



USAID | **SUDAN**
FROM THE AMERICAN PEOPLE

SUDAN INFRASTRUCTURE SERVICES PROJECT

COMMUNITY MOBILIZATION HANDBOOK

JULY 2008

This report was produced for review by the United States Agency for International Development (USAID). It was prepared by Robert Resseguie and K. Santi Duewel for The Louis Berger Group, Inc.

Contract No. 650-I-00-06-00010-00

SUDAN INFRASTRUCTURE SERVICES PROJECT

JULY 2008

COMMUNITY MOBILIZATION HANDBOOK

Table of Contents

| | |
|---|------------|
| Acknowledgements | ii |
| Acronyms | iii |
| Introduction | 1 |
| 1.0 Organization of Team and Assessment of Project/Communities | 2 |
| 1.1 Organization of the CD Team | 2 |
| 1.1.1 Composition | 2 |
| 1.1.2 Purpose / Scope of Work | 3 |
| 1.1.3 Relationships within the SISP Team | 5 |
| 1.2 Stakeholder Meetings | 5 |
| 1.3 Introduction to, and Understanding of, the Community | 5 |
| 1.3.1 Political/Decision-making Structure..... | 5 |
| 1.3.2 Community Mapping | 6 |
| 1.4 Understanding Other Donor Activity | 7 |
| 2.0 Start-up Activities | 8 |
| 2.1 Introductory Visits/Meetings | 8 |
| 2.2 Planning a Community Mobilization Meeting | 8 |
| 2.2.1 Scheduling | 8 |
| 2.2.2 Suggested Community Representatives | 9 |
| 2.3 Conducting a Community Mobilization Meeting | 9 |
| 2.3.1 Agenda & Materials..... | 9 |
| 2.3.2 Explanation of the Project | 10 |
| 2.3.3 Encouraging Community Participation | 10 |
| 2.3.4 The Community Mobilization Committees..... | 12 |
| 3.0 Life of Project Ongoing Community Outreach Activities | 14 |
| 3.1 Regular Monthly Community Follow-up Meetings | 14 |
| 3.2 Communications and Information Dissemination | 15 |
| 3.2.1 Relaying Messages / Scheduling | 15 |
| 3.2.2 Information Pamphlet..... | 15 |
| 3.2.3 Other Methods | 16 |
| 3.3 Identify Possibility for Other Community-identified Projects | 16 |
| 4.0 Close-out / Review Activities | 17 |
| 4.1 Field Sessions to Review Community Mobilization Process | 17 |
| 4.2 Final Report & Lessons Learned | 17 |
| 5.0 Summary and Recommendations | 18 |
| 5.1 Summary | 18 |
| 5.2 Recommendations | 18 |
| Annex A – CD Team Local Staff Job Descriptions | 19 |
| Annex B – Example Work Plan Narrative and Chart | 21 |
| Annex C – Community Mapping | 29 |
| Annex D – Community-drawn Maps | 32 |
| Annex E – Sample Follow-up Visit Check-list | 35 |
| Annex F – Road Information Pamphlet | 40 |

Acknowledgements

Sincere thanks are offered to the following individuals and organizations who contributed to the community mobilization effort that was undertaken to strengthen the relationship between the communities along the Juba to Nimule Road and SISP. The advice and support received were crucial to the success of this effort, and were the basis of many ideas which have been incorporated into this Community Mobilization Handbook.

The SISP Community Development Team met with the leaders and people of the four Payams and thirteen Bomas along the Road, and we are thankful for their positive reception and for all we have learned from their constructive insights, questions, and discussions.

The SISP Community Development Team is also grateful to the following Government of Southern Sudan officials, who provided time and attention to important community issues related to the Road: Ministry of Transportation and Roads Undersecretary, Dr. Daniel Wani, and Deputy Director for Roads, Mr. Gabriel Makur; Ministry of Housing, Lands, and Public Utilities Undersecretary, Mr. Raymond Morbe; Juba County Commissioner, Mr. Albert Pitya Redentore; and Magwi County Commissioner, Mr. Emilio Igga.

The following local and international organizations were very helpful in providing information on their activities to enhance our awareness of the variety of activities currently being implemented along the Road and in relation to water and sanitation in Juba: VEGA/AMED Chief of Party, Mr. Scot Allen; CRS Assistant Country Representative, Ms. Tracy O’Heir, Nimule Acting Field Office Manager, Mr. Leonard Lagu, and Food for Work Coordinator, Mr. John K.K.; UNICEF Water and Sanitation Specialist, Cosmos Andrugua and Water and Sanitation Project Officer, Charles Gale; PSI Maternal Child Health Department Manager, Miranda Bryant; Women’s Self Help Development Organization Director, Mama Luci, and Health Manager, Ms. Patricia Mufatish.

The Berger management and field staff of SISP were extremely helpful and generous with their time in assisting our work at the main office in Juba and in the field. Mr. Ray Sawyer, COP; Andrew Krefft, Admin/Finance Office and his local staff; Task Order 2 Manager Francisco Perez and his engineering staff – Alan Bennett, Ken Pentecost, Nassir Saad and Romeo Acedilla; Matt Harder, Acting Task Order 4 Manager and his staff, in particular, Community Organizer, Iddi Marjan; Delroy Willis and his security and logistics staff who contributed greatly to our security and comfort during several field trips; and thanks also to Andy Bailey, Berger Vice President, and Rich Hirsch, Berger Senior Vice President for their ideas.

Peter Kilama, the local staff member of the CD Team, was singularly invaluable to the community mobilization effort. His knowledge of the local area, the people, his understanding of the project and the culture of the communities along the Road and in Juba, and his ability to work and communicate with the people at all levels during our travel and meetings was key to the success of this effort. His continued support for the community development activities will contribute greatly to its success.

The support, advice, discussions, and comments received from all of them contributed greatly to the success of our community mobilization effort. We are deeply grateful for their contributions.

Robert W. Resseguie
K. Santi Dewel

Acronyms

| | |
|----------|--|
| ARC | American Refugee Committee |
| CD | Community Development |
| CMC | Community Mobilization Committee |
| CMM | Community Mobilization Meeting |
| COP | Chief of Party |
| CRS | Catholic Relief Services |
| GoSS | Government of Southern Sudan |
| GPS | Global Positioning System |
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome |
| JN | Juba to Nimule (Road) |
| LBG | Louis Berger Group |
| LRA | Lord's Resistance Army |
| MHLPU | Ministry of Housing, Lands and Public Utilities |
| MTR | Ministry of Transport and Roads |
| NGO | Non-government organization |
| SISP | Sudan Infrastructure Support Project |
| TO | Task Order |
| UN | United Nations |
| UNICEF | United Nations International Children's Education Fund |
| USAID | United States Agency for International Development |
| VEGA | Volunteers for Economic Growth Alliance |
| WATSAN | Water & Sanitation (Committee) |
| WSHDO | Women's Self Help Development Organization |

Introduction

The purpose of this Sudan Infrastructure Support Project (SISP) Community Mobilization Handbook is to serve as a guide to community outreach and engaging local communities impacted by SISP activities, using the SISP Community Development (CD) Team's first activity – the Juba to Nimule (JN) Road Project – as an example for future SISP Task Orders that involve CD activities or require community outreach and mobilization. The initial task of the CD Team has been to mobilize local communities along the Juba to Nimule Road to: 1) Ensure that all the impacted communities understand the Project; 2) Ensure local community participation in the Project to the extent possible (e.g., unskilled labor hired by the sub-contractor); and, 3) Provide a mechanism / local forum for the exchange of information and problem solving; and 4) 2) Act as the liaison between the communities, and the Project and Government of Southern Sudan (GoSS).

To this end, the Handbook will lay out the process that was used to organize the communities into Community Mobilization Committees (CMC) and to provide a guide for maintaining this relationship with the communities throughout the life of the JN Road Project. This relationship will be critical for the communities, the Project, and the government to deal with any potential problems and issues that arise during project implementation. *Engaging local communities is critical to ensure that all infrastructure projects serve to confer tangible and appreciable social and economic benefits on impacted communities and populations.*

This Handbook will also provide information to the Berger project management concerning the activities undertaken by the CD Team with the communities, the scope of the information that has been provided to the communities, and a guide to the community committee structure that has been established within which project management can work.

For the Juba to Nimule Road Project, the CD Team currently consists of two intermittent expatriate Berger staff, one full-time local Berger staff, and one part-time local Berger staff as needed.

This Handbook will serve as a guide for other Task Order teams in their work with communities for other community development projects that may be planned. The Handbook describes the process that was incorporated in the community mobilization for the JN Road Project, but in a way that will be generic and applicable to any community development mobilization effort, on any Task Order. The methodology used on the JN Road Project for community outreach and participation has already begun to be applied to SISP Task Order 4, Water and Sanitation activities.

1.0 Organization of Team and Assessment of Project/Communities

1.1 Organization of the CD Team

To promote effective community development, mobilization, and participation during the life of the SISP project, a small Community Development Team has been created by Berger, staffed by local Sudanese nationals, who have been trained in the community mobilization processes, in addition to a limited and defined amount of expatriate consulting support provided on a phased basis to provide training and support to this team, and to provide overall oversight, guidance, and quality control.

1.1.1 Composition

Based on the assessment of the level-of-effort required for CD activities on the Road Project, the following composition of positions was assembled for the CD Team:

Expatriate Staff

- Senior Community Development Specialist – intermittent
- Community Development Specialist – intermittent

Local Staff

- Community Mobilization Specialist – full-time¹
- Community Mobilization Assistant – part-time²

It is the CD Team's assessment that this same Team composition may be utilized to develop new CD and mobilization activities on future Task Order projects. As new activities develop; however, the program might consider hiring another full-time local Community Mobilization Specialist, in addition to changing the local Community Mobilization Assistant to full-time, as needed. Notably, the TO4 Team had already hired a local Community Organizer, with whom the CD Team worked very closely for all its TO4 community outreach activities. Other TOs might consider a similar position, if necessary, that would be able to work and coordinate directly with the overall Project CD Team. Please see **Annex A** for proposed job descriptions to use when hiring new local staff for the CD Team.

