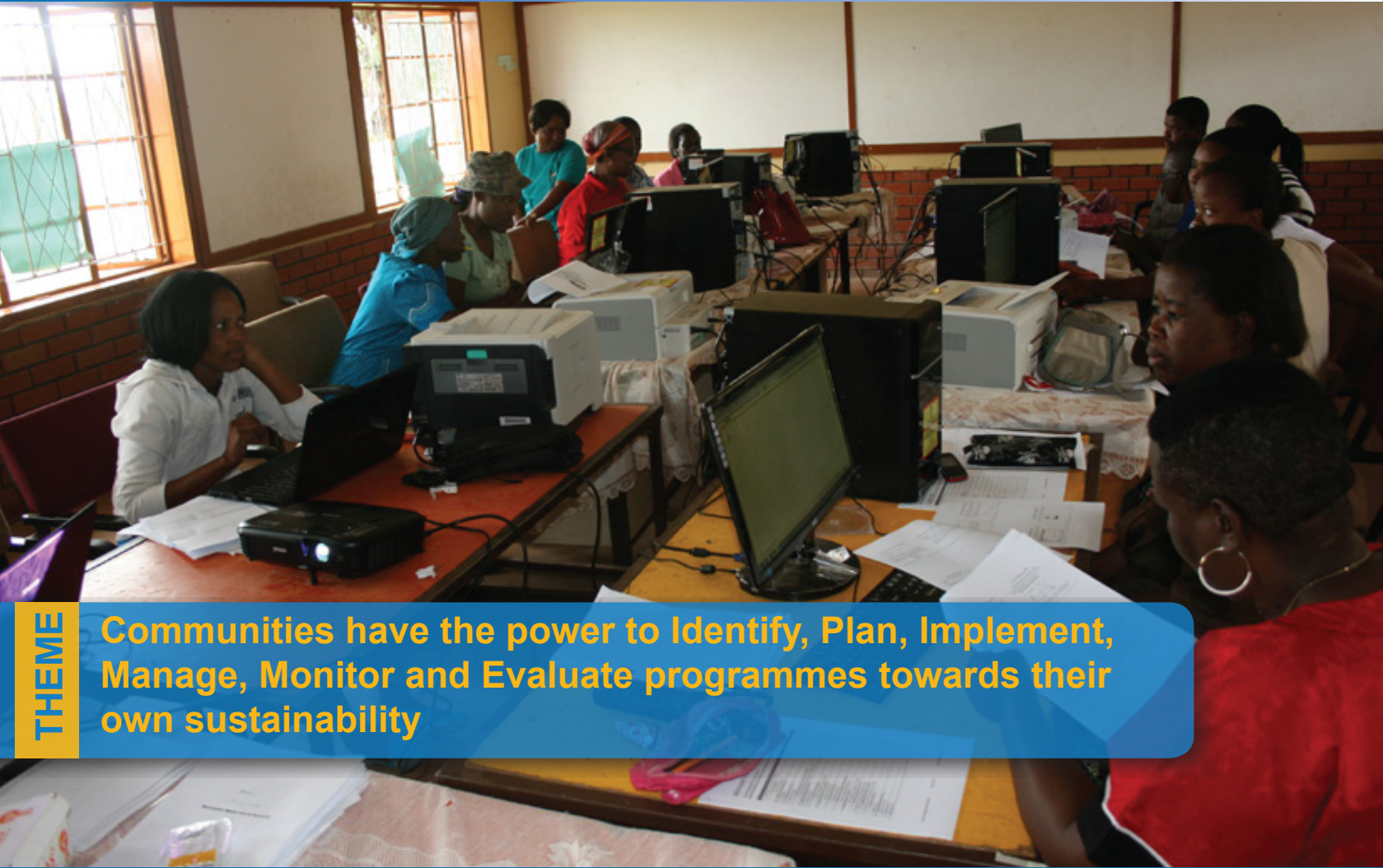


COMMUNITY LEADERSHIP AND DEVELOPMENT PROGRAMME 2018



THEME

Communities have the power to Identify, Plan, Implement, Manage, Monitor and Evaluate programmes towards their own sustainability

