



COMMUNICATION & ADVOCACY STRATEGY

2017-2020

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ABBREVIATIONS

CAS	Communication and Advocacy Strategy
PF	Policy Forum
MoF	Ministry of Finance
MEM	Ministry of Energy and Minerals
PO- RALG	President's Office Regional Administration and Local Government
MPs	Members of Parliament
NAOT	National Audit Office of Tanzania
MDAs	Ministerial Departments and Agencies
BWG	Budget Working Group
LGWG	Local Governance Working Group
LGAs	Local Government Authorities
SMS	Short Message Service
CSOs	Civil Society Organizations
TV	Television
DTAs	Double Taxation Agreements
IFFs	Illicit Financial Flows
SAM	Social Accountability Monitoring
PBO	Parliamentary Budget Office
OBS	Open Budget Survey
AMV	African Mining Vision
APNAC	African Parliamentary Network Against Corruption
TTJC	Tanzania Tax Justice Coalition
SP	Strategic Plan
STB	Stop the Bleeding

EXECUTIVE SUMMARY

This communication and advocacy strategy (CAS) is developed to provide a framework that will guide communications and advocacy in the areas that PF intends to work on in the 2017-2020 Strategic Period.

To contribute in achieving PF's desired goal, this CAS has adopted key aspects from PF's strategic plan 2017-2020, a political economy analysis and its Theory of Change.

Policy Forum's ToC features long term impact that is desired to be achieved. It further theorizes intermediate outcomes for the network's successful advocacy towards influencing policies related to public resources management. To achieve the outcomes, ToC outlines ten (10) interventions that guide PF members and staff. Based on the current administrative phase, ToC mentions key policy changing players and suggests how to engage and build better relationship with them.

Policy Forum's strategic plan (SP) 2017-2020 elaborates convener role of the PF secretariat and of the members respectively. Reflecting on the current political economy analysis, the SP unpacks assessment of risks and proposed risk management. It further features component of monitoring, evaluation and learning plan for effective monitoring of PF members activities related to policy processes with a specific focus on public money accountability.

This strategy is divided into three sections as follows: Introduction, about the CAS, and advocacy issues. Introduction of this strategy entails PF's vision, mission, values and long-term organization impact that PF is intending to achieve.

The second section is about the CAS, it defines the objectives of the strategy and principles. It also describes boundary partners of PF and means of communication. Boundary partners are the essential part of PF's existence. Messages expected to reach the boundary partners are explicitly outlined and explained in this section.

The last section is about advocacy issues and justification for engagements. This strategy outlines advocacy issues that need to be addressed. This part includes a matrix of the advocacy issues with outputs and activities that contribute towards achieving PF's advocacy goal.

1.0 INTRODUCTION

1.1 About Policy Forum

The Policy Forum (PF) is a network of 76 National Civil Society Organisations (CSOs) established in 2003 and drawn together by their specific interest in augmenting the voice of ordinary citizens to influence policy processes that contribute to poverty reduction, equity and democratization with a specific focus on public money accountability at both central and local levels. The overall goal is to contribute to the evolution of democratic governance in Tanzania through enhanced capacity of various actors involved with holding their government to account.

1.2 Vision

Policy Forum envisions improved quality of life for the Tanzanian people.

1.3 Mission

To influence and monitor the implementation of policies for enhanced governance and accountable use of public resources

1.4 Core Values

Policy Forum operations are guided by the following core values:

- **Solidarity:** PF will build coalitions with like-minded individuals and entities committed to our mission;
- **Independence:** The network members are autonomous and non-partisan organisations, answerable to own mission, values and governing bodies rather than the instructions of any local, national or foreign government;
- **Participation:** PF believes in participatory democracy and will work to promote democratic space for citizen voice and action;
- **Equality:** PF actively promotes human rights, dignity, equity and inclusion of all;
- **Accountability:** PF promotes transparency and accountability in its operations, to partners and in society;
- **Integrity:** PF is committed to high standards of honesty and strong moral principles;

- **Learning:** PF will strive for quality and excellence and a culture of learning and reflection.

1.5 Desired Change

Improved Service Delivery through enhanced governance and accountable use of public resources.

1.6 Long-term Organizational Impact

Contribution to enhanced governance and accountable use of public resources by improving civil society capabilities and opportunities to influence and monitor policies.

This desired organizational impact is what underpins PF's vision and mission of improved quality of life for the Tanzanian people by influencing and monitoring the implementation of policies relating to accountable use of public resources.

