



# NEXUS PLATFORM **COMMUNITY** **D R I V E N** DEVELOPMENT MODEL GUIDE



A Guide to Support the Design and Implementation of Community  
Driven Development Projects  
Developed for NEXUS Platform, Somalia/Somaliland

[www.nexusom.org](http://www.nexusom.org)

“By introduction, NEXUS is a platform for civil society leadership to advance a new community-driven model of partnership promoting peaceful, thriving, and empowered communities in Somalia/Somaliland.

This unique platform, led by eight pioneering Somali non-governmental organizations, aspires to lead a locally-driven agenda for change, finding common cause and syncing interventions with the government authorities, private sector, and international community.

I am very pleased to introduce and commend this NEXUS Platform Community-Driven Development (CDD) Model Guide to all the stakeholders and practitioners involved in development programming in Somalia/Somaliland.

This guide is an important and necessary tool to support the NEXUS Platform partner organizations to harmonize community-driven projects through across Somalia/Somaliland.

This guide provides a clear, straightforward, and proven methodology to identify programming interventions that address community needs identified and validated by an inclusive, participatory community process.

I look forward to seeing this NEXUS Platform Community-Driven Development Model Guide widely accepted and in constant use, particularly in support of the implementation of development programmes in Somalia/Somaliland.”

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## I) LIST OF ABBREVIATIONS

PDM:	PARTICIPATORY DEVELOPMENT METHODOLOGIES
PLA):	PARTICIPATORY LEARNING AND ACTION
GDCA:	GENDERED CONFLICT ANALYSIS
PALC:	PARTICIPATORY ACTION LEARNING IN CRISIS
PICD:	PARTICIPATORY INTEGRATED COMMUNITY DEVELOPMENT
CDD:	COMMUNITY-DRIVEN DEVELOPMENT
MOU:	MEMORANDUM OF UNDERSTANDING (MOU)
PESA:	POLITICAL ECONOMY AND SOCIAL ANALYSIS
GCA:	GENDERED CONFLICT ANALYSIS
SSF:	SOMALIA STABILITY FUND
CAP:	COMMUNITY ACTION PLANS
DDF:	DISTRICT DEVELOPMENT FRAMEWORK
UNDP:	UNITED NATIONS DEVELOPMENT PROGRAMME
CPC:	COMMUNITY PROJECT COMMITTEE
CPD:	CENTRE FOR PEACE AND DEMOCRACY
JPLG:	JOINT PROGRAMME ON LOCAL GOVERNANCE

## II) PURPOSE OF THE GUIDE

The NEXUS Platform's Community-Driven Development model guide has been developed primarily for NEXUS Platform partner organizations and other development actors in Somalia/Somaliland.

The purpose of this guide is to support NEXUS Partners in appreciating the Community-Driven Development (CDD) approach as a tool that empowers communities as active project owners rather than passive project end users or beneficiaries. The guide supports users in adopting community projects based on a Bottom-up approach, where communities become the drivers in identifying their needs in basic service delivery and designing solutions for their development needs. It describes all the stages that the communities must follow to fully and effectively benefit from their investments.

## III) NEXUS PLATFORM CDD MODEL PILLARS

The NEXUS Platform Community-Driven Development Model is anchored on the following 5 pillars: -

### 1. Community Targeting

The NEXUS Platform Community-Driven Development model applies a multi-stage selection process to ensure inclusive participation of targeted project communities in identifying, designing, and implementing the investment. Ideally, the targeting of communities should be based on socio-economic data and the community prioritized needs. The model aims at developing social-economic parameters or profile of the designated area or location and, in the process, helping the NEXUS member gain a deeper understanding and local knowledge of the area, which is essential as a foundation for the CDD project.

### 2. Locally Available Resources

The NEXUS Platform CDD Model encourages and promotes locally available resources to implement prioritized community projects.

### 3. Community Contribution

The model encourages the ownership of the proposed project by the community. Ownership by a community is one condition that demonstrates ownership and willingness of the community to participate in the proposed project. The logic being if a community is willing to spend money on a project, then they see the benefits of the project and are eager to invest in it to gain the benefits. Prominent examples of this in Somalia/Somaliland were communities contributing to acquiring land for a hospital, supporting its physical expansion through cash or in-kind.

### 4. Gender Mainstreaming in CDD Activities

Gender mainstreaming is considered in all NEXYS Platform CDD project activities to ensure the full participation of all gender groups in the project cycle. Women's participation is critical and needs to be encouraged to help empower them, especially in essential processes of decision-making.

### 5. Involvement of the Private Sector

The NEXUS CDD Model promotes a mechanism for harnessing the interest of the formal private sector operating in the project. The model emanates from experience in Somalia/Somaliland, where a vibrant local private sector has the means in terms of capital, expertise, and networks that would make a CDD community-based project that partners with the private sector be a success.

## IV) PRINCIPLES OF COMMUNITY ENGAGEMENT

In facilitating CDD project, the NEXUS member shall observe the following community engagement principles: -

### 1. Respect

NEXUS members should strive to facilitate a community engagement process where participants and facilitators demonstrate respect in words and actions. Participants approach decisions with open-mindedness so that everyone feels comfortable expressing their opinions regardless of differences. The NEXUS member should respect the CDD participants' space, their interests, and their right to express opinions, their feelings, and their lives.

All aspects of community engagement must recognize and respect the diversity of the community. Awareness of a community's various culture and belief orientations and other factors affecting diversity must be paramount in planning, designing, and implementing approaches to engaging a community. Diversity may be related to economic, educational, employment, or health status and differences in language dialect, age, gender, mobility, literacy, or personal interests. The member should actively challenge any biases, stereotypes, and assumptions regarding the beneficiary community under the CDD project.

### 2. Inclusiveness and Equity

NEXUS members should reach out to and encourage all community members in the entire CDD phases, including those who have not historically been isolated and views heard equally. The member should identify key community leaders or gatekeepers to help access and engage the general public, engage people where they are, and improve the accessibility of information and events. Develop relationships with formal or informal community leaders who are already known and trusted by the community and can best convey potential impacts or the importance of getting involved in a particular issue.

### 3. Easy Participation

For the participation to be accessible for all, the NEXUS member should plan how project communications and information are timely, easy to understand, and offered in various formats. In addition, the NEXUS member should show flexibility and facilitate more extensive public participation in multiple ways, including the media and people.

### 4. Meaningful Engagement

The NEXUS member should allow all community members to participate in an open and unbiased process, free of predetermined outcomes, to consider and deliberate feasible options. The member should make efforts to authentically respond to any queries raised by the community members concerning the CDD project and process.

