Best practice Toolkit

9. Appendices

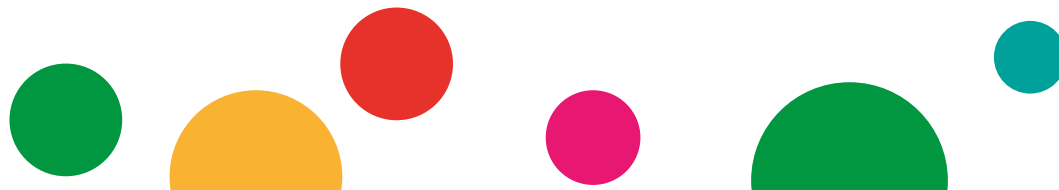| Principle of Community-Centered Development	Activities	Knowledge	Skills	Attitudes
P1. Principle of Subsidiarity	Encourage local decision-making	Understanding of Local Context Legal and Regulatory Knowledge Conflict Resolution Community Assets Assessment Participatory Methods	Facilitation Skills Communication Skills Negotiation Skills Problem-Solving Empowerment Skills	Respect and Empathy Open-Mindedness Patience Accountability Community-Centered Focus Cultural Sensitivity
	Assess local resources	Local Resource Types Resource Mapping Environmental Awareness Economic and Market Understanding Community History	Resource Inventory Data Collection Analysis and Interpretation Stakeholder Engagement Sustainability Assessment	Respect for Local Knowledge Community Empowerment Sensitivity to Cultural Values Transparency Collaboration Adaptability
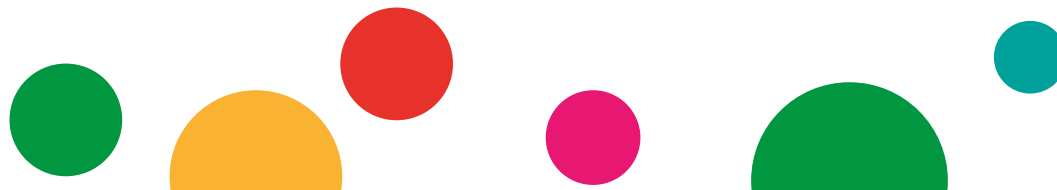
3.2.3. KSA Matrix for the Principle of Integration

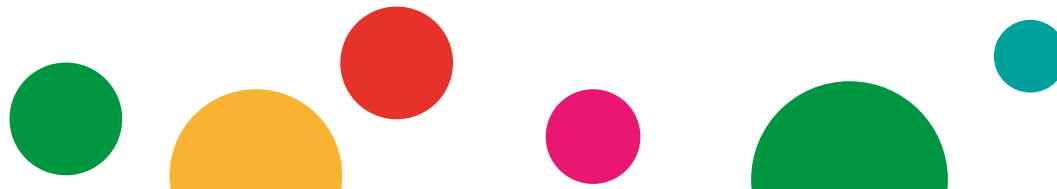| Principle of Community-Centered Development	Activities	Knowledge	Skills	Attitudes
P2. Principle of Integration	Identify and engage local resources	Local Resource Types Resource Mapping Community Needs Resource Accessibility Local Economic Context	Networking Resource Mobilization Community Engagement Negotiation and Collaboration Resource Assessment	Respect for Local Knowledge Community Empowerment Cultural Sensitivity Transparency Flexibility Advocacy
	Assess local resources	Understanding of Stakeholder Roles Contextual Awareness Resource Inventory Community Needs Assessment Legal and Regulatory Knowledge	Communication and Collaboration Conflict Resolution Project Management Negotiation Resource Mobilization	Open-Mindedness Respect and Trust Patience Shared Vision Accountability Flexibility
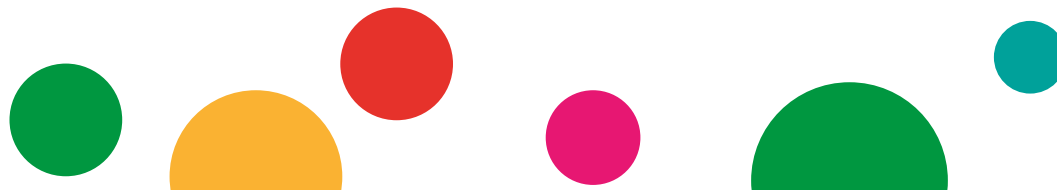
3.2.3. KSA Matrix for the Principle of Articulation