During the start up of new Task Order CD activities, the expatriate Berger CD staff should be present in the field concurrently, to work together in assessing the Task Order needs and initiating the start-up CD or mobilization activities. The expatriate staff will work with the current local Community Mobilization Specialist to recruit and train any additional full-time local staff to create a strong team which will support its community development efforts. After the initial assessment and start-up period, depending on the level-of-effort envisioned to implement the CD activities, the presence of these two expatriate individuals will vary, depending on the amount of training, supervision, and technical assistance needed for local staff to participate in

¹ The Community Mobilization Specialist is currently tasked 100% on CD efforts for SISP, which may include sharing his time across Task Orders that require community mobilization efforts (in the current case, this would include Task Order 4 activities, as needed).

² For the Road Project, this position is initially deemed as part-time; however, for future CD efforts, this position may increase to full-time across the various Task Orders requiring CD activities.

and carry out the CD activities. Expatriate expertise will be needed throughout the life of the project, for intermittent trips to provide guidance and necessary inputs during identified periods of strategic activities, but the local staff specialists should be called upon to increasingly work directly with the other SISP staff on a day-to-day basis for all community outreach and mobilization activities. In addition to support and oversight for initial program development and training on the ground, the Community Development Specialist may provide backstopping as needed from the Berger Washington, DC office, but this need should decrease over time as the local team and community counterpart expertise comes up to full strength.

One of the overarching objectives of SISP is to *develop local capacity*. As such, it is the CD Team's recommendation that this be demonstrated through the composition of its own team. Due to the nature of community development work, and the need for close liaising with local community members, it is of vital importance that local specialists be trained and included on the team. If at all possible, it is beneficial to work with local specialists originally from one of the communities in which the team is working, to assist with particular language and cultural knowledge. In addition, a Sudanese woman with experience working effectively to support local women's groups in communities should fill one of the local positions on the CD Team.

1.1.2 Purpose / Scope of Work

The overall purpose of the SISP CD Team is:

- To provide community outreach capabilities and ensure that there is a focal point of communication to which the impacted communities, SISP project management, and sub-contractors can direct themselves to identify and resolve potential issues.
- To establish a mechanism ensuring community participation in project implementation. This will be accomplished through the formation of Community Mobilization Committees (CMC), as described in more detail below.
- To help identify and support community-driven projects, as needed, and as funding allows.

The CD Team is not a solver of problems, but rather a communications link between the communities, the project, and the sub-contractors. To the extent that a relevant Ministry representative is able to be involved in these CD activities, that person may be able to speak to GoSS-related issues. The CD Team will report directly to the Chief of Party (COP) and relevant TO Manager, who will then direct the issues to the proper persons for resolution. A similar organizational structure can be utilized for the implementation of other community development activities for other Task Orders.

Figure 1.1 below provides the Scope of Work for the CD Team's activities under Task Order 2, the Juba to Nimule Road Project. This Scope of Work may serve as a guide and example for planning scopes of work for future SISP CD activities. For each new Task Order project requiring community participation/mobilization, the CD Team should draw up a work plan of their proposed activities for the Task Order. In **Annex B**, we also provide an example Work Plan Narrative and Chart, also based on the JN Road Project CD activities.³

³ Despite the best laid plans, the CD Team should be flexible and prepared to shift its work plan activities, depending on a number of factors, including: the availability of government officials for meetings; re-scheduled CMMs based on community members not showing up; and the priorities of USAID and SISP management. Another constraint is the security situation in Southern Sudan. For instance, for the JN Road Project CD start-up activities, the CD Team had to postpone an over-night trip down the Road due to Lord's Resistance Army (LRA) activity in several of the communities in which it was working.

Figure 1.1**Task Order 2 – Juba to Nimule Road Project
Community Development Team Scope of Work****Purpose**

Based on the Community / Stakeholder Participation Plan that was submitted to USAID in March, and discussions with SISP management, the CD Team's overall purpose on the Juba to Nimule Road Project encompasses the following main components:

- 1) Ensure that the communities impacted by the road know and understand the road project.
- 2) Ensure the involvement of communities in the road project (through labor, voluntary activities, provision of materials, etc.).
- 3) Establish a mechanism between the communities and the project for resolving issues and concerns.
- 4) Act as the project/community liaison, facilitating communications between the communities, subcontractors, government ministries, and Berger.

Activities

- 1) Form the Community Development Team, and develop life-of-project Work Plan.
- 2) Meet with all relevant stakeholders, including GOSS, USAID, and representatives from various NGOs currently implementing community development activities in the area and maintain this relationship throughout the project life.
- 3) Conduct "town hall"-type meetings in each village in which the project work shall be built prior to commencement of construction, to introduce and explain the project to community members, with particular attention to assure that women and vulnerable group members are adequately represented at these meetings.
- 4) Work with the communities to establish Community Mobilization Committees and maintain close contact with these committees throughout the life of the project.
- 5) Ongoing liaison activities between the communities and the project, including public outreach via community visits and written pamphlets providing information about the project.
- 6) Regular travel to all the villages impacted by the road throughout the life of the project, to make certain that all residents have been informed about the Juba-Nimule Road and are kept up-to-date on activities and new developments.
- 7) Identification of other community-driven CD activities, as needs and funding prescribe.

1.1.3 Relationships within the SISP Team

Since SISP is primarily an engineering and infrastructure program and there are specific time constraints for completing tasks, it is important that the work of the CD Team is well coordinated with the engineers so as not to disrupt Work Plans. This will require careful explanations to the TO Manager regarding what the CD Team hopes to accomplish and the time frame. Efficient organization of these “soft” community mobilization activities will be critical so as not to impede progress of the “hard” engineering activities. Discussions with the TO engineering team early on in the process will help to set the activities and timeframe within which the community mobilization efforts need to take place. The CD Team also needs to make sure that its work with the communities is timely and that issues are resolved early so as not to delay Project progress while discussions drag on. The CD Team will participate in weekly TO meetings to understand the activity progress, discuss issues that the TO has with sub-contractors, and share issues raised by the communities. The CD Team should have a relationship with the concerned GoSS Ministry through the person assigned as liaison with the CD Team. Regular joint meetings between the concerned Ministry representatives, the TO Manager, and the CD Team will be important for sorting out issues before they become problems. As the program progresses, the CD Team will need to decide if adjustments are necessary to improve the relationship with the relevant SISP TO staff to maintain and improve the progress being made in the implementation of the activity.

1.2 Stakeholder Meetings

From the beginning of the CD activities, it is important that all key relevant stakeholders (in the case of the Road, this is USAID and the GoSS Ministry of Transportation & Roads), be kept informed of the process and progress of mobilizing the communities for participation in the activity. At the beginning of new Task Order CD works, the CD Team should be sure to meet with USAID to approve the scope of work and work plan for the Team’s activities. An initial meeting should also be set with the relevant GoSS Ministry to inform the government regarding the start-up of CD activities, ask for official permission to commence activities, and discuss any issues or suggestions they may have. When possible, the CD Team should attempt to set follow-up meetings with the stakeholders, with concurrence of the COP, to discuss any new or pressing items regarding the CD activities.

Stakeholders do not necessarily have to be involved in all community and project activities, but should receive copies of the information that is being provided to the communities and reports prepared by the CD Team concerning the activity. These will be part of the overall project management reporting to the stakeholder and should be sent through the TO Manager or the COP.

1.3 Introduction to, and Understanding of, the Community

1.3.1 Political/Decision-making Structure

Before beginning any community mobilization activities, it is important to understand the structure within which the community makes decisions, and to get an initial idea of the number

and locations of these communities. For the Juba to Nimule Road, rather than going straight to the communities, for most issues, the Payam Director is the most recognized authority at the level that the Road Project, and other activities, will be operating. As such, an initial introductory meeting was held with each Payam Director along the road. This, in turn, facilitated communications, good working relationships, and organization of meetings at the next levels down (the Bomas and the communities). This local government administrative hierarchy is depicted in **Figure 1.2** to the right.

For the JN Road, another crucial point of contact is the County and State level, which emerge as the focal points for larger issues, such as compensation for the forced relocation of shops and houses along the roadway. Although the initial locus for relocation issues was thought to be at the GoSS Ministry level, the most relevant authority was afterward determined to be the County and State levels. For TO4

water projects, issues may revolve around land for the location of the water tanks, and the CD Team should determine which level of the political structure possesses jurisdiction over this issue and others that arise on future Task Orders.

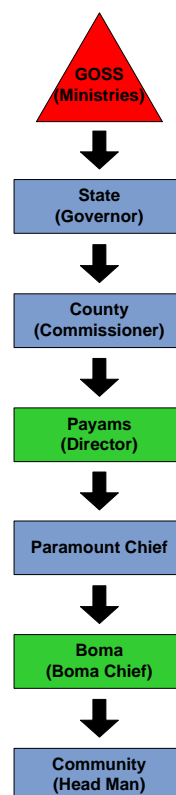
There may be differences in the organizational structures for each community so it is important for the CD Team to understand the differences among communities. For each new community in which SISF will be working, this local government administrative hierarchy chart should be reviewed and corrected as necessary for the local situation.

