



Citizens' Rights

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Guidebook

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"Fostering Community Change in the oPt" project

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"Introduction"

This guidebook has been prepared as part of the "Fostering Community Change in the oPt" which is a partnership initiative between the Palestinian Initiative for the Promotion of Global Dialogue & Democracy (MIFTAH), OXFAM GB, Pal Vision, the Women Studies Center and Ansar Center funded by the European Union.

The project aims to reach out to marginalized regions of the Palestinian territories where people suffer from oppressive occupation measures, mainly in Area C. Area C includes regions that are not fully under Palestinian control, thus lacking Palestinian public services. Conditions there, have led to increasing numbers of laborers forced to work inside Israeli settlements, the demolition of homes and buildings and the absence of any legal or human rights protection for the citizens of those regions, creating further marginalization of their communities and diminishing their grassroots capacities and organizations.

The project aims to highlight the living conditions of the citizens in these communities on a number of levels, politically, socially, economically and culturally, and to bring attention to those issues that require the intervention of official parties; human rights organizations, humanitarian organizations, decision makers, government and international organizations.

The goals of the project are fostering and improving the capacities of local communities through the formation of community-based committees, strengthening the capacities of grassroots organizations in lobbying and community participation through sound governance frameworks, and building capacity of youth and women sectors of the targeted regions with the aim of impacting on the decision making process. The project targets five areas distributed throughout the Jordan Valley region (Zbeidat, Fasayel, Jiftlik, and Al-Ouja) and Bethlehem (Walaja). The project works through three basic parties: community-based committees with the support of community activists, village councils and community-based organizations (local).

Although this guidebook targets community-based organizations and committees in the above-mentioned areas, it has been prepared so as to be of use to anyone working to foster citizenship and community participation in lobbying, advocacy and networking. This applies to men, women and all young people. The guidebook has been prepared in the form of a procedure-based, practical manual for all who want to work in developing their local communities.



The specific objectives of the guidebook are:

- To strengthen awareness and knowledge of the rights and responsibilities of the citizen and effective citizenship;
- To build community participation on issues pertaining to needs and rights;
- To develop lobbying, advocacy and networking skills in order to realize rights and address needs;
- To define the needs of communities and identify constructive intervention mechanisms to tackle them.

Each chapter of the guidebook addresses issues relevant to the individual citizen and to community-based organizations and committees to use in becoming active participants in their communities, in addition to activists who engage in lobbying and advocacy campaigns on community issues. Citizens also need to participate in determining the needs of their communities and in preparing appropriate interventions to address those needs. The first chapter addresses effective citizenship; the second deals with community participation and the third looks at lobbying, advocacy and networking. The final chapter is devoted to identifying the communities' needs and methods of addressing those needs through constructive interventions.

It should be noted that this guidebook was prepared using the participatory approach methodology. Discussions, materials, recommendations and input from the participants in workshops and focus groups organized as part of the project's activities in the targeted areas of the Jordan Valley and Bethlehem were also used. The preparation process also utilized material and input from strategic planning workshops in those areas, as well as a review of the project's materials, relevant literature and comments from stakeholders and beneficiaries on the draft guidebook.

Citizenship



Citizenship is one of the core indicators of a democratic society; it is also one basic human right for any citizen. Therefore, it is important that the citizen be fully aware and informed about his/her rights and how to exercise them, and be able to oppose those who seek to either violate or deprive them of these rights. It is also important that the citizen be fully aware of his/her duties and is committed to them, especially duties towards society, and towards other citizens. Consequently, this chapter on citizenship aims to help provide a better understanding of the concept of citizenship and its relation to participation and equality. It has been designed with the aim of providing citizens with appropriate knowledge of their rights and duties and improving their ability to exercise them.

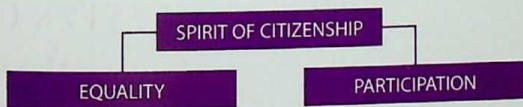
The concept of citizenship

Citizenship, in its broadest sense is the link or legal bond between the individual and the state where the individual resides on a permanent basis. This relationship usually defines the rights of the individual within the state and his duties towards the state. Hence, a citizen is a human being who is a full member of the state and stands before the state as a citizen first and foremost; the citizen's membership of the state overrides membership of sect, family or any other affiliations.

Citizenship includes a set of mutual relations between the individual and the state and among other individuals. These relations are based on the rights and duties as outlined by the constitution, which is the fundamental document of the state's rule and from which all other legislation and laws emanate. Citizenship, in truly democratic systems, is the most fundamental principle of democracy. No democratic system has meaning or reality without translating the concept of citizenship into practical action on the ground.

The spirit of citizenship

The spirit of citizenship rests on two basic pillars, participation and equality. These two pillars help underpin the citizen's sense of belonging and loyalty to the homeland. They also serve to motivate positive interaction between the state and the citizen, and provide the value base which motivates the citizen to fulfill his/her duties out of conviction rather than an attempt to evade his/her obligations at the first opportunity.



1- Participation: Expanding participation helps to reinforce the principle of citizenship through its two components, rights and duties, and strengthens both the sense of belonging and loyalty to the interests of the homeland. Participation also reinforces the status of the citizen in society and assists in developing the full potential of society. When looked at from another angle, citizens' participation, especially political participation, is viewed as a true expression of citizens' interests. Political participation is translated through the democratic process which stresses the right of citizens to express their opinion, to choose and to participate in conveying their wishes and aspirations. The constitution states that citizens have the legal right to participate through various mechanisms and channels.

Available channels for citizen participation

- Participation in the electoral process by nomination to posts and voting and electing representatives to all commissions and bodies;
- Participation in public policy decision making at various levels – either directly or through their representatives, or indirectly through contributions in monitoring, accountability and formation of parties and lobbying groups in order to achieve change
- Community participation through voluntary work with youth, women and community-based initiatives, and through lobbying and advocacy campaigns on various issues in society.

2- Equality between all citizens: equality is considered one of the pillars of citizenship. There must be no discrimination between citizens on the basis of religion, race, sex or color, etc. All citizens must enjoy equal rights and bear equal duties irrespective of the above-mentioned considerations. The alternative to equality is a state where citizens are classified according to certain criteria, which involves discrimination between citizens and the marginalization of some communities and regions.

Palestinians are equal before the law and the judiciary and there is no discrimination between them on the basis of race, sex, color, religion, political viewpoint or disability.

Article (9) – Second Chapter: Rights and Public Freedoms
The Amended Basic Law of the PNA – February 2007

Guidelines for community-based organizations and committees in achieving equality between citizens

- Work on achieving and realizing the principle of the rule of law
- Work towards eliminating all forms of discrimination between citizens
- Work on guaranteeing fundamental rights and freedoms of citizens

Legal articles fostering citizenship

The Palestinian Basic Law clearly states the articles that foster and protect citizenship. The most important relevant articles in the amended Basic Law (February 2007) are as follows:

Legal articles of the Palestinian Basic Law that foster and protect citizenship

- **Article (2):** The people are the source of power, which shall be exercised through the legislative, executive and judicial authorities, based upon the principle of separation of powers and in the manner set forth in this Basic Law.
- **Article (6):** The principle of the rule of law shall be the basis of government in Palestine. All governmental powers, agencies, institutions and individuals shall be subject to the law.
- **Article (10):** Basic human rights and liberties shall be protected and respected.
- **Article (30):** Submitting a case to court is a protected and guaranteed right for all people. Each Palestinian shall have the right to seek redress in the judicial system. Litigation procedures shall be organized by law to guarantee prompt settlement of cases.
- **Article (31):** An independent commission for human rights shall be established pursuant to a law that will specify its formation, duties and jurisdiction. The commission shall submit its reports to the President of the National Authority and to the Palestinian Legislative Council.

PNA Amended Basic Law- February 2007

Citizenship: rights and duties

Rights can be expressed through the following formula linking the right, the need behind it and the relevant duties:

Commitment to meet the need

+

Recognizing the need

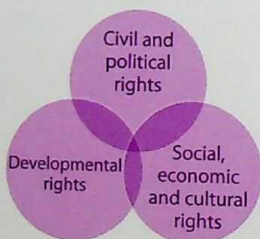


RIGHT

For example, the right of the citizen to education requires the state and society to recognize the need related to this right. It also requires the commitment of the state and society to meet that need by performing the relevant duties, and through the providing the means that secure this right.

Human Rights are defined as the rights inherent to our nature, without which we cannot survive as human beings. Human rights and basic liberties allow us to develop and fully use our human traits, intelligence, talent and conscience to meet our various needs. These rights are based on the struggle of the human race to live a life where respect and protection of inherent dignity is guaranteed, and where the personal value of each human individual is recognized. In its second chapter, the Amended Palestinian Basic Law guarantees several rights and public liberties.

Human rights can be classified into three categories as shown in the following diagram which is followed by the rights in each category:



The main civil and political rights

- Equality and non-discrimination on the basis of religion, sex, language, color, or viewpoint, etc.
- The right to life, freedom and personal safety.
- The right to freedom of expression.
- The right to participation in peaceful gatherings .
- Equality before the law and under the protection of the law without discrimination.
- The right to marriage and establishing a family.
- The right to resort to courts upon the occurrence of any violation The right to freedom of movement and the right to leave and return to the country at will.
- Banning arbitrary detention, arrest or deportation.
- The right to a just and independent trial.
- The right to nationality .
- Not to endanger the personal life of individuals or interfere in their family affairs.
- The right to regular elections and the right to management of public affairs .
- The right to assume public posts on an equal basis.

Main developmental rights

- The right to development .
- The right to a clean environment.
- The right to world peace.

Main social, economic and cultural rights

- The right to social welfare.
- The right to work under just and satisfactory work conditions.
- The right to establish and join trade unions.
- The right to ownership.
- The right to a proper standard of living in terms of food, clothing, housing, medical care and the necessary social services.
- The right to education.

