The Guideline for the Development Work of HUNGER FREE WORLD (HFW), a specified nonprofit corporation

Revised on September 27, 2016

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HFW is a non-governmental organization independent of specified school of thoughts, religion, or political affiliation, and defines its vision to be a world free of hunger and its mission as creation of an environment which allows actions to end hunger. Its primary objective is to eliminate poverty and establish sustainable food security as a contribution to sustainable development, as well, to global peace. With a realization that each of us is living in the world suffering of hunger, HFW strives to create and work towards a common vision collectively, under its principle of *Kyoso-Kyodo* (Creating Together, Working Together).

This guideline is designed to define the concept and framework of our developmental work in concretizing Vision, Mission and Principle stated above; to facilitate the common understanding between the Head Office and Affiliate/Associate Offices; and to implement our developmental projects targeted at promoting self-reliance of community effectively and efficiently.

CHAPTER I. PURPOSES

I-1. Purpose of This Document

1) To share and apply the same policy and standards as HFW when implementing community development program.
2) Each affiliate office will use this as a reference for grounds from starting to withdraw from a program. In exceptional cases where this guideline cannot be followed, decision should be made upon consultation with the Head Office.

I-2. HFW's Purpose of Conducting Community Development Program

Hunger Free World's purposes of conducting community development program are as follows:

1) For community members to gain the ability to identify issues that need to be addressed as well as problem solving skills to achieve their own Right to Food.
2) For the livelihoods of the community members to improve.

More specifically, for the community members to be able to appropriately recognize what they can do and cannot, be aware of available resources and partners, such as the local government, that could be incorporated to solve their problems.

I-3. Goals upon Completion of HFW's Operation Period

Goals upon completion of HFW's operation period are as follows:
Community members are working independently to solve the issues they have identified for themselves which will lead to end their own hunger. This goal is achieved when the following two conditions are present.

1) Programs to end hunger are run by community members themselves.
2) The livelihoods (both physical and economic conditions) are improved to a minimum level where point 1) is achievable.

If the above two points are achieved, HFW will withdraw.

The indicators below should be checked in the 6 domains for livelihoods improvement. (note this is for reference only, and specific indicators should be amended by each AO)

I-3-1. Nutrition

- X% of families in the community has basic knowledge regarding nutrition (which nutrients are required according to their age and health conditions, what to consume within locally available food to absorb sufficient nutrients etc.)
- There are systems in place to further spread the above basic nutritional information to the community members
- X% of the households consume well balanced meals to the best of their capacity with available resources

I-3-2. Health and Sanitation

- X% of households have access to clean drinking water. (e.g. water quality survey, house visits, etc.)
- X% of people understand what must be done in order to live in a clean environment (e.g. how to fetch water, how to store water, correct use of toilets, washing hands etc)
- Whether there is means to disseminate the information about health and sanitation to the community.
- Health issues/ prevalent diseases in the area is decreased to X%
- Maternal mortality rate is decreased to X%

I-3-3. Education

- Enrollment rate for primary education reached X% (gender disaggregate data)
- Graduation rate for primary education reached X% (gender disaggregate data)
- Enrollment rate for secondary education reached X% (gender disaggregate data)
- Graduation rate for secondary education reached X% (gender disaggregate data)
- Literacy rate reached X%(gender disaggregate data)
- Adult literacy rate reached X% (gender disaggregate data)

I-3-4. Gender Equity

- Female enrollment rate for primary education reached X%
- Female graduation rate for primary education reached X%
- Female enrollment rate for secondary education reached X%
- Female graduation rate for secondary education reached X%
- Female adult literacy rate reached X%
- Women who generate income reached X%
- Households where women participate in deciding how to use household income is X%
- Examples where Women's position in the household improved exist (e.g. number of domestic violence, hours of labor both for income and housekeeping per day)
- Cases of improvement on women's social status exist (e.g. ownership of land, inheritance, having a voice and leadership in the community)

I-3-5. Economic Empowerment

- X% or more of the households are gaining at least X shillings / francs / taka of income per month (or day) regardless of the season
- At X% of households, the head of household and his / her spouse know their household's rough income and expense (approximate total of income and expense, approximate breakdown of income and expense)
- X% of the community members can give an appropriate answer when asked about net profit (approximate amount of profit gained after deducting the main expenses from gross sales) of a business (including agriculture) conducted by him / herself or by a group that s/he joins
- X% of the community members have gained new knowledge or skills for increasing their income (e.g. appropriate recording of income and expense, quality of products, how to work as groups etc.)
- There is a system that spreads such knowledge and skills to others
- X% of the households have savings

I-3-6. Sustainable Environment

- X% of community members understand which resources are important for daily life and production activity in the area
- X% of community members understand what kind of their action gives what kind of impact (both positive and negative) to such resources
- A system to spread the above knowledge exists within the community
- A system to maintain important resources exists, or measures are taken, within the community
- (when limited resources are consumed massively or methods of obtaining the resources are inefficient) X% of the households have decreased resource consumption (amount of firewood, cost, time devoted or number of trips to collect firewood, cost and time to apply agricultural input on the land etc.) compared to that at the time of the baseline survey
- (When access to resources have become more difficult or unstable than before due to change in surrounding environment etc.) X% of households have achieved or maintained access to resources necessary to their daily life and production activity (fuel, drinking water, agricultural water, land, productivity of land, agricultural inputs etc.) due to conservation or increased efficiency, compared to the condition at the time of baseline survey
- X% of households have a smaller gap in quality and quantity of daily diet between times where food are most available (e.g. harvest time of a regular year) and least available (e.g. time before harvest, season affected by irregular rainfall, time of natural disaster etc.).

