Process Facilitation, Social Mobilization, Gender Inclusion and Community Organization

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Different Processes Involved In Community Driven Programs

- Social mobilization
- Process facilitation
- Community or group organization
- Capacity building/learning of groups and organizations
- Development of sustainable community networks and institutions
- Community management of services and assets
WHY?

- Creation and strengthening of positive social capital
- Increasing ability of communities to convert social capital into economic capital
- Develop organizational capacity to manage, implement and monitor development programs and decentralized service delivery
- Empowerment of community organizations and groups to increase their ability to hold public institutions accountable and participate in local governance
- Develop sustainable forms of institutions which can manage and mobilize resources, community assets and make new investments
- Inclusive and gender sensitive forms of community organization
- Scaling up of institutional arrangements to implement and manage large scale development programs
HOW?

- Mechanisms Used In Various CDD Projects and Programs Community level (Communities play a significant role)
  - Community facilitators
  - Para professionals and technicians
  - Community activists
  - Habitation leaders
  - Social entrepreneurs
  - Village extensionists
  - Community organizations including village development associations, project committees, common interest groups and self help groups
  - Networks and federations of community organizations
  - Lateral learning mechanisms (Group to group and village to village)
HOW? (continued…)

- Support organizations and projects (external institutions facilitate and catalyze)
  - Community support cells
  - Process facilitators
  - Non Governmental organizations
  - Project Management Units (State and District)
  - Project Facilitation team
Typology of Programs Investing in Social Mobilization, Process Facilitation and Community Organization

1. Programs making investments in community organization and management as a part of multi-sectoral investment funds with key outcomes related with development of self managed grass root institutions which sustain after the project (sustainability focus)

2. Programs making investments in community organization as a part of sectoral or infrastructure development with key outcomes related with sustainable management of community assets and services.

3. Programs making investments in local governance improvement and making investments in community organization to build demand side accountability systems and responsive service delivery by local government

4. Programs making significant investments in enabling community organizations and their networks to develop economic organizations to build access to markets, credit and technology
Key considerations for designing community driven programs

- Adapt the mobilization, facilitation and organization mechanisms to project outcomes e.g. if most water users are women, you need to develop more gender inclusive forms of community mobilization and facilitation.
- Adapt the extent and nature of facilitation and mobilization to the existing community organization and institutions in the region e.g. if there are many intermediary NGOs and other agencies which can do mobilization use them proactively rather than create new structures.
- Depending on the focus and scale of the project some combination
- Support organizations and projects (external institutions facilitate and catalyze) of community and external facilitation is always better.
Key considerations (continued)

- Incorporate sustainability and viability aspects while designing these mechanisms e.g. think of community institutions/federations of community organizations which can take up these functions at the end of the project.
- Large scale projects require large investments in training and capacity building of community organizations. A good cadre of community facilitators is critical for scaling up of these programs.
- While social mobilization and process facilitation is very critical in the initial stages, community organization, management and economic organization become more critical when projects are being implemented and scaled up.
Practical Steps for Gender and Social Inclusion

- Identify subgroups among the poor, especially those at risk of exclusion. This could include exclusion based on gender, ethnicity, religion or other criteria.
- Structure project rules and procedures to promote their participation.
- Determine participatory techniques which can help facilitate their involvement (where existing systems of social organization are very inequitable, the creation of new groups may be needed to enable previously excluded groups to participate).
- Ensure that any intermediaries (NGOs, local government etc.) working with communities have expertise on working with these groups and using participatory techniques.
Practical Steps (continued)

- Investigate how local-level institutions can be made more responsive and inclusive of these groups
- Include specific indicators related to these groups in monitoring and evaluation systems. Involve all stakeholders in M & E
- Adapt project design as needed to incorporate lessons which become evident during implementation
Examples of Gender and Social Inclusion

- To promote gender-inclusive development, a rural water supply and sanitation (RWSS) project in Ghana contains certain project design elements: project rules state that community water and sanitation committees are to have a gender-balanced membership, women community leaders are to sign community contracting documents, and key performance indicators relating to gender are included in the project log-frame.
Examples of Gender and Social Inclusion

- In a RWSS project in Morocco, one of the assurances received during loan negotiations was that mobile participation teams would be formed in each province with, to the extend possible, at least one female team member. The project’s development objectives included reducing the water-collecting burden of girls, thus freeing up their time to attend school. Project preparation made use of an earlier participatory rural appraisal that found that in many villages women’s highest ranking problem was lack of adequate potable water, which differed from men’s priorities. Gender sensitivity training was provided during the preparation phase.
Examples of Gender and Social Inclusion

- The Bank-financed Primary Education Project in Vietnam contains a special Ethnic Minorities Education component with inputs for minority children, focused on the importance of the vernacular language and community participation.
## Context of the Case study presentations

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