Some of the human rights contained in the Palestinian Basic Law

- **Article (11):** Personal freedom is a natural right, it shall be guaranteed and should not be violated.
- **Article (18):** Freedom of belief, worship and the performance of religious functions are guaranteed, provided public order or public morals are not violated.
- **Article (19):** Freedom of opinion may not be prejudiced. Every person shall have the right to express his opinion and to circulate it orally, in writing or in any form of expression or art, with due consideration to the provisions of the law
- **Article (20):** Freedom of residence and movement shall be guaranteed within the limits of the law.
- **Article (22):** Social, health, disability and retirement insurance shall be regulated by law.
- **Article (23):** Every citizen shall have the right to proper housing. The Palestinian National Authority shall strive to secure housing for those who are without shelter.
- **Article (24):** Every citizen shall have the right to education. It shall be compulsory until at least the end of basic level. Education shall be free in public schools and institutions.
- **Article (25)-1:** Every citizen shall have the right to work, which is a duty and honor. The Palestinian National Authority shall strive to provide work for any individual capable of performing it.
- **Article (25)-3:** Organization of unions is a right that shall be regulated by the law.
- **Article (33):** The enjoyment of a balanced and clean environment is a human right. The preservation and protection of the Palestinian environment from pollution for the sake of present and future generations is a national duty.

The PNA Amended Basic Law – February 2007

The relationship between right and duty

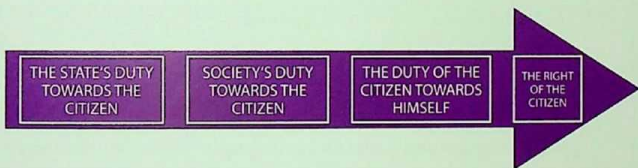
As we mentioned earlier, the citizens enjoy rights and have duties. Just as the constitution, the Basic Law, or the overall legal texts grant us the right to demand our rights, it imposes upon us duties. In general, these duties are of a familiar, professional, religious and national nature among others. The highest form of duties are those performed when we are totally committed, on the basis of our moral values. Some duties are not performed on a voluntary

basis but are compulsory on each citizen. Usually, the law defines the form of penalty in cases where one does not perform those duties. The relationship between right and duty is one of integration and reciprocity. The right cannot exist in the absence of the duty. The law or norm organizes this relationship.



The linkage between citizens' rights and duties

Each and every right of citizens is linked to an integrated set of duties towards various parties. First, there is the duty of the citizen towards himself/herself, secondly, there is society's duty towards the citizen, and then there is the state's duty towards the citizen. Community-based organizations and committees are expected to raise citizens' awareness of their rights. Awareness efforts need to address the various rights of the citizen and the duties of various parties with regard to those rights so that they can be exercised and respected.



The following are examples of some rights and the duties related to those rights:

The right of the citizen	The duty of the citizen towards himself/herself	The duty of the society towards the citizen	The duty of the state towards the citizen
The right to education	<ul style="list-style-type: none"> To complete their basic education To show commitment towards school attendance Citizen must believe in his/her right 	<ul style="list-style-type: none"> To provide means of transportation for students Encouragement To provide property to build secondary schools 	<ul style="list-style-type: none"> Adopt a free education policy To open additional schools To provide the proper conditions of females
The right to health care	<ul style="list-style-type: none"> To preserve personal and public health To demand expansion of health services To join health insurance plans 	<ul style="list-style-type: none"> To maintain cleanliness of public environment To provide proper health centers To provide accessible health centers 	<ul style="list-style-type: none"> To provide a health insurance system To support health centers To enact health legislation
The right to work	<ul style="list-style-type: none"> To get proper training in a specific profession To find a job To select appropriate work To show loyalty and integrity at work 	<ul style="list-style-type: none"> To provide job opportunities To provide vocational training centers To reward the laborer To foster respect for work 	<ul style="list-style-type: none"> To provide proper salaries To diversify fields of work To provide job opportunities To establish labor laws and regulations
The right to expression	<ul style="list-style-type: none"> To develop skills and methods of expression To be knowledgeable about his/her subject To show perseverance To show objectivity and commitment To exercise the right of expression 	<ul style="list-style-type: none"> To listen and discuss To offer courses and awareness programs To give room for expression To respect the viewpoint of the other side To accept the viewpoint of others 	<ul style="list-style-type: none"> To offer financial and moral support To interact with institutions and individuals To enact laws on respecting freedom of expression



Follow up on complaints pertaining to Palestinian citizens rights

Article (31) of the PNA Amended Basic Law (February 2007) stipulates; "An independent commission for human rights shall be established pursuant to a law that will specify its formation, duties and jurisdiction. The commission shall submit its reports to the President of the National Authority and to the Palestinian Legislative Council."

The Independent Commission for Human Rights (ICHR) as an independent National Commission that operates as an Ombudsman, shall follow up complaints pertaining to the violation of human rights and public freedoms in all fields as guaranteed by the Basic Law and national legislation or international human rights charters, whether the violations are committed by public or semi-public parties or whether these parties are civil or security services. The ICHR follows up on any complaint regarding the violation of any of the rights as stipulated in the second chapter of the Basic Law. "Chapter of Rights and Public Freedoms". Complaints can be submitted to the ICHR at its main headquarters in Ramallah or in its branch offices in Nablus, Tulkarem, Ramallah, Hebron, Khan Yunis and al-Rimal in Gaza.

The address of the main headquarters of the ICHR:

Ramallah – behind the Palestinian Legislative Council Headquarters – Opposite the Thalassemia Center – P.O. Box 2264. Phone: 29869558 or 2987536 – Fax: 2987211, or through email: www.ichr.ps-ichr@ichr.ps

Citizens' basic responsibilities towards society

Any citizen belonging to a society and country assumes a set of responsibilities which can be classified into two types: the first type is compulsory according to the constitution and laws, such as paying taxes, compliance with laws and defending the homeland. The second type is where the citizen assumes these responsibilities on a voluntary basis, such as participation in community development and protecting the environment from pollution.



Measures to activate citizenship in local communities

- Ending discrimination against citizens in education, health, labor among others.
- Facilitating the participation of citizens in all aspects of social and cultural life and in community development activities.
- Providing appropriate opportunities for citizens to express their viewpoints in a way that does not violate the right expression.
- Imposing the rule of the law on all without exception.
- Providing institutions where citizens can exercise their rights and which meet their various needs .
- Instilling the values of belonging, citizenship, participation, work and achievement .
- Fostering social dialogue between citizens.
- Working to address the needs of citizens, especially youth, women and children.

Citizens' participation in public policy making

Public policies are a set of laws agreed upon by the legislative and executive authorities so that the state can protect citizens' rights and establish the interests of the common good as a top priority. Some public policies are included in the laws, provisions, regulations and practices that established by the legislative, executive and judicial authorities.

The importance of citizen's participation in public policy making is, that such participation can act as a means of persuading decision makers, and those responsible for policy formulation, to review and reconsider their decisions and policies so that they better correspond to the needs and rights of citizens.

Various forms of citizen participation in public policy making

Community-based organizations and committees can play a role in fostering citizen participation in the decision making process and in creating social, educational, political, economic and other policies through the following forms of participation:

Indirect participation through citizen representatives in elected councils and bodies, such as the legislative council, municipal and village councils. These representatives can hold accountable and monitor the decision and policy makers.

Direct participation through exercising their rights to nominate and vote for those in decision-making positions.

Participation through organizing lobbying and advocacy campaigns in favor of or against policies, in addition to exercising pressure to enact laws that respond to the needs of citizens.

SWOT analysis of citizen participation in public policy making

The SWOT tool can be employed in analyzing the atmosphere in which the citizen participates in public policy making. This tool identifies strengths and how to best utilize them; it also identifies weak points that need to be tackled and explores opportunities within the external environment while also defining postential threats.

The SWOT analysis was implemented in one of the targeted villages. The participants produced the following analysis as an example on how to make use of this exercise.



Strengths

- A group of citizens were trained in dialogue skills, interaction, communication, lobbying and impact .
- The presence of a local culture that encourages participation.
- CBOs organizations in the village adopt a policy of community participation that encourages young people to become involved.
- Local volunteers who work in CBOs, provided a good example for their peers.

Weaknesses

- Widespread indifference among citizens with regard to affairs society .
- Inadequate programs focusing on youth participation in the decision-making process.
- Lack of knowledge in the process of citizen participation in public policy-making.
- Lack of clarity on the concept of public policies.
- The areas in which citizens can participate in public policy making are unclear.

Opportunities

- The presence of national institutions and other international organizations that work in the field of citizen participation in policy making and who are ready to finance projects in this area.
- The ministries of youth, sports education, social affairs and culture are willing to provide training opportunities to citizens on participation in public policy making.

Threats

- There are many coffee shops and pool halls in the village, which provide young people with a place to waste time.
- The village is close to the city which means that citizens, especially young people, prefer to travel to the city and spend their time there.

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Community Participation: Roles and Responsibilities



To achieve good governance in any society, several components are required, including transparency, accountability, citizenship, participation, the rule of law and the separation of authorities among others. This chapter addresses community participation as one of the key components of good governance. It has been prepared to assist organizations working in local communities to make use of community or civil participation by citizens to achieve their mission and goals in developing and serving the community. This will also help the individual who wants to participate as a citizen aware of his/her rights and duties, and willing to contribute towards the development of his/her community.

The Concept of Community Participation

Participation can be defined as the process in which the citizen plays a role in the political and social life of his/her community. This process provides the citizen with the opportunity to participate in establishing general goals, in taking decisions and in implementing plans and programs. (*Rahhal and others, 2010*).

The concept of community participation refers to the process of citizens' integration into the decision-making processes that affects their lives and community. This includes participation in defining their personal needs and the needs of their communities, and in posing solutions and methods of intervention towards developing and modernizing their community. The concept also refers to the voluntary contribution of citizens, as individuals and groups, in development efforts, whether in expressing a viewpoint or taking action through funding, or in other ways that contribute to the development of their community and the achievement of its goals.