Achievement in all 6domains should lead to adequate food intake

I-3-7. Food Intake

- In X% of households, all family members consume a balanced diet with sufficient amount and quality of nutrients
- The percentage of malnourished children under age of 5 is decreased to X%
- The percentage of malnourished pregnant and lactating mothers is decreased to X%

It is more important that the community members gain knowledge and skills through the process of achieving the above indicators so as to become a community that can continue their work to end hunger on their own - rather than ending hunger temporarily by achieving the above indicators for a short moment, in a way that sustaining such achievement of indicators is dubious after HFW's withdrawal. There may be situations where the exact same level of achievement cannot be sustained after HFW's withdrawal, especially when HFW have been providing large resource. However, projects must be designed that even in such cases, transfer of knowledge and skills to the community members enables the community members to keep a certain level of progress, compared to the starting point at the baseline survey.

CHAPTER II. STRATEGIES

II-1. Operation Area

Specify targeted area and concentrate available resources so that successfully completed programs will be replicated in the nearby villages. This will enable maximum impact with limited resource by HFW.

II-2. Collaborating with other Activity Areas

Consider the following when conducting development activities:

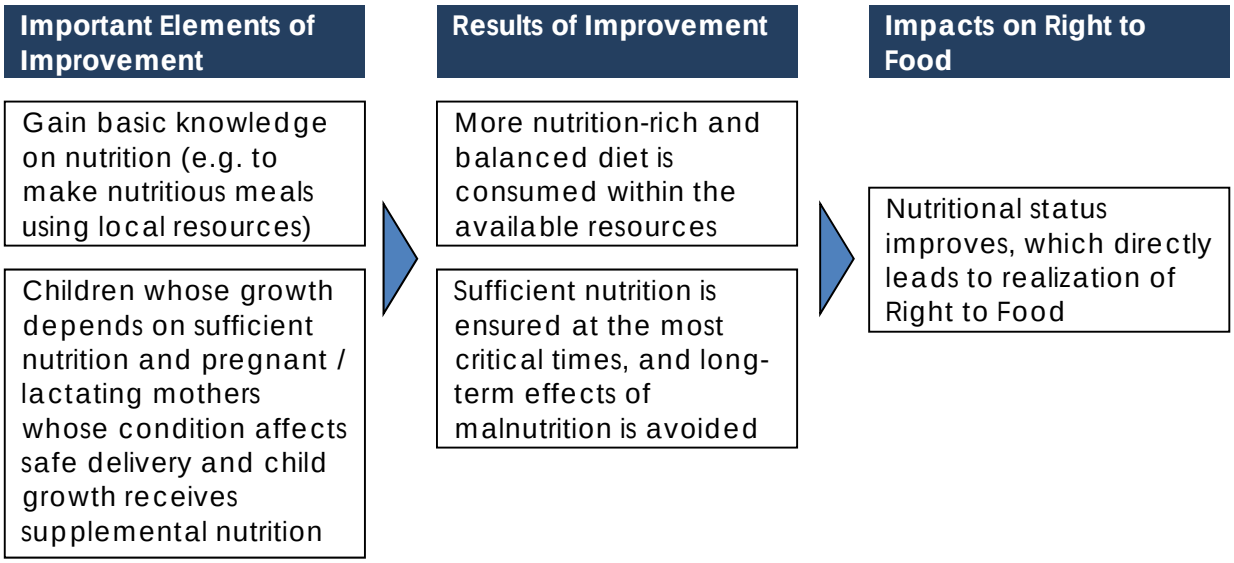
1) Awareness raising (i.e. connect practice with the right to food principles)
2) Youth development (i.e. provide learning experience of development activities and program management by YEH members)
3) Advocacy (i.e. lobby with successful program examples to the national and local governments for replication)

II-3. Program Domains

People's simple act of eating is affected by various factors in their living environment and social systems. In other words, cause of hunger - a state where such simple act of eating is not attained - is complex and many factors are interlinked. Therefore, simply producing or providing more food do not lead to fundamental solution. In order to end hunger in a sustainable way, it is vital for the people living in hunger to develop the capacity to access adequate food on their own throughout the year, via a holistic approach to the multiple factors. For these reasons, Hunger Free World implements development projects with focus on the following six domains that are considered to be closely related to the realization of the Right to Food.

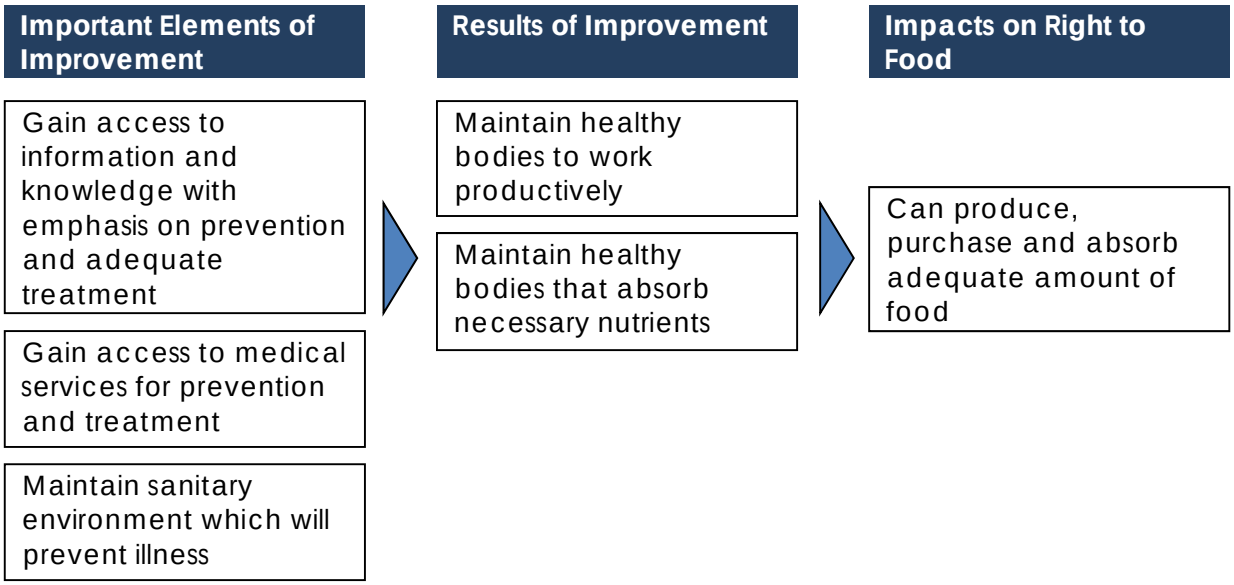
Development programs in all of the following 6 domains are to be implemented. 1) Nutrition, 2) Health and sanitation, 3) Education, 4) Gender equity, 5) Economic empowerment, 6) Sustainable Environment: However, there may be cases where not all 6 domains are covered, and area(s) of concentration are selected upon consultation with the Head Office.

