<u>**Training Module No. 1**</u>

1 Day Training Programme on Community Mobilisation

Date :_____   **Venue:_____**

Participants: 30 Persons
- Staff members of Partner NGO
- Forester /Forest Guard

Objectives of the Training

The objective of the training is
1.   To enable the participants to understand and put into the perspective of the need and justification for mobilising communities for partnership at harnessing input from all stakeholders in a participatory project.

Training Outcomes

Participants are able to
1.   Define and explain "community" and understand why communities to be involved in implementation of any participatory project.
2.   Understand the community mobilisation process
3.   Identify the challenges and causes of failure in community mobilisation
4.   Illustrate the role of effective communication in a successful community mobilisation process
5.   Realize the roles and responsibilities of Community Mobilizer.

Registration of Participants (30 Minutes Prior to the Start of First Session)

Pre-requisite for this Training: Nil

Instructional Requirements
1. White board with marker
2. Over head projector/Laptop
3. Pointer (stick/ Laser)

Materials and Aids Required
1. Drawing sheet
2. Flip chart
3. Colour sketch pen (2-3 sets)
4. Markers

Details of Session Plan

Duration (Min)	Key Steps/ Key activities	Method
Session-I: Community Mobilization		
10	Self Introduction • Educational background of the participants • Experience in rural development sector	Lecture
60	Introduction on Community Mobilisation • Introduction to the subject • Definition and characteristics of the community • Composition of a community • What is Community Mobilization • Principles of Community Mobilization	Lecture
10	Questions from participants	Group discussion
10	Class wrap up with concluding remarks from the trainer	Lecture
Session-II: Community mobilisation Process and Key issues		
10	Introduction to the topic	Lecture
60	• Community Mobilisation Cycle • Characteristics of a mobilization cycle • Key issues in Community Mobilisation	Lecture
10	Questions from participants	Group discussion
10	Class wrap up with concluding remarks from the trainer	Lecture
Session-III: The Role of a Community Mobilizer		
10	Introduction to the topic	Lecture
40	• Selection of a Community Mobilizer • Traits of a community Mobilizer • Roles and responsibilities of a community Mobilizer	Lecture
40	Demonstration by the participants on how to mobilize community	Role Play
Session-IV: Communication and Community Mobilization		
10	Introduction to the topic	Lecture
30	• Media for Communication • Steps in designing IEC Activities • How to develop IEC messages	Lecture
30	Group work on content of communication and medium of dissemination on a burning issue of their area	Group Activity
20	Presentation by the participants (atleast in 2 teams)	Interaction

<u>Session 1 :</u>

<u>Community Mobilization</u>

1.0   Introduction

Close involvement of community members in participatory forest management is extremely critical as it promotes 'bottom up approach' not only in effective planning and implementation of interventions in the protection of forests but also in effective monitoring, evaluation and ownership of the government program by the community. Active participation of the community also ensures transparency, accountability and helps in leveraging the cumulative knowledge of the community for better conservation of the forests. Field level research has shown that protection and regeneration of forests has improved significantly in places where communities have been involved actively.

To facilitate a participatory decision-making process, Community Mobilisation is a method whereby a group of people rise above their differences to meet on equal terms in order. In other words it can be viewed as a series which begins a dialogue among members of the community to determine who, what, and how issues are decided, and also to provide an avenue for everyone to participate in decisions that affect not only their lives but also their socio-economic development.

2.0   What is a Community?

A Community is defined as a group of people living together in the same geographical area and share the same customs, practice and beliefs.

2.1   Characteristics of a community

1. *Leadership*: Every community has a form of leadership- be it elected, hereditary or appointed. This leadership is respected by the people in the community. Therefore, in order to influence the community, one needs to recognise and involve leadership. Forms of leadership are also present in various institutions found in the community e.g., school governing boards, farmers group etc.

2. *Community Structures and institutions*: In a given community, there are structures and institutions. These structures and institutions depend on the level of leadership found in the community, the level of awareness in the community and the resources available in the community which includes school, community hall, religious place, tribal court, gram panchayat etc.