| Principle of Community-Centered Development	Activities	Knowledge	Skills	Attitudes
P3. Principle of Articulation	Build partnerships	Understanding of Stakeholder Roles Sector-specific Knowledge Contextual Awareness Legal and Regulatory Knowledge Resource Assessment	Networking Communication and Negotiation Conflict Resolution Project Management Resource Mobilization	Open-Mindedness Respect and Trust Patience Shared Vision Accountability Flexibility
	Share responsibilities	Understanding of Roles and Tasks Project or Task Knowledge Resource Allocation Communication Protocols Conflict Resolution Processes	Effective Communication Task Delegation Teamwork and Collaboration Time Management Conflict Resolution	Accountability Respect for Diverse Contributions Flexibility Empathy Shared Ownership Positive Work Ethic

3.4.4. KSA Matrix for the Principle of Participation

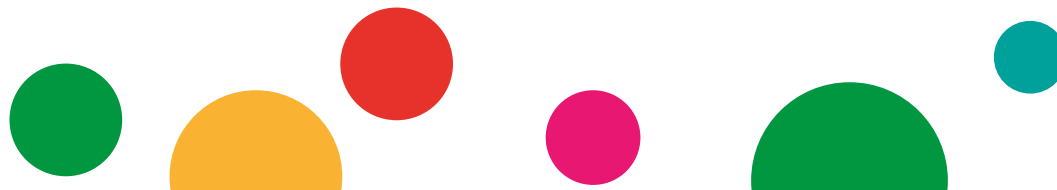| Principle of Community-Centered Development	Activities	Knowledge	Skills	Attitudes
P4. Principle of Participation	Involve the community	Understanding of Local Context Community Resources Community Needs Assessment Community Engagement Methods Cultural Competence	Effective Communication Facilitation Skills Community Mobilization Empowerment Conflict Resolution	Respect and Empathy Trust Building Humility Community-Centered Focus Patience and Understanding Cultural Sensitivity
	Training programes	Subject Matter Expertise Needs Assessment Learning Theories and Methods Curriculum Development Training Tools and Technology	Instructional Design Presentation and Facilitation Assessment and Evaluation Adaptability Effective communication	Lifelong Learning Empathy Flexibility Cultural Sensitivity Patience Professionalism
	Capacity building	Needs Assessment Organizational Development Change Management Resource Mobilization Monitoring and Evaluation	Strategic Planning Coaching and Mentoring Effective facilitation Project Management Stakeholder Engagement	Empowerment Adaptability Cultural Sensitivity Collaborative mindset Long-Term Perspective Accountability

3.5.4. KSA Matrix for the Principle of Innovation

| Principle of Community-Centered Development	Activities	Knowledge	Skills	Attitudes
P5. Principle of Innovation	Adapt to change	Understanding of Change Models Awareness of Market and Industry Trends Risk Assessment Change Management Strategies Technology and Tools:	Flexibility Problem-Solving skills Resilience Strategic Thinking skills Effective communication skills	Open-Mindedness Positive Attitude Adventurous Spirit Continuous Learning Respect for Others Proactive Approach
	Promote learning	Learning Theories Educational Psychology Curriculum Design Assessment Methods Adult Learning Principles	Instructional Design skills Effective Communication skills Facilitation skills Adaptability Assessment and Feedback	Lifelong Learning Empathy Patience and understanding. Positive Reinforcement Respect for Diversity Innovation Reflection
	Challenge norms and biases	Social and Cultural Awareness History and Context Intersectionality Bias Recognition Legal and Ethical Frameworks	Critical Thinking skills Strong communication skills Empathy Conflict Resolution skills Advocacy	Open-Mindedness Courage to speak out Respect of every individual Persistence Self-Reflection Allyship and Inclusivity
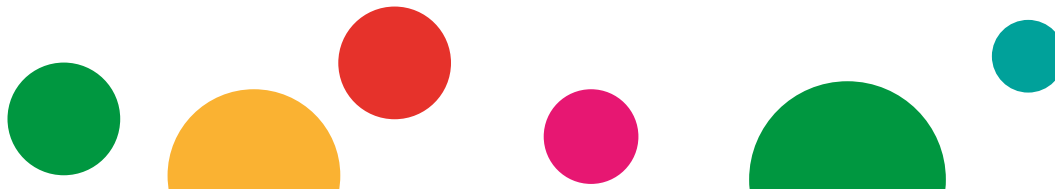
4.1.1. Practical diagnosis tool for professionals to use when evaluating local resources