II-3-1. Nutrition



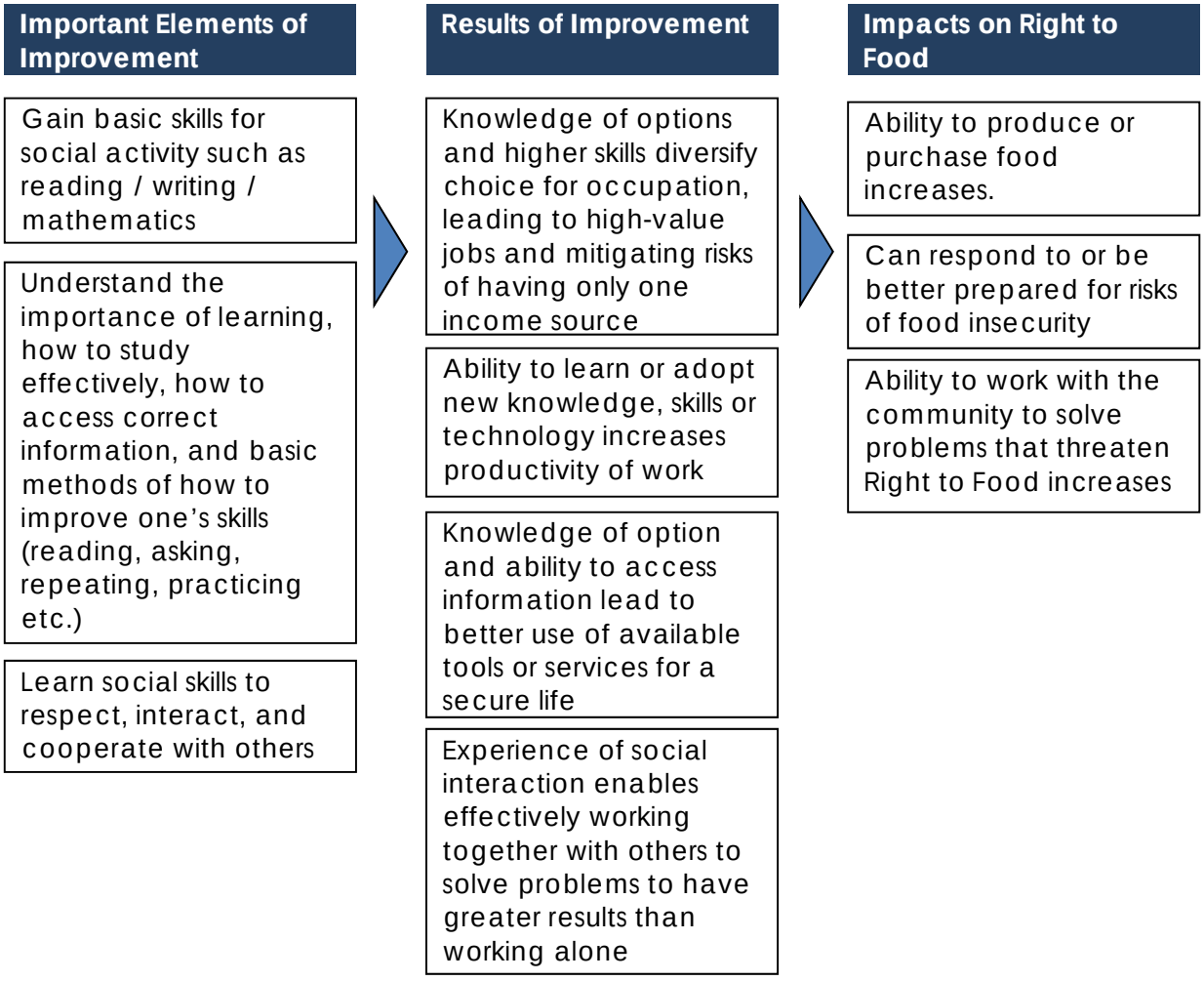
Adequate food to lead a healthy life both physically and mentally means meals that contain sufficient nutrients both in quality and quantity. Hence, having the basic knowledge to prepare balanced diets with necessary nutrition is the most basic step for attaining Right to Food. Supplementally, special consideration should be made during vital times when sufficient nutrition is critical for development such as young childhood and during pregnancy / breast-feeding when mothers' nutritional status has considerable impact on safe delivery and the infant's development. Improving nutritional status in such important times can support people's Right to Food in their most vital times.