The process also calls for engaging the community with a listening and learning mind, heart, and attitude that is mindful of the community's needs, assets, and interests. Community engagement during the CDD process is a valuable learning opportunity that expands understanding and compassion. It is important to note that both the NEXUS member project team and the community participants are mutually accountable for a fair process, direct and respectful participation, informed and fact-based discussion, outcomes that reflect the input, and acceptance.



## 5. Transparency

NEXUS members should strive to fully and honestly account for all project facts, information, and context essential to ensuring an informed and equitable decision-making process for the community engaged. In practice, the principle of transparency also applies to the intentions and conduct of NEXUS member's project teams, independent consultants, and facilitators contracted to undertake any CDD assignment.

These include whether they encourage or suppress criticism and dissenting viewpoints, whether they share or conceal unflattering information and conflicts of interest, and whether they acknowledge or disregard their motivations and biases. The NEXUS member should thus act with integrity in an open process, and provide timely access to clear, trustworthy information, presented and employed by all parties from the beginning to the end of the CDD project.

## V) LAYOUT OF THE GUIDE

The guide has three primary phases to be followed in implementing the NEXUS Platform Community-Driven Development projects.

The initial stage, described in the Political Economic and Social Analysis (PESA) and the Gendered Conflict Analysis (GCA), describes two processes that set the ground for the CDD project. The social, political, and economic information obtained through PESA and the conflict dynamics information obtained through Gendered Conflict Analysis should help NEXUS Platform partner decide on whether to proceed with the CDD project, defer it or abandon it altogether.

The second section is about creating awareness on the CDD project through the sub-activities of 1) Initial community entry, (2) Extended Community Entry and, (3) Community-Wide Meetings. This is followed by a Community Planning process (Phase 1 & 2) and Project Prioritization Phase (voting stage), which identifies a priority project for funding by the community.

The third and last phase of the CDD process is implementing the community prioritized projects. It involves the signing of MoU between the Community and NEXUS member stipulating their partnership, mandates and roles in the planned CDD project., opening of a bank account and identifying signatories, and creating project awareness by Community Project Committees (CPC) and the NEXUS member.

Other critical steps in this phase are contracting out the works involved (construction) and monitoring the project implementation by the CPCs. Finally, upon completion of the project, the handover process follows, ensuring that there is a management structure to oversee the project beyond the implementation for sustainability.

Finally, the guide has attached templates for the PESA and GCA to guide NEXUS Platform partners in undertaking the initial phase of the CDD process. The templates are easy to use as the questions and explanations for every section are provided.

## INTRODUCTION

### 1.1 Context

There has been a significant change in humanitarian and development and governance aid delivery internationally and in Somalia/Somaliland. This change signifies the changing terrain of mostly climate-change linked disasters which are in the increase. Somalia/Somaliland, which has had and continues to be vulnerable to climatic and conflict shocks, is in a transition phase following the many years of civil conflict.

The transition phase seeks to support State Building and also to support stabilization. These two processes have brought out the need for active support of local governments and communities to planning processes in the delivery of development, among others. NEXUS is partnering with international donors who have some of the most influence in the aid sector and are critical in advocating for more community say when it comes to identifying and implementing development projects aimed at meeting communities' needs.

NEXUS is already engaging with the Somalia/Somaliland Governments to influence the policy making process, and aligning its interventions to the National Development Plan- 9 (2021-24). Past experience by NEXUS partners point to the positive impact of projects where the partners utilized participatory development methodologies. These experiences have helped shape the debate within NEXUS platform on the need for developing a CDD model that is alive to the unique context of Somalia/Somaliland.

### 1.2 Rationale

The NEXUS Platform Community-Driven Development seeks to support NEXUS efforts in advocating for a Bottom-Up approach to development. The approach will enhance the NEXUS approach as one that aims to deliver development; differently in contracts to the practice in the past. The promotion of the CDD model in support of development is evidence-based.

It provides a working alternative to many failed programming where communities have been left out in planning for projects that seek to meet their needs. The transfer of the responsibility of identifying needs and selecting community-backed interventions from donor to communities is also in line with the empowerment of communities.

By adopting the CDD model in support of development, NEXUS platform will seek to advocate for it as a model that works and promotes it for adoption far and wide. However, one of the major challenges has been the multiple participatory development methodologies that have addressed specific concerns within what is a broader horizon in the planning for development needs.

The CDD model shifts the burden of monitoring from the donor and organizations to the community that benefits from support. Therefore, the endeavor for NEXUS has been to have harmonized CDD model that draws from the various strengths and methods of the current participatory development methodologies. This approach allows for a practical, more holistic, coherent one, yet simple enough for simplicity required, especially given that communities will lead in the process.

### 1.3 Process

Community-Driven Development (CDD) is referred to as a process as opposed to a one-off event. It is community-centered in orientation and provides communities with the empowerment that enables them to take complete control of decisions and resources that affect their development. It engages and empowers people through a participatory process of local development.



The estimated period of a NEXUS Community-Driven Development project is estimated at 18 months from inception to completion. However, this duration may differ depending on the magnitude of the project and community requirements.

What is most crucial in developing the guide is to support NEXUS Platform partner organizations be properly tooled in adopting Community-Driven Development as an effective model of empowering communities and ensuring the effectiveness and impact of Development and Governance interventions. The NEXUS Platform CDD model will also be a critical process for transferring knowledge and skills to communities to design and implement projects with relevant benefits and impact to them instead of the top-down approach.

The guide intends to provide the information needed to facilitate a community-driven development model in Somalia/Somaliland by the members of the NEXUS Platform and, by extension, any other external entity doing a CDD project. The guideline draws on the experiences and lessons learned in development programs and community engagement by the eight members of the NEXUS Platform.

The principal intended users of this guideline are the facilitators, community development workers, and the CDD model project teams of the eight NEXUS Platform members who facilitate community consultation processes for communities in CDD model projects in Somalia/Somaliland.

The guide was developed to further the NEXUS platform's stated paradigm shift by envisioning a different model of delivering development by development actors informed by the communities. This approach is a clear departure from the previous 'top-down' model of providing aid that only had communities on the receiving end without any attempt (or only partial) to consult them comprehensively. The result was projects implemented that ultimately failed as they were not the choice of the beneficiary communities in the first place.

The guide incorporates conflict-sensitive programming, appreciative inquiry, and the rights-based approach to community development, aspects of the human rights approach such as inclusiveness of the marginalized, effective participation, gender sensitivity, empowerment, and sustainability.

