

Toolkit Three

Communities Develop Local Solutions

Breakthrough ACTION South Sudan



TOGETHER FOR
EACH OTHER



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ACRONYMS

CAC	Community Action Cycle
CAG	Community Action Group
CM	Community Mobilisation
CMT	Community Mobilisation Team
DEC	District Executive Committee
DHPT	District Health Promotion Team
HSP	Health Service Provider (Community Level)
MNCH	Maternal, Neonatal and Child Health
TBA	Traditional Birth Attendant

NOTE TO THE FACILITATOR

This document is made to serve as a guide to the facilitation of participatory action plan development on family planning and reproductive health issues with the community for the 'Communities Develop Local Solutions' phase of the CAC. For efficient utilization of the facilitation guide, a minimum of preparation is needed prior to the planning workshop/meeting day. To accomplish the basic requirement, one must:

1. Work out the meeting schedule.
2. Translate the tools, the questions, and the meeting program in local languages; copy out the program and the various information on the flip chart.
3. Arrange the tables and benches in U-form so that all the participants may interact.
4. Plan a list of exercises and or funny stories as ice breakers and energizers.
5. Inform all participants in good time (a week in advance).

Since the workshops are intended to run in a very active manner, all necessary measures should be taken:

1. The running of the meeting should be flexible and not necessarily non-stop.
2. The facilitators should keep in mind the availability of the participants and make sure that there is nothing that is preoccupying them during the meetings (group discussions).
3. If necessary, conduct the group discussions in a part-time fashion (discussions only in the afternoon or in the morning depending on the situation).
4. Adopt the meeting schedule according to the situation of each group.
5. Participants to the planning workshop include: the CAG members, CMT members, members of the planning committee, the chief or representative, some NGO representatives, religious leaders, MoH, etc.

SESSION 1: GUIDELINES FOR FACILITATING THE PLAN TOGETHER PHASE – WELCOME, INTRODUCTIONS, MEETING AGENDA

Objective:

By the end of the session, every participant will have said his/her name, profession, expectations

Duration: 15 minutes

Method: Presentation

Materials: Masking tape, markers, flipcharts/new print/workshop agenda

Preparation:

- Identify a volunteer from the CAG members a day before and help him/her to prepare a presentation on the problems and the priorities identified during the explore phase and the root causes
- Write the list of problems, priority problems and the root causes on a flip chart
- Help the CAG member to rehearse the presentation so that he becomes comfortable when presenting to the group

Activities:

- Step 1:** One CMT member leads the session. Welcome the CAG members and all other participants and thank them for giving their time to this exercise. Ask the CAG chairperson to say his opening remarks and thank him for his time.
- Step 2:** Introduce yourself and ask colleagues and participants to introduce themselves as well.
- Step 3:** Explain to the participants that we are here to develop a community action plan for health following the exploration of the health issues they conducted in previous days
- Step 4:** Present to the participants the purpose and the process in carrying out the Plan together phase and take time to ask for clarification. Once the participants are clear with the main objectives and process of the plan phase, present the specific objectives of the planning phase

Step 5: Take time to answer participants' questions and explain, if necessary, the process and the expected outcomes of the plan phase.

Step 6: Thank the participants for their time and announce the next session.

SESSION 2: FORMULATE GOAL AND OBJECTIVES OF THE COMMUNITY MOBILIZATION INITIATIVE

Tool 1: Formulating goals and objectives

Objective:

By the end of the session, participants will be able to list the goal and the specific objectives of the community mobilization initiative.

Duration: 45 minutes
Method: Brainstorming
Materials: Flipchart; markers

Activities:

Step 1: The CAG member who prepared the presentation on the identified FP/RH issues, priorities and root causes should paste the flipchart that has this information and present it to the participants.

Step 2: Ask participants to recall the goal and the objectives of the community mobilization initiative based on the previous meetings and workshop they attended.

1. Write on a flipchart all the ideas as the participants list them, at the end of the listing, discuss the relevance of each idea in relation to program goal and objectives.
2. Make a summary of the discussion at the end and make sure that the following are included:
 - **The ultimate goal of CM** is to facilitate social and behaviour change that supports positive and sustainable changes in social norms, attitudes and individual and household practices leading to improved health of all South Sudanese.
 - **The main purpose of the CM** is to empower the communities to play an active role in achieving improved health and to mobilize both human and material resources support for health promotion and care activities.