1.3.2 Community Mapping

Another important initial exercise is an informal “mapping” of community locations and boundaries. This may be accomplished through the following methods:

- Key informant interviews
 - Meet with each Payam Director for information regarding the Bomas in each respective Payam
 - Meet with all the Boma Chiefs for information regarding smaller communities within each respective Boma
- Community-drawn Maps

Figure 1.2 – Southern Sudan Local Government Administrative Hierarchy



- During the Community Mobilization Meetings, a useful exercise is jointly-drawn maps of the Boma/community boundaries, in relation to the Project. The community may provide very useful information regarding potential locations of impact (i.e. shops/houses in the case of the Road) or the location of land mines, etc. This is discussed further in Section 2.3.3 below.
- GPS Mapping
 - Once the CD Team has a good idea of the locations of each Boma, it may be a useful exercise to conduct a GPS mapping of the Boma/community locations. For the Road Project, this would include the Boma centers for each Boma along the Road; for a TO4 water project, this may include the boundaries of the community impacted by a water tank installation and the location of the water tank. It may also be helpful for the CD Team to take corresponding photographs to document areas of concern, such as structures too near the Road alignment.



The CD Team performs GPS mapping and photo documentation of the Bomas along the JN Road as a part of their start-up activities.

This community mapping may be an ongoing process as the CD Team works in the communities and gathers more information. For instance, the CD Team determined that for the Road, there are 4 Payams which include 13 Bomas; however, there is still some dispute as to a village (Kit) that one Boma claims is a community under its boundaries (Moli Boma in Pageri Payam), but which some people interviewed in Kit stated was a separate Boma in an entirely different Payam. It is important that the CD Team not get involved in land

disputes; however, the mapping exercise is central to the community participation process, in order to make sure that all communities along the Road are included in the community mobilization efforts. Please see **Annex C** for the chart depicting the Payams and Bomas along the Road, mapped informally through trips and key informant interviews, in addition to a GPS-generated map of the actual community locations along the Road.

1.4 Understanding Other Donor Activity

Given the large number of donors and organizations working in Southern Sudan, it is possible that some may be working in the same communities in which the SISF activity will be implemented. The CD Team should prepare a list of all donors and organizations, their contact information, current and future activities, and locations of activities. For those activities that are in the same community, meetings should be held with the donor or organization before the initial meetings with the community. It is not necessary that the donor or organization be invited to the initial organizational meeting with the community, but they may be invited to subsequent meetings if this level of coordination is deemed necessary. This will depend on the similarities of the projects.

Complementarities and overlap should be looked for in these other donor activities, not only in terms of the current activity, but also what other complementary activities might be planned for the future. Cooperation can be beneficial for both the project implementers and the community, and should be encouraged.

2.0 Start-up Activities

2.1 Introductory Visits/Meetings

When beginning work in a new area, ideally the SISP Task Order Manager in charge of the new project would coordinate with the CD Team, regarding any need for community outreach, information dissemination and participation. Then, before any project activities begin, an introductory visit by the CD Team and any other relevant SISP employee (TO Manager, Site Manager, etc.) would be made to the relevant community leaders in the impacted area. In the case of the JN Road Project, the CD Team learned that the proper cultural/administrative procedure was to visit the Payam Directors of each impacted Payam, to introduce the company and project and to start planning follow-on activities for community outreach and participation. For any future community mobilization efforts in the area, the agreement and support of the Payam Director (or other relevant community leader deemed to be the most appropriate level with whom to liaise) is crucial, as he/she will be able to help in contacting the communities, disseminating information, and organizing meetings. The Payam Director may also have important information helpful to the project activities.

2.2 Planning a Community Mobilization Meeting

After an introductory meeting is made to the Payam Director and a general mapping of the impacted communities has been conducted, the CD Team should plan a Community Mobilization Meeting (CMM) to call together all the relevant community leaders of an area.

2.2.1 Scheduling

Sufficient time must be allowed for calling the meeting – the invitation regarding the meeting time and place should be sent out several days in advance. It is important that the invitations be sent through the Payam Directors, with their input for a convenient day and time, and for the list of participant's names. In addition, as communication to the participants may be challenging as many do not have phones, the Team should consider a visit to individual Boma Chiefs informing them of the meeting. The invitation should be followed up with a reminder note or visit if possible.

The location of the meeting should be as close to the project site as possible. For example, in the case of the JN Road Project, at the Payam/Boma offices along the roadway; for a TO4 water tank



Community Mobilization Meetings should be scheduled at a central location to the communities. Here the Boma representatives of Pageri Payam meet with the SISP CD Team under a tree at the Pageri Payam Office.

installation project, at the nearest Payam/Boma office, but to include a visit to the water tank site before or after the meeting.

2.2.2 Suggested Community Representatives

As mentioned above, the Payam Director should be approached to call a meeting of community leaders from each of the Bomas in the respective Payam. Suggested participants would include: Boma Chiefs, community Headmen, elders, women's leaders, youth leaders, and representatives of vulnerable populations (widows, disabled, etc.). In some cases or areas, such as TO 4 water activities or in Juba communities, there may exist other relevant groups that should be called upon to participate, such as WATSAN committees and community mobilizers.

2.3 Conducting a Community Mobilization Meeting

2.3.1 Agenda & Materials

To keep the meeting participants engaged, it is important to have a detailed agenda, but one that is simple and will maintain interest. For this reason, it is also important that the CD Team be mindful of the time length for the meetings so that participant's interest levels do not diminish. The agenda in **Figure 2.1** below was used for the Road meetings, and may serve as a basic outline for other Task Order community mobilization meetings.

Figure 2.1

**Task Order 2 – Juba to Nimule Road Project
Community Mobilization Meeting Agenda**

- 1) List of Participants, Team Introduction & Meeting Agenda
 - Pass out the meeting roster for each participant to fill out and sign
 - Introduce each CD Team member
 - Briefly run through the tasks to be accomplished during the meeting
- 2) Project Description & Explanation
 - Brief introduction to, and summary of, the project (see Section 2.3.2)
- 3) Community Understanding and Questions & Answers
 - Open the floor to participant questions / discussion (see Section 2.3.3)
- 4) Formation of Community Mobilization Committees
 - Have participants split into their Bomas to select committee members (see Section 2.3.4)
- 5) Community Maps
 - Have participants split into their Bomas to draw a basic map (see Section 2.3.3 below)
- 6) Summary & Next Steps
 - Summary of meeting accomplishments
 - Go over any feedback necessary that CD Team will follow-up on
 - Methods of communicating in the future
 - Schedule follow-up Boma visits, if possible

Sufficient materials need to be prepared in advance, such as paper, writing materials, and tape/push-pins. The agenda should be prepared before the meeting on flip chart paper for display during the meeting. A roster or blank list of participants should also be prepared in advance, with headings for “name”, “position/title”, “Boma/community”, “signature”. Printed handouts with explanations may be useful to the participants, although having them take notes is probably more beneficial for information retention, with handouts to be distributed after the meeting or at a later date. One of the CD Team members should also be prepared to take notes of the discussion and particularly the questions and issues that arise.

2.3.2 Explanation of the Project

Explanation of the project should consist of some basic details that the communities should be aware of, for instance, in the case of the JN Road: the distance of the Road, the approximate start date of construction activities, current activities underway, and participation of the community through labor and provision of materials. When describing the project, it is important to anticipate some of the basic questions that will be asked by the participants. For the Road Project, these dealt with feeder roads, hiring of local labor, payments for materials, right of way and relocation issues, what is expected from the community, etc. Similar questions will come up for almost any project and preparation in advance will avoid a lot of unnecessary discussion.

It is also important that the CD Team be mindful of not raising expectations – they should be careful to not make statements or promises to the community about actions that cannot be delivered by the project. This is one of the reasons that an early meeting with USAID is critical. In addition, to the CD Team should vet the agenda and project description with the TO Manager or other project authority in advance of the meeting.

2.3.3 Encouraging Community Participation

Sustainability is a key element in any donor-funded activity and requires community participation if it is to be achieved. These meetings to initiate a project activity are crucial to the involvement of the local community. Without local community participation, most activities will be plagued with problems, falter, and even fail. An early community mobilization meeting, such as this Handbook describes, is important to bring the eventual beneficiaries of the project into the discussion of the activities, the potential problems, and the solution mechanisms. Many, but perhaps not all, groups in the community need to be involved. As noted above in Section 2.2.2, in addition to the formal leadership (Payam Director, Boma Chiefs, etc.), women, youth, and vulnerable persons should be included. Elders, demobilized soldiers and ex-combatants, and others may also be considered for inclusion.

As noted above, the first item that should be carried out is to pass out the prepared roster that each participant should fill out with their name, position/title, location, and contact information, if



Meeting materials and visual aids should be prepared in advance – here, Boma Chiefs examine a map of a proposed pipeline in Kator Payam, Juba, prepared by SISP TO4 engineers.

available. This list will be quite helpful later to determine: 1) How many people attended, 2) How many people from each Boma, and 3) How many women/youth/vulnerable persons participated. If the group of participants is from different communities and do not know one another, and if time permits and the group is not too large, flip chart paper can be used for the participants to list their names so that the participants will get to know one another. These pages can then be hung on a wall, if possible.

| | NAME | POSITION | BOMA / COMMUNITY |
|---|-----------------|-----------------------|------------------|
| E | PC. IDIAT TUMBE | CHURCH LEADER | ... |
| | 2. Adalash Kham | CHURCH LEADER | ... |
| | 3. THEM ROND | CHURCH LEADER | ... |
| | 4. MELION | Land user | ... |
| | 5. ALFONS JARA | DELIVERY youth leader | ... |
| | 6. ... | ... | ... |
| | 7. ... | ... | ... |
| | 8. ... | ... | ... |
| | 9. ... | ... | ... |
| | 10. ... | POLICEMAN | ... |
| | 11. ... | ... | ... |
| | 12. ... | ... | ... |
| | 13. ... | WOMEN LEADER | ... |
| | 14. ... | WOMEN GROUP LEADER | ... |
| | 15. Paul Otto | ... | ... |

All community representatives attending the CMM should sign the list of participants and indicate their position/title and Boma/community.

