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The Facilitated Approach Toolkit: Facilitating decision-making processes of local councils as basis for better service delivery



Implemented in EU DAR's Partner Districts and Municipality

Battambang Province, Cambodia
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About EU DAR

For many years, administrative and political powers in Cambodia have largely remained in the hands of the central government. In 2010, the government designed and approved the 10-Year National Program for Sub-National Democratic Development (NP-SNDD, 2010-2019) aimed at decentralizing power to the sub-national elected governments. However, the indirectly elected sub-national councils at district and municipal level still lack the expertise and capacities to shape policies in their areas of jurisdiction. Limited powers coupled with a limited understanding on how to use their existing autonomy and coordination rights in practice make it difficult for councils and their administrations to perform their roles and functions in a transparent and accountable manner. This, in turn, impedes the provision of public services in an efficient manner. To improve local self-government, financial and human resources as well as decision-making powers are supposed to be gradually transferred to the sub-national level.

The District/Municipal Fund became operational in 2015 after its establishment in 2012. It provides additional funds for administrative expenditures and development measures. The latter theoretically allows sub-national administrations to exercise their “rights of initiative” as part of their general mandate. However, in practice, the budget of the D/M fund is nearly exclusively allocated to its administrative component which covers costs such as personnel. The limited funds available in the development component mostly finance infrastructure. For social activities demanded by citizens, there is currently no budget available.

The Local Subsidy Agreements (LSA) of EU DAR Project remedy this reality by a two-thronged approach: On the one hand, the facilitated approach used in the decision-making process ensures that the councils consult with citizens, base their decision making on evidence and cooperate with line offices related to the issue at hand. This increases government responsiveness and a more harmonized approach between different government institutions. On the other hand, the LSAs offer the much-needed funds for councils to effectively provide services to its citizens. It moves citizen responsive services from a theoretical exercise to a practical one. It also helps to concretize the benefits of democratic governance for citizens and make them visible in the form of a service delivered or infrastructure built.

International organisations or NGOs who wish to follow a similar coaching approach could make use of the facilitated approach. The toolkit may be used for various sectors as described in sector toolkits also available. It is of course possible to leave certain steps out especially with experienced partners or to apply a simplified procedure in case outside support is not available. This toolkit aims to provide information for practitioners on a very detailed level.



1. The Facilitated Decision-Making Approach

1.1. Definition:

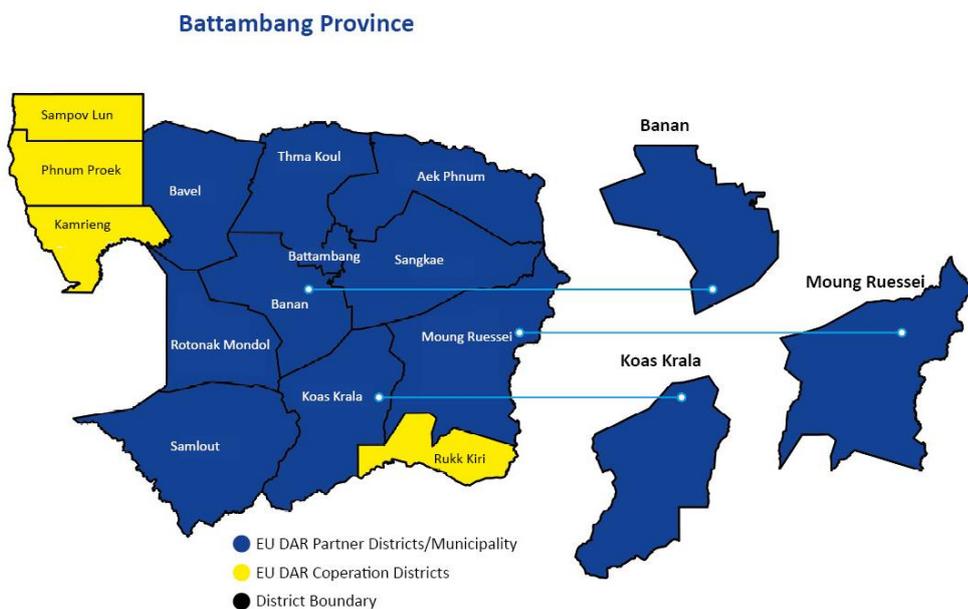
The European Union Strengthening Performance, Accountability and Civic Engagement (EU SPACE) project, predecessor of the EU DAR, defined the “Facilitated Decision-Making Approach” as a process-oriented methodology that enables councils to identify and prioritize issues, and decide upon activities that need to be taken to meet the needs/ demands of citizens. It aims to strengthen councils’ capacities in the long-term to make informed decisions by themselves.