The participation of youth, from the citizenship perspective, can be seen as a method which allows young people to learn skills and develop attitudes, enabling them to act as citizens in a democratic state. In term of rights, participation is seen as a right and a means by which other rights can be exercised. The report published by Sharek Youth Forum in 2009 states, "The participation of young people is the process through which they are enabled and empowered to bring about transformations in the structure, practices and positions that exclude them socially, culturally, politically and economically".

Community participation as a concept includes a set of values:

- Sense of belonging and commitment.
- Cooperation among citizens in the process of making a future for the community, solving its problems and developing its capacities.

- Trust in others and working to exchange ideas, viewpoints, experiences and cultural norms.
- Pluralism, tolerance and accepting others and their ideas.
- Altruism and self-sacrifice by placing the public interest above personal interest.



The goals and results of community participation

Citizens and organizations are interested in community participation because of the following achievable goals:



The right to participation and relevant duties

If we assume the following equation:

$$\text{The right} = \text{recognizing the need} + \text{commitment to strive to meet the need.}$$

then, the right to community participation requires that the community recognizes the need of the citizen and requires a commitment from the community and its organizations to meet the citizen's need to participate.

Community participation has two aspects that complement each other: participation is the right of every citizen which he/she must exercise and protect it. This also includes duties that the citizen must understand, accept,

and to which he/she must give a commitment. For example, participation in elections is a right represented in the right to vote, the right to nominate a candidate and the right to free selection. At the same time, it is a duty represented by the requirement to turn up at the polling station and vote for an appropriate representative after having carefully considered the candidates' platforms. The other side of this equation involves the community and the state which have duties towards realizing this right. The link between the right of the citizen to community participation with the relevant duties and responsibilities is illustrated in the following example:

The right of the citizen	The duty of the citizen towards himself/herself	The duty of the community towards the citizen	The duty of the state towards the citizen
The right to participation in local elections	<ul style="list-style-type: none"> To register his/her name in the voters register To inform himself/herself about the programs of the candidates and compare them To take a decision on selecting the best candidate for the sake of the community To vote on Election Day 	<ul style="list-style-type: none"> To publicly declare the place and date of registering To facilitate the participation of the citizen in the voting process To respect the right of the citizen in selecting the candidate who best represents him/her 	<ul style="list-style-type: none"> To legislate laws that guarantee the right of the citizen in participation in the elections To guarantee democratic elections To reinforce the rule of law

The above can be applied to other forms of community participation such as the right to participation in community activities and the right to membership of community organizations.

The benefits of community participation

Community participation has a dual impact in terms of its benefits for every citizen and for local communities.

A. Benefits for the citizen

Community participation is beneficial to citizens at all levels, psychologically, cognitively, socially and physically. It helps in the following ways:

1. In gaining the skills of participation in decision making and planning, leadership, lobbying and having an impact on others;

2. In developing a sense of belonging to the community and assuming responsibility towards the community;
3. In developing a sense of self-esteem and belief in one's own capacities, to take pride in those abilities and develop a sense of personal achievement;
4. In fostering a spirit of initiative and giving among citizens;
5. In developing the values of citizenship and contributing to solving some of the citizen's problems.

Participation in the political life of the Palestinian society

The PNA Amended Basic Law (February 2007) guarantees the right of citizens to participation in political life, both individually and collectively. The following rights in particular are set out:

1. To form, establish and join political parties in accordance with the law.
2. To form and establish unions, associations, societies, clubs and popular institutions in accordance with the law.
3. To vote, to nominate candidates and to run as candidates in order to elect representative through the ballot box in accordance with the law.
4. To hold public office and positions in accordance with the principle of equal opportunities.
5. To conduct private meetings without the presence of members of the police, and to conduct public meetings, gatherings and processions within the limits of the law.

B. Benefits for communities

Community participation also has benefits that serve community-based organizations and the (local) community:

- Making use of and investing in the creative potential and knowledge of citizens in finding new and innovative solutions to problems in the community such as illiteracy and poverty;
- Investment in the human resources of the community towards its own development. For example; through scouts organizations, NGOs, schools or other institutions in the community, the citizen can contribute to the process of preserving the environment, ration the consumption of non-renewable resources, educate senior citizens, and care for the elderly, sick and vulnerable etc.
- The community will be reassured that there are future leaders who are capable of assuming full responsibility for the safety and security of the community.



Standards and indicators of community participation

Community organizations may seek the guidance of a set of standards and indicators on strengthening citizens' community participation. Examples include the following:

standard	Indicator
To adopt a clear vision on community participation.	<ul style="list-style-type: none">• To have clear general goals and specific objectives.• To clearly define the responsibilities and tasks of other parties.• To clearly define programs and activities related to the goals.
To provide an organizational and legislative environment to facilitate community participation.	<ul style="list-style-type: none">• To have an internal chart in the organization to facilitate and encourage community participation.• Support from the management of the organization to community participation and integration of participation in its programs and activities .• To develop programs that facilitate and encourage the participation of citizens and reinforce initiatives to serve the community .• To organize awareness raising meetings for citizens to explain the programs and activities of the organization.• To invite citizens to participate in the organization's activities.
To improve the level of community participation in the organization.	<ul style="list-style-type: none">• Citizens express positive attitudes towards the organization.• Increase in citizens' confidence and participation in the activities of the organization.• Decrease in the incidents of vandalism against the organization.• Increase in the number of citizens who participate in the organization's activities.
To study the needs of the community and draw up plans for community participation.	<ul style="list-style-type: none">• To conduct a study on the needs of the local community.• To prepare a list of the NGOs and community-based organizations that foster participation in their activities.• To prepare a list of the citizens who wish to join community participation programs.• To monitor trends and opinions in the community regarding community participation.
To adopt media strategies that encourage community interaction and participation.	<ul style="list-style-type: none">• Produce a media policy that reinforces interaction with the citizens and encourages their community participation• Devise a system of communication between the organization and citizens.• Implement a training program for the staff on how to address public opinion.• Issue a periodical newsletter on the organization's activities and accomplishments.• Establish a good website for the organization and update it on a regular basis.• Establish positive relations between the organization and community leaders.• Prepare a guidebook for the organization that explains its vision, goals, programs and ways to participate in its activities.

Measures to develop and adopt criteria for community participation in organizations

- Hold consultations with representatives working in the organization.
- Examine and study the criteria for community participation as indicated in this section.
- Select the criteria and indicators that correspond with the organization and its field of work and interests.
- Develop other criteria for community participation that correspond with the interests of the organization.
- Discuss, agree and adopt the criteria that correspond with the organization
- Distribute the adopted criteria to all stakeholders dealing with the organization.

Strengthening citizens' community participation

The citizen must establish another group of measures to assist him/her in achieving community participation as shown below:

Proposed measures to help the citizen achieve community participation

- Identify your goal and look for an organization in which you can exercise your right to participation
- Get acquainted with the activities and programs of the organization and request a leaflet or brochure about the organization before taking the decision to participate in its activities
- Request membership of the organization and fill out an application if required
- Identify the activities and programs that you want to participate in
- Continue participating in the activities of the organization for the agreed upon period and refrain from withdrawing when challenges arise.

Community organizations can also establish a set of measures to assist individual citizens to achieve their goal of participation as follows:

Proposed measures to help the citizen achieve community participation

- Establish policies and legislation that encourage and facilitate community participation
- Integrate community participation into the programs of the organization
- Adopt criteria for community participation within the organization
- Organize programs and activities that accommodate community participation
- Organize capacity building programs for citizens who wish to join the community participation programs and activities
- Organize awareness programs for all citizens and community-based organizations and civil organizations on the importance of community participation.

STEEP Tool to analyze the factors that influence community participation

Another analysis tool that tackles the interrelated and influential factors on community participation is STEEP, which examines the social, technological, economic and political influences. This tool helps to identify the different factors that can influence community participation in terms of support and/or facilitation and the negative factors that can cause impediments and/or delays. The following is an illustrative example on how this tool can be applied, taking into consideration the possibility that these factors may differ between one community and another.

Factors	Supporting impact	Impeding impact
Social Factors	This leads to the presence of a community culture that believes in the values of cooperation, participation and team work and encourages community participation	Family disintegration, tribalism, social fanaticism, and tension in social relations impede the chances of community participation
Technological Factors	The presence of the Internet and communication channels assists in interaction and communication between citizens and allows them to participate in expressing viewpoints	Addiction to the Internet impedes interaction between citizens and leads to the isolation of those who are Internet-addicted.

Environmental Factors	These assist in freedom of movement between parts of the village or between villages and encourages community participation	The absence of paved roads and lit streets impede the chances of community participation
Economic Factors	There are several economic institutions that have begun to adopt corporate social responsibility policies and this encourages community participation	Low income and preoccupation with earning a living reduces the chances for citizens to participate in the development of their community
Political Factors	Political stability leads to government support for programs and initiatives that depend on community participation	Political instability in the country discourages citizens from community participation

Role of women in community participation

The UN defines the development of the community as the operations that act to unify the efforts of citizens and the government to improve the economic, social and cultural conditions of communities assist. It, both the citizens and the government to integrate in the community and contribute towards its development.

Within the context of this definition of development, and from the basic premise of mobilizing all human potential in society, attention must be given to women and their role in the development of the community as a fundamental part of the overall process. The development of any society is closely linked to the progress of women and their capacity to participate in its economic and social development and thus, to the capacity of the society to eradicate all forms of gender discrimination. Recent decades have witnessed increasing global attention to the issue of women's development and empowerment, with the aim of ensuring that women can effectively participate on an equal basis with men in the decision making process politically, economically, socially and culturally.

