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Liberia Chainsaw and Timber Dealers Union (LICSATDUN) Membership Mobilization and Recruitment Strategy

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Membership mobilization and organization Strategy for the Liberia Chainsaw and Timber Dealers Union (LICSATDUN)

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Acronyms

CBO	Community Based Organization
CFDC	Community Forestry Development Committee
CFMB	Community Forestry Management Body
CRL	Community Rights Law with Respect to Forest Lands (2009)
CRL Reg.	Community Rights Law Regulations
FDA	Forestry Development Authority
LICSATDUN	Liberia Chainsaw and Timber Dealers Union
LTA	Liberia Timber Association
M/E, M & E	Monitoring and Evaluation
NFP	National Forestry Policy
NFRL	National Forestry Reform Law of 2006
NGO	Non-governmental Organization
S/A	Social Agreement
TSC	Timber Sales Contract

Part 1 Background and Introduction

1.1 Background

The Liberia Chainsaw and Timber Dealers Union (LICSATDUN) is currently the only umbrella institution of chainsaw millers (operators/producers) and timber dealers and is registered as a not-for-profit, Non-governmental Organization (NGO) acting as a trade union under the Liberia Business Registry. Its Membership is exclusively for Liberian citizens and business entities categorized as timber dealers and chainsaw operators. LICSATDUN was organized, registered and incorporated/legalized in 2008.

The Liberia Chainsaw and Timber Dealers Union (LICSATDUN) as the principal supplier of timber (particularly lumber/ planks) to the domestic timber market of Liberia, is now keen on ensuring that its production is in compliance with the forest sector regulatory framework. In this regard, LICSATDUN has embarked on mobilization efforts, to ensure better organization and legalization of its membership to meet operational and legal requirements as provided for by law. In consideration of this, LICSATDUN is seeking integration of its activities into the Liberia VPA process to assure national and international stakeholders and forest sectors actors that chainsaw lumber production is conducted within the legal framework of the country.

Meanwhile, in spite of its commitment to legality, LICSATDUN however, still finds itself engulfed in serious operational and other capacity challenges. For example, LICSATDUN is faced with a huge challenge of regularly reaching out to its members and the larger community; challenge of identification of potential producer members; and the challenge to develop strong networks that can provide benefits for association.

1.2 Introduction

LICSATDUN is a strong forest sector partner to the Government of Liberia striving to ensure that its members adhere to improved forest governance and sustainable forest management practices. However, several assessments/studies conducted on LICSATDUN indicate that it has serious capacity deficiencies at nearly all levels and aspects of its operations; i.e. at operational, administrative, and technical levels.

LICSATDUN has a huge membership that includes both actual and potential members spread across Liberia. In Liberia, many stakeholders consider all involved with chainsaw milling activities as members of LICSATDUN. A clear distinction between actual members and non-members or potential members of LICSATDUN for stakeholders and partners therefore needs to be established through awareness creation and other processes.

The membership of LICSATDUN is organized into 15 sub-divisions (Counties) comprising districts and zones. LICSATDUN membership comprises various categories of individuals involved with different aspects of chainsaw milling activities: i.e. production, maintenance, transportation, trade or dealership and support services. LICSATDUN gets its members through its mobilization and recruitment drives using application forms to record and register members. Currently LICSATDUN members are not paying any fees, although fees payments such as (a) Registration fees and (b) Annual membership dues by members are requirements under its by-laws and constitution.

Part 2: Goals of LICSATDUN and Problems affecting its operations

2.1 Goals and objectives of LICSATDUN

2.1.1 Build capacity and create awareness on legal and sustainable chainsaw milling:

One of the foremost objectives for organizing the Liberia Chainsaw and Timber Dealers Union (LICSATDUN) is to organize all chainsaw operators and timber/plank dealers (traders) involved with chainsaw milling for production and marketing respectively, of sawn timber for Liberia's domestic market; create awareness on LICSATDUN including its activities, vision, goals and objectives; build the capacity of chain sawyers to undertake sustainable forest management practices in chainsaw milling activities in order that their operations/activities comply with forest laws; and to create more awareness on, as well as integrate chainsaw milling into the VPA process.

