

Basics of Community Development Programme Management

CDT06104

**The Institute of Adult Education
Distance Education Department
Diploma in Adult and Continuing Education – Through ODL**

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About this module

This module has been produced by the The Institute of Adult Education. All modules produced by The Institute of Adult Education are structured in the same way, as outlined below:

How this module is structured

Module overview:

The module overview gives you a general introduction to the module. Information contained in the module overview will help you determine:

- If the module is suitable for you.
- What you already need to know.
- What you can expect from the module.
- How much time you will need to invest to complete the module.

The overview also provides guidance on:

- Study skills.
- Where to get help.
- Module assignments and assessments.
- Activity icons.
- Units.

We strongly recommend that you read the overview *carefully* before starting your learning.

Module content:

The module is broken down into units. Each unit comprises:

- An introduction to the unit content.
- Unit objectives
- Unit outcomes.



- New terminology.
- Core content of the unit with a variety of learning activities.
- A unit summary.
- Assignments and/or assessments, as applicable.
- Answers to assignments and/or assessments, as applicable

Resources:

For those interested in learning more on this subject, we provide you with a list of additional resources at the end of this module; these may be books, articles or web sites.

Your comments:

When reading this module, we would appreciate it if you would make a few comments to give us your feedback on any aspect of this module. Your feedback might include comments on:

- Module content and structure.
- Module reading materials and resources.
- Module assignments.
- Module assessments.
- Module duration.
- Module support (assigned tutors, technical help, and others)
-

Your constructive feedback will help us to improve and enhance this module.



Module overview

Welcome to this module

Dear learner, welcome to this module. In this module you will be oriented in educational research. The module consists of four units. In Unit One, you will learn the concepts related to research. In Unit Two, you will learn the meaning, qualities and components of research proposal. In Unit Three, you will learn how to obtain sample for your study. In addition, in Unit four you will learn how to analyze and interpret data. Each unit has interesting activities. Make sure you spare enough time for each unit covered. I hope you will enjoy it. Welcome.

Module Outcome



Upon completion of this module you should be able to
.....



Study Skills



As an adult learner your approach to learning will be different from that of your school days. You will choose what you want to study, you will have professional and/or personal motivation for doing so and you will most likely be fitting your study activities around other professional or domestic responsibilities. Essentially you will be taking control of your learning environment. As a consequence, you will need to consider performance issues related to time management, goal setting, stress management, and others. Perhaps you will also need to reacquaint yourself in areas such as essay planning, coping with exams and using the web as a learning resource. Your most significant considerations will be *time* and *space* i.e. the time you dedicate to your learning and the environment in which you engage in that learning.

We recommend that you take time now—before starting your self-study—to familiarize yourself with these issues. There are a number of excellent resources on the web. A few suggested links are:

- <http://www.how-to-study.com/>

The “How to study” web site is dedicated to study skills resources. You will find links to study preparation (a list of nine essentials for a good study place), taking notes, strategies for reading text books, using reference sources, test anxiety.

- <http://www.ucc.vt.edu/stdysk/stdyhlp.html>

This is the web site of the Virginia Tech, Division of Student Affairs. You will find links to time scheduling (including a “where does time go?” link), a study skill checklist, basic concentration techniques, control of the study environment, note taking, how to read essays for analysis, memory skills (“remembering”).

- <http://www.howtostudy.org/resources.php>

Another “How to study” web site with useful links to time management, efficient reading, questioning/listening/observing skills, getting the most out of doing (“hands-on” learning), memory building, tips for staying motivated, developing a learning plan.

The above links are our suggestions to start you on your way. At



the time of writing these web links were active. If you want to look for more go to www.google.com and type “self-study basics”, “self-study tips”, “self-study skills” or similar, then search.

Need help?



Dear learner, in the course of your study, you may need help in various issues such as the location and how to get support from resource centers, clarification of various issues pertaining to your study materials (modules) and so on. If this happens, you are advised to ask for the help from your center coordinator or facilitator, you can also visit the website of the Institute of Adult Education which is www.iae.co.tz or ask for help by using phone no 0222150836, email address: info@iae.ac.tz.



Module Assessment



Each unit has one assignment with their modal answers at the end of the module. Also, there will be one tutor marked assignment when you complete the module. You will be given one project work. Unit assignments are for your self assessment on the unit you have studied, they will not be submitted. You will SUBMIT only one end of the module assignment and project work which will be given to you in the course of your study by module facilitator. The assignment and project work will be submitted to the module facilitator during face to face sessions or through email. This is the part of continuous assessment.




















Therefore, in continuous assessment there will be self-assessments and four teacher-marked assignments, namely project work, end of the module assignment and two tests. The two tests will last for one hour each while you will be given two months from the date you will receive the assignment before you submit it to your module facilitator. Your module facilitator will mark and give you feedback through any reliable means including during face to face sessions. Continuous assessments will take place within a period before the end of the term while end of term examination will be administered at the end of each term.

This is the final assessment. Generally, the Continuous Assessment will carry 50% and Semester Examination will carry 50%. The weight for Tests will be 10% for test I and 10% for Test II while end of the module assignment/homework will carry 5%, portfolio will carry 5%, project will carry 10% and oral questioning will carry 10%.

Getting around this module

Margin Icons

While working through this module you will notice the frequent use of margin icons. These icons serve to “signpost” a particular piece of text, a new task or change in activity; they have been included to help you to find your way around this module. A complete icon set is shown below, we suggest that you familiarize yourself with the icons and their meaning before starting your study.

			
Activity	Assessment	Assignment	Case study
			
Discussion	Group activity	Help	Note it!
			
Learning Outcomes	Reading	Reflection	Study skills
			
Summary	Terminology	Time	Tip
			
Computer-Based Learning	Audio	Video	Feedback
			
Module Outcome	Basic Competence	Answers to Assessments	



Unit 1

Concept of Management to Promote Community Development

Introduction

Before understanding a meaning of management, functions and its importance, let us understand a meaning of community, development, community development, characteristics of community and types of community.

Learning Outcomes



Upon completion of this unit you will be able to:

- Define Management;
- Explain function of management; and
- Outline the importance of Management.

Basic Concepts

What is Community?

Community' comes from the Latin word, '**communitas**' which means as **common**. This means that community is a group of people sharing common living accommodation and goods. *Community a group of people with common characteristics or interest living together within a larger society or a body of person or nations having a common history or common social, economic and political interest (Boothroyd 1990)*. Community is a group of people who live within a geographically defined area and who have social and psychological ties with each other and with the place where they live (Mattessich and Monsey 2004)

What is Development?

A process of social and economic advancement, in terms of the quality of human life. Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components.



What is community development?