Developed and offered by:



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Introduction

There is no doubt that community governance is an increasingly and fairly popular concept now in the field of good and accountable governance. Community leaders therefore are becoming an important part of their communities. A community leader is someone who is perceived to represent the community's interests and plays the role of protecting them. This role could be paid for or voluntary. Most communities have held this role as a voluntary one. Community leaders have a vast range of roles that range from mobilizing communities and other resources for a common cause to designing courses of action to overcome common challenges. This training will focus on, but not limited to, eight most important qualities of great community leaders given their roles in the community. These qualities are:



Background

Within many rural communities in Botswana today, local leaders are becoming aware that if economic and community development is to occur, it is their responsibility to make it happen (Bell & Evert 1997). In areas such as public education and job training, technology, networking with state and regional agencies, health care, leadership and strategic planning, communities are learning that community development is not the responsibility of any one group, but a community-wide effort. Furthermore, many argue that leadership may be the catalyst through which these changes occur. Communities that are creative, entrepreneurial and committed to building a shared vision and consensus are found to be better prepared to address community needs (Bell & Evert, 1997). For rural communities to remain relevant, there is a call for quality local leadership to take charge and guide the way into the future.

A new generation of leaders is needed to build local partnerships for managing change in today's diverse communities (Tabb & Montesi, 2000). Leadership itself has played a fundamental role in nearly every aspect of society and is particularly important in rural communities. Community leadership is the accomplishment of group purpose, which is furthered not only by effective leaders, but several other factors including innovators and entrepreneurs, available resources, and social capital or contributing to the common good. Therefore, leadership must be considered within a context, regarding a specific purpose. The context and purpose behind this proposal are rural communities and how leadership relates, interacts, and affects individuals, social capital and change within the community situation. As Gardner (1990) asserts, today's problems and issues within society are not nearly as frightening as the question they raise concerning society's ability to gather forces and act. As society becomes more complex, an ever-increasing number of these issues are linked between urban and rural areas. This makes issues more complex and results in the need for more complex solutions. Furthermore, because today's communities and social fields are larger and more intricately organized, individuals in all segments and at all levels must be prepared to act as leaders. Thus, leadership is dispersed not only throughout all segments of society - government, business communities - it is also dispersed through the many levels of social functioning. The bottom line is a great number of individuals within society need to know how to solve complex problems in a variety of situations - in essence to be leaders. Even more importantly for the future of today's rural communities, is the presence and action of leaders who can fit it all together.

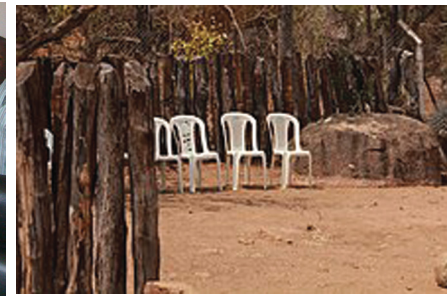
Positioning a community for a viable future does not just mean being able to solve complex problems and move the community towards successful social action, which leads to planned change, but also means motivating community members to develop social capital, increase individual well-being, sustain the community's unique culture, mobilise resources and a variety of other responsibilities. This is the complex side of community leadership and the focus of this training proposal.

As implicated earlier, rural communities have experienced remarkable change and uncertainty within the last several decades. Prior to the 20th century, rural policy was mostly directed toward agricultural land distribution and farming activities. However, today and in the future, rural policy will need to cover a much broader array of issues, as the rural environment becomes more complex. It is important to note that rural communities are witnessing lower wages than their urban counterparts, as well as population declines within many agriculture-dependent communities. Rural communities that have coped with declining populations and resources, face a serious challenge that many are not fully prepared to deal with. If growth is to be managed in such areas, local governments need the staff, training, legal framework and resources to produce and enforce plans that allow growth. Local leadership needs to step up and recognize the special needs associated with rural growth when developing apposite local public policy. In order for this to work most effectively, local leaders from rural communities and organizations should be provided with training towards accountability and good governance as well as resource mobilization strategies. It is important to provide continuing education and rural leadership development program such as offered by

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Background (cont..)