What does this definition mean?

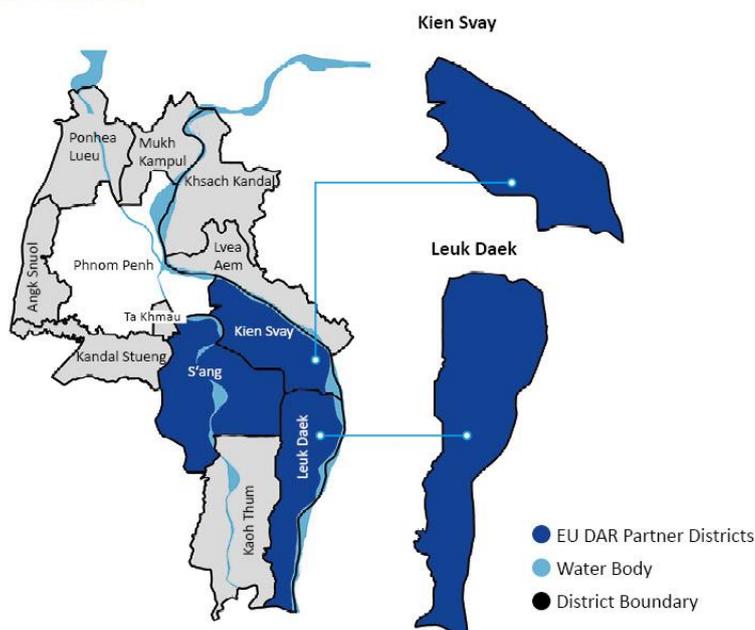
- The facilitator gives advices and supports the problem-solving process by enabling the councils to work on the problem independently and to develop their own solutions. The councils own those solutions; therefore, they remain responsible.
- The facilitator is supposed to refrain from telling councils what to do in order to avoid suggesting ready-made solutions. Instead, he/ she is there to ask questions and guide the councils to find answers by themselves.
- The facilitator is not supposed to replace and do the work of the councils and the administration because the councils and administrations only acquire new skills and knowledge when they take various responsibilities and manage these by themselves.

1.2. The Facilitated Approach in Practice

1.2.1. EU DAR partners in Battambang and Kandal provinces



Kandal Province



1.2.2. Processes

EU DAR Project developed a 6-step facilitated approach to guide itself to interact with its partner councils and administration in the framework of capacity development as basis for better service delivery. A graphic depicting the full process can be found on the cover page of this toolkit. Each step of the approach has its own objectives and processes as described in the following steps.

Step 1: Issue identification and prioritization

What to expect in this step:

- List down all outstanding issues raised by local citizens during the dissemination and consultative forum (D&C forum), the issues which were collected daily by the Commune Children's and Women's Committee (CCWC), and issues raised during the Women and Children Consultative Committee (WCCC) monthly meetings.
- Agree on the most urgent and important issues to bring up to the council during the council meeting.

Sub-Step: Conduct a coaching session to identify and prioritize issues

Participants: Selected working group members such as the deputy governor in charge, administrative director, chief of inter-sector office, administrative staff and chiefs of relevant sector offices of the district (such as Environment, Education and Health e.g.).

Duration: 4 hours

How to go about it:

- (1) To begin, the facilitator introduces the objectives of the session to participants.
- (2) Then, the facilitator asks participants a general question to warm-up:
Are there any issues/ needs raised by citizens during the Disseminative and Consultative (D&C) Forum conducted by the council and administration, during the meeting of Women and Children Consultative Committee (WCCC) which were not clarified and responded to? Are there many of them or a few?