Community development is a process where people are united with those of government and other stakeholders to improve the socio-economic and cultural conditions of the community members. Community development is the process by which the efforts of people themselves are united with those of government authorities to improve the economic, political and social condition of these communities into the life of nation and to enable them to contribute of full national progress.

Characteristics of Community.

Dear Learner, Community is a group of individuals having shared space, values and practices. They are seen to be integrated in a network of relationships that foster commonness and spirit of togetherness.

Meaning of community can be better understood if we analyse its characteristics or elements. These characteristics decide whether a group is a community or not. However, community has the following characteristics or elements:

❖ A group of people:

A group of people is the most fundamental or essential characteristic or element of community. This group may be small or large but community always refers to a group of people. Because without a group of people we can't think of a community, when a group of people live together and share a common life and binded by a strong sense of community consciousness at that moment a community is formed.

❖ A definite locality:

It is the next important characteristic of a community. Because community is a territorial group. A group of people alone can't form a community. A group of people forms a community only when they reside in a definite territory. The territory need not be fixed forever. A group of people like nomadic people may change their habitation.

❖ Community Sentiment

Community sentiment refers to a strong sense of awe feeling among the members or a feeling of belonging together. It refers to a sentiment of common living that exists among the members of a locality. Because of common living within an area for a long time a sentiment of common living is created among the members of that area. With this the members emotionally identify themselves. This emotional identification of the members distinguishes them from the members of other community.

❖ Similarity:



The members of a community are similar in a number of ways. As they live within a definite locality they lead a common life and share some common ends. Among the members similarity in language, culture, customs, and traditions and in many other things is observed. Similarities in these respects are responsible for the development of community sentiment.

❖ **Permanence:**

Community is always a permanent group. It refers to a permanent living of individuals within a definite territory. It is not temporary like that of a crowd or association.

❖ **A Particular Name:**

Every community has a particular name by which it is known to the world. Members of a community are also identified by that name. For example, people living in Tanzania is known as Tanzania.

❖ **Size of Community:**

A community is classified on the basis of its size. It may be big or small. Village is an example of a small community whereas a nation or even the world is an example of a big community. Both the type of community is essential for human life.

❖ **Total organised social life:**

A community is marked by total organised social life. It means a community includes all aspects of social life. Hence a community is a society in miniature.

❖ **Identity and Belonging:**

There is feeling of belonging and acceptance of each other as well as security. Thus, one feels a part of the community or a member of a community.

❖ **Human Scale:**

Communities have individuals engaging in face-to-face interactions. They are in that sense primary groups who are in direct contact with one another.

Types of Community

Dear Learner, there are, five different types of communities. You can classify every type of community by the purpose that brings them together.

- i) **Community of Interest.** A community for people whom share the same common interest. Or Communities of people who share the same interest or passion. Example Chelsea FC,



Simba SC and Yanga SC.

- ii) **Community of Action.** A community with a goal to use collective power to make change in the world. Or Communities of people trying to bring about change. Example of this community are Oxfam and Care,
- iii) **Community of Place.** Communities of people brought together by geographic boundaries. Example Tanzania
- iv) **Community of Practice.** A Communities of people in the same profession or undertake the same activities. Examples Laywer.com, Universities.
- v) **Community of Circumstance.** Communities of people brought together by external events/situations. An example is MS Word.

Management

When human being started group activities for the attainment of same common objectives whenever a group is formed and a group activity is organized to achieve certain common objectives **management** is needed to direct, co-ordinate and integrate the individual activities of a group and secure teams work to accomplish organizational objectives.

Meaning of Management

Management began to materialize as a practice during the Industrial Revolution, as large corporations began to emerge in the late 19th century and developed and expanded into the early 20th century. Management is regarded as the most important of all human activities. It may be called the practice of consciously and continually shaping organizations.

Management may be defined in many different ways. Many prominent authors on the subject have defined the term "**management**". Some of these definitions are reproduced below: -

George R Terry - "**Management** is a distinct process consisting of planning, organising, actuating and controlling performed to determine and accomplish the objectives by the use of people and resources".

Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals efficiently and effectively

“**Management** is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals”. Koontz and



O'Donell.

According to **Stanley Vance** - "Management is simply the process of decision-making and control over the actions of human beings for the express purpose of attaining pre-determined goals".

Also, according to **Harold Koontz** Management is the art of getting things done through and with the people in formally organized groups."

In conclusion, Management is a vital aspect of the economic life of man, which is an organized group activity. A central directing and controlling agency is indispensable for a business concern. The productive resources –material, labour, capital etc. are entrusted to the organizing skill, administrative ability and enterprising initiative of the management.

Management is a technique of extracting work from others in an integrated and co-ordinated manner for realizing the specific objectives through productive use of material resources. Mobilising the physical, human and financial resources and planning their utilization for business operations in such a manner as to reach the defined goals can be benefited to as management.

Functions of Management

Management has been described as a social process involving responsibility for economical and effective planning & regulation of operation of an enterprise in the fulfilment of given purposes. Different experts have classified functions of management.

According to Luther Gullick has given a keyword '**POSDCORB**' where P stands for Planning, O for Organizing, S for Staffing, D for Directing, Co for Co-ordination, R for reporting & B for Budgeting.

Also, according to KOONTZ and O'DONNELL stated that management's functions are Planning, Organizing, Staffing, Directing and Controlling.

The following are functions of Management.

i. Planning.

Planning is a basic managerial function. Planning helps in determining the course of action to be followed for achieving various organisational objectives: It is a decision in advance, what to do, when to do how to do and who will do a particular task. Planning is a process which involves 'thinking before doing'. Planning is concerned with the mental state of a manager. He



thinks before undertaking a work.

The process of Planning involves a number of steps: (i) gathering information; (ii) laying down objectives; (iii) developing planning premises; (iv) examining alternative courses of action; (v) evaluation of action patterns; (vi) reviewing limitations (vii) implementation of plans.

ii. Organizing.

In the words of Koontz and O'Donnell, "Organising that part of managing that involve establishing and intentional structure of roles for people in an enterprise to fill." Organisation provides the necessary framework within which people associate for the attainment of business objectives. Louis A. Allen describes organisation as, "the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives.

iii. Staffing.

Staffing is filling, and keeping filled, positions in the organisation structure through defining work-force requirements, appraising, selecting, compensating and training. Thus, staffing consists of the following: Manpower planning i.e., assessing manpower requirements in terms of (i) quantity. (ii) recruitment, selection and training; (iii) Placement of man power; (iv) development, promotion, transfer and appraisal (v) determination of employee remuneration.

iv. Directing:

Directing is concerned with carrying out the desired plans. It initiates organised and planned action and ensures effective performance by subordinates towards the accomplishment of group activities. Direction is called management in action. "Directing concerns the total manner in which a manager influences the actions of subordinates.

v. Co-ordination:

Co-ordination is one of the most important functions of management. It is essential to channelize the activities of various individuals in the organisation for the achievement of common goals. Co-ordination creates a team spirit and helps in achieving goals through collective efforts. It is the orderly arrangement of group effort to provide unity of action in the pursuit of common objectives.

vi. Controlling.

