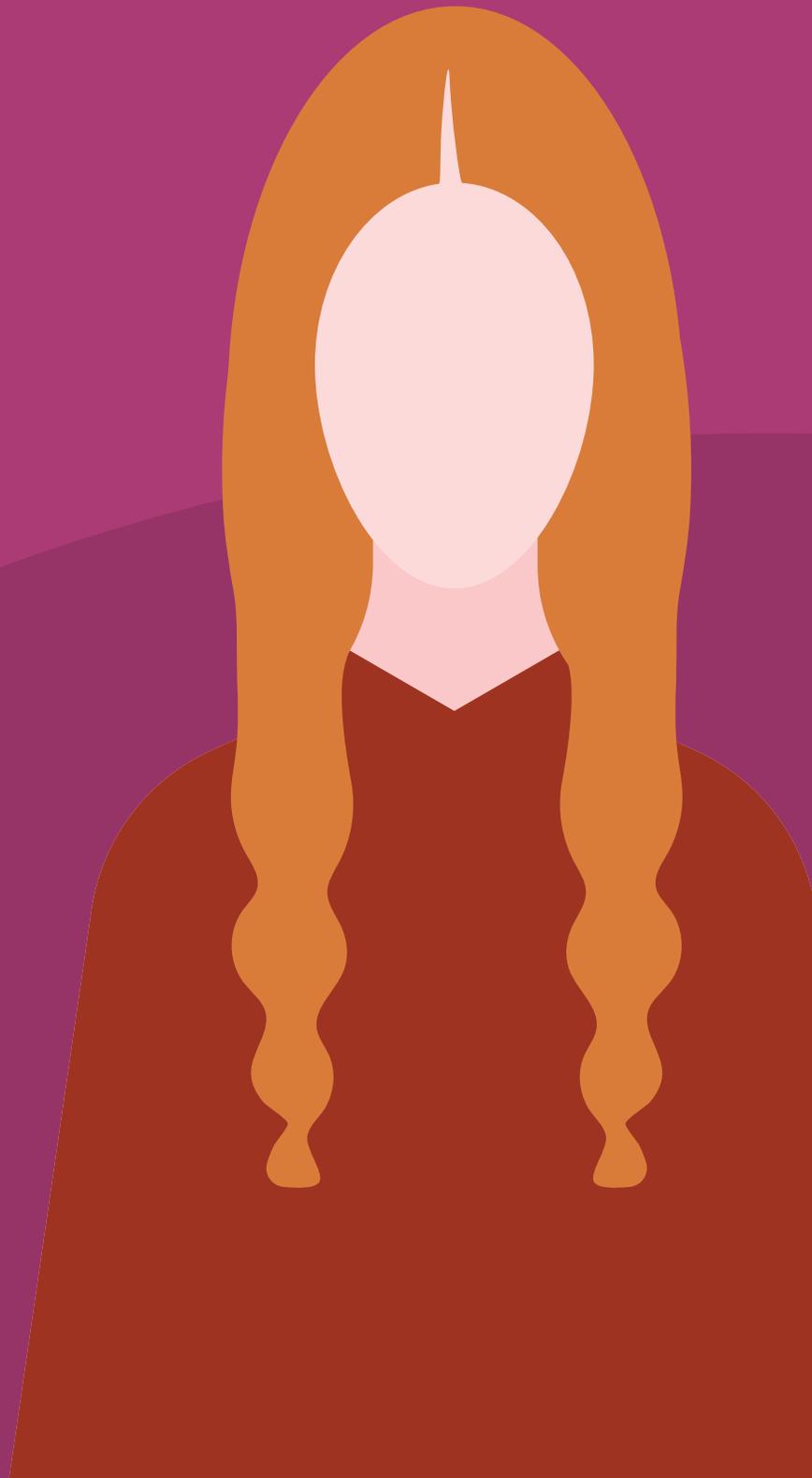


Foundations: Planning For Engagement With Community Leaders Training



Foundations: Planning For Engagement With Community Leaders

Who is the Training for?

Planning for Engagement training modules are designed for GBV teams. The training modules are recommended for GBV programs interested in increasing engagement with community leaders and staff within GBV teams who work closely with community leaders.

How Does the Training Link to the Toolkit Guidance?

