

# Mobilizing Communities for Health and Social Change: Training of Trainers

Guide: Plan Together

2019



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# Acronyms

LGASMT	Local government area social mobilization team
USAID	United States Agency for International Development
WDC	Ward development committee

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This facilitation guide is based on Save the Children’s (2003) *How to Mobilize Communities for Health and Social Change* field guide and years of experience in applying the community action cycle. The guide is tailored to fit the Nigerian context and is part of a toolkit composed of five materials adapted for community mobilizers in the federal republic of Nigeria, namely, the members of the local government area social mobilization team members.

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# Note to Facilitator

This document guides the facilitation of action plan development on health issues within communities. The success of this process depends on the preparation, both logistically and technically. For efficient utilization of the facilitation guide, be sure to do the following prior to the planning workshop or meeting day:

- Visit the meeting site to ensure availability of facilities (e.g., blackboard, tables, benches, mats).
- Create a meeting schedule.
- Gather supplies and translate tools, questions, and meeting program into local languages as needed. Write out the schedule and other important information on a flipchart.
- Arrange seating in a U shape so that all participants can interact with each other.
- Plan exercises and funny stories as icebreakers and energizers.
- A week before the workshop, invite participants. Include WDC members, local government area social mobilization team (LGASMT) members, planning committee members, the chief or representative, NGO representatives, religious leaders, Ministry of Health staff, and team partners (e.g., supervisor, community mobilization facilitator).

The workshops should be highly participatory, so be sure to

- Be flexible and allow extra time for activities, as needed.
- Adapt the meeting schedule as needed to best accommodate the group.
- Challenge aggressive or discriminatory behavior and language. Ensure the meeting is comfortable for everyone.
- Clarify and summarize points. Ensure everyone understands the discussions.
- Ensure action points and decisions are recorded.
- Help the group deal with conflict.
- Listen for underlying issues, concerns, or emotions. Encourage discussion to resolve them.

These planning guidelines are important, but you can also be creative and adapt areas where needed to ensure maximum results.

# Guidelines for Facilitating the Plan Together Phase

## Session 1: Welcome, Introduction, and Agenda

**Objective:** Everyone introduces themselves and reviews the workshop agenda.

**Duration:** 15 minutes.

**Method:** Presentation.

**Material:** Masking tape, markers, flipchart paper, and copies of the agenda.

**Preparation:** On the day before the meeting, identify a volunteer LGASMT member and help them prepare a presentation on the list of problems developed during the Explore Health Issues and Set Priorities phase, along with their prioritization and root causes. Write these on a flipchart. Rehearse the presentation together.

For this session, the LGASMT member acts as facilitator for the following steps:

- **Step 1:** Welcome WDC members and all other participants. Thank them for their time. Ask the WDC chairperson to give the opening remarks.
- **Step 2:** Introduce yourself, and then invite your colleagues and participants to do so.
- **Step 3:** Explain to participants that it is time to develop a community action plan for health now that the exploration of health issues has been conducted over the previous days.
- **Step 4:** Present the purpose and process of the Plan Together phase. Take time to answer any questions. Once participants understand the main objectives and process of the planning phase, present the specific objectives.
- **Step 5:** Answer any questions and repeat, if necessary, the process and expected outcomes of the Plan Together phase.
- **Step 6:** Thank participants for their time and announce the next session.

## Session 2: Formulate Goal and Objectives of Community Mobilization

**Objective:** Able to list the goal and specific objectives of the community mobilization initiative.

**Duration:** 45 minutes.

**Method:** Brainstorming.

**Materials:** Flipchart paper and markers.

The steps for this session are as follows:

- **Step 1:** Ask the LGASMT member who prepared the presentation on the identified problems, priorities, and root causes to paste the prepared flipchart paper on the wall and give their presentation.
- **Step 2:** Ask participants to recall the goal and objectives of the community mobilization initiative from previous meetings and workshops.
- **Step 3:** Write their responses on a flipchart. Discuss the relevance of each objective to the program goals.
- **Step 4:** Summarize the discussion and be sure to mention the following:
  - **The ultimate goal of community mobilization** is to facilitate social and behavior change that supports positive and sustainable changes in social norms, attitudes, and individual and household practices, leading to improved health of all members of the community.
  - **The primary purpose of community mobilization** is to empower communities to play an active role in achieving improved health to mobilize both human and material resources for health promotion and care activities.
- **Step 5:** Discuss how community mobilization can achieve the following objectives:
  - Increase awareness of the health needs of community members.
  - Create demand for comprehensive health services.
  - Increase community access to health services (e.g., by expanding service delivery, mobilizing resources, and establishing linkages).
  - Identify and reach underserved populations. Communities themselves are often best placed to identify those most impacted by inequality and discrimination in their geographic area.
  - Address underlying causes of health issues, such as discriminatory social norms, gender-based barriers, stigma, harmful cultural beliefs, and discrimination. Changing norms and beliefs requires a deeper dialogue among community members and health providers.
  - Increase community ownership and sustainability of services.
- **Step 6:** Encourage participants to refer to the list of objectives throughout the workshop.
- **Step 7:** Ask participants to recall the priority problems from the Explore Health Issues and Set Priorities phase. Write their responses on a flipchart.

- **Step 8:** Summarize the discussions and ask the LGASMT member to present a more exhaustive report on the Explore Health Issues and Set Priorities phase. The presentation should show the initial list of health problems identified and the root causes.
- **Step 9:** Paste the priority problems and root causes on the wall.
- **Step 10:** Ask participants to develop objectives based on the root causes generated from problem tree analysis and other results from the Explore Health Issues and Set Priorities phase. Each problem should have one objective and at most three root causes.
- **Step 11:** Ask participants to present their objectives using **Table 1** below and reach consensus on the formulated objectives.

**Table 1**

*Priority Problems, Root Causes, and Solution Objectives*

PRIORITY PROBLEM	ROOT CAUSES	OBJECTIVE

- **Step 12:** Ensure consensus on the list, inform participants that the planning process is a continuation of efforts from the Explore Health Issues and Set Priorities phase, and announce the next session.



## Session 3: Formulate Strategies and Indicators

**Objective:** Develop a list of strategies and indicators to address the top priorities.

**Duration:** 2 hours 30 minutes.

**Method:** Group work.

**Materials:** Flipchart paper and group terms of reference written on a flipchart paper.

The steps for this session are as follows:

- **Step 1:** Present the objective of the session and ensure everyone understands it.
- **Step 2:** Divide participants into groups of 7–8 people. Ask each group to spend 1 hour working on one priority issue by using its root cause analysis to fill in **Table 2**. Ask them to identify one objective, 1–2 indicators, and 2–3 strategies to address the issue.

**Table 2**

*Strategy Matrix for Priority Issues*

PRIORITY	ROOT CAUSE	OBJECTIVE	INDICATOR	STRATEGY
1	1			1
				2
				3
	2		1	
2				
2	1			
		2		
		3		
	2	1		
		2		

- **Step 3:** Return to plenary.
- **Step 4:** Give each group time to present their work and discuss it with everyone.
- **Step 5:** Ensure proposed strategies actually address the problem with appropriately aligned activities.
- **Step 6:** Summarize the discussions.
- **Step 7:** Make necessary changes and announce the next session.

## Session 4: Identify Activities and Resources

**Objective:** Identify list of activities and needed resources.

**Duration:** 2 hours.

**Method:** Group work.

**Material:** Terms of reference written on a flipchart.

The steps for this session are as follows:

- **Step 1:** Tell participants it is time to develop the detailed activities and resources needed to implement each strategy.
- **Step 2:** Introduce the group work terms of reference on a flipchart. Ask a participant to read them aloud and ensure everyone understands. Based on the root strategies identified in the previous session, ask them to list the detailed activities to carry out and the resources needed, using Table 3 to complete this task. Allow 1 hour.