Another important part of the agenda to promote community inclusion is a session on “community understanding” and the “Q&A” session. The community should be asked what they may have heard about the project, and any of their initial understanding. The floor should then be opened to the community to express whatever concerns they have, and to ask whatever questions they may have. This will provide the CD Team with an opportunity to clear up any ambiguities or misconceptions, as well as to note any important questions to which they need to refer to other parties (SISP project managers, USAID, or GoSS). Seeking answers to questions and providing feedback to the group are critical and should be done soon after the meeting. Feedback might be provided in the form of a follow-up meeting, written comments to be delivered to the Payam and Boma committees, or an information pamphlet (described in Section 3.2.2 below).

In addition, as a part of this session, there should be an open dialogue of what the community might be able to contribute to the project and how they will volunteer for certain activities. No project should be implemented without some community participation in providing labor,

materials, funds, or whatever they can afford as a community. This is critical toward engendering a sense of “buy-in” on the part of the community beneficiaries.



Community representatives of Gumbo Boma in Rejaf Payam work together to draw a map of their community boundaries, noting where shops may lie near the Road.

Regardless of the project, another beneficial exercise is to ask the participants to prepare a map and profile of their community. The CD Team should provide the participants with markers and large sheets of paper, upon which, in separate community groups, they can draw rough maps. This is important for project site location purposes, becoming aware of potential areas of land and building disputes, understanding the resources available in

communities, and opening up discussion among participants about the state of their community. The maps do not have to be complicated or accurate to scale, but should include as much of the physical resources in the community as possible. For the JN Road Project, for example, it is important to obtain the communities’ knowledge regarding the location of landmines. For the

water projects, possible sites for the water tank location would be useful information. Sample community-drawn maps are depicted in **Annex D**.

2.3.4 The Community Mobilization Committees

One of the overall goals of the CD Team on any Task Order is to establish a mechanism ensuring community participation in project implementation. The mechanism used for the JN Road Project, which may also prove relevant and beneficial in other areas and Task Orders, was the establishment of Community Mobilization Committees (CMC).

Role

The role of the Payam-level and Boma-level Community Mobilization Committees is to enable the communities to participate in, and raise concerns/issues regarding, development projects that are of considerable significance to the communities, or that may impact the communities. The CMCs will serve as the “voice” of the communities, providing for a decision-making body with which donors and organizations may liaise regarding community development projects.

In regards to the SISP Juba-Nimule Road Project, the CMCs may represent their communities for issues including:

- Determining the potential skilled/unskilled labor force in the community
- Determining the availability of potential materials (“marum”, gravel, etc.) needed for the Road
- Locating land on which the sub-contractors can build their temporary camps
- Determining the best sites for boreholes
- Determining any concerns that may arise in regard to the Road Project (for instance, possible relocation of houses/shops)
- Acting as the “voice” of the communities, and liaising with Berger’s CD Team, GoSS/MTR and the subcontractors working on the road

In addition, it is envisioned that the establishment of such committees will hopefully provide the communities with a *sustainable* mechanism/method of mobilizing for, and participating in, future community development projects (through SISP or other donor projects), even after the Road is complete.

Composition

After the understanding and Q&A portion of the community mobilization meeting, the participants were asked to group into their Bomas. Each Boma Chief was asked to work with the other representative community leaders from his Boma to draw up a list of committee members. The committee members proposed did not necessarily have to be people in



At the CMM, community representatives are asked to split into their Bomas and nominate the members of their Community Mobilization Committee.

attendance at the meeting, but the participants were advised by the CD Team to include at least one representative from the following groups: the Boma Chief's office, each community



It is important that women leaders, youth leaders, and representatives of vulnerable groups (widows, disabled) be included in the CMM and selection of CMC members.

Headman, women's group, youth group, and vulnerable group. In addition, other members could be proposed, such as an elder, but, it was suggested that the committee be composed of no more than 10 members. For the JN Road, most committees averaged about eight members each.

Once the Boma-level CMCs had been formed, each Boma was also asked to nominate two people (usually the Boma Chief and one other person) to represent their Boma at a Payam-level CMC, which would also include the membership of the Payam Director, Paramount Chief, and any Payam-level women's, youth, and vulnerable populations leaders.

Structure

These CMCs need not necessarily be formally structured. In preparing the list of committee members, some indicated various position titles, such as the Boma Chief as "chairman", and a secretary, etc. Unless the committee becomes unwieldy and meetings are disruptive, the structure is probably not critical, but this will probably vary by community. In general, having a secretary may be useful to record discussions, problems and issues that arise, and to serve as a contact for setting future meetings. Regardless of the structure, the committee members should be in touch with the populations in their respective communities and be able to present questions and issues at committee meetings with the CD Team, and to elevate concerns to the Payam-level when appropriate.

For other development activities, such as the water projects, the organization of the committees may be more complicated, since they may eventually be dealing with the collection of funds for the maintenance of the system. In these cases, special training sessions will be necessary to develop some level of understanding and expertise for managing such systems.

TOKIMAN

BEING THE LIST OF THE BELOW MENTIONED REPRESENTATIVE

| SNo | Name | Representative |
|-----|-------------------------|-----------------|
| 1- | Marino pitia marcellino | Kejaf Boma |
| 2- | Victor Jada Tombe | Tokiman Youth |
| 3- | Alphayo Wam paul | Orthopedics |
| 4- | Elizabeth Keji Swaka | Tokiman Women |
| 5- | Quintino Ladu Laku | Tokiman Headman |
| 6- | Quido Gore Laku | Tokiman member |
| 7- | Emmanuel Wani Simon | Tokiman Member |

The community members split into their Boma group and are asked to nominate representatives to serve on a Community Mobilization Committee.

3.0 Life of Project Ongoing Community Outreach Activities

3.1 Regular Monthly Community Follow-up Meetings

For any given Task Order, the CD Team should establish a regular schedule of visits to the Boma CMCs organized for that particular TO project. These visits will provide an opportunity to address community concerns, disseminate new information about activities and report on progress to the CMCs, as well as elicit feedback concerning issues, problems, and progress in the work of the road and the community involvement.

For the JN Road Project, a regular meeting schedule with each Boma will be attempted initially on a once-a-month basis. As the construction of the Road begins, this might change to two or three times per month. Certainly in the initial start-up stages, meetings might be necessary more often, depending on the degree of problems that arise as the sub-contractors begin to hire staff and initiate road construction. For other Task Orders (such as the water projects in TO4), the number of follow-up visits each month may vary, depending on the complexities of the projects.

The CD Team should send advance notice to inform the CMCs of the forthcoming visits, and send a reminder a day or two before the actual visit. Experience has shown that schedules are not always tracked by the local authorities and meetings can be missed. The Payam Director should also be visited on these trips to determine if there are other issues that may not arise at the Boma-level CMCs. If there is a larger issue to discuss, or a significant new development that requires a meeting of the Payam-level CMC, written notice and a preliminary scheduling visit should be made to the Payam Director, and all the Boma Chiefs, if possible, to determine a suitable day/time to hold the meeting. Some community leaders may have transportation constraints, so this should be considered when setting up a Payam-level CMC meeting.



The CD Team should identify issues of concern, for instance in the JN Road Project, potential relocation issues in areas where structures may lie too close to the Road alignment, such as here in Gumbo Boma. Once identified, these issues should be followed up on and relayed to the proper authority – in the case of relocation, the County Commissioner and State Ministry of Physical Infrastructure.

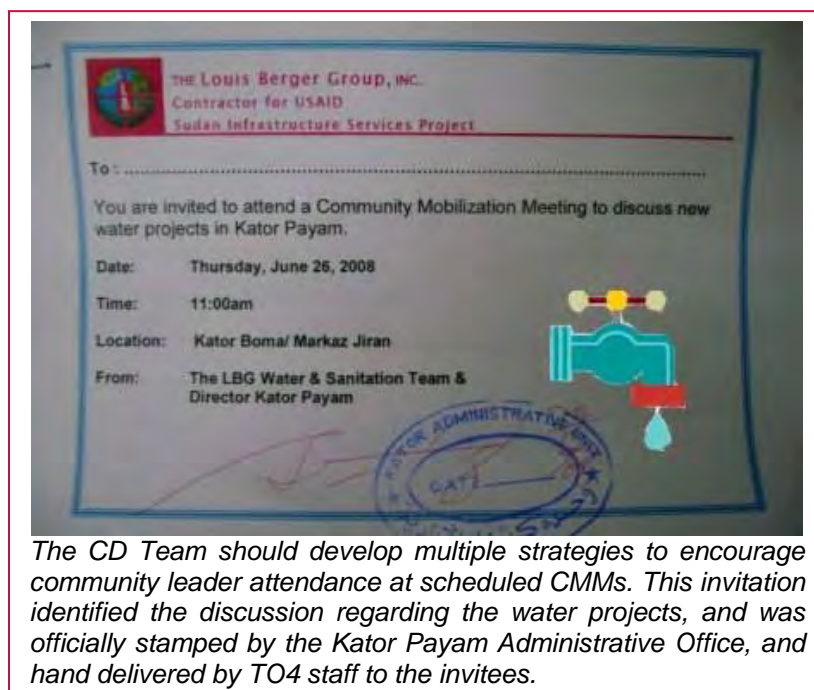
The CD Team should maintain a check-list of items to be discussed with the CMCs that addresses questions and issues previously raised and the status of responses. In addition, for the Road Project, for instance, other items for the check-list might include: an update on the status of Road activity and CMC activities; the status and progress of hiring local labor; the maintenance and cleanliness of the camp sites; and problems related to the sourcing of construction materials and rehabilitating borrow pits. Copies of the check-list will be

maintained by the CD Team and CMC and updated as often as necessary. A sample of a check-list for the JN Road is attached in **Annex E**.

