36/CBO/NGOs-

Workshop On

Participatory Action Research

REPORT

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Held At : HARARE, ZIMBABWE

Date : 27 - 31 January, 1997

PAR WORKSHOP

History :

* Started with facilitator workshop 1st GEM workshop in Delhi - Nov.' 95
* 2 Follow up workshop in Africa.

Logistics : Meal - 7.00 - 8.00 Breakfast
1.00 - 2.00 Lunch
7.00 - 8.00 Evening dinner

May' 95 - Workshop by CWRU, Cleveland. Global Excellence in Management
4 organisations involved GEM, IDR, PRIA, MWENGO

1. GEM : * Supported by USAID at CWRU, Cleveland.
* Programme on capacity building of PVOs.
* Objective is to encourage new form of co-operation.
* What works in global alliances/ community.
* Enhancing partnership programme.

2. IDR : * Small NGO - Research and education in institutional building.

3. PRIA : * Voluntary development organisations to promote PR
* A support organisation
* Capacity building of PVOs
* NCRSO
* Informal partnership with other SOs in South Asia
* Promoting SOs in India

4. MWENGO : * Created by NGOs of East/ South Africa in mid 80 - establish in 1990.
* Enhancing collective action
* Reflection and development forum CB of NGOs East/ South Africa. Networking role.

Workshop Objectives :

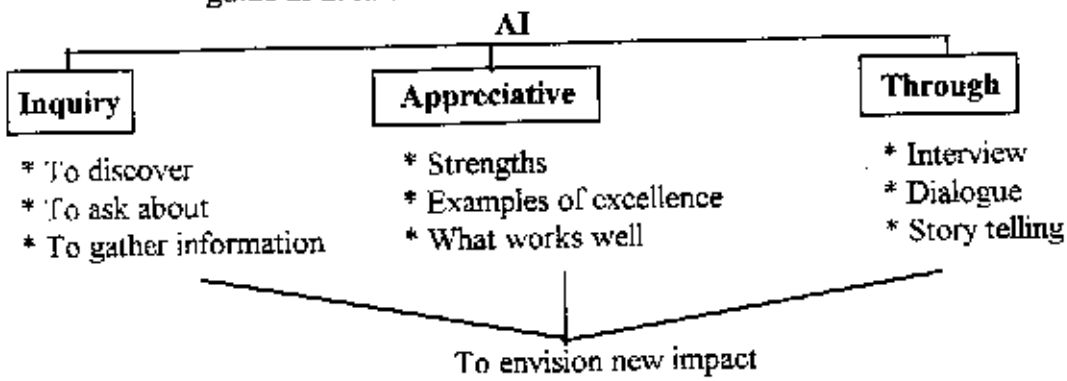
1. Share and analyse PAR experiences in using methodologies for partnership.
2. Develop modalities to adapt and redesign use of these methodologies.
3. Evolve follow-up plans regionally and inter regionally.

APPRECIATIVE INQUIRY

Evolved in CWRU Dr.D.Coopersider was the author developed in about 10 years.
It is an approach and practice.

What is AI?

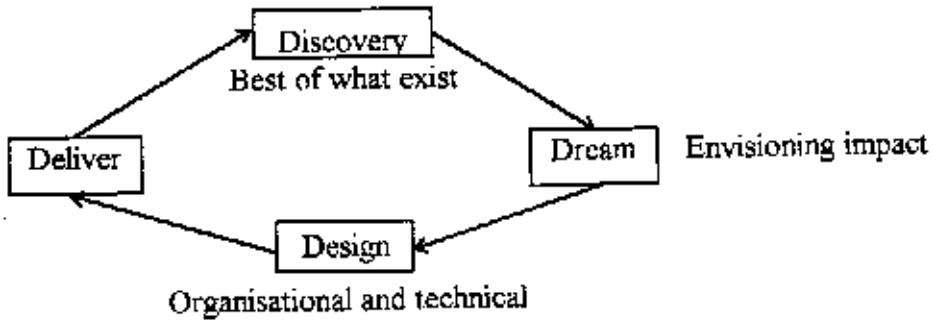
* Appreciating the existing capacity and building on that
* Looking at what is working - what are the excellence existing or are being experimented.
* All approach is focusing on strengths existing in the organisation which will guide us in future.



AI is an approach to working with organisations/ groups and communities. It discovers and values core strength and examples of excellence and uses theory to held envision, plan and build a new future.

=> It is deliberately positive approach
=> It encourages/ motivate/ build new perspective/ innovate people about their strengths and positive sides.
=> It begins change in the attitude of the people.