| Practical diagnosis tools for professionals to use when evaluating local resources			
Local Resources Diagnosis Tool	**Resource**	**Objective**	**Criteria**
	Identification	Identify and list available resources within the local community	•Types of resources (e.g., social services, healthcare, education, employment). •Location and accessibility (physical and virtual). •Affordability and eligibility criteria.
	Accessibility	Evaluate the ease with which individuals or families can access identified resources.	•Proximity and transportation options. •Hours of operation and flexibility. •Language accessibility and cultural sensitivity. •Availability of information in various formats (online, printed).
	Adequacy	Assess whether the identified resources adequately meet the needs of the target population.	•Capacity and demand ratio. •Diversity and inclusivity of services. •Waiting times and appointment availability. •Feedback from previous service users.
	Partnerships	Identify existing collaborations and potential partnerships within the community	•Established partnerships with local agencies, NGOs, and government entities. •Previous successful collaborations and joint initiatives. •Willingness of organizations to collaborate on new projects.
	Cultural Competence	Evaluate the cultural sensitivity and competency of local resources.	•Availability of culturally competent staff. •Inclusivity of diverse cultural practices. •Language accessibility and interpretation services.

	Resource	Objective	Criteria
Local Resources Diagnosis Tool	Sustainability and Stability	Assess the long-term stability and sustainability of local resources	•Funding sources and financial stability. •Staff turnover rates. •Community support and engagement.
	Technology and Innovation	Evaluate the use of technology and innovative approaches in delivering services.	•Online platforms for information and service delivery. •Integration of technology to enhance accessibility. •Adoption of innovative practices to improve efficiency.
	Community Feedback	Incorporate feedback from community members who have utilized local resources.	•Surveys and focus group discussions. •Testimonials and success stories. •Complaints and areas for improvement.
	Legal and Ethical Considerations	Ensure that local resources adhere to legal and ethical standards.	•Compliance with local regulations. •Ethical guidelines in service delivery. •Protection of clients' rights and privacy.
	Flexibility and Adaptability	Assess the ability of local resources to adapt to changing community needs	•Flexibility in service delivery models. •Adaptation to demographic changes. •Willingness to incorporate feedback for improvement.
Implementation Steps	Training	Train professionals on how to use the tool effectively, ensuring a consistent and standardized approach.	
	Data Collection	Gather data through interviews, site visits, document reviews, and community surveys.	
	Analysis	Analyze the collected data against the established criteria to identify strengths, weaknesses, and areas for improvement.	
	Reporting	Develop comprehensive reports summarizing the findings, including recommendations for enhancement or development of resources.	
	Feedback Loop	Establish a feedback mechanism to incorporate ongoing input from professionals, service users, and the community to keep the tool updated and relevant.	
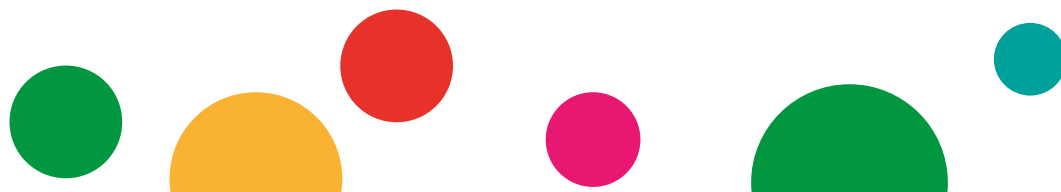
Local Resources Diagnosis Checklist
1. Resource Identification:
☐ Have all relevant types of resources been identified (social services, healthcare, education, employment)?
☐ Are the locations of resources well-documented and accessible?
☐ Is information available on the affordability and eligibility criteria of each resource?
2. Resource Accessibility:
☐ Have you assessed the proximity and transportation options to each resource?
☐ Is there information on the operating hours and flexibility of each resource?
☐ Have you considered language accessibility and cultural sensitivity of the resources?
3. Resource Adequacy:
☐ Is there an evaluation of the capacity and demand ratio for each resource?
☐ Have you assessed the diversity and inclusivity of services provided by each resource?
☐ Are waiting times and appointment availability taken into consideration?
4. Collaborative Partnerships:
☐ Have existing collaborations and potential partnerships within the community been identified?
☐ Is there evidence of successful collaborations and joint initiatives in the past?
☐ Have you assessed the willingness of organizations to collaborate on new projects?
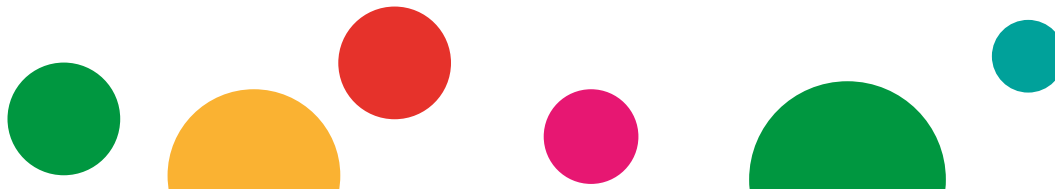
Local Resources Diagnosis Checklist