Controlling can be defined as determining what is being accomplished, that is evaluating the performance, if necessary, applying corrective measures so that the performance takes place



according to plans. Control is the process which enables management to get its policies implemented and take corrective actions if performance is not according to the predetermined standards. According to *Theo Haimann*, “Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting, if necessary, to correct any deviation”

vii. Supervision:

Supervision is another important element of directing function of management. After issuing instructions, the manager or the supervisor has to see that the given instructions are carried out. This is the aim of supervision. Supervision refers to the job of overseeing subordinates at work to ensure maximum utilisation of resources to get the required and directed work done and to correct the subordinates whenever they go wrong.

Level of Management

The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position. The levels of management can be classified in three broad categories:

1. Top level / Administrative level
2. Middle level / Executory
3. Low level

Managers at all these levels perform different functions. The role of managers at all the three levels is discussed below:

i. Top Level of Management

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

ii. Middle Level of Management

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management.

iii. Lower Level of Management

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent.



Importance of Management

Management is overall the most important factor because no business runs on itself, even no momentum. Every business needs repeated stimulus which can only be provided by management. Thus, management is dynamic, life-giving element without which the “factors of production “will remain as were factors not become “Production “.

- **Effective utilization of resources:** Management tries to make effective utilization of various resources. The resources are scarce in nature and to meet the demand of the society, their contribution should be maximum for the general interests of the society.
- **It helps in Achieving Group Goals** - It arranges the factors of production, assembles and organizes the resources, integrates the resources in effective manner to achieve goals. It directs group efforts towards achievement of pre-determined goals.
- **Reduces Costs** - It gets maximum results through minimum input by proper planning and by using minimum input & getting maximum output. Management uses physical, human and financial resources in such a manner which results in best combination. This helps in cost reduction.



- **Essentials for Prosperity of Society** - Efficient management leads to better economical production which helps in turn to increase the welfare of people. Good management makes a difficult task easier by avoiding wastage of scarce resource. It improves standard of living.
- **Establishes Sound Organization** - To establish sound organizational structure is one of the objectives of management which is in tune with objective of organization and for fulfilment of this, it establishes effective authority & responsibility relationship.
- **Development of resources:** Management develops various resources. This is true with human as well as non-human factors. Most of the researches for resource development are carried on in an organization way and management is involved in those activities.

Unit Summary



Management plays a great role in promoting community development in the following aspect like management enable the projects launched and innovative, it lead opportunity to the people in decision making process and contributing of programs to major professions.

Unit Assignment



- 1.
- 2.
- 3.

Unit 2

Basic Functions of Management in Community Development

Introduction

Management has been described as a social process involving responsibility for economical and effective planning & regulation of operation of an enterprise in the fulfilment of given purposes. It is a dynamic process consisting of various elements and activities.

Learning Outcomes



Upon completion of this unit you will be able to:

- Explain the following terms (coordination, supervision, organizing, leading and controlling);
- Examine the duties of supervisor in community development activities; and
- Outline the qualities of good supervisor in community development.

Explain the Following Terms Used In Management.

i. COORDINATION

The coordinating function controls all the organizing, planning and staffing activities of the company and ensures all activities function together for the good of the organization. Coordinating involves communication, supervision and direction by management (Robert, C 2013). "Coordination is balancing and keeping together the team by ensuring suitable allocation of tasks to the various members and seeing that the tasks are performed with the harmony among the members themselves.

ii. SUPERVISION

Supervision is a Latin Word. Super means '**from the above**' and vision means '**to see**'. Supervision refers to the direct, immediate guidance and control of subordinates in the performance of their jobs. Thus, the activity of supervision is concerned with the direction, guidance, control and superintendence of the



subordinates.

iii. ORGANIZING

Organizing is the process of assembling and assigning the human, financial, physical, informational, and other resources needed to achieve goals (Bateman & Snell, 2013). Involves division of work among people whose efforts must be coordinated to achieve specific objectives and to implement pre-determined strategies.

Organizing is the process of defining and growing the activities of the enterprise and establishing authority relationships among them. Organizing is very important in Management because it facilitates efficient management, it facilitates coordination and communication, it facilitates specialization, it facilitates growth and diversification and it ensures optimum use of resources.

iv. LEADING

Leading is stimulating high performance by members of the organization (Bateman and Snell, 2013). This function is getting members of the organization on board with your plan.

v. CONTROLLING

Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting, if necessary, to correct any deviation. Controlling ensures that there is effective and efficient utilization of organisational resources so as to achieve the organisational goals. Controlling is very important because it facilitates decision making, Effective plan Implementation, facilitates motivation – A control system is most effective when it motivates people to high performance.

Control is installing processes to guide the team towards goals and monitoring performance towards goals and making changes to the plan as needed (Bateman & Snell, 2013)

Controlling involves establishing performance standards and monitoring the output of employees to ensure each employee's performance meets those standards.



Summary.

Every function of Management Process is very important to achieve the objectives of the organization, managers must use these functions like strategies to work easier and more efficient.

Duties of Supervisor in Community Development Activities

Supervisors are those having authority to exercise independent judgments in hiring, discharging, disciplining, rewarding and taking other actions of a similar nature with respect to employees. In community development Supervisor is an individual immediately in line after management who is responsible for monitoring and regulating a community development member in their performance of delegated duties of community development programme. *The following are the duties of supervisor in community development programme*

- i. **Planning and Organizing** - Supervisor's basic role is to plan the daily work schedule of the workers by guiding them the nature of their work and also dividing the work amongst the workers according to their interests, aptitudes, skills and interests.
- ii. **Provision of working conditions** - A supervisor plays an important role in the physical setting of the factory and in arranging the physical resources at right place. This involves providing proper sitting place, ventilation, lighting, water facilities etc. to workers. His main responsibility is here to provide healthy and hygienic condition to the workers.
- iii. **Leadership and Guidance** - A supervisor is the leader of workers under him. He leads the workers and influences them to work their best. He also guides the workers by fixing production targets and by providing them instruction and guidelines to achieve those targets.
- iv. **Motivation** - A supervisor plays an important role by providing different incentives to workers to perform better. There are different monetary and non-monetary incentives which can inspire the workers to work better.
- v. **Controlling** - Controlling is an important function performed



by supervisor. This will involve recording the actual performance against the time schedule, checking of progress of work.