The content covered in the Planning for Engagement training modules is closely linked to the *Building a Foundation for Engagement* chapter of **Toolkit Guidance**. The training modules follow outlined steps in the *Building a Foundation for Engagement* chapter, and participants will use tools from *Building a Foundation Tools and Resources*.

Time and Resources Required

The training content can be covered in two full days, with time allowed for breaks and lunch. GBV programs can also spread the training over a longer timeframe, organizing individual modules into team workplans. It may be beneficial for teams to pause between training modules to collect additional information, meet with partners, or spend time reflecting on program options before proceeding to set priorities or develop action plans for engagement.

Training schedules to consider for GBV Teams related to Planning for Engagement:

- Core Concepts (foundational training): 2 days
- Key Approaches (full content for GBV teams): 2 days
- Planning for Engagement: 2 days

The training modules accommodate low-technology settings, requiring only the Toolkit Guidance, flipchart paper and markers, individual notebooks/paper and pens, and printed/ photocopied tools. Teams are recommended to print copies of the *Building a Foundation for Engagement* chapter of Toolkit Guidance, if possible, as modules will draw heavily from steps outlined in the chapter. It will also be beneficial for teams to have access to Key Areas of Engagement chapters to set priorities and plan activities.

Planning for Engagement with Community Leaders Training Outline

Intended Audience



Module	Module Overview	Estimated Time
Reflective Practice	This session provides space for team and individual reflection as a critical first step to planning interventions with communities. GBV programs are recommended to adopt a reflective practice that is attentive to values and exercise of power.	1 hour, 45 minutes
Stocktaking: Current GBV Programming and Leader Engagement	GBV teams review their program priorities and any current or past efforts to engage community leaders. Through this session, teams develop a common understanding that will support further reflection on potential for community leader engagement.	2 hours, 45 minutes
Mapping Community Leadership	GBV teams map known leadership structures and develop plans for collecting additional information about leaders, including women leaders.	1 hour, 45 minutes
Setting Priorities	GBV teams apply an understanding of program priorities and leadership structures to consider engaging community leaders in key areas of programming. Teams will consider needs, potential, and risks of different interventions and vote on priorities for engagement.	2 hours
Identifying Leaders for Engagement	Reflecting on community leadership structures and program priorities, participants will consider which leaders might be engaged. The team will develop criteria to guide the identification of leaders for key areas of engagement.	2 hours, 15 minutes
Communication: Listening & Sharing	This session focuses on building skills for effective communication, including active listening. Communication skills are essential for building relationships and engaging community leaders through meetings, trainings, group discussions, or any other activity.	2 hours
Team Planning for Engagement	GBV teams will draw from the Toolkit guidance and decisions and previous training modules to set plans for community leader engagement.	2 hours

Reflective Practice

Summary

This session provides space for team and individual reflection as a critical first step to planning interventions with communities. GBV programs are recommended to adopt a reflective practice that is attentive to values and exercise of power.

Learning Objectives

Participants will:

- Identify actions the GBV team can take to build a more reflective practice
- Identify practices that the GBV team can adopt to create more balance in power within the team and between the GBV program and the community
- Reflect on personal attitudes and values, with appreciation for how these relate to GBV programming

Materials and Preparation

1. Flipchart paper and markers
2. Toolkit Guidance available for review. Participants will reference the *Building a Foundation for Engagement* chapter (with printed copies available for distribution if possible).
3. Photocopy for distribution, or have available to review *Tip Sheet: Starting with Ourselves* in *Building a Foundation Tools and Resources*
4. Photocopy for distribution, or have available to review *Self-Reflection Exercises* in *Building a Foundation Tools and Resources*

Time

1 hour, 45 minutes

Procedure

Step 1: Team Reflection (1 hour)

1. Review Step 1 (Action 1.3) in the *Building a Foundation for Engagement* chapter.
2. Review and discuss *Tip Sheet: Starting with Ourselves*.
3. Facilitate brainstorming on steps the team can take to:
 - a. Build a more reflective practice
 - b. Reduce power imbalances within the GBV team and between the program and the community
3. Record agreed-upon plans or ideas on flipchart, with notes on next steps and responsibilities, as relevant.