5. Cultural Competence:

☐ Have you evaluated the availability of culturally competent staff within each resource?

☐ Is there information on the inclusivity of diverse cultural practices for each resource?

☐ Have you considered language accessibility and the availability of interpretation services?

6. Sustainability and Stability:

☐ Is there an assessment of the funding sources and financial stability of each resource?

☐ Have you considered staff turnover rates for each resource?

☐ Is there evidence of community support and engagement with each resource?

7. Technology and Innovation:

☐ Have you evaluated the use of technology and innovative approaches by each resource?

☐ Is there information on online platforms for information and service delivery?

☐ Have you considered the adoption of innovative practices to improve efficiency?

8. Community Feedback:

☐ Is there a mechanism for collecting feedback from community members who have utilized local resources?

☐ Have you reviewed surveys, focus group discussions, testimonials, and complaints related to each resource?

☐ Is there a documented process for addressing community feedback?

9. Legal and Ethical Considerations:

☐ Have you ensured that each resource complies with local regulations?

☐ Is there evidence of adherence to ethical guidelines in service delivery?

☐ Have you assessed the protection of clients' rights and privacy for each resource?
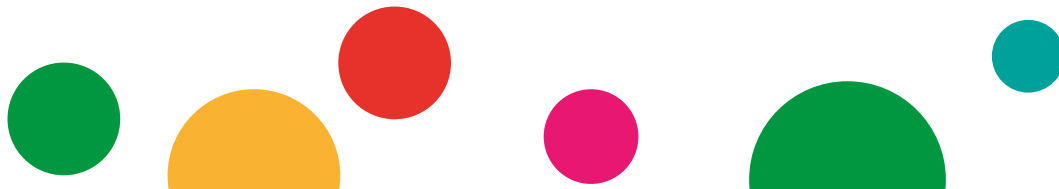
10. **Flexibility and Adaptability:**

☐ Have you assessed the flexibility in service delivery models for each resource?

☐ Is there evidence of adaptation to demographic changes by each resource?