2.1.2 Enroll and retain LICSATDUN members into Associations and/or Cooperatives

One of LICSATDUN's major objectives for reaching out to identify and mobilize more members is to recruit and properly organize its membership into "Associations or Cooperatives" for better opportunities for more efficient and quality production, improved/increased negotiating capacity for support, better and more organized planning, etc.; and for better consolidation and working together from a perspective of shared/common vision and strength for improved capacity, efficiency, and quality of production.

2.1.3 Formation of County-wide Associations or Cooperatives

Paramount amongst its many objectives, the Liberia Chainsaw and Timber Dealers Union (LICSATDUN) aims to take on the full responsibility as an umbrella organization to organize and group all chainsaw millers/operators into Associations or Cooperatives rather than allowing each operator to operate individually or as individual chainsaw operators.

Associations or Cooperatives will be organized and formed by LICSATDUN at the county level, setting targets and priorities based on the level or volume of production by each association or cooperative. Initially, and for the start-up implementation of this Strategy, LICSATDUN will undertake to form a total of five (5) Association/Cooperatives in four (4) counties:

- | | |
|------------------------|----------------------|
| i. Nimba County | two (2) associations |
| ii. Grand Bassa County | one (1) " |
| iii. Gbarpolu County | one (1) " |
| iv. River Cess County | one (1) " |

2.2 Key challenges (problems) currently faced by LICSATDUN:

2.2.1 Inadequate Support and Weak Administrative and Coordinating Structures

LICSATDUN lacks adequate capacity to sufficiently establish complete administrative control over its membership. While efforts are being made to increase capacity in management and accounting, as of mid-2018 it does not have a comprehensive register or recorded database of its membership, financial transactions, or assets, and is unable to provide other required and important information on the organization. As a result of this many stakeholders and partners are not aware that a good number of chainsaw operators (producers), especially those located in the Southeastern and other remote regions of Liberia are not actual members of LICSATDUN; and also that these unidentified chainsaw operators in those regions mentioned above are operating as individuals who have no direct links with or are not operating under the direct supervision or administration of LICSATDUN.

In as much as LICSATDUN has a huge membership (that includes both actual and potential new members) geographically balanced nationwide, however it faces challenges in reaching out to its members throughout the country. LICSATDUN has established administrative/leadership structures at

the county, district, and zonal levels, but these structures at the moment are not as strong and robust as needed to effectively and fully coordinate and administer LICSATDUN's authority and control over chainsaw millers and their activities, due to inadequate logistical and financial support, insufficient trained human resource or manpower, etc. Additionally, the lack of a database including digital and hard or paper copies is a limiting factor, as this would be helpful in providing statistical and other valuable information on LICSATDUN and its operations.

2.2.2 Inaccessibility by motor road

In addition, operational challenges are encountered due to inaccessibility to some parts of the country by motor road especially during the rainy season. For example, LICSATDUN is unable to reach out to its members and other stakeholders in the south-eastern region (Sinoe, Maryland, Grand Gedeh, Grand Kru, River Gee Counties), western region (Gbarpolu, and Grand Cape Mount Counties), and the north-western region (Lofa County) of Liberia, due to inaccessibility to these regions by road during certain periods of the year (mainly during the rainy season). These challenges are creating significant gaps and other bottlenecks for LICSATDUN to mobilize and recruit members, as well as build strong relationships with forest communities and other stakeholders in these regions of the country.

In an effort to mitigate some of these critical challenges, LICSATDUN has been persistently requesting interested sector partners for support most especially, assistance or support to undertake activities that would enable it ideally identify chainsaw lumber producers and to motivate its membership through field visits and practical outreach programs.