- vi. **Linking Pin** - A supervisor proves to be a linking pin between management and workers. He communicates the policies of management to workers also passes instructions to them on behalf of management.
- vii. **Grievance Handling** - The supervisor can handle the grievances of the workers effectively for this he has to do the following things, He can be in direct touch with workers, winning the confidence of the workers by solving their problems.
- viii. **Reporting** - A supervisor has got an important role to report about the cost, quality and any such output which can be responsible for increasing productivity. Factors like cost, output, performance, quality,
- ix. **Introducing new work methods** - The supervisor here has to be conscious about the environment of market and competition present. Therefore, he can innovate the techniques of production. He can shift the workers into fresh schedules whenever possible.

Qualities of good Supervisor in community development

A good community development supervisor should have the following qualities. These qualities will help the community development supervisor to work with communities in good manner.

Effective Communication

Communication skills are one of a good supervisor's most important assets. They need to assign projects clearly and communicate important information to staff regularly. Transparency is essential, and supervisors should strive to keep an open door for employees to approach them with their needs or



issues.

Conflict Resolution

Conflict can happen in a work environment. A good manager recognizes this and creates an effective method of minimizing friction and dealing with it when it takes place. Being a good listener and mediator is also vital in tricky situations.

Strong Leadership

The supervisor should serve as an example to their staff. They must assert leadership and make their employees want to follow them as they take their organization through regular business changes. A strong leader will encourage their group, improve teamwork and lead the way to success.

Critical Thinking

There are many tasks that a supervisor needs to deal with that require excellent critical thinking skills. With a high-level position comes more responsibilities and more decisions to be made. Critical thinking skills make the decision process more manageable.

Time Management

Time management is essential in a business with deadlines and deliverables. Being able to juggle timelines and meet goals regularly means supervisors must be aware of when things need to be completed and how much time it takes to do them – plus getting their team to work on the same timeline.

Priority Management

Managers must also be able to structure the workload to ensure all projects are given the correct amount of priority and that high-priority projects are finished first. They need to be familiar with all company goals in order to determine which tasks are the most important.

Diversity Awareness

Diversity is crucial in organizations today. A great manager recognizes this and encourages their company to continue working on company diversity and inclusion (D&I). The supervisor may even decide to join the team that works on D&I to help with the initiative more.



Problem Solving

When issues in the workplace arise, supervisors should use their skills to handle them. Excellent problem-solving skills help a manager assess the situation at hand and develop an effective plan on how to tackle it.

Guiding Workloads

Supervisors need to guide the overall work of their employees. Their view of work must be broader than that of their employees. Being an effective supervisor means understanding the bigger picture and adjusting work to accommodate that. They must give direction and carry it out purposefully, plan the workflow and give active direction to staff members.

Workload Organization.

Constantly changing office priorities means that a supervisor must continually organize the work. They need to consider the demands placed on the employees when they are organizing the workload. They should also recognize the employees' needs and listen to feedback when making work and organizational decisions.

Staff Development

A large role of a supervisor is developing personnel. Thorough and strategic employee development is essential for happy and satisfied staff, so supervisors should get to know their subordinates' strengths and ambitions so they can help them grow as valuable assets within the company.

Unit Summary



Unit Assignment

- 1.
- 2.



Unit 3

Applying Functions of Management to Promote Community Development Activities

Introduction

The implementation of community development program aims to enhance community development and decrease poverty in rural and disadvantaged areas. In the promotion of community development activities, it needs effective supervision in order to achieve a target goal planned by the community. Community development seeks to empower individuals and groups of people with the skills they need to effect change within their communities. Supervision is a process that involves a manager meeting regularly and interacting with workers to review their work.

Effective management of human resources requires that workers know exactly what task they are expected to perform have the necessary skills and resources to perform these tasks, and receive feedback that assist them in improving their performance.

Learning Outcomes



Upon completion of this unit you will be able to:

- Explain the role of supervision to promote community development;
- Outline the tools of supervision to promote community development; and
- Prepare tools of supervision to promote community development.



The Role of Supervision to Promote Community Development

The word supervision is the combination of two words, i.e., supervision where **super** means over and above and **vision** means seeing. So, supervision means seeing the activities of employees or people from over and above.

Supervision means instructing, guiding, monitoring and observing the employees or people while they are performing jobs or other community development activities in the society or organisation. Thus, supervision implies guiding and looking after the work of the subordinates so as to ensure that the work is being done according to the norms laid down for the purpose.

Supervision is a Latin Word. Super means ‘from the above’ and vision means ‘to see’. In ordinary sense of the term, supervision means overseeing the activities of others. In management supervision means “Overseeing the subordinates at work with authority and with an aim to guide the employees, if he is doing wrong.”

Overseeing is to be done at all levels of management from top to bottom; Lower-level management or first-line supervisors oversee the work of operative staff, while middle and top management remain busy in overseeing the work of their subordinate management members. But in the ordinary sense of the word, supervision is concerned with directing and guiding non-management members of the organization

‘Supervisors are those having authority to exercise independent judgments in hiring, discharging, disciplining, rewarding and taking other actions of a similar nature with respect to employees. **The supervision has the following roles in promoting community development activities.**

i. **Optimum Utilization of Resources:**

When the workers or people who engaged in community development activities are constantly monitored or observed then they always use the resources in the best possible manner which leads to minimum wastage. But if there is no supervision or check on workers they may result in wastage of resources.



ii. Improves Communication:

Supervisors issue instructions and orders to all the subordinates or people and make sure that these instructions and orders are clear to all the members. While playing the role of the linking pin or mediator the supervisor tries to remove the communication gap between the superiors and subordinates as he passes on the complaints and problems of subordinates to superiors and instructions of superiors to subordinates.

iii. Improves Motivation:

The relationship with the supervisor is a very good incentive to improve the motivation level of the employees or people who are engaging in community development programmes. While guiding the employees or people the supervisors encourage the subordinates to perform to their best capacity.

iv. Maintain group unity:

Supervisor plays a key role in maintaining group unity among workers or people working under him or her maintains harmony among workers by solving their disputes. It maintains unity among workers. Supervisor plays an important role in sorting out internal differences and maintaining harmony among workers.

v. Planning and Organizing the Work:

A superior acts as a planner and a guide for his subordinates. A schedule of work is prepared so as to ensure an even and steady flow of work. The supervisor lays down production targets for the workers and determines the methods and procedures for doing the work.

vi. Feedback:

A supervisor compares the actual performance of workers against the standards laid down and identifies weaknesses of workers and suggests corrective measures to overcome them. In this way, workers can improve their performance in future.

vii. Facilitates Control:

Control means match between actual and planned output.