3. *Presence of social deviants*: In every community, there are people who do not follow the norms and expectations of the community but choose to do things contrary to what everyone else is doing. These people are referred to as social deviants.

4. *Shared geographical location*: people in one community live within the same geographical location/ area. Young and old people, males and females are found in every community.

5. *Communities highlight wrongs more than rights*: It is human nature to remember the wrong things done more than they remember good things. It is therefore, a challenge for the community mobilizer to be a role model for the village.

6. *Medium of communication*: In every community, there are ways of communicating which is understood by the people hearing the message. For example, the beating of drums in a certain rhythm sends across a message that the community can understand.

7. *Culture, customs and beliefs*: Every community has its own culture, customs and beliefs which are shared by everyone which is expressed through language, dress, food etc.
8. *Survival instinct*: Every community protects itself against extinction. Some of the ways in which this is done include securing food, security and health.
9. In every community, there is an observed need for *entertainment, socialisation* and recreation.
10. There are *individual and communal responsibilities* in every community. This means that there is respect for individual and community rights and responsibilities and that both the community and individual know them and carry them out.
11. *Shared language and dialect*: Every community has a common language and dialect with which they communicate with each other.
12. *Diversity*: Not everyone in the community has the same opinions about everything, yet the members of the community are able to live together in harmony.
13. *Shared experiences in every community*:The members have undergone some similar experiences which bond them together and with which they identify. E.g.,-droughts, famines etc.

2.2   Composition of a community

Communities are comprised of different categories of people. However, the proportions of each may differ from one community to the other. These are:

o   Leaders
o   Male and female
o   People of different generations
o   Structures-Schools,Places of worship, Hospitals
o   Various groups such as organised clubs, women groups, youth groups, ethnic groups etc.

3.0   What is Community Mobilisation?

Community Mobilisation is a process of engaging communities to identify community priorities, resources, needs and solutions in such a way as to promote representative participation, good governance, accountability and peaceful change. It is an attempt to bring both human and non-human resources together to undertake developmental activities in order to achieve sustainable development.
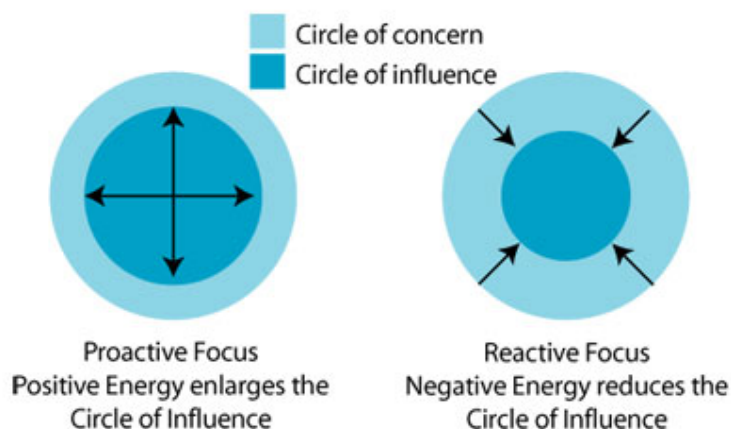
What it is	What it is not
1. Nurturing collective power	1. Using power over others
2. Continuous engagement with the community	2. One-off activities
3. Systematic	3. Ad hoc or done without a plan
4. Multi-faceted	4. Done with one strategy
5. A process	5. A project
6. Aneffort for social righteousness	6. A technical quick-fix
7. About fostering activism	7. About implementing activities
8. Requiring a range of people, groups and institutions	8. Possible with few individuals or groups
9. Going beyond individuals to influence groups	9. Focused only on individuals
10. Building social networks or capital	10. Dividing individuals or groups
	11. Providing only information and facts

