Social Mobilization Guideline

Local Governance and Community Development Programme (LGCDP)

Ministry of Local Governance

Glossary

CAC	Citizens Awareness Centre
CBO	Community Based Organisation
DAG	Disadvantaged Group
DDC	District Development Committee
DSMC	District Social Mobilisation Committee
GESI	Gender and Social Inclusion
IPC	Integrated Planning Committee
LDF	Local Development Fund
LGCDP	Local Governance and Community Development Programme
LSGA	Local Self Governance Act, 1999
LSP	Local Service Provider
MLD	Ministry of Local Development
NAC	National Advisory Committee (for LGCDP)
NSP	National Service Provider
REFLECT	Regenerated Frierean Literacy through Empowering Community Technique
SM	Social Mobiliser
TLO	*Tole* (settlement) Level Organisations
VDC	Village Development Committee
WCF	Ward Citizen Forum
WDO	Women Development Officer

Contents

1 INTRODUCTION

This chapter explains to purpose of this guideline. It then introduces the concept of social mobilisation and describes how it will be used to achieve the goals and objectives of the Local Governance and Community Development Programme (LGCDP).

The guideline was developed through:

- Interactive discussions between LGCDP, Ministry of Local Development (MLD) and its development partners

- Review of various documents and guidelines especially the social mobilisation review, Gender and Social Inclusion Strategy of MLD, the VDC Grant Operation Guideline 2064 and the LGCDP Programme Document

- Interviews with different stakeholders

1.1 The purpose of this guideline

(i) To create a common understanding of the transformational approach to social mobilisation at all levels and by all stakeholders

(ii) To ensure uniformity in approach to social mobilisation implementation by different local bodies (especially by VDCs, municipalities and DDCs)

(iii) To support local bodies to implement social mobilisation in their respective VDCs and municipality wards

(iv) To provide a tool for capacity building of social mobilisers

1.2 Background to social mobilisation

Nepal has a long tradition of social mobilisation. It has become an integral part of many development programmes and it has been recognised in the 10th Five-year Plan and the 3-year Interim Plan as a means for contributing to the national poverty reduction goal.

The aim of social mobilisation is empowerment and social transformation to improve people's lives through livelihoods enhancing activities and through better service delivery. Social mobilisation makes people more aware of their rights and responsibilities in society, and helps to break down social barriers especially for disadvantaged groups (DAGs). Is helps DAGs to develop linkages with local bodes and other service providers that can provide them with access to programmes, services and funds that addresses their specific issues, concerns and rights across all sectors.

1.2.1 From a transactional to a transformational approach

In Nepal social mobilisation has largely developed as a process for organising people into groups and supporting those groups. Such groups then become responsible for delivering services and mobilising resources (financial and human) for their members. This type of social mobilisation is sometimes called the **transactional approach**. It has been broadly successful in catering to the needs of group members and enhancing their livelihoods.

Poor and socially marginalised people have not always benefited from the transactional approach to social mobilisation. Specific barriers to their involvement in group activities and sharing of benefits have sometimes not been addressed. Now, since the Government of Nepal specifically aims to transform power structures and develop economic policies that favour disadvantaged groups (DAGs), including the poor, women, *Dalits*, *Madhesis* and *Janajati*s, citizens rights have become a major focus of all development programmes. Consequently a different approach to social mobilisation is needed.

The new focus for social mobilisation is on empowering <u>all</u> citizens to engage with the state, building their capacity to voice their views, to influence policy and development programmes according to their own priorities, to claim assets and services from government and to make local government and service providers accountable to them. This is called a **transformational** approach to social mobilisation (sometimes called citizen mobilisation). In some cases a combination of transactional and transformational approaches has been successfully developed.

Key differences between the 2 approaches to social mobilisation	
Transformational Approach	**Transactional Approach**
Focus: Empowering citizens to build their voice, claim assets and services and influence decisions procedures and policies of institutions in favour of citizens.	**Focus:** Group formation for service delivery, asset creation, fund flow, savings and credit and skill enhancement.
Process: Helping citizens to understanding their social, economic and political situation by undertaking analysis of the underlying causes of poverty and related REFLECT processes.	**Process**: Regarding the causes of poverty as being largely a lack of resources, it uses limited analytical tools for group formation such as social mapping and well-being ranking.

1.2.2 Social mobilisation in LGCDP

The goal of LGCDP is 'the promotion of inclusive local democracy, through local community-led development that enables the active engagement of citizens from all sections of society'. To do this LGCDP will support a series of actions and changes in the areas of:

a) **Assets and services.** To increase access of all citizens especially for DAGs for basic livelihood assets (resources and services) that will improve their well-being.

b) **Voice influence and agency:** To enhance the capacity of all citizens especially DAGs to build their voice and develop ability to influence decision affecting their lives and influence development in their VDCs/Municipalities/DDCs. This will pressurise the local government to respond to their voice and needs.

c) **Policies and Institutions:** To influence and support to bring about changes in policy and rules in organisations/institutions such as existing practices, attitudes and behaviour that would be more supportive towards DAGs.

d) **Gender, equity and social inclusion**: To raise awareness on gender, equity and social inclusion to access existing resources, services and opportunities for their development by bringing about changes to planning practices and equitable budget allocation. MLD has a Gender and Social Inclusion Strategy (GESI Strategy) and social mobilisation under LGCDP strongly reflects this.

The effectiveness of social mobilisation depends on bringing changes in these three dimensions of transformation (plus gender equity and social inclusion which underpin them all) is shown in Figure 1.

In LGCDP social mobilisation will be used to enhance the voice and active participation of citizens, local groups and communities to influence decision-making and use of resources by local government. It will enhance their agency to help individuals in accessing resources and assets for their livelihood improvement. Hence, the three dimensions of transformation are used as the basis for implementation, monitoring and evaluation of the social transformation programme in LGCDP.

Figure 1 The three dimensions of transformation
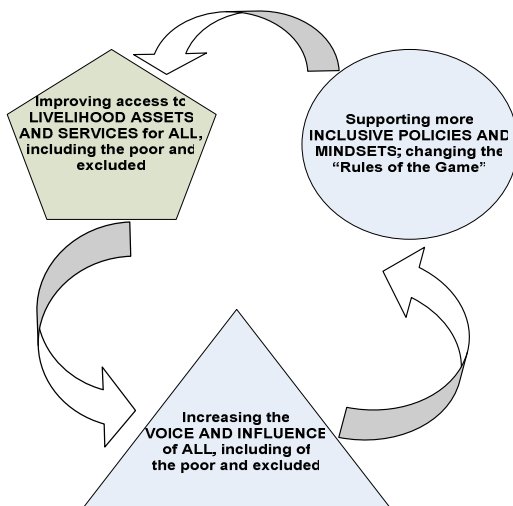
Block grants and services provided from LGCDP through local bodies (VDCs and municipalities) create an interface between citizens and the state. At this interface social mobilisation through a transformational approach will be used to empower citizens, communities and community organisations interacting with local bodies to:

a) Build their capacity and voice to enable them to participate in their own governance, to claim services and assets and to influence policies in their favour, and

b) To hold local government accountable for responding and delivering services as per local needs and priorities and in an equitable manner

Social mobilisation in LGCDP supports the 'demand and voice' element (Figure 2). In addition, there are other LGCDP outputs that support local government to more effectively respond to these demands and deliver better services (response) and that put in place appropriate policies and institutions for decentralisation (enabling environment). These areas are beyond the scope of social mobilisation (and of these guidelines).

1.2.3   *The transformational social mobilisation approach*

LGCDP will adopt a transformational approach to social mobilisation. It will work at the level of VDCs and municipality wards. It will support all citizens, especially those from DAGs, to interact with local bodies and other service providers. It will help communities, especially DAGs, to voice their needs, foster their own community development and hold local government accountable for using public funds to deliver services they require (through use of block grants).