The extent of women's contribution to society depends upon the degree of development services offered by communities to assist women in assuming their role. These services are found in social services institutions, such as social units, kindergartens, training and vocational centers, family guidance and counseling offices. They also include health service centers, such as hospitals, maternity hospitals, child and mother care centers, clinics and family planning centers, in addition to cultural institutions such as mass media, libraries, sports and social clubs.

Women's initiatives in community participation

Several initiatives have been developed by Palestinian women aimed at strengthening women's community participation as part of the process of developing their local communities and in serving citizens. The following are some examples:

- Advocacy campaigns aimed at increasing women's representation in decision-making circles and public policy making
- Awareness campaigns to prevent young women from dropping out of schools
- Volunteer programs caring for the elderly in shelters and retirement homes
- A group of university psychology graduates volunteered to carry out entertainment programs for school children who suffered during Israeli incursions
- Mothers in charitable associations prepared healthy meals to sell at affordable prices to school children instead of unhealthy manufactured foods.

The capacity of women to perform their role in community participation depends on how the community views the status of women and whether the community recognizes the value and role of women. It also depends on the extent to which women are encouraged to exercise their right to education and to accessing knowledge to develop and expand their horizons and if they are supported in taking on their responsibilities and participating in public service.

If society wishes to make use of women's community participation and their contribution to the development process, it must assist them to assume that role. This means equipping them with adequate information in health, cultural and environmental fields. It also entails developing women's skills in all walks of life and supporting their needs and self-confidence to take up their role in community development.

Article 7 of the Convention on the Elimination of All Forms of Discrimination Against Women

The States Parties shall take all appropriate measures to eliminate discrimination against women in the political and public life of the country and, in particular, shall ensure to women, on equal terms with men, the right:

- a) To vote in all elections and public referenda and to be eligible for election to all publicly elected bodies,
- b) To participate in the formulation of government policy and the implementation thereof and to hold public office and perform all public functions at all levels of government;
- c) To participate in non-governmental organizations and associations concerned with the public and political life of the country.



The United Nations Development Fund for Women (UNWOMEN)

The United Nations Development Fund for Women (UNWOMEN) was established in 1976 as a voluntary fund devoted to women. UNWOMEN is based in New York. The Fund became an independent organization linked to the UNDP in 1985. UNWOMEN started its program in the western Asia region in 1994 when it opened a regional office in Amman.

UNWOMEN is committed to strengthening the institution-building of women's organizations and networks for women's empowerment and to provide women with the negotiations skills to obtain new and improved policies from their governments and international organizations. Moreover, UNWOMEN provides technical support to governments to encourage dialogue between the governments and women's organizations.

UNWOMEN focuses its attention on the following three areas:

- Strengthening the economic capacity of women as entrepreneurs and producers, especially within the framework of the world trade agenda and the emergence of new technology
- Achieving gender balance in the institutions and decision-making circles that affect their lives
- Raising awareness on the human rights of women and the elimination of all forms of discrimination against women and working to guide the development process towards peace, justice and sustainability.

Components needed to achieve women's participation

In order for women to participate in political life and to contribute towards community development, the following conditions are required:

- Subjective components, such as awareness, education and training;
- An economic work program that provides appropriate job opportunities for women;
- Social services that assist women to engage in different fields.

Analysis of women's participation in elections using the Problem Tree method

The Problem Tree analysis tool is used to define the relationship between the causes and effects of a particular basic problem. The reasons or causes are placed at the bottom of the tree and the results of effects are placed at the top. Lines are then drawn to explain the relationship between the reasons and the effects. In addition to the analysis of the basic problem, this tool can be useful in formulating ideas and proposals for solutions. In this instance, we do not address or analyze the effects but focus only on analyzing the reasons for the problem and classifying them into direct reasons and underlying reasons.

Analysis procedures

The following is an application of the analysis procedures using the Problem Tree tool on the issue of women's poor performance in local elections.

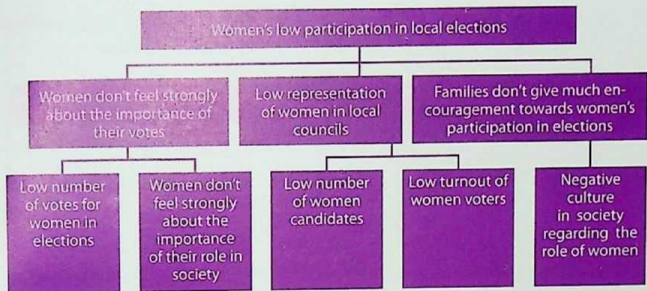
First: Define the basic problem and express it in a negative formula

Example: women's low participation in local elections

Second: Define the direct reasons and the underlying reasons

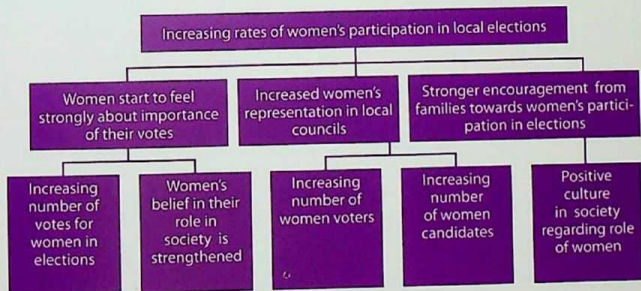
Example: There may be three direct reasons for the low participation of women in local elections such as:

- Women are not really convinced of the importance of their votes; the underlying reasons for this weakness may be attributed to the fact that women are not fully aware of the importance of their role and the low number of votes for women.
- Little encouragement from parents and families regarding women's participation; this might be the result of a negative culture in society regarding the role of women and thus women do not feel strongly about selecting the most appropriate candidate.
- Low representation of women in local councils; the reasons for this might be due to the low number of women voters, plus and women may not be very interested in running as candidates.



Third: transforming the problem and its direct and latent causes into results

In order to transform the problem and its causes into results, the negative conditions in the problem tree are reversed into results that reflect the positive situation that we desire in the future which could be accomplished by a number of activities. This is done with the participation of all stakeholders. For example, the statement, "Women don't feel strongly about the importance of their votes" becomes "Women start to feel more strongly about the importance of their votes", and the statement, "Low number of women candidates" becomes "Increasing number of women candidates". Thus, the problem tree becomes a result tree as in the following diagram:



The problem tree can be merged with the analysis of influential parties, the parties affected by the problem and its results by adding a column for influential parties and another column for the parties affected by the problem, taking into consideration that a party might be influential and

affected at the same time. For example, in the case of women's participation in local elections, we can define the parties in the following table:

Parties influencing women's participation in local elections	Parties affected by women's participation in local elections

Role of youth in community participation

The age distribution among Palestinians shows a young population; the number of young people (15-29) in the Palestinian territory is 29.4% of the total population, including 40.8% in the age group (15-19), and 59.2% in the age group (20-29). (Palestinian Central Bureau of Statistics, 2010).

In relation to youth participation, the General Assembly adopted a decision in December 1995 to endorse the International Youth Working Program as of 2000; the program identified "full and effective participation of young people in the community and in decision making" as one of the ten priority fields requiring measures from governments, the international community, civil society and the private sector.

Measures to strengthen youth community participation

The effective participation of young people in developing their local communities requires that institutions in the communities endorse and implement a set of measures. The following are some of the proposed measures:

- Strengthen continuous interaction with young people using electronic media and media publications
- Explore the needs and interests of young people by organizing focus groups, interviews and opinion polls
- Allow young people to participate in leadership and decision-making positions in institutions and to form committees that care for their needs and affairs
- Update young people on developments and results that concern them and keep them posted on matters
- Build the capacity of young people and train them in the community's interests in which they show a desire to participate
- Raise the awareness of young people in community interests and their requirements
- Provide opportunities for young people to participate and volunteer in community-based organizations and encourage them to use those opportunities to develop their abilities and experiences
- Motivate young people to participate in developing their communities, celebrate their accomplishments and show appreciation for their initiatives, especially their positive roles and attitudes so that they become examples and a source of inspiration to others.

Youth participation embodies the principle of citizenship, including rights and duties. Their participation is also an investment in their potential and creative abilities. It reinforces the role that young people can play in developing their local communities. Strengthening the role of young people in community participation and in decision-making inside organizations requires the presence of real democracy based on equality and justice in the organization; it also requires that young people are granted adequate room to express their opinions and to participate in putting together the plans, programs and activities of the organizations (Rahhal, et al, 2010).

Community Mobilisers

The project to develop local communities in the Palestinian Territories that was implemented in the Jordan Valley region (Fasayel, Zbeidat, Jiftlik and al-Ouja) and Bethlehem region (Al-Walaja), included the task of identifying and supporting community mobilisers to provide the targeted communities with focal points for information and empowerment. The community mobilisers (young men and women) were selected on the basis of criteria developed by community-based committees and in public meetings. Community mobilisers received continuous counseling support to enable them to perform their role as facilitators for change inside and outside the targeted communities. They were trained in leadership, lobbying, advocacy and community mobilization and conflict resolution methods, interaction and gender. The role of the community mobilisers concentrated on supporting community mobilization in order to implement the community action plans and facilitate the smooth flow of information inside and outside the community.

Pal Vision working in the field of youth activation and empowerment

Pal Vision is a non-profit youth organization that works to activate and empower young Palestinian people, in general, and Jerusalemite youth in particular, through awareness programs, counseling and capacity building. It aims to strengthen a sense of belonging and national identity among youth and encourage them to initiate and participate in voluntary action. It also aims to assist young people to determine their vision and future options. The organization works in all West Bank cities including the Jordan Valley, with a focus on three geographic locations where the organization has permanent headquarters: Jerusalem, Bethlehem and Nablus.

In the last four years, by implementing several youth projects, Pal Vision has been able to build an active youth body in the villages of the Jordan Valley. During implementation, the importance of the projects and the need for specific projects for young people became clear. The work of the projects consolidated the importance of young people, their role inside the community and their positive impact on the difficult conditions suffered in the Jordan Valley villages.