- (3) After that, the facilitator asks participants to recall outstanding issues/ needs raised by citizen during the annual D&C forum and issues raised during the monthly meetings of WCCC. Then the facilitator asks the participants to form groups:
 - o Each group consists of 4 to 6 participants;
 - o Each group is provided with flipchart paper and markers;
 - o Each group should assign a group moderator, a notetaker and presenter;
- (4) Next, the facilitator asks the groups to write down all the outstanding issues on flipchart paper based on agreed criteria by participants such as:
 - o The issue should recently be requested, for instance, within the last 6 months;
 - o The issue should not require a lot of resources incl. human resources, financial resources for example involving in investing in infrastructure; and coordination with many stakeholders;
 - o The issue should serve common interest of most citizens in the jurisdiction of the council; thus, it should not be personal related issue;
- (5) After the issues identified, next, the facilitator asks all the groups to prioritize their issues and to select 5 most important issues in each group by voting. And then, the facilitator asks the presenters from the groups to present their 5 selected issues in the plenary.
- (6) In the plenary session, the facilitator asks a volunteer for help with merging issues shared by all groups and asks other participants for support too. Finally, a list of issues was jointly produced. The experience shows that there are around 10 to 20 outstanding and prioritized issues identified by participants per district/ municipality.
- (7) As soon as the common list of issues is developed, the issues need to be prioritized. A simple way of doing it, among others, is by voting. All participants were given 3 color-dots which can be stuck to the issue(s) that he/she thinks that it must be urgently addressed/ responded to citizens.
- (8) After that, participants have to jointly count the number of dots received at each issue.
- (9) The facilitator then re-arranges the issues according to the numbers of dots received. In practice, the issue possesses a lot of dots staying at the top of the list.
- (10) Finally, the participants need to choose ONLY 4 to 6 most urgent issues to be presented to the council to have the issues discussed and approved during the council meeting.
- (11) Once, the prioritization is finished, the facilitator summarizes the activity and then thanks to participants for their active participation. The facilitator also announces what to do in the next step.

Step 2: Agreeing on prioritized issue in the council meeting

What to expect in this step:

- One of the 04 or 06 selected issues developed during the previous step is selected and approved by the council during the council meeting.
- The council provides guidance to Board of Governors (BoG) to establish a working group.

How to go about it:

- (1) According to the Technical Document on Council Meetings, before issue(s) are discussed during the council meeting, they need to be put on the agenda of the monthly council meeting. Therefore, the administrator needs to do so while preparing the meeting agenda upon the request of 1/3 of councilors or the council chairperson. The issue could also be discussed and approved in an extra-ordinary council meeting.

For details on preparing a draft agenda and of relevant documents for the monthly council meeting, please refer to the technical document on Council Meetings for the Capital Council, Provincial Councils, Municipal Councils, District Councils and Khan Councils, see [Annex 1 TD on Council Meeting](#), Page 9-15.

- (2) During the council meeting, all councilors have a fair opportunity to share their ideas and opinions so that a topic is fully examined from different viewpoints before a decision is made. The council discusses the most urgent issues one by one prior to decide on the most urgent one by voting by raising their hands.

For details on how the council discusses and decides on a topic, please refer to the technical document on Council Meetings for the Capital Council, Provincial Councils, Municipal Councils, District Councils and Khan Councils, see [Annex 1 TD on Council Meeting](#), page 35-39.

- (3) After deciding on a topic, the council needs to learn more about the issue to ensure evidence-based decision-making. Therefore, the council needs to provide a guideline and instruction to the board of governors to form a working group consisting of all concerned stakeholders to the selected issue to gather relevant information or data.
- (4) In the next council meeting or in an extra-ordinary meeting, the council has to review, discuss and approve on the draft decision on formation of this working group.

Step 3: Preparation of proposal on how to solve the service delivery Issue

What to expect in this step:

In order for the council to respond to the needs of local citizens and to successfully implement its roles and responsibilities, it's essential for the council to have clear, up-to-date, and sufficient information. Based on this information, proposals or options on how to solve the service delivery issue can be developed. So, in this step, several tasks need to be done, such as:

- Collection of information related to the approved issue done by the assigned working group (WG);
- Development of proposals or options for dealing with service delivery issue by the assigned WG.

To complete the above assigned tasks, a series of coaching sessions and field data collection needs to be conducted:

Sub step_1: Conduct a coaching session to further investigate the problem through a study

In this coaching session, the participants need to identify what kind of data to collect, identify sources of information/ data, and select the right tools for collecting information/ data.

Participants: All members of the working group

Duration: 4 hours

How to go about it:

- (1) To begin, the facilitator presents the objectives of the session and start clarifying the selected/ approved issue by asking participants the questions:
 - o What is the core problem we identified?
 - o What are its consequences (effects of the identified problem)?
 - o What could be the causes of this problem (causes of the identified problem)?