11. Promoting alternative values	12. Telling people what to think
12. Stimulating critical thinking	13. Limited to specific individuals or groups
13. Holistic and inclusive	14. Based on goodwill
14. Based on principles of human rights	15. Blaming and shaming
15. Positive and supportive	16. Hierarchical
16. Democratic	17. Changing just specific behaviours
17. Changing Norms	18. Possible with individuals acting in isolation
18. Collective: everyone must work together for change	

> *For community mobilization to succeed, energy and momentum is needed otherwise people's morale will decline as time goes on.*

3.1 Engage the whole community (Circles of Influence)

Any grass root level transformation or development requires commitment and engagement of the whole community. One-off efforts that engage isolated groups or implementing sporadic activities has limited impact, because we need to build enough support that the whole community works through the process of change. Success in any project depends on reaching and engaging a broad group of women, men and youth at the individual, community and societal levels. Since people live in community with others, the whole community needs to be engaged for community-wide change to occur.

Circle of concern
Circle of influence

Proactive Focus
Positive Energy enlarges the
Circle of Influence

Reactive Focus
Negative Energy reduces the
Circle of Influence

A *Circle of Influence* encompasses those concerns that we have some control over and leads to become proactive. Each little victory motivates to find new ways of exerting influence and each step builds a sense to feel stronger and more creative there by expanding the circle of influence.
victimisation.This negative way of thinking, accompanied by inaction to change things, results in the circle of influence shrinking.

Changing community norms is a process, not a single event. Projects based on an understanding of how individuals and communities naturally go through a process of change

can be more effective than those that thrust haphazard messages into the community. The process of social change mirrors the Stages of Change, and can be broken down into Start, Awareness, Support and Action phases. Organizations that attempt this work can become skilled facilitators of individual and collective change by working with, guiding, and supporting the community along a journey of change.

3.2   Provide Repeated Exposure to Ideas

Community members need to be engaged with regular ideas that build on and reinforce each other, from a variety of sources over a long period of time. This contributes to changing the climate in the community and building momentum for change. Repeated exposure to ideas from a variety of sources can make a difference in people's attitudes and behaviours.
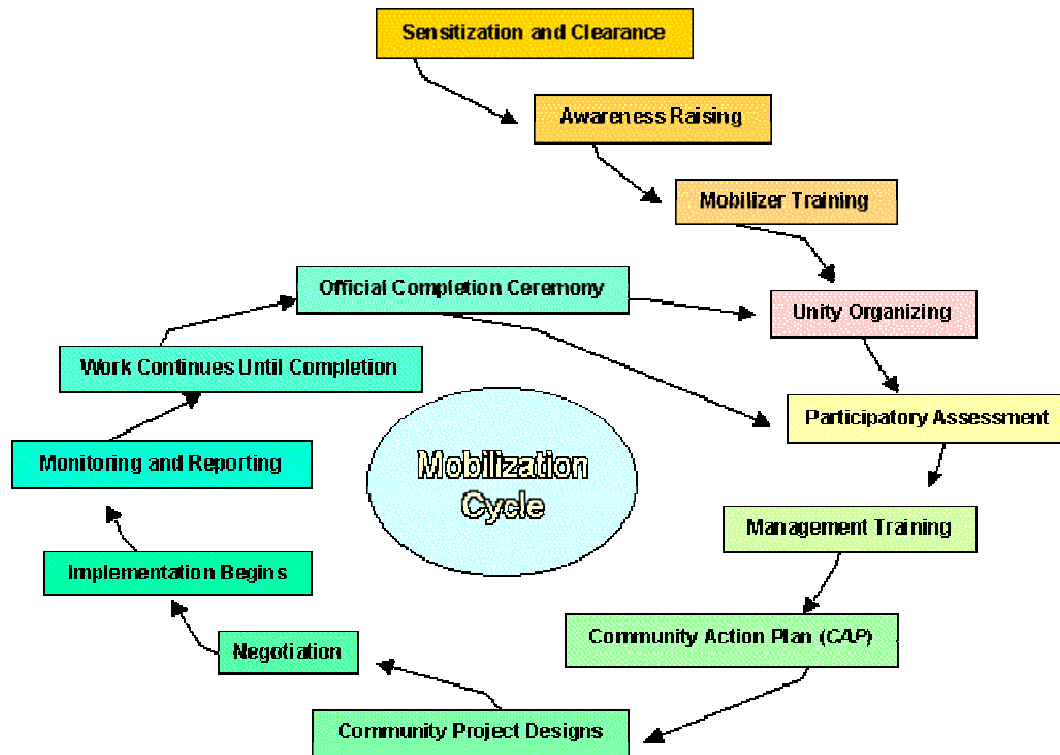
3.3   Promote Community Ownership