1.6 Outcomes

The intermediate outcomes PF aims to deliver are as follows:

Outcome 1

Strengthened PF members' capacity to influence and monitor the implementation of policies relating to public resources

Outcome 2

Improved State responsiveness to Policy Forum's advocacy agenda relating to the accountable use of public resources.

Outcome 3

Institutional effectiveness and efficiency of Policy Forum network is sustainably enhanced.

2.0 ABOUT PF'S COMMUNICATION AND ADVOCACY STRATEGY

For many years PF has been working to influence policies that have direct impact to the quality of life of Tanzanian. In doing so, PF has and will continue to engage strategically with diverse stakeholders who have direct and indirect contribution in achieving PF's goals. These stakeholders range from governmental officials, legislators, local government leaders, like-minded organizations, media as well as development partners. Since PF engages with such diverse stakeholders, it is important to have a communication and advocacy strategy that states PF's position, areas of focus and means of communicating to achieve long term goals.

This Communication and Advocacy Strategy is an update of the 2015-2016 CSA. The current CAS intends to guide PF's Communication and Advocacy interventions as per its operational plan for 2017 – 2020. It has considered a current political and economic context. It identifies general goal and what should be done to achieve PF's outcomes outlined in its four-year Strategic Plan, 2017-2020.

2.1 Communication & Advocacy Strategy Objectives:

The Communication and Advocacy Strategy has the following objectives:

- To manage and strengthen two-way communication with primary and secondary boundary partners;
- To strengthen internal communication systems and processes to improve operations and coordination;
- To continuously communicate adequate and useful information regarding policy issues to the members and decision makers;
- To enhance evidence based advocacy to inform policy and implementation on service provision;
- To facilitate PF members to strategically use media to inform public and other stakeholders on current relevant policies and legislative issues relating to public resources.

2.2 Communication and Advocacy Principles:

These principles aim to guide PF members' Communication and Advocacy works:

- a. PF members advocacy works are a continuum of interventions ranging from constructive engagement from one extreme to litigation on the other;
- b. PF members Communication and Advocacy works will be evidence based;
- c. Gender will be mainstreamed in all PF members' Communication and Advocacy works;
- d. Communication and Advocacy works will be non-partisan;
- e. PF members will strategically implement Communication and Advocacy activities towards specific stakeholder groups;
- f. Communication and Advocacy activities will be an integral part of the programs and will be the responsibility of PF members to different degrees.

2.3 Definition of Partners

Primary boundary partners - this is a group which includes core target audience of PF. There is a strong interdependence between PF and this group and without the presence of this group, PF communication and advocacy activities will not be efficient and effective.

The group includes:

- Policy Forum Members;
- Ministry of Finance (MoF);
- Ministry of Energy and Minerals (MEM);
- President's Office Regional Administration and Local Government (PO-RALG);
- Legislators (MPs);
- Local Government Authorities (LGAs);
- National Audit Office of Tanzania (NAOT).

Secondary boundary partners- this is a group consists of partners who influence or shape, or are influenced or shaped by the network's activities.

These are:

- Media;
- Parliamentary Budget Office;
- Councillors;
- Development Partners (locally and internationally based);

- Ministerial Departments and Agencies (MDAs).

In undertaking communication and advocacy activities, Policy Forum will work closely with the above-mentioned partners to realise the desired goal.

2.4 Communication with Primary and Secondary Boundary Partners

Policy Forum sees importance of strengthening two-way communication to communicate its messages to the partners. This allows the sender to receive feedback from the receiver. In this perspective, PF network is expected to have a tradition of following-up on communicated content for documenting achievements or lessons.

1.4.1 Policy Forum Members Working Groups

Policy Forum communicates with its primary and secondary boundary partners through its working groups. One of the most rigorous mechanisms is through activities outlined in the annual plan. Currently, there are two working groups namely the Budget Working Group (BWG) and the Local Government Working Group (LGWG).

The BWG meets on a regular basis and the main focus is to analyse acquisition, allocation and expenditure of public money at the national level. The BWG meets and works with various stakeholders such as the Ministry of Energy and Minerals (MEM), Ministry of Finance (MoF), Parliamentary Budget Committee, Parliamentary Committee on Energy and Minerals and National Audit Office of Tanzania (NAOT).