The facilitator writes down the answers on the flip chart in a form of a “problem tree”- core problem, potential causes, and the effects.

Example:

In EU DAR partner districts, there was an issue related to solid waste.

- The core problem is littering in public places
- The causes could be low awareness among citizens, lack of education program, lack of participation, lack of proper solid waste management system etc.
- And the effects of this problem could then be loss of beautification, severe health impact, air pollution, emission of dangerous gases when burnt etc.

By asking the above questions and presenting the “problem tree”, the participants understand the problem better. It also helps them develop ideas and thus understand on what information/ data needs to be collected and why information/ data is required.

(2) Then, the facilitator asks the participants:

- Do you have enough information/ data concerning the selected issue?
- Is the information/ data you know or have up-to-date, reliable and sufficient?
- Who has that information/ data?
- What do you have to do with the necessary data?

By asking these questions, the participants want to learn more about the selected issue as they know themselves of not having enough information/ data in hand and want to explore the issue further.

At this part of the session, participants should agree to collect more information/ data.

(3) As soon as the participants decide to collect more information/ data, next, they must decide which target groups should be involved. The facilitator invites the participants to look at the “problem tree” and guides them to jointly identify the target groups to be included in the data collection process.

For the above example on solid waste management, the participants should identify the villagers in certain areas, the sellers in markets, local authorities like commune and village representatives, relevant sector ministry representatives, students, and representatives of the waste collection company etc.

(4) Then, the facilitator asks the participants to review the tools from the Technical Document on Civic Engagement. Various tools can be used to collect data, including consultations with experts, surveys, focus group discussions etc.

For details on the different data collection methods and how to use them, please refer to the following parts of the Technical Document:

- How to use tool “consultation with expert”, See [Annex 2 TD on Civic Engagement ENG.pdf](#) page 44-47
- How to use tool “focus group discussion”, See [Annex 2 TD-Civic Engagement ENG.pdf](#) page 48-51
- How to use tool “survey”, See [Annex 2 TD-Civic Engagement ENG.pdf](#), page 67-71

At the end of this part of the session, the participants need to jointly decide which tool(s) they want to use to ensure that they will have the required information/ data. A reality check might reveal interesting details which will be part of the project.

(5) In a next step, the facilitator coordinates the discussion to develop core questions for each target group and tool.

Example:

In the above example on solid waste management, the participants decided to conduct: (a) a survey which involves in interviewing the villagers in selected areas. The questions formulated were, among others:

- How many members does your household have?
- How many kilograms of waste does your household approximately produce per day?

- Do you manage your waste? By letting the company pick it up and pay a fee, by burning, throwing it away in your own plot, or throwing it away in other places?
- Do you know anything about waste separation? If your answer is yes, have you done it so far?
- Have you ever participated in and heard about dissemination forums on waste issues so far? By whom were they organised?
- Do you use a waste collection service? If yes, how often does the company come to pick up your waste and what do you think about the service fee? Is it cheap, appropriate or expensive?

All these questions are put together to make a standard questionnaire and are printed out for working group members.

(b) to conduct focus group discussion with students, local authorities such as commune chiefs and village chiefs etc.

(c) to conduct interview such as representative of the waste collection company, market manager etc. Similar questions to method (a) were developed for methods (b) and (c).

Sub Step_2: Coaching session on data analysis and presenting result

In this session, participants analyze data and discuss the study results. At the end of the session, participants should be able to come up with several activities/ recommendations which could be implemented to improve the situation.

Prior to this session, one or two selected WG representative(s), who are knowledgeable on working with MS-Excel should design an analysis template in Excel with support from EU DAR adviser. Then, they need to collect all filled-in questionnaires and information/ data sheets from all working group members and enter the data into an Excel Workbook.

Participants: Selected working group members such as the deputy governor in charge, administration director, chief of inter-sector office, administrative staff, chiefs of relevant sector offices of the district (such as Environment, Education and Health e.g.).