The expected outcomes from this transformational approach are that:

- Communities will have more influence on the equitable allocation and prioritisation of the resources of local government (including block grants) and those of other service providers

- Engagement and understanding of the communities (especially DAGs) in local body processes will be strengthened

- Communities (especially DAGs) will be able to hold local government and local service providers accountable for use of development funds

Figure 2: Social mobilisation in the LGCDP framework
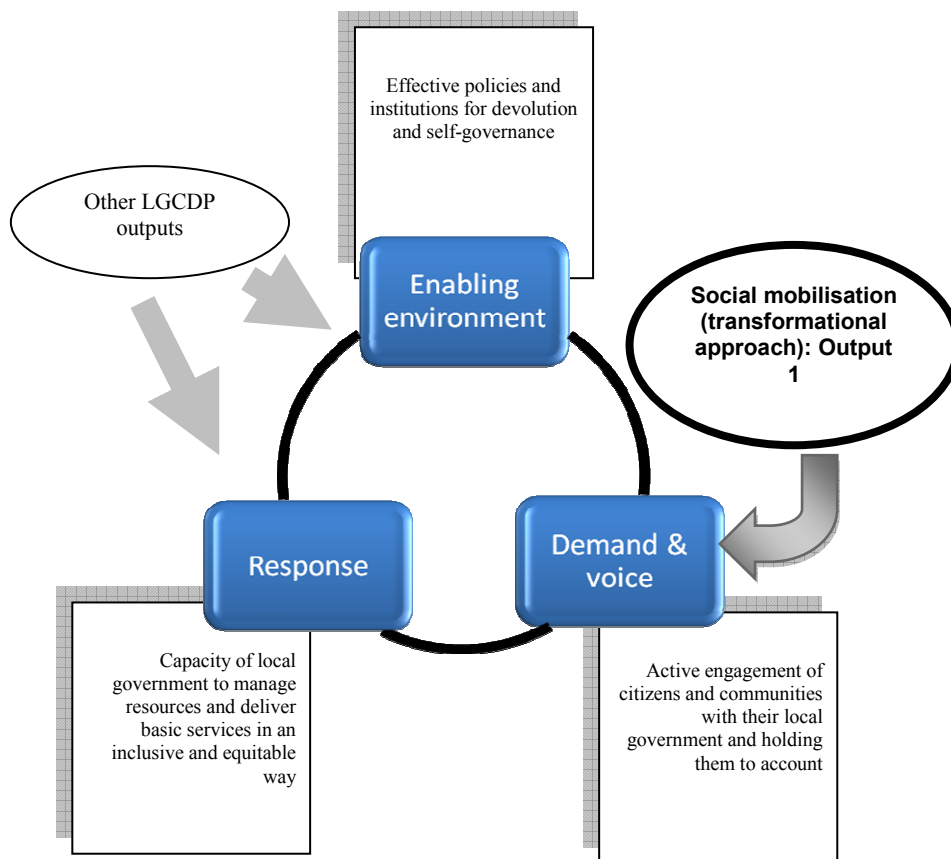
1.3 Social mobilisation implementation strategy

The implementation strategy for social mobilisation that has been agreed by MLD and LGCDP contains a number of key approaches. Many these draw on the GESI Strategy of MLD.

(i)   **VDC/ward coverage by social mobilisation.** The social mobilisation programme will target all 3,915 VDCs and half of the wards of municipalities before the end of the programme in 2012.
Year 1: Approximately 1,500 VDCs will be covered (of these 529 will be the poorest VDCs)
Year 2: 3,000 VDCs plus 50% of the 404 municipality wards will be covered
Year 3: All remaining VDCs and the remaining 50% of municipality wards will be covered

(ii)   **Pro-poor targeting**: First priority will be given to category 4 VDCs and then subsequently to categories 3a, 3b and 2 (the LGCDP Programme document defines these).In municipalities, priority for social mobilisation will be least developed wards (these have not yet been categorised). The GESI Strategy of MLD specifies that 25% of VDC development grant will be allocated for women and socially excluded.

(iii)   **Adopting a transformational approach**: LGCDP will adopt a transformational approach. It will concentrate on organising and empowering citizens and communities: to participate in local body planning; to influence the equitable allocation and prioritisation of local government resources; to actively engage in local government processes; and to hold local government to account.

(iv)   **Implementing social mobilisation through independent service providers**: Social mobilisation services will be carried out by outsourcing them to independent local service providers. Service providers will be selected by District Social Mobilisation Committees (DSMCs) on a competitive basis. Service providers will recruit social mobilisers based on criteria given by these guidelines. There will usually be one social mobiliser posted in each VDC and one in each municipality ward.

(v) **Strengthening capacity of social mobilisers/service providers and having an agreed Code of Conduct**. Social mobilisers will work as frontline workers for social mobilisation. Their knowledge, skills and attitudes will be enhanced by a national service provider who will provide capacity building/training for them including:

   a. **Pre-job training**. For training on the transformational approach and based on job descriptions of social mobilisers after their appointment. No social mobilisers will be deputed for work until they have undergone this pre-job training.

   b. **On-the-job training**. To bring clarity in the practices/methods to be adopted by social mobilisers while moving from the first stage to the second stage after joining the job. This on-the-job training will be organised as needed.

   c. **Providing back stopping**. District service providers will provide backstopping to their social mobilisers through on-site coaching, mentoring and regular meetings and communication.

   d. **Code of conduct**. This is described in part 4.7

(vi) **Enhancing capacities of individuals and communities.** Service providers/social mobilisers will enhance the capacities of citizens especially of poor and excluded people to increase their voice and choices in decision making and resource allocation. They will do this by providing training and facilitation, information sharing, situation analysis, power analysis, REFLECT, etc. based on best-practice and experiences. Thus marginalised groups can assert their rights and hold local bodies accountable.

(vii) **Strengthening the capacity of DDCs**. The Local Self Governance Act (LSGA) envisages greater convergence of local service provision coordinated by local bodies. The LGCDP approach is to strengthen the capacity of the DDC (through the DSMC) to coordinate all social mobilisation activities in the district.

(viii) **Including non-group members or left-out households**. Many types of groups have been formed in the past but invariably some households are left out for different reasons (e.g. the apathetic attitudes of people, their geographical location, insufficient income for saving, unattractive or inappropriate programme benefits, weak capacity, deliberate social exclusion etc.). Service providers/social mobilisers will include these people in the process of planning, implementing and decision-making of VDCs/municipalities by ensuring their representation in such processes.

(ix) **Harmonising different agencies for coordination of social mobilisation**. DDCs/VDCs and municipalities will conduct institutional and organisational mapping exercises to understand the number, areas of activity, roles, reach and effectiveness in geographical working areas of relevant organisations. VDCs will retain such information and can thus request a range of different programmes and agencies to provide their support accordingly. Social mobilisers will play a key role in this by promoting and extending the transformational approach to these agencies following these consultations.

(x) **Coordinating LGCDP social mobilisation process with those of other programmes, line agencies, I/NGOs etc**. This will be done by sharing information and monitoring and will help to avoid duplication and/or concentration of social mobilisation in one area/settlement. Better coordination will improve the following:

   - Accountability
   - Social mobilisation
   - Linkages
   - Joint planning
   - Resource sharing

(xi) **Working with elites.** Elites can impede or support bringing DAGs into the mainstream. They can also obstruct or help with programme implementation. LSPs and social mobilisers will

pay particular attention to involving elites in LGCDP – helping them to become better oriented towards DAGs and for making them into 'champions of the poor'.

(xii) **Involvement in micro-credit**. Micro-credit requires a different set of knowledge, skills and inputs which are beyond the scope of LGCDP's social mobilisation. Thus under LGCDP social mobilisation does not support micro-credit and savings schemes related initiatives. If communities demand such support, then social mobilisers will help them to establish linkages with appropriate organisations to provide this support. This part of the strategy will be evaluated annually during the NAC meeting.

2   Social mobilisation and local government processes

Local bodies (VDCs, municipalities and DDCs) are constituted under the provisions of the Local Self-Governance Act 2055 (LSGA) and Regulations 2056. Effective and democratic local governance aims to engage all citizens (including indigenous people, *Dalits*, *madhesis* and other excluded groups) in the governance processes implemented through these bodies to promote social justice and equitable allocation and distribution of development resources.

LSGA makes provision for a participatory approach to local governance. There are a series of planning steps that take place throughout the annual planning cycle. In this process, social mobilisation is used to empower poor and excluded groups of citizens at *basti* (settlement) and *tole* (neighbourhood) levels by first engaging them in VDC/municipality ward planning processes and later in the use and mobilisation of available resources at VDC/municipality ward level.

The needs and priorities of citizens are forwarded from individuals to settlement (*tole*) level; from settlement level to ward level; and from ward level to VDCs/municipalities.

To do this, citizens at community and ward level need to be aware of local body planning processes and how resources are allocated so they can engage and voice their views in an appropriate way. Social mobilisation therefore synchronise with local body planning and implementation processes. This will be done by building awareness and capacity and by establishing ward citizens forums (WCFs). Through this process of engagement and voice, local bodies will become more accountable to citizens.

Table 1 shows how social mobilisation will link with different stages of the local body participatory planning process to ensure voice and accountability.