Part 3: Purpose of the Strategy

3.1 Guidance and Tool to enhance LICSATDUN's Membership Mobilization and Recruitment Drive:

LICSATDUN is faced with numerous challenges (including logistic, finance, training and other capacity development issues) in the achievement of its membership mobilization and recruitment mandate. In consideration of this, this Membership Mobilization and Organization Strategy has been developed as an instrument or tool to guide and assist the Liberia Chainsaw and Timber Dealers Union (LICSATDUN) and its membership (both current and potential members) to address or mitigate some of the challenges. In order to achieve this, the Strategy encourages LICSATDUN and its members to be more proactive and effective in their membership mobilization and recruitment drive.

The Strategy aims to provide membership mobilization and organization guidance that outlines procedures, rules, standards, and actions that will assist LICSATDUN to engage with its members, and the local communities to build cohesive and sustainable partnerships through meaningful, informed, and genuine participation of all actors in planning and in decision making.

As a means of instituting viable membership mobilization and organization processes and procedures for LICSATDUN, and at the same time establish appropriate mechanisms for effective engagement between local communities and LICSATDUN, this strategy has been designed to guide LICSATDUN to work parallel to, or in close collaboration with basic principles of community engagement. In Liberia, Community engagement is a new phenomenon, particularly in the natural resource sector, whether it is undertaken by government, civil society and/or by the private sector including chainsaw millers (LICSATDUN).

3.2 Encourage effective engagement with communities (Effective Community Engagement) by LICSATDUN

Activities in forestry, agriculture, and mining require full community participation. Both the National Forestry Reform Law of 2006 (NFRL) and the Community Rights Law of 2009 with Respect to Forest Lands (CRL) require that institutions/industries, etc. operating in Liberia shall encourage full participation of communities affected by their operations in formulation of policies and in decision making processes.

Chainsaw operators (producers) under the canopy of LICSATDUN, like many other organizations (especially, in agriculture and mining) in Liberia, do recognize the value of engaging with communities in many of their activities. Broadly, effective engagement with communities provides great opportunities for LICSATDUN and its members to tap into wider perspectives, sources of information, and potential solutions to improve decisions and services. It also provides the basis for productive relationships, improved dialogue and, and ultimately, better partnership.

This Strategy serves as a catalyst for effective engagement between LICSATDUN and communities to provide opportunities for LICSATDUN to better socialize the CSM regulation (FDA Reg. 115-11) in communities through the implementation of small scale timber harvesting projects (beginning with small scale pilot projects); while on the other hand, it will afford communities a better opportunity also to gain full insight/understanding of LICSATDUN's activities, including its vision, mission, goals and objectives.

3.3 Underscore Forest Law Enforcement and Governance as “Shared Responsibilities” between the FDA, partners, and stakeholders:

The implementation and enforcement of forestry regulations and laws are shared responsibilities between the FDA and its forest sector partners including LICSATDUN. In the particular situation with LICSATDUN as a strong forest sector partner to the Government of Liberia, LICSATDUN's efforts in helping to regulate its members to operate strictly within the legal framework of Liberia is a demonstration of its

legal and technical obligations in complimenting FDA's regulatory efforts to implement/enforce FDA Regulation 115-11 as well as other regulations and laws of Liberia.

In consideration of the above, this Strategy establishes the necessary mechanisms that will enable LICSATDUN to establish full leadership and operational controls over chainsaw operators, thereby assisting the FDA to properly regulate chainsaw operators and their milling activities to conform to national forestry policies and practices; and at the same time, strengthen the capacity of LICSATDUN to ably represent its constituency, and fulfill its institutional mandate as prescribed by its By-Laws and Constitution.