Duration: 3 hours

How to go about it:

- (1) First, the facilitator, after welcoming the participants, presents the objectives of the day's session to the plenary.
- (2) Then, the facilitator asks participants to remind themselves what were the previous steps of the study process. In response to this, the participants should name all the steps they went through including the last step on collecting information/ data.
- (3) Next, facilitator asks what is the next step? Participants should respond that the next step is the data analysis and discuss the study results.
- (4) After that, facilitator asks one of the 2 representatives of the working group members who is responsible for entering the data into a computer to present the whole data to the plenary and he/ she should then show how the obtained data is analyzed as an example.
- (5) And then, the facilitator asks the other representative to present the results of the analysis to the plenary.
- (6) Next, the facilitator facilitates the discussion based on the study results.

In the example on solid waste management, the study result showed that the citizens lack understanding about waste separation and packaging and that there have never been any institutions organizing information dissemination events regarding solid waste and its negative impact on human health and

environment in this council's jurisdiction. In this regard, the following recommendations/ activities were agreed on:

- To organize a dissemination forum in selected communes;
 - To organize an environmental cleaning campaign;
 - To organize mobile dissemination in all communes;
 - To install information billboards on selected and easily-accessible public areas.
- (7) Finally, the facilitator summarizes all agreed activities/ recommendations in the plenary and informs the participants what to do in the next step.

Sub Step_3: Conduct a coaching session to develop proposals or options for dealing with service delivery issue

In this session, participants look at the agreed activities/ selected recommendations and draft the budget for the agreed activities as basis for developing options/ proposals which need to be presented to the council.

Participants: Selected working group members such as the deputy governor in charge, administration director, chief of inter-sector office, administrative staff and chiefs of relevant sector offices of the district (such as Environment, Education and Health e.g.).

Duration: 3 hours

How to go about it:

- (1) To begin, the facilitator, after welcoming the participants, presents the objectives of session.
- (2) Then, the facilitator asks participants what are the agreed activities/ selected recommendations that were jointly elaborated/ made during the last coaching session. The participants should be able to tell or describe all of them.
- (3) After that, the facilitator presents the agreed activities/ selected recommendations on flipchart or the projector screen. So, all participants know what they agreed to do.
- (4) Next, the facilitator introduces the budget plan template and explain how the template can be used (detail on the budget plan template, [Annex 3 Template for Budget Plan English.xlsx](#)). After that, the facilitator asks participants to pick up activities one by one and draft the required budget for each activity. The first activity will be done jointly in the plenary to assure that everyone understands the tasks. Here is an example on solid waste management:

One of the agreed activities to be implemented was "to organize an environmental cleaning campaign". The facilitator then asks the participants: What items do you have to consider to come up with the draft budget for this specific activity?

The participants should be able to identify the items below:

- Who will be invited to the forum and how many?
- Are there any communication/ education materials to be used during the event such as banners, posters, leaflets, key message on t-shirts and on caps; and how many of them are needed?
- Are there tools needed such as pick-up tools, plastic bags, gloves for the campaign and how many of them? etc.
- Is catering needed for this specific activity which includes snack and drinking water?
- Are chairs and tents required for this activity and how many?

All these items must be written down in the budget template - with the quantities needed for this activity.

- (5) After discussion in the plenary on the above exercise, the facilitator asks the participants to divide into groups. Each group will work on the remaining agreed activities. Participants should be provided with flip chart paper and markers for writing down the results of the discussion into the provided budget plan template.
- (6) Then, the facilitator asks representatives of each group to present the results of the group discussions to the plenary. At the end of each presentation, participants are asked to raise questions and clarify with representatives of each group if the items considered are really needed for each activity.
- (7) After that, the facilitator asks one of the participants (potentially staff or chief of office of administration and finance) to compare market prices of the desired items which need to be budgeted after this coaching session. This person should come up with the draft total project cost. And also explain about the procurement rules according to Cambodian law if applicable (if items cost more than 500USD).
- (8) The facilitator, then, introduces the template of the small project proposal and explains it to the plenary. This template must be filled-in by selected participants after this session. The template for small project proposal is found here: [Annex 4 Template Small Project proposal.docx](#)
- (9) At the end of this session, the facilitator asks the participants if there are other questions or issues which need to be clarified. If not, the facilitator thanks the participants for their participation and then announces the closing session.

Step 4: Presentation of Proposal in Council Meeting and Decision-Making

What to expect in this step:

In this step, the council will be presented with the draft proposal including a budget plan by selected representative(s) from the working group, with backup from other working group members. The council will discuss the draft proposal and approve the budget plan if it thinks that the proposed project:

- is clearly structured, informative and easy to understand,
- the district administration has enough budget for implementing the proposed project and it is cost-effective and
- the project responds to needs of local citizens.