It is important that social mobilisation builds on existing local government processes and guidelines including:

• Guidelines for social and public audit of MLD (2065)	• Expanded VDC block grant guidelines (latest version)
• Guidelines for public hearings	• LGCDP programme document (2009)
• Gender budget auditing	• Citizen mobilisation in Nepal. A report by HURDEC (2009)
• MLD gender, equity and social inclusion (GESI) strategy	

Table 1 Local body planning, implementing and monitoring process and social mobilisation tasks

Months	Jul Asar-Shrawan	Aug Shrawan-Bhado	Sep Bahdo-Asoj	Oct Asoj-Kartik	Nov Kartik-Mangsir	Dec Mangsir-Poush	Jan Poush-Magh	Feb Magh-Phalgun	Mar Phalgun-Chaitra	Apr Chaitra-Baisakh	May Baisakh-Jestha	Jun Jestha-Asar
VDC planning time-line	Settlement (*basti*), ward and VDC level review and collection of issues, requirements and priorities						VDC council	Send plans to Ilaka and District				
				Project identification and prioritisation								
DDC planning time-line				Planning workshops, central directives, budget ceiling set			Ilaka level committee meeting		DDC council			
Social mobiliser tasks & roles	**Situation analysis (information collection and analysis)**	**Building capacity and voice**		**Engaging with local government planning and decision-making processes**							**Situation analysis (monitoring)**	
	• Analyse situation (gather information through participatory processes) • Review progress (of previous year)	• Build household level capacity & ward citizen forum capacity for local body planning processes and budgets		• Facilitate settlement, ward and VDC level prioritisation • Analysis and documentation of information gathering • Facilitate ward citizens forums to bargain and uphold interests of DAGs in their prioritisation at IPC and VDC • Facilitate VDC council and IPC to respond to ward citizens forums.					• Support citizens to follow up their priorities e.g. in DDC meetings • Facilitate public auditing of projects • Support IPC in their monitoring • Document lessons learnt • Facilitate IPC and ward citizens forums and individual citizens to engage in monitoring review and auditing of projects			
	• Organise poor and excluded citizens to engage with ward citizens forums and local bodies											

Figure 3 The social mobilisation process (numbers refer to the text)
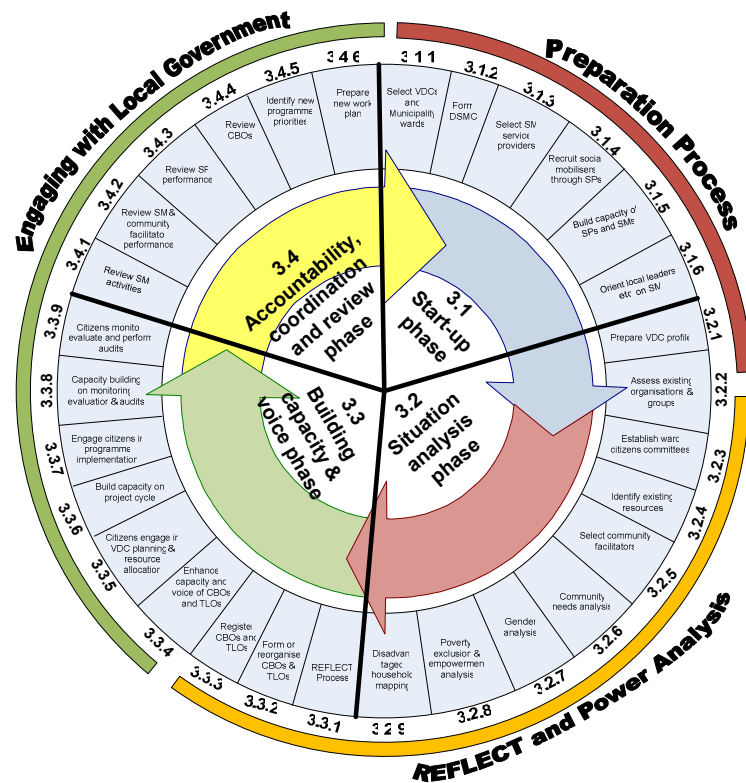
3 THE SOCIAL MOBILISATION PROCESS

This chapter deals with the process of social mobilisation which has been divided into 4 phases (Figure 3).

1. Start-up phase
2. Situation analysis phase
3. Building capacity and voice phase
4. Accountability, coordination and review phase

Each phase is divided into separately described steps. Normally step should be carried out sequentially but in some cases several steps can be carried out at the same time.

Unless otherwise mentioned, it is assumed that responsibility for most of the steps (tasks) lies with social mobilisers working in their VDCs/municipalities.

3.1 Start-up phase

This is the preliminary phase. At the end of this phase social mobilisers will be in place in selected VDCs and municipality wards with the capacity, attitude and understanding to implement the remaining phases.

3.1.1 Select VDCs and municipality wards

The GESI strategy of MLD is to give priority to the most disadvantaged VDCs/municipality wards. These are identified through a national-level process where VDCs fall into 4 main categories: Very high concentration of DAGs (4); High concentration of DAGs (3b); medium concentration of DAGs (3a); low concentration of DAGs (2) and very low concentration of DAGs (1). Initially, only those VDCs/municipality wards in categories 4 and 3 will be selected for social mobilisation in LGCDP. Municipality wards have not yet been categorised under this system.

OUTPUT OF THIS STEP:

A list of priority VDCs and municipality wards where LGCDP will operate

3.1.2 Form the District Social Mobilisation Committee (DSMC)

Responsibility: DDC and District Facilitator (LGCDP)

The DSMC is responsible for social mobilisation in the district. It will have 5-7 members selected in an inclusive and transparent way. Members will be selected from: the VDC/municipality federation; the gender mainstreaming committee of the DDC; WDO; civil society; child club network representatives; and indigenous and excluded groups such as *Dalits*, muslims, *madhesis*. The DSMC is convened by the local development officer of the DDC (until local elections have taken place).

The committee will meet before the social mobilisation process starts, to hire the service providers (Step 3.1.3). Subsequently, the DSMC will regularly (not less than quarterly) to take stock of the social mobilisation process carried out by selected service providers and review progress and monitoring reports provided. The member secretary of the DSMC will be the District Facilitator (hired by LGCDP).

In every district LGCDP will post a District Facilitator. District facilitators are the local representatives of LGCDP and will carry out a range of tasks – some of which are directly linked with social mobilisation processes (see Box)

Roles and responsibilities of the DSMC

- Take overall lead and having an overview of social mobilisation at district level

- Select service providers for providing social mobilisation services to VDCs/wards through a transparent and competitive process

- Coordinate with other social mobilisation agencies for harmonising their activities in the district

- Monitor the progress of local service providers and give feed-back as required

- Maintain close links with local bodies (DDC/VDC/municipality) for financial support, fund transfer and implementation of social mobilisation

- Provide progress reports to concerned local bodies and cluster offices of LGCDP

- Ensure timely disbursement of funds for social mobilisation in the district

- Conduct social mobilisation agency mapping in the district

OUTPUT OF THIS STEP:

An established DSMC with 5-7 members selected through an inclusive and transparent process

3.1.3 Select local service providers (LSPs)

Responsibility: DSMC

Role of the District Facilitator

- Coordinate LGCDP activities at district level

- Act as member secretary of the DSMC and assist in forming DSMC (if required)

- Provide advice on social mobilisation in the district

- Report progress on social mobilisation to the DSMC (including collecting and analysing indicators from LSPs)

- Monitor LSPs and SMs in the district

- Assist in building linkages between LSPs/SMs and district line agencies

- Assist in linking LSPs with NSPs

-

Tasks of LSPs

LSPs are accountable to the DSCM. Their tasks are:

- Implement and manage LGCDP social mobilisation at grass roots level

- Hire and recruit appropriate social mobilisers (see step 3.1.4) including: setting criteria for recruitment; advertising vacancies; conducting interviews; selection.

- Orient social mobilisers, concerned stakeholders and community members on the objectives of LGCDP and the transformational social mobilisation approach

- Provide training for social mobilisers based on capacity needs assessment

- Provide backstopping to social mobilisers working in the field including feedback, coaching and moral support

- Act as resource persons for training carried out by the NSP including, awareness raising and advocacy, using PRA tools and techniques, DAG household mapping, power analysis, gender analysis, poverty analysis, needs assessment, REFLECT process, public audit and hearing etc. (some of these tools and techniques are described in the Annexes)

- Coordinate with other agencies providing social mobilisation and other services in the district

- Liaise with local bodies (DDC, VDC and Municipality) during planning and implementation processes, to ensure that social mobilisers are being effective at grass roots level

- Guide, support, monitor and evaluate social mobilisers (including performance monitoring)

- Regularly report on the progress of social mobilisation to the DSMC (including the budget

To select local service providers for each district who will have direct responsibility for management of social mobilisers and their implementation of the social mobilisation service at grass roots level.

Process

LSPs will be selected through an open competitive process by the DSMC. The National Service Provider (NSP) can be invited to participate in this process with the DSMC. The number of LSPs for each district will be determined by the DSMC based on the area to be covered, geographical separation, population, and interest and availability of experienced service providers in the district. The approximate costs of social mobilisation services shall be in accordance with the LGCDP document and all service contracts will be in accordance with prevalent law.

Before selecting LSPs under LGCDP, an assessment of the existing social mobilisation agencies already operating will be undertaken to identify possible areas of collaboration and synergy.

Criteria for selection
- Locally based (normally NGOs, civil society bodies, consultancy firms, LDF/MDF etc. already established in the district)

- Experience of local governance and social mobilisation processes

- Experience of managing and administering teams in remote and geographically isolated areas

- Knowledgeable and with practical experience of the transformational approach to social mobilisation

- Committed to the transformational approach to social mobilisation in LGCDP (see part 1.2.2) and willing to work with poor, women and DAGs in remote areas.

Selection process for LSPs
- Notice for selection of LSPs will be disseminated through print media (local newspapers) and also FM radio.

- Applications will be requested (in writing) as per the notice, from organisations interested in providing SM services in the district.

- Experience of local body processes and the transformational social mobilisation approach is an advantage.

- Applications will be screened by DSMC based on the criteria above.

Duration of services

Service providers will be hired for the total project period of LGCDP but with the provision that services can be terminated if necessary, based on performance evaluation.