Step 2: Self Reflection (45 minutes)

1. Distribute Self-Reflection Exercises (choose one exercise from the tool).
2. Review together the notes at the top of the exercise, as well as instructions.
3. Allow time for participants to complete the exercise independently.
4. Discuss the exercise, using guiding questions from the tool.

Key Discussion Points/Additional Facilitation Notes

- This session provides a good opportunity to create a safe space for team discussion. Establish ground rules. If the facilitator is in a supervisory relationship with participants, demonstrate a commitment to reflective practice. Acknowledge the power differential and reflect on your own use of power within the team and program. Be open to constructive criticism and recommendations from team members.
- Include an icebreaker or fun exercise between steps of the module if possible. Invite a volunteer to lead an exercise.

Stocktaking: Current GBV Programming and Leader Engagement

Summary

GBV teams review their program priorities and any current or past efforts to engage community leaders. Through this session, teams develop a common understanding that will support further reflection on potential for community leader engagement.

Learning Objectives

Participants will:

- Develop a common understanding of current programming and program priorities
- Review past or current efforts to engage community leaders.

Materials and Preparation

1. Flipchart paper and markers
2. Stickers/sticky notes (if available)
3. Toolkit Guidance available for review (with printed copies of the *Building a Foundation for Engagement* chapter available for distribution if possible)
4. Key program documents (e.g., strategy, theory of change), as relevant
5. Ask team members to prepare for presentations, as relevant

Time

2 hours, 45 minutes

Procedure

Step 1: Review areas of programming (45 minutes)

1. Discuss your program's objectives and key areas of work. If team members are not equally familiar with all aspects of programming, consider preparing a PowerPoint presentation or reviewing key programming documents, such as a strategy or theory of change. If your GBV program includes multiple projects or grants, try to create a big- picture view of what your program aims to achieve, rather than a list of projects/grants/indicators.
2. Review the four areas of programming outlined in the *Core Concepts and Approaches* chapter of Toolkit Guidance.
3. Title four flipcharts: 1. GBV Response, 2. GBV Risk Mitigation, 3. Transformative Change, 4. Empowerment of Women and Girls. Ask volunteers to help organize current programming interventions, or major activities, under each title. (Not all GBV programs implement in all these areas, and most will concentrate in some areas more than others.)
4. Ask the team to reflect on the representation of their GBV program across flipcharts.

Step 2: Review involvement with community leaders (45 minutes)

1. Discuss if and how the GBV program has been introduced to community leaders. Team members who led any process to introduce the program can share experience with the rest of the team. If the team identifies a need to introduce the program, review Step 2 of the *Building a Foundation for Engagement* chapter and discuss next steps.
2. If some team members have responsibilities that specifically include community leader engagement, invite them to present to the larger team about their work.
3. Invite team members to visit each flipchart and add a sticker/ sticky note (or star with colored marker) next to every intervention/ activity listed where they have personally engaged community leaders.
4. Reflect together on the program's community leader engagement, as illustrated on flipcharts. Does this feel like an accurate representation? Are there areas of work that are surprising—either because community leaders have been engaged by so many GBV team members, or perhaps not at all?

Step 3: Small group reflection: Team experiences with leaders (1 hour, 15 minutes)

1. Divide participants into small groups (unless the team is already very small). Explain that each group will reflect on experiences with community leaders (relevant to current or past GBV prevention and response work). Each group should designate a notetaker and someone to report back in plenary.
2. Ask each group to spend 30 minutes discussing the following:
 - c. Benefits (positive or beneficial experiences engaging community leaders)
 - d. Challenges (including any negative experiences engaging community leaders)
 - e. Risks (specific risks identified through experience, or concerns to flag when considering any additional community leader engagement)
6. Bring group back to plenary and ask for a first volunteer to present on Benefits, then ask other groups to build on the presentation with any additional points. Ask for a volunteer to present on challenges, then collect further points. Finally, ask for a volunteer to present on risks, then collect additional points.
7. Capture major challenges and concerns about risks on flipchart. Agree to keep these in mind as the team considers areas of community leader engagement.

Key Discussion Points/Additional Facilitation Notes

- For large GBV programs, or within programs with high staff turnover, team members may be less familiar with the full scope of the program, or other team members' responsibilities. More time may be required to present and discuss different areas of programming, and teambuilding exercises can be integrated into the training to establish trust and common ground.
- Appreciate that team members may have personal relationships and experiences with community leaders. Maintain a safe space and respectful communication.
- Save flipchart notes for use in subsequent modules.