Sub step_1: Organize a meeting to develop an informative presentation with selected working group members

In this meeting, participants are asked to look at the draft proposal and budget plan and pick up the key information based on which the presentation for the council meeting is developed.

Participants: Selected working group members such as the deputy governor in charge, administration director, chief of inter-sector office, administrative staff and chiefs of relevant sector offices of the district (such as Environment, Education and Health e.g.).

Duration: 1 hour 30 minutes

How to go about it:

- (1) To begin with, after welcoming participants, the facilitator presents the objectives of the meeting.
- (2) Then, the facilitator asks the person in charge of working on the proposal to distribute the draft proposal handout and budget plan to all participants.
- (3) After that, the facilitator asks the participants to form two smaller groups and to look at the draft proposal.

The facilitator asks the participants: What are the most crucial parts of the draft proposal that need to be included in the presentation for the council?

Each group has to discuss and propose what to use in the presentation.

Each group is asked then to present ideas in the plenary and clarify if the problems or questions arise.

- (4) The facilitator facilitates the discussion if contradictory ideas are proposed between the two groups. In the end, the presentation should contain, for instance, key results of the study and recommendations, objectives of the project, planned activities and budgets, expected results, and project monitoring.
- (5) After agreeing on the most key information for the presentation, the facilitator asks a volunteer from the working group to prepare the presentation accordingly and participants agree on a deadline.
- (6) Once everything is clarified, the facilitator thanks the participants for coming and for their active participation in the discussion. After this, the facilitator announces the closing of the meeting.

Sub step_2: Presentation of Proposal in Council Meeting and Decision-Making

The council is supposed to discuss and approve the draft proposal and the accompanying budget plan. However, before the council meeting, the issue needs to be put on the agenda of the meeting, either in the monthly council meeting or in an extra-ordinary council meeting.

During the council meeting, the selected representative of the working group member is asked by the council chairperson or by the chair of the meeting to give a presentation on the draft proposal and budget plan.

The council, with facilitation from the chair of the meeting, discusses and asks for clarification from the working group if they're unsure and have questions to be clarified.

As soon as the council understands, and the questions have been clarified by the working group, the council then gives approval by voting (normally by raising their hands). After the voting process is finalized, the council chairperson, on behalf of the council, will instruct the governor to take the lead in implementing the activity, possibly by mobilizing funds or using the district fund.

Step 5: Preparation of Funding Request

During this step, funding documents were prepared by key administrators and funds were requested from EU DAR. Procurement takes long time and already now, procurement preparation can start including a market survey e.g.

Step 6: Implementation, Monitoring and Evaluation

What to expect in this step:

In this step, the activity will be implemented, and the working group will reflect together if the activity has reached its objectives and what can be improved in the future. It is also an opportunity to decide on the division of tasks to assure that the impact of the activities implemented will last a long time.

To implement the project successfully, a number of coaching sessions need to be conducted in order to prepare the members of the working group well.

Sub step_1: Conduct coaching session to prepare for communication materials

In this session, participants are asked to look at the approved budget plan and pick up the key items for developing the communication materials. In the end of this session, key messages regarding the communication materials will be developed.

Participants: Selected working group members such as the deputy governor in charge, administration director, chief of inter-sector office, administrative staff and chiefs of relevant sector offices of the district (such as Environment, Education and Health e.g.), representative from relevant provincial department as resource person.

Duration: 2 hours

How to go about it:

- (1) To begin with, after welcoming participants for coming to the session, the facilitator presents the objectives of the session to the participants.
- (2) Next, the facilitator asks participants to define:
 - What does the communication materials mean?
 - Why is it important?
- (3) The participants should be able to respond that communication materials are used to inform and educate the public about any issues.
- (4) The facilitator notes down all answers on the flipchart paper.
- (5) Then, the facilitator presents the approved budget plan to the participants and asks them to name the items that can be used for informing and educating the public by attracting the peoples' attention. The participants should be able to identify different means for dissemination purpose.
For example, in the case of solid waste management, the communication materials included banners, t-shirts and caps, and voice recordings for mobile tuktuk dissemination.
- (6) After that, the facilitator asks participants to form two groups and provides the groups with flip chart paper and markers.
In this step, the participants are asked to discuss within the group and to propose not more than 3 key messages related to the issue (the waste) that they want to convey to the public for each item. For instance: What should be written on the banners, on the t-shirts? What are the key messages to be recorded for the mobile announcement? etc.
The participants need to select items from the budget plan and work on them one by one.
- (7) Then, the facilitator asks representatives of the groups to present the results of their discussions in the plenary and to clarify any questions that arose.
- (8) Since, there are usually different ideas/ messages from the two groups, the facilitator asks a volunteer to help merge the ideas/ messages for each item.
The participants, with support from the facilitator, rephrase the ideas/ messages if necessary, making themes simple as possible so that the public can easily understand.
- (9) In the last step, participants need to decide on what should be printed where and who is responsible for printing.
- (10) Once this is complete, the facilitator asks a representative of the working group to take note and write a documentation of the session. Then, he thanks the participants for their active participation and finally he announces the closing of the session.

Sub step_2: Conduct coaching session to prepare for the dissemination forum

In this session, participants are asked to identify and discuss tasks and draft the agenda of each of the activities and finally develop action plan for conducting the activities.

Participants: Selected working group members such as the deputy governor in charge, administration director, chief of inter-sector office, administrative staff and chiefs of relevant sector offices of the district (such as Environment, Education and Health e.g.).

Duration: 4 hours

How to go about it:

- (1) To begin with, after welcoming participants, the facilitator presents the objectives of the session to the participants.
- (2) Then, facilitator asks participants a general question to warm-up:
What is an effective dissemination forum? Please reflect on the Dissemination and Consultative Forum you conducted last time!
- (3) Participants respond verbally to the above question in plenary.
- (4) Facilitator clarifies the answers with participants if they are unclear to everybody and writes a few answers in short phrases on the flipchart.
- (5) Next, the facilitator introduces the below questions and asks participants to consider them while preparing for an effective forum (the questions are written on flipchart by the facilitator beforehand):



- What are our main objectives? Why is the dissemination forum needed?
 - Who are our target participants? Who to be invited?
 - How is the forum organized? What does the agenda look like?
 - How long should the event take? (duration)
 - Where should it be organized? (location)
 - What information do we want to share with participants?
 - Which materials and equipment are needed?
- (6) Then, the facilitator facilitates the discussion, one question at a time and writes the answers on color cards and pins them on the pinboard categorizing them according to the questions.
 - *In response to the question on objectives of the forum*, the facilitator recommends that the participants should review the project proposal and develop 2 or 3 objectives for the forum.
 - *In response to the question on participants to be invited for the forum*, the facilitator asks participants to reflect on the agreed objectives i.e. shall the forum share information on legal instruments with the whole population/ a particular group of the population/ in a particular area? Participants should be invited accordingly. The facilitator writes down agreed-on forum participants on color cards and pins them on the pinboard.

- *In response to the location and duration for the forum*, the facilitator should suggest to the participants to consider the following, prior to decision-making: Accessibility of all groups of participants in term of distance, religion related issues, comfort, room size etc. The duration plays very important role: The facilitator should ask participants to think about the suitability for all groups of participants. For instance, women are often expected to return home at a certain time to cook for their families, children have to be picked up at certain times, sellers in the markets may be busy in the morning and will not be able to attend then, etc. The facilitator writes down the place and duration on color cards and pins them on the pinboard.
- *In response to the agenda/process*, the facilitator introduces the below questions to participants and asks them to discuss thoroughly to come up with the draft agenda. The questions include:
 - *What to include in the agenda of the forum?* - Facilitator writes down all items to be included in the agenda on color cards, pins them on the pinboard, and asks participants to rearrange them in the right order.
 - *Who is responsible for each item of the agenda and who is the main facilitator of the event?* – The facilitator clarifies responsible persons for each item of the agenda and the main facilitator and writes down their names.
 - In the last step of the agenda, the facilitator asks the participants to set the time for each item of the agenda. The facilitator writes them on color cards and pins on the pinboard.
 - *What method can be used for each step of the agenda?* – Facilitator asks the participants how to go about in each step. They should agree on methods to be used.
 - *What materials are needed for each item on the agenda? What information is intended to be shared with participants of the forum?* – The facilitator asks the participants what materials/ document etc. are required, based on the agenda. The facilitator writes them down on color cards and pins them on the pinboard.