Whenever the workers are under constant supervision or monitoring then step by step check is kept and if they are deviating from plan then immediate instructions are issued by the supervisor.

viii. Controlling Performance:

Supervision ensures performance of work as per the targets. Supervisor assumes responsibility for the accomplishment of task undertaken and motivates his fellow workers.

ix. Link between Workers and Management:

A supervisor is a representative of the management and a very important figure from workers point of view. He communicates the policies of the management to workers (downward communication) and also provides feed back to the management as to what is happening at the lowest level (upward communication).

x. Issue of Orders and Instructions:

The workers require guidance of supervisor at every step. He clears their doubts and tells them the proper method of doing a job. A sub-ordinate can give better performance when he knows the work he is supposed to do.

xi. Proper Assignment of Work:

A supervisor makes systematic arrangement of activities and resources for his group. He assigns work to each worker and delegate's authority to workers. Workers feel frustrated when the work being done by them is not properly arranged. Some workers may sit idle whereas others may be overburdened if work is not properly assigned.

Summary

Dear learner, Supervision deals with instructing, guiding and inspiring human beings towards greater level of performance. The effectiveness of supervision is determined by the degree of performance extracted from the subordinates. Effective supervision gives proper guidance to the subordinates and motivates them properly for the achievement of organisational objective.



The Tools of Supervision to Promote Community Development

Group Conference. It is basically a cooperative, problem-solving activity which seeks a consensus regarding the solution of the problem rather than a decision. Conferences may be of some individual staff with the supervisor or many be of many staff meeting the supervisor. In the situation when the supervisor has observed certain drawbacks in a staff, individual conference is of greater value, which helps for frank and free discussion. Sometimes the drawbacks may be with many staffs, which are common, and situation demands a group meeting or conference. In such situation, group meetings and conferences are of great value.

Demonstration in working: Supervisory programme fundamentally concerns the improvement of activities, the supervisor visits the area of working and observes the functions of the staffs and gives feedback, which is a very valuable one.

Observation visits: According to this one staff observes the work of the other staffs. Some good staffs are models and they have their unique way of doing their work. It can be of two types which are Intra - among the institutional staffs and Inter - among the other institutional staff.

Making correspondent and keeping records: Supervisor will keep very good records and maintain it, by questionnaires filled up by the staffs, orders, circulars on information. Thus, on the basis of information available in his office makes the plan of work.

Unit Summary





Unit Assignment

1.



Unit 4

Community Resource Mobilization to Enhance Community Development

Introduction

Dear learner, how can an organization raise the income needed to carry out its mission? Where are the required resources? How do you sustain your organization and work? These are the key questions confronting organizations when they consider how to maintain their work and strengthen organizational sustainability.

Learning Outcomes



Upon completion of this unit you will be able to:

- Define resource mobilization;
- Explain resource mobilization strategy;
- Explain sources of resource mobilization; and
- Explain resource mobilization in community development.

Resource Mobilization

Before understanding a meaning of resources mobilization, lets us define mobilization and resources.

Mobilization

Mobilization is the process of putting people into readiness for active service or of arousing the interest and consciousness of a group of people in a programme, which would be of benefit to them. (Imhabekhai,2009). Mobilization is one of the basic strategies of community development (C.D). In other words, the concept of “mobilization” organizes and brings people together to address existing problems and participate in the decision-making



process. Since decisions affect the community, community members need to develop their capacities in understanding and addressing such problems.

Resources

Resources are understood as material, good or services that help fulfil the organization's needs. Material, money, human, means and time are the resources that are used by group, Organization and Individual to fulfil their objectives. Resources have three main characteristics: utility, limited availability, and potential for depletion or consumption. It is essential to know the types of resources, its normal availability and estimated cost to attain the required resources in order to carry our works as per objectives of organization. Examples of resources include Money or cash (Financial resources are the monetary sources an organization can use to complete goals), human resources are employees who help a business run, Physical resources are tangible assets that a company may use to create and distribute its products or services. Some examples of physical resources include equipment, production or storage facilities and inventory stance/Cooperation and free service and facilities.

In economics a resource is defined as a service or other asset used to produce goods and services that meet human needs and wants. Economics itself has been defined as the study of how society manages its scarce resources.

What is resource mobilization?

Resource mobilization is the process of getting resource from resource provider, using different mechanisms to implement the organizations work for achieving the pre- determined organizational goals. It deals in acquiring the needed resources in a timely cost-effective manner.

Resource mobilization advocates upon having the right type of resource, at the right time, at right price with making right use of acquired resources thus ensuring optimum utilization of the same.



Resource Mobilization refers to all activities undertaken by an organization to secure new and additional financial, human and material resources to advance its mission. Inherent in efforts to mobilize resources is the drive for organizational sustainability.

OR

Resource Mobilization is a process, which will identify the resources essential for the development, implementation and continuation of works for achieving the organization's mission.

In real terms, Resource Mobilization means expansion of relations with the Resource Providers, the skills, knowledge and capacity for proper use of resources. Resource mobilization may be defined as a management process that involves identifying people who share the same values as your organization, and taking steps to manage that relationship.

Resource Mobilization does not only mean use of **money** but its extensiveness denotes the process that achieves the mission of the Organization through the mobilization of knowledge in human, use of skills, equipment, services etc. Resource mobilization refers to all activities involved in securing new and additional resources for your organization. It also involves making better use of, and maximizing, existing resources. Resource mobilization is often referred to as '*New Business Development*'.

Resource Mobilization Strategy

1. Submitting proposals to a typical donor agency is the most conventional way of getting support
2. Organizing fundraising events where you invite guests and request donations for your organization
3. Donation boxes where you request small amounts of money from public
4. Collecting in-kind contribution such as used clothes, furniture, books, vehicles or even buildings



5. Volunteer support where volunteers provide their time and resources to support the work of your organization
6. Income from business-oriented projects of your organization like selling of publications, offering consultancies, microfinance, microinsurance or micro-enterprise-based activities.

Sources of Resource Mobilization

❖ Government grants:

Resource mobilization can be done through availing the various Government grants. There are grants available for supporting various types of community development programme. It is important to have sufficient knowledge of these provisions when working in the field of resource mobilization.

❖ Public revenue raising efforts:

This is also called finance campaigns. Organisations working in various fields engage in fund raising efforts. The dos and don'ts when meeting the donors is already mentioning the details of fund raising. (Chawla 1996)

❖ Contributions from private donors:

Non-monetary contributions from private donors sometimes play an important role in the process of resource mobilization. Here also, the do's and don'ts of practice when meeting with the donors need to be kept in mind. (Chawla 1996).