3.2 Communications and Information Dissemination

3.2.1 Relaying Messages / Scheduling

From the experience of working with the communities on the JN Road, it should be noted that communications with the CMCs may be difficult. There is a lack of cell phone use in many villages at the present time. This could change, but for now, when it is necessary to schedule a meeting with the Road CMCs, the CD Team should prepare written requests/notifications to be sent with SISP project drivers traveling along the Road, to be dropped off to the Payam and Boma offices. Other relevant documents can also be delivered in this manner. Personal advance visits by the CD Team might also be possible.



For the committees to relay messages to the CD Team, one method will be to raise the issue to the Payam Director, at which level he/she will be able to call the CD Team directly. Another method may be to send a pre-addressed envelope via public transport or bus or with people traveling to Juba, or by giving messages to SISP staff passing through the communities, and any other system that might work in this environment.

3.2.2 Information Pamphlet

For the JN Road Project, the CD Team has created an “information pamphlet” template. The first information pamphlet produced was prepared based on the discussions held with the communities during the first CMMs, and approved by the Task Order Manager. The basic outline of these pamphlets feature road construction activity and progress information, responses to questions raised by the communities, notices of hiring labor and the need for construction materials, discussion of borehole locations, and other information that will be relevant to the communities’ understanding of the road work. Similar information pamphlets can be developed for other Task Order projects. Copies have been provided to the Payam Directors for distribution to the CMCs. Subsequent information pamphlets may be distributed through the Payam Offices to the Boma Office and the CMC members, or alternately if time permits, to the

Boma Offices themselves. An example of the JN Road information pamphlet is provided in **Annex F**.

3.2.3 Other Methods

Through the duration of the project, other sources of delivery can be explored for further community outreach and to provide news and information about project progress. This can include the press and radio, as appropriate. In the absence of a project public relations office, the full-time CD Team local staff can serve as the public relations point-of-contact. The CD Team should make the information available on a periodic basis, as activities warrant. For other Task Order CD activities, the CD Team should consider similar means of communicating with communities, in addition to assessing other ways of effective communication particular to those situations/areas.

3.3 Identify Possibility for Other Community-identified Projects

The CD Team began their activities with community outreach and mobilization for Task Order 2, the JN Road Project, and has expanded their involvement to Task Order 4, Water and Sanitation, community mobilization and outreach needs. However, should funding become available for SISP to directly engage in additional community development activities, these same principles of community mobilization/participation will apply. Without raising community expectations that other development activities might be possible, the CD Team should be aware of the situation in each of the communities in which they are working, should there be future discussions on the subject of economic and social development activities.

For instance, should USAID-support and funding allow, the CD Team is well placed to hold additional meetings with the already formed CMCs in the communities along the Juba to Nimule Road, to assess the most pressing needs of the communities and incorporate community-identified small-scale associated works. These might include water distribution at borehole sites, schools, and other structures constructed using community-based small businesses. Another aspect of community development that might be explored is training, for instance, linking to the Capacity Building Component for feeder road work training, or linking with an NGO operating on the Road to incorporate HIV/AIDS training.

In addition, as new Task Orders develop under SISP, the CD Team can be involved in much the same way as the JN Road Project, to help mobilize and reach out to impacted communities, and ensure their active participation.

4.0 Close-out / Review Activities

4.1 Field Sessions to Review Community Mobilization Process

The CD Team should return near the end of the road construction and the water system activities to visit each of the communities that were involved in the Project, to review the community mobilization process, and the effect this had on their participation and the success of the project on their communities. The CD Team should also visit with sub-contractors and Project staff to gather data and information on the impact of the community mobilization process and how it affected the implementation of road construction and the water systems.

4.2 Final Report & Lessons Learned

In the case of the JN Road Project, at the end of road construction in late 2009/early 2010, the CD Team will prepare a final report of the community mobilization process and its effect on the implementation of the Project. The final report and lessons learned will provide a good foundation from which to eventually evaluate the overall mobilization effort, determine the value of this process on the implementation of SISP projects, and plan for additional CD activities under SISP.

5.0 Summary and Recommendations

5.1 Summary

Community participation and a sense of “buy-in” are critical, not only to the smooth and efficient implementation of SISP activities, but also to the sustainability of any infrastructure project. To facilitate this, the SISP CD Team was created to:

- Provide community outreach capabilities and ensure that there is a focal point of communication to which the impacted communities, SISP project management, and sub-contractors can direct themselves to identify and resolve potential issues.
- Establish a mechanism ensuring community participation in project implementation. This will be accomplished through the formation of Community Mobilization Committees (CMC), as described in more detail below.
- Help identify and support community-driven projects, as needed, and as funding allows.

The CD Team will work across SISP Task Orders, as needed, to engage the impacted communities. The CD Team has prepared this Handbook as a guide to mobilizing communities for any SISP Task Order activity, and has included descriptions on understanding the communities, setting up mechanisms for community participation (the CMCs), organizing community meetings, and facilitating communications. In addition, should funding become available for additional SISP community development activities, these same principles of community mobilization and participation will apply.

5.2 Recommendations

- From the beginning of the CD Team’s activities, the Team should discuss goals and scope with USAID, and ensure continual communication with USAID representatives during the process, to keep them abreast of the CD activities and progress.
- Due to the nature of local community development initiatives, and the Project goal of building local capacity, the CD Team should seek to staff and train qualified local specialists to liaise between the Project and the communities, with oversight and technical assistance as needed by intermittent expatriate staff.
- The CD Team should work to engender a spirit of collegiality with other SISP staff members, to ensure that the staff feel they may call upon the CD Team whenever issues arise that may require communications or meetings with relevant community leaders.
- When working with the communities to organize committees or other governing/liasing bodies, the CD Team should look for “champions” (such as community mobilizers other active groups like the WSHDO) to help spearhead mobilization activities.
- The CD Team should make an effort to pay particular attention to cultural sensitivities and procedures when working with and within the communities.
- When scheduling community meetings, the CD Team should be aware of the need for reminders and follow-up, and should develop communications ideas to ensure representation, participation and attendance at the meetings.
- Though the CD Team should observe and be aware of opportunities for other complementary CD activities, care should be taken to not raise expectations on the part of the communities, and to not promise anything beyond the scope of the Project, unless express funding has been approved for further CD activities.

Annex A – CD Team Local Staff Job Descriptions

Community Development Team Local Staff Job Descriptions

Community Mobilization Specialist

The SISP requires the services of a Sudanese national, native to one of the Southern Sudan States, who has the ability and language skills necessary to work with people in rural community settings. The position requires that the incumbent interact with the local community and officials to mobilize the population for actions that will benefit their communities. As an intermediary between the project management and the local population, he/she will be involved with the flow of information, responding to requests and questions, and providing feedback to communities and project management. The Community Mobilization Specialist will also have to interact with government officials at certain levels responding to concerns raised by the communities and the project. A key activity will be the ability to manage the organization of meetings, encouraging the population to action, and bringing responsible people to bear on resolving issues.

Requirements:

- A high degree of interpersonal skills that range from dealing with illiterate rural farmers to highly educated government and project staff.
- A level of education at least through high school and preferably at the college level.
- A level of experience that indicates field work at the community level over some period of time.
- Office and management capabilities, including computer literacy, will be necessary for this position.
- Fluency in English language speaking and writing skills are essential.

Community Mobilization Assistant

The SISP requires the services of a Sudanese national, native to one of the Southern Sudan States, who has the ability and language skills necessary to work with people in rural community settings. The position requires that the incumbent interact with the local community and officials to mobilize the population for actions that will benefit their communities. As an assistant, this person will help prepare inputs for the flow of information between the communities and project management. The Community Mobilization Assistant will have limited interaction with government officials at certain levels, but when necessary should be able to communicate with these individuals. He/she will assist the Community Mobilization Specialist in the preparation of materials for the organization of meetings, work with the population to encourage action on their part, and seek out responses to issues raised by the communities.

Requirements:

- A reasonable level of interpersonal skills that range from dealing with illiterate rural farmers to government and project staff.
- A level of education at least through high school and preferably at a higher level.
- A level of experience that indicates field work with communities over some period of time.
- Office capabilities, including computer literacy, will be necessary for this position.
- Fluency in English language speaking and writing skills are essential.

Annex B – Example Work Plan Narrative and Chart

Community Development Team Work Plan Narrative

Week 1 and 2: (5/25/08 – 5/31/08 and 6/1/08 – 6/7/08)

Staff: Bob Resseguie, Santi Duewel, Peter Kilama

- Initial meetings with COP, Task Order 2 Leader, Task Order 4 Leader.
- The CD team will develop a chart and explanation of the Payam and Boma hierarchy in process of setting up meetings to establish community mobilization committees
- The CD team will set initial introductory meetings at the Payam level, to be followed by larger Payam/Boma/Community meetings for general information and discussion and the formation of the community development committees.
- A draft SOW/Work Plan will be prepared detailing what the CD Team will do on an ongoing basis once the initial community committees have been established. This Work Plan will also describe the follow-on work for the two CD Specialists in light of the proposed alternating month consultancies.
- Find out when sub-contracts will be drafted.

Week 2: (6/1/08 – 6/7/08)

Staff: Bob Resseguie, Santi Duewel, Peter Kilama

- Through meetings between the CD team and MTR, a coordination link will be established to facilitate discussions and interaction with the communities. MTR will be requested to assign one representative to work with the CD Team.
- Meet with USAID for clarification on needs/scope/activities/funding.⁴
- An organization chart and job descriptions for CD Team will be prepared, including any budgetary items that may be required for this work.
- Determine staffing needs for CD Team, and discuss potential current local staff availability for CD Team.

Week 2 and 3: (6/1/08 – 6/7/08 and 6/8/08 – 6/14/08)

Staff: Bob Resseguie, Santi Duewel, Peter Kilama

- Meetings to establish Boma and community level working committees, including specific internal groups, such as youth and women.

⁴ This meeting did not take place due to scheduling difficulties.