The LGWG's main activities are geared towards supporting and influencing national level policies on Local Government level. The group monitors and influence policies related to governance, transparency and accountable use of public resources at the local level. The group produces simplified documents on relevant policies and guidelines to influence good governance and public resources policies. To achieve its goals the group works with partners such as PO-RALG, relevant parliamentary committees, Local Councilors, Local Government Authorities (LGAs) and Association of Local Government Authorities.

2.4.2 Email

Communication by email is very effective and affordable means of getting members informed about PF's activities especially on short notice. Some of the members, however, do not read their emails on time and some of them due to financial constraints do not have the facilities such as computers and Internet services. Therefore, when an urgent communication is needed, the telephone shall be used. In order for members to get information such as invitation to working group meetings, quarterly meetings, breakfast debates and Annual General Meeting on time an SMS software application shall be used to send out text messages as a means of overcoming the digital divide challenge.

PF members will be provided some of the relevant information related to opportunities of jobs/funds available, PF's advocacy work or information from likeminded partners through weekly updates sent to them by email.

2.4.3 Monthly Mail Outs

In order to effectively engage PF's upcountry members, a system of sending out monthly information packs needs to be enhanced. These information packs will include documents such as relevant policy information and reports. Members will also be encouraged to give their inputs on how to further strengthen the system so that it becomes more efficient. This will be done during the quarterly meetings through questionnaires that will be developed and shared.

2.4.4 Policy Briefs

These provide an analysis of various current policies and budget issues. In recent years, we learnt that most of our boundary partners prefer reading these briefs online (softcopies) than receiving printouts. Policy Forum will continue to make sure policy briefs are widely accessed and shared through PF's website, postal services and social media platforms.

2.4.5 Website

The English and Swahili versions of the website shall be used to share with the general public information on PF's areas of work. PF recognizes that the advances made in Information Technology offer exciting new ways of

communicating. The Website will continue to be taken seriously as an important source of information for those who can access it. It has been seen that more than 70% of website visitors use android phones to access the website. Policy Forum will continue to update its android application to allow users access the content more easily. Gender issues will still be communicated through the website.

2.4.6 Monthly Breakfast Debates

Policy Forum will continue to organize its monthly breakfast debates with intention of providing a platform to PF members, like-minded organizations/institutions and individuals to address and make suggestions to improve policy related systemic issues. These public debates will be on the last Friday of every month from January to November.

2.4.7 Press Releases

Policy Forum will communicate through member-led press releases to either promote its activities, engagements, state its position or when there is a topical public issue that requires urgent insight or clarification from the PF network. Press releases will be issued in both English and Swahili languages.

Policy Forum will strategically and effectively use various channels to distribute press releases, which include:

- Email;
- By hand / in-person;
- Social media including messenger applications;
- Website;
- Notice board;
- Announcement of release on website through SMS to media outlets/journalists.

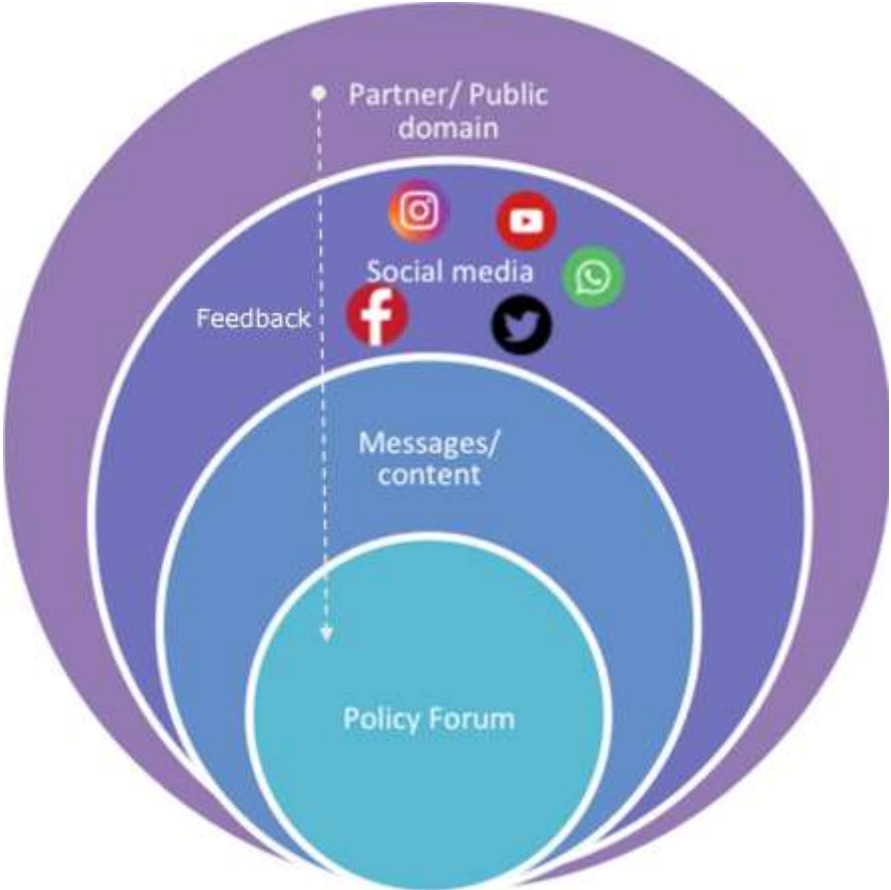
2.4.8 Attending Conferences, Seminars, Workshops and External Working Groups.

