa chini, makarani wa maofisa katika kusaidia kupanga tarehe ya kukutana na maofisa wahusika.
- Pata wafanyakazi maarufu.
- Nenda Dodoma kukutana na Wabunge, Kamati nk.
- Andika barua juu ya masuala husika.

Hatua ya Utetezi Na. 10: Tathimini mafanikio ya kampeni ya utetezi.

- Ufuatiliaji ni muhimu.
- Marekebisho ya bajeti ya serikali juu ya masuala ya kodi.
- Ufuatiliaji kwa maofisa husika/Idara.
- Fuatilia kwa Wabunge wanaporudi mikoani baada ya kumaliza vikao vyao vya Bunge.
- Utaratibu wa kisheria ili kuwajulisha wajumbe kinachoendelea au matokeo ya Kampeni ya utetezi.

Hatua ya Utetezi Na. 11: Shukuru waliokuunga mkono, timu ya wajumbe ya utetezi, Maafisa wa serikali na wadau wengine.

- Andika barua.
- Toa shukrani kwa kukuunga mkono kwenye matukio ya kijamii (mfano kwenye warsha).
- Tembelea ofisi mbalimbali.
- Matangazo ya kulipwa kwenye vyombo vya habari.
- Eneza/sambaza maneno ya mafanikio kwa njia ya barua na mtandao wa Kompyuta.

- Wajumbe wa kamati ya uratibu (LCC) watoe taarifa ya mafanikio kwa wanachama wao.

Hatua ya Utetezi Na. 12: Pata Wanachama wapya.

- Mafanikio ya utetezi ni moja ya vyombo muhimu vya kutangaza Jumuia ya kibiashara (BA)
- Hata kutofanikiwa kwa utetezi kunaweza kuongeza Idadi ya wanachama kwa vile wanachama watarajiwa wanaweza wakaona umuhimu wa kutoa msaada wao wa kifedha ili kuimarisha juhudi za utetezi kwa wakati ujao.
- Vipande vya magazeti vinavyoonesha mtiririko wa mambo yalivyofanywa-vitunzwe.
- Fanya sherehe.
- Kama jambo fulani linawaathiri wanachama wengi na pia wasio wanachama, lakini wasio wanachama hawapendi kujiunga na kulipa ada za uanachama, jaribu kupata habari kutoka kwao ambazo zinaweza kukusaidia kufanya tathmini ya Uanachama. Kupungua au kuongezeka kwa kiasi gani.
- Wafanyabiashara wanaelewa "Pesa" zungumza lugha yao.

Tafsiri hii imetokana na Rejea zifuatazo

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4. Kamati maalum ya Utetezi – Rukwa.