

Programme

Module III: Community Mobilization and Empowerment

DAY 1 – Monday, June 9th, 2014

8.30 am – 1.00 pm

Topic: Principles of Community Mobilization

Community participation does not happen by itself. It must be stimulated and encouraged. This topic is aimed at those who wish to initiate that stimulation. This is intended for community mobilizers who want to stimulate social change in a community in the direction of more development, poverty eradication, better governance, increased integrity and transparency in the management of community affairs; in short, empowerment of that community. There is therefore a minimum of history, theory, ideology and description here, and an emphasis on the needed skills and understanding of concepts useful to community workers. It is primarily aimed at new mobilizers in the field.

2.30 pm – 5.00 pm

Topic: Principles of Community Mobilization - continued

DAY 2

8.30 am – 1.00 pm

Topic: Social Assessment

Social Assessment is a process for ensuring that development operations:

- (i) Are informed by and take into account the key relevant social issues;
- (ii) And incorporate a participation strategy for involving a wide range of stakeholders.

There are many social issues that potentially affect the impacts and success of projects and policies—such as gender, age, language, displacement, and socioeconomic status. Through data collection and analysis, Social Assessments enable project planners in consultation with other stakeholders to prioritize critical issues and determine how to address them.

Social Assessments need to be selective and strategic, focusing only on those issues that are of operational relevance. People are the reason for and the means of development. Their cultures, societies, and organizations provide the foundation on which development programs rest. People's varied needs, aspirations, beliefs, and expectations are among the factors that shape their response to development activities.

Social Assessment was developed as a tool for project planners to understand how people will affect, and be affected by, development interventions. It is carried out in order to identify key stakeholders and establish an appropriate framework for their participation in project selection, design, implementation, monitoring, and evaluation.

Social Assessment also aims to ensure that project objectives and incentives for change are acceptable to the range of people who are intended to benefit from the intervention, and that project viability and risks are assessed early. In this topic we will examine among other things the principles and skills of Social Assessment.

2.30 pm – 5.00 pm

Topic: Social Assessment – continued

DAY 3

8.30 – 1.00pm

Topic: Stakeholder Analysis

Stakeholder analysis is a vital tool for understanding the social and institutional context of a project or policy. Its findings can provide early and essential information about:

- who will be affected by the project (positively or negatively);
- who could influence the project (again, positively or negatively);
- which individuals, groups, or agencies need to be involved in the project, and how;
- and whose capacity needs to be built to enable them to participate.

Stakeholder analysis, therefore, provides a foundation and structure for the participatory planning, implementation, and monitoring.

2.30pm – 5.00pm

Topic: Stakeholder Analysis – continued
--

DAY 4

8.30 – 1.00pm

Topic: Participatory rural appraisal (PRA)

<p>Participatory Rural Appraisal is an approach used by Development organizations and other agencies involved in development. The approach aims to incorporate the knowledge and opinions of beneficiaries in the planning and management of development projects and programmes. This is a quick and easy way to assess the needs and resources of a community prior to planning projects or activities. There are a range of techniques that can be classified as PRA methodologies. Most of the methods used in PRA are qualitative; nonetheless, it is possible to gather some quantitative data, such as the information gathered through asset mapping. This Topic will examine some of the principles and skills in Participatory Rural Appraisal.</p>

2.30pm – 5.00pm

Topic: Participatory rural appraisal - continued

DAY 5

8.30 – 1.00pm

Topic: Participatory Monitoring and Evaluation (PM&E)
--

<p>Participatory Monitoring and Evaluation (PM&E) is a process of self-assessment, knowledge generation, and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data, and take action as a result of what they learn through this process. It is fundamentally about sharing knowledge-among beneficiaries of the program, program implementers, funders, and often outside evaluation practitioners.</p>

Monitoring calls for on-going documentation of the specifics of program implementation so that results can be explained in light of program processes. Evaluating calls for judgments about the effectiveness and sustainability of the program.

Philosophically, participatory monitoring and evaluation seeks to honor the perspectives, voices, preferences and decisions of the least powerful and most affected stakeholders-the local beneficiaries. All too often, evaluation is something done to beneficiaries; participatory approaches argue that evaluation should be done with these key groups.

PM&E can be used effectively within development agencies' needs for accountability. The shift in many aid agencies to results-oriented management of programs provides an opportunity to implement PM&E being mindful of both external and internal contexts. Accountability, from this perspective, is defined as accepting responsibility for the conduct and results of a specific program. This entails awareness of and responsiveness to demands emanating from the external context (funding agency's strategic objectives, for example) as well as those offered by program beneficiaries for improvement in their living circumstances.

Program managers and participants are responsible to those who fund programs but are equally responsible to themselves for the achievement of results articulated by beneficiaries. We conceptualize PM&E as occurring within an accountability field or arena. Within this field are many voices, sometimes speaking in concert; other times, in opposition. The challenge of PM&E is to negotiate these differences so that data are gathered that are relevant, timely, valid, and heuristic for these various stakeholder groups.