❖ Foreign assistance:

There are funding agencies of various types, funding for various types of developmental needs. Many of these are funding in the field of community development activities also. Availing funding from them requires preparation of a detailed write up called project proposal, stating things in detail. (Chawla 1996)

❖ Self-Contribution:

The most effective tool of resource mobilization is self-contribution. Before collecting resources from other organization, it would be good for every organization or community to start some work from self-contributions. An organization or community



beginning with self-contribution can win the trust of the resource providers quickly. So, it would be appropriate to leave the tradition of starting any work after receiving resources from others and begin with self-contribution. Even if there is absence of big source or skills, organizations or community should begin programs to mobilize the community to run small programs and raising awareness/advocacy.

❖ **Advocacy:**

Advocacy has been proved an important mechanism among the mechanisms of Resource Mobilization. A farsighted organization skilled in resource mobilization receives resources by advocating on the wish of the donor agencies and their issues of concern. Apart from this, advocacy on the government issues and the issues of the local community will help identify the various levels of resources.

❖ **Applying for donations:**

This type of mechanism of Resource Mobilization requests for donation, fund handover or any precious things from various organizations like cottage industry, Trade and Individuals (both national and international) and private institutions.

❖ **Program based on the genuine needs of the community:**

Even if the organization uses all the mechanisms none of the mechanism would be effective if the organization does not formulate and implement programs based on the genuine needs of the community. If you formulate programs in order to fulfil the needs of its target community as a mechanism, then the community/stakeholders will themselves advocate for receiving resource. In this way, an organization making effective resource mobilization formulates programs that address the genuine needs of the community and the burden of resource mobilization for it will be taken up by the community.

In this manner, identification of the genuine needs of the community and 38 formulation and implementation of programs accordingly can be taken as a mechanism of resource mobilization, for which the community will become active for resource



mobilization rather than the organization and the community will advocate for resource while the organization should also advocate for the real issues of the community.

❖ **Submitting grant proposals:**

This is one of mechanism of mobilization of resources and mentions the response of the request of proposals made by various NGOs, Government, National and International Organizations. Even in the community level local leaders and other people could prepare a piece of project proposal and requesting resources for implementation of Community development programmes.

❖ **Membership Campaign:**

Membership campaign in one important mechanism of Resource Mobilization. By increasing its membership, the organization can expand its relations with membership from people with different capacities, and can mobilize every resource with them for the mission of the organization. For example, give membership to the businessmen of the district. Distribute members to representatives of the various sectors of the society.

❖ **Organizing special events:**

These events are ways of receiving money which will be carried out by NGOs relating to the field or community. These occasions will be held in order to celebrate any special festival. The occasions may or may not be related to the programs. For example, of events related to the program, organize rallies related to the program and examples of events not related to the program would be cultural events, exhibition for assistance, exhibition.

❖ **Use of Media:**

The world today is a network of information and communications. Media persons and various media work to build this network. For resource mobilization every organization should take the support of the media for all its work including for its achievement, future plans and expansion of relations. In this connection, the NGO should work together with the media in reaching its issues, achievements and plans to the resource providers. There are many examples where the media has not only publicized but also advocated for various programs. Such advocacy from the media



will increase the possibility of resource mobilization. So, every NGO should publicize their issues and achievements at the local, regional and national media and as far as possible use media as a friendly power to collect resources. Though the media may not provide cash resource, they can publish for free the case study, success stories, future plan, issues and reports.

❖ **Expanding relations:**

There are some sayings in the Resource Mobilization sector, "Resource Mobilization is not only to receive resources but also receive friends." Expanding of relations is an important mechanism of Resource Mobilization. The more an organization expands its relations there will be more resource mobilization. So, it is said that the Organization with a successful resource mobilization receives resources from friends than oneself.

❖ **Mobilization of local resource:**

An organization that can extensively use local resources, its relations at the local level would be profound and transparent, as every organization has to be community-based for external resource mobilization. In order to mobilize local resources, the organization has involved the community in every phase of the program, from writing proposals, holding three-months and biannual evaluation meetings, periodic review with the stakeholders, social auditing, distribution of progress reports and analysis of the views of the stakeholders while formulating the organization's strategic plan

❖ **Formal tea party:**

Personal contact and get-together are an effective mechanism of resource mobilization. The organization looking for resources can host special tea party (reception) for local and external resource providers on the occasion of a special event/festival of the place or country. Such occasions will be of a big help in expanding relations and contact. In such functions, the resource **providers should be felicitated or** provided small gifts from locally distinguished person. But if such functions are held frequently then their utility



will gradually disappear. The organization sells tickets to a social event, concert, dance, or sports tournament and adds a margin of profit. You can also sell crafts, T-shirts with your logo, or food at the event to make more money.

❖ **Becoming an Informed Community:**

The process of community mobilization typically begins with problem identification based on relevant and reliable information. Actions resulting from community mobilization must be informed by solid and reliable information if positive changes are to occur.

Resource Mobilization in Community Development

The community participation in project resource mobilization significantly influenced project sustainability. Community should participate in mobilization of labour, initial project capital, and fund for operational and maintenance. The participation boosted project performance and eventually led to project sustainability. Efficient and effective deployment of resources, detect waste and errors and minimize them, Maintain and guarantee the quality of resources, Optimize the cost and profit, Fund raising for community development

Continuation of the required resources, provide effective public services, improve quality and productivity, Minimize conflicts and unhealthy competitions

Unit Reflection





Unit Assignment





Unit 5

Apply Set of Procedures in Mobilizing Resources in the Community

Introduction

Dear Learner, how can an organization or community can raise the income needed to carry out its mission? Where are the required resources? How do you sustain your organization and work? These are the key questions confronting organizations when they consider how to maintain their work and strengthen organizational sustainability. Resources Mobilization refers to all activities undertaken by an organization to secure new and additional financial, human and material resources to advance its mission. Inherent in efforts to mobilize resources is the drive for organizational sustainability.

Learning Outcomes



Upon completion of this unit you will be able to:

- Explain steps of resource mobilization;
- Identify partners in resource mobilization;
- Prepare resource mobilization tools; and
- Explain the importance of mobilizing resource in the community.

Explain Steps of Resource Mobilization

Resources mobilization is the process it needs approaches or steps to be followed when mobilizing resources can be identified in five steps that sequentially flow into each other. The following are steps or approaches designed by the FAO (2016).

Step 1. Identifying funding sources

There are many different types of potential resource partners that can be engaged with. From your initial analysis of potential



partners, you should look to match mutual interests in areas where you require support and where a potential partner will also benefit from the end result. To do this, you can use web searches, subscribe to for a where members include potential partners, join groups and networks and engage other countries who have been successful in their resource mobilization efforts to learn from them. When undertaking Step One it is important to consider the current resource environment, which can change frequently. This can include a potential partner's interests, the mode of funding or support and the terms which may accompany a partnership agreement. With each type of partner there will be different requirements and modalities.