3.4 Provide guidance to LICSATDUN to hold enrolment and retention campaigns

This Strategy has been developed as a tool to provide guidance to LICSATDUN to hold enrolment and retention campaigns:

One of LICSATDUN's major objectives for reaching out to identify and mobilize more members is to recruit and properly organize its membership into "Associations or Cooperatives" for better opportunities for more efficient and quality production, improved/increased negotiating capacity for support, better and more organized planning, etc. In these regards, it is important that chainsaw operators (both current and potential new members of LICSATDUN) organize and form themselves into associations or cooperatives (rather than operating as individual operators and producers) in order to better consolidate and work together from a perspective of shared/common vision and strength to improve capacity, efficiency, and quality of production. Additionally, the formation of associations or cooperatives by chainsaw operators (producers) will be of immense benefit to them as the initiative would provide them with a window of opportunities to eventually become members of LICSATDUN in the future.

However, in order for these to happen, this Strategy outlines steps and procedures in coordination with LICSATDUN's By-Laws and Constitution as guidance and tools to assist LICSATDUN establish mechanisms and platforms for enrolment and retention of its members in Associations and/or Cooperatives:

- i. To successfully commence the process of making the associations or cooperatives fully established and functional or operational, every LICSATDUN member will be required to enroll/register and remain with an Association or Cooperative.
- ii. To do this, every Association or Cooperative will be required to set up registration and/or membership procedures and requirements for all of its members within the specified time limit in keeping with requirements set by the By-laws/Constitution of LICSATDUN.
- iii. To roll out the campaign, messages such as radio spot (written and read in the local dialects), announcements, and radio talk shows will be broadcast on community radio stations.

This membership mobilization and organization strategy has also been developed to assist LICSATDUN and other users in fostering genuine engagement with chainsaw operators (producers), communities, and other forest sector actors and stakeholders as a tool for effective mobilization, coordination and representation.

Part 4: Structure of the Strategy

This Membership Mobilization Strategy is divided into seven (7) main parts. Part 1 of this Strategy provides the Background and Introduction that provide basic information on LICSATDUN. Part 2 outlines the goals and objectives of LICSATDUN; it also outlines major challenges and constraints it faces in achieving its membership mobilization and recruitment mandate. Parts 3 and 4 provide information on the purpose and structure of the Strategy respectively.

Part 5 of this Strategy presents/outlines the aims and objectives of the Strategy; while Part 6 presents the membership mobilization and recruitment methods and approaches.

Part 7 describes how follow-ups (monitoring and evaluation) will be carried out during and following implementation of the Strategy.

Part 5: Aims & Objectives of the Strategy

5.1 Objectives of the Strategy:

5.1.1 Overall Objective:

The overall objective or goal of this Strategy is to establish the necessary frameworks that will improve the membership mobilization and recruitment initiatives and processes within LICSATDUN. These will include the establishment of reliable and effective administrative leadership structures at county, district, and zonal levels with links to LICSATDUN Headquarters (HQ) in Monrovia. The Strategy also aims to set up appropriate networks and systems to improve and strengthen LICSATDUN's communications with its membership, the community, and other actors at the county and field levels; and ultimately, assist LICSATDUN to achieve its mandate through robust and organized community relations and outreach programs.

5.1.2 Specific objective:

The specific objective of this Strategy is to encourage LICSATDUN to consider full community engagement or participation in its membership mobilization and recruitment processes. Some of such important community engagement activities/initiatives between communities and LICSATDUN may include:

- i. Establishing a framework that enhances meaningful and informed community involvement in LICSATDUN's activities;
- ii. Establishing an environment in which LICSATDUN and the local community can exchange views, ideas and information on sustainable chainsaw milling and on community priorities, initiatives, and participation;
- iii. Strengthening partnerships between LICSATDUN, the local community, local organizations, government stakeholders and service provider; and
- iv. Being proactive and open to new and innovative ways to consult and maintain ongoing engagement between LICSATDUN and the whole of the community.

5.2 Aims of the Strategy:

The Strategy has been developed to:

Inform.....