II-3-2. Health and Sanitation



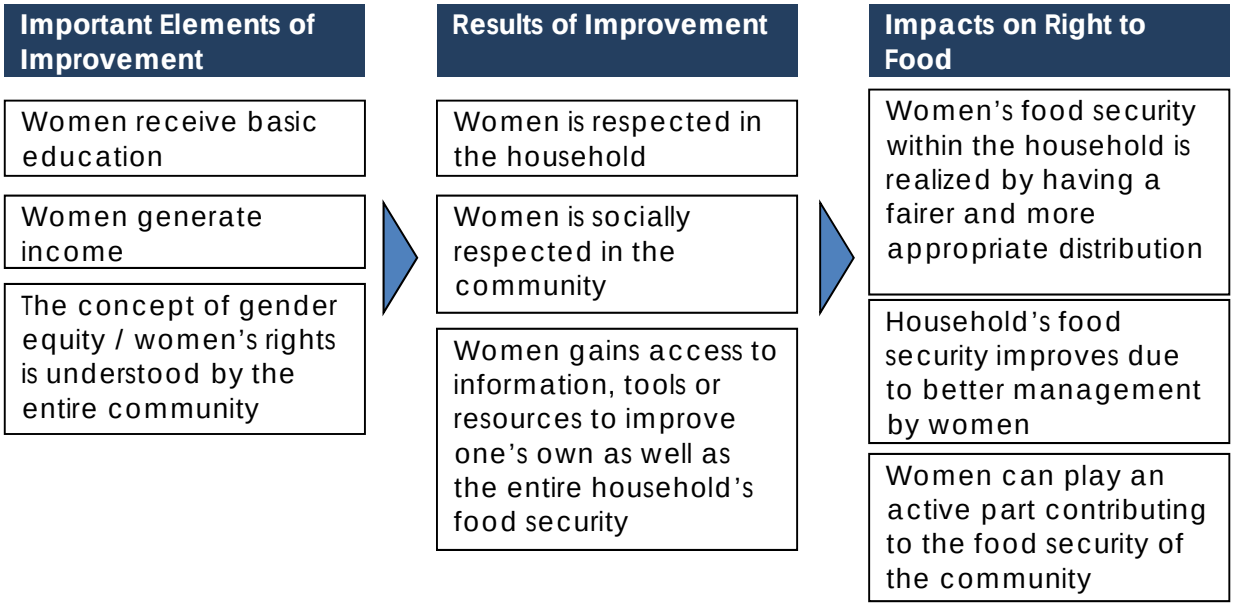
In order to take part in food production or to gain adequate income to purchase enough food, one must have healthy body to absorb nutrients. To take preventative measures to avoid illness and to receive minimum necessary treatment by trained staff, access to correct information and minimum knowledge about health and sanitation as well as physical access is a necessity. Additionally, people must live in a sanitary environment so that diseases are prevented.

II-3-3. Education



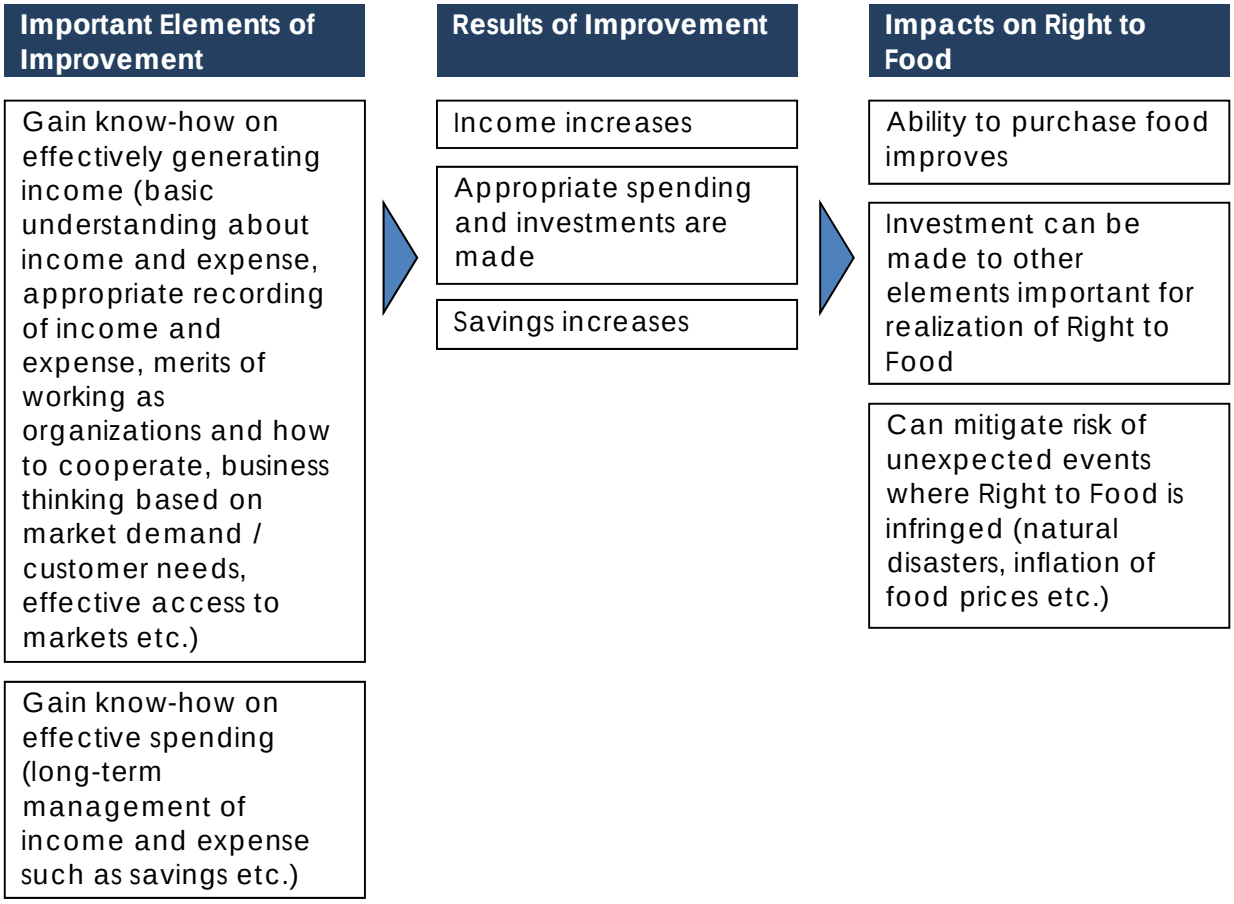
Education builds the basis for opportunities for the future. Basic skills for social activity such as reading, writing and mathematics and knowledge of the various options of life diversify each individual's opportunity to choose higher-value occupations or to have options of income source when one of them fails. Combined with the above basic skills, knowing the importance and the art of learning open constant access to new information or skills. Such new information or skills could improve productivity / efficiency of earning income / food and at the same time lead to using available tools or services that make people's lives more secure or effective. As a result, the individual's ability to access food via production or purchasing increases. Furthermore, ability to interact and cooperate with others increases the community's ability to solve issues that may be an obstacle to achieving the community's food security.