- To facilitate understanding of the road construction activities within the communities, a one page pamphlet will be developed that provides general and specific information about the status of the road project. This will serve to reinforce verbal communications between the project and the communities. This pamphlet will be updated on a periodic basis.
- Initiate contacts with other donor organizations
- Contact other GOSS offices that may have even a peripheral role in the community mobilization activities. (Ministry of Housing and Utilities / Ministry of Environment / Ministry of Gender)
- Meet with TO4 team to plan immediate community outreach efforts in relation to quick impact projects.

Week 3 & 4: (6/8/08 – 6/14/08) and (6/15/08 – 6/21/08)**Staff: Bob Resseguie, Santi Duewel, Peter Kilama**

- Following these community mobilization organizational meetings and the establishment of committees, each community along the road will be visited and further discussions held with the population.

Week 4: (6/15/08 – 6/21/08)**Staff: Bob Resseguie, Santi Duewel, Peter Kilama**

- Begin draft community mobilization handbook that will detail how the CD Team will interact with communities along the road. This handbook will be written generically so that it can also be used in the event that USAID provides additional funding for community development activities additional to the road.
- Community visits will continue.

Week 4 & 5: (6/15/08 – 6/21/08) and (6/22/08 – 6/28/08)**Staff: Bob Resseguie, Santi Duewel, Peter Kilama**

- Community visits will continue.
- Meet with Juba County Commissioner regarding relocation issues.
- Follow-up meetings with MTR.
- Meetings with other donor organizations to determine what activities they are implementing in the road project area and how coordination might be achieved to mutual benefit (CRS, ARC, UNICEF, VEGA, etc.).
- Hold community outreach meetings with community leaders of TO4 project Payams.

- Coordinate with Berger/SISP engineers and community regarding the location of borrow pits.

Week 5: (6/22/08 – 6/28/08)**Staff: Bob Resseguie, Santi Duewel, Peter Kilama**

- Finish draft of community mobilization handbook.
- Community visits will continue.
- Finalize and disseminate information pamphlet.
- Prepare work plan/schedule for future CD Team LOE and activities.

Week 6: (6/29/08 – 7/5/08)**Staff: Santi Duewel, Peter Kilama**

- Format and finalize community mobilization handbook and send to Berger/SISP management for review and approval and forwarding on to USAID.
- Continue community outreach meetings with community leaders of TO4 project Payams.
- Accompany TO4 subcontractor, PSI, on community outreach trainings.

Week 6 & 7: (6/29/08 – 7/5/08) and (7/6/08 – 7/12/08)**Staff: Santi Duewel, Peter Kilama**

- Community visits will continue.
- If necessary, review CVs for additional CD Team members. Finalize CD Team.
- Meet with USAID and discuss the potential (as funding allows) for future community-identified projects.
- Meet with Magwi County Commissioner regarding relocation issues.
- Coordinate with Berger/SISP engineers to identify any households/businesses requiring relocation.
- Coordinate with Berger/SISP engineers and communities regarding location of borrow pits and boreholes.

Week 7: (7/6/08 – 7/12/08)**Staff: Santi Duewel, Peter Kilama**

- The community mobilization plan prepared by Malcolm Odell and submitted to USAID will be reviewed and if necessary revisions will be made as an addendum to that plan.
- Begin draft of summary report on CD Team's Start-up Activity, and finalize and submit upon CD Specialist's return to Washington, DC.

Month 3: (July-August 2008)**Staff: Peter Kilama, TBD part-time staff**

- Once a month visits to each Boma to meet with committee on any new information/concerns.
- Disseminate any new information pamphlet updates.
- Continue working with TO4.

Month 4: (August-September 2008)**Staff: Bob Resseguie, Peter Kilama, TBD part-time staff**

- Sr. Community Development Specialist returns to work with SISP on drafting subcontracts (mid-August to mid-September)
- The construction sub-contracts will be reviewed by the CD Team in conjunction with the SISP engineers to ensure that they specify clearly the sub-contractors responsibility to hire labor from the local community for all their unskilled labor needs. Explore possibility of including penalty clauses in the sub-contracts. The sub-contracts should also specify items such as transportation, feeding, and equipment to be provided to the labor. They may also need to specify the process for obtaining construction materials such as marum, gravel, and rocks from the communities, including some payments and some community contribution.
- Participate in monthly Boma meetings.
- Follow-up with SISP engineers regarding any households/businesses requiring relocation and location of water boreholes and borrow pits.
- Disseminate any new information pamphlet updates.
- Continue working with TO4.

Month 5 & 6: (September-October and October-November 2008)**Staff: Santi Duewel, Peter Kilama, TBD part-time staff**

- Community Development Specialist returns to work with SISP when road construction begins (whole month of October).
- Participate in monthly Boma meetings.
- Disseminate any new information pamphlet updates.
- Continue working with TO4.
- Assist with labor force organization issues and work with subcontractors and the communities to establish a process for hiring of local labor.
- Verify and support effective participation of women and vulnerable groups.
- Follow-up with USAID the potential (as funding allows) for community-identified projects.

Month 7 – Month 19 (November-December 2008 through December 2009-January 2010)**Staff: Bob Resseguie, Santi Duewel, Peter Kilama, TBD part-time staff**

- Frequent periodic visits split between Sr. Community Development Specialist and Community Development Specialist.
- Continue once a month visits to each Boma to meet with committee on any new information/concerns.
- Disseminate any new information pamphlet updates.
- Continue working with TO4, and begin/continue any other new CD activities under other Task Orders.

Month 20 & 21 (January-February 2010 and February-March 2010)**Staff: Bob Resseguie, Santi Duewel, Peter Kilama, TBD part-time staff**

- Field sessions with Payam-level and Boma-level committees to review community mobilization process.
- Prepare any revisions/updates to Community Mobilization Handbook as appropriate.
- Preparation of draft report and recommendations regarding community / stakeholder participation, and analyzing success of community mobilization program.
- Submit Final Report to USAID.

SISP Community Development Team Draft Work Plan

| KEY ACTIVITIES & DELIVERABLES | <div style="display: flex; justify-content: space-between; text-align: center;"> 5/25/08 – 5/31/08 6/1/08 – 6/7/08 6/8/08 – 6/14/08 6/15/08 – 6/21/08 6/22/08 – 6/28/08 6/29/08 – 7/5/08 7/6/08 – 7/12/08 7/13/08 – 7/19/08 July-August 2008 August-September 2008 September-October 2008 October-November 2008 November-December 2008 January 2008 - January 2010 January 2010 - February 2010 </div> | | | | | | | | | | | | | | | | | | | |
|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----------|-----------|--|--|--|--|--|
| | M1 | | | | M2 | | | | M3 | M4 | M5 | M6 | M7 | M7 - M19 | M20 - M21 | | | | | |
| | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | | | | | | | | | | | | |
| INITIAL ACTIVITIES | | | | | | | | | | | | | | | | | | | | |
| Initial meetings with SISP COP, Task Order Managers | | | | | | | | | | | | | | | | | | | | |
| Develop chart and explanation of community structure and hierarchy | | | | | | | | | | | | | | | | | | | | |
| Set initial introductory meetings at the Payam level | | | | | | | | | | | | | | | | | | | | |
| Prepare draft CD Team SOW and Work Plan and submit to COP | | | | | | | | | | | | | | | | | | | | |
| Determine when road construction subcontracts will be drafted | | | | | | | | | | | | | | | | | | | | |
| Meet with USAID for clarification on needs/scope/activities/funding | | | | | | | | | | | | | | | | | | | | |
| Submit final Work Plan to USAID | | ★ | | | | | | | | | | | | | | | | | | |
| Meet with GOSS/MTR | | | | | | | | | | | | | | | | | | | | |
| Determine staffing needs for CD Team | | | | | | | | | | | | | | | | | | | | |
| Develop job descriptions and any budgetary items for CD Team | | | | | | | | | | | | | | | | | | | | |
| Hold community mobilization meetings to establish committees | | | | | | | | | | | | | | | | | | | | |
| Develop 1-page pamphlet re project information for distribution | | | | | | | | | | | | | | | | | | | | |
| Initiate contact with other donor organizations | | | | | | | | | | | | | | | | | | | | |
| Contact other relevant GOSS Ministries (Housing & Utilities / Environment / Gender) | | | | | | | | | | | | | | | | | | | | |
| Plan any relevant community outreach efforts for Task Order 4 activities | | | | | | | | | | | | | | | | | | | | |
| Follow-up visit to each community along the road | | | | | | | | | | | | | | | | | | | | |
| Meetings with other donor organizations | | | | | | | | | | | | | | | | | | | | |
| Meet with County Commissioners regarding relocation issues | | | | | | | | | | | | | | | | | | | | |
| Hold community outreach meetings with community leaders of TO4 project Payams | | | | | | | | | | | | | | | | | | | | |
| Begin draft Community Mobilization Handbook/Manual | | | | | | | | | | | | | | | | | | | | |
| Coordinate with SISP engineers re location of water boreholes and borrow pits | | | | | | | | | | | | | | | | | | | | |
| Finalize draft of Community Mobilization Handbook/Manual | | | | | | | | | | | | | | | | | | | | |
| Submit Community Mobilization Handbook to LBG and USAID | | | | | | | ★ | | | | | | | | | | | | | |
| Follow up meetings with MTR and USAID | | | | | | | | | | | | | | | | | | | | |
| Finalize and disseminate information pamphlet | | | | | | | | | | | | | | | | | | | | |
| Prepare workplan/schedule for future CD Team LOE and activities | | | | | | | | | | | | | | | | | | | | |
| Review CVs if new additional CD Team members required - finalize Team | | | | | | | | | | | | | | | | | | | | |
| Coordinate with SISP engineers to identify any households/businesses requiring relocation | | | | | | | | | | | | | | | | | | | | |
| Follow up with GOSS relevant Ministries re relocation/compensation | | | | | | | | | | | | | | | | | | | | |
| Begin draft of summary report on CD Team's Start-up Activity | | | | | | | | | | | | | | | | | | | | |
| Finalize summary report on CD Team's Start-up Activity (finalize and submit from Washington, DC if necessary) | | | | | | | | | ★ | | | | | | | | | | | |
| "Community / Stakeholder Participation Plan" by Malcolm Odell reviewed and revised as needed | | | | | | | | | | | | | | | | | | | | |
| Discuss with USAID the potential (as funding allows) for community-identified projects | | | | | | | | | | | | | | | | | | | | |