**Table 3**

*Priority Activity Worksheet*

PRIORITY	ROOT CAUSE	OBJECTIVE	INDICATOR	STRATEGY	ACTIVITY	RESOURCE	RESPONSIBLE PERSON
1	1			1	1		
					2		
					3		
	2			2	1		
					2		
					3		
2	1			1	1		
					2		
					3		
	2			2	1		
					2		
					3		

- **Step 3:** Ask the same groups from session 2 to return to their respective groups and fill in the table on a piece of flipchart paper. After 1 hour, call the groups back for plenary.
- **Step 4:** Ask each group to present their tables. Take time to discuss the relevance of each activity and needed resources.
- **Step 5:** Identify individuals responsible for implementing each activity or strategy.

- **Step 6:** Add the information to the flipchart. When designating people responsible for an activity, ask the following question:
  - Does the proposed person have time to handle the activity?
  - Is this activity better handled by an individual or group?
  - Do the responsible people have the skills and competence to handle this activity?
- **Step 7:** Thank participants for their participation and announce the next session.

## Session 5: Determine Timelines

**Objective:** Establish implementation timeline for each activity.

**Duration:** 1 hour 30 minutes.

**Method:** Question and answer session.

**Material:** Gantt chart written on a flipchart.

The steps for this session are as follows:

- **Step 1:** Paste the prepared Gantt chart on the wall and ask participants to agree on when to implement the various activities to achieve the expected results.
- **Step 2:** Reach a consensus on a realistic timeline.
- **Step 3:** Ensure there are no conflicting dates for the activities. Identify possible consequences of activities being delayed or not implemented.
- **Step 4:** Summarize the discussions, thank participants, and announce the next activity.

**Table 4**

*Gantt Chart Template*

OBJECTIVE	INDICATOR	STRATEGY	ACTIVITY	RESOURCE	RESPONSIBLE PERSON	PERIOD				
1		1	1							
			2							
			3							
		2	1							
			2							
			3							
2		1	1							
			2							
			3							
		2	1							
			2							
			3							

## Session 6: Coordinate Activities

**Objectives:** Define coordination mechanism for implementing community action plan and evaluate workshop.

**Duration:** 1 hour 30 minutes.

**Method:** Brainstorming, plenary discussion.

**Materials:** Flipchart paper, markers.

The steps for this session are as follows:

- **Step 1:** Ask participants to discuss how they will ensure activities are implemented.
- **Step 2:** If participants decide to establish a coordinating committee, ask them to clarify the structure's composition, mandate, specific tasks for each member, and selection process.
- **Step 3:** Ask participants how the committee will monitor implementation and progress of the action plan. What other activities can ensure the wider community participates in the action plan?
- **Step 5:** Discuss dates for the next meeting, at which they will share the plan with the broader community.
- **Step 6:** Identify and plan the next steps. Start planning for the next meeting.
- **Step 7:** Thank participants and announce the next session.

## Session 7: Develop Agenda and Facilitation Guide for Meeting with Broader Community

**Objectives:**

- Finalize detailed agenda for meeting with community at large.
- Adapt facilitation guide for the meeting.
- Plan all logistics for the meeting, including responsibilities.

**Duration:** 2 hours.

**Method:** Question and answer session, group work.

**Material:** First draft of the broader community meeting facilitation guide.

The steps for this session are as follows:

- **Step 1:** Inform participants they will need to set up a meeting with the broader community to seek their input on the action plan. First, they need to develop the agenda, plan the meeting, and prepare the logistics, which will be covered in this session.
- **Step 2:** Ask participants to brainstorm quickly on the meeting purpose and some agenda items. Take notes on a flipchart and then summarize the discussion.
- **Step 3:** Ensure participants agree that the purpose of the meeting is to seek broader community commitment to and input on the draft community action plan before it is formally adopted.
- **Step 4:** Ensure participants agree on the following minimum agenda items:

- Welcome everyone and introduce the agenda items for consensus.
- Present the community action plan.
- Facilitate comments, questions, and answers.
- Adopt the plan and identify next steps.
- **Step 5:** Thank the participants for their contribution and continue brainstorming. Ask the following questions:
  - Who will present the various topics during the meeting?
  - What materials and tools will be needed to present that agenda item?
  - How will participants provide input into the draft plan?
  - How will new or alternative proposals on objectives, strategies, and activities be handled during the meeting? Are there any other factors the team anticipates?
  - When and where will the meeting take place?
  - Who should be invited, who will invite them, and how?
  - What materials (e.g., writing supplies, food and drinks) will be needed at the meeting? How will you get them?
- **Step 6:** Reach consensus on each question, summarize the decision made, and thank participants for their contributions. Divide them into groups of 7–8 people to review the guide for facilitating the meeting with the broader community.
- **Step 7:** Distribute the draft facilitation guide of the meeting with the broader community presented here as a hand-out. Allow 30 minutes for review.
- **Step 8:** At the end of the allotted time, allow each group to present its work to everyone.
- **Step 9:** Facilitate the discussion to reach consensus on any changes or additions before proceeding to the next amendment.
- **Step 10:** Summarize the discussions and different amendments. Ask participants to plan the activities the facilitators of the meeting will need to do to prepare for the meeting, such as
  - Conducting a practice session.
  - Assembling data and preparing visual aids.
  - Setting up the meeting room.
- **Step 11:** Thank participants for their contributions and move to the next session.

## Session 8: Work Plan Dissemination Meeting

**Objectives:** Share feedback on the community action plan.

**Duration:** 2 hours.

**Method:** Presentation, question and answer session.

**Material:** Finalized work plan.

The steps for this session are as follows:

- **Step 1:** Welcome the community to the meeting and thank them for coming.
- **Step 2:** Introduce yourself, then invite colleagues and WDC members to do so, time permitting.
- **Step 3:** Ask the WDC chairperson to give the opening remarks.
- **Step 4:** If a government official or representative is present, ask them to make a few remarks about the program and efforts of the WDC and LGASMT members.
- **Step 5:** Explain that community members are invited to the meeting to contribute to the community action plan for health. The WDC drafted this plan after exploring health issues with the community over the previous days.
- **Step 6:** Post the list of problems identified during the Explore Health Issues and Set Priorities phase (along with their priority ranking and root causes) in a place where everyone can see it. Inform everyone that the work plan aims to solve these problems.
- **Step 7:** Post the work plan somewhere visible.
- **Step 8:** Remind everyone about the objectives of the community mobilization project, the process for developing the work plan, and the people involved.
- **Step 9:** Present the work plan in simple and clear language explaining the problem, objective, indicators, strategies, proposed activity, resources, responsible persons, and schedule.
- **Step 10:** Invite participants to comment on the plan and discuss each section. Write down suggested modifications or additions.
- **Step 11:** Emphasize the importance of their involvement, with assistance from the WDC, in making the plan work.
- **Step 12:** Ask for volunteers to help implement the various activities. Write down their names, and explain that someone will call them for a meeting about the work. Thank them for volunteering.
- **Step 13:** Summarize the discussions, thank the participants, and announce the next activity.

## Session 9: Evaluation and Closing

**Objective:** Evaluate the workshop.

**Duration:** 30 minutes.

**Method:** Plenary discussion.

**Material:** Flipcharts, markers.

**Preparation:** Invite a local leader to offer closing words and prayers.

The steps for this session are as follows:

- **Step 1:** Inform participants that the meeting is concluding. Ask them to evaluate the workshop by stating what needs to be improved for future meetings.
- **Step 2:** Discuss the date for the next meeting.
- **Step 3:** Thank them for giving their time and feedback on the action plan development and its implementation.
- **Step 4:** Invite the leader to say a word or prayer to close the session.