## APPROACH

Community Driven Development (CDD) is a people-centered approach where the communities make all decisions. Damaging assumptions, such as, (a) we know what is best for the community; (b) they are too poor to contribute towards the project and (3) change can be brought from outside shows our ignorance about the community at best and the desire to perpetuate 'patron-client relationship' at worst.

Communities are well placed to determine their needs and seek viable solutions to overcome them. Throughout all phases of the CDD project cycle, the project must seek the inclusion of the community. To this end, facilitation from our end is essential for the CDD model project success.

Placing a good facilitator(s) that is acquainted with the context of the area and thus challenges them to get a better result is a must to have. In addition, the facilitation should give more time to the consultation process involved until the trust level among the communities is restored for the communities to take the role into their own hands.

Large parts of Somali communities are typically sparsely populated primarily due to the pastoral mode of life that requires vast land for livestock mobility. People hailing from the rural areas are from the same clan/sub-clans, and their interaction with other clans/sub-clans is limited to common pastureland, watering points, and markets.

The urban centers and towns, by contrast, are inhabited mainly by different clans and sub-clans and thus is a more diverse setting. So, the NEXUS Community Driven Development should focus on the urban centers and major towns, which will go a long way in enhancing community integration and social cohesion. Other benefits for targeting urban centers include: -

- **Value for money:** getting a significant population at one point is not feasible in most rural areas. Hence, the utilization ratio of services in rural areas will be minimal when compared to the town. In addition, towns generate income and resources- an essential element when considering community contributions or potential sustainability of services.
- **Targeting issue:** The clan becomes a loose concept when you bring the intervention down to the settlement level. Sub-clans inhabit settlements by lineages and family levels. All the community settlements have similar needs but not necessarily the required population for intervention to register positive cost-benefit analysis. But the targeting issue becomes more of sharing resources based on the fragmented clan identity. Targeting of Towns is based on geographic areas and may be partial or sections target, ensuring the inclusion of all the inhabitants regardless of their clan affiliations.
- **Do No Harm:** Resources given to certain rural settlements might fuel existing conflict as other clans who missed out on the intervention assume the new resource to their counterpart as a game-changer in their long-standing conflict. So other neighboring rural settlements inhabited by a rival clan might demand similar interventions to balance the power equation. This clan competition isn't mostly common in urban centers and major towns.
- **Linkages with others:** In towns, there exist the possibility of creating fruitful connections with the private sector and local administrations. Hence, the project can benefit from the existing synergy.

### 3.0 THE COMMUNITY-DRIVEN DEVELOPMENT PROCESS

#### 3.1 POLITICAL ECONOMIC AND SOCIAL ANALYSIS (PESA)

The Political Economic and Social Analysis (PESA) is a critical tool in the NEXUS Community Driven Development (CDD) process. Its main goal is to bring forth the current status, dynamics, actors, and structures that are all at play in a community's political, economic and social spheres of life.

PESA in NEXUS' CDD model process aims to situate development interventions to understand the prevailing political, economic, and social processes in society – specifically, the incentives, relationships, distribution, and contestation of power between different groups and individuals.

The PESA findings will significantly aid the NEXUS member implementing the CDD projects in terms of understanding the following important set of variables,

- including the governance system and history in the District; information on the diversity of its actors/stakeholders; community inclusion; public perception, service delivery, revenue base, and external support.
- Others are the different clans living in the District, clan dynamics about power, exclusion/inclusion, the relationship amongst the various clans, economic livelihoods, courses for community resource mobilization, and ability to mobilize resources.
- Additionally, information should be sort on community resources in critical economic and social sectors schools, health centers, markets, transport facilities, sports facilities, water sources, government facilities, other economic infrastructure should be mapped. This information will be helpful when communities would be doing the identification and prioritization of their needs at later stages of the CDD process.
- Identify community resource persons, understanding their influence within the community's political, economic, and social structure.
- The security apparatus in place, it's financing, and who is responsible for the security management. The exercise should also identify the actors (youth and other non-state actors) and factors affecting the District's security.
- The economic lifestyle of the subject community, economic/livelihood means, market behavior, and analysis limiters of the economy like droughts, locusts, and floods.
- An analysis of the environment includes its relationship with the economy, pollution, degeneration, past and ongoing environment conservation interventions, etc.

In most cases, the NEXUS member operates in the CDD target district and may assume that it is well conversant with its political, economic, and social settings and communities. Such an assumption can be a risk to realizing the well-intended outcomes of the CDD project because the NEXUS member may not have the information/analysis required, which may sometimes not translate to the complete realities on the ground.

Therefore, the PESA dives down into the details and lays bare the intricate perspectives and analysis of the community's political, economic, and social spheres of life.

The NEXUS partner should contract an independent consultant to carry out the PESA, and the PESA template is attached to this CDD guide. A maximum of 30 days should enough to undertake the PESA.

### 3.2 GENDERED CONFLICT ANALYSIS (GCA)

Gendered Conflict Analysis (GCA) is the second step in the NEXUS' CDD model process. It is a structured inquiry, with a gender lens, into the causes and potential direction of either past conflicts or present ones. Conducting GCA in NEXUS CDD is necessitated by the frequent occurrence of the multifaceted inter and intra conflicts and tensions in Somalia/Somaliland, mostly grounded on past revenge killings, misunderstanding on pastureland and water resources sharing, and territorial claims other factors.

Thus the GCA seeks to identify opportunities for managing or resolving current or likely disputes without recourse to violent action. This structured and gendered approach to conflict analysis is essential to identify and examine our assumptions about the causes and nature of the conflict.

GCA reveals how harmful gender norms fuel not just gender inequality but also conflict, broader discrimination, exclusion, and violence. It highlights how different types of violence, including economic violence, gender-based violence, and political violence, are used to maintain power in public and private spaces and how these spaces are connected.

Gender inequality not only makes conflict worse, but it limits the autonomy – the ability to act on motives, reasons, or values that are one's own – of women, girls, and sexual and gender minority groups and others who want to challenge and transform the prevailing norms.

A comprehensive GCA should thus provide the NEXUS member with actionable insights on how to design the CDD project to reduce conflicts and promote peaceful coexistence.