Effective projects aimed at changing harmful beliefs and practices in a community must engage and be lead by members of that community. Organizations can facilitate and support change, yet the change must occur in the hearts and minds of community members themselves. Organizations can work closely with individuals, groups, and institutions to strengthen their capacity to be agents of change in their community. In this way, their activism will live long after specific projects end.

Session 2 : Community mobilisation Process and Key issues

The "Community Mobilisation Process" is also termed as "Community Mobilization Cycle" or is sometimes called "The Community Participation Promotion Cycle," or the "Problem Solving Cycle," or "The Community Development Cycle," or "The Social Animation Cycle". It is a series of interventions (carried out by one or more mobilizer) designed to increase the level of involvement of a community in the decisions that affect its own development.

It is called a "Cycle," in that it is repeated, each time building on earlier successes, errors, and lessons learned.

1.0   The cycle:
- Is a series of interventions in a logical and progressive order
- Is carried out by a justified, authorized and recognized mobilizer (or mobilizers)
- Uses the community choice of action as a means of strengthening
- Requires that the mobilizer(s) be informed and sensitive to community characteristics
- Can be implemented by a ministry or department, or by a non-governmental organization
- Promotes (encourages, advocates for, trains in skills necessary for, and supports) community participation in controlling and decision making of all actions affecting the community as a whole.

2.0   Characteristics of the cycle:
o   Are logically linked with each other and to the cycle as a whole;
o   Are all needed (absence of any one will seriously weaken its impact); and
o   Are initiated in the following order, although there may be some overlap and continuation:

1. Participation of all members of a target community (irrespective of biological or social characteristics)
2. The key decisions to be made, and control to be exercised, include: (i) assessing needs and potentials (ii) determining priority problems (iii) planning community action plans (iv) implementing and monitoring them, and evaluating their results
3. The community as a whole takes responsibility (not leaving that to an outside party)

3.0 Steps:

1. Sensitization and Clearance:

The community mobilizers must be recognized by authority and obtain official status to avoid any kind of vulnerability. Further, the sensitization must be well planned and executed and should not be taken as mere formality. The counteracting of rumours and false assumptions must be integral to the sensitization strategy.

2. Awareness Raising:

Before encouraging the community to act the mobilizer must make the community members aware of specific realities.During this step, it is important to avoid raising false expectations, and actively counteract the inevitable assumptions and rumours about the kind of assistance to expect.

3. Mobilizer Training:

The few mobilizers available can not reach every community in need of an intervention to encourage empowerment and self reliance. Hence, proper and effective training of the mobilizers is a must.

4. Unity Organizing:

No community is unified, there are divisions and factions in every community. The degree varies. When there is much social disparity, it is more difficult to reach a community consensus of the priority problem, and thus the priority goal. Hence,Unity organizing is a necessary precedent to most community mobilization, and continues throughout the cycle as needed.

5. Participatory Assessment:

Although the mobilizer must first make an assessment of community resources, potentials, hindrances and needs, the strategy of the mobilization cycle requires that an assessment be done with the community as a whole. This might not be done all at once, and may be done or continued to be done by the VSS/ other grass root level committee later, after it is formed and organized.