Accountability and community-based planning improves an individual's social effectiveness. The higher the accountability, the better the social relations in a given community. An accountable community leader, most centrally, can better perceive the community needs, use them in thought, understand their meanings and create leadership necessary to address them, than others. Such a person is more likely to have possessions of sentimental attachment around the home and to have more positive social interactions. Such individuals may also be more adept at describing community goals, aims and missions. It is therefore essential to complement community leadership with strategies that induce action for individuals to enjoy maximum benefits of their community contributions, hence asset based community development model so that all people consider local and themselves as primary building blocks of sustainable community development.



Consultancy Team Capacity

The team comprises of professional experts (Batswana) with the requisite knowledge and skills in the key performance areas of the assignment; Community Capacity Enhancement, Youth and development, Leadership and governance, Sexual and Reproductive Health, Curriculum Development and content review, training and facilitation, participatory approach methodologies, conducting focus group discussions, strategy planning and development, research, gender analysis and gender based violence, resource mobilization, as well as monitoring & evaluation. The team has leadership/management, community development, health programming, teaching and curriculum design experience accrued from undertaking similar assignments.

These include: serving as team leaders, management of consultants, development of national youth policy, developing gender mainstreaming strategy, health sector strategy, membership of technical working groups of National Development Plan 10 (NDP10), Curriculum development, Educational Management, Second National Strategic Framework for HIV and AIDS (NSF II 2010-2016) and training at grass root level.



"Re-defining Quality"

Training Modules and Method of Facilitation

The core programme consists of ten modules, each lasting 3 hours, followed by a 'transition' event. The programme may last up to a week, with workshops held monthly. Where preferred, modules can be paired as one-day workshops, or run as two- three days blocks.

No.	Topics	Description
1	Recognising Our Strengths	Introduction and overview of the programme Building your own and others' confidence Exploring individual strengths Personal development plans
2	Communication Skills	Models of leadership (what is different about community leadership?) Key skills for inter-personal communication Communication in groups
3	Making Change Happen	Understanding the motivation for change Getting our emotional needs met Planning for change – vision, goals, priorities, action Identifying changes needed in the community: formation of working groups (Brainstorming)
4	Planning Projects	Taking stock – analysing needs and opportunities (priority setting) The principles of project planning The circle of influence Planning a project for our community
5	Raising and Managing Funds (Resource Mobilization)	Resources for community projects How to prepare a funding application How to raise funds for community projects Monitoring and managing spending (Accountability)
6	Meetings and Chairing Skills	Organisational factors affecting meetings Holding effective discussions and reaching consensus/decisions (Group Decision-Making) Key skills for chairing meetings
7	Working in Teams	The principles of effective team-work Typical roles in teams/(Role playing) How groups develop over time and use of teams for development Delegating and facilitating
8	Negotiating and Influencing	Skills for win-win negotiation Using the tools of persuasion Making your case Introducing partnership working (in good governance)
9	Evaluation and Review as Learning	Evaluating the success of community initiatives Outputs and outcomes Using performance indicators Building resilience: treating setbacks
10	Presentation Skills	How to give an effective presentation of priority projects: preparation and planning, visual aids, delivery, managing nerves, dealing with questions from community members
11	Transition Event	An event to mark the transition from a learning programme to a new phase of action and implementation Presentations of Group Work and Awards Review of programme and way-forward

Target population

This capacity building initiative is ideal for;

- Dikgosi
- Village Development Committees
- Village Extension Teams
- Community Based Organizations
- Political Leadership
- Community Trusts
- Youth Groups
- Women's groups
- Men's groups
- Cooperatives



Aims and Outcomes

After taking part in this programme, participants will know:

1. What leadership means in the context of communities.
2. What their own strengths and resources are as potential or actual community leaders.
3. How to inspire and engage other residents.
4. What the opportunities are for improving and empowering their own communities.
5. How to identify, plan and prioritize community projects.
6. How to effectively mobilize resources for community development.
7. How to negotiate and work in partnership with service providers.
8. How to remain resilient and positive in the face of difficulties.
9. How to develop a vision for their communities, and strategies for realising it.
10. How to mobilize resources in order to sustain community projects..