One of the surest ways through which the goals, vision, and objectives of LICSATDUN can be realized is when there is regular information sharing on LICSATDUN's activities with and amongst its membership, the communities, and other stakeholders, irrespective of whether the information flows from LICSATDUN, the community, or from other stakeholders. As part of activities for

effective mobilization and coordination or organization, information sharing within LICSDATDUN will be a core-designed activity because whatever information is provided to the membership, the community, etc., when their input is integrated it will help to harness a broader support base to the Institution. Access to free flow of information by the membership, communities and other relevant stakeholders will demonstrate and assure high level of transparency in LICSDATDUN's governance and administration, which will, in turn, lead to increased membership.

Consult....

In order to develop or build an effective and coherent body or LICSDATDUN membership that will be more pro-active in the roll-out of programs and activities of LICSDATDUN at the national (HQ), community and/or field levels, LICSDATDUN will endeavor to establish dialogue and solicit input from all members and stakeholders alike, to feed in ideas to help shape the activities of planned or proposed programs and projects. Results emanating from these consultations on key program/project issues will be transmitted to LICSDATDUN Management Team and/or Board of Directors to be used for informed decision-making.

Involve....

Chainsaw milling is a very important activity in both urban and rural Liberia with high sensitivity of livelihood, cultural, financial, and environmental implications. As such, activities relating to chainsaw milling (the production, use and management of timber and other forest resources) require the full involvement/participation of all including LICSDATDUN, communities, and other relevant stakeholders. Principally, chainsaw milling activities which is the main focus of this Strategy, will be transacted between LICSDATDUN and communities, therefore, involvement of all stakeholders including communities will definitely form integral part of LICSDATDUN's planning, as full involvement and/or participation of all stakeholders is cardinal to the viability and success of LICSDATDUN's operations including its mobilization and recruitment initiatives. In light of this, this Strategy will maximize the full participation of all stakeholders including LICSDATDUN membership, community members (including CFDCs and CFMBs), CBOs, etc. in all planning activities, discussions, decision making, etc., relative to chainsaw milling.

Part 6: Membership Mobilization - Approaches/Methods

This Strategy seeks to establish frameworks that will assist to improve membership mobilization and recruitment processes for LICSDATDUN. These will include designing and establishing practical steps and procedures to install strong administrative leadership structures at the county, district, and zonal levels to ensure complete administrative control by LICSDATDUN over its membership and activities/operations nationwide. It will also establish or set up appropriate networks and systems to improve and strengthen LICSDATDUN communications with its membership, the community, and other actors at the field level nationwide. These will be achieved through robust and organized community outreach programs.

6.1 Community Outreach (outreach to LICSDATDUN members and communities)

Community outreach is the simplest and most effective means to successful membership mobilization and organization. It provides greater opportunities to many institutions including LICSDATDUN to disseminate and create more awareness on their goals, objectives, activities, etc. to communities, potential members, and other stakeholders. Through community outreach activities, LICSDATDUN will be able to engage with its members, the community, and other stakeholders through town hall and focus group meetings, workshops, briefings, etc.

To fully engage communities for the use of their communities and forests for membership mobilization and extraction of timber for the success of LICSDATDUN objectives and programs, several engagement approaches/methods will be employed. These approaches include, but they will not be limited to the following:

6.2 Proper community entry protocols/procedures.

The process of community entry involves initial contact establishment with the structures of the community. For instance, upon arrival in a community, a local authority such as community leader, town chief, quarter chief, commissioner (Local Authorities) or a proxy is approached and the purpose of the visit is explained. The community head then welcomes the team. If the visitation requires assembling strategic heads of community groupings, the community leader instructs the town crier (especially if the community is situated in rural-rural setting) to announce by means of traditional communication (oral announcement, tapping of drum, trumpeting, and so on) stating the purpose of the meeting to a selected few to assemble at a designated site for discussion and information sharing.

At the palaver hut or town hall, the team explains its mission by giving detailed information and opens discussions to allow the various group heads to have their input into the discussion - that is, making discussions participatory so that the desired result or outcome is realized.