Step 3: Inform the participants that the communities are being mobilized and empowered to achieve the following objectives:

- Create demand for comprehensive health services because communities become more aware of their health needs.
- Increase community access to and **quality of** health services, Communities participation in service delivery can help expand services (e.g., through community volunteers or care groups), mobilize more resources and establish linkages.
- Reach the most vulnerable – Communities are often best placed to identify the most vulnerable & marginalized people in the geographical area.
- Address the underlying causes of health issues, such as gender-related power inequities (unfair treatment), stigma, harmful cultural beliefs, and discrimination, which in order to change require a deeper dialogue among community members and health providers.
- Increase community ownership and sustainability thus empowerment.

Step 4: Paste on the wall the flipchart with the list of program objectives in such a way that all participants can refer to it throughout the workshop, thank the participants and move to the next session.

Step 5: Ask participants through brainstorming to recall the priority problems the explore phase came up with and note all the ideas on a flipchart.

Step 6: Summarize the discussions and call the CAG member to present a more exhaustive report of the explore phase. The presentation should show the initial list of health problems identified. The top priorities and the root causes of the top priorities.

Step 7: Paste on the wall the priority problems and the root causes.

Step 8: Based on the root causes generated from problem tree analysis and other results from the explore phase; ask participants to come up with objectives. One objective on each root cause and each priority problem should have at-most three root causes (underlying themes).

Let participants present their objectives using the table below and get them to agree on the formulated objectives.

Priority Issue	Root causes	Objective

Step 9: Make sure at the end of the presentation that there is a consensus on the list, inform the participants that the planning process is a continuation of what started during the explore phase and announce the next session.

SESSION 3: FORMULATE STRATEGIES AND INDICATORS

Tool 2: Formulating strategies and indicators

Objective:

By the end of the session the participant will develop a list of strategies and indicators to address the top priorities.

Duration: 2h 30

Method: Group work

Materials: Flipchart; group work terms of reference

Notes to the facilitator/Introduction:

Formulation of indicators and strategies is a third session of the planning together phase. This session can be done on the same day with stage 1 and 2. Make sure the CAG members are not tired and that they still follow the sessions.

Activities:

- Step 1:** Present the objective of the session and ensure it is clear for everybody
- Step 2:** Form small groups of 7-8 people and ask each group to work on 1 priority following the task below:
- Based on the root cause analysis of the priority at hand, develop 1 objective, 1 or 2 indicators and 2 to 3 strategies in order to address the issue.
 - Use the table below to respond to the questions (60 minutes).
- Step 3:** Ask the groups to come back for a plenary session at the end of the allocated time.
- Step 4:** Give time to each reporter to present the work of his groups and allow others to comment and enrich the work.
- Step 5:** Probe to make sure that the strategies proposed can actually address the problem and that the activities are in line with the strategies.
- Step 6:** At the end of the presentation make a summary of all discussions.
- Step 7:** Make all necessary additions and announce the next session.

SAMPLE PLANNING MATRIX

Objectives	Strategies	Activities	Responsible	Resources	Timeline	Indicators of success
(What do we want to achieve specifically?)	(How might we achieve our goal?)	(What are we going to do to achieve the result?)	(Who is responsible for each activity? (Names))	(What do we need to achieve the result?)	(When and how long is needed for each activity (From X to X))	(How will we know when we have achieved the result)
	Strategy 1	Activity 1				
		Activity 2				
	Strategy 2	Activity 1				
		Activity 2				

SESSION 4: IDENTIFICATION OF ACTIVITIES AND RESOURCES

Tool 3: Identifying activities, resources, and responsible persons

Objective:

By the end of the session, participants will have identified a list of activities and needed resources.

Duration: 2hrs

Method: Group work

Materials: Group work term of references

Activities:

Step 1: Tell participants that now it is time to identify for each strategy developed the detailed activities and resources that we will need to implement them.

Step 2: Present the group work terms of references below on a flipchart and ask a participant to read out loud for everyone and ensure that the task is clear for everyone:

- Based on the root strategies identified in the previous session list the detailed activities that need to be carried out and a detailed list of resources you will need.
- Use the table below to respond to the questions (60 minutes)

Step 3: Ask the same groups to go back in their respective groups to complete the work. At the end of the allocated time call back the groups for plenary.