PF members and the staff at the secretariat shall attend external events as part of keeping abreast of developments occurring in CSOs, LGAs, MDAs, the

Donor Community and other stakeholders in national development. This will help PF learn from others and expand the reach of the knowledge gained within its network by showcasing its published materials. Such opportunities need to be used to strengthen solidarity within civil society and seek expansion of PF network. Once staff or PF members have attended these events they will write reports of the same and also share during the staff meetings.

2.4.9 Social Media

PF will continue to use its Facebook, Twitter, WhatsApp, Instagram and YouTube accounts to communicate with its partners and the public. PF recognizes the effectiveness and usefulness of the social media today. PF will continue to use social media platforms to share various contents as well as receiving feedback for learning and improvements.



2.4.10 PF Publications

Policy Forum through its working groups produces a number publications and documents each year. Some of the publications and documents are produced annually such as Tanzania Governance Study whilst other publications are on a need basis. The development of the contents for publications is a collaborative effort however it has to be led by the PF members. An external designer will be engaged to design the layout of the publications. PF will engage an external person who is a professional editor and a proofreader respectively to perform grammatical edit and correct errors.

Management of publications will be done by PF secretariat. This includes:

- Distribution strategy in collaboration with PF members;
- Ordering and reordering of copies from the printers;
- Uploading of publications to the PF website;
- Placement of the appropriate number of hardcopies in the PF store;
- Placement of publication in other preservation locations as required.

2.4.11 Broadcast Media

Policy Forum uses broadcast media including TV and radio stations especially community stations to inform various partners including the public on current policies and legislative issues related to accountability, transparency, gender, social development goals, public resources and extractive industry. Currently, radio reaches a large Tanzanian population. Therefore, it should be used to reach decision makers and the community especially at the local level. Policy Forum members chooses content for TV spots and documentaries. Moreover, the members will select community radio stations to air radio programs on areas that fall under PF's agenda.

2.5 Key Messages to Boundary Partners

PF members	MPs	LGAs/ PO-RALG	Ministries/ State
Members should use evidence based advocacy to inform policy and implementation on service provision.	MPs oversight function should be improved through evidence based interventions	To improve government performance, there should be strong oversight function from Councilors	Ministries/ State should improve public access to budget, extractives revenue and tax information.
Members should focus on improving monitoring efforts to improve quality and presentation of outputs through local supervision.	Following previous interventions, MPs are urged to champion campaigns against tax exemptions, DTAs and IFFs.	For effective impact on policy issues, LGAs should have deepened collaboration and partnerships with stakeholders.	The state should strive to ensure effective and efficient mobilization of domestic resources.
Documentation of impact and lessons on the application of SAM and other social accountability should be intensified.	MPs are advised to promote domestication of the African Mining Vision recommendations.	Capacity of the Councilors on Social Accountability and gender budgeting should be enhanced by PF members.	The government is advised to improve revenue collection and reduce harmful tax exemptions.
Members should be effective and participatory to influence policy.	PBO staff are advised to be willing to accept PF members advice to enhance their capacity	There should be strong and effective collaboration with PO- RALG to champion accountability and transparency at the local level.	The state should enhance good governance and accountable use of public resources.

