Description of Community Development
Tasks for ToRs

Task #1: Community Development Mapping
Purpose: to identify existing local and regional community development programs and their implementers that may be potential resources or partners in the implementation of the community development program.

Steps:
1) Review existing community development initiatives in the immediate area of the Company's facilities and more broadly in the geographical area (region, country) where the Company implements its operations;
2) Assess community development impacts achieved under each of the intitiatives, and highlight constraints, opportunities and lessons learned. In particular, differentiate those projects for which monitoring and evaluation have been undertaken;
3) Identify successes and their fit and suitability with respect to local institutional and regulatory settings;
4) Identify possible partners for the Company's program who have demonstrated successful community development projects and who are willing to work with the Company's host communities; and
5) Prepare a report on the findings of the mapping.

Task #2: Socio-economic Baseline Survey
Purpose: to inform stakeholder engagement and community development planning activities, as well as to provide a baseline against which to judge the effectiveness of the community development project. The baseline survey should include an assessment of infrastructure needs (water, power, and sanitation).

Steps:
1) Identify all sources of existing demographic and socio-economic data collected in past surveys and extract all relevant information needed to construct a socio-economic baseline for the seven villages.
2) Prepare all material necessary for the completion of the poverty study using the Core Welfare Indicator Questionnaire (CWIQ) utilized by (INSERT ORGANIZATION) as a basis.[1] Identify additional data relevant to evaluating the outcomes and impacts of the program and incorporate it in the survey.
3) Organize all logistical aspects related to the data collection exercise, analysis and report preparation.
4) Organize all aspects of data collection, data entry, database management and the preparation of an analytical report presenting the study's findings.
5) The Consultant will be directly responsible for the contracting of people and resources necessary to fulfill these terms of reference and complete the study on poverty baseline commissioned herewith.

[1] The CWIQ—widely applied in Africa—is intended to measure whether or not public services and development programs are reaching the poor and benefiting them, and to monitor selected indicators and assess household living conditions, access to basic social and infrastructure services, and the satisfaction of the population with these services.

Task #3: Inventory and diagnostic of Company's existing social programs
Purpose: to understand (i) the current focus of the Company's social funds, including in-kind gifts, and grants from the operating budget, (ii) how these contributions are tied to the Company's business interests, (iii) whether/how they address a community need, and (iv) how effective they are.

Steps: The program structure is important in setting the tone, goals and values for a community development program, and it may even determine success or failure. Company-managed community development programs can integrate business objectives with community development objectives and form strong community development-focused partnerships across different departments within the Company.
1) Review existing social programs funded by the Company, their impacts and whether they are achieving their objectives.
2) Assess the efficiency of the current processes and structure and how they affect the outcomes of those social programs.
3) Integrate the findings from this review in the Community Development Planning Task #6.

Task #4: Internal Resource Analysis
Purpose: to identify the different resources available within the Company (financial, human and in-kind), how those resources are constrained or leveraged, the presence of executive leadership, and any other additional resources, either permanent or temporary, that may be needed over time.

Steps: How a program is staffed is critical to the success and two important concerns are capability and continuity.
1) Assess the quantity and capacity of current internal resources dedicated to the Company's existing social programs.
2) Make recommendations on resource requirements and capacity building.

Task # 5: Stakeholder Analysis
Purpose: to provide a starting point in building the relationships needed for successful community development, i.e. finding which groups to work with and how they might most effectively be engaged. It is especially important to seek out stakeholders who may be marginalized or not represented in formal structures (e.g. women, youths, etc.).
1) Review the list of stakeholders that the Company has existing relationships with and is currently directly engaging with and analyze their interests and goals and how those may affect the project's viability. This will require some direct interaction with those stakeholders and the Consultant will do so in close consultation with the Company and will be cautious not to appear to be conducting an evaluation or audit of any kind (this also applies to Task #3).
2) Create a comprehensive list of additional direct and indirect stakeholders, including internal stakeholders such as the Company's employees, who form an essential part of the community.
3) Assess the relative importance of the different stakeholders, analyze the power relations between the different groups, and identify the groups' representatives who are genuine advocates of the views of their constituents.
4) Create a mechanism by which the Company will continuously refine and update the list of stakeholders as the program evolves and is implemented and as it becomes clearer which groups are affected by what program components/activities and how.