II-3-4. Gender Equity



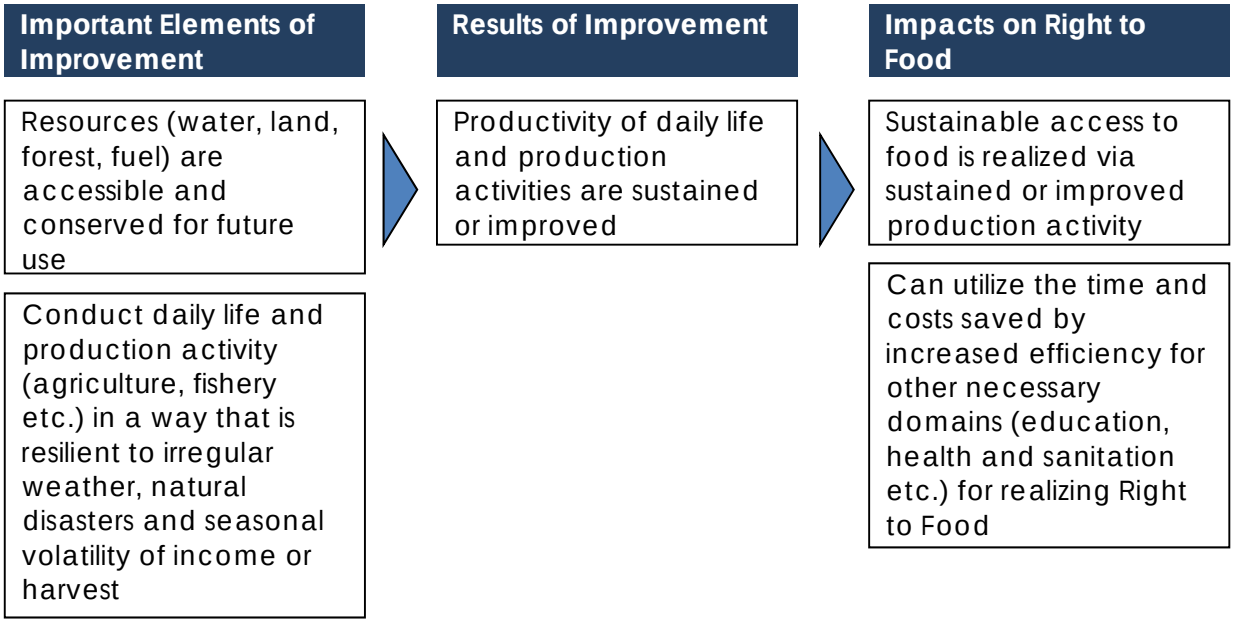
Women who are in socially disadvantaged position often suffer from violation of their rights, which obstructs realization of their individual food security. While women have the potential of ensuring food security within the household by managing their income and diet, such opportunities are often missed due to the society's failure to provide basic knowledge or authority within the household for women. Thus, raising women's social status within the household and in the community by providing primary education, ability to generate income, and raising awareness among families / community members to recognize women's rights can realize women's Right to Food as well as that of the entire household. Additionally, food security within the entire community can improve by having diversified opinions, ideas and actions provided by active participation of women.

II-3-5. Economic Empowerment



Economic empowerment in the form of ensuring people's income and appropriate spending is directly linked to realization of Right to Food as their ability to purchase and store sufficient and appropriate food. In addition to such purchasing ability, economic empowerment plays an important role in enabling access to education, health and sanitation or other services that support the realization of Right to Food in the long term; lowering the risk of unexpected events such as natural disasters or food price hike impinging people's right to food; or enabling spending and saving to make investments for further income generation. Thus, creating a system that enables people to gain ability to generate cash income and to appropriately manage such income and expense could contribute greatly to realization of Right to Food.

II-3-6. Sustainable Environment



In rural villages where natural resources are crucial to daily lives and agriculture or fishery are the main source of food or income, the following are essential for sustaining or improving production and purchase of food: conservation of water, land, forest and fuel necessary for daily life and production activities; responding to natural disasters or change of agricultural cycles due to annual fluctuation or climate change. Therefore, conserving the environment to enable sustainable access to resources and responding to environmental change by creating resilient systems of daily life and production activities could be the base of protecting people's right to food.

II-4. Project Design

HFW's development programs in all 6 domains should be designed in a way that not only the community members' livelihood will improve but also that they would gain the capacity to design and implement such programs on their own. This means that the program must be designed to achieve both 1) and 2) of *CHAPTER I-2 HFW's Purpose of Conducting Community Development Program.*

It must be ensured that each step of the activity is planned and implemented by the community members themselves.
This means HFW as an external facilitator must assist the community members to experience and gain realistic understanding on all of the following processes:

1) Find out the most important issue(s) the community needs to overcome
2) Discuss the solution to overcome the issue(s)
3) Make a step by step calendar of things to do
4) Find out for the necessary cost for each step
5) Find out which steps should be carried out by the community members
6) For steps which should be carried out by community members, find out the needs for training and have the training conducted either by HFW or other external institutions
7) Find out which steps can be carried out by others (i.e. local governments, local enterprise etc.) and negotiate to engage necessary people

8) Implement the plan accordingly
9) Monitor the project. When necessary, revise to meet the realities of the communities.
10) Evaluate the project

Through these processes HFW ensures the community members to a) understand the entire process of project management and b) take ownership of the project they have implemented.

It is ideal that after completion of HFW's support, projects are continued with the same scale and quality by the community. However, when such complete preservation of the project is unrealistic, rather than persisting to continue everything, focus should be made to transfer and sustain the most important "essence" of the project within the community members - namely, their understanding on the importance of tackling the specific issue that the project aimed to solve, and their knowledge and ability to keep working to solve that specific issue.

Note that although the community members' involvement with the project are basically voluntary (with HFW's facilitation), HFW should make sure that the projects address the needs of the most vulnerable within the project, and that those most vulnerable within the community are also included in the above process of running the project.