The type of support a potential partner can offer will also vary. Apart from traditional financial resources, there are other kinds of support that may be beneficial to you. Through the advancement of technological developments worldwide there has been an intensification of in-kind resource contributions, as it is significantly easier to gain access to highly skilled human resources without ever needing to recruit, hire and relocate them to a specific location

Step 2. Engage

This should include approaching potential partners on a regular basis and being honest and transparent to build a good partnership foundation. There are many aspects to consider when approaching a potential partner, to be sure that you communicate information in the most appropriate and appealing way. To do this, you should tailor your engagement with consideration of the following point such as meet face to face as much as possible, have a mix of people on your team to do 'the sell and develop interesting advocacy material. Use every opportunity to engage. During engagement of potential partners, it is always important to remember you are trying to sell yourselves to them. Therefore, you need to make sure your presentations, proposals or concept notes are relevant to their interests.



Step 3. Negotiate

Negotiation is perhaps the most complex step in the resource mobilization approach; therefore, it is important you have the right people available on your team to undertake this role. This step occurs when you are finalizing the terms of your partnership, with the agreement the end product of negotiations. Often a partnership will have a set of standard conditions to be met, including rules, procedures and requirements for using the resources. Some of these may be open to negotiation and where possible your objective should be to keep the partnership and the resulting agreement as flexible as possible. This will allow for adaptability when small changes occur. However, if the circumstances around your agreement change too much, then it is likely an amendment will be necessary, which will be included as a clause in your agreement.

Step 4. Manage and report

The appropriate management of a project or initiative for which you have gained support is very important to ensure effective and efficient implementation. This ensures your partner has recognition for their contribution and helps to maintain a positive partnership.

The management of your project or initiative throughout its duration may be formalized in your agreement and at a minimum will include requirements for a responsible officer to oversee the management of the project, reporting of work activities and budget expenditure. This management is most effectively undertaken by closely following the project work plan and timeline, which is often in the form of a logical framework.

Step 5. Communicate results

To communicate results of your project you should have communication planned at the beginning of your partnership. This communication can be done internally or by an external professional, which is dependent on what expertise you have available to you. Your messages should be appropriate for your audiences, which may result in developing multiple products to achieve this. Project results can be used to advocate what you have achieved and the value of the work you do, in conjunction with



your resource partner. The use of brochures and factsheets is an effective way to do this, as well as delivering presentations at conferences and relevant committee meetings. How you choose to communicate is up to your country/organization, but at a minimum should acknowledge your partner, key results, lessons learned and opportunities for future work.

Identify Partners in Resource Mobilization

Resource Providers refers the different individuals/organizations that provide resources to any organization or in the community. There are many international organizations, groups and individuals that provide resources in order to fulfil the organization or community goals. The groups have been classified as follows:

❖ **Individual:**

Individuals may be the possible group of resource partners. They can mobilize assistance by mobilizing the assistance of friends, relatives, colleagues, by taking activities together ahead and by increasing advocacy. They can provide cash, volunteers, goods or services in the form of resources.

❖ **Organizations/Institutions:**

The resource providers assist the organization's programs and as a motivator to the organization provide resource for the local development and development of the community. Because many of organizations are motivated to assist community-based activities.

❖ **International Non-Government Organizations:**

International NGOs provide assistance in the form of wealth. They provide assistance to the on-going program or planning of other projects of the NGO through the bidding process or to the proposed project of the NGO individually or on a partnership basis.

❖ **National Governments:**

National Governments are responsible for essential services like health, education, transportation. They provide salary, treatment service, transportation and education. They provide grants for special services and are responsible to take approval of the



development and policy of the outline of the programs and the working policy.

❖ **Businessmen/Private sectors:**

They provide assistance in the form of donations in the areas of their liking. It takes time to develop relations for this type of assistance and apart from this; the additional assistance is made from the business point of view.

❖ **Other Groups:**

Many people are affiliated to specific groups interested in religious belief, education, employment, social work and games. They will have the capability of assisting in the form of volunteer service.

The Importance of Mobilizing Resource in the Community

Resource mobilization refers to all activities involved in securing new and additional resources for your organization. It also involves making better use of, and maximizing, existing resources. The following are the advantages of Resources mobilization in the community development: -

- To diversify and expand resources.
- Help to formulate and independent budget.
- To break the tradition of running the specific programs of any donor agencies only.
- To decrease dependency on others.
- It improves for sustainability of the organization/ Community and programs
- For maximum use of domestic capital and skills.
- To expand deep relation with stakeholders and community.
- To develop new thinking and challenge the old tradition.
- To runs the program based on the genuine needs of the community.
- To full fill responsibilities toward the community.
- To disseminate good practices of the government.
- Ensures the continuation of your organization's service provision to clients.



Summary

Resource mobilization often focuses on generating funds. However, it must also include building valuable contacts and networks, and earning the interest, support, and in-kind contributions of people important to your organization. So, resource mobilization goes beyond fund raising; it is friend raising as well.

Unit Reflection



Unit Assignment





Unit 6

Community Development Skills to Mobilize Resources for Community Development Projects

Introduction

Dear learner, Community mobilization seeks to create social change by building awareness and empowering community members to take charge of their own development through engaging in a collective and interactive process. Community mobilization is an important means for introducing the demand driven/ bottom-top approach. It is an initial stimulus for communities to get involved and participate in developmental projects in the community. Mobilization is a very powerful empowerment tool for the communities to own interventions that are intended to solve their problems. Community mobilization helps in the formation of management committees and also encourages the management committees to be gender-balanced. In this way, the communities become part and parcel of their own problem-solving apparatus.

Learning Outcomes



Upon completion of this unit you will be able to:

- Explain community mobilization skills;
- Outline community mobilization strategy to mobilize resources; and
- Identify required skills in mobilizing resources.

Community Mobilization Skills

Before explaining a community mobilization skill lets us first define the meaning of community and community mobilization. **What is a community?** A Community is defined as a group of people living together in the same geographical area and share the same customs, practice and beliefs.

Community mobilization is the process of engaging communities



to identify community priorities, resources, needs and solutions in such a way as to promote representative participation, good governance, accountability and peaceful change. Community mobilization can help meet the challenges of societies in transition by changing attitudes, norms, practices and behaviours of individuals as well as groups. As a result, communities are able to better assess their needs, identify options for addressing them, prioritize, leverage resources and create solutions.