Mapping Community Leadership

Summary

GBV teams map known leadership structures and develop plans for collecting additional information about leaders, including women leaders.

Learning Objectives

Participants will:

- Identify community leadership structures
- Develop plans for collecting further information on leadership structures
- Develop a preliminary mapping of community leaders (if sufficient information is known)

Materials and Preparation

1. Flipchart paper and markers
2. Toolkit Guidance available for review (with printed copies of the *Building a Foundation for Engagement* chapter available for distribution if possible)
3. Photocopy for distribution, or have available to review *Tip Sheet: Identifying Women Leaders* in Building a Foundation Tools and Resources

Time

1 hour, 45 minutes

Procedure

Step 1: Brainstorming: Who are the community leaders? (20 minutes)

Review Step 3 in the Building a Foundation for Engagement chapter. Lead a brainstorming exercise about community leadership in plenary or consider breaking into small groups of team members work across different communities or sectors of the community. Take notes on flipchart.

- What formal leadership structures exist in the community? (Consider structures based on geography, cultural group, religion, etc.)
- Outside of formal positions, which people are regarded as leaders?
- What are specific responsibilities of different leaders regarding GBV prevention and response?
- What are the relationships between leadership structures? Are there formal hierarchies, specific reporting lines, levels of authority, etc.?
- For different leaders/ leadership structures, what are their areas/religions/populations of influence?
- What are the power dynamics between different leadership structures? Between different leaders, and between leaders and the community?

Step 2: Brainstorming: Which women leaders can be further engaged? (30 minutes)

Once the team has captured known information on leadership structures, inquire further about women's leadership. Review the *Tip Sheet: Identifying Women Leaders*. Hold a discussion on the potential for women's leadership and take notes on flipchart.

- Have formal women leaders been identified?
- Are there trusted and respected women who show potential for leadership, even if they are not yet considered leaders?
- Are there girls in the community who show potential for leadership?
- Who best represents the needs of women and girls in the community?

Step 3: Mapping exercise: Community leadership (55 minutes)

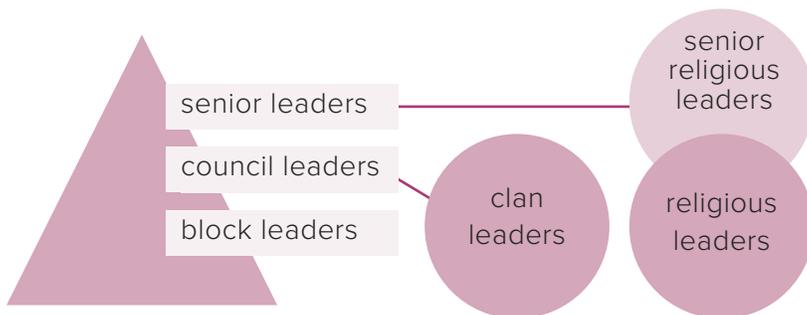
In plenary, review notes from flipcharts and take stock of the team's level of knowledge about community leadership, as well as any pending questions. Be sure to capture key questions or gaps in team knowledge.

If the team has very limited knowledge of community leadership structures, use the guidance in Step 3 of the *Building a Foundation for Engagement* chapter to develop a plan for collecting additional information, including next steps and responsibilities.

If the team has a fair amount of knowledge about community leadership structures, develop a preliminary list or diagram or other visual representation of community leadership and highlight leaders that the team has identified for initial engagement.

Visual representations of leadership structures can capture entire communities or specific sectors of communities. These can include information on the following:

- Structures and hierarchies, including multiple or overlapping structures (e.g., camp leadership, religious leadership, traditional leadership, influential networks)
- Relationships between leaders and leadership structures
- Areas of influence (e.g., specific religious groups, clans, or community blocks)
- Roles of leaders related to GBV (e.g., decisions about services, resolving disputes, marriage and divorce settlements, etc.)