II-5. Project Duration

Conduct projects with fixed project duration as resources are limited.

II-6. Promotion to other areas as a model case

Disseminate successful cases to nearby villages via community members or local governments through information sharing session workshops, documentation or by other means so that the work will be replicated in other areas.

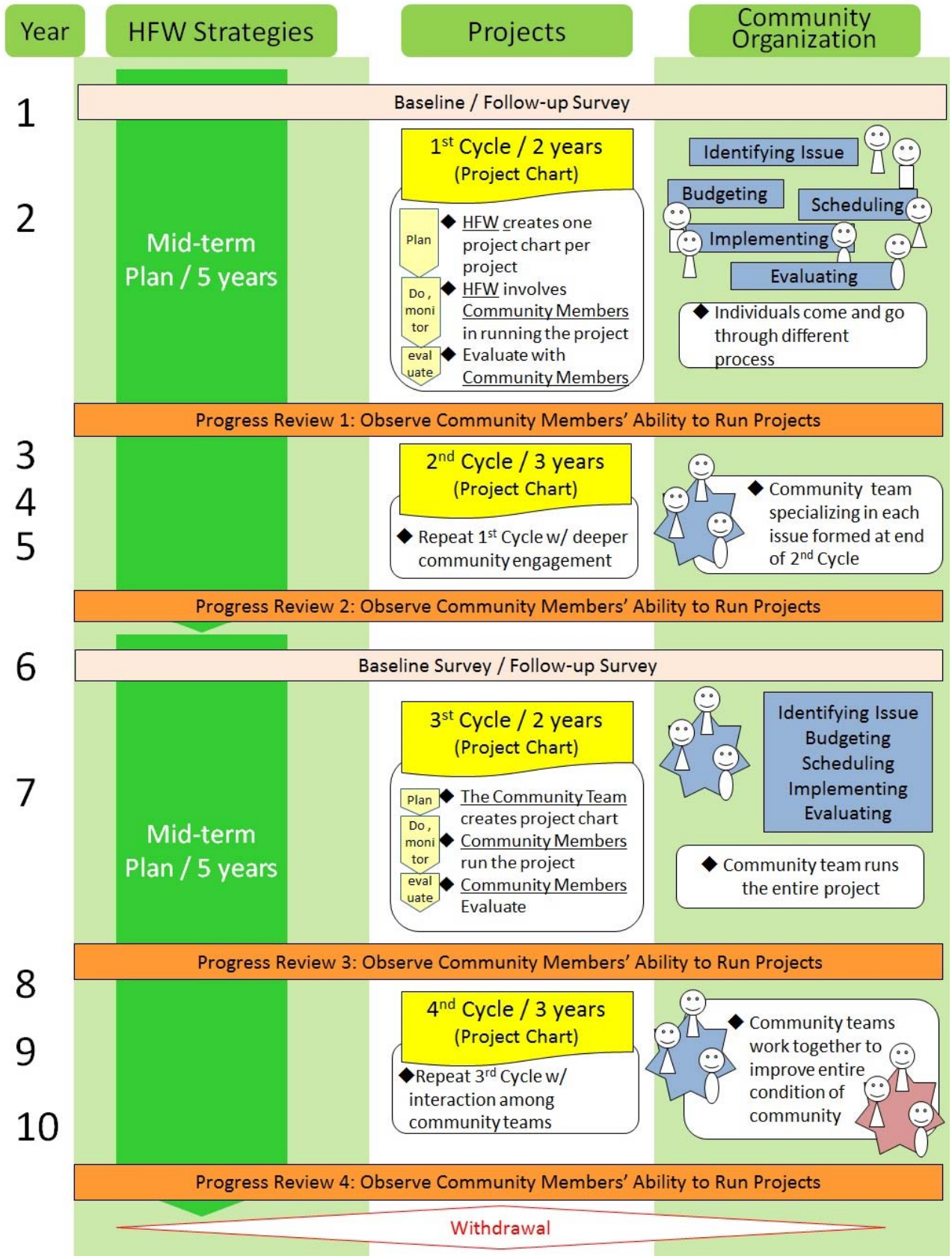
CHAPTER III. IMPORTANT CONSIDERATIONS

Points to consider:

- In all processes, take measures to ensure negative environmental effects do not emerge.
- In all processes, take into account gender perspectives to ensure women's participation.

CHAPTER IV. PROJECT CYCLE

The following project cycle is a guideline expressing the process towards achieving *I-3. Goals upon Completion of HFW's Operation Period.*



Formation of community groups

The way in which HFW approaches community development is through enabling the community members

In order for the community members to be able to implement the project on their own, the community members first need to understand the entire process of project management and gain knowledge on specific (i.e. agriculture, nutrition, health...) issues by first-hand experience. Only then, the community members will gain the ownership to control the entire project with the realistic understanding of their interest(s) and ability (including potential ability after training). Implementing the project by community members includes being able to engage other necessary stakeholders -- i.e. Local governments, local enterprise etc.

IV-1. Project Cycle 1 <The individual experience>

Purpose: Community members to gain firsthand experience so they learn about the project management process and gain issue specific knowledge. Such experience includes: identifying the issue to be addressed, planning, budgeting, implementing, monitoring, reviewing, improving previous plan.

Process: HFW calls upon all community members who may be interested or have a stake in the project to implement the project jointly with HFW. At this point no official working group is formed. People may come and go through any of the process.

IV-2. Project Cycle 2 <Formation of issue specific team>

Purpose: 1 Community members to deepen their understanding on the process of project management and issue specific knowledge. 2. Community members to gain sufficient ownership over the project

Process: Basically, repeat process in cycle 1 but with deeper engagement by community members. At the end of the cycle, HFW facilitates such loosely networked community members to form an issue-specific team to continue addressing the same issue they have been working in the village. Number or size of the teams should be flexibly decided so that the most suitable form is adopted for each project.

IV-3. Project Cycle 3 <Full-fledged project implementation by the community members>

Purpose: The community members to further strengthen project management skills.