☐ Have you considered the willingness of each resource to incorporate feedback for improvement?
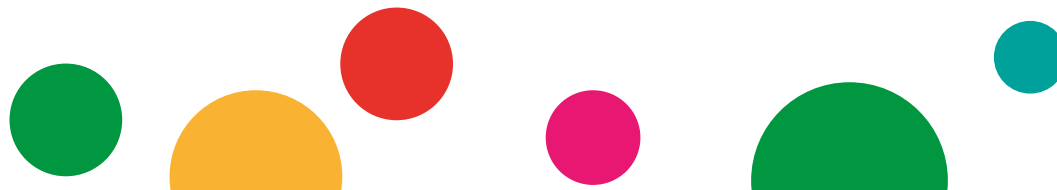
Implementation Guidelines

- **Documentation:** Ensure that all findings are properly documented for reference and analysis.

- **Collaboration:** Foster collaboration among professionals, agencies, and the community throughout the assessment process.

- **Regular Updates:** Schedule periodic reviews of the checklist to incorporate new information and changes in the community landscape.

- **Feedback Loop:** Establish a feedback mechanism to collect input from professionals using the checklist, refining it based on their experiences.
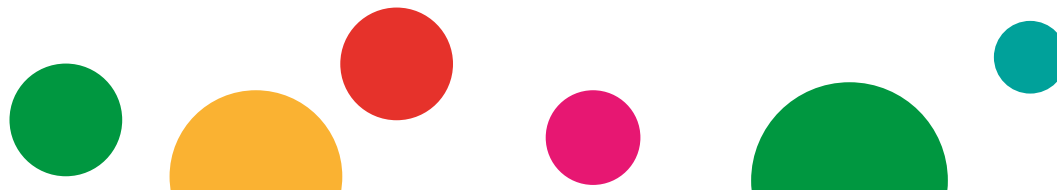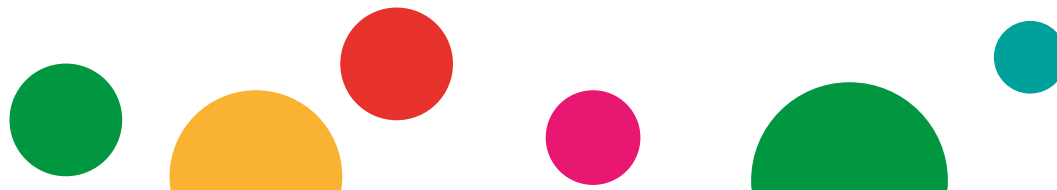
4.2.1. Practical response tool for professionals to use when evaluating local resources

| Practical response tool for professionals to use when evaluating local resources			
	Resource	Objective:	Action Steps:
Local Resources Response Tool	Resource Enhancement Plan	Develop a plan to enhance existing resources based on the identified needs.	•Prioritize resources that require immediate improvement. •Collaborate with relevant stakeholders to implement enhancement strategies. •Establish a timeline for resource improvements and regularly review progress.
	Capacity Building	Strengthen the capacity of local resources to meet growing demands	•Identify training needs for staff within each resource. •Facilitate training programs, workshops, or seminars. •Encourage networking and knowledge-sharing opportunities among resource providers.
	Community Outreach and Education	Increase awareness and utilization of available resources within the community	•Develop and implement targeted outreach programs. •Create informational materials in multiple languages and accessible formats. •Organize community workshops to educate residents on available resources.
	Collaboration and Networking	Strengthen collaborations and establish new partnerships to maximize resource impact.	•Facilitate regular meetings between resource providers, community leaders, and professionals. •Identify potential areas for joint initiatives and collaborative projects. •Establish a communication platform for ongoing collaboration.
	Technology Integration	Integrate technology to improve the accessibility and efficiency of local resources.	• Explore opportunities for digitizing information and services. •Implement user-friendly online platforms for resource access. •Provide training to staff and users on utilizing technology effectively.
	Advocacy for Policy Changes	Advocate for policy changes that address systemic barriers and enhance resource effectiveness.	•Collaborate with policymakers to understand existing challenges. •Develop evidence-based policy recommendations. •Engage in advocacy campaigns to promote policy changes.
	Diversity and Inclusion Initiatives	Ensure that local resources are inclusive and cater to the diverse needs of the community.	•Implement cultural competence training for resource providers. •Assess and address gaps in services for specific demographic groups. •Solicit feedback from community members to enhance inclusivity.