Step 4: After the presentation of each reporter, take time to discuss the relevance of each activity and needed resources.

Step 5: Take advantage of the plenary to identify individual who are going to be responsible for the implementation of each activity or strategy.

Step 6: Add the corresponding column to the table and complete the exercise. In the process of designating the people responsible for an activity, probe using the following question:

- Does the proposed person have time to handle the activity?
- Is this activity better handled by an individual or a group?
- Do the responsible people have the skills and the competence to handle this

activity?

Step 7: Thank the participant for their participation and announce the next session

SAMPLE PLANNING MATRIX						
Objectives	Strategies	Activities	Responsible	Resources	Timeline	Indicators of success
(What do we want to achieve specifically?)	(How might we achieve our goal?)	(What are we going to do to achieve the result?)	(Who is responsible for each activity? (Names))	(What do we need to achieve the result?)	(When and how long is needed for each activity (From X to X))	(How will we know when we have achieved the result)
	Strategy 1	Activity 1				
		Activity 2				
	Strategy 2	Activity 1				
		Activity 2				

SESSION 5: DETERMINATION OF TIMELINES

Tool 4: Determining timelines

Objective:

By the end of the session, participants will have determined the implementation timeline for each activity

Duration: 1 h 30

Method: Questions and answers in plenary

Materials: Gantt chart

Activities:

Step 1: Paste the Gantt chart on the wall and ask participants to agree activity after activity the right time for the implementation if they are to achieve the expected results.

Step 2: Engage participants in a discussion so that they agreed timelines are realistic.

Step 3: Ensure that there is no overlapping dates of many activities and initiate a discussion with participants to identify the possible consequences if activities are delayed or not implemented.

Step 4: Summarize the discussions at the end, thank the participants and announce the next activity.

SAMPLE PLANNING MATRIX						
Objectives	Strategies	Activities	Responsible	Resources	Timeline	Indicators of success
(What do we want to achieve specifically?)	(How might we achieve our goal?)	(What are we going to do to achieve the result?)	(Who is responsible for each activity? (Names)	(What do we need to achieve the result?)	(When and how long is needed for each activity (From X to X)	(How will we know when we have achieved the result)
	Strategy 1	Activity 1				
		Activity 2				
	Strategy 2	Activity 1				
		Activity 2				

SESSION 6: COORDINATION OF ACTIVITIES

Tool 5: Coordination mechanism

Objective:

By the end of the session, participants will have defined a coordination mechanism for the implementing of the community action plan, and evaluate the workshop

Duration: 1 hour 30 minutes

Method: Brainstorming, plenary discussion

Materials: Flipchart, markers

Activities:

Step 1: Ask participants how they will ensure that the activities are really implemented.

Step 2: If participants decide to establish a coordinating committee ask them to clarify the composition of such structure, its mandate, and the specific tasks of each member and how the members will be selected.

Step 3: Ask participants how the committee will monitor the implementation of the action plan and the progress.

Step 4: Ask participants what other activities they will carry out to ensure that the wider community gets a chance to input into the action plan.

Step 5: Discuss with participants the date for the next meeting which should be on sharing the plan with the wider community.

Step 6: Identify and plan the next steps, start planning for the next meeting.

Step 7: Thank the participants and announce the next session.

SESSION 7: DEVELOPING THE AGENDA AND THE FACILITATION GUIDE FOR THE MEETING WITH THE BROADER COMMUNITY

Tool 6: Work plan dissemination meeting preparation

Objectives:

By the end of the session, participants will be able to:

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

Duration: 2 hours

Method: Questions and answers in plenary and group work

Materials: First draft of the broader community meeting facilitation guide

Activities:

Step 1: Inform participants that as we all agreed on the necessity of having a meeting with the broader community to seek their inputs in the action plan, we will take time to develop the agenda, plan and prepare the logistics for such a meeting.

Step 2: Ask participant to brainstorm quickly on the purpose of the meeting and some agenda item. Take notes on the flipchart and at the end summarize the discussion.