> **OUTPUT OF THIS STEP:**
>
> *One or more LSPs for each district, identified and hired by the DSMC through a contractual process.*

3.1.4   Recruit social mobilisers

Responsibility: LSPs

LSPs will recruit social mobilisers to undertake grass roots level implementation of social mobilisation in their respective VDCs/municipality wards. Experience has shown that individual social mobilisers who are disempowered themselves cannot challenge existing power structures unless strongly supported by LSPs and others – both morally and technically. This needs to be considered during social mobilise recruitment.

Hiring process
- Social mobilisers will be hired and recruited by service providers, within the criteria provided by these guidelines, at the rate of one per VDC or municipality ward. Exceptions (e.g. where geographical areas or populations are very large) can be made with the agreement of the DSMC

- Notice of vacancies for social mobilisers will be disseminated through print media (local newspapers) and FM radio

- Applications will be requested (in writing) as per the notice, from persons meeting the required specifications and criteria and by a given date.

- Preference in recruitment will be given to local women and local persons from *Dalit, Janjati* and other DAGs in the district. Knowledge of local body processes and the transformational social mobilisation approach is also desirable.

- Applications will be screened by LSPs based on the following criteria: experience in development work and the social mobilisation process; understanding of transformational approach to social mobilisation; knowledge of local body planning processes; commitment; attitude; knowledge of issues of women, poor and DAGs; willingness to work in remote areas with poor and DAGs

- A written exam and interview will be conducted by the LSP

Length of service
Social mobilisers can be hired for the whole LGCDP period but their services can be terminated by LSPs in the event of poor performance based on routine evaluation and monitoring.

Role of social mobiliser
Chapter 4 gives full details of the roles and tasks of social mobilisers. Details of the required level and grade, knowledge, competency, provision, remuneration, training provision, code of conduct, qualities, and service duration are also described.

> **OUTPUT OF THIS STEP:**
>
> *Social mobilisers recruited for each participating VDC/municipality ward and hired through a contract with the selected LSPs (s) for the district.*

3.1.5   Build capacity of social mobilisers

Responsibility: NSP and LSPs

To build capacity of social mobilisers to enable them to follow a transformational approach (this may be different from approaches with which they are already familiar)

Process

Capacity building for both LSPs and social mobilisers will be undertaken by a national service provider (NSP). LSPs are also expected to contribute to developing the capacity of their social mobilisers within the district.

Capacity building for district service providers: A national service provider (NSP) hired through LGCDP and working closely with the DSMCs will conduct a capacity building programme for LSPs and social mobilisers. Further details of the type of training required are given in Chapter 4.

It is anticipated that capacity building for LSPs and social mobilisers will be conducted through an intensive process at the start of LGCDP – but that it will also continue throughout the programme period.

OUTPUT OF THIS STEP:

LSPs and social mobilisers fully understanding their roles and tasks and having enhanced capacity to implement these, according to the needs of an extensive social mobilisation programme (transformational approach) in selected VDCs and municipality wards.

3.1.6 *Orient local leaders and local bodies and citizens on social mobilisation*

Purpose

To work in the selected VDCs/municipality wards to introduce the concept of social mobilisation with a transformational approach, its objectives, the activities to be conducted and the expected benefits for the community, to local leaders, existing community based organisations (CBOs), other organisations working in the VDC/municipality ward and to citizens (especially DAGs)

Process

Organise orientation meetings and conduct other exercises with local leaders and with CBOs at village and *tole* levels to discuss and share the plans for social mobilisation within LGCDP and to seek their support for the activities proposed. This is important because many existing CBOs will already have experiences and suggestions on including and working with DAGs that will be of real benefit to the transformational social mobilisation process.

OUTPUT OF THIS STEP:

Local leaders, existing community groups and networks having a better understanding of the social mobilisation approach (transformational approach, the role of social mobilisers and the strategy of LGCDP.

3.2 Situation analysis phase

The purpose of this phase is to use a series of participatory tools and data collection techniques so that social mobilisers, communities and local government gain a better understanding of the local situation especially with regard to the underlying causes of poverty and social exclusion.

3.2.1 *Prepare the VDC profile*

Responsibility: Social mobilliser

To use simple and easily available quantitative data make an early assessment of the VDC situation by preparing a VDC profile.

Process
- Collect secondary information from VDCs (VDC secretaries), municipalities and other organisations to prepare a VDC profile
- Update the VDC level data (as necessary)
- Collect household and other data for these profiles using the data collection form
- Store/compile the collected data

Tools:

- Household survey (Annex 1)
- Institutional Venn diagram

OUTPUT OF THIS STEP:

An in-depth understanding of the current situation of the VDC/ municipality ward and a data set that can be used for future monitoring and evaluation

3.2.2 *Assess existing local organisations and groups*

Responsibility: Social mobiliser

The aim is to find out the level of social mobilisation activity in the past and at present and to identify achievements and gaps – especially in terms of geographical coverage and reach. This includes existing groups that may have been established under other programmes. It is also to see which organisations/programmes are still actively involved with social mobilisation in the VDC/municipality ward and to see what potential exists for harmonisation.

Process:
- Assess NGOs, CBOs etc .from the VDC/municipality ward by analysing secondary sources of information
- Triangulate the accuracy of the data received at during discussions at ward and settlement (*tole*)

Tools:
- Institutional Venn diagram
- Capacity of the community organisation

> **Role of Ward Citizen Forums**
> - Hold regular meetings to discuss issues relating to socio-economic development at the village/ward level
> - Facilitate local situation analysis and identify the needs and priorities of disadvantaged groups
> - Plan and prioritise projects and make budget recommendations for forwarding to the Integrated Planning Committees (IPCs)
> - Support the CACs for their effective operation
> - Attend review meetings of different programmes including public and social audits conducted at the village/ward levels
> - To select one person as a member of the IPC
> - Coordinate with other government and NGO programmes at local level

OUTPUT OF THIS STEP:

An understanding of the institutional and organisational landscape of each VDC/municipality ward. An understanding of who is doing what and where within the VDC/municipality ward (list of organisations and their activities)

3.2.3 *Establish ward citizen forums*

Responsibility: Social Mobilliser

To establish ward level forums that are inclusive of all citizens, especially poor and excluded groups, that can voice local level priorities to the VDC-level Integrated Planning Committee (IPC) and to the VDC council. If IPC is not yet established, the SM can facilitate this as per MLD directives.

Include representatives from different social groups (including elites and DAGs) and also from members of existing active local organisations. Ensure particularly that the voices and views of households who are not members of any local groups can be articulated in the ward citizens forum.

Process

- Facilitate a meeting with local leaders, representatives of existing community based organisations and *tole* level organisations to identify their members who can join the WCF. It is important that individuals are selected through a consensus of all local people.

- Ensure that people who are not members of existing organisations (especially poor and excluded people) are adequately represented in the WCFs.

OUTPUT OF THIS STEP:

A forum at ward level that is socially inclusive and that has capacity to engage with local government bodies – especially VDC and IPC (list of names and records of meetings)

3.2.4 *Identify existing resources, settlement patterns, services and facilities*

Responsibility: Social Mobilliser

The aim is to to get a comprehensive picture of the local situation regarding access to resources; distribution of settlements; availability of public services and distribution DAG households. This is an important analysis that will enable projects and programmes in the VDC/municipality ward to be targeted on the real needs of DAGs.

Tools:

A variety of PRA tools can be used. These can include (but need not be limited to)

- Social resource mapping (Annex 2)

- Power and poverty mapping (Annex 3)

- Also the results of the household survey (Annex 1, from step 3.2.1)

Process:

- Review and analyse the data and information of the available secondary sources

- Identify key informants at ward, settlement and *tole* level to collect factual information/data

- Involve the participants in PRAs e.g. drawing a resource map of the VDC/municipality ward and identifying the existing physical characteristics, services and facilities and resources

- Based on the above information and the information provided in (Annex - Social mapping), prepare a report and engaged in participatory discussion to exchange views and ideas with concerned community participants

OUTPUT OF THIS STEP:

A locally understood picture of the areas/settlements within the VDC/municipality ward where resources are most needed, and an understanding of DAG distribution and needs. The output will consist of a series of PRA outputs and maps.

3.2.5 *Select community facilitators (if required)*

Responsibility: Communities themselves

To identify local persons who will support the work of social mobilisers in certain situations. Community facilitators (if selected) are expected to participate and assist with all the subsequent steps in social mobilisation. In this way their capacity will also be enhanced. Community facilitators will provide support for the ward citizens forum where required. One community facilitator can support up to 3 ward citizens forums.

Process:

- They are local persons and are paid an honorarium and fees on the basis of days worked (rather than a salary)

- Their key role is to act as local resource persons and to assist the social mobilisers in planning, organising and facilitating particular events e.g. REFLECT classes

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OUTPUT OF THIS STEP:

Identified local individuals who will become community facilitators

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3.2.6   *Assess local needs and priorities*

Responsibility: Social mobilisers with support of community facilitators

This is similar to step 3.2.4 except the emphasis is on working at ward level and directly with local people rather than based on secondary information or through VDC/municipality ward mapping.