Members should engage strategically and build robust relationships with government officials to make a pitch for adoption of PF agenda.	PF members should strive to build strong alliance with MPs.		
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2.6 Internal Communication at PF

To deliver the communications objectives, PF needs to strengthen its internal communication processes. Policy Forum internal communications is both top-to-bottom (communication from upper levels to lower levels) and peer-to-peer (communication from one Unit to another/ individually). Enhanced internal communication creates a tradition of exchanging information and knowledge internally. It brings enabling environment that ensures PF staff are moving towards achieving the common goal.

Policy Forum internal communication will be strengthened through the following processes:

2.6.1 Processes

- Proofreading materials to avoid producing them with grammatical or typographic errors;
- Peer reviewing materials with assistance from academic stakeholders and other experts in particular fields
- Checking all communications are targeted and are consistent with agreed key messages;
- Recording press cutting and any media contents related to PF for references and analysis;
- Keeping a log of all PF external communications (letters) including invitations;
- Updating directory of PF members;
- Updating notes board including sharing news related to PF;
- Sharing external material for learning;
- Emailing upcoming events.

2.6.2 Role of the PF Secretariat

The PF Secretariat coordinates the activities of the network. As such, the communications team, which entails the Manager - Advocacy and Engagement and Programme Officer – Advocacy and Engagement, is charged with communications, which entails working hand in hand with other departments. The Coordinator (as directed by the Board members) shall work together with the communication team to provide strategic direction for the day-to-day implementation of this strategy. Hence, the team's core functions involve:

1. Linking policy and advocacy information to members and partners who can use it in a relevant and accessible format: This is one of the most valued services that Policy Forum provides according to feedback from members.
2. Coordinating the regular preparation, production and broadest possible dissemination of policy and advocacy documents to policy makers, civil society and PF's boundary partners.
3. Providing administrative support for official PF activities: This includes events like the Annual General Meeting and any other events done by other organisations in collaboration with PF. The communications involved under this include pre-event communication with participants and preparing reports and when required, press releases or media packs being prepared.
4. Monitoring the media for topics of concern to the network: PF collects newspapers and monitors information in the print media on news items that are of concern to the PF network. The team shall also post some of the cuttings with topical issues to the website-biblio section.

3.0 ADVOCACY ISSUES

Policy Forum conducts multiple advocacy activities to influence policies related to public resources with an intention of improving provision of best service delivery to Tanzanian people.

The issues to be addressed in PF advocacy strategy are:

1. Extractive industries: (transparency in contracting and public access to extractives revenue);

2. Budget transparency: (public access to budget and tax information through OBS results);
3. Reduction of harmful tax exemptions: (reviewing of DTAs and illicit financial flows);
4. Domestication and implementation of the African Mining Vision mapping;
5. Engagement on the Stop the Bleeding Campaign.

3.1 Interventions Areas & Justification for Engagement

3.1.1 Extractive Industries: (Transparency in Contracting and Public Access to Extractives Revenue)

Tanzania is endowed with abundant natural resources including hydrocarbons and solid minerals. Existence of unexploited energy sources (an estimated recoverable natural gas reserves of 57 trillion cubic feet estimated to generate potential government revenue of up to \$6 billion per year /TZS 10 trillion) and minerals (Gold, Diamond, Gypsum, Gemstones, Iron Ore, Phosphate, Coal, Nickel, Cobalt, Tanzanite, Uranium) provide a high potential for economic growth.

Despite the recent reforms, the extractive industry policy and regulatory frameworks may see more improvements given a new regime is in place and stakeholders are dissatisfied with the laws that were passed in 2015. Therefore Policy Forum will advocate for openness in the extractive industry value chain including contract and revenues transparency.

3.1.2 Budget Transparency: (Public Access to Budget and Tax Information Through OBS Results)

Policy Forum would like to see improved public access to budget and tax information. In achieving this, the network members will use results of the Open Budget Survey (OBS) to advocate for greater transparency of the budget processes in the country as well as encouraging government to continue and improve on the production of simplified versions of key audit and budget documents.

3.1.3 Reduction of Harmful Tax Exemptions: (Reviewing of DTAs and Illicit Financial Flows)

Policy Forum will continue to advocate for the reduction of tax exemptions, reviewing of Double Taxation Agreements (DTAs), as well as Illicit Financial Flows (IFFs) by developing reports on tax policy in Tanzania for advocacy targeting policymakers and MPs. To realize this, several analyses on taxation, national budget (including gender budgeting) and public expenditure will be conducted and produced in a form of briefs and position statements that aim at influencing the government on how best it can mobilize domestic resources.