Task #6: Community Development Planning

Purpose: to develop the actual community development plan or plans including infrastructure development projects.

Steps: In support of the Company and with the full participation of community stakeholders, a sustainable medium to long term community development plan should be developed. The final CDP(s) should emerge from the community, as "owner" of the plan. In no event should the plan be perceived as belonging chiefly to the company or government. Community involvement and authorship is especially important to move the company from philanthropy to development assistance.

The plan should be based upon the following principles:
1) Verifiable and collectively agreed upon outputs with specific time-bound targets for implementation and budgets.
2) Consultation and decision making mechanism involving the targeted communities.
3) Community contributions for certain types of projects.
4) Transition planning to self-sustaining and revenue-generating activities, where appropriate.
5) Design projects addressing unemployment and especially youth unemployment issues, including through linkages to the company's operations.
6) Clear delineation of responsibilities within the plan linked to the time bound targets.
7) Public disclosure of the plan, use of plain (INSERT LANGUAGE), and public meetings to provide information in the local language.
8) Transparent accounting of all funds.
9) Community monitoring of the plan, in addition to monitoring and evaluation by the Company or its designated implementers.

Task #7: Stakeholder Engagement and Capacity Building

Purpose: to build a better understanding in the communities, local government, and the company of what the community development program will seek to achieve and how to work collectively in planning it. It will give all local stakeholders (communities and their traditional leaders, local government, and the Company) an opportunity to provide input on the community development project, and to discuss the projects' macroeconomic, environmental and social impacts.

Steps:
1) Identify beneficiary stakeholder groups within the communities, (including women, youths, disabled and aged), local government and NGOs .
2) Identify specific capacity needs of stakeholder groups to participate in consultations on community development planning.
3) Share international best practice in public consultation and community development planning with stakeholder groups.
4) Clarify the roles and responsibilities of different stakeholders during different project phases.
5) Map and agree over scope and scale of macro issues that affect/will be affected by the project.
6) Discuss options to mitigate adverse impacts.
7) Sensitize stakeholders to the need for monitoring and evaluation of the project on an ongoing basis.

8) Enhance the transparency of the decision making process.
9) Identify specific capacity needs for entities within the communities, including households, likely to be recipients of community development assistance.
10) Manage expectations by explaining the role of the Company and the limits of its contribution to and responsibility for local communities throughout this assignment. Do not overstate the benefits so as not to increase expectations.

The outputs of this task will/may be a series of meetings with different stakeholder groups as a way of giving and gaining information and/or a stakeholder forum bringing together representatives from all the communities. The forum should (1) ensure a free airing of all views – including those of the community -- and (2) serve as platforms for creating structures for continuing the dialogue and planning process in future. Furthermore, the forum should aim to help the company develop a community engagement plan for the medium and long term as well as tools to measure the outcomes/impacts of that engagement.

Task #8: Plan Implementation
Purpose: to ensure that sufficient capacity is present among the company, third party implementers, communities and other stakeholders to implement the agreed upon plan.

Steps:
1) Coach the company through initial stages of plan implementation and fill gaps where additional capacity building/human resources are required.
2) Support third party implementers, communities and other stakeholders to start implementing the agreed upon plan.
3) Hand over ownership of the plan to the company and communities

Task #9: Monitoring & Evaluation Framework
Purpose: to define outputs, outcomes and impacts of the project, as well as performance indicators and targets. The M&E framework will be applied to the stakeholder capacity building and the community development activities over the short, medium and long terms.

Steps:
1) Select pertinent performance indicators in the baseline survey that will be monitored in order to measure the outcomes and impacts of the stakeholder capacity building and community development program over the short, medium and longer term.
2) Develop an M&E Framework that will be used and improved during project implementation and can subsequently be integrated in the company's management systems.