6. Management Training:

One of the elements of the community management programme that distinguishes it from orthodox animation or community development interventions, is the addition of management training. It is not sufficient to allow or even stimulate a low income or marginalized community to participate in democratic and developmental decision making and actions; it is also necessary for that community to have the capacity to participate. Management training is designed to increase that capacity (skill transfer, awareness raising, information transfer, encouragement and restructuring)

7. Community Action Plan (CAP):

The community must agree on what it wants to achieve over the next period of time, one year, five years (usually the same period as for the project plans). The plan can also include one or several community projects.

8. Community Project Designs:

The key to management training is the asking and answering, of four key questions: (1) What do we want? (2) What do we have? (3) How do we use what we have to get what we want? and (4) What will happen when we do? These are expanded in detail to become a community project design. In the methodology here, the answering of those questions, and the design of a community project, is participatory, in that it is guided by the mobilizer as trainer (who asks the questions), and generated by the participants as a group (who answer the questions).

9. Negotiation:

The mobilizer is walking a fine line here. On one side the community has too much reliance on the existing resources; on the other is the genuine need for supplementary resources needed by the community. Where a project design is used as a proposal, written by the representatives of the community, it becomes an instrument of negotiation between the community and external authorities and potential sources of resources.Whether the community seeks resources or approval, or both, its project design and/or proposal is its instrument for negotiating.

10. Implementation Begins:

At this point the community and its leaders will be more interested in the actions and results and needs to be reminded and encouraged that monitoring and reporting must be concurrent with the action. While the goal of the community is the finished facility, the goal of the strategy and mobilizer is increased community strength and capacity development (financial and accounting skills, report writing, technical skills).

11. Monitoring and Reporting:

While the monitoring and reporting is aimed at observing the action in order to make adjustments and avoid getting off track, it is then supplemented by more in-depth assessment and evaluation. This includes the assessment of impact of the action, and a value judgement about how it was carried out, if it should have been carried out, and what instead should have been planned.

This in turn opens the door to repeating the cycle, because it serves the same purpose as the initial situation analysis and community assessment.

12. Official Completion Ceremony:

The completion ceremony is an opportunity to make a publicized public event, to raise awareness about community empowerment and about the project, and to confirm the legitimacy and appropriateness of community participation promotion and

4.0   Key issues in community mobilization

- Community assessment must precede any community intervention, so that planned activities match the needs and assets of the target audience. Participatory rural assessment and participatory strategy and/or action planning with prospective target audiences are most likely to yield the rich qualitative information needed, and to generate momentum for the project.
- Ensure that the community mobilization strategy is based on a theory of change. There are a number of theories based on psychological and social sciences that provide a framework for thinking about pathways to change.
- Communicating, early and clearly, the purpose and nature of the project prevents raising and disappointing expectations, e.g. any hopes by members of the community to receive immediate benefits such as financial support, etc.

- Participative monitoring and evaluation with target audience members helps to understand what change means within the particular community. What may seem irrelevant to an outsider can be a bold step forward within a particular community.
- To prevent message drift or local activities that may conflict with the project strategy, community activities should be accompanied and monitored by experienced mobilizers who can solve issues arising around misinterpretations in a constructive, participatory process.

<u>**Session-3 : The Role of a Community Mobilizer**</u>

1.0   Selection of a mobilizer
The following things to be assessed before selection of a Mobilizer:

- "Is he willing to give his time and interest to help community members to solve their problems themselves?"
- "Can he behave himself in such a way that the people will not see him as boasting?"
- "Can he work in the settlement while avoiding political and factional disputes?"
- "Can I keep up the interest of the people?"
- "Is he willing to work in such a way that community will say they did it themselves?"
- "Does he has enough elementary technical knowledge –in agriculture, appropriate technology, construction, disability, roads, nutrition, social work, soil conservation, hygiene, water– to assist community members to analyse their own problems?"

"Is he willing to keep from being discouraged when many things go differently from the way he expected?"

2.0   Who can be a Community Mobilizer?

- Ability to read and write well in local languages, and the national language
- Ability to speak and listen well in local languages, and the national language
- Ability to stand in front of a group without showing fear or arrogance
- Ability to learn mobilization skills
- A desire to contribute to national development through community empowerment
- Strong morals viz. honesty, transparency, generosity, altruism and respect
- Well motivated, team member able to work alone and/or without supervision
- Ability to observe and analyse social indicators
- Willingness to undertake further training offered by and required by the programme.