Process: HFW guides the community members to fully implement the project on their own, from creation of project chart. Start to share information with other issue specific teams and learn from each other.

IV-4. Project Cycle 4 <Community wide problem solving - Withdrawal of HFW ->

Purpose: Community members to gain community wide problem solving ability.

Process: HFW oversees the issue specific teams to come together so the community members start to make improvements to the entire community's livelihoods. After the end of this stage, HFW withdraws.

CHAPTER V. AREA OF OPERATION

V-1. Deciding the Operation Area

AO and HO decide on the area of operation, provided that these processes and the following criteria are met. Same processes apply for adding new operation area.

- a poorer area compared to other areas within the country of operation
- an area where hunger is more prevalent compared to other areas within the country of operation
- where security is stable
- where community is open for external involvement
- where regular monitoring by HFW staff is possible
- where there are few other NGOs or international institutions working in the same area of activities
- where local government is open for discussion.

Other points to be considered are as follows;

- whether the area of operation has been decided on fairly, independently of self-interest or external pressure
- whether the Affiliate Office and/or Head Office that operate activities have adequate financial and/or personnel capacity

V-2. Baseline Surveys

At any newly selected operation area, conduct the baseline survey upon deciding programs to be implemented. For details, refer to Appendix I

CHAPTER VI. PLANNING

Mid-term (5 years) strategy of Development Program is created within HFW's overall mid-term plan. In order to achieve this, the short-term (2-3 years) activities and goals are set within the Project Chart and Action Plan as described below.

VI-1. Project Chart

Create two to three-year long Project Chart(s) that express the project purposes and the anticipated future state of community for each project per target area.
* Target area could be the entire operation area or smaller locality depending on the content of the project

The purpose of creating the Project Chart is:

1) To clarify the goals of each projects so that activities are always aligned to achieve the anticipated future state of the community.
2) To explain the plan to community members in a simple way, and to make it a model for the community members for their future creation of plans

Basic Concept

1) By repeating project cycle (2-3years) mentioned in the project chart several times, achieve *I-3. Goals upon Completion of HFW's Operation Period*.

2) It is assumed that the community residents do not have sufficient capacity to create and implement program level plans at the very beginning of HFW's intervention. Therefore, the project chart should be designed by HFW for the first two project cycles. For the latter two cycles, the project chart should be designed by the community members.

VI-2. Action Plan

Map out the details of the Project Chart(s) into the Action Plan for the duration of the project and for the coming year.

VI-3. Project Approval

AO and HO to discuss and approve the project with the following information shared and documented in the Project Chart and Action Plan.

a) Project number
b) Project title
c) Area
d) Project duration
e) Number of target people
f) Process of selecting target people
g) Current problems and issues to be addressed
h) Project purpose including 1) capacity building 2) livelihood improvement
i) Timeline of activities
j) Consideration to gender perspectives
k) Consideration to environment
l) Any other potential negative impact
m) Project Essence: At the time of withdrawal, what is the most important essence / element of the project to be sustained in the community?
n) Withdrawal Strategy: Upon withdrawal of HFW, how is such element of the project envisaged to be sustained by the community? What is the strategy / process of achieving such state?
o) Budget

CHAPTER VII. MONITORING

Monitoring shall be carried out in order to assess degree of achievement to project objective. Modifications shall be made to ensure the achievement of the objective.

CHAPTER VIII. EVALUATION

The below two types of evaluation is to be conducted.

(1) Project Evaluation

Purpose:

1) To make the results of the project clear to all stakeholders.
2) For the main evaluators to gain lessons from the conducted project.

Main Evaluator: Community Members and HFW. Sets purpose, sets evaluation questions, researches, and summarizes the information. HFW compiles an official report of the project.

Timing: at an appropriate timing where the entire process of project is completed. All

projects must be designed so that adequate time is reserved for conducting the evaluation before starting the next project. Evaluation must be done at least one time during one project cycle.

Content: Assess any necessary project evaluation item specified by Hunger Free World's general policy on evaluation

(2) Progress Review against Community Members' Involvement to Community Work

Purpose: To check progress towards achieving "I-3. Goals upon Completion of HFW's Operation Period"

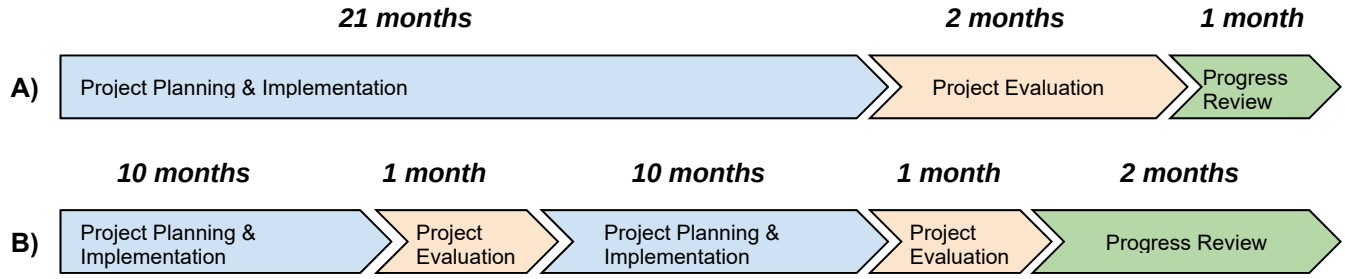
Main Evaluator: HFW. Observe community members' ability to run the projects.

Timing: at the end of each Project Cycle. All projects must be designed so that adequate time is reserved for evaluation before starting the next Project Cycle.

Content: Assess condition of the community against "I-3. Goals upon Completion of HFW's Operation Period" utilizing an appropriate checklist (appendix II) for each cycle. Refer to results from the *Project Evaluation* and observation from the project implementation as necessary.

Example:

Timing and required duration for both the (1) *Project Evaluation* and (2) *Progress Review* may vary depending on each project. If the duration of a given project cycle is **two years**, below A) and B) are two possible examples of schedule. Those are just examples and any other schedule could be applied, as long as sufficient time is reserved for both (1) *Project Evaluation* and (2) *Progress Review*.