The following are some of the principles that should inform the NEXUS member's GCA approach and methods:

- Gendered Conflict Analysis (GCA) is not a neutral activity. Depending on its execution, it can be an intervention in itself. Analysis of the sources/causes of conflict is often a contested issue. A data collection and analysis process can exacerbate conflicts and follow the "Do No Harm" principles.
- Who performs data collection and analysis directly impacts the reliability and credibility of the resulting product. Local knowledge and information are paramount, and one must respect the local culture
- The analysis should base itself on a full range of stakeholders in the conflict area and sort information from all perspectives.
- GCA is not an end in itself. It will only be helpful if it becomes the basis for the CDD project planning and decision-making.
- GCA is not a one-time task to be completed during the program development phase and then forgotten. Instead, the understanding of the conflict will evolve, and the documented analysis should be updated regularly as an integral part of the CDD project work.  
To ensure that GCA is indeed adopting a gender lens, the NEXUS member should bear in mind the following questions that raise gender considerations in different phases and tasks of the GCA. These are then expanded again in the relevant sections of the text.
- Have both men and women been actively involved in determining the GCA's overall purpose and ultimate uses?
- Have both men and women been engaged in data gathering activities? Are they aware of the gender dimension and able to gather gender-sensitive data?
- Have gender-sensitive indicators been developed and used during the GCA? Have the views of both women and men been sort?
- Have both women and men participated actively in analyzing the data gathered and applying the analytical tools and frameworks?
- Are there practical problems in gathering data, conducting interviews, related tasks rooted in gender roles as practiced in society, and addressing these problems?

- What does the GCA itself reflect regarding differential impacts of the conflict on women, men, girls, boys, youth, and elderly (etc.)?
- Has the analysis process revealed any gender-based differences in particular potential roles for men or women in promoting peace or addressing specific conflict factors?
- Has the analysis revealed specific dynamics of the conflict that empower or disempower women and men in specific ways based on their gender? Could these dynamics assist a sustainable preventive action process?

The NEXUS partner should contract an independent consultant to carry out the GCA, and the GCA tool to be used is attached in this CDD guideline.

A maximum of 30 days should be enough to undertake the GCA.

NOTE: The PESA and GCA can be undertaken simultaneously by different consultants hired by the NEXUS member.

## 3.3 COMMUNITY ENTRY - THE FIRST ENCOUNTER WITH COMMUNITY

### 3.3.1 Background to First Encounter with Community

Community Entry is the first point of contact for the NEXUS Member with the community under the CDD project. Particular attention should be given to this community entry as our first impression is so important. In most cases, the local authorities summon people to advance their vested interest rather than allow them to present the community's needs on their behalf. Often, this activity has been taken lightly, only relying on the people brought by the local authorities as representatives of their community. Such people are unrepresentative at the most and close associates of the authorities at worst.

Therefore, asking local authorities to present us with representative community members excludes the two groups we are supposed to include: the respected individuals in the community and the very marginalized segment of the community, namely: minority clans, youth, and women. The guide cites exclusion in such meetings, but three reasons stand out.

- The first one is to do with the perception of the local government officials towards the project, "for them, they are the community representative and thus suffice to act on behalf of their community and calling others is a waste of time as others have a business to attend to"
- The second reason has to do with greed. Calling many people will result in competing for scarce resources as others will also ask for their share of the pie.
- Last but not least is that they don't believe that calling the marginalized groups (i.e., minority clans, outcasts, women, and youth) is helpful as they can't "contribute to the project".

On the other hand, the community members have their own deep-rooted beliefs about NGO work. For them, NGOs are seen as corrupted, as they have seen many trading in their names. To complicate the matter, they consider attending the NGO meetings -if not a waste of time- as only a venue for getting handouts. The marginalized group since no one asks for their opinions; they have accepted the status quo. So then, the question for us to ask is how can we right this wrong?

However, this is not equivalent to say that we should not pay a courtesy visit to the local authorities. On the contrary, we should start with them.

### 3.3.2 Initial Community Entry:

The NEXUS Member's project team should organize the first meeting with the District Commissioner/Mayor in their office. His/her deputy can represent the District Commissioner/Mayor if he/she is not present. The aim of this initial community entry meeting is twofold: to inform the district leaders about the project and also to get the government's buy-in for the project.

In this meeting, the project team should provide detailed information about the project, including its set-up/

design, scope, processes, objectives, expected outcomes, funding, period, the role, and support expected from the district authorities as a critical partner to the project. The project team will also explain the expected role of the larger community in the project.

It will also explain the project's extensive community consultation approach will also be defined clearly in the meeting. Remember to allow the district leader to ask questions, and the project team should be prepared to provide answers and clarifications. In this meeting, the NEXUS member project team should request the permission of the district authority to engage with the wider public through the following nine community segments:

- a) The District Administration
- b) The Elders
- c) The Women
- d) The Youth
- e) The Religious Leaders
- f) The Elites/Professionals
- g) The Minority Groups/Clans
- h) The Business Community
- i) People with Disabilities

It is essential to show respect to the local government by acknowledging its critical role in the design and execution of the project. Therefore, inquire from the district leader to contact the most important and influential person in each of the remaining 8 community segments (minus the district administration) and inform him/her that you will use these influential persons as entry points to their respective community segments. However, in the spirit of inclusivity, make sure you also use other sources like the organization's community focal person or other community resource persons you know to get the name and contact of an additional influential person from each of the 8 community segments.

In essence, you should have two contacts of significant persons from each of the 8 community segments (excluding the district administration since you have the District Commissioner/mayor's contact). Before the end of the meeting with the District Commissioner/Mayor, ask him/her to set a meeting appointment with the 8 members indicated for the second step of the extended community entry to be updated about the project.

At this Initial Community Entry stage, the project team should meet with the recommended two most influential contact persons from each of the 8 community segments and have similar discussions with the District Commissioner/Mayor. Note that the meetings are separate for each community segment, and the venue of the meeting can be anywhere the parties agree. Remember to allow them to ask questions, and the project team should be prepared to provide answers and clarifications. Lastly, request each group to nominate 8 persons (including the two of them- the initial contact persons) in the upcoming extended community entry meetings and set a meeting appointment.

The Initial Community Entry-stage can take about 1 to 2 weeks.

### 3.3.3 Extended Community Entry:

The extended community entry is community segment-based meetings where the project team meets with 8 persons from each of the 9 community segments separately, including the district administration as one of the community segments.

First, the NEXUS member project team should explain the project to the 8 invited members from each of the 9 community segments separately in the same way it did for the Initial Community Entry participants. A



question and answer session will follow to ensure they understand the project well.

The aim here for the NEXUS member should be to secure the necessary buy-ins from each segment of the community regarding the project and also what they should do to help in realizing the project goals. This approach directly contrasts the existing narrative of “we are here to help you.”

