



2013

Social Mobilization Manual



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Table of Contents

Sr. No.	Description	Page No.
1.	Concept of Community Organization	3
1.1.	What is community Organization	3
1.2.	Why does community need to be organized	3
2.	Function of Community Organization	3
3.	Composition of a Community Organization	4
3.1	General Body	4
3.1.1	Officer Bold	4
3.2.	The roles and responsibility of the general body-GB	4
3.3.	Roles and Responsibility of Office Bearers	5
4.	Record Keeping and its Importance	6
4.1.	Organizational record shows us the following	6
5.	Record Keeping at CO Level	6
5.1	Record Keeping at FU/ SMT Level CO File	7
5.2	Record Keeping at FU / SMT Level Sectoral File	7
5.3	Savings and Bank Account	7
6	Process of Community Organization Formation	8
7	Salient Features of an Exemplary Community Organization	8
8	The maturity indicators of a CO	9
9	Mandatory Savings & Internal lending for Assessing the Revolving Credit Grant	9
10	Improvement in the number of basic facilities and quality of such facilities	10
11	Improvement in the capacity to plan and implement development activities in cooperation with local government and o the private sector	10
12	Gender Inclusion	10
13	Awareness of Rights and Participation in Local Government	10
14	Threats to a Community Organization	11
14.1	Resistance	11
14.2	Subordination	11
14.3	Ineffectiveness	11
14.4	Mal Practices	12
15	Activist and his/her Importance	12
15.1	who is Contact Person	12
15.2	Characteristics of a Contact Person	13
15.3	Tools for identification of contact person	13
15.4	Steps for identification of a contact person	13
15.5	Qualities of the Activist	13
15.6	Role and Responsibilities of the Activist	14
15.7	Capacity Building of the Activist	14
16	Annexure	16-21



1. Concept of Community Organization

1.1. What is Community Organization?

Group of people with one or more shared goals and common Group endeavors' for the development of the village through mobilizing local resources by involving all stakeholders collectively.

1.2. Why does community need to be organized?

To create collective platform / action for undertaking development initiatives.

To create opportunities for sustainable livelihood and improved living conditions.

To enable community for participation in the development process.

2. Functions of the Community Organization

- Mobilize saving to provide credit to the community members and promote income generation and employment opportunities;
- Execute / manage small scale development projects with participation of village community.
- Facilitate village community in getting know - how / awareness about their constitutional rights, registration in voters list and linking them with banks and other financial services institutions.
- Facilitate village community in getting access to improved and affordable irrigation facilities, productive physical infrastructures and market opportunities.
- Facilitate community in getting timely, appropriate and affordable agriculture inputs, extension services and access to market outlets.
- Arrange and participate in developing human skills and harvesting them for taking advantage of incoming opportunities.
- Facilitate community to get access to and / or establish facilities of primary health care and primary education with special emphasis on sanitation, conservation, cleanliness and portable drinking water.
- Mobilize community and take preparedness measures for disaster risk reduction and climate change management.



3. Composition of a community organization

- The minimum number of members required for a community organization is fifteen.
- There will be one member from each household.
- The member will be an adult with an age of CNIC.
- The member shall be resident of the village.

3.1. General Body:

The composition of the general body will be as following:

Patron

Life Members

Ordinary Members

Honorary Members

Cooperative Member

3.1.1. Officer Bold:

There will be three main officer bearers of a community organization:

1. President
2. General Secretary
3. Treasure / Finance Secretary

3.2. The roles and responsibility of the general body-GB

- To develop principles, values, vision/mission and objectives of CO
- To formulate the constitution, Policy and Programs for the CO
- To make any types of amendments in the constitution or policy of the CO
- To be responsible to conduct elections as per policy
- To approve any proposal or program recommended by the executive body / project committee
- To resolve any conflict, solve any problem
- To decide any issue regarding membership (addition / expelling)
- To make any decision about budget
- To ensure proper audit and accountability



3.3. Roles and Responsibility of Office Bearers

President:

- To ensure that the CO remains true to the Constitution
- To lead, guide and support the activities of the CO
- To use casting vote in the case there are equal votes for two candidates
- To preside all meeting including meetings of the steering / project committees
- To take special initiatives in the time of emergency / need

General Body

- To take responsibilities of all administrative activities of the CO
- To consult with President in all matters as per Constitution to take efforts for the implementation of all resolutions and decisions approved by the project / business committee
- To ensure that regular general body meetings are conducted
- To call for any emergency meetings
- To participate in all general body and project committee meetings
- To keep and update all necessary registers of the COs.
- To record all proceedings in the register
- To Check all financial accounts and send to the cashier as per rules
- To prepare financial report and submit it before general body and project committees for approval
- To make any correspondence on behalf of the CO
- He will be member of any sub committee

Treasurer / Finance Secretary:

- To be overall in charge and therefore responsible for all financial matters and accounts
- To operate bank account of the CO and cosignatory on the account along with President and General Secretary
- To receive fees, donations, grants and any other payments and issue the receipts accordingly
- To make presentation of monthly expenses and incomes before Karobari committee
- To prepare the annual budget and present to before Project Committee
- To keep some petty cash determined by the project committee for the day to expenses of the CO
- To be accountable to the auditor appointed by the General Body.