AI [4D cycle]



STRATEGIC THINKING

History : IDR did a series of studies- what makes people motivated to work what they want to do.

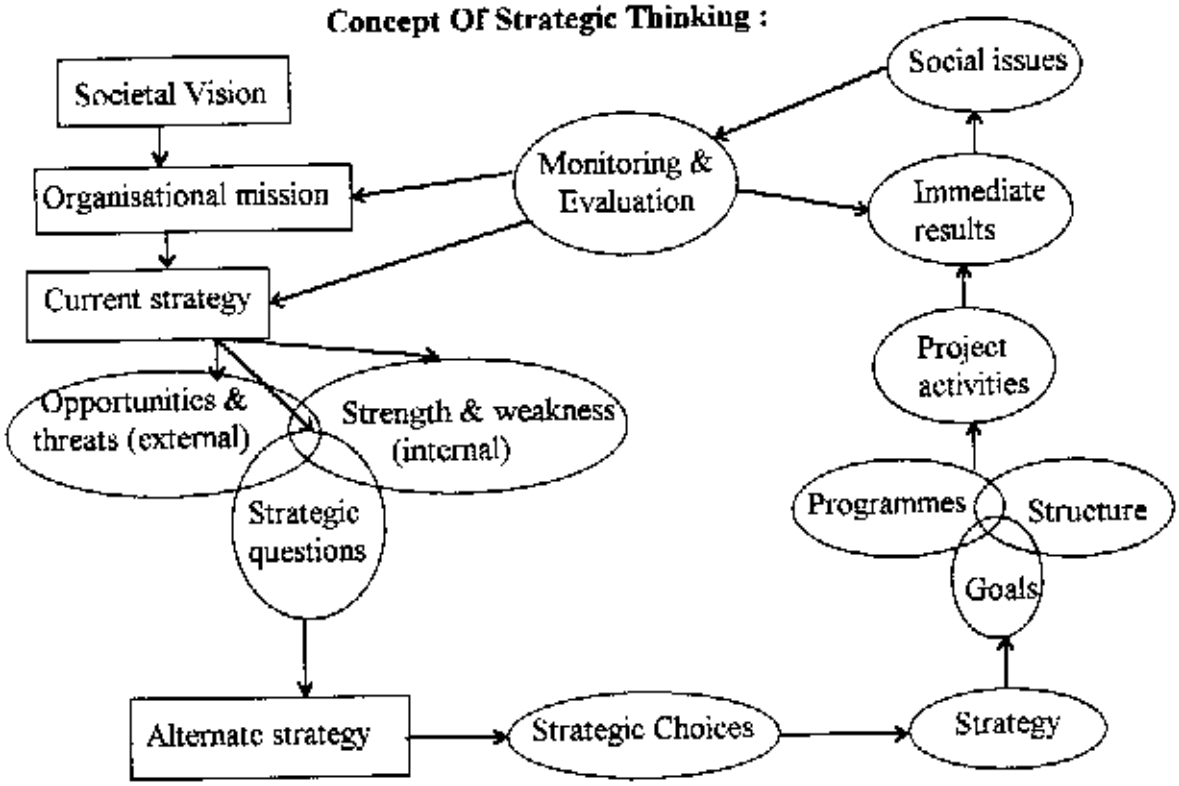
What is ST?

	Guiding concept	Explicit plans
Whole organisation	Strategic thinking	Strategic planning
Specific programme	Operation thinking	Operations planning

Why ST ?

- # For learning and internal cohesion
- # To be more focused
- # To manage resources
- # For collective functioning
- # Manage external changes
- # Deal with resisting forces

Concept Of Strategic Thinking :



FUTURE SEARCH

What is it ? -- 40 years ago - help organisation to help address social issues
-- To address some problems which are too large - involve different stakeholders
-- It is to tackle large problem which involves a number of people. stakeholders.

Definition : An international effort to bring together representatives of all parties who share some opportunity or problem to discover through democratic dialogue, their common beliefs and aspirations, leading to collective action.

Future search is - Search a future which is exciting and shaping.
- It is a process to bring together people who dreams for a future they would like to be.

Problem solving Vs Future Search

Problem Solving	**Future Search**
* A few people	* Many
* Only experts/ powerful	* All
* Action/ objective dictated	* Voluntary

Future search is more than an "Event"

- Preparation
- Search conference
- Follow through

What we do in SC ?