Instead, it is all about telling them that “they are the jewel of their community and a change –agent. Their community needs them to bring about a lasting and positive change”. And, the role of the NEXUS member is merely to facilitate the process for them to achieve what they ought to do. Here the emphasis should be placed on the genuine partnership the NEXUS member will forge and not on the change it will bring. The change should come from them, and the NEXUS member is there to support their change.

It is also about making them realize they are a change agent themselves and not others from outside. Once the necessary buy-ins from each community segment are secured, the NEXUS member should prepare for the second stage called the Community-Wide Meeting (bringing expanded members from all the segments in one place). As part of this preparation, please ask each segment to invite 16 members (at least a third of them being women) to the upcoming First Community-Wide Meeting.

Ensure that the message goes out that all key community persons, leaders of all cadres, the rich, the most influential persons etc. attend the meeting because Community Project Committee (CPC) will be selected, which is key to the project. Please also inform them of the meeting date and venue.

The Extended Community Entry-stage can take about 1 to 2 weeks.

### 3.4 COMMUNITY-WIDE MEETING

A total of 144 community members from the 9 different community segments attend this meeting (16 members from each segment). Please make sure that at least a third of the 144 participants are women. The NEXUS member shall brief the participants about the project’s objective, project cycle, and what is expected from them, hence entering a genuine partnership with them all at once. The platform will allow the community members to understand the project and what is expected of them, namely, contribution towards the project and their responsibility to change their conditions.

This phase addresses attitude issues and enables the participants to discuss and understand what development is and why they must participate. The phase aims at changing the community members’ attitude towards development. As a result, they should identify with and embrace sustainable development, i.e., participatory development. This phase also helps the participant be aware of exclusion, disparities, and injustice and allows them to brainstorm on ways to address them.

Accordingly, the time, place, and tone of this meeting are all critical in ensuring that people will be willing to participate in it and in the process that follows. Here are some of the main activities that should be covered during the Community-Wide Meeting. Introduction of the organization and its roles: Briefly explain your organization and what you are doing. More emphasis should be given on how this approach is different from other interventions and how your organization intends to involve and empower them in all aspects of the project.

Community roles and responsibility: The community members should know and appreciate that they are in full control of the resources and decision making of the project as they are the best judge of what is best for them in regard of improving their conditions for better. Accordingly, they will decide on the design, implementation and monitoring of the projects while the NEXUS member will be playing a facilitative role.

General listing of community needs and priority projects: The NEXUS member should facilitate for the 144 meeting participants to discuss the main community needs and their priority projects in the area/location.

At this stage, the facilitator should list all the mentioned needs and projects. It is expected at this stage for participants to propose large and ambitious projects; some might even propose projects that are practically not implementable, or even projects that have been completed by other actors but which they are not even aware of. This is a general listing, and the project team should not worry whether all participants agree on the listed projects or not.

Please make sure that this exercise of community projects listing is as exhaustive as possible to capture as many projects/needs as possible in all the sectors. At the next stage, the community planning forums will review each of the listed projects, and the list is narrowed to reflect reality.

Selection of an 18-member Community Project Committee (CPC): - This is a crucial community structure that will determine the success of the CDD project. The CPC steers both the CDD process and the resulting projects as the official representatives of the entire community. So having the right people in the CPC is a process that the NEXUS member needs to work hard on.

Before the committee's selection is made, the NEXUS member should inform the participants the anticipated roles and responsibilities of the CPC so that the participants understand the criticalness of the CPC and its weight so that they nominate/select the persons they think can undertake the roles.

The CPC will lead in the remaining CDD process and implement prioritized community projects on behalf of the community.

Their role also includes local resource mobilization and management of these resources, the project's public communication, identification of suitable project contractors/vendors (community contracting), project supervision, monitoring etc. The NEXUS member should stress that the CPC is voluntary and its members wouldn't be paid as this would be their contribution to the project. Participants should be reminded that the following are some of the desired traits of the committee members:

- Respected in their community
- Known as fair and impartial on clan issues /not involved in clan conflicts
- Willing to give their time and resources
- Honest and trustworthy
- Capable and trusted to raise community contribution
- Willing and capable of changing the conditions of their people
- Should have the capacity to express their views persuasively.

Having understood the critical roles that the CPC members are expected to play, the participants should now nominate 18 members to the CPC (2 from each of the 9 community segments), and please request at least a third of them to be women. Please note that sometimes participants may nominate persons who are not present in the meeting to be members of the CPC because of their abilities and influence.

Once the CPC is set up, please request its members to nominate the following as committee officials: Chairperson, Vice-Chairperson, Secretary, Vice Secretary, Treasurer, and Vice-Treasurer. Encourage, at least 2 of these officials are women. Recommended Facilitation Tools: - The following participatory tools are recommended for this Community-Wide Meeting to illicit the discussion:

<i>Name of Tool</i>	<i>Purpose of the Tool</i>	<i>Remarks</i>
<b>Venn Diagram</b>	A Venn Diagram shows the relative importance of various institutions/stakeholders in the village, relationships and linkages among them, weaknesses concerning decision-making processes, development of the area by institutions/stakeholders, duplication of efforts, and gap identification between institutions/stakeholders.	The NEXUS member project staff should be trained on this tool before starting the CDD project.
<b>Take a Step</b>	The tool helps the community visualize how often we exclude other categories in the community and the lack of pro-poor methods in our development strategies. The tool indicates that targeting methods should be revised to work with all community segments. There is a need to involve all categories of community members in the community process. Identifying the marginalized is a function of the tool.	The NEXUS member project staff should be trained on this tool before starting the CDD project.
<b>Resource Bag</b>	Helps the participants to identify the community's local resources in a community plenary in a resource bag. It shows a physical representation of all the resources in a community, which include infrastructure, houses, water sources, including rivers, schools, mosques, crops, animals, minerals, roads, airstrips, oceans, etc	The NEXUS member project staff should be trained on this tool before starting the CDD project.

- Before concluding the Community-Wide Meeting, please ask the selected Community Project Committee (CPC) to nominate 54 participants (6 from each community segment) to participate in the next stage of Community Planning Forums, including the CPC members. Please advise each community segment to consider the following criteria when nominating the 6 representatives to the community planning forums: -
- The representative must be a resident of the location
- The representative must be knowledgeable and has a good history of the location.
- At least half of the nominated representatives must be literate
- At least a third of the nominated representatives must be women
- The representative must be ready to work on a voluntary basis

The Community-Wide Meeting can take a maximum of 1 Week.