4. Record Keeping and Its Importance:

Record keeping has got a very significant importance in organizational management for transparency and keeping track organizational activities and accounts. This record helps the organization develop and maintain an image to all stakeholders.

4.1. Organizational record shows us the following:

- Knowledge about basis of the organization including vision, mission, objectives, structure and different tiers of the organization
- Active role of the Organization
- Awareness about decision making process and mechanism
- Learning about financial transparency of the organization
- Norms, values and practices prevailing in the organization

5. Record Keeping at CO Level

- NPSC Record
- Application of Interest for Formation
- Copy of Terms of Partnership
- Documented Process for selection /election of CO Managerial Positions
- Photo Copy of CNICs (all member's)
- Bank Information
- Cheque Book
- Proceeding Register
- Copy of resolutions
- Attendance and Saving Register (member Pass Book)
- Credit Register
- Bank Book and / or 6 monthly bank statement
- Members Development Plan
- Village Development Plan
- Co members Registered as Voters in Voters list
- Training /Awareness of Rights
- CNICs of Female Members and documented process for attaining CNICs
- Project Record



5.1. Record Keeping at FU/ SMT Level CO File

- Copy of Situation Analysis
- Poverty Status of CO Members as per NPSC
- CO summary sheet
- Copy of members CNIC
- Application of interest for CO formation
- Original copy of TOP (with list of CO members)
- Copy of resolutions
- Members Development Plan-MDP
- Village Development Plan
- List of vulnerable
- Sectoral information

5.2. Record Keeping at FU / SMT Level Sectoral File

- Social Organization (PI Register)
- Training
- Community Physical Infrastructure
- Livelihood
- Public Service Delivery
- Vulnerability
- Rights
- Spatial Planning
- Disaster Preparedness
- Gender

5.3. Savings and Bank Accounts

- It is Mandatory for every CO to open a bank account for the financial management and transparency. The account will be jointly operated by the Office Bearers of CO. The President, General Secretary and the Finance Secretary will be the co signatory of the CO Account.
- It is also mandatory for every member of the CO to make a minimum saving amount to be deposited in the bank. The minimum savings limit is to be decided by the general body.



6. Process of Community Organization Formation

Step-1 First Contact

Step-2 Identification of Contact person

Step-3 Situation Analysis (Transit walk, social mapping, Base line information collection)

Step-4 Identify the entry point / common interest.

Step-5 Series of dialogues and completion of base lines data

Step-6 Organize the community (CO, VO, interest group etc)

Step-7 Identification of activist

Step-8 Develop Objectives of organization by community

Step-9 Elect office bearers or representatives of organization

Step-10 Sign terms of partnership between community and partner organization

Step-11 Decide meeting dates, time, venue and bank for organizational account.

Step-12 Develop poverty profile by community

Step-13 Identify priority needs of community

Step-14 Prepared community action plans / list of activities at:

- Village level
- Household level
- Individual level

Step-15 Monitor and evaluate the progress of community organization on monthly, quarterly and annual basis. Tools will be CO meeting, activist workshop, special review meetings, record of CO etc.

Step-16 Advocacy for social and political education.

7. Salient Features of an Exemplary Community Organization

- The members of a local organization have a clear understanding about the concept of self help and self reliance through community development and its own duties and responsibilities within a community organization.
- The members of a community organization have collective and participatory approach towards the solution of their common problems.
- They believe that all are for one and one is for all - and have a sense of ownership feeling and collective belonging.
- The community organization tries to promote the common interest of its members and to facilitate them in the attainment of their needs, Minority benefits should be considered minor and secondary factors by community organization.



- Regular meetings and savings is a regular business of the community organization in order to promote the habit of thrift and saving among the members and to generate capital for self financing.
- Community organizations have the spirit of self management, self help and self reliance.
- The community organization is free of all political and sectarian issues and its sole objective should be the promotion of socio economic interest of its members. They, however, must make the community members aware of their right to vote and their understanding as to how they can effectively exercise this right.
- The office bearers are devoted and dedicated leaders and sincere to develop their communities.
- The community organization initiates some socio economic activities from time to time from their own resources.
- It establishes links with other institutions and agencies for the comprehensive village development.