- Welcome, overview
- Focus on past
- Focus on present
- Focus on future
- Common ground
- Action planning

Requirement For Success

= Working session
= Democratic
= Common ground
= Self management
= Concentrated
= Future oriented
= Voluntary
= Inclusive
– Full attendance



Expert based planning to everyone approach

PRESENTATION

Strategic Thinking

Objective : Plan and organise programmes
Background : Understanding the country situation is important

History of Association Movement

Before 1975	1975-89	1976-92	1990-96
Colonial period	One party state Exist as govt. want No freedom of association	People war in Mozambique Shaping of peoples thinking	New constitution

In 1992 - peace accord was reached between various fighting groups
1994 - First democratic election took place multi-party parliament.

COLIMA : * It is the oldest NGO in Mozambique
* Dialogue between NGO-GO was realised hence need for creating a NGO forum was felt.

Method : 2 week workshop for NGO was conducted.

* Group dynamics
* Framework of organisation - vision, mission, strategy

All these concepts were very new for most

* Project management, change
* Feedback system
* Learning materials were translated for use.

Outcome :

* We started receiving request for more such workshops by different organisations.
* Request for stakeholders analysis
* All participants found the workshop very useful
* A general understanding of organisation and its existence was created
* Issues of common concern was identified

Future Plan :

-- Most NGO needed more opportunity for reflection
-- Organise more training programmes

Comments :

.. Understanding meaning & concept of vision and mission was most difficult
.. Participants felt the need for long term planning
.. One organisation formulated a project according to the new thinking which was appreciated by donor

Kolima:* Method of work is participatory
* We were taking up all the projects/ programmes which came into one way
* Programme directions were not very clear

Plans For Future :

-- Work more in training field
-- Help organisations for learning reflection

Overview	:	Goals, Parties, scope, time
Background	:	Context, Issues, Special Circumstances
Method	:	Process, Approaches, Events, Resources
Outcome	:	A well written strategy paper
Future Plan	:	Future planning

Major Issues In Strategic Thinking

1. Implications for follow up
2. ST and culture
3. Learning ST and unfamiliar concept
4. Adaptation of ST
5. Application of ST to organisations/ communities
6. Scaling up strategy
   - Materials
   - Training facilitators Cadre of facilitator
   - Coalition building
   - Sequence of activities
7. Training of facilitator
8. ST process that enables participation by diverse participants

Outline Of Presentation

1. General lesson
2. ST concepts in different cultures
3. Training facilitators
4. Applying ST
5. Scaling up ST

FUTURE SEARCH

Pre Work :
- ~ Research
- ~ Plan
- ~ Design programme
- ~ Communicate with various stakeholders
- ~ Administration

Research
- |- Identification of issues
- |- Collect information
- |- Identification of stakeholdrs

Selection :
- ~ People with information
- ~ People with authority
- ~ People affected by what happens

STRATEGY

Various strategies can be adopted

i. Co-organisers
ii. Co-facilitators
iii. Resource materials- concept papers, brochures, manuals etc.
iv. Good communication skills public relation

Administration: Logistics, Quality of programme to be assumed

Learning : Pre Planning
- gives focus/ thrust
- helps optimum use of resources
- helps determine time duration

Delivery : Agenda
Day 1 - Analysis past
Day 2 - Present (where we are)
Day 2 - Future - what we want
Day 3 - Action plan - how we get there

Design of the Future Search :

Involves :
1. Reviewing the past (time line)
2. Explore present
3. Great ideal future
4. Identify common ground

Learning :

> Facilitation skills required
> Mind mapping

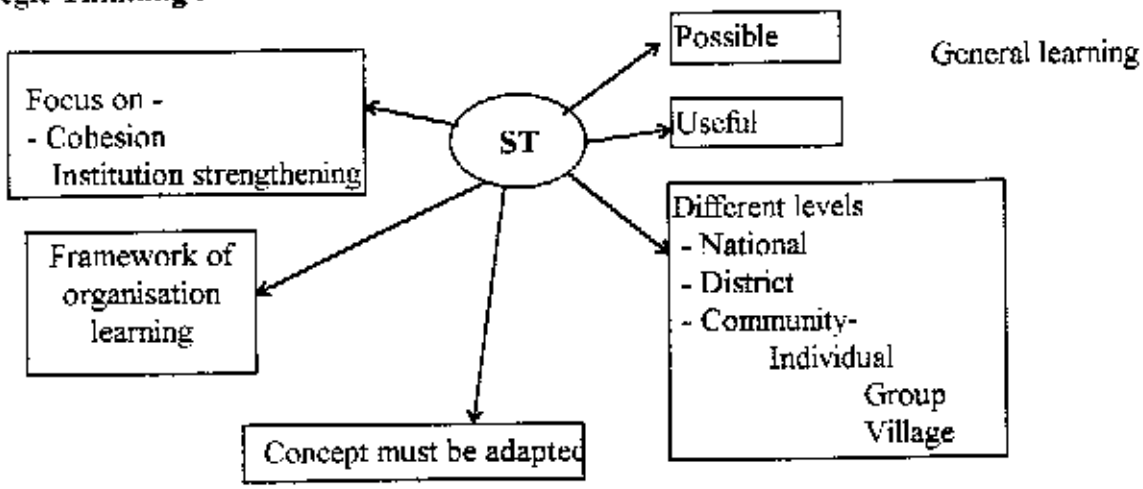
Capacity building
- Training
- Leadership skill
- Staff development
- Performance appraisal system
- Time management