I-SIX DURING COMMUNITY WELLNESS DAY 

At Tutume McConnel

Reference sites for Community Development

- **Hon. Fidelis Molao (MP)**
- **Hon. Buti Billy (MP)**
- **Ishmael Mokgethe (Councillor)**
- **Hon. Philip Makgalemele** - Spoke at Shashe West Constituency inaugural community development Training
- **Mr Nkobi Masole** - Maitengwe VDC Chairman
- **School Head** - Mengwe Primary School

Lessons To Be Learnt

A. What community leadership is?

The role of the community advocate includes:

- speaking up for and on behalf of individuals and groups.
- encouraging residents to engage and participate in community projects.
- participating in plan making and planning decisions.
- communicating residents' concerns to providers such as councilors, the police and health workers.

The role of the community leader includes:

- stimulating local organisations and individuals to take up opportunities to express their views.
- representing local level concerns and perspectives.
- maintaining a link between the users and the providers of services.
- encouraging the community to organize for themselves.
- working with other community leaders in the voluntary, community and business sectors.
- offering vision and direction to local groups and building support for that vision.
- brokering agreements between different interests and partners.
- contributing as an effective partner in neighbourhood arrangements, including those that deliver delegated functions.

B. Leadership Characteristics

Some characteristics of effective community leaders are:

1. Listening to and involving local communities - leaders must be in touch with the communities they purport to represent. They need to be in touch with all parts of their community and communities of interest, such as young people and minority ethnic communities.
2. Building vision and direction - Local communities face a complex and diverse set of problems and challenges. They want to know that all the relevant organisations in their area - public, private and voluntary - are working together in a common direction. Community leaders have to work with the whole gamut of local organisations and interests, in shaping a long-term vision for the communities they serve.

No single person acting alone can respond effectively to the needs of localities. Effective community leadership involves securing the commitment of partners to delivering a shared vision for their area as well as helping to shape it.

3. Working effectively in partnerships - No single person, acting alone can respond effectively to the needs of localities. Effective community leadership involves securing the commitment of partners to delivering a shared vision for their community.

Lessons To Be Learnt (cont..)

B. Leadership Characteristics (cont..)

4. Making things happen - Community leadership involves more than having a sense of direction. It is also about making things happen on the ground - delivering outcomes for local people. Vision, direction and effective partnership are only of any use if they deliver actual change on the ground.
5. Standing up for communities - Local people want to know that the people they elected to represent them are doing just that. This advocacy role involves speaking out for local people on major issues that impact on the community - like hospital or factory closures, construction of a road or provision of a new service and acting on behalf of specific groups of individuals.
6. Empowering local communities - Community leadership is more about creating the environment in which other leadership roles can develop and fostering the development of active citizenship. Community leaders have to lead and invest in the growth and development of communities so that they are able to govern themselves.
7. Accountability to communities - Community leadership involves being accountable to local people - through the development of active on-going relationships with people such as by listening to and being accountable to local communities through people's panels and area forums.
8. Using community resources effectively - Communities, councils and partners have a wide range of resources they can bring to the table. Community leadership is about ensuring these resources are used effectively to meet local priorities. Community leadership is also about delivering the best outcomes for local people and actively seeking new ways to promote the wellbeing of their people.

C. Working in partnership

Community leadership is also about enabling local communities to determine their own future. It is not traditional, top-down leadership, but involves leaders using all the tools at their disposal to engage communities in making their own difference. It promotes a partnership of shared commitment to promote a shared vision for the locality.

Therefore, community leaders need to have:

- The ability to build effective partnerships with other local organisations and communities
- A commitment to community engagement and empowerment
- The ability to respond effectively to local priorities
- A sound understanding of good local governance arrangements
- An understanding of the local community and the groups and organisations within it
- Access to key people in other agencies within that community
- Access to officers and key people within local authority.

Duration: The time to deliver on the programme is 1 – 2 days based on the community needs

Conclusion

The landscape of partnership working is shifting with new opportunities emerging. However, the central concern for community leaders remains to promote the social, economic and environmental wellbeing of their people and achieving sustainable communities.