At the end of the meeting, action points are noted, while follow ups are made. For instance, if the leading action point is for the town chief or the community leader to call a general meeting of community members to discuss about the introduction (arrival) of LICSATDUN in the community or District to mobilize and recruit more LICSATDUN members from their community or to introduce and carry out sustainable chainsaw milling in the community for the benefit of LICSATDUN and the community alike, and that LICSATDUN needed the full participation and support of all community members, and as such was especially encouraging all youth, young adults, women and men to fully participate in the process in order that over 90 percent of benefits realized from the process is retained in the community for the benefit of the community, and what role can the community play to encourage their members/citizens to accept and fully embrace LICSATDUN' programs, the community strategizes and decides a face-to-face interaction or dialogue with LICSATDUN on providing more details on their proposal using different methods of persuasion.

6.3 Communications. . . .

In every institution, communication plays a vital role in ensuring that an action is taken. At the moment, there are no available communications plans or strategy in place for LICSATDUN. But due to the significance of communication, LICSATDUN will seek or solicits support from partners to build the capacity of its mobilization and communications teams/committees to develop a comprehensive communications strategy for its operations. The mobilization/communications teams/committees will as much as necessary utilize the following forms of communication to enhance program implementation:

- i. Community radio stations
- ii. Flyers
- iii. Banners
- iv. Use of SMS messages to share information with membership and communities
- v. Video recordings
- vi. Photo taking
- vii. Prepare project fact sheets
- viii. Brochures
- ix. Newsletters
- x. Town Hall meetings
- xi. Focus groups discussions, etc.

6.3 Mobilization Tools (Toolkits)

This sub-section (6.4) provides a valuable list of tools required and therefore is a useful instrument for use by LICSATDUN for planning, implementation and evaluation of mobilization activities. This toolkit offers the type of tools necessary for membership mobilization. Detailed descriptions including objectives, resources required, and what these tools can be used for is also provided.

The tools include:

- i. Brainstorming
- ii. Briefings
- iii. Citizen Committees
- iv. Focus Groups
- v. Mediation and Negotiation
- vi. Workshops
- vii. Media, and
- viii. Printed information.

Choosing the right tools for their mobilization and recruitment initiatives is a critical step in the mobilization planning process. For example, during consultations with its members or the communities in choosing which tool or combination of the above listed tools, LICSATDUN in collaboration with communities and other partners and stakeholders will brainstorm to determine which tools ideally match or are best suited to the purpose of the particular mobilization objective or initiative by referring to the objectives, outcomes, and uses for each tool.

These tools have been developed into a matrix/table (below) outlining or further elaborating on the objective, resources required, and usage of each of the tools.