Youth Initiatives in Community Participation

- Young people in youth centers, clubs, women centers and community-based organizations participated in awareness campaigns on the effects of Internet addiction and smoking
- Youth groups participated in gathering donations to help build a children's library
- Young people helped farmers to pick olives as part of the volunteer community service required of them
- A group of university graduates participated in the organization of remedial lessons for students with low academic scores

Voluntary work is a form of community participation

Youth Organizations for volunteer work action in Palestine

- Sharek Youth Organization
- Palestinian Youth Union
- Palestinian Youth Association for Leadership and Rights Activation (PYALARA)

Volunteer work, also known in development literature as, "Social Capital" is a public revolution that must be supported. Volunteer work is based on positive social values, such as confidence, honesty, cooperation and solidarity. Citizens as individuals and groups take part in Volunteer work as a means of self-fulfillment and serving the interests of the communities where they live. Volunteer work has many benefits both for the volunteer and for the entire community. Volunteer work leads to the best use of potential, especially among young people, and contributes significantly to social development.

Volunteer work can be defined as: an effort based on a particular skill or expertise. It is exerted from an internal desire and based on free will and choice; it aims to perform a social duty without expecting financial compensation or exchange.

The volunteer: a person who masters a certain skill or expertise that s/he uses to voluntarily perform a social duty without return of any kind.

Proposed measures to promote volunteer work in community-based organizations

- Raise the awareness of citizens about the concept of volunteer work and its importance in developing the community
- Provide programs and activities that allow citizens to volunteer, especially on matters related to their basic needs
- Motivate and encourage citizens to volunteer by including volunteer work in their record of achievements and award them certificates of appreciation for their work
- Organize festivals for volunteer work within the organization and celebrate the accomplishments of volunteers
- Train volunteers and provide them with guidelines, the necessary information and resources to help them
- Develop legislation that regulates social volunteer work
- Use Information Technology and Communications to coordinate voluntary work between the government and non-government parties and provide accurate data on the extent, trends and needs of volunteer work
- Provide financial and moral support to institutions that operate in the field of volunteer work.

Analysis of forces/factors that influence volunteer work as a form of community participation

A force analysis tool can be used to determine two groups of forces or factors that affect community participation. In this instance, we take volunteer work in (community-based organizations) as an example shown below. The first group is the positive forces that support this work. The second group is the negative and impeding forces that obstruct volunteer work. We can determine the effect of each of the forces on a five-point scale where forces with major impact receive 4 or 5 points, and the forces with medium impact score 3 points, and those with little impact are accorded 1 or 2 points.

Analysis of forces/factors that influence volunteer work as a form of community participation			
The current situation: citizens do not participate in volunteer work		The aspired situation: citizens get involved in volunteer work	
Positive forces (factors) that support transformation towards the aspired situation →	Degree of impact (5)	Negative forces (factors) that impede transformation towards the aspired situation ←	Degree of impact (5)
The organization has a policy to support volunteer work	5	Absence of specific programs in the organization to integrate volunteer work	3
The staff has experience in dealing with volunteers	3	Absence of encouragement towards volunteer work in the local community	4
Citizens who want to engage in volunteer work	4	Timing of activity within the organization does not coincide with the time that the volunteer is available	3
The organizations explain the role and expertise of the volunteer	4	Disharmony between the staff in the organization and the volunteers	3
There are successful local experiences in the field of volunteer work	3	Volunteers are on a low income and this forces them away from volunteer work	2
There is a commission inside the organization responsible for training the volunteers	4	Some volunteers are afraid to show commitment and assume responsibility	3

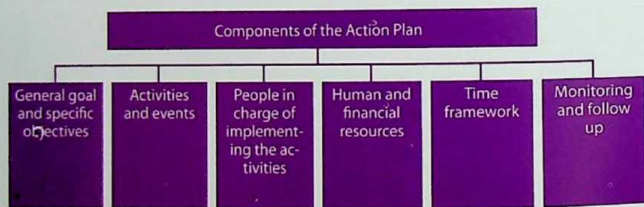
We recommend that organizations in the local community apply the forces analysis tool on any other issues related to community participation, such as participation in initiatives to strengthen the right of young women to education; participation in getting street lighting in the village; or participation in an initiative to establish a health clinic in the town.

Ansar Center's experience in volunteer work and supporting the youth sector / Al walajah – Bethlehem district

Ansar Center is an association licensed by the PNA Interior Ministry. It is run by a volunteer administration comprised of young people. The center also has a general assembly of about 50 youth members. Ansar Center cares for the needs of young people and encourages them to participate in voluntary work. It also seeks to invest in the potential of young people and develop their skills in various fields, such as photography, film production and writing news stories. The Center strives to make heard the voice of youth. For example, it facilitated the participation of two young people in the Youth Parliament at the governorate level. It also supported young people in their efforts to get involved in decision-making through participation in elections for the administration board this year. Three members won those elections, assuming the posts of deputy director of the center, secretary and coordinator of public relations.

Development of an action plan for community participation

An action plan is one of the basic requirements in achieving organized and effective community participation. The plan usually includes the following components as shown in the diagram below and in the plan model that follows:



A model action plan

The general goal:

The specific objectives	Activities	Person in charge of the activity	Human and financial resources	Time framework	Monitoring and follow up

An action plan for community participation can be drawn up for one year. A separate action plan can be drawn up for other core issues related to participation. For example, a plan can be drawn up to build women's participation in local elections or to increase young people's participation in volunteer work or encourage young women to join women centers.

References in Arabic

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- The Palestinian Central Bureau of Statistics, press statement issued on August 11, 2010, reviewing the conditions of young people in the Palestinian territories.
- Shareq Youth Forum (2009), Report on the reality and conditions for youth in Palestine... an opportunity or danger. Palestine

Lobbying, advocacy and networking



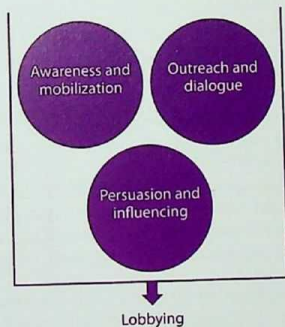
Civil society organizations (CSOs), and community committees play an effective role in influencing legislation, public policies and decision making, as well as in promoting and expressing citizens' concerns and needs. These organizations use lobbying, advocacy and networking as components of good governance and as approaches towards changing policies and directing development towards social change.

This chapter aims at providing a better understanding of lobbying, advocacy and networking concepts and at improving the capacity of CSOs and community committees to plan lobbying and advocacy campaigns and to increase networking.

Lobbying

Lobbying is the efforts exerted by a group of people to convince and urge influential individuals, officials, decision makers, community leaders and others to adopt a certain issue or position, to get them to support and to defend it within official channels and bodies where they have influence.

The lobbying process includes a group of integrated sub-processes as shown in the following diagram:



Lobbying and mobilization campaigns

This is a group of activities aimed at promoting community participation, contributing to the social change process, broadening the circle of people interested in a particular issue through awareness raising, persuasion and influencing.

Mobilization campaigns are a collective effort and are necessary when an issue develops from a simple individual concern into an extensive community issue touching on the lives of a large section of people. They require the effort of a larger community to persuade persons of influence, to adopt the issue and consequently accelerate the change needed.

When planning for a lobbying campaign, the following questions should be asked and answered:

- What is the objective we seek to achieve?
- What are the reasons and motives behind organizing this campaign?
- Who is the targeted group?
- When is the suitable time for the campaign?
- Where does the issue need to be presented and at what level?
- How will the campaign be executed and with what means and tools?

Steps to ensure success for mobilization and lobbying campaigns

- Identify the issue clearly and make sure it is a just community issue.
- Adopt a clear vision of the aspired social change in relation to the issue.
- Prepare and plan well, include identification of objectives, mechanisms, available human and material resources, conduct studies, collect relevant data, prepare interventions and letters, equip oneself with supportive arguments and be aware of opposing arguments.
- Identify and analyze the targeted group.
- Select lobbying mechanisms and tools and choose a suitable time for the campaign.
- Identify individuals and institutions that respond positively to the issue and organize more ways for them to participate.
- Analyze the political processes and surrounding environment, study the possibilities and opportunities for their influence on decision-making.
- Monitor and analyze the political and developmental processes related to the issue, as well as the influence of the campaign.
- Recruit the media and expand public relations.
- Implement the planned lobbying activities and continuously evaluate to improve performance.

Basics of successful lobbying and mobilization campaigns

Successful lobbying campaigns rely on an integrated set of fundamentals, the most important of which are: firm faith in the issue, ability to convince and influence, ability to communicate with others, ability to organize and ability to be creative.

Measures to confront opponents of social change

The community culture may not be receptive to a particular idea and it may face strong societal, political or popular opposition. In addition, influential figures in society may support this opposition. Therefore, participants in mobilization and lobbying campaigns should take the following measures:

- To be equipped with a set of solid and well-established arguments;
- To be prepared to answer all questions and inquiries that might be posed by the people;
- To think about all counter-arguments that work against the campaign and means to confront them;
- To be ready to expect any surprises and set up scenarios on how to confront any emergency situation

Examples of lobbying and mobilization campaigns

The following are a number of issues that are could serve as subjects for lobbying and mobilization campaigns:

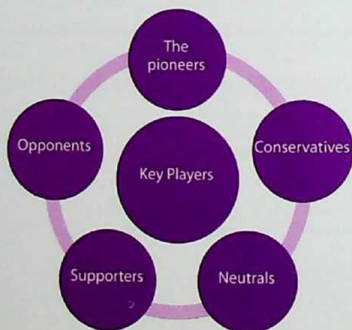
• Enacting a law for the support of volunteer work	• Formulating an agreed charter among NGOs.	• Developing women's participation in elections.
• Combating corruption in public institutions	• Campaign against killing women	• Education for All campaign
• Conducting local elections	• Family protection from violence	• Campaign to end smoking in public places.