### 3.5 COMMUNITY PLANNING PROCESS (PHASE 1)

The Community Planning Process is planning sessions where selected community representatives meet in forums to plan and analyze identified community projects/needs, including how to achieve them and resources.

The community planning process allows the project to involve community members from the beginning of the project identification and design. The process encourages both trust in the process and the necessary community buy-in and support, not only of the planning but also of actions undertaken. The planning process allows the community members to voice their vision, opinions, hopes, and fears about the community.

The community planning process has two primary purposes. One is to bring about the community's real needs, and secondly, it is a tool to rally support from other stakeholders to realize the identified needs. 54 participants (6 from each of the 9 community segments) will be attending the Community Planning Forums (Phase 1). Please make sure that at least a third of the participants should be women. Below are the activities to be undertaken at this stage: -

- **Resource Mapping:** -Before anything else, the facilitator should take the participants through local resources mapping exercises to identify and list all local resources available. The purpose of this step is to create awareness to the participants that they have skills, abilities, and resources in their community from which they can pull things to help them get a step closer to their visions.

Failing to take advantage of community resources misses an opportunity to increase the community's capacity to solve its problems and create its own change. The NEXUS member's donor fund will be much more effectively used if the local community is actively engaged in using existing skills, abilities, and resources to build on their strengths and address their problems. This is the basis of the 'asset-based approach to community development.

- **Further review of the general community listed needs/projects and identification of specific key projects:** - In these planning forums, the participants will discuss in details the community needs, list key projects in each sector, and here the generally listed projects in the Community-Wide Meeting will act as the basis for the discussions and planning.

However, the Community Planning Forums participants can add additional projects to the ones listed in the previous phase. Community-Wide Meeting is a critical planning stage and will objectively discuss the nitty-gritty details of all suggested projects. The discussion in this stage should be twofold: - The community members listing the projects they think are highly needed, and secondly suggest how to actualize them. It shouldn't only be on what they need, but how to make it happen.

- **Feasibility Assessment on identified Projects/Needs: -**

Alongside the NEXUS member's project team, including the Project Engineer, the Community Project Committee (CPC) will be responsible for analyzing the practicability of implementing each of the identified project putting into consideration aspects of cost-benefit analysis, existing alternative projects, security/ conflicts, legal perspective, environment, strategic relevance, estimated completion time, etc.

This detailed feasibility assessment can take a maximum of 2 months, and the committee is expected to work on it voluntarily. In most cases, the committee and the project team may be required to visit project sites during the assessment. When possible, the NEXUS member will provide them with transport means, especially during site visits.

Please note that since the CPC has 18 members, they can decide to set up a sub-committee for the feasibility assessment that shall work with the NEXUS member. The 2 months is set, considering the CPC can't commit themselves every day to the project. Each of them has their responsibilities, so the project team needs to plan the days/weeks to do a feasibility study. The project team, especially the engineer, also gets enough time to do the technical designing of each identified project.

- **Recommended Facilitation Tools: -** The following participatory tools are recommended for this planning phase to illicit the discussion:

<i>Name of Tool</i>	<i>Purpose of the Tool</i>	<i>Remarks</i>
<b>Resource Bag</b>	It helps the participants to identify the resources in a community plenary in a resource bag. It shows a physical representation of all the resources in a community, which include infrastructure, houses, water sources, including rivers, schools, mosques, crops, animals, minerals, roads, airstrips, ocean, etc	The NEXUS member project staff should be trained on this tool before starting the CDD project.
<b>Pairwise Ranking</b>	Pairwise Ranking is a ranking tool used to assign community priorities to the multiple available options in terms of needs or projects. All the options are directly compared with a list being created of the most preferred to the least-preferred options. Ranking these projects helps communities decide on the most important things to do in a particular period.	The NEXUS member project staff should be trained on this tool before starting the CDD project.

Note: On the last day of this Community Planning Phase, please remind the 54 participants that they would again be required to attend the upcoming Phase 2 of Community Planning.

Note: A sample detailed feasibility assessment questionnaire (in both English and Somali) to guide the committee and the project team is annexed in this CDD guideline.

### 3.6 COMMUNITY PLANNING PROCESS (PHASE 2)

The same 54 participants who participated in the Community Planning Process- Phase 1 will be invited in Phase 2. The following two activities will take place in this stage: -

- **Presentation of the findings of the Feasibility Assessment with a recommendation of a maximum of 10 key projects: -**

Here, the 18-member Community Project Committee (CPC) together with the NEXUS member project team will present the findings of the feasibility assessment they undertook in phase 1 of the community planning process. CPD should be present the findings in Somali as the language understood by almost all of the participants. Based on the committee report, the participants will re-evaluate the previously identified projects/needs and make any necessary adjustments to the listed projects.

By the end of this 2nd phase of the community planning process, the participants shall agree on a revised shortlist of identified community projects/needs with a maximum of 10 priority projects based on the findings of the assessment committee. The pairwise Ranking will be a helpful tool in shortlisting the 10 projects.

- **Validation of 10 Identified Projects: -**

The 54 community representatives in the planning session will be required to validate and adopt the 10 community-identified projects. The validation is done by voting through a show of hands. This final list of community-identified projects will be carried over to the next CDD stage.

- **Recommended Facilitation Tool: -**

The following participatory tool is recommended for this planning phase to illicit the discussion:

<i><b>Name of Tool</b></i>	<i><b>Purpose of the Tool</b></i>	<i><b>Remarks</b></i>
Pairwise Ranking	Pairwise Ranking is a ranking tool used to assign community priorities to the multiple available options in terms of needs or projects. All the options are compared, and a list is created consisting of the most preferred to the least-preferred options. Ranking these projects helps communities decide the most important things to do in a particular period.	The NEXUS member project staff should be trained on this tool before starting the CDD project.

NB: On the last day of this meeting, please request the Community Project Committee (CPC) to nominate 35 representatives/delegates, including the CPC members for the upcoming phase where delegates will vote to prioritize projects. It is highly encouraged all the 54 members who participated in the Community Planning Phases should also be among the nominated representatives/delegates to vote in the upcoming phase.

This Community Planning Process- Phase 2 can take a maximum of 1 week.



### 3.7 PROJECTS PRIORITIZATION PHASE (VOTING PHASE)

A total of 315 community representatives/delegates (35 from each of the 9 community segments) will be invited in this project's prioritization phase. The requirement is that at least a third of the 315 representatives shall be women. In most cases, the local government may not get 35 staff/members to represent it, and here they are at liberty to nominate other public members to fill in their slots. Due to many participants, this meeting should be held in a large open space, like in schools, playgrounds, social halls etc.