Local Resources Response Tool	Emergency Response Plan	Develop a plan for responding to emergencies or crises affecting local resources.	•Establish communication channels for rapid response. •Collaborate with emergency services and local authorities. •Conduct regular drills and training sessions for resource providers.
	Monitoring and Evaluation	Establish mechanisms for ongoing monitoring and evaluation of resource effectiveness.	• Develop key performance indicators (KPIs) for each resource. •Implement regular evaluations to assess the impact of resource enhancements. •Adjust strategies based on feedback and changing community needs.
	Feedback Mechanism for Continuous Improvement	Establish a structured feedback mechanism to continuously improve local resources.	•Implement regular surveys and feedback sessions with users. •Establish a responsive system for addressing concerns and suggestions. •Use feedback to inform future enhancements and modifications.
Implementation Steps	Integration with Diagnosis Tool	Ensure that the response tool aligns with the diagnosis tool to create a seamless process.	
	Training	Provide training for professionals on how to effectively use the response tool.	
	Collaboration	Foster collaboration among professionals, agencies, and community members to implement response strategies.	
	Periodic Review	Regularly review and update the response tool based on evolving community needs and feedback.	
	Documentation	Document the outcomes and impact of response strategies for future reference and improvement.	

4.2.2. Checklist for professionals to use together with the response tool when evaluating local resources

Local Resources Response Checklist
1. Resource Enhancement Plan:
☐ Have priority areas for resource improvement been identified?
☐ Are there established collaboration mechanisms for implementing enhancement strategies?
☐ Is there a clear timeline for resource improvements, and is progress regularly reviewed?
2. Capacity Building:
☐ Have training needs for resource providers been identified?
☐ Are there ongoing training programs, workshops, or seminars to enhance capacity?
☐ Is there evidence of improved skills and knowledge among resource providers?
3. Community Outreach and Education:
☐ Have targeted outreach programs been developed and implemented?
☐ Are informational materials available in multiple languages and accessible formats?
☐ Have community workshops been organized to educate residents on available resources?
4. Collaboration and Networking:
☐ Are regular meetings scheduled between resource providers, community leaders, and professionals?
☐ Have potential areas for joint initiatives and collaborative projects been identified?
☐ Is there evidence of ongoing communication and collaboration among stakeholders?
5. Technology Integration:
☐ Have opportunities for digitizing information and services been explored?
☐ Are user-friendly online platforms for resource access in place?
☐ Has training been provided to staff and users on utilizing technology effectively?
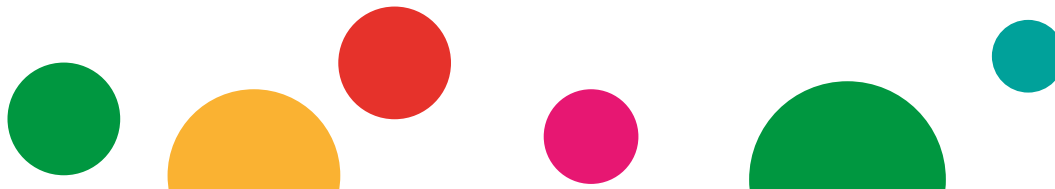
6. Advocacy for Policy Changes:

- [ ] Have existing systemic barriers been identified and understood?
- [ ] Are evidence-based policy recommendations developed and communicated to policymakers?
- [ ] Is there engagement in advocacy campaigns to promote policy changes?

7. Diversity and Inclusion Initiatives:

- [ ] Have resource providers undergone cultural competence training?
- [ ] Are there ongoing efforts to address gaps in services for specific demographic groups?
- [ ] Is feedback from community members regularly solicited to enhance inclusivity?