3.1.4 Domestication and Implementation of the African Mining Vision Mapping.

PF launch the African Mining Vision (AMV) mapping study reports and advocate for the domestication and implementation of the African Mining Vision in Tanzania.

3.1.5 Engagement on the Stop the Bleeding Campaign

For a number of years, PF in collaboration with the Tanzania Tax Justice Coalition (TTJC) has been advocating for a review of harmful tax treaties and incentives that deprive financial resources of the county. In 2016, PF engaged about 100 members of the Tanzanian African Parliamentary Network Against Corruption (APNAC) on the flaws of treaties that guide taxation in the country. Policy Forum plans to engage with members of APNAC to follow up on the recommendations made during the launch of the Stop the Bleeding Campaign in 2016.

3.2 Advocacy Strategy Matrix

POLICY FORUM ADVOCACY STRATEGY MATRIX					
OVERALL GOAL OF PF ADVOCACY <i>To influence policy processes that improve quality of lives of all Tanzanians through enhanced governance and accountable use of public resources.</i>					
Area	Extractive industries.	Budget transparency.	Reduction of harmful tax exemption.		
Specific Advocacy Goal	Transparency in contracting and public access to extractives revenue.	Public access to budget and tax information through OBS results.	Awareness of DTAs.	Domestication and implementation of the African Mining Vision mapping.	Increased awareness of STB.
Strategy	Advocate for openness in the extractive industry value chain including contract and revenues transparency.	Use OBS findings to advocate for public access to budget and tax information.	Reviewing of DTAs and illicit financial flows.	Engagement on AMV.	Engagement on the Stop the Bleeding Campaign.
Output	Improved public access	Improved public access to	Policy Forum's domestic	Policy Forum's	Policy Forum's domestic resource

POLICY FORUM ADVOCACY STRATEGY MATRIX

OVERALL GOAL OF PF ADVOCACY *To influence policy processes that improve quality of lives of all Tanzanians through enhanced governance and accountable use of public resources.*

	to budget, extractives revenue and tax information.	budget, extractives revenue and tax information.	resource mobilization agenda integrated by State.	domestic resource mobilization agenda integrated by State.	mobilization agenda integrated by State.
Activities	<ul style="list-style-type: none"> a. Conduct campaign on Open Extractive Contracts; b. Engage MPs on the tax and revenues from the extractives findings. 	<ul style="list-style-type: none"> a. Disseminate Open Budget Survey findings through website and other electronic channels; b. Conduct meetings with the government officials to provide inputs on the simplified versions of citizens budget and citizens audit report; c. Share findings 	<ul style="list-style-type: none"> a. Advocate for the review of DTAs equitable distribution of taxing rights; b. Advocate for the introduction of fiscal transparency through tax expenditure policies; c. Develop a report on tax in Tanzania 	<ul style="list-style-type: none"> g. Advocate for the domestication and implementation of the African Mining Vision mapping study recommendations at regional and national. 	Stop the Bleeding Campaign follow up event with Tanzania MPs.

POLICY FORUM ADVOCACY STRATEGY MATRIX

OVERALL GOAL OF PF ADVOCACY *To influence policy processes that improve quality of lives of all Tanzanians through enhanced governance and accountable use of public resources.*

		<p>on public expenditure and budget with the government officials and MPs.</p>	<p>for advocacy;</p> <p>d. Shared policy briefs and press releases to influence government decisions;</p> <p>e. Support regional efforts for tax harmonization to address race to the bottom;</p> <p>f. Generate country specific informal tax knowledge in Tanzania;</p>	<p>levels.</p>	
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POLICY FORUM ADVOCACY STRATEGY MATRIX

OVERALL GOAL OF PF ADVOCACY *To influence policy processes that improve quality of lives of all Tanzanians through enhanced governance and accountable use of public resources.*

Overall Assumptions of PF Advocacy	Government and Legislators	PF Members
	<ul style="list-style-type: none"> a. Government officials and legislators trust PF's motives behind its intentions; b. Government officials and legislators are willing to adopt PF's agenda; c. Government officials and legislators are supportive by encouraging PF's production of evidence; d. Increased participation from government officials; e. Government has the capacity to increase revenues. 	<ul style="list-style-type: none"> a. PF members are pro-actively engaging in advocating for accountability and effective management of public resources; b. PF members continues to enhance capacity to effectively impact governance and policies processes; c. PF members are having intensified capability to produce evidence through monitoring advocacy works.