Community mobilization is a process that brings together different societal factions to deal with something such as a health crisis, a social problem, or an environmental issue. Everyone gets involved, including local, national, and federal government groups, NGO's, religious groups, businesses, and individuals. Benefits of community mobilization include the sharing of resources and funding; more effective problem-solving; better representation of voices within the community; and accountability.

The following are the community mobilization skills: -

- i) Good communication skills
- ii) Decision making skills
- iii) Patient skills
- iv) Negotiation skills
- v) Volunteer skills
- vi) Committed
- vii) Command
- viii) Facilitation skills.
- ix) Strong Leadership skills



(Communities often get together to do communal tasks)

Community mobilization is a capacity-building process through which community individuals, groups, or organizations plan, carry out, and evaluate activities on a participatory and sustained basis to improve their health, education, food security, etc., and other needs, either on their own initiative or stimulated by others.

Community mobilization ensure better quality and efficient service delivery, increase access to services at community level, empower communities to enjoy their rights , enable communities to manage and sustain investments, ensure income generation and ability to absorb shocks equity, equality and respect for people’s rights and especially the rights of the poor and the vulnerable, increased productivity and employment opportunities for sustainable livelihoods, Improved food security, Strengthen early warning systems for the community and ensure sustainable utilization of natural resources.

Advantages of community mobilization

There are several advantages of community mobilization that will help local ownership and the sustainability of the health programmes. Community mobilizations helps to motivate the people in your community and encourages participation and involvement of everyone, as well as building community capacity to identify and address community needs (Figure 2 below).

Community mobilization also promotes sustainability and long-term commitment to a community change movement. In addition, it motivates communities to advocate for policy changes to respond better to their health needs.

Community mobilization has a lot of benefits. When people and groups come together, they are more likely to address the denial of an issue in a more effective way. They can put pressure on a government to change laws and policies. Community mobilization can also empower people by giving them a voice and the opportunity to actively participate in making change a reality. Being able to share resources also helps facilitate more effective solutions and prevents overlap between organizations and their goals. With pooled resources, a coalition can achieve a lot more together than if the resources were broken up.



Figure 2: A community working together will make sure that programme resources will be complemented by community resources

Community Mobilization Strategy to Mobilize Resources

❖ Self-Contribution:

The most effective tool of resource mobilization is self-contribution. Before collecting resources from other organization, it would be good for every organization or community to start some work from self-contributions. An organization or community



beginning with self-contribution can win the trust of the resource providers quickly. So, it would be appropriate to leave the tradition of starting any work after receiving resources from others and begin with self-contribution. Even if there is absence of big source or skills, organizations or community should begin programs to mobilize the community to run small programs and raising awareness/advocacy.

❖ **Mobilization of local resource:**

An organization that can extensively use local resources, its relations at the local level would be profound and transparent, as every organization has to be community-based for external resource mobilization. In order to mobilize local resources, the organization has involved the community in every phase of the program, from writing proposals, holding three-months and biannual evaluation meetings, periodic review with the stakeholders, social auditing, distribution of progress reports and analysis of the views of the stakeholders while formulating the organization's strategic plan

❖ **Formal tea party:**

Personal contact and get-together are an effective mechanism of resource mobilization. The organization looking for resources can host special tea party (reception) for local and external resource providers on the occasion of a special event/festival of the place or country. Such occasions will be of a big help in expanding relations and contact. In such functions, the resource **providers should be felicitated or** provided small gifts from locally distinguished person. But if such functions are held frequently then their utility will gradually disappear. The organization sells tickets to a social event, concert, dance, or sports tournament and adds a margin of profit. You can also sell crafts, T-shirts with your logo, or food at the event to make more money.

❖ **Becoming an Informed Community:**

The process of community mobilization typically begins with problem identification based on relevant and reliable information. Actions resulting from community mobilization must be informed by solid and reliable information if positive changes are to occur.



❖ **Applying for donations:**

This type of mechanism of Resource Mobilization requests for donation, fund handover or any precious things from various organizations like cottage industry, Trade and Individuals (both national and international) and private institutions.

❖ **Program based on the genuine needs of the community:**

Even if the organization uses all the mechanisms none of the mechanism would be effective if the organization does not formulate and implement programs based on the genuine needs of the community. If you formulate programs in order to fulfil the needs of its target community as a mechanism, then the community/stakeholders will themselves advocate for receiving resource. In this way, an organization making effective resource mobilization formulates programs that address the genuine needs of the community and the burden of resource mobilization for it will be taken up by the community.

In this manner, identification of the genuine needs of the community and 38 formulation and implementation of programs accordingly can be taken as a mechanism of resource mobilization, for which the community will become active for resource mobilization rather than the organization and the community will advocate for resource while the organization should also advocate for the real issues of the community.

❖ **Submitting grant proposals:**

This is one of mechanism of mobilization of resources and mentions the response of the request of proposals made by various NGOs, Government, National and International Organizations. Even in the community level local leaders and other people could prepare a piece of project proposal and requesting resources for implementation of Community development programmes.

❖ **Membership Campaign:**

Membership campaign in one important mechanism of Resource Mobilization. By increasing its membership, the organization can expand its relations with membership from people with different



capacities, and can mobilize every resource with them for the mission of the organization. For example, give membership to the businessmen of the district. Distribute members to representatives of the various sectors of the society.

❖ **Organizing special events:**

These events are ways of receiving money which will be carried out by NGOs relating to the field or community. These occasions will be held in order to celebrate any special festival. The occasions may or may not be related to the programs. For example, of events related to the program, organize rallies related to the program and examples of events not related to the program would be cultural events, exhibition for assistance, exhibition.

❖ **Use of Media:**

The world today is a network of information and communications. Media persons and various media work to build this network. For resource mobilization every organization should take the support of the media for all its work including for its achievement, future plans and expansion of relations. In this connection, the NGO should work together with the media in reaching its issues, achievements and plans to the resource providers. There are many examples where the media has not only publicized but also advocated for various programs. Such advocacy from the media will increase the possibility of resource mobilization.

Identify Required Skills in Mobilizing Resources

Resource mobilization strategy provides an essential roadmap and spells out how resources are to be leveraged to meet your organization 's resource needs. Resources mobilization strategy coordinate how you contact resource partners and build a long-lasting relationship with them;

- i) Understand and be able to apply learning and behavior change principles and theories
- ii) Be politically, culturally and gender sensitive
- iii) Excellent communication skills-- LISTEN!
- iv) Facilitation skills; know and use appropriate methods/techniques.



- v) Technical knowledge skills
- vi) Possess program design and management skills.
- vii) Organizational development skills (group dynamics, structures, etc.)
- viii) Be able to assess, support and build community capacity/competency (organization, participation, leadership, management, link to external organization).

Unit Reflection



Unit Assignment





References