Process:
- Identify the persons who really represent the poor, women and socially excluded at ward, tole and lane level
- Inform them of a date, time and for the consultation meeting
- Conduct the local community needs identification and prioritisation exercise with their direct/active participation to identify poverty pockets
- For each poverty pocket identify the specific needs of DAGs
- Present the prioritised community needs to the ward committee through the WCF
- WCF to forward these prioritised community needs, along with its recommendations to the IPC
- IPC to forward the proposal to VDC/municipality ward

Tools:
A variety of PRA-type tools can be used including (but not limited to)

- Community needs analysis
- Local need identification and prioritisation
- Pair-wise ranking
- Gender analysis (Annex 5)

OUTPUT OF THIS STEP:

A proposal from each ward identifying poverty pockets and priorities for addressing the needs of DAGs

---

3.2.7   *Carry out gender analysis*

Responsibility: Social mobilisers with support of community facilitators

Gender analysis is required to focus specifically on the needs of women with regard to poverty pockets. For each identified social group, especially DAGs, gender analysis will highlight specific needs of women.

Process:
- Inform the participants and community to gather for gender analysis exercise as per the date, time and venue
- Discuss/clarify the objectives of gender analysis
- Collect information as per the gender analysis form

Tools:
- Seasonal calendar

- Gender analysis and access/control analysis (Annex 4)
- Do an assessment of issues around gender violence
- Women mobility analysis/power analysis

OUTPUT OF THIS STEP:

An analysis that links with the output of step 3.2.6 focusing specifically on the needs and priorities of women.

3.2.8 *Carry out poverty, exclusion and empowerment analysis*

Responsibility: Social mobilisers with support of community facilitators

To help in identification of target groups and causes of poverty and exclusion so that the poor and excluded community members can understand the intrinsic causes of poverty and act upon these. This aims to empower such members to raise their voices and make claims with local bodies.

Process:
- Orient VDCs/municipality wards about poverty , social exclusion and power analysis
- Identify both poor and well-off participants to carry out poverty exclusion and power analysis

Tools:
- Participatory VDC/municipality ward mapping
- Time line analysis
- Caste, dependency, exploitation, livelihood and ethnicity analysis
- Transect walk and social mapping
- Well-being ranking
- Group discussion and brainstorming

OUTPUT OF THIS STEP:

Poor and well off community members have an enhanced understanding of the causes of poverty and have a commitment to play a role in addressing these.

3.2.9 *Carry out disadvantaged group household mapping*

Responsibility: Social mobilisers with support of community facilitators

To identify target households for the social mobilisation process, DAG household mapping will be carried out where it has not yet been conducted by other programmes/projects. The mapping exercise will be undertaken by the social mobiliser (supported by the community facilitator) of the VDC who will form a small team for the exercise. For this purpose the social mobiliser and the team member will be oriented on the DAG household mapping prior to the exercise by the district service provider.

Process
- Inform the community, organizations and individuals (especially DAGs) about DAG household mapping exercise (inform them of date, time and venue for conducting)
- Fix a time, venue and date convenient to DAGs to ensure that they are not excluded from the task
- Conduct DAG household mapping as described in Annex 5
- Identify and map the poorest households and record the information
- Triangulate the information with other groups of participants

Tools

- Well being ranking (this is used to categorise the different groups)

- DAG household mapping (this is used to locate the actual DAGs)

OUTPUT OF THIS STEP:

DAG households in the VDC/municipality ward identified by name and with their location recorded.

3.3   Building capacity and voice phase

3.3.1   REFLECT process

Responsibility: Social mobilisers with support of community facilitators

This is the critical phase of the transformational social mobilisation approach. The key process and tool which will be used initially is REFLECT and power analysis (Annex 6). Other relevant tools may also be used such as the 'Triple A methodology of assessment, analysis and action' in situations where social mobilisers are not familiar with REFLECT.

Figure 3, shows how this REFLECT process extends across several different steps during social mobilisation approach.

The social mobiliser will establish at least 1 Citizen's Awareness Centre (CAC) in each VDC and conduct REFLECT classes for both DAGs and other citizens at the CAC.

Many of the following steps can be carried out through the CACs

Process

1. Establish the Citizens Awareness Centre. In a VDC minimum of at least one centre will be established. The CAC is a forum where citizens, especially DAGs can come together. The community themselves provide the space for the centre.

2. Using the results of step 3.2.9 contact the DAG households. Often these will be households that have been socially, geographically, economically or physically excluded from ward level and VDC level processes. These households are formed into a REFLECT group.

3. At the CAC conduct REFLECT circle/classes for DAGs. Include members of ward-level CBOs in these. The classes aim to identify and address the local issues that affect citizens daily life. Classes should run periodically with at least one every 15 days. The time of meeting will be decided by the communities themselves to ensure their ability to attend.

4. The social mobiliser will facilitate the REFLECT circle/classes based on issues identified in the preliminary stage of the establishment of REFLECT centre. There will be discussion on various development and rights issues among the community members.

5. Issues will be prioritized and discussion, action will be undertaken jointly by the members and citizens along with elite community. The CAC is used to educate citizens about the village situation, budget availability in local government, the process of planning, etc. Disadvantaged people and others are brought together at the CAC to mutually understand and support each other's problems (Annex 6)

> **Citizens Awareness Centres (CAC) and the REFLECT process.**
>
> A CAC is for disadvantaged citizens who are normally left out from previous groups to be brought together every 15 days for 2 hrs to identify, analyse and act upon issues that directly affect their lives.
>
> The social mobiliser and community facilitator hold REFLECT classes at the CAC where they facilitate DAG members on their rights and support them to act on identified issues and enhance their access to services in the community, VDC and DDC.
>
> The REFLECT process empowers DAG members to advocate and lobby for their own rights as well as those of the whole community including the well-off and powerful. This process facilitates the well-off and the poorest to support and understand each other's problems and issues

6. If the DAGs are illiterate, literacy class can be started at the CAC with the financial support of local bodies, line agencies or programme funds.

7. Plans/project developed through the REFLECT process are monitored by the ward citizens forum to ensure they encompass the voices and demands of the poor, women and the excluded from *basti* and *tole* level.

8. The ward citizen's forum will forward such plans to the IPC, which then forwards it to the VDC/municipality ward for approval as a priority.

9. After assessing the plan based on the grant received and on priorities specified by the budget the VDC/municipality ward will submit the plans to the VDC/municipality council for approval.

10. In this way a planning process is developed where DAGs have the opportunity to genuinely contribute to the utilisation of local government resources.

11. Once plans are approved by the VDC/municipality, users groups will be established for their implementation. CBOs will provide the necessary management capacity building training to ensure that the planned programme/activities can be implemented. implement the annual programme approved by the VDC/municipality council.

12. Poor, women and excluded households will be supported to carry out participatory evaluation of the impacts the plans/projects being implemented on their livelihoods.

3.3.2 *Form and/or reorganize community based organisations and tole level organisations*

Responsibility: Social mobilisers with support of community facilitators

Aim of this step is to make existing CBOs (groups) more inclusive and to form new groups consisting of households/members who were not previously included in community groups.

Process:
- Identify the CBOs already established in the VDC/ municipality ward

- Enrol the DAG household members that are not members of any CBO in existing CBOs, if they are interested.

- If DAG households do not wish to join existing CBOs, then form new CBOs and enrol them

- Conduct REFLECT circle/classes for enhancing capacity of the poor and DAG households (Annex 6) or other methodologies

---
OUTPUT OF THIS STEP:

Poor and excluded households become members of existing CBOs or new CBOs are established to cater for their needs

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3.3.3 *Register CBOs/TLOs with the VDC/municipality*

Responsibility: Social mobilisers with support of community facilitators

Aim is to assist CBOs and TLOs in linking with local bodies so that they can access local services and resources.

Process:
- Identify and take stock of CBOs/TLOs

- Facilitate CBOs/TLOs on the advantages for becoming registered and on the processes required. Assist CBOs/TLOs to register with their VDC/municipality

- Assist CBO/TLOs in strengthening their organisational capacity – especially that to take decisions regarding their organisation, programme/projects independently.

OUTPUT OF THIS STEP:

3.3.4 **Enhance the capacity and voice of CBOs/TLOs**

Responsibility: Social mobilisers with support of community facilitators

During this stage the capacity and voice of CBOs/TLOs will be enhanced through training.

Process
- Based on need, identify appropriate capacity enhancement training that can be used for different CBOs.
- Facilitate and deliver training to newly established CBOs and existing CBOs on institutional development, conducting meetings, leadership, communication skills, record keeping and minuting, project implementation process etc.

OUTPUT OF THIS STEP:

CBOs with enhanced capacity

3.3.5 **Engage citizens in VDC planning and resource allocation**

Responsibility: Social mobilisers with support of community facilitators and ward citizens forums

To facilitate the engagement of local people, especially the poor and excluded and their representative CBOs (i) in local government planning processes and (ii) in preparation of budgets

Process (plan submission)
- Inform communities about the planning and budgeting process of the VDC through training and awareness raising sessions and exercises and by providing information. Also refer to MLD guidelines (see Chapter 2)

- Orient communities and citizens on the VDC Block Grant Operation Manual

- Support need identification and facilitate the development of plans and proposals to meet priority needs (via the REFLECT circle/classes and CACs) targeted at poor and excluded.