The following activities will be undertaken in this phase: -

1. A recap of the past CDD phases: - The District Commissioner/Mayor and the CPC Chairperson should update the congregation about the past CDD activities and milestones achieved. They should also explain the outcome of this voting phase. Based on the delegates' votes, a ranking will be done to determine the top projects prioritized as community projects for the first year.
2. Explanation of Voting Modalities/Rules: - The chairperson of the CPC first announces the role of the CPC, which acts as an election committee in the stage and will oversee the voting process to determine the community's priority projects. The chairperson shall explain that all the ten identified projects shall be voted for and each proposed project on the ballot.

The chairperson should also explain the election modalities and rules to the congregation so that every participant understands the voting process. It should be made clear to delegates that ten voting boxes will represent the ten projects to be voted on (to be ranked). Each box will bear the name of the project in Somali and a picture/drawing/symbol of the project to enable everyone to understand both the literate and illiterate. For example, suppose one of the projects aims at rehabilitating the district hospital. In that case, the box should label the picture/drawing/symbol of the project with the Somali wordings, "dayac tirka cisbitaalka guud ee degmada".

3. Voting and Results Announcement: - Each voter will be issued with 3 voting cards by the election committee and directed to vote by putting each of their vote in 3 different boxes that they think are the most priority projects. After placing the 3 cards in 3 separate boxes, the committee will direct the voter to leave the voting scene.

The 18 members of the CPC should be the last persons to vote. Upon the 315 delegates casting their votes, the CPC will count the votes in the presence of the delegates and announce the results showing the Ranking of the projects as voted. The project with the highest votes is ranked top, followed by others using the same vote count. The CPC will inform the delegates on the top priority three projects to be considered for implementation for the year, depending on the available funds.

4. What if community prioritized projects are against NEXUS CDD Project/Donor Mandate? At times the community can prioritize projects that are not in line with the NEXUS platform's project mandate or the donor's mandate. For example, community prioritizing a police station or a prison cell when the NEXUS member/platform's mandate or the back donor's mandate doesn't accommodate such investments due to fear of things like fear of human right abuses or such investments being classified as a government mandate to be financed by the government. Or imagine the community prioritizing the procurement of a police car (land cruiser).

Maybe the NEXUS member/donor's mandate isn't for such investments due to fears that the vehicle could be used in clan fights or hijacked by criminal elements like terror groups.

While such a dilemma is a reality, it is essential to note and safeguard the genuine partnership forged with the community in the entire CDD process, which dictates that the NEXUS members should be appreciative and aware of their analytical decision-making skills.

They know what is best for them. Any restrictions put forward during the planning process and telling the communities not to prioritize certain activities will damage the whole outcome of the CDD project. The dilemma for NEXUS members is how to reject a priority project identified by the community? The NEXUS member should resort to either of the three proposed solutions: -

1. Community members should fund-raise and implement separately the activity they have identified;
  2. Money raised as part of the community contribution for the CDD project should be re-allocated for the restricted activities that the NEXUS member is unable to fund while the NEXUS member funds (donor funds) used to support the other uncontested prioritized projects; or
  3. Inform and bring other partners on board to support the community in those contested projects.
5. Projects endorsement by the government: - Once the 10 community projects have been ranked according to their priority by the larger community members, the Community Project Committee (CPC) should take it to the local administration for official endorsement. In addition, discussion with the local administration will enable both parties to know about their plans, especially if there is a possibility for the prioritized projects to be linked with the district development plan or not (if there are any). To this end, the District might seek some funding to the plan or ensure activities are not duplicated with other stakeholders in the area.
- The projects prioritization phase (voting phase) can take a maximum of 2 days

#### 4.0 IMPLEMENTING TOP PRIORITIZED PROJECT(S)- 1 TO 3 PROJECTS FOR YEAR 1

The Community Project Committee (CPC) will lead the implementation of the CDD projects on behalf of the community. Below are the specific implementation steps: -

- Memorandum of Understanding (MOU): - The CPC and the NEXUS member shall jointly develop and sign a MoU that stipulates their partnership, mandates, and roles in the CDD project. The MoU is written in Somali and English, and both copies are to be signed by the two parties. A sample copy of the MoU is annexed in this CDD guide.
- Bank Account Opening: - The CPC, through its 6 officials (with women taking 1 signatory slot) should open multiple accounts with the local banks to receive funds from the community (contributions) and the NEXUS member (donor funds). The CPC should share details on bank account publicly to reach as many people as possible to contribute. The CPC should solely use the funds for the CDD projects and not for other projects. The bank accounts shall have four signatories where all of them are required to sign any transaction to increase accountability and transparency.
- Community Resource Mobilization: - It is the role of the CPC to create awareness of the project and mobilize resources from both the local and Diaspora communities. The resources can be in the form of cash or in-kind, and it is expected the CPC to show a high degree of integrity in collecting and managing these resources. The selection of members of the CPC is supposed to be merit-based so that people with questionable integrity in the public's eyes don't become members of the committee. In addition, the CPC should strive to publicize all information relating to funds collection, management, disbursements, and work progress to measure accountability and confidence building.
- Community Contracting: - This is one of the exciting bits of NEXUS' CDD model, and it is where the CPC does the bidding and contracting of vendors for the project on behalf of the community. The first step is to train the CPC on the entire process of community contracting, from advertisement, bid analysis, bid evaluation to contracting. The training should be conducted in Somali and have practical demonstration sessions or dry runs. On top of the training, the NEXUS member project team, especially the procurement team should provide technical support to the CPC in the entire process of the community contracting. The

advantage of community contracting is that value-for-money is achieved as bidding companies know it is the community (the CPC) awarding the contract and not the NGOs; hence quote reasonable prices for their products/services. In contrast, where companies know that it is an NGO that is awarding the contract, prices are usually high because NGOs have lots of money.

- **Milestone-based funds payment:** - The CPC should pay the contractor on a reimbursement basis; that is, after confirmation of a certain agreed work milestone has been done. NEXUS member's project monitoring team and the CPC shall assess the work done by the contractor to ascertain whether the threshold for payment is achieved. If convinced, the contractor is asked to raise the invoice to the CPC for payment. Reimbursement payments are one way of safeguarding the project funds (both the local contribution and donor funds) and achieving value for money.
- **Participatory Monitoring:** Participatory monitoring involving the CPC as active participants offers new ways of assessing and learning from more inclusive change and reflects the community's perspectives and aspirations. The CPC will become active planners, decision-makers and actors in the participatory monitoring. The NEXUS member project team will help design tools and pre-set indicators in Somali to be used by the CPC in monitoring project performance.