No.	Toolkit	Description	Objectives	Outcomes	Resources Required	Can be used for
1.	Brainstorming	A method for developing creative solutions to problems. It works by focusing on a problem, and then having participants come up with as many deliberately unusual solutions as possible and by pushing the ideas as far as possible. During the brainstorming session there is no criticism of ideas – the idea is to open up as many possibilities as possible, and break down preconceptions about the limits of the problem.	Brainstorming aims to develop the broadest possible range of creative options, to evaluate these, and to select the best.	Brainstorming will offer better solutions to a mobilization issue or proposal because a wider range of options has been canvassed.	Whiteboard, butcher's projector Pens, markers Venue large enough for comfort Facilitator	To engage community and other forest sector actors/stakeholders; Discover challenges and other issues relating to membership mobilization.
2.	Briefings	Briefings are often a way of providing information on a specific issue or initiative to a special audience. The presentation may be delivered by an industry, government or organization's representative, and is typically followed by detailed discussions in a question-and-answer format. Briefings are useful as a public relations activity when an identified group is going to be affected by a proposal. The use of existing meetings of social and civic clubs and organizations as a forum for briefings to inform and educate is often used. Briefings may provide some preliminary ideas of mobilization issues based on questions and feedback at the briefing.	A briefing will inform stakeholders of a project, product or proposal and provide them with a chance to ask questions	Providing a briefing or briefings will ensure that an organization will be working with an informed stakeholder group.	Staffing Experts Facilitators Recorders Overhead projectors Data projectors Video slide projector Projection screen Printed information as handouts	Showcase product, plan, policy Communicate an issue
3.	Citizen Committees	Also known as public advisory committees and public liaison committees, citizen committees consist of a group of representatives from a particular community or set of interests appointed to provide comments and advice on an issue. Generally, relevant community groups and agencies are invited to nominate as members of the committee, although people with specific skills may also be asked. Members meet regularly to provide ongoing input and advice over the duration of the project. These generally have an agreed life span and are normally organized at the local level to address a specific issue	The objective of citizen committees is to provide broad-based input into planning and decision making from a range of groups and agencies that are affected by a proposal or issue.	The citizen committee may have sufficient ownership of a project or issue to take responsibility for the actions that are needed. Where the citizen committee's role is more in a consultation and planning mode, the final plans will be based on better information and deal with a wider range of issues as a result of this broad-based and extensive consultation mechanism.	Venue Catering Staffing Moderator/facilitator Overhead projectors Data projectors Video Slide projector Projection screen Props for working in groups: pens, paper, pins, etc. Children's requirements	Engage community Discover community issues

4.	Focus Groups	<p>Focus groups are used for exploratory studies, and the issues that emerge from the focus group may be developed into a questionnaire or other form of survey to verify the findings. Relatively inexpensive, focus groups can provide fairly dependable data within a short time frame. Focus groups are a technique used to find out what issues are of most concern for a community or group when little or no information is available. They allow people to answer questions, but also to bounce ideas off one another, and hence provide more detailed information as people share and elaborate on their issues.</p> <p>Where large-scale objective information is needed, a minimum of four focus groups and as many as 12 may be needed to collect all the information needed. Using independent researchers to run groups and analyze data will ensure objectivity for organizations which need to maintain transparent processes.</p>	<p>Focus groups aim to discover the key issues of concern for selected groups. Discovering these issues can help determine which of a number of options the preferred way forward is, or to determine what are the concerns that would prevent a proposal going ahead. The focus group may also be undertaken to discover preliminary issues that are of concern in a group or community, and on which to base further research or consultation.</p>	<p>Focus groups should deliver detailed knowledge of the issues that concern a specific demographic or community.</p>	<p>Venue rental Moderator/facilitator Recorders Depending on age group, may require child care May use audiovisual or audio recording of discussion.</p>	<p>Showcase product, plan, policy Engage community Discover community issues Communicate an issue</p>
5.	Mediation and Negotiation	<p>Negotiation is the process of searching for an agreement that satisfies various parties. An agreement may be reached either through barter or through real negotiation. Barter allows only one party, the one in a position of power, to 'win'. The other party is forced to accept something of lesser value. A real negotiation implies a 'win-win' situation in which all parties are satisfied.</p> <p>Mediation is the attempt to help parties in a disagreement to hear one another, to minimize the harm that can come from disagreement (e.g. hostility or 'demonizing' of the other parties) to maximize any area of agreement, and to find a way of preventing the areas of disagreement from interfering with the process of seeking a compromise or mutually agreed outcome.</p>	<p>Negotiation and mediation aims to deal with conflict in a creative and positive way, and to find a solution or a way for people to hear and appreciate the differences between their perspectives.</p>	<p>With negotiation and mediation, contentious issues can be discussed and differing opinions are considered and included.</p>	<p>Publicity Venue rental Catering Staffing Moderator/facilitator Expert Recorders Audio and visual recording and amplification Props for working in groups: pens, paper, pins, etc. Furniture Children's requirements</p>	<p>Engage community Discover community issues Develop community capacity Develop action plan Build alliances, consensus</p>