8. The Maturity Indicators of a CO

The following are some of the indicators of a mature CO

8.1.0. Self management and accountability

- Within 2 years of first CO formation in a village level organization (VO) will be created in at least 65% of villages
- Within one year of VO formation 25% of newly formed VOs will be federated in LSO.
- Each higher organizational tier that is formed VO and LSO or its equivalent will also be composed of at least 40% women and 65 % poor.
- All newly formed COs will follow guidelines (as established by ELI) for transparent selection /election processes.
- Financial records and minutes of all meetings will be maintained at the CO level and will be known to all members (e.g. amount of collective savings and CO borrowers)

9. Mandatory Savings & Internal lending for Assessing the Revolving Credit Grant

- All COs will have a mandatory saving program with monthly saving levels determined by the each CO
- All COs that have been in existence for one year, should be engaged in some internal lending good record keeping.



10. Improvement in the number of basic facilities and quality of such facilities

- All COs will develop a strategic village / UC level development plan when they are first formed
- Years after the first CO is formed in a village, there will be visible improvement in the availability and or quality of at least one basic public facility at the village level

11. Improvement in the capacity to plan and implement development activities in cooperation with local government and o the private sector

- 2 years after the first CO is formed in the village at least 80% of all community assets created by community own efforts without any PO support.
- 2 years after the first CO is formed in the community there will be a visible improvement in livelihood related community activities (such as efforts to obtain crop insurance, marketing, bulk purchasing etc)
- Within 1 year of CO formation, at least 25% of COs will be engaged in some development activities with local government and or the private sector.
- 2 years after CO formation, at least 65% of CO should try to access resources from public and private organizations.
- 6 months of COs formation, the CO will initiate some disaster preparedness activities in the village.

12. Gender inclusion

- At least 75% of all women in a COs will have CNIC
- At least 75% of all male and female births and deaths among CO member households will be registered.
- At least 75% of all women in COs will be sufficiently aware of their basic constitutional rights of inheritance, their basic rights under marriage.
- Within 2 years of the formation of the first CO in a village, there will be at least a 40% improvement in the primary and a 25% improvement in middle school enrollment rate for girls among CO members.

13. Awareness of Rights and Participation in Local Government

- At least 75% of all CO members, men and women, in the village will report adequate awareness of their basic rights under the constitution.
- At least 75% of all men and women in COs will be registered voters and aware of the importance of their vote and the secrecy of the ballot.



14. Threats to a Community Organization

14.1 Resistance

Community organization can encounter active and passive resistance from many sources, like local elite, political leaders, religious leaders and in some cases may be area administrators. To avoid such resistance the programme should have an equitable and supportive role for all walks of life and for all governmental and nongovernmental organizations in the area. The community workers would have to use all organizational tactics to deal with all such people during his interaction and motivational visits.

14.2 Subordination

Some time the community organization is dominated by the prosperous farmers, merchants and other businessmen and the organization is converted to the services of vested interest people and not the whole community. Moreover, in some cases, the main cause of the damage or effectiveness of a community organization may be leadership; and today's leadership might become tomorrow's oligarch to use the local organization for his own vested interest. The factor, which leads to dominate, is the lack of managerial skills between the leaders and the followers.

The major measures for controlling dominance is the training of members of the local organization in participation, decision making and other organized activities. Regular follow up, general conferences of the representatives; papers on different activities and on performance of local organization and its wider distribution or reading in the general meetings can improve such situations.

14.3 Ineffectiveness

Community organization might become ineffective to its members in due course to time. This is mainly due to lack of skills in organization development, accounts and planning work. The other reasons include no risk taking nature of the rural people and uncertainties surrounding the rural life. The community worker will have to train the office bearers in particular and general members in book keeping, organizational



work and resource mobilization from the community itself through their leaders. Fund raising through donation, and saving will considerably improve the effectiveness of a local organization, Similarly, follow ups by the social organizers are also helpful in keeping the community organization effective.

14.4 **Mal Practices**

Dishonesty and lack of dedication are the common problems for the survival of community organization. Sometime individuals use community organization for their own interest or for the interest of his friends and family, which diminishes the collective interest of its members. Sometimes the funds are miss appropriated and used for the above purpose smaller groups.

Regular meetings and simplification of the procedure can overcome the mal practices in the smaller groups, there is more interaction and all members know each other through their names, faces and performance and such cases there is more group pressure to handle the funds honestly. Similarly, general body meeting makes the representation more effective and prevents misappropriation.

Simple book keeping procedures can enable the community members to understand the financial position of community organization and their own liabilities. The important point for the sustainability of an organization is to encourage and reinforce members' commitment to their organization and to their sense of responsibility towards the organization.

15. **Activist and His / Her Importance**

15.1 **Who is Contact Person?**

A person who has a good will among the community and has capability /capacity together the community when and where needed. It may be school teacher, retired army man, Imam Masjid or social / political activist of that locality. Importance of the Activist is the main driving force behind any successful CO. Therefore, it is the prime responsibility of support organization staff to seek out the activist from the moment of initial contact with the community. The crucial role of the activist in fostering institutions at the grassroots, that their capacities be enhanced to enable them to effectively manage the CO.