The CPC's involvement in participatory monitoring increases the project's reliability. It provides the opportunity to receive timely, reliable and relevant information that can be fed back into decision-making, enabling a project to adapt and improve rapidly. Thus participatory monitoring becomes a process of community capacity development and transformation. In addition, it provides high transparency for the community on its process and progress.

- **Project Commissioning and Handover:** - This is the final stage of the CDD project implementation phase and comes after completing the project. The CPC should organize a project commissioning event/ceremony where many community members, including the local government officials, are invited. The project is then commissioned during the ceremony and handed over to a community committee or even to a private individual under trusteeship, depending on the community's preferred arrangement.

The community also comes up with and agrees on project maintenance and sustainability plan with the support of the NEXUS member, who shall help document these handover plans. At this stage, the NEXUS member should announce that its facilitation and co-financing role in the project has come to an end. It is up to the community to assume full responsibility for the operationalization, maintaining and sustainability of the project going forward.

- **Learning:** The capturing of the lessons learned from the implementation of the project will be a key final NEXUS Platform CDD Model validation. Lessons learned in the implementation of the project should highlight what worked and what did not work well in the CDD process as undertaken for a particular project. The learning process should be captured in all the phases of the CDD process to strengthen and amend the CDD process based on practical experiences and preferences as gathered during CDD projects' project design and implementation.

Lessons learned shall also emanate from evaluations (mid or end evaluations) conducted by external evaluators that highlight the experiences of each project implemented using the NEXUS Platform CDD Model. The learning should be based on the CDD's role in influencing the outcome/achievement, activities, processes, products, and services considered as having influenced each outcome. Ideally, the lessons learned should be captured in a final project report or separately as part of the MEAL reporting. A workshop to share the lessons learned among the NEXUS Platform partners should be held to discuss and evaluate how well the CDD model facilitates the generation of critical lessons that can be of great use in strengthening the model for better outcomes. The actual implementation of CDD projects can take a maximum of 12 months, considering the community fund-raising that can take several months.

## 5.0 SUMMARY OF KEY STEPS IN IMPLEMENTING NEXUS PLATFORM

	Key Step	Activities	Number of Days required for the Phase
1.0	Political Economy and Social Analysis (PESA)	<ol style="list-style-type: none"> <li>1. Undertake a survey on the governance system.</li> <li>2. Governance history of the District and Location.</li> <li>3. Identify local actors and resource persons.</li> <li>4. Map our communal resources and determine the various interest groups and influence they have within the community.</li> <li>5. Map out clans living in the Districts, identify security apparatus in place.</li> <li>6. Identify economic and livelihood status of the area and people, analyses the environmental issues and regulation.</li> <li>7. Validate the report with the local community.</li> </ol>	30 days
2.0	Gendered Conflict Analysis (GCA),	<ol style="list-style-type: none"> <li>1. Identify key players and conflict actors in the local conflict.</li> <li>2. The changed dynamics from the past conflicts scenarios as surveyed in the past and main interest among the key players.</li> <li>3. This will help us develop community priority needs as one way of fostering peace in the area.</li> <li>4. Identify local actors and resource persons within the community.</li> <li>5. Identify the role that women play in local conflicts and conflict resolutions.</li> <li>6. Identify conflicts and conflict drivers.</li> <li>7. Identify connectors and dividers within the conflict settings.</li> <li>8. Identify community needs through participatory sessions.</li> </ol>	A maximum of 30 days
3.0	Community planning process	<ol style="list-style-type: none"> <li>9. Community Entry <ul style="list-style-type: none"> <li>● Background to first encounter with community</li> <li>● Initial community entry</li> <li>● Extended Community Entry</li> <li>● Community-Wide Meetings</li> </ul> </li> </ol>	A maximum of 1 Week.

		10. Community Planning process (Phase 1 &2)	Phase 1 and 2 can take a maximum of 1 week.
		11. Project Prioritization Phase (voting stage)	A maximum of 2 days.
4.0	Implementing prioritized projects	<p>The Community Project Committee (CPC) will lead the implementation of the CDD project. The following will be the key activities guiding a CDD Model project implementation: -</p> <ol style="list-style-type: none"> <li>1. <b>Sign an MoU between the Community and NEXUS members:</b> that stipulates their partnership, mandates, and roles in the planned CDD model project.</li> <li>2. <b>Opening of Bank Account by CPC:</b> CPC, through its 6 officials, should open multiple accounts with the local banks to receive funds from the community (contributions) and the NEXUS member (donor funds).</li> <li>3. <b>Project Awareness Creation by CPC (and NEXUS member):</b> CPC to create awareness of the project and mobilize resources from both the local and Diaspora communities.</li> <li>4. <b>Community Contracting:</b> CPC as the community representative, undertakes the bidding and contracting of vendors for the project (with only guidance from the NEXUS member).</li> <li>5. <b>Milestone-based funds payment:</b> The CPC should pay the contractor on a reimbursement basis with the supervision of a NEXUS member, after confirmation of a certain agreed work milestone has been done.</li> <li>6. <b>Participatory Monitoring:</b> Participatory monitoring involving the CPC as active participants together with other project stakeholders.</li> <li>7. <b>Project Commissioning and Handover:</b> This is the final stage of the CDD project implementation phase and comes after completing the project and comes with a handover ceremony.</li> </ol>	The actual implementation of CDD projects can take a maximum of 12 months, considering the community fund-raising that can take several months.






# NEXUS PLATFORM's COMMUNITY DRIVEN DEVELOPMENT MODEL AT A GLANCE



**PRINCIPLES OF COMMUNITY ENGAGEMENT**



## 6.0 ANNEXES

Annex	Description	Document Link
Annex 1	Communication Note	<div> Annex 1- Communication Note</div>
Annex 2	Gendered Conflict Analysis (GCA) Tool	<div> Annex 2- GCA Tool.docx</div>
Annex 3	Political Economic and Social Analysis (PESA) Tool	<div> Annex 3- PESA Tool.docx</div>



A Guide to Support the Design and  
Implementation of Community  
Driven Development Projects  
Developed for NEXUS Platform,  
Somalia/Somaliland

[www.nexusom.org](http://www.nexusom.org)