CHAPTER IX. WITHDRAWAL

HFW will withdraw from each operation area when any of the below occurs:

1) Both of the *I-3. Goals upon Completion of HFW's Operation Period* have been achieved.
2) Living condition of the community members have raised above the minimum level defined in *I-3. Goals upon Completion of HFW's Operation Period* and such condition is envisaged to continue thereafter (i.e. for external reasons such as economic development of the entire area).
3) Project cycle is completed for 4 times (total 10 years) regardless of achievement of above 1) and 2).

When HFW withdraws, the following steps will also be taken.

1) Provide consultation services to the communities for maximum duration of two years after withdrawal.
2) Settle ownership of property and keep the record in writing, including the option of signing legal documents. Consult with lawyers and accountants if necessary for a smooth transition and to free HFW from any future legal issues.

3) Conduct final Program Evaluation for the entire period of HFW's involvement.
4) Document the processes and lessons learned from the entire time in which HFW was involved. This knowledge can be shared with other communities as well as within HFW to be replicated in other areas.

CHAPTER X. EMERGENCY SUPPORT

In principle, HFW conducts development projects which have a long-term perspective.

If there is an emergency, such as a large-scale natural disaster, in and around project areas, and if the circumstances affect the HFW's activities, consider the necessity of giving an emergency support to the areas based on the followings;

1) Capacity at the Head Office, and at Affiliate or Associate Offices
   - Whether they have human and financial resources as well as capabilities to establish fair support systems.
   - The scale of people targeted for the emergency support.
2) Whether corporation can be sought with other organizations which have know-how on an emergency support.
3) Whether there are any negative impact on the projects in operation.
4) Influences on overall HFW's activities

If the case does not fit any of the above, examine each case separately.

(End)

APPENDIX I. Contents of the Baseline Survey

A baseline survey should be conducted at the beginning of the intervention. A follow-up survey of the same content should be conducted after five years of the intervention, or after two project cycles are completed.

The below information should be covered in the baseline survey. In addition to A to C below, please develop questions so that you can collect data that is written in "Important Elements of Improvement" for each domain in II-3. Program Domains, in CHAPTER II. STRATEGIES, written in pages 6-8.

A) General Demographics: General demographical information of the area
B) Community Members' Involvement to Community Work: Checklist from *APPENDIX II. Progress Review against Community Member's Involvement to Community Work*
C) Condition of HFW's 6 domains: Please add conditions whenever necessary.

(1) Nutrition
- i) Level of knowledge on nutrition
- ii) Nutrition level of U5 children
- iii) Nutrition level of pregnant and lactating mothers

(2) Health and Sanitation
- i) Level of knowledge on prevention and treatment of diseases and/or injuries
- ii) Access to medical services
- iii) Sanitary environment

(3) Education
- i) Basic skills for social activity such as reading/writing/mathematics

(4) Gender Equity
- i) Women's level of education
- ii) Women's income
- iii) Level of understanding on gender equity/women's rights

(5) Economic Empowerment
- i) Level of knowledge/skills to generate income
- ii) Level of knowledge/skills to spend the income effectively

(6) Sustainable Environment
- i) Access to & sustainable management of natural resources
- ii) Resilient lifestyle including production activities

APPENDIX II. Progress Review against Community Member's Involvement to Community Work

Before starting Programs

1. List up skills that are necessary to conduct the following steps for each program: Identifying issues; budgeting; scheduling; implementing; evaluating and overall supervising. This Progress Review is a work for confirming whether the community members have gained such skills and have become able to operate entire programs themselves, by HFW conducting programs accordingly to this guideline in a way to foster such skills.

After the First Project Cycle:

1. Have at least 3 community members experienced identifying issues?
2. Have at least 3 community members experienced budgeting?
3. Have at least 3 community members experienced scheduling?
4. Have at least 3 community members experienced implementing?
5. Have at least 3 community members experienced evaluating?
6. Were there at least one community member who have experienced all the steps?
7. Is there anything new that each community member can do after joining the project? If so, what is it?

After the Second Project Cycle:

1. Is there an official team formed for the following cycle to come?
2. Is there at least one person in the community with the basic skills to identify issues?
3. Is there at least one person in the community with the basic skills to budget?
4. Is there at least one person in the community with the basic skills to create / arrange schedule?
5. Is there at least one person in the community with the basic skills to implement projects?
6. Is there at least one person in the community with the basic skills to evaluate projects?
7. Is there at least one person who understands what kind of steps (as described above) are necessary for the entire program, and monitor progress of the program?
8. How strong is the community's sense of ownership/commitment to continue the activities? (Please add evaluation questions to find out - i.e. are there plans for next steps?)

After the Third Project Cycle:

1. Was the project run by community members on their own from the beginning?
2. What kind of support did HFW provide?
3. What is missing, if any, for the team to implement the project successfully on their own?
4. Is there at least one person in the community with skills to properly identify issues?
5. Is there at least one person in the community with skills to properly budget?
6. Is there at least one person in the community with skills to properly create / arrange scheduling?
7. Is there at least one person in the community with skills to properly run the project?
8. Is there at least one person in the community with skills to properly evaluate projects?
9. Is there at least one person in the community who can oversee the entire above process, monitor progress and adapt to different situations to achieve the purpose of

the program?

After the Forth Project Cycle:

1. Was the project run by community members on their own from the beginning?
2. What kind of support did HFW provide?
3. What is missing, if any, for the team to run the project successfully on their own?
4. Is there at least one person in the community with skills to properly identify issues?
5. Is there at least one person in the community with skills to properly budget?
6. Is there at least one person in the community with skills to properly create / arrange scheduling?
7. Is there at least one person in the community with skills to properly run the project?
8. Is there at least one person in the community with skills to properly evaluate projects?
9. Is there at least one person in the community who can oversee the entire above process, monitor progress and adapt to different situations to achieve the purpose of the program?
10. Question to the entire community: What does the community want to solve next? What plans do the community members have for such issue?