8. Emergency Response Plan:

- [ ] Is there an established communication plan for rapid response to emergencies?
- [ ] Have collaborations with emergency services and local authorities been initiated?
- [ ] Are regular drills and training sessions conducted for resource providers?

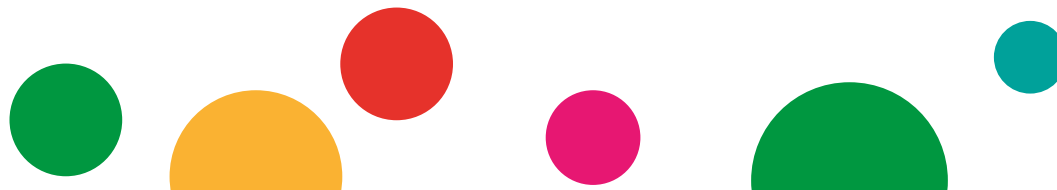## 9. Monitoring and Evaluation:

- [ ] Have key performance indicators (KPIs) been established for each resource?
- [ ] Are regular evaluations conducted to assess the impact of resource enhancements?
- [ ] Are response strategies adjusted based on feedback and changing community needs?

10. Feedback Mechanism for Continuous Improvement:

- [ ] Are regular surveys and feedback sessions conducted with users?
- [ ] Is there a responsive system in place for addressing concerns and suggestions?
- [ ] Is feedback actively used to inform future enhancements and modifications?

Implementation Guidelines

- **Integration:** Ensure that the checklist aligns with the components of the Local Resources Response Tool.
- **Regular Reviews:** Schedule periodic reviews of the checklist to incorporate new information and changes in community dynamics.
- **Documentation:** Keep records of checklist completion and outcomes for accountability and future reference.
- **Feedback Loop:** Establish a feedback mechanism to collect input from professionals using the checklist, refining it based on their experiences.