Task #10: Communication Strategy
Purpose: preferably to be developed as part of the community development strategy, with mechanisms for regular consultation with the local communities and to inform its key interest groups (including a larger national audience) about their outreach activities. This may allow the Company to identify new funding sources for their programs, create partnerships to leverage additional resources, and possibly to spin-off some activities to other organizations and/or help them become self-sustaining.

Steps: Develop a plan to provide regular and accessible information to stakeholders about the Company's community development activities, including a list of target audiences and associated key messages, milestones, and tools/types of communication to be used.

1) Make recommendations of how to foster better communication not only between the Company and its stakeholders but among the various stakeholders themselves.
2) Propose a strategy for the Company to identify new funding sources for their programs, create partnerships to leverage additional resources, and possibly spin-off some activities to other organizations and/or help them become self-sustaining.

Task # 11: Facilitate Training Module Series

Purpose: to validate the training methodology and develop modules or booklets which will allow these courses to be replicated. Each module might include a lesson plan (including objectives, teaching methodology, materials needed, times allotted for each lesson, sample evaluation form), technical information; and practical, hand-on exercises.

Steps:

1) Develop the module format, outline and methodology.
2) Conduct trainings with student-trainers on participatory training methods and module development.
3) Provide support and supervision to the student-trainers as they implement and validate the training methodology and content.
4) Gather, systematize and collate information.
5) Oversee the publication of the module in the appropriate local language.

Task # 12: Evaluation

Purpose: to assess the project results and to evaluate if key performance indicators and targets were achieved.

https://www.commdev.org/userfiles/file/TOR_CommunityDevelopmentTasks.doc

Stakeholders in Development Projects

The term 'stakeholder' refers to anyone that has an interest in a project and can influence its success. It is important to identify stakeholders in a project as early as possible. They may include:

- Members of the client organisation (such as user panels, champions and department heads).
- Other user groups (such as customers, residents, occupants, and visitors).
- Neighbours and community groups.
- Funders and shareholders.
- The local authority.
- Other statutory authorities and non-statutory consultees.
- Special interest groups such as heritage organisations.
- Suppliers.
- The emergency services.
- Statutory undertakers.

Stakeholders may not all have the same objectives. It is important therefore to identify areas of convergence and areas of difference between them and to manage individuals whose expectations are unlikely to be met. A first step in considering how to interact with stakeholders can be the preparation of a stakeholder map or stakeholder matrix (see examples on the archived OGC website and Buro Happold: A Rough Guide to Stakeholder Mapping)

A stakeholder map might assess:

- The likely impact of the development on the stakeholder.
- The issues that they will have an interest in.
- Their likely position.
- Their ability to influence the development.
- Their potential impact on the project.
- Potential mitigating actions.

A stakeholder map allows a plan to be developed for how to manage the involvement of different stakeholder groups. Clearly, a stakeholder that the project will significantly impact upon, who has a strong ability to influence the development and is likely to be against it, will require a great deal of attention. This may result in the preparation of a stakeholder management plan outlining strategies for stakeholder communication and consultation.

Where the intention is to involve stakeholders in the development of the project, they should be involved early on to allow them to influence key stages such as brief development, rather than just allowing them to comment on designs after they have been completed (see the article consultation process for more information).

Stakeholders can provide useful feedback (and an indication of the likely response to a subsequent planning application) however, as they may not be experienced in building projects, and their actions may be beyond the control of the client, their involvement requires careful organisation, and a clearly understood mandate. Large or complex projects may benefit from a professional third-party facilitator to ensure that stakeholder involvement is properly managed.

A variety of communicating methods can be used to help stakeholders properly understand the project (such as 3d visualisations) and a variety of consultation methods can be adopted:

- One to one consultations.
- Meetings.
- Focus groups.
- Questionnaires.
- Exhibitions and open-days.
- Workshops.
- Websites.
- Printed materials.
- The use of specialist toolkits and games.

Stakeholder management should be an ongoing process not a one-off event, and the stakeholder map and management plan may need to be updated throughout the life of the project.
https://www.designingbuildings.co.uk/wiki/Stakeholders_in_development_projects