Influencing and convincing decision makers

Decision makers are interested in community issues if these issues are just and touch on the lives of large portions of people, and especially if the issues are supported by a sufficient number of organizations, institutions, groups and individuals. Thus, it is important to convince decision makers to support the issue in question.

Before any discussion about what kind of influencing and convincing mechanisms are required, it is recommended that key players on an issue, are known. Those who can influence decision-making and those who are also influenced by these players include those decisions, namely:

- **The pioneers:** those committed to the issue and to defending it, and who are ready to promote it wherever they go.
- **Supporters:** those who support the issue and can be motivated to double their activity in favor of the issue.
- **Neutrals:** those who have a neutral position who are not committed to the issue, but could vote either in favor or against it.
- **Conservatives:** those who take a conservative stand vis-à-vis the issue, but are not inclined to be active against it.
- **Opponents:** those who strongly oppose the issue.



Mechanisms of influencing and convincing

There are a number of mechanisms that CBOs and committees can use to influence and convince decision-makers, policy makers and lawmakers including:

- Writing letters, petitions, statements, interventions that support the issue.
- Using the phone and electronic communications, as well as meetings and field visits.
- Organizing meetings, lectures, demonstrations, marches and protests.
- Organizing workshops, seminars and festivals.
- Supporting the issue with data and sufficient information and documents.

Example: designing letters to exert pressure on influential parties.

Issue: combating, drop out rates for girls from schools.

Influential and influenced parties	Probable concerns	Content of suggested letters
Decision and policies makers: <ul style="list-style-type: none"> • Minister of Education. • Minister of Social Affairs. • Education Committee at the PLC. • Directors of Education. • Principals of schools. 	<ul style="list-style-type: none"> • Ensure easy and safe access to schools. • Protecting girls' right to education. 	<ul style="list-style-type: none"> • Organizing parallel education programs for girls who have dropped -out. • Studying factors behind girls' drop-out rates from schools. • Equal education opportunities.
International Partner Organizations: <ul style="list-style-type: none"> • UNICEF. • UNESCO. • UNRWA. • Save the Children. 	<ul style="list-style-type: none"> • Ensure easy and safe access to schools. • Protecting girls' right to education. • Targeted projects to protect girls' right to education. 	<ul style="list-style-type: none"> • Reports and data on girls' drop-out rates from schools. • Information about schools where girls are dropping-out.
Media professionals: <ul style="list-style-type: none"> • Newspapers editors and journalists. • Newspaper column writers. • Media bloggers. 	<ul style="list-style-type: none"> • Covering campaign activities: • Taking part in social responsibility. • Advertising of activities beforehand. 	<ul style="list-style-type: none"> • Reports on girls drop-out rate from schools. • Success stories about preventing girls from dropping-out of schools. • Interviews with girls who have dropped-out from schools. • Campaign to prevent girls dropping-out of schools.

<p>Concerned local institutions:</p> <ul style="list-style-type: none"> • Human rights organizations. • Women's committees. • Childhood institutions. • Women's organizations advocating women issues. 	<ul style="list-style-type: none"> • Advocacy for Women's Issues. 	<ul style="list-style-type: none"> • Reports and data on girls who drop-out of schools. • An invitation to participate in the campaign advocating the right of girls to education.
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Methods of getting media support

In democratic societies, the media is considered the fourth authority after the legislative, executive and judicial authorities. If the media supports the issue in question, this will help enormously in advancing the change required and in raising awareness on the issue. Thus, motivating and mobilizing the media to support the issue is very important and can be done through the following:

- Invite journalists and media professionals to various campaign activities.
- Continuously provide the media with information and updates on the issue.
- Form a media committee to focus on media affairs.
- Organize personal meetings with concerned journalists and urge them to support the issue in question.
- Innovate various formats in the print, radio and visual media to bring the issue to public attention. For example, writing articles, cartoons, radio flash spots and plays.

Advocacy

Social justice issues require effort and struggle to bring about a change in the power relations between centers of decision making on the one hand, and the people affected by those decisions on the other. This means impacting on the decision making process.

Concept of Advocacy

Advocacy is a group of organized efforts and actions that influence decision makers and those who make public policies and legislation, with the aim of changing the positions, public policies and decisions that have an impact on individuals, groups and institutions.

Conditions and requisites for the success of advocacy campaigns

- Faith in the justice of the social issue.
- Analyzing influential political, social and developmental processes.
- Defining short and long-term goals.
- Defining advocacy strategies and building advocacy alliances and coalitions.
- Monitoring progress and achievements.

Activating advocacy efforts by institutions (or community committees)

Prepare the institution for success through the following means:

- Focus advocacy efforts on specific issues.
- Coordinate efforts with institutions supporting political candidates or politically active committees.
- Choose members in the advocacy groups who have political contacts and connections.

Prepare and provide frameworks and resources for advocacy efforts:

- Develop an advocacy action plan.
- recruit full-time volunteers to implement the plan and to follow it up.
- Appoint or contract advocacy and lobbying specialists and/or specialized companies.

Conduct the advocacy campaign via four components, namely: suitable participants, relevant messages, education and training of those who will present the message, as well as strategies and activities for presentation of the message to targeted individuals and the public.

Conditions for achieving advocacy objectives

In order to achieve the advocacy goals, a number of conditions should be met. The following is a checklist that includes these conditions:

Conditions	Available	Unavailable
Qualitative and quantitative information that supports the issue.		
The issue is compatible with social justice and human rights.		
An action plan focusing on the specific community issue.		
A clear achievable objective.		
Sufficient support for the issue from individuals, groups and institutions.		
Enough interest in the objective for people to become motivated and to act.		
Possibility of raising the necessary funds and resources.		
Decision makers can be easily identified.		
Clear and specific time table.		
Alliances in support of the issue.		
Arguments that support the issue.		
Employment of various advocacy mechanisms.		

Recruiting supporters of the community issue

The success of mobilizing, influencing and convincing depends on recruiting supporters and proponents of the issue in general, as well as recruiting influential figures and decision makers in particular. Attention should be given to the following:

- Recruit supporters and proponents, no matter how influential they are, or what their positions may be.
- Select a suitable time and approach to present the issue.
- Establish an extended network of personal relations with influential people and decision makers and with those who can influence them.
- Provide sufficient information to prove that the issue is a just one.
- Promote the positive aspects of supporters and celebrate supporters' achievements and successes.

Women's Center for Legal Aid and Counseling

An experience in lobbying and advocacy

The Women's Center for Legal Aid and Counseling established a lobbying and advocacy unit in 1998, aimed at introducing amendments to Palestinian draft laws, and activating laws that concern women in our society. They did this by forming coalitions and exerting pressure towards changing legal and institutional positions on the issues. This became a particular focus after the inception of the Palestinian Authority, and the establishment of the Palestinian Legislative Council.

The Unit mobilizes public opinion on issues of concern to women, by educating and raising awareness to build support for and commitment to the social justice issues which the Center works on. Through its campaigning, the Unit also works to highlight and condemn Israeli occupation practices against Palestinian women.

The Unit is formed of a team of staff (men and women) from various faculties who work with coalitions, lobbying and raising awareness to change, develop and improve legislation on women's rights.

Role of advocacy in promoting democracy

Advocacy contributes to the promotion of democracy by:

- Empowering marginalized groups to make their voice heard.
- Mobilizing citizens to participate in the democratic process.
- Ensuring that the government and institutions are held accountable to citizens.

Planning for lobbying and advocacy

For lobbying and advocacy campaigns to achieve their objectives, an action plan must be prepared that includes the basic elements necessary for its implementation and to achieve its objectives. Below is a model of lobbying and advocacy campaign action plan:

Issue raised				
General objectives				
Targeted groups				
Necessary information				
Strategies and activities	Influencing and influenced parties	Supportive resources	Monitoring and evaluation	Timeframe

Building an alliance as a form of advocacy:

An alliance is formed from a group of independent organizations, working together for social change on a specific issue, and which seeks to influence decision makers and policy implementers.

Alliances are characterized by their long-term nature. There are mutual benefits for participants in the alliance, as the alliance is normally based on a joint vision and mission statements, and shares the same values, objectives and strategies. The alliance becomes more effective as more people or institutions join and when there are diverse organizations on board with a range of interests and experiences that can be utilized to advance the common issue.

Alliances have many benefits including the sharing of resources, better response to crisis and emergencies, expanding the scope of participants' work and promoting the strength of allied parties.

Procedures for establishing an effective alliance

- Agree with a group of individuals and institutions ready to form an alliance in order to work for a joint issue, for instance: good governance.
- Develop a strategy, values, a mission statement and reasonable objectives that can be achieved with the help of the members' abilities and experiences.
- Develop tactics and a mechanism for communication and conflict resolution within the alliance.
- Design a structure for the alliance that includes administration and various work committees.
- Develop a joint action plan with programs and activities and identify the follow-up and evaluation mechanism.
- Invest in the strengths of the alliance members for the benefit of all.
- Define the activities of each member and make sure they understand their roles.
- Keep the alliance members updated on developments.
- Maintain the alliance and its coherence by exerting continued effort and ensuring sustained commitment.

SWOT analysis of the advocacy environment:

The issue: Campaign to end smoking in public places.

This analysis is used to define weaknesses, strengths, opportunities, and threats that affect or may affect the campaign positively or negatively.

<p>Strengths</p> <ul style="list-style-type: none"> • Several institutions adopt a policy of non- smoking. • Several community institutions are ready to join the advocacy campaign. • Some institutions contribute to raising awareness on the harmful effects of smoking. • Awareness on the dangers of smoking is expanded. • Availability of several means and mechanisms for the advocacy campaign. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Smoking is spreading among young people and children school children. • Families are not paying attention to their sons' smoking. • Some citizens are not complying with the non-smoking policy in public places. • Indifference and failure of some institutions to take part in the advocacy campaign.
<p>Opportunities</p> <ul style="list-style-type: none"> • The possibility of forming a network of institutions against smoking in public places. • The World Health Organization supports advocacy campaigns against smoking. 	<p>Risks and threats</p> <ul style="list-style-type: none"> • Attractive advertisements by tobacco companies. • Diseases caused by smoking are effecting citizens' performance and productivity.

