

Linking & Learning workshop on participatory approach in community development Projects

Workshop report

Prepared by



for



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Introduction

SHIPO led a linking and learning workshop on participatory approaches in community development for Tanzanian organizations that work with Wilde Ganzen. The goal of Wilde Ganzen is to help poor people become more self-sufficient in their basic needs. Persuaded that by allowing communities to set their own priorities, they become change agents rather than recipients of aid. In this case, Wilde Ganzen has started a movement aimed at ending poverty from the ground up and promoting community-based development. With this movement, there is hope that these organizations will be inspired and enabled to work on long-term poverty reduction not only for themselves but also (where possible) in collaboration with local communities.

Workshop Objectives

The purpose of the training/workshop was for the local partner organization to gain (more) knowledge in participatory approaches to community development, to reflect on how they as an organization are implementing this, and to develop ideas on how to expand on this. 31 participants from 14 organizations (attached file: List of participants L&L) gained L&L experience that will be reflected in future endeavours, including their collaborations with the Wilde Ganzen Foundation, and this will serve as a solid foundation for them to expand their collaborations.

Methods of Instruction

The workshop employed various methodologies to accomplish the scope of work/training, which was accomplished through training in basic theory and best practices/inspiring case studies, as well as engagement and experience sharing among participating organizations. SHIPO created interactive, engaging teaching materials/methods, such as discussions and activities, as well as the methodology and training/workshop schedule. The training was held for two days, from June 27th to June 28th, 2022, using the adopted methodology and a drafted and approved training/workshop schedule; conducted training/workshop evaluation; and submitted this report to Wilde Ganzen, FCS, and partner organizations/participants as training feedback.