3.0   Major roles and responsibilities of a Community Mobilizer

- To begin baseline research of selected communities, and continue to monitor social change and new social information relevant to community empowerment
- To identify potential leaders and/or organizers
- To motivate and encourage potential leaders to talk to their fellow community members about unity and self reliance
- To initiate actions aimed at breaking down passivity, apathy and attitudes of letting others do things for them
- To raise awareness that community members themselves can move each community out of poverty, and to show them ways they can do this for themselves
- To assist community members to identify needs and to generate solutions, identifying priority issues and to analyse their problems
- To encourage and stimulate community members to organize for action aimed at solving their problems and to plan, implement and monitor action that they define themselves
- To provide community leaders with management skills and knowledge in getting community members interested, organized and motivated
- To develop trust, tolerance and co-operation among community members
- To assist the community in obtaining available outside resources, warning of the negative effects of becoming too dependent upon outside resources

- To encourage and stimulate full participation by all community members with special attention to those who are usually forgotten, marginalized and overlooked in community decision making
- To assist the community in obtaining information and knowledge that may be available through governmental and non governmental agencies, through extension and outreach programmes
- To assist the community members in developing their own capacity and strength to the point where they no longer need the services of you the mobilizer.
- To call community meetings so as to:
  - brief all members on correct information related to community self reliance and
  - organize and arrange the provision of all resources (human and materiel) needed for community actions
- To stimulate community members to participate in their own community's desired development actions
- To engage in activities that will promote increased community effectiveness, capacity, self reliance, and empowerment
- To ensure that all information is accurate and correctly interpreted
- To actively counteract incorrect information, especially that which causes unrealistic expectations, and later disappointment and discouragement
- To encourage and praise community members, confirming that they have the ability to develop themselves
- To ensure that every decision about what activities the community will undertake, is the choice of the whole community, not just a few (powerful) community leaders
- To ensure that the vulnerable are heard in community decisions: including women, youth, disabled, ethnic minorities, the weak and disenfranchised
- To promote and encourage unity in the community, unity of purpose, of goal and of action; actively counteracting forces of community disunity prejudice, bigotry, racism, sexism, clanism, patronage, caste, class
- To come together frequently with other mobilizers to share experiences, mutually solve common problems, and to improve skills of social animation and community management
- To assist in the learning of community management skills and techniques by community leaders and members.

Role Play
1. A community Mobilizer visits the village chief. What and How should be the approach?
2. A community mobilizer visits a family in the community. He meets at least three generations of the family: a man, his wife, his mother and his son. How would be the approach?

Session-4 : Communication and Community Mobilization

1.0   Introduction

Communication is a key component of sustainable development. Mobilizing community members for community development is important but members of communities can only be mobilized when communication is effective. Adequate community communication leads to effective collaborative efforts in issue of development. Communication will help engage citizens in development. To bring about social change among the marginalized and vulnerable population groups, participation must be fostered through communication; as such will lead to the transformation of the community.This is to say that communication is a central or the mediating factor facilitating and contributing to collective change.

The aim of effective rural communication is to put rural people in a position to have the necessary information for decision making and the relevant skills to improve their livelihood. In communication for development, rural people are at the centre of any given development initiative and so communication is used in this sense for people's participation and community mobilization, decision making and action, confidence building for raising awareness, sharing knowledge and changing attitudes, behaviour and lifestyles. Communication for development is defined as the planned and systematic use of communication through inter-personal channels, ICTs, audio-visuals and mass media.