Sample mapping of community leaders

Key Discussion Points/Additional Facilitation Notes

- Community mapping should be based on consensus of the team. If team members disagree about the roles or levels of influence of different leaders, allow space to exchange information and perspectives and agree to collect additional information.
- At the end of this session, teams should produce the following outputs:
 - A plan for collecting additional information on leadership structures and leaders (including women leaders)
 - A preliminary mapping of community leadership (if sufficient information is known)

Setting Priorities

Summary

GBV teams apply an understanding of program priorities and leadership structures to consider engaging community leaders in key areas of programming. Teams will consider needs, potential, and risks of different interventions and vote on priorities for engagement.

Learning Objectives

Participants will:

- Apply Toolkit guidance and a decision-making tool for program planning
- Weigh risks and benefits, as well as other considerations, of program interventions

Materials and Preparation

1. Flipchart paper and markers
2. Stickers / sticky notes (if available)
3. Toolkit Guidance available for review. Participants will reference the *Building a Foundation for Engagement* chapter (with printed copies available for distribution if possible). Participants can also browse through chapters on Key Areas of Engagement to begin setting priorities.
4. Photocopy for distribution, or have available to review Decision-Making Tool: *Identifying Key Areas of Engagement* in Building a Foundation Tools and Resources.
5. Flipchart notes from **Stocktaking: Current GBV Programming and Leader Engagement** training module.

Time

2 hours

Procedure

Step 1: Small group exercise: Exploring potential across key areas of engagement (1 hour)

1. Briefly review your program's goals, as identified during the *Stocktaking: Current GBV Programming and Leader Engagement* training module. What problems is your program trying to address?
2. Divide the team into four groups, assigning each a key area of engagement. (You can eliminate a key area of engagement if the program will not consider any interventions in that area.)
3. Share relevant flipcharts from the *Stocktaking: Current GBV Programming and Leader Engagement* training module with the groups. These notes can help to remind participants about current activities related to key areas of engagement.
4. Explain that each group will consider the potential for (further) engagement of community leaders for their respective area of engagement. After discussion, groups will capture their ideas for engagement on flip chart and present these in plenary.

5. Ask teams to:

- f.** Review Step 4 in the *Building a Foundation for Engagement* chapter, answering questions in the table relevant to assigned key areas of engagement
- g.** Review the *Decision-Making Tool: Identifying Key Areas of Engagement*
- h.** Browse through Toolkit chapters on Key Areas of Engagement, if possible, for ideas for engagement. Consider potential ideas for engagement, with consideration of:
 - Contextual needs and priorities
 - Risks and benefits
 - Interests of GBV survivors, and of women and girls
 - Team capacity and resources
- i.** Agree on priority actions to take with community leaders, within respective area of engagement, and record these on flipchart.

Step 2: Report back and voting (1 hour)

- 1.** Invite a volunteer from each group to briefly present their major points of discussion, as well as priorities identified. Allow for questions.
- 2.** Explain that all participants will have a chance to vote on priorities. Hand out six stickers/sticky notes to each participant. Invite participants to visit each flipchart and add stickers/ sticky notes (or stars with colored markers) on flipcharts, next to interventions that they would like to prioritize. Participants do not need to distribute their votes across flip charts (or areas of engagement) – they can use all five votes for one key area of engagement if this reflects their perspective on priorities.
- 3.** Reflect on the results of voting together. Where did the team find consensus? Which key area/s of engagement? Which idea/s for engagement?

Key Discussion Points/Additional Facilitation Notes

- Check in with groups to be sure they are weighing safety and ethical risks as they consider potential areas of engagement.
- This exercise should help teams begin to set priorities for engaging community leaders, with more detailed planning to follow.

Identifying Leaders for Engagement

Summary

Reflecting on community leadership structures and program priorities, participants will consider which leaders might be engaged. The team will develop criteria to guide the identification of leaders for key areas of engagement.

Learning Objectives

Participants will:

- Consider criteria for engaging community leaders in different areas of GBV prevention and response
- Identify leaders (or types of leaders) who might support program goals

Materials and Preparation

1. Flipchart paper and markers
2. Stickers/sticky notes (if available)
3. Toolkit Guidance available for review (with printed copies of the *Building a Foundation for Engagement* chapter available for distribution if possible)
4. Flipchart notes from **Mapping Community Leadership** and **Setting Priorities** training modules.