Step 3: Make sure that participants agrees at least that the purpose of the meeting is to seek broader community commitment and input into the draft community action plan before the community formally adopts it.

Step 4: Ensure in the summary that participants agree on the following as minimum agenda items:

- Welcome/introduction and discussion of agenda items
- Presentation of the community action plan
- Comments, questions, and answers
- Adoption of the plan and identification of next steps

Step 5: Thank the participants for their contribution and continue the brainstorming with the following questions:

- Who will present the various topics during the meeting?

- What materials and/or tools will that person need to present that agenda item (or for participants to present that item)?
- How participant input into the draft plan will be requested and given?
- How new or alternative proposals on objectives, strategies and activities will be handled during the meeting, and any other factors that the team may anticipate?
- When and where will the meeting take place?
- Who should be invited and who will invite them and how?
- What materials, supplies, food and drinks, etc. will be needed at the meeting and how you will get them?

Step 6: Make sure you get a very clear consensus on each question you asked, summarize the decision made, thank the participants for their contribution and invite them to form groups of 7 to 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 and ask them to review it in 30 minutes.

Step 8: At the end of the allotted time call back the groups in plenary and allow each group to present its work.

Step 9: Facilitate the discussion in such a way that whenever there is an amendment to guide, a consensus is reached before you move to the next amendment.

Step 10: Make a summary of the discussions and the different amendment and plan with participants the activities that the facilitators of the meeting need to do in preparation for the meeting. The preparation will include at least the following:

- Conduct a practice session if necessary.
- Assemble any data/prepare any visual aids that will be needed.
- Setting up the meeting room

Step 11: Thank the participants for their contribution move to the next session.

SESSION 8: WORK PLAN DISSEMINATION MEETING

Hand-out: Tool 7: Work plan dissemination meeting

Objectives:

By the end of the session, participants will have brought their inputs to the community action plan.

Duration: 2 hours

Method: Presentation, questions and answers

Material: Finalised work plan

Activities:

- Step 1:** Welcome the community to the meeting and thank them for coming.
- Step 2:** Introduce yourself, ask your colleagues to do so and allow the CAG members to do so as well if necessary.
- Step 3:** Ask the CAG chairperson to say his opening remarks and thank him for his time.
- Step 4:** If the GVH is present or his representative, ask him to say few encouraging remarks about the program and efforts of the CAG and CMT members so far.
- Step 5:** Explain to the community that they were invited to the meeting to contribute to the community action plan for health that was drafted by the CAG following the exploration of the health issues they conducted in previous days.
- Step 6:** Paste on the wall a list of problems that were identified during explore phase; the priorities set and root causes and inform the community that the work plan was developed to solve these problems.
- Step 7:** Paste the work plan on the wall.
- Step 8:** Remind participant's objectives of the community mobilization project.
- Step 9:** Inform participants the process taken to come up with the work plan and the people involved in developing the plan.
- Step 10:** Present the work plan in simple and clear language for them to understand; showing the problem, objective, indicators, strategies, proposed activity, resources, responsible person and when the activity will be conducted.

- Step 11:** Invite participants to comment on the presentation and engage in a discussion on each section of the work plan. Make sure any eventual modifications or additions are captured.
- Step 12:** Emphasize on their involvement and that it is not the duty of the CAG to make it work. Let them volunteer to take part in some of the activities.
- Step 13:** Capture the names of people who are willing to assist implementing the work in various sections and alert them that the responsible person in that section will call them for a meeting to appreciate the work they will be involved with.
- Step 14:** Summarize the discussions at the end, thank the participants and announce the next activity.

SESSION 9: EVALUATION AND CLOSURE

Tool 7: Planning session evaluation and closure

Objective:

By the end of the session the participants will have to evaluate the workshop.

Duration: 30 Minutes
Method: Plenary discussion
Material: Flipchart; markers

Process:

- Step 1:** Inform the participants that we are at the end of the meeting and ask them to evaluate the workshop by stating what needs to be improved during the next meetings. (Give Sample Questions for the evaluation).
- Step 2:** Next Steps: Discuss with participants the date for the next meeting.
- Step 3:** Thank them for giving you their time and inform them on the next steps, the action plan development, and its implementation etc.
- Step 4:** Invite an already notified leader to say a word or a prayer to close the session, thank him/her at the end.