> Facilitators : attention to stakeholders composition- number and type
> Management skills needed for group dynamics- handling power differences
> Skills in conflict management
> Workshop design- flexible according to purpose
> Input from resource persons at critical points
> Co-facilitation essential from planning stage.
> Details are very important - logistic, venues, time management etc.

Action Plan :

1. Emerge from common ground
2. It should be-
   -- Realistic
   -- Achievable
   -- Time frame
3. Specify major and minor stakeholders
4. Specified tasks
5. Establish monitoring mechanism
6. Documentation and sharing
7. Build new alliances

Strategic Thinking :



Lessons Learnt :

* ST concepts are new but ST as a process has been on going
* ST concepts are adaptable and link with other methodologies
* ST is not an end but a means and training in ST is a process
* The more successful, more demands are generated
* Facilitators must be properly grounded so that they can effectively pass on the knowledge and skills to other for building cadre of facilitation of ST.

Recommendation :

* NGOs need ST to cope with the increasing demands for their services.
* More facilitation skill is needed.
* Follow up meetings to share, correct and support
* Facilitation should be in teams
* Development of a cadre of trainer is important
* Need to involve all stakeholders in ST
* Enhance ownership of the ST process by cost sharing and resource mobilization

* ST does give you a framework to hope for a better future or organisational strategy. Even if mismatch is existing, it gives a framework for reference for hoping for the better.
* ST gives a framework for organisational learning.

SSK : Process Of Strategic Planning

Background :

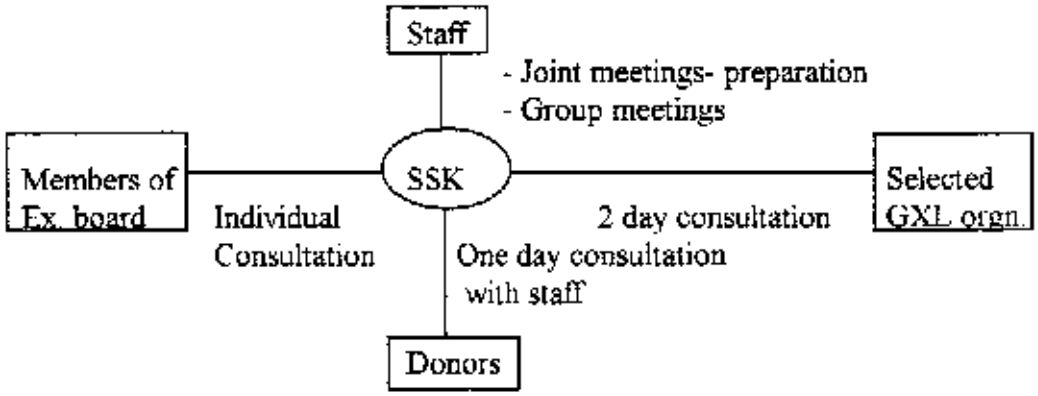
- NGO based in North of India
- Strengthening of NGOs

1994 - Evaluation of organisation

Strategic Planning - Evaluation

Why ? - Change in programmes
- Donor's pressure
- Internal issues/ tensions
- Changing expectations from stakeholders

The Process :



[Processing of data and finalization of Strategy paper]

Staff + External resource person

APPRECIATIVE INQUIRY

Discovery : Creating and Conducting AI

1. Selecting topic
2. Framing positive questions
3. Putting together the interview guide

Topic Selection : Criteria

-> Something you want to "Grow" in organisation
=> Curiosity
=> Manageable number
=> Stated affirmative

For example : -- Commitment to grassroots
(these are -- Mutual partnership
topics) -- Consensus in decision making
-- Innovative programmes
-- Empowerment of staff etc.