Time

2 hours, 15 minutes

Procedure

Step 1: Brainstorming: Which leaders to engage? (30 minutes)

Review Step 5 in the *Building a Foundation for Engagement* chapter. Refer to team discussions and decisions reached during the *Mapping Community Leadership* and *Setting Priorities* training modules. Based on the team's understanding of leadership and initial priorities for engagement, discuss which community leaders (formal/informal) the program might engage. Take notes on flipchart while the team considers questions outlined under Step 5, including:

- Which leaders might have mutual interests or areas of overlapping concern with the GBV program?
- Who are thought to be the most trusted or respected leaders and why?
- Have women and girls expressed concerns about any specific leaders?
- How do factors such as faith, ethnicity, or clan affect leaders' spheres of influence related to key areas of engagement?

Step 2: Developing criteria for community leader engagement (45 minutes)

1. Divide participants into small groups. If the team has identified any priorities for engagement of community leaders, assign specific areas of engagement or ideas for engagement to each group.

2. Ask each group to develop criteria for community leader engagement relative to their area of focus. Groups should discuss and then present agreed-upon criteria on flip chart for presentation to plenary.
3. Ask group to identify specific criteria, considering (but not limited to) the following:
 - d. Personal qualities and characteristics
 - e. Authority and influence over relevant matters
 - f. Skills
 - g. Knowledge
 - h. Values, attitudes, and beliefs

Step 3: Plenary discussion: Agreeing on criteria and identifying leaders (1 hour)

1. Invite a volunteer from each group to briefly present their major points of discussion, as well as criteria identified. Allow for questions.
2. Reflect on common criteria, as well as differences, across groups. Will it be useful for the program to have different criteria for different areas/activities of engagement? If clear criteria emerge, record the criteria on flipchart for team agreement. If more time is required, the facilitator or a volunteer can agree to draw from group notes and prepare criteria for team review before finalization.
3. Based on identified criteria, can participants begin to identify specific leaders (or types of leaders) for engagement in different areas/activities? Record in flipchart notes for the session on *Team Planning for Engagement*.

Key Discussion Points/Additional Facilitation Notes

- This session is best facilitated after the team has collected a good amount of information on community leadership and completed a mapping. It will also be useful for teams to have at least preliminary priorities identified for community leader engagement.
- Community leader criteria should not be limiting, particularly where programs will need to engage with a range of leaders for program planning and access. Criteria should rather serve to guide teams in identifying leaders who will be best placed to support key areas of engagement.

Team Planning for Engagement

Summary

GBV teams will draw from the Toolkit guidance and decisions and previous training modules to set plans for community leader engagement.

Learning Objectives

Participants will:

- Gain practice in activity planning
- Develop a purposeful and organized action plan for engaging community leaders

Materials and Preparation

1. Flipchart paper and markers
2. Toolkit Guidance available for review. Participants will reference the *Building a Foundation for Engagement* chapter (with printed copies available for distribution if possible). Participants should also have access to Key Areas of Engagement chapters for action planning.
3. Photocopy for distribution, or have available to review *Activity Planning Tool* in Building a Foundation Tools and Resources
4. Flipchart notes from **Setting Priorities** and **Identifying Leaders for Engagement** training modules.

Time

2 hours

Procedure

Step 1: Review priorities (20 minutes)

Review Step 5 in the *Building a Foundation for Engagement* chapter. Review major points of discussion and decisions reached during the *Setting Priorities* and *Identifying Leaders for Engagement* training modules.

Step 2: Small group work: Activity planning (1 hour)

1. Divide participants into small groups, as appropriate for program planning. Consider breaking into groups that will focus on key areas of engagement, and/or groups with staff who share common roles (e.g., GBV caseworkers, community mobilizers).
2. Distribute copies of the *Activity Planning Tool* and make relevant chapters of *Key Areas of Engagement* available for group planning.
3. Ask groups to use the *Activity Planning Tool* to begin planning community leader engagement.

Step 3: Plenary discussion: Activity planning (40 minutes)

Bring groups back together and review activity plans. Discuss next steps to unify the plan, mobilize required resources, and build activities into program workplans. Agree on plans for follow up, within regular reporting lines and meeting schedules, and/or through dedicated monitoring of community leader engagement.

Key Discussion Points/Additional Facilitation Notes

- Methods for team planning can be adapted to fit existing program planning procedures.
- Teams that incorporate limited community leader engagement into regular activities may not require extensive activity planning; teams that plan multiple, new interventions will require additional time to carefully plan activities.