Subsidiarity Assessment Checklist
1. Clear Local Relevance:
☐ Is the decision directly related to local or community-level issues?
☐ Have the unique needs and characteristics of the local community been considered in the decision-making process?
2. Local Input and Engagement:
☐ Have local stakeholders and community members been actively involved in the decision-making process?
☐ Is there evidence of community engagement through consultations, public meetings, or participatory mechanisms?
3. Proximity to the Issue:
☐ Is the decision being made at the level closest to the issue or challenge?
☐ Could the decision be more effectively handled by a lower-level authority or community group?
4. Community Empowerment:
☐ Does the decision empower the local community to take an active role in implementing and shaping the outcome?
☐ Are there mechanisms in place to ensure community members feel a sense of ownership and responsibility for the decision?
5. Flexibility and Adaptability:
☐ Is there flexibility in the decision-making process to account for local variations and dynamics?
☐ Can the decision be adapted to suit the specific needs and circumstances of different communities?
6. Local Capacity Building:
☐ Is there an effort to build the capacity of local institutions and stakeholders to participate effectively in decision-making?
☐ Are training and educational resources provided to enhance local understanding and skills in the decision area?
7. Evidence of Multilevel Governance:
☐ Is there a clear demonstration of multilevel governance, where decisions are made at different levels with due respect for subsidiarity?
☐ Have efforts been made to coordinate actions across different levels of governance to avoid unnecessary centralization?
8. Transparent Communication:
☐ Is information about the decision-making process transparently communicated to the local community?
☐ Are communication channels open, allowing for feedback and dialogue with community members?
9. Local Innovation and Solutions:
☐ Does the decision-making process encourage local innovation and the generation of solutions tailored to community needs?
☐ Are there mechanisms to recognize and support locally-driven initiatives?
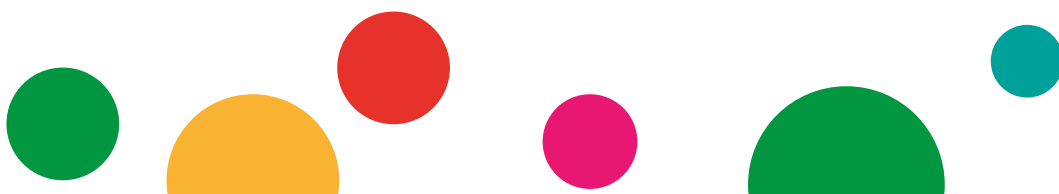
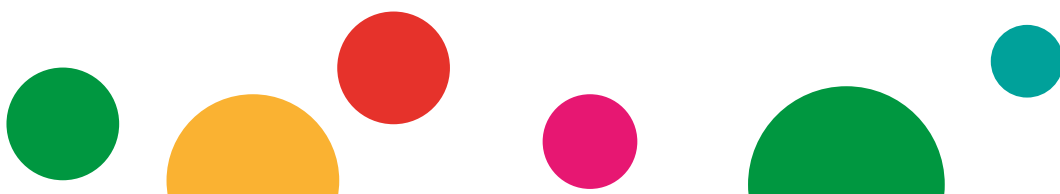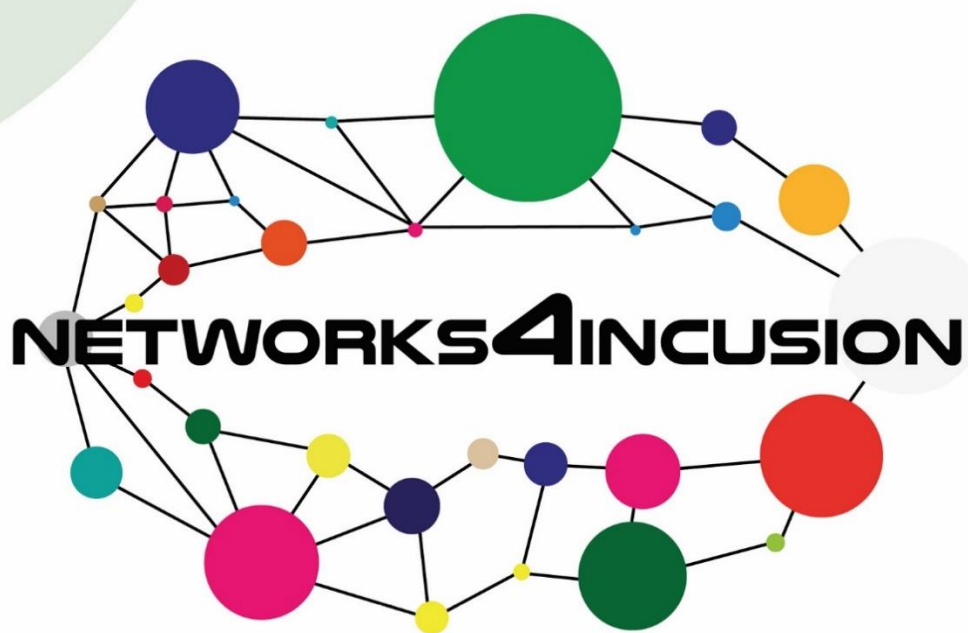| |
|---|
| 10. Consistency with Subsidiarity Principle: |
| ☐ Can the decision be justified as being made at the level closest to the affected individuals or communities? |
| ☐ Have potential alternatives that involve lower-level decision-making been explored and considered? |
| 11. Feedback Mechanism: |
| ☐ Is there a structured feedback mechanism to assess the impact of the decision on the local community? |
| ☐ Are adjustments made based on community feedback and changing circumstances? |
| 12. Legal and Policy Compliance: |
| ☐ Does the decision adhere to legal and policy frameworks that emphasize subsidiarity? |
| ☐ Have potential conflicts with higher-level policies been addressed or mitigated? |

Implementation Guidelines
✓ **Training and Awareness:** Ensure that professionals involved in decision-making are trained on the principles of subsidiarity.
✓ **Regular Audits:** Conduct periodic audits to assess ongoing adherence to subsidiarity principles in decision-making processes.
✓ **Feedback Integration:** Use feedback from the checklist to inform continuous improvement in decision-making processes.
✓ **Documentation:** Keep records of decisions and the adherence to subsidiarity principles for accountability and improvement.