Networking

In order for lobbying and advocacy activities to succeed, a network is required. This is a collective umbrella of independent organizations that advocate on specific issues. Networking is based on a willingness to cooperate and to jointly focus interests on solving particular community problems. Participants of community institutions and committees in the Jordan Valley emphasized this point in workshops organized within the project for the development of local communities. The workshop participants identified a range of problems suffered by the community: water shortage, sewerage networks problems, lack of recreational places for children, unemployment, lack of good education for children, and the problem of early marriage.

It should be noted however, that the networking process is an objective in itself and requires time. It is also temporary and conditional on the presence of an issue. It relies on appropriate resources, diversity of membership, flexible administration, and the capacity to adapt over time and to the changes in surrounding conditions.

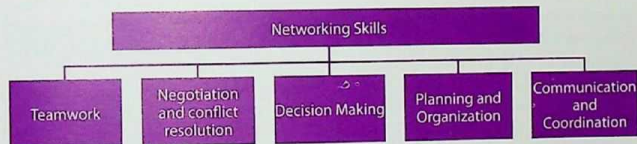
Networking concept and motives:

The networking process can be defined as the development of existing relations and joint working between two or more institutions, or between one group of persons and another providing a collective umbrella for their work together on a joint issue to achieve a public goal.

Motives for networking include; the exchange and dissemination of information, knowledge and expertise, coordination of activities, as well as benefiting from the abilities, expertise, resources and relationships of partners, and cooperative competition in accessing available resources.

Networking skills:

Effective networking requires a number of skills and the diagram below shows the most important of these.



Networks types:

Specialized networks include institutions working in the same field or in specific developmental areas, for instance Palestinian Non-Governmental Organization Against Domestic Violence Against Women, and the community committees which were formed in some localities in Palestine including Fasayel, Zbedat, Jeftlik, Ouja and Walaja.

Umbrella networks include institutions with a range of specializations and areas of work like, the Palestinian Non-Governmental Organizations Network (PNGO).

Procedures for networking between community institutions and committees

- Define the objective of networking or construct the network from the motives behind it.
- Identify possible members interested in joining the network.
- Identify the mutual benefits of joining the network.
- Develop network by-laws, internal regulations and membership system.
- Develop the network structure and decision making mechanism.
- Define roles, commitments and obligations of each participant in the network.
- Identify activities to promote the network presence and serve its goals.

Analyze the problem of weak networking among community institutions by using the problem tree.

The problem analysis tree is a tool used to define the relationship between the causes and effects of a specific central pivotal problem. In this analysis, the causes are listed below the problem, and the effects above it. Then, lines are drawn to clarify the relation between the causes of the problem and between the problem and its effects, as well as between the effects. In addition to analyzing the problem, this tool helps to develop a perception and possible solutions. In this instance, we only focus on analyzing the direct problem's causes and underlying causes, and do not define the effects nor analyze them.

Below we show how to apply an analysis using the problem tree tool:

- I. Define the central problem and express it in a negative form.

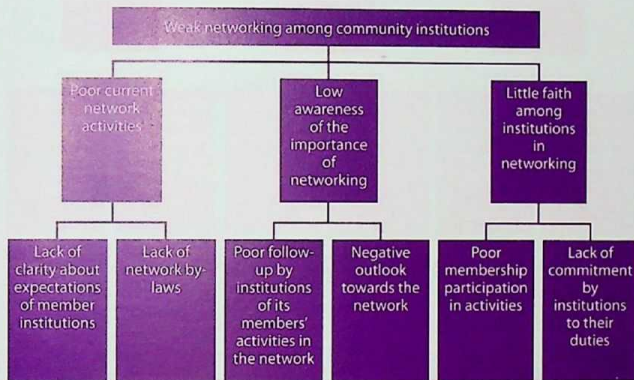
Example: Community institutions suffer from weak networking.

- II. Define the direct and underlying causes of the main problem.

There might be three direct causes for the problem of weak networking:

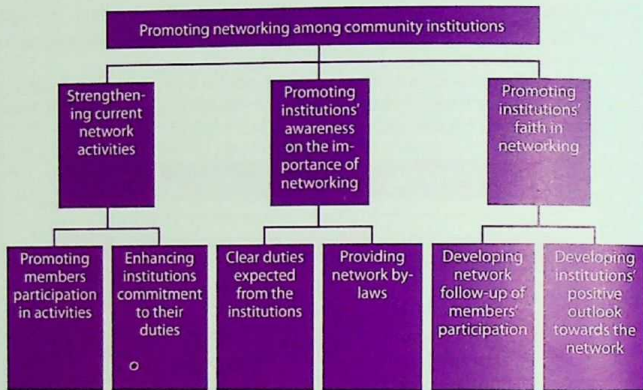
- Institutions are not fully convinced about the need to network. Underlying causes may be attributed to low awareness of the importance of networking, and the poor level of network activities.

- Low participation by institutions in network activities. This can be attributed to the institutions' negative outlook on the network and weak follow-up of its members' participation.
- Weak institutions commitment of their duties to network underlying causes may be attributed to the lack of network by-laws, and a lack of clarity on what is expected from the institutions.

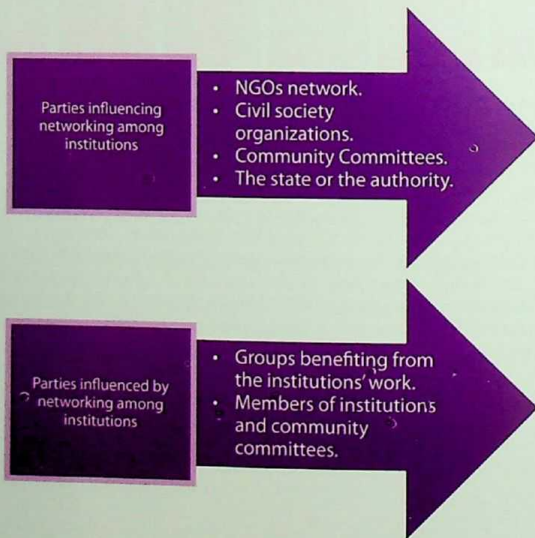


III. Transforming the problem and its direct and underlying causes into results.

In order to change the problem and its causes into positive results, the negative conditions are turned into results that reflect an aspired positive situation, achieved through a number of actions. This should be done with the participation of all stakeholders. The phrase, "Institutions are not fully convinced about the need to network" can change into "Enhancing institutions' faith in networking". The phrase "Lack of clarity about expectations of the institutions", can change into "Clearly defined duties expected from the institutions". Therefore the previous problem tree will be changed into a results tree as in the following diagram:

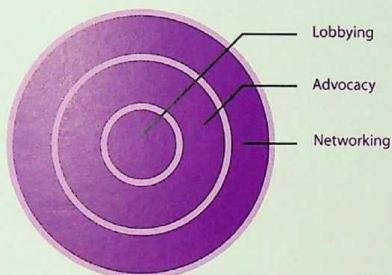


All parties influencing the problem or the issue and parties affected by it can be added to the problem tree analysis as follows:



The relationship between lobbying, advocacy and networking

There is a considerable overlap between lobbying, advocacy and networking as they are interdependent. Networking, however, can be considered as more comprehensive, while lobbying and advocacy are requisites of networking. Advocacy can be considered more comprehensive than lobbying. The following diagram illustrates this relationship:



References in Arabic

- Panorama Center (2008), "Non violence and civil peace manual, Ramallah.
- Panorama Center (2008), Daleel Tadreeb Shababi- Arabic. "Manual for youth work training, Ramallah.
- Saif, Sameer, and Jaser, Saed (2008). Tashbeek.. Dhaght.. Munasara. Arabic." Networking, Lobbying and advocacy", and applied manual issued by "Palestinian Non-Governmental Organization Against Domestic Violence Against Women".

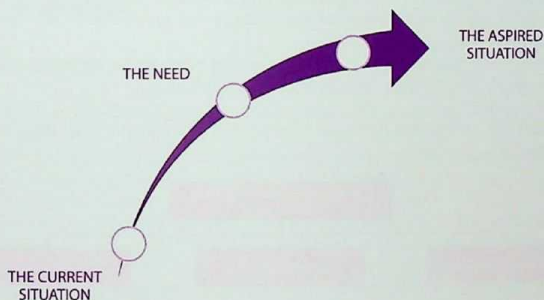
Community
Needs:
Identify and
intervene



Various communities strive to meet the needs of their members and groups, especially those needs linked to the rights of citizens. The citizen is the most important component in community development, and addressing his/her needs is the prelude to social justice, equal opportunities and equality. This chapter focuses on community needs, their definition and assessment in addition to exploring the proper interventions to address them.

The "Need" Concept

Needs may be defined as a case of imbalance experienced by an individual, group or society in trying to achieve a certain goal with the use and help of certain resources. The need might arise from a desire to improve current performance or rectify a particular shortcoming. The actual need can be viewed as the distance or gap between the current situation and the expected or desired results. Once the need has been identified, the next step is to identify a solution to address the gap. This step can be translated into plans, programs, projects and initiatives.



Community need represents the gap between the current situation on an issue in the community and the situation to which the community aspires. For example, if there is a need in the community to end child labor, this means that there is a gap between the current prevalence of child labor its reduction. Other examples of community needs that concern the citizen may include the following:

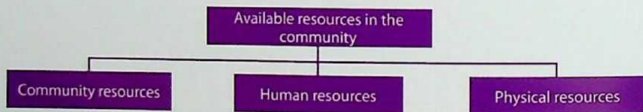
- The need to pave and light the streets
- The need to establish kindergartens
- The need to end discrimination against the employment of women
- The need to strengthen citizen participation on community issues in society.