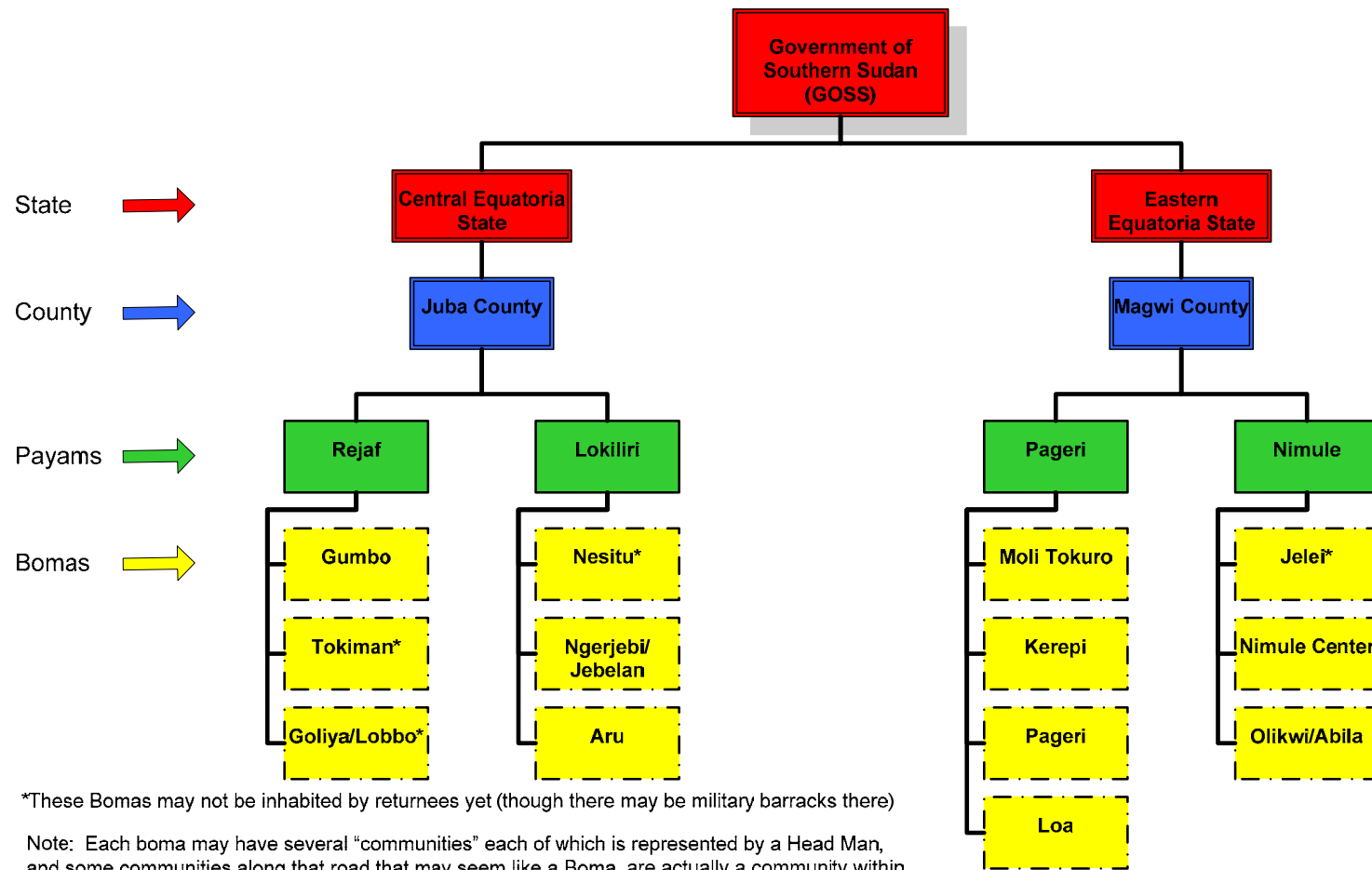
SISP Community Development Team Draft Work Plan

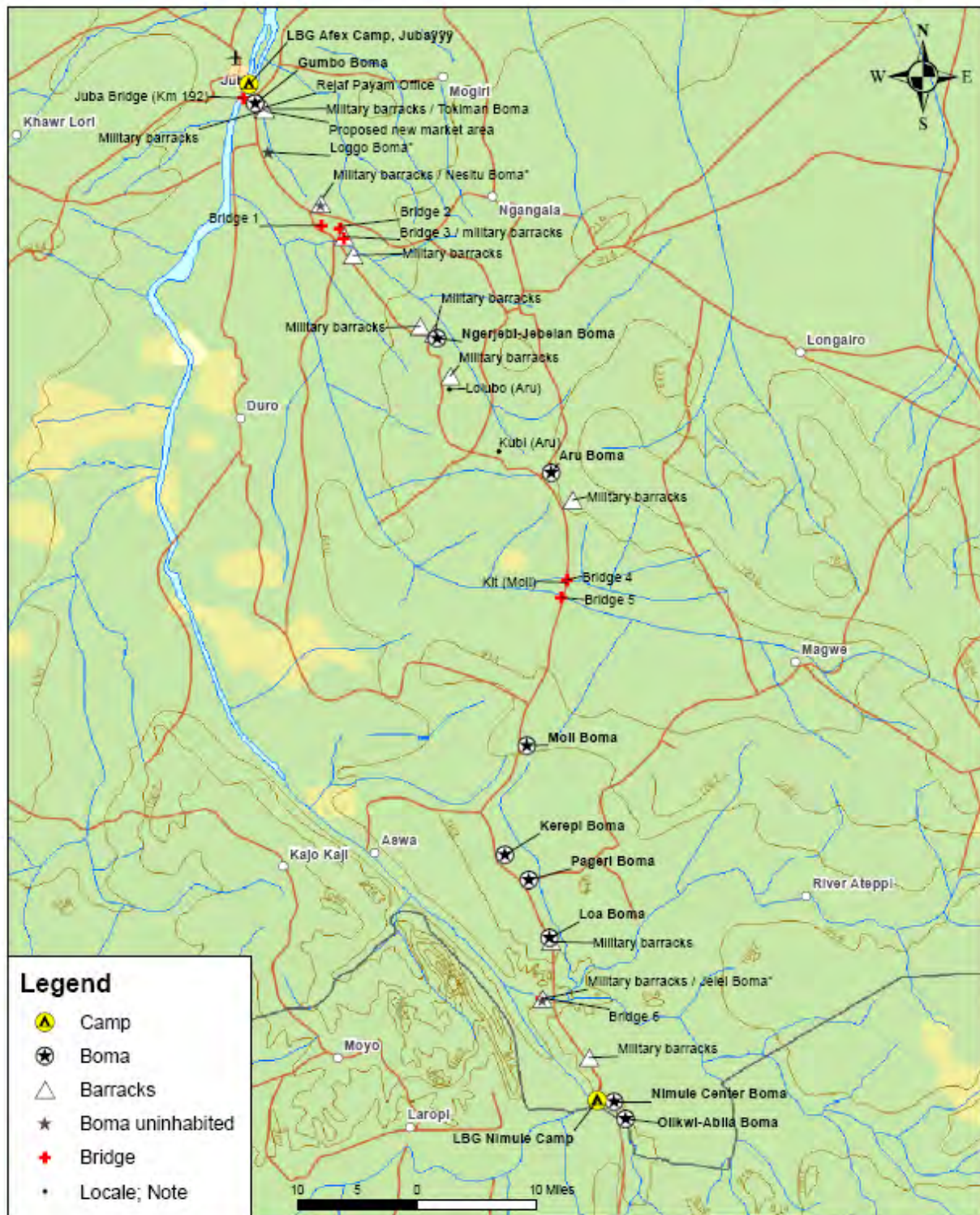
| KEY ACTIVITIES & DELIVERABLES | 5/25/08 – 5/31/08 | | 6/1/08 – 6/7/08 | | 6/8/08 – 6/14/08 | | 6/15/08 – 6/21/08 | | 6/22/08 – 6/28/08 | | 7/1/08 – 7/5/08 | | 7/16/08 – 7/12/08 | | 7/13/08 – 7/19/08 | | July-August 2008 | | August-September 2008 | | September-October 2008 | | October-November 2008 | | November-December 2008 | | January 2009 - January 2010 | | January 2010 - February 2010 | |
|--|-------------------|----|-----------------|----|------------------|----|-------------------|----|-------------------|----|-----------------|----|-------------------|----------|-------------------|-----------|------------------|--|-----------------------|--|------------------------|--|-----------------------|--|------------------------|--|-----------------------------|--|------------------------------|--|
| | M1 | | | | M2 | | | | M3 | M4 | M5 | M6 | M7 | M7 - M19 | | M20 - M21 | | | | | | | | | | | | | | |
| MEDIUM-TERM & ONGOING ACTIVITIES | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | | | | | | | | | | | | | | | | | | | | | | |
| Update project information 1-page pamphlet as needed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Visit and meet with Boma-level committee for project updates, concerns/issues (1-2x a mon h) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Visit and meet with Payam-level committee for project updates, concerns/issues (1x a mon h) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Review subcontracts with SISP engineers to ensure use of local labor | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Follow-up with SISP engineers regarding any households/businesses requiring relocation and location of water boreholes and borrow pits | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assist with labor force organization issues and work with subcontractors and the communities to establish a process for hiring of local labor | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Verify and support effective participation of women and vulnerable groups | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ongoing work for any TO4 community outreach efforts | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Continue discussions with SISP management and USAID re the potential (as funding allows) for community-identified projects | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Frequent periodic visits split between Sr. Community Development Specialist and Community Development Specialist | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CLOSE-OUT ACTIVITIES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Field sessions with Payam-level and Boma-level committees to review community mobilization process | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Prepare any revisions/updates to Community Mobilization Handbook as appropriate | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Preparation of draft report and recommendations regarding community / stakeholder participation, and analyzing success of community mobilization program | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Submit Final Report to USAID | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PERSONNEL LOE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bob Resseguie, Senior Community Development Specialist | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Santi Duewel, Community Development Specialist | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Peter Kilama, Community Mobilization Specialist | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TBD, Community Mobilization Assistant | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Legend: ★ indicates a deliverable or milestone
 [diagonal lines] full-time in-country
 [horizontal lines] intermittent in-country
 [vertical lines] intermittent from LBG Washington, DC office