15.2 **Characteristics of Contact Person**

- Majority of community members have trust.
- Bearing neutral personality
- People respond her / his call
- Willing to work as a social change agent.
- Spare her / his time for community activities
- Unbiased

15.3 **Tools for Identification of Contact Person**

- Transect Walk
- Semi structured interview
- Observation
- Past history
- Traditional events

15.4 **Steps of Identification of Contact Person**

- Prioritize the list of contact person
- Interview the identified person
- Grading of persons
- Identifying the person through common man
- Segregation of civil society segments
- Selection of Area

15.5 **Qualities of the Activist**

- Belong to the village where the CO is formed
- Preferably be literate
- Have the reputation of being honest
- Not be selfish
- Be the person most aware of the issues faced by the villages
- Be comparatively resourceful in terms of time and finances
- Have a track record of making efforts for the betterment of the of the people of the village.
- Be trusted and respected by the community
- Be progressive, tang a leading role in adopting new technologies
- Have sufficient time for development activities.



15.6 Role and Responsibility of Activist

- Conduct regular CO meetings
- Prioritize the needs of the CO, based on discussions with the CO members
- Keeps himself / herself abreast of the current information and knowledge, so to facilitate the community in solving its problem
- Ensures the equitable distribution of benefits of social organization among all the CO members.
- Increase the beneficiary base interventions
- Contacts all households at a location and encourage them to organize
- Increase the membership of the CO, especially by encouraging the poor sections of the community to joining the CO
- Develop a saving culture trend to avail credit to increase the capital base and income to the community.
- Take initiative and adopting modern and better technology
- Maintain baseline data of the CO members for impact assessment at a later stage
- Assist the CO in identifying appropriate persons for training in new skills and ensure the effective utilization of trained activists.
- Establish productive linkages with the departments and private agencies, without the assistance of support organization

15.7 Capacity building of the Activists

The main thrust of Social Mobilization staff remains to improve the management capabilities of activist through training events.

- Activists Workshop
- Community management skill training
- Leadership and Management skill training.

Annexure /Formats



Terms of Partnership (TOP)

CO ID: _____

CO Name: _____ Type of CO:

Male/Female/Mixed: _____

Number of Members: Male _____ Female _____ Total _____

Settlement: _____ Village: _____ Union Council: _____ Tehsil _____

District _____

Name	Father's/Husband's Name	Gender Male/Female	House Hold	Member ID	Date of Joining	Date of Leaving	Contact No.	Signature



Annex-II

Preceding Register CO

Meeting Date: _____ Meeting Time _____ Meeting No. _____
 CO ID: _____ CO Name _____
 Total Member: _____ M _____ F _____ Agenda: _____
 Present Member _____
 Previous Saving Rs. _____
 Last Deposit Slip No. _____
 Present Saving Rs. _____
 Total Saving Rs. _____
 In the meeting these (tick the relevant) issues were discussed:
 Vulnerability Rights Special Planning Disaster Management
 Preceding: _____

Decision

Present Meeting Decisions	Responsible members for the implementation of the decisions		Date	
	Member ID	Name	Starting Date	Ending Date
1.				
2.				
3.				
4.				

Next Meeting Date: _____ Time _____ Location _____

Agenda : 1. _____ 2. _____ 3. _____

Visitors Name _____ Detail _____

Remarks _____

Manager's Name _____ Signature _____



Annex-III

First Contact / PI Dialogue Register

S. No	Date	Settlement	RV	Purpose of visit				Name of Contact Person	Conducted by (Name & Designation)	Sign.
				FC	PI	Dial (with No.)	CO Form			



Annex-IV

Member List Part of TOP

CO Name: _____

Type of CO: Male / Female / Mixed _____

Number of Members : Male _____ Female _____ Total _____

Settlement: _____ Village: _____ Union Council _____

Tehsil: _____ District _____

Name	Father/Husband Name	Gender	HH ID	Member ID	CNIC	Date of Joining	Date of Leaving	Title	Sign



Annex-V

Member Development Plan

Co Name _____ Total Membership _____

S. No	Name & Parent age of Member	Age	Educ.	No. of Dependants	Source of Income	Monthly Income	Plans to Improve Income	Res. Available	Res. Required	Support required from PO	Sign



Annex-VI

Village / Settlement Development Plan

S. No	Project Title	Est. Cost	Available Resources	Required Resources	Beneficiaries
		Financial, Material, Technical, Natural etc.		Indv.	HHS

Names and Signatures of CO Members

Name	Signature	Name	Signature	Name	Signature
Name and Signature of Social Organizer					