Identifying needs

Identifying the Needs means defining the gaps between current conditions and aspired conditions. This helps to pinpoint the actual situations (in terms of problems and resources), what the community wants to accomplish and the relationship between the two. In order to identify Needs, following steps must be taken:

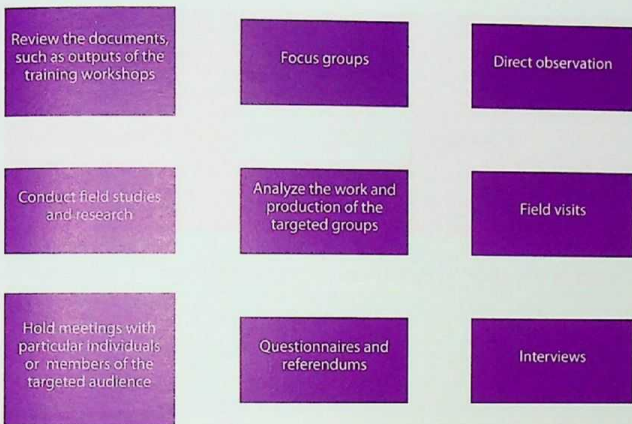
1. Analyzing the existing situation: this includes a description of the community environment in terms of the CBOs and the available and lacking resources. Identifying Influential people /decision makers in the community and the political, social and economic conditions and analyzing the relationship between them.
2. Diagnosing and analyzing the problem. A problem can be defined as a condition or a situation in a particular place that is viewed as undesirable by a group of people (a community or institution or a certain sector). Analysis of the problem entails describing it, the reasons behind it, and tackling the effects of the problem and the parties affected by it.
3. Identifying the available resources that can be invested and used to meet these Needs.
4. Identifying general goals and the specific objectives related to solving the problem through the use of available resources.

It should be noted that there are three kinds of available resources in the community:



- Physical resources include the land and anything on it. For example; soil, forestry, pastures, water, minerals, animals and the environment
- Human resources include the people and their funds, knowledge, expertise, skills, qualifications, professions and crafts
- Community resources include CBOs, factions, traditions, norms and cultures CBOs.

Any Need can be identified by using a set of methods and tools, as shown in the following diagram. It is recommended to use more than one method and tool to identify a Need:



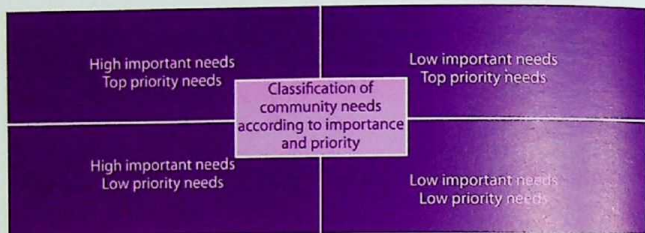
Assessing community needs

In order to assess community needs, the following steps can be taken:

1. Conduct an analysis of the gaps between the current situation and the aspired situation in order to identify the needs
2. Classify needs according to priority and importance
3. Determine the reasons that caused the gap between current and aspired situations, i.e. Identify the reasons behind the emergence of this need
4. Determine possible interventions or solutions; this could be capacity building or organizational development of the CBO, or other needs.

Community-based organizations and committees can define the importance of the need and its' level of priority by looking at the following factors:

- The cost of an intervention;
- The requirements, such as laws and legislation;
- Lobbying by beneficiaries to identify and meet the need;
- Number of individuals and organizations affected by the need;
- The level of the need's impact on the community.



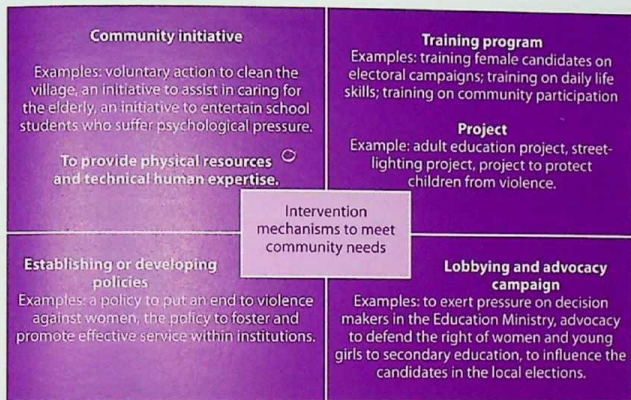
The needs assessment is useful in achieving the following:

- Identifying the current level of need and the reasons for it
- Determining the fields and the classification of the need into training needs and physical needs (relief, infrastructure, equipment, etc)
- Identifying the human resources, expertise and potential capacities which can be utilised to meet the need
- Defining levels of human resources required to participate in terms of knowledge, skills and attitudes
- Capacity building of community members of the society so that they can define and analyze their problems, formulate possible solutions and take decisions prioritizing necessary actions with the use of available resources
- Raising awareness in society on basic operations of the change process
- Establishing an intervention plan that includes possible solutions.

The assessment of training needs can help to ensure that the nature of the training corresponds with and guarantees the sustainability of the training's impact.

Intervention to meet community needs

An intervention is to act in order to meet a community need. The intervention process can take place through a group of mechanisms, such as a community initiative, a training program, a lobbying and advocacy campaign, a project or other activities.



Meeting community needs will lead to increased democracy and social justice; it will also lead to a society where there are equal opportunities, in addition to the reinforcement of citizen participation in the development of their community.

Analysis of the community environment for the purpose of intervention

Before launching an intervention to meet a particular community need, it is recommended that an analysis of the community environment is conducted for the purpose of intervention. The SWOT analysis can be a useful tool. For example, let us assume that a community-based committee in a region plans an intervention through a lobbying and advocacy campaign to influence decision makers in the health ministry, in order to establish a regular health clinic in the area. In this case, the SWOT analysis would be as follows:

<p>Strengths</p> <ul style="list-style-type: none"> Physicians and nurses in the community who are willing to volunteer at the clinic One of the families is willing to allocate two free rooms for the clinic The local community is aware of the importance of having a health clinic in the village Establishing the clinic saves citizens the cost of transportation to nearby villages in case of illness. 	<p>Weaknesses</p> <ul style="list-style-type: none"> There is no available venue to establish the clinic Favoritism and personal connections are rampant in employment The village council refuses to allocate a plot of land where clinic can be built The negative impact of family disputes on the activities of the community committee in their advocacy campaign to establish the clinic High cost of equipment needed for the clinic.
<p>Opportunities</p> <ul style="list-style-type: none"> An expatriate from the region is ready to finance the establishment of the clinic Local pharmaceutical firms are ready to provide the clinic with low cost medicines. 	<p>Threats</p> <ul style="list-style-type: none"> The health authorities claim that the region does not need a clinic because there are health clinics in nearby areas Repeated power shortages might lead to refrigerated medicine going bad.

Intervention plan to meet community needs

The intervention plan is a document that includes a general framework for dealing with the problems, needs and activities that must be implemented in order to achieve certain goals. The plan should be subjected to review on a regular basis. The following steps are required to achieve a realistic intervention plan to tackle the problems of a community:

1. Allow participation of the citizens and make use of their knowledge and expertise.
2. Conduct an assessment of the situation that identifies the natural, human and community resources available, and defines and analyzes the problems.
3. Assess the community's needs and arrange them according to their importance in the community.

The intervention plan should include the following components:

- Facts and information relevant to the need
- The aspired goal after intervention
- The intervention mechanism, requirements, responsibilities and roles, especially the responsibilities of decision makers and influential people
- The intervention support factors (human resources, especially supporters and allies, and physical resources)
- The factors that impede intervention, especially adversaries and opponents to intervention
- The mechanism for following up the implementation of the intervention plan in order to examine how matters are progressing in line with the action plan in terms of time and resources.

The following format may help in setting a plan to meet community needs:

The intervention plan to meet community needs					
The community need:					
Information and facts about the need:					
The goals of the intervention Why do we want to meet this need?	The intervention mechanism How can we meet this need?	Intervention requirements What does the intervention require in terms of instructions, legislation, or other actions	Responsibilities and roles Who is responsible for meeting the need? What are the roles of the different parties?	Factors supporting intervention What physical and human resources can assist in meeting the need?	Factors impeding intervention What are the factors or things that might impede the process of meeting the need?
Intervention follow up:					

Assessment of interventions to meet community needs

Assessing interventions is helpful in learning lessons from the experience and in improving future interventions. The assessment process should take into consideration the following factors:

Feasibility	Why should the intervention be implemented or why should we find the solution to address the gap? Does the usefulness of the intervention exceed its cost?
The Goal	Are the goals of the intervention realistic and possible? Can they be achieved? What is the aspiration/improvement behind the intervention?
The Context	When will the intervention take place? What are the basic requirements needed for the success of the intervention?
Relevancy	How relevant is the intervention to the needs of the target group? How relevant are the intervention methods and tools to the aspired goals?
Effectiveness	Has the intervention achieved its goals?

Community participation in assessment and intervention

Community participation in assessing the situation and in intervening to meet the need takes place through the participation of citizens and community-based organizations and committees. It takes place at all phases including; assessing the situation, defining the problem, determining the need, setting the order of priorities, preparing intervention plans and following up their implementation. This participation assists in achieving the following:

- Assessing the situation in terms of defining the problem and the resources available in the community
- Preparing more realistic intervention plans based on actual needs
- Building the capacity of local communities through their participation in all phases of planning
- Helping local communities to adopt and follow up the intervention plans
- Obtaining the support of civil society and donor organizations.

Community participation is key to identifying needs, and may take place through a number of activities such as; answering questionnaires, referenda and interviews and cooperation in studies and research, in addition to participation in meetings and focus groups to explore and define citizens' needs. Community participation in interventions takes place through adopting and supporting positions identified by the intervention and through participation in preparing intervention plans and implementing

them, monitoring the implementation process, and by participating in assessing and developing those plans.





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