2.0   Media (IEC) for Community Mobilization
- ✓ Song, Poem, Story
- ✓ Poster, Leaflet, Banner, Signboard, Billboard
- ✓ Loudspeaker
- ✓ Rally
- ✓ Radio, Television, Cinema, Newspaper
- ✓ Popular drama

3.0   Steps in designing IEC Activities

The information gathered through the needs assessment provides the framework for the development of suitable IEC activities. Any activities and materials must always be culturally sensitive and appropriate. These are the major steps you should follow when designing an IEC activity:
- ✓ Conduct a needs assessment.
- ✓ Set the goal. This is a broad statement ofwhat you would like to see accomplishedwith the target audience in the end.
- ✓ Establish behavioural objectives that will contribute to achieving the goal.
- ✓ Develop the IEC activities and involve asmany other partners as possible. Aftertheir successful implementation, youshould be able to have a significant impacton achieving the behavioural objectives.
- ✓ Identify potential barriers and ways ofovercoming them.
- ✓ Identify potential partners, resources, andother forms of support for your activitiesand gain their sustained commitment.
- ✓ Establish an evaluation plan.

4.0   How to develop IEC Messages

- A good message is short, accurate and relevant.
- It should be disseminated in the language of the target audience and should use vocabulary appropriate for that audience.
- The message tone may be humorous, moralistic, authoritative, rational or emotionally appealing.
- It may be intended as a one-time appeal or as repetitive reinforcement. It is often necessary to develop several versions of a message depending on the audience to whom it is directed.
- Pre-testing, by trying out the materials with small groups from your larger target audience, is an essential part of developing messages and educational materials.
- Pre-testing may need to berepeated frequently until you are sure yourinformation is being conveyed as desired.
- Determine suitable methods and channelsof action and communication. Once the targetaudience is identified and researchedand the key messages have been chosen,it is time to decide which media and combinationsof information channels will reachthe target group.
- Both formal and informalgroups can be targeted. Different channels do different jobs. Each has its ownstrengths and weaknesses, depending therole it will take in the communication programme.
- The choice of messages and mediawill be influenced by many factors: cost, literacy levels, artistic style within the community, familiarity with, and extent of penetrationof a particular medium for both service providers and users, and availabilityof the medium in the target population'scommunity.
- The development and refinement of messagesand the choice of the communication channelor medium are inseparable. Very differentmessages will be developed for different media,for example radio, stories, poems, songs,posters or flip charts, for the nature of themedium affects what messages can be successfullyused.
- The skills of those using thematerials must also be considered. It may benecessary to provide training to those staffexpected to use the materials. For example, itis important to recognise that placing a pictureor poster on a community wall at which people mayor may not look is quite different from using aseries of pictures in the form of a flip chart asan educational tool in a group setting.

5.0   Group Activity

1. Participants to be divided into two teams.
2. Team 1 to be assigned with the job to identify a burning issue of their locality. Make out justified communication medium to mobilize the community. Develop the contentof communication for disseminating the information.
3. Team 2 to list out and present the positive aspects of different communication media and its need in context to their locality.

Participant's Feedback

1) How far has this training fulfilled your demand?

Completely [　　　] 　 Partly [　　　] 　 None [　　　]

2) Give your opinions on the contents discussed in the course:

Sl. No.	Content	I have achieved a clear concept		
		Fully	Partly	None
1	Composition of a community			
2	Principles of Community Mobilization			
3	Community Mobilisation Cycle			
4	Key issues in Community Mobilisation			
5	Roles and responsibilities of a community Mobilizer			
6	Media for Communication in community mobilisation			

3) Give √ mark in appropriate box:

Aspects	very good	good	moderate	not satisfactory
Training room facilities				
Quality of food				
Recreation				

4)　Mention three things during the course you liked and did not like

　　　　I Liked　　　　　　　　　　　　I did not like

　　　1. ——————————　　　　1. ——————————
　　　2. ——————————　　　　2. ——————————
　　　3. ——————————　　　　3. ——————————

5)　Of all contents discussed in the course.

　　　You liked most　　　————————————————————
　　　You disliked most　　————————————————————

6)　Give your overall impression about the training with √ mark.

Very good		Good		Not bad		Not satisfactory	

7)　If you have any additional comments, write here.

_____
_____
_____