- Bring these proposals to Ward Citizens Forums for discussion and prioritisation keeping in mind the plan formulation guidelines and budget ceiling and prioritisation

- Assist the Ward Citizens Forums in submitting proposals with recommendations to the VDC/municipality via the Integrated Planning Committee.

- Conduct feasibility studies of the plans submitted by the Integrated Planning Committee to indicate how they will address the demands and voices of the poor and excluded whilst remaining within budget ceilings. Support the VDC council to ratify these plans.

> **Role of the Integrated Planning Committee (IPC)**
>
> - Collect and analyse information and data at village/ward level
>
> - Assess the availability of resources, guidelines and directives forwarded by National Planning Commission, MLD, DDC, etc. for local development purposes
>
> - Assess projects forwarded by different wards for consideration
>
> - Prioritise projects that benefit women, children and other disadvantaged groups
>
> - Select and recommend for implementation projects based on local demands (from WCFs), on guidelines and on available resources

- Support VDCs to submit their applications to the DDC. If they do not have enough resources then make requests to district-based line agencies and for DDC resources, with clear priorities of addressing the demands and voices of the poor and excluded citizens.

- Create awareness on the rights and duties of citizens, including the poor, disadvantaged, women and the excluded groups

- Give orientation on the functions, duties and role of local bodies to the office-bearers of local bodies

Process (budget estimates)

- Prepare budget estimates for proposed plans bearing in mind the various development grants available with the local bodies, expanded block grants and income from mobilisation of own resources

OUTPUT OF THIS STEP:

Plans with associated budgets based around the priorities of poor and excluded citizens submitted through local government processes for funding with VDC block grants – or from other sources.

3.3.6 Build capacity of CBOs/TLOs on project cycle, implementation and management

Responsibility: Social mobilisers with support of community facilitators and LSPs

To enhance the capacities of local bodies, CBOs/TLOs, ward citizen forums, and IPCs by providing training in project formulation, implementation and management

Process:

- Prepare and deliver training in user group/committee formation, conducting meetings, resource mobilisation, accounting, project/scheme repair and maintenance and operation for the implementation of the project sanctioned by the local body

- Prepare and deliver training on the process of programme implementation by local government; formation of users committee (refer to users committee manuals of MLD); the process of sanctioning and spending funds for projects; programme operation work planning

OUTPUT OF THIS STEP:

Citizens, local bodies and CBOs with an enhanced understanding of the planning and budgeting processes being used by local bodies for utilisation of block grants and other funds.

3.3.7 Engage citizens in project/programme implementation

Responsibility: Social mobilisers with support of community facilitators, IPCs and Ward Citizens Forums

To engage citizens in various aspects of plan/programme implementation. This strengthens their ability to monitor such plans and also enhances their awareness and ownership of the activities. It allows them to be more actively engaged in plan implementation.

Process – for plan/programme formulation

- Conduct situation analyses, resource mapping and periodic plan of VDC/municipality ward

- Proposal submission and approval of project

- Things to consider during prioritization of project

- Inventorying and feasibility study of project

- The Integrated Planning Committee to coordinate while formulating plan

- Formulate proposed programme and budget

- List of plans/projects to be prepared by the IPC while recommending projects (3.3.6)

- Socio-economic infrastructure projects

- Inclusive and gender development projects

- Capacity building projects

- Items/headings on which grant amount cannot be spent

- People's participation

Process – for grant sanctioning
- Approval of programme and budget
- Deposit in the local body's bank account
- Classify the budget as current and capital expenditures
- Budget for capital expenditures cannot be transferred to current expenditures

Process – for fund sanction by VDC/municipality
- Deposit in the local body's bank account
- Classify the budget as current and capital expenditures
- Budget for capital expenditures cannot be transferred to current expenditures

Process - for technical supervision, monitoring and evaluation:
- Prepare cost estimate in Nepali language
- Certify the technical appraisal and job completion report
- Carry out terminal evaluation of the project

Process – for verification and clearance/settlement:
- Carry out verification
- Do clearance/settlement

OUTPUT OF THIS STEP:

Citizens and CBOs with an enhanced understanding of the requirements for managing projects/programmes being implemented with funds coming from local government

3.3.8 *Build capacity of CBOs/TLOs in monitoring and evaluation processes*

Responsibility: Social mobilisers with support of community facilitators, IPCs and Ward Citizens Forums

Process:
- Monitor by giving orientation on monitoring the IPC and DAG members of the Ward Citizens Forum in order to carry out monitoring of the project implementation with the participation of the users and stakeholders/claimants concerned
- Monitor the project by preparing annual work plan
- Carry out review and analysis of monitoring report

To build capacity on social accountability performance

Process:
Use the following social responsibility tools to ensure local bodies are accountable towards citizens:
- Public hearing
- Gender audit
- Public audit
- Social/public audit
- Citizens charter

OUTPUT OF THIS STEP:

> *Citizens with enhanced capacity to monitor plans/programmes and thus better able to hold local government to account*

3.3.9 Engage citizens in project/programme monitoring

Responsibility: Social mobilisers with support of community facilitators, IPCs and Ward Citizens Forums

Programme monitoring process:
- Monitoring by the public
- Monitoring by VDC/municipality
- Monitoring by DDC
- Monitoring and review by Ministry of Local Development
- Participate in review meetings and social/public audits and hearings

Process for sustainable operation of project
- Maintain inventory of completed projects
- Assign/delegate responsibility for operation and repair and maintenance of the completed project/scheme

OUTPUT OF THIS STEP:

Citizens actively involved in monitoring plans/programmes and holding local government bodies (at different levels) to account

3.4 Coordination and review phase

In this phase the social mobilisers working with LGCDP will undertake activities for coordination, future needs assessment and for building the capacity of communities to review the performance of their social mobilisers and the social mobilisation programme more widely. Activities include:

- Coordinate and make linkages with other existing organizations/institutions/line agencies/I/NGOs and civil society to avoid ongoing practices of duplication and overlap of social mobilisation activities and to ensure optimal use of resources, information, local knowledge and experience, and dissemination of best practices on social mobilisation
- Hold informal and formal joint planning and review meetings with like-minded organizations/institutions about regarding social mobilisation
- Disseminate best practices through media and workshops
- Accountability with existing programme/projects will established leading towards community
- Coordinate with district-based government and non-governmental agencies and donor agencies involved with natural resources, health, water and irrigation, electricity, education and a range of activities that will support the future sustainability of social mobilisation.

3.4.1 Review social mobilisation activities

Responsibility: DSMC, LSPs and social mobilisers, local bodies and ward citizens forums

Process:
- Review activities undertaken during the first, second and third stages to know the status of the social mobilisation programme
- Review and determine the gaps between what was planned and what was actually carried out.
- Identify the changes brought about by the activities implemented (impacts) based on situation analysis and DAG household mapping.

- Use participatory monitoring and evaluation, opinion surveys, observations, direct interactions, reviews and various periodic progress reports, to evaluate the activities conducted in the second stage of citizens voice and capacity-building, deemed necessary on the basis of situation analysis done in the first stage

- Ensure that local bodies are accountable and responsive to citizens, through the active engagement of the poor, women and socially excluded groups in planning processes.

- Assess impacts (using indicators of well-being) on target households

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OUTPUT OF THIS STEP:

An understanding of what has been achieved through the social mobilisation programmes and an understanding of the gaps and remaining issues

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3.4.2 *Review social mobiliser/community facilitator performance*

Responsibility: LSP, local bodies, ward citizens forums

Process:
- Review the tasks of social mobiliser/community facilitator using various tools

- Determine whether social mobilisers were able to effectively carry out the planned tasks for mobilising the poor, women and socially excluded groups by specially targeting them

- Conduct and review the public hearings every 6 months for measuring the effectiveness of the work of the social mobilisers.

- Ensure that social mobilisers carry out self-appraisal to assess whether they are performing their tasks effectively.

- Identify, test and use indicators for objectively determining whether that the tasks prescribed for social mobilisers have been effectively carried out and that the voices and demands of the poor and the excluded have been addressed and that local bodies have been responding accordingly to the voices of citizens.

- Bring together social mobilisers once every 2-3 months to review, reflect and share best practices

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OUTPUT OF THIS STEP:

An assessment of the performance of individual social mobilisers and identified areas where there are real achievements and gaps

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3.4.3 *Review LSP performance*

Responsibility: DSMC, NSP

The DSMC will meet quarterly with LSPs to chart out the future directions for social mobilisation that will be supported by LSPs. The DSMC will conduct annual evaluations of service providers. The review will answer the following:

- Have improved services and benefits become available through the social mobilisation programme, who received them and what were the returns on the investments made?

- To what extent is participation of the poor, women and others taking place?

- Who has gained and who has lost in the social mobilisation process?

- Which of groups have/have not yet been able to raise their voices and build their capacity?

- Which groups have been able to improve their livelihoods as a result of projects implemented by local bodies?

- What services and benefits are those people affiliated to CBOs for some time receiving?