(7) In the final step, the facilitator asks participants to review the agenda of the forum and asks for consensus among themselves. After that, the facilitator introduces the “action plan format” to the plenary. This format has been prepared on a flipchart by the main facilitators. Then, the facilitator asks for a volunteer to help fill-in the required information (activities to be done, target completion date, responsibilities, etc.)

(8) Once everything is complete, the facilitator recaps what has been discussed so far, clarifies any questions and thanks the participants for their active participation.

Note: For guidance on organizing a successful forum/ meeting, refer to the Technical Document on Civic Engagement for Sub-national Councils (Page: 88-94)

Sub step_3: Conduct a coaching session to prepare for the environmental cleaning campaign

In this session, participants are asked to identify and discuss tasks and prepare a draft agenda of the campaign and finally develop an action plan for conducting the campaign.

Participants: Selected working group members such as the deputy governor in charge, administration director, chief of inter-sector office, administrative staff and chief of environmental district office.

Duration: 4 hours

How to go about it:

In the case of solid waste management, the environmental cleaning campaign is an event aiming at educating citizens on solid waste management and reducing/ eliminating waste from littering on public places. The working group and other participants will demonstrate an example on how to pick-up waste and to keep the environment clean within their communities.

The preparation processes of this event are like the preparation of the dissemination forum described above whereby the questions below need to be answered:

- What are our main objectives? Why is the dissemination forum needed?
- Who are our target participants? Who should be invited?
- How is the forum organized? What does the agenda look like?
- How long should the event take? (duration)
- Where should it be organized? (location)
- What information do you want to share with participants?
- Which materials and equipment are needed?

Note: For guidance on organizing a successful forum/ meeting, refer to the Technical Document on Civic Engagement for Sub-national Councils (Page: 88-94)



Sub-step_4: Conduct a reflection session on the implementation of the project

In this session, participants are asked to reflect on all steps of the project implementation. At the end of the session, the participants will have identified the strengths (what went well), challenges (what went not well) and will have jointly discussed how participants want to do better in the future for better results.

In the example of solid waste management, project aims at contributing to promotion of the solid waste management in an effective, transparent, and accountable manner ensuring the beauty, public health and safe environment.

Participants: Selected working group members such as the deputy governor in charge,

administration director, chief of inter-sector office, administrative staff and chiefs of relevant sector offices of the district (such as Environment, Education and Health e.g.).

Duration: 3 hours

How to go about it:

- (1) To begin, after welcoming participants, the facilitator presents the objectives of the session to the participants.
- (2) Then, the facilitator asks participants a general question to warm-up:
What is your impression of the project implementation so far?
The facilitator writes down the key words or short phrases of the answers on the flip chart.
- (3) After that, the facilitator introduces the questions on the flipchart as following:
 - o In your opinion, what went well (including what are the successes)? And what did not go well (including challenges)?
 - o If you want to continue working on this topic, what do you want to do differently to get better results/ more positive changes?The facilitator explains the questions above to the participants and clarifies them one by one so that everyone understands clearly what they are supposed to do.
- (4) The facilitator asks the participants to form 2 groups and distributes flipchart paper and markers. After the discussion, the facilitator asks the representatives of each group to present in the plenary, and questions raised by other group members are clarified.
- (5) In the last step, the facilitator summarizes the key findings on challenges and the future approach to overcome challenges and propose practical solutions for participants' learning and future actions.
- (6) Once this has been done, facilitator thanks the participants for their active participation.

Sub-step_5: Conduct a reflection session to prepare a sustainability plan

In this session, participants are asked to prepare a plan to foster sustainability of the implemented project.

Participants: Selected working group members such as the deputy governor in charge, administration director, chief of inter-sector office, administrative staff and chiefs of relevant offices.

Duration: 2 hours

How to go about it:

- (1) To begin, after welcoming participants, the facilitator presents the objectives of the session to the participants.
- (2) After that, different strategies to foster sustainability of the initiated project are discussed and documented on a flipchart
 - o monitoring of installed billboards or infrastructure
 - o expansion to other institutions
 - o follow-up awareness raising events
 - o institutionalization of achievements by developing overarching regulations such as DEIKA or district directives
- (3) The facilitator asks the participants to form assign clear responsibilities to the selected follow-up measures
- (4) In the last step, the note-taker prepares the sustainability plan which is signed and approved during the upcoming council meeting.

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