6.	Workshops	<p>A structured forum in which people are invited to work together in a group (s) on a common problem or task. The goals are to resolve issues and build consensus for action, rather than provide information and answer people's questions.</p> <p>If the workshop is intended as a community event focusing on a community issue, the selection of participants is determined by knowledge, expertise or by selecting a cross-section of views. Alternatively, workshops can be organized to target particular groups (eg. young people, women).</p> <p>Workshops require a facilitator who is able to engage all participants in the discussion. Workshops are a participatory tool that is best used with smaller numbers of participants.</p> <p>A workshop can meet three key objectives of the public consultation program:</p> <p>Understanding the public:</p> <p>Workshops allow you to learn in detail the views and suggestions of participants.</p> <p>Discussing the issues: other viewpoints and ideas and possible solutions can be heard in a non-confrontational atmosphere.</p> <p>Building consensus for action: participants can have a free-flowing discussion of new approaches that can lead to group decisions or positions.</p> <p>A variety of tools can be used in a workshop. These include many of the tools listed in this toolbox (eg. focus groups, visioning).</p>	Workshops aim to bring participants together in a structured environment (that is, through large and small-group activities, discussions, and reflection) to plan, decide or overcome difficulties.	Workshops can deliver a report, opinions, suggestions or plans that have been collaboratively developed and agreed to by all participants, on an issue or proposal.	<p>Publicity</p> <p>Venue rental</p> <p>Catering</p> <p>Staffing</p> <p>Moderator/facilitator</p> <p>Experts</p> <p>Recorders</p> <p>Gophers</p> <p>Artists/photographer</p> <p>Audio visual recording equipment and amplification</p> <p>Overhead projectors</p> <p>Data projectors</p> <p>Video</p> <p>Slide projector/screen</p> <p>Printed public information sheets</p> <p>Response sheets</p> <p>Props for working in groups: pens, paper, pins, etc.</p> <p>Furniture</p> <p>Children's requirements</p>	<p>Engage community</p> <p>Discover community issues</p> <p>Develop community capacity</p> <p>Develop action plan</p> <p>Communicate an issue</p> <p>Build alliances, consensus</p>
7.	Media	<p>Media programs such as live talk-in-show involving LICSATJUN staff/members and community leaders, most especially on community radio stations in the operational area/county will be a valuable tool for community participation in the mobilization processes.</p>	This is aimed at encouraging wider community or other actors participation by people who are not necessarily considered or regarded as stakeholders	Raise public participation and provide non stakeholders the opportunity to be heard	<p>Securing or booking airtime on community radio station.</p>	<p>Showcase product, plan, policy</p> <p>Communicate an issue</p>

8.	Printed Information	<p>Printed material is one of the easiest ways to publicize and provide information on a project/issue, or publicize a participation process such as an event or meeting. Popular forms include: fact sheets, flyers, newsletters, brochures, issues papers, reports, surveys etc.; and can be single purpose or be produced as a series for distribution (e.g. newsletters). Printed material can be distributed hand to hand, made available for the public to pick up, or mailed out either directly to a select mailing list.</p>	<p>Printed information aims to provide easily scanned details, in words and drawings, to inform a community about an issue or proposal. Printed information can be easily handed out and carried away.</p>	<p>Printed material, whether handed out, distributed by mail, or mailed out with other material, is one of the easiest and most familiar methods for increasing awareness of an issue and/or soliciting responses to an issue or proposal.</p>	<p>Staff or volunteers with expertise in writing, editing and layout Paper Printing Postage</p>	<p>Showcase product, plan, policy Communicate an issue</p>
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Part 7: Review: Monitoring/Evaluation

As a means of determining whether the strategy is being implemented fully, the Management Team of LICSATDUN will establish a mechanism or system (establish a persistent monitoring mechanism – M & E system) that will collaborate with a “select” committee to prepare tools to measure the level of progress during the implementation of the strategy.