Annex C – Community Mapping

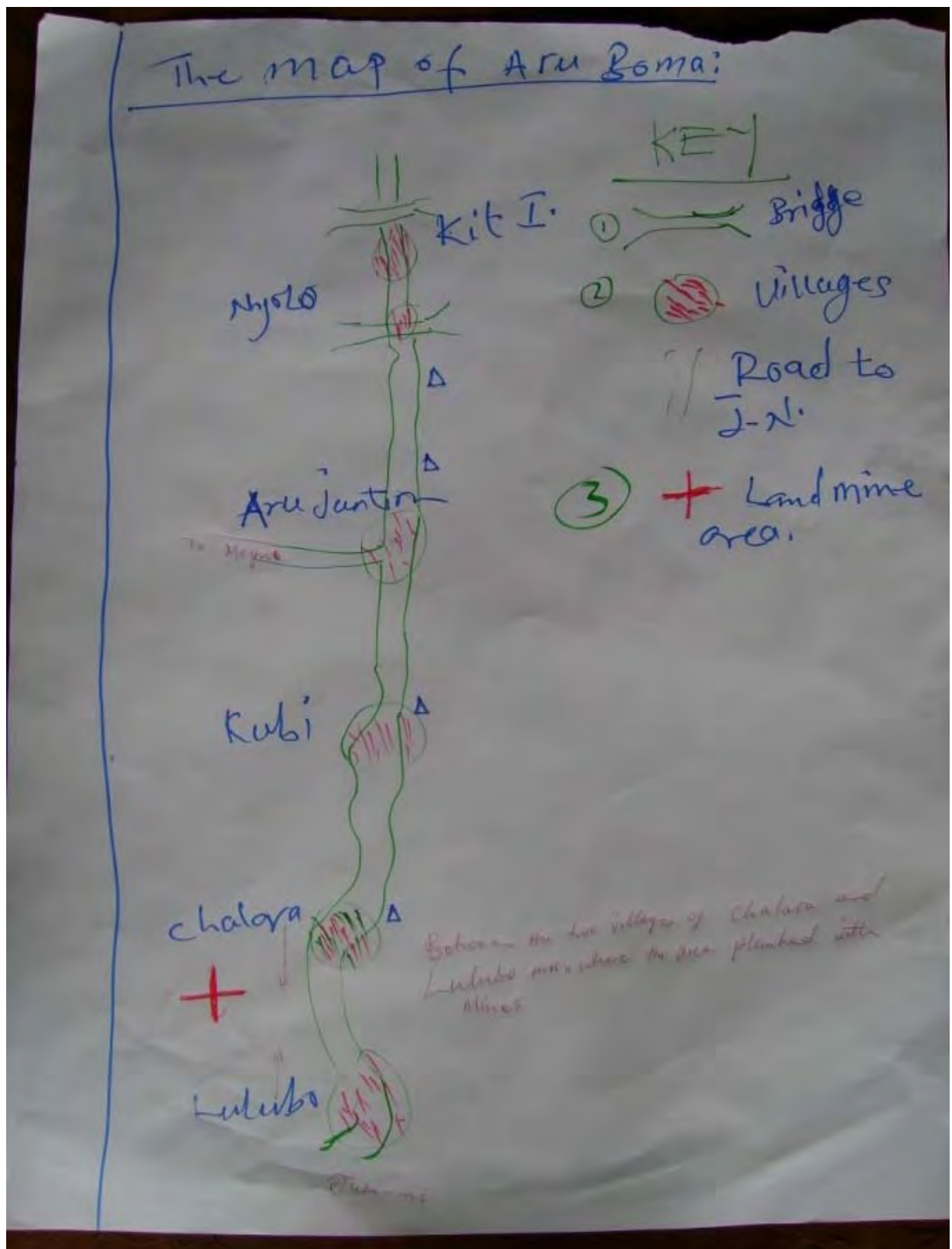
SISP Juba-Nimule Road – Community Mapping Chart





Annex D – Community-drawn Maps





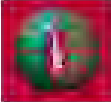
Annex E – Sample Follow-up Visit Check-list



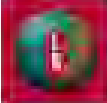
SISP Community Development Team
Community Mobilization Committee Follow-up Visit Check-list

Payam: _____ Date of Visit: _____
Boima: _____

| ITEM | COMPLETED |
|--|--------------------------|
| Previous questions/issues addressed | <input type="checkbox"/> |
| Community response noted | <input type="checkbox"/> |
| New questions/issues noted | <input type="checkbox"/> |
| Answers provided, if possible | <input type="checkbox"/> |
| Follow-up required and noted | <input type="checkbox"/> |
| Project information updates discussed (if any) | <input type="checkbox"/> |

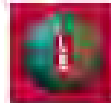
 **SISP Community Development Team**
Community Mobilization Committee Follow-up Visit Check-list

| PREVIOUS QUESTIONS/ISSUES | | |
|---------------------------|-------------------|--------------------|
| Questions/Issues | Resolution/Answer | Community Response |
| | | |
| | | |
| | | |
| | | |



SISP Community Development Team
Community Mobilization Committee Follow-up Visit Check-list

| NEW QUESTIONS/ISSUES | | |
|-----------------------------|---|--|
| Questions/Issues | Immediate Resolution/Answer (If any) | Or Requires Follow-up (specify person/group/entity) |
| | | |
| | | |
| | | |
| | | |



SISP Community Development Team
 Community Mobilization Committee Follow-up Visit Checklist

| PROJECT INFORMATION UPDATES | | |
|--|--|-------|
| Item | Specifications (date, quantity, location, etc.) | Notes |
| Current activities and locations of sub-contractors work | | |
| Borrow pit locations | | |
| Bore hole locations | | |
| Work camp locations | | |
| Labor | | |
| Roundabout locations | | |
| Speed bump locations | | |
| Relocation issues | | |
| | | |
| | | |
| | | |

Annex F – Road Information Pamphlet



THE Louis Berger Group, INC.
Contractor for USAID
Sudan Infrastructure Services Project

INFORMATION PAMPHLET FOR THE JUBA-NIMULE ROAD PROJECT

Road Information

The U.S. Agency for International Development (USAID) is funding the rehabilitation of the Juba-Nimule Road in order to help foster peace and stability, increase economic growth, and facilitate resettlement in Southern Sudan. The Louis Berger Group, with support from USAID, will reconstruct the roadway, construct new bridges, and provide traffic signs. When completed, the road will solidify trade routes, improve economic conditions, and increase the Government's ability to provide services to its citizens. Some specific information about the road follows:

1. The road will go from Juba Bridge to Nimule Bridge, about 192 kilometers. The road will pass through Juba-Gumbo Payam, Lokiliri Payam, Pageri Payam and Nimule Payam.
2. The road surface will be 7 meters wide, with 1 meter shoulders on each side, and a base of double bituminous surface treatment.
3. There will be 3 sub-contractors constructing the road. Each one will establish camps and field laboratories along the road from which they will work.
4. The road work is estimated to start in October 2008 and be completed in December 2009.
5. There will be 7 new bridges constructed along the road under different sub-contracts. Some of the preliminary bridge work has started, such as drilling for foundations.
6. The 7 existing bridges have also been repaired to facilitate travel on the existing road. The new bridge construction is expected to be completed by February 2009.
7. Local labor from communities along the road will be used for unskilled work and as workers in the construction camps at different locations along the road and for the bridge work.
8. It should be noted that labor needs for the road and bridge work will be in the hundreds and not in the thousands.
9. Skilled labor (e.g., engineers and engineer assistants) from communities along the road will be able to apply for these job positions with the sub-contractors.
10. Communities can provide labor when the construction is ongoing within the boundaries of each community.
11. Other work that is currently ongoing along the roadway, in addition to the foundation drilling for the new bridges, includes demining, surveying of the roadway, and completion of repairs to the old bridge at Kit.



THE Louis Berger Group, INC.
Contractor for USAID
Sudan Infrastructure Services Project

12. Boreholes will be dug by the sub-contractor along the roadway and communities will be asked to provide information as to possible locations; the boreholes will be turned over to the communities at the completion of the road.

Community Mobilization Committees

The road project's Community Development Team will work with all communities along the road to establish Community Mobilization Committees at the Boma and Payam level. The role of the Committees will be to enable the communities to participate in the road activities (providing labor and materials) and to raise concerns/issues that may arise during road construction. The Community Mobilization Committees will serve as the "voice" of the communities, communicating and working with the Community Development Team.

Community Development Team

The Community Development Team is comprised of Louis Berger Group staff: Bob Resseguie, Santi Duewel and Peter Kilama. This Team will make regular visits to the Bomas and Payams along the road, meeting with the Committees to communicate new information about the project, and to discuss any of the Committees' concerns and questions. This team will also occasionally include a member of the GOSS Ministry of Transport and Roads who will represent the Ministry in team discussions with the Community Mobilization Committees.

Contact: Peter Kilama
Afex River Camp, Juba
Tel: 0477126410