Positive Questions :

.. What do you value most about belonging to this network ?
.. Tell a story about a high point of your participation.
.. What experiences with this group have stimulated the most new thinking ?
.. How has cultural diversity contributed to better mutual understanding ?
.. What are the strengths of this network ?
. What aspects would you like to see more of in the future ?
. What makes this network well ?
.. How can we make this network stronger and sustainable ?
.. What personal contribution you have made to the success of this network ?
.. What would be your hopes for a better future of this network ?

Group Task :

1 What do you value most about the network ?
2. What are the strengths of this network ?
3. What experiences from this network have stimulated new thinking and action in your country ?
* Sharing of experience
* Diverse experience
* This can be done
* Exchange of experience/ updating knowledge base
* Common goal with diverse approach
* Valuing diverse talents
* Hope for better tomorrow
* Personal contacts

~ Global village - hope to future
~ Motivated actors- hence there is great opportunity for learning from doing something.
~ Everybody is in a place where they are in position to translate the learning.
~ Non-threatening environment
~ Building on strengths - appreciating what we have and hoping for the better.
~ Supporting each others

VALUE	STRENGTHS	EXTERNAL + ACTION
* Humour	* Motivated actors	* Sharing of learning
* Sharing	* Shared resources	* Sense of belonging
* Empathy	* Openness	* Opportunities for application
* Commitment	* Peer ownership	* Focus on what you can do
* Diversity	* Diverse expertise	* Focus on what you can do
* Cross-cultural sharing	* Purpose for gathering	* Local interaction
* Opportunity	* Capacity	* Supportive local contact
* Team work		
* Hope for better		

Constructing Provocative Preposition :

IT SHOULD

- Sketch the status quo
- Stated in bold terms
- Challenging
- Grounded in our positive past

[Example ; An ideal network is one which respect diversity, sharing and gives space for learning from each other]

PAR PLANNING FOR FUTURE

Needs (Resources)
Offer
Hopes/ Actions

AFRICA : **Strategy :**

*. Develop a cadre of trainers on PAR
*. Develop concepts of new tools in our own work situation
*. Promote regional and intercontinental collaboration which enhances the vision/ mission of this network

How ?

* Deepen knowledge base and skills in training/ workshops by conducting such programmes.
*. Training in all these new concept (AI, FS, ST)
*. Develop culturally relevant training/ learning materials for use
*. Developing support organisation at national level

ASIA

BANGLADESH :

*. Future strategy conference in Chittogong by PRIP with its partners
* National future strategy conference on GO-NGO relationship in Nov' 97
*. 2 training workshops for core group facilitators on FS/ AI/ ST

INDIA :

* ST workshop for northern province NGOs
*. OD workshop to be organised by PRIA
*. AI on best governance - PRIA
*. Facilitators training for coalition building/ network by PRIA.

NEPAL :

*. Future strategy at national level
*. AI workshop with SAP-N partners
*. Orientation workshop on FS/ AI/ ST

PAKISTAN :

*. Orientation workshop for NGO facilitators on FS/ AI/ ST

SRI LANKA :

*. 2 national workshop on FS/ AI/ ST to train trainers
*. 4 best trainers to be sent to Delhi workshop on partnership

SOUTH ASIAN :

*. Training workshops on partnership
*. Documentation of country experiences

Needs : -- Country level expenses will be borne by organisations.
-- For regional level events help required

UGANDA :

* Training/ workshop by DENIVA by April
* Develop information bulletin for other NGOs
* Follow up and review
* Material preparation

ZAMBIA :

* Self idea to all other umbrella organisations
* Oct' 97 - national workshop on FS
* At individual level, all organisation will undertake ST in their own organisational setup.

TANZANIA :

* Articles in magazines
* Translation of materials
* Conduct an orientation workshop for about 15 NGOs to sensitize on PAR

MALAWI :

* Facilitator training in Malawi by June' 97
* ST workshop by Sep' 97
* AI workshop

MOZAMBIQUE :

* Information sharing
* Capacity building programmes of NGOs by Kolima
* Training/ workshops on PAR for Mozambique NGOs in collaboration with GEM/ MWENGO/ IDR by Jul' 97

SOUTH AFRICA :

* 3 preparatory workshop of 2 days each
* Follow up workshop
* In Jul' 97 - workshop on PAR in SA
* In Nov' 97 - TOT workshop with MWENGO

ZIMBABWE :

* Developing manuals on AI/ FS/ ST in local language and context
* National networking of NGO to strengthen and deepen understanding and capacities on PAR
* Information exchange

Re-Packaging Of Learning Materials

MWENGO :

* Expanding the pool of facilitation
* Exchange of participants in Asia/ African programmes
* Exchange of information in proposed training/ workshops