- What services and benefits those are those people affiliated to CBOs only recently receiving and are these in accordance with their demands and needs?

OUTPUT OF THIS STEP:

An assessment of the performance of LSPs that can be used to improve the social mobilisation programmes in the future.

3.4.4 *Review CBO/TLOs*

Responsibility: IPC, local bodies, ward citizen's forums and social mobiliser

Organize annual review and evaluation workshops with chairpersons and managers of VDC/municipality-level CBOs, office-bearers of ward citizens forum and ward committees, Integrated Planning Committee and VDCs/municipalities and NGOs of relevant level, and representatives of the sectoral agencies, where the social mobiliser presents the annual report, and chalk out the future course of action.

Based on the principal indicators and sub indicators (Annex) conduct annual participatory evaluation to see changes in livelihoods especially those of poor, women and socially excluded people covering the following:

- What needs to be done to enhance the effectiveness of the voices of the poor, women and the socially excluded?

- If the capacity of the CBO is not effective for the poor, women and the socially excluded, what should be done?

- If it has not been possible to make the well-off and the elite poor-friendly to improve the standard of the poor, women and the socially excluded, how to move forward?

- What are the things to be kept in mind to operate the programmes implemented so far in a sustainable manner?

- What additional things need to be done to improve the quality and continuity of service of rural/town experts in order to facilitate the discussions on the burning issues of citizens by sector at the citizen awareness raising centre?

- What things need to be done to make the poor, women and the socially excluded practise savings through cooperative societies and make the savings and credit services more easily available by making it more accessible and simpler?

- What are things need to be done to help make the local bodies more accountable towards citizens by making the coordination and solidarity with CBOs, chairperson/manager meeting, mothers groups, children clubs and such other organizations?

OUTPUT OF THIS STEP:

An annual assessment indicating the impact of the social mobilisation programme and identifying changes that need to be made

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3.4.5 *Identify coming year's programme priorities*

Responsibility: IPC, local bodies, ward citizen's forums and social mobiliser

Based on the previous assessment, identify upcoming priorities/activities/target groups/geographical areas and other factors that will shape the social mobilisation programme.

Process:
- Formulate the programme for the forthcoming year based on the earlier reviews and on participatory monitoring and evaluation

- Utilise the conclusions of the opinion survey of the annual evaluation of the service delivery system

- Utilise suggestions received from the participatory annual evaluation

- Draft a new programme for the forthcoming year on these

- Consult widely on the draft with local bodies, LSPs, social mobilisers, CBOs and TLOs, IPCs and others in the district before finalising the new priorities and approaches

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OUTPUT OF THIS STEP:

A draft of a new social mobilisation programme (for the district) that has been developed through a participatory process and that reflects actual experience.

3.4.6   *Prepare new work plan*

Responsibility: IPC, local bodies, ward citizen's forums and social mobiliser

Process:
- Based on step 3.4.5 and on recommendations from the annual review evaluation workshop, prepare a costed work plan for the forthcoming year

- Discuss with LSPs for the allocation of responsibilities and tasks in the workplan

- Mobilise the budget (development grant) according to the work plan

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OUTPUT OF THIS STEP:

A costed work plan for social mobilisation activities to be implemented in the district in the coming year

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4   Provisions Relating To Social Mobilisers

This chapter deals with the detailed roles, competence levels, appointment provisions, remuneration, incentives, training provisions, code of conduct, qualities and service duration of social mobilisers for LGCDPs social mobilisation programme.

4.1   Roles and responsibilities

1. Support the community in actively engaging with the planning, implementing and resource allocation and monitoring processes of local government bodies.

2. Create awareness and assist communities and citizens in understanding local government planning, implementing and decision-making processes.

3. Carry out local situation analysis to gather information (through various participatory processes and PRA tools) – especially with regard to poverty, social exclusion, access to resources and the activities of development organisations, within the local government area (VDC or municipality ward)

4. Undertake social mobilisation activities using a transformational approach

5. Establish Citizen Awareness Centres (CACs) at ward level and facilitate REFLECT classes through these.

6. Mobilise and build capacity of citizens to engage with local body processes. Ensure that the interests of poor and excluded citizens are fully integrated into local level planning activities and ensure that benefits are equitably shared.

7. Facilitate/assist in identification of the poor, women and other socially excluded groups through the DAG mapping exercise.

8. Build capacity and facilitate poor and excluded people to raise their voice and articulate their specific needs at local development forums (with both government and non-government)

9. Build the capacity of the local communities to assess their current situation and needs and in prioritization of their needs, as well as enhance their monitoring and evaluation capacity for the sustainable use of the local government resources.

10. Ensure active participation of children, the youth, poor, women and DAG members for their development through collective initiatives by employing PRA tools.

11. Identify any citizens who are not associated with any community groups and ensure their full engagement as participants and as beneficiaries of resources/programmes

12. Facilitate community representatives (e.g. in Ward Citizens Forums, IPCs and other networks) to negotiate on behalf of poor, women and other DAGs.

13. Assist in the formation of socially inclusive Citizens Ward Forums and IPCs and facilitate members to actively take part in the VDC planning processes so that the needs of DAGs are reflected.

14. Facilitate the establishment of linkages between communities, VDC, DDC and other development organizations and stakeholders.

15. Facilitate public auditing, public hearings etc to review progress, identify lessons learnt and feed into subsequent local level planning and resource allocation

16. Support citizens and ward citizens forums to follow-up the implementation of local development activities with the appropriate actors

17. Report regularly to local bodies and LSPs on issues arising from implementing the grass roots social mobilisation process

18. Facilitate the formation of users committees for implementation of specific local projects by the VDC/municipality

4.2   Level and qualifications

Areas where social mobilisation programme is being implemented have their own special characteristics. Social mobilisers of various levels and grades will be needed based on analysis of these special characteristics. Therefore, the following provisions will have to be made:

Qualifications of a social mobiliser: A higher secondary graduate, the SM should be interested in working with CBOs in the village/settlement of the local government concerned and with an aptitude for the social mobilisation work.

Qualifications of a community facilitator: At least an eight class pass, the community facilitator should be eager and motivated to engaged in the task of community facilitation in her/his own village. Such community facilitator should be a person selected by the community and residents of the settlement concerned.

4.3 Appointment procedures and contract duration

Provisions will be made for implementing the social mobilisation programme by appointing at least one social mobiliser in every VDC under a contract to LSPs.

The initial contract will be for 1 year. Contracts can be extended depending on performance appraisal and continuation of the social mobilisation programme.

Provision will also be made for appointing community facilitators (CFs), if needed, based on the demands of the community of the VDCs/municipality wards.

The selection, educational qualifications and other standards for social mobilisers and community facilitators shall be as follows:

Position	Social Mobiliser	Community Facilitator
Educational qualifications	*Twelfth class pass (if this level is not available, taking into account social inclusion criteria, DSMC can decide on class 10)*	*Eighth class pass*
Caste/Ethnicity	*Castes/ethnic groups within the village boundaries*	*Castes/ethnic groups within the community*
Geographical region	*From within VDC or nearby area*	*From within VDC*
Work experience	*Experience preferred*	*Experience preferred*
Desirable qualifications	*Motivated towards social service*	*Motivated towards social service*
Priorities	*Women, indigenous nationalities, Madhesi, backward classes, Muslims with experience*	*Women, indigenous nationalities, Madhesi, backward classes, Muslims with experience*
Minimum Age	*21 years*	*18 years*
Sex	*Priority to women*	*Priority to women*

In addition, preference will be given to those who:

- Have prior knowledge of the development grants received by local bodies and of the processes of local government including planning and implementation
- Have other relevant knowledge and experience of social mobilisation

4.4 Remuneration and incentives

- A remuneration of at least NRs 7,000 per month will be provided for social mobilisers
- There will be no bar providing additional incentives to the minimum salary of NRs 7,000 per providing that this does not contravene any prevalent standards and with the approval of the DSMC

4.5 Reporting

- Social mobilisers report to the LSPs that have recruited them.

- LSPs report to the DSMC and to local bodies (VDCs, DDCs and municipalities).
- DDC will forward reports to respective cluster offices who will analyse and compile them for the whole region and submit to LGCDP PCU.

4.6 Training provisions

Training will be provided for enhancing the effectiveness of social mobilisers and community facilitators. Training will focus on these guidelines, social mobilisation tools and techniques; GESI strategy of MLD and on local body planning, implementing and monitoring processes:

Pre-job training: Provision will be made for social mobilisation training based on the transformational approach. Practical exercises on the basis of the work description for social mobilisers (part 4.1) will be provided after their appointment. A National Service Provider (NSP) will provide this training. All social mobilisers will be required to undergone pre-job training.

On-the-job training: On-the-job training will be organized, as needed, to bring clarity in the practices/methods to be adopted by social mobilisers while moving from the first stage to the second stage after joining the job.

4.7 Code of conduct (commitment)

- We are unbiased in our work and in our responsibilities
- We are not be affiliated to any political party
- We are sensitive towards children, youths, disabled and elderly people
- We are gender sensitive
- We will strive to develop empathy with the needs and aspirations of poor and DAGs.

4.8 Personal qualities

Social mobilisers are involved in the task of transforming society. There is no consensus on the personal qualities required, but the following are thought to be important for a successful and exemplary social mobilise. Although these are difficult qualities to measure, interviewers should try to assess whether candidates have these:

- Punctuality
- Gender sensitivity
- Ability to take decisions independently
- Of high moral character

- Dependability
- Commitment to duty
- Good listening skills
- Ability to speak the local language(s)
- Child sensitive and able to communicate with children

- Empathy with poor and disadvantaged people
- Hard working
- Disciplined
- Having the necessary subject matter skills and knowledge
- Analytical and logical
- Patient
- Well-behaved
- Softly spoken and polite

4.9 Service duration

The social mobilisation programme will continue until the termination of LGCDP and social mobilisers will be recruited until that time.

LSPs and social mobilisers will continue (a) only as long as their performance is considered satisfactory and (b) as long as their services are deemed necessary by the local community

5   Implementation and Monitoring For Social Mobilisation

This chapter deals with mechanisms for implementation, monitoring and reporting within the social mobilisation programme of LGCDP.

5.1   National level

MLD/LGCDP will select independent national level service providers (with the help of the social mobilisation thematic group) who will be assigned responsibility capacity building of the district service providers as well as for ensuring the quality of the social mobilisation programme.

5.2   District level

District Social Mobilisation Committees (DSMCs) will be formed as described in part 0. Roles and responsibilities of the DSMC are described in part 0.

5.3   Coordination and capacity enhancement of local bodies

The DDC will coordinate all social mobilisation programmes implemented by different agencies in accordance with the provisions of the Local Self-Governance Act.

LGCDP will enhance the capacity of local bodies to carry out their social mobilisation responsibilities

5.4   Costs and service

The proportional costs (at VDC/municipality ward level) for implementing social mobilisation can be broken into the following way:

- Remuneration of social mobilisers (including overheads of LSP) (65%)

- TA/DA of LSP staff and social mobilisers/community facilitators (5%)

- Data collection, printing and analysis (10%)

- Costs of Citizens Awareness Centres e.g. stationary and payments to resource persons (20%)

- Matching funds from the DDC/VDC can be allocated for social mobilisation.

5.5   Fund flow mechanism

LGCDP will release the budget allocated for the social mobilisation programme at local level to the District Development Fund (DDF)

MLD/LGCDP and the Social Mobilisation Thematic Group of LGCDP will ensure and support the timely release of funds for social mobilisation

5.6   Harmonisation at local body level

Social mobilisation activities of LGCDP will be coordinated and harmonized with district level line agencies, NGOs, donor supported projects in relation to information sharing and monitoring of social mobilisation process. This will avoid the ongoing practices of duplication and concentration of social mobilisation in one area/settlement.

Harmonisation at district/municipality level is the role of the DSMC. Harmonisation at VDC/municipality ward level is the role of local bodies with the support of social mobilisers. Harmonisation needs to ensure:

- Accountability

- Effective social mobilisation

- Linkages between programmes

- Joint planning and joint resource sharing for cost effectiveness

5.7   Harmonisation at national level

The national service provider (NSP) will contribute to ensuring that social mobilisation services are effectively harmonised and reach required quality levels across the country. This will be partially ensured by maintaining a standard level of capacity building for LSPs

5.8   Monitoring and reporting

Monitoring of social mobilisation will focus on process monitoring (of the processes described in this guideline) rather than solely on physical outcomes. Areas to be covered include:

- Changes in assets and services
- Changes in voice and capacity (influence)
- Change in formal and informal policies and practices

Role of the National Service Provider (NSP)

- Build capacity of LSPs and their social mobilisers by conducting pre-job and on-the-job training and coaching
- Provide quality assurance for the social mobilisation services being provided
- Observe and attend DSMC meetings (as far as possible)
- Observe, assist and monitoring the process of recruiting LSPs and SMs
- Harmonise the social mobilisation services

Data will be maintained in a disaggregated form (by poverty, gender, caste/ethnicity, place, etc) in monitoring and reporting forms. A social mobilisation monitoring sub-committee (established as an inclusive body with members from the IPC as well from DAGs) will be established for each district. This subcommittee will be responsible for ensuring that a system is in place for monitoring against the following criteria.

Service providers will submit progress reports (including the budget flow reports) of the social mobilisation programme to the respective DSMC, DDC/municipality/VDC and LGCDP Cluster Office.

5.8.1   *Criteria for monitoring social mobilisation at VDC and municipality levels*

Planning criteria

Monitoring that:

- IPC s effectively follow these Social Mobilisation Guidelines, Gender Equality and Social Inclusion (GESI) Strategy and VDC Grant Operation Guidelines 2064 in the planning process.
- Ward citizen forums and IPCs ensure that sufficient budget is allocated to the VDC yearly plan by giving priority to the poor and excluded.
- Budget allocation in the projects that directly benefit the poor and the excluded is equitable as required by the GESI Strategy and the VDC Grant Operation Guidelines
- Citizens, especially the poor and socially excluded groups, are informed in time about the VDC planning process.
- IPCs hold quarterly meetings, as scheduled, and that decisions are minuted.

Implementation criteria

Monitoring that:

- Citizens, especially poor and socially excluded groups, are informed in time about the VDC/municipality planning and budget allocation.

- Users committees formed for the implementation of the approved project are participatory and inclusive

- Social mobilisers have carried out, or facilitated to carry out, public audits of every project at least twice during the project period.

- The VDC sanctions timely budgets for every project.

- Social mobilisers have facilitated service providing agencies such as line agencies, projects, INGOs and NGOs and the private sector to coordinate and collaborate with each other.

Representation criteria

Monitoring that:

- Political parties and other stakeholders are informed in time for their representation on the IPC and monitoring committee.

- There is equitable representation of community organisations, CBOs and NGOs, women and indigenous in the IPC.

- There is equitable representation of community groups and all citizens (including the poor and the excluded) in the Ward Citizens Forums

Inclusion criteria

Monitoring that:

- The special needs and problems of the poor and the excluded have been addressed in the working process of the local government.

- Ultra poor households are being brought into the national mainstream by uplifting their livelihoods

Knowledge criteria

Monitoring that:

- All citizens including the elite/powerful and the powerless, have conceptual clarity on the status gender, social inclusion and poverty.

- All citizens have knowledge of VDC Grant Mobilisation Guidelines, GESI and other guidelines related to the governmental planning and policy and provisions.

- There is continuous implementation of the REFLECT learning process

- There is continuous analysis of causes of poverty and discrimination involving the poor, excluded and the elites.

- There is an effective facilitation campaign based on the issues identified and learned through the REFLECT process.

Transparency criteria

Monitoring that:

- Decisions related to the VDC plans are broadcast on community FM radio within a week.

- Pressure is put on the VDCs and other service providers to use public hearings, citizens charters and such other tools of citizen accountability within the timeframe prescribed.

- There is transparency of social mobilisers, LSPs, and community facilitators through public hearing s

- Signboards of the IPC, Ward Citizens Forum and VDC are erected at appropriate places, and that decisions are posted in appropriate language within a week.

5.8.2 Monitoring arrangements

LSPs will convene monthly meetings to review progress and discuss social mobilisation issues with social mobilisers and community facilitators. As preparation for this, community facilitators shall convene monthly meetings with Ward Citizens Forums. Service providers will ensure that the social mobilisation monitoring sub-committee is informed by information coming from VDC/municipality and ward level.

Monitoring and Reporting in the Social Mobilisation Programme

Who and when?	Social mobiliser and Community facilitator	Ward citizens forum	IPC	VDC/Municipality ward	Local Service Providers	DDC & DSMC	MLD and LGCDP Community development coordination unit
Monthly	CF reports to to ward citizens forum and SM SM to: • VDC/municipality • IPC • Service provider	Progress monitoring of group & citizen participation: • Access to service • Issues of discrimination • Monthly meetings of CF	Monitoring of subcommittee members • Regular meetings • Monitor citizen mobilisation programme implementation	Monitoring sub-committee: • Hold regular meetings • Monitoring citizen mobilisation programme implementation	• Regular supervision of SMs • Meetings with SMs	• Regular monitoring	• Regular monitoring
Quarterly	SM and CF participation in REFLECT learning and learning reporting and other meetings	Monitoring meeting covering the following: : • Assets • Service • Voice • Impact • Rules of the game	Information (disaggregated) to SMs, LSPs and programme implementation meeting with monitoring subcommittee	Reflection and learning about the three areas/aspects of change	Reflection and learning about the three areas/aspects of change	Reflection and learning about the three areas/aspects of change	Reflection and learning about the three areas/aspects of change
Biannually	Participation in district-level meeting	Public hearing of SM and completed programme	Public hearing and public audit	Public hearing and public audit report	Reporting based on the three areas of change		
Annually	Annual report	Annual report	Annual report	Annual report	Annual report	Annual report	Annual report

6 Annexes

Annex 1: Household Survey Form

Annex 2: Social Resource Mapping

Annex 3: Power and Poverty Mapping

Annex 4: Gender analysis/access, benefit and control analysis

Annex 5: Disadvantaged Household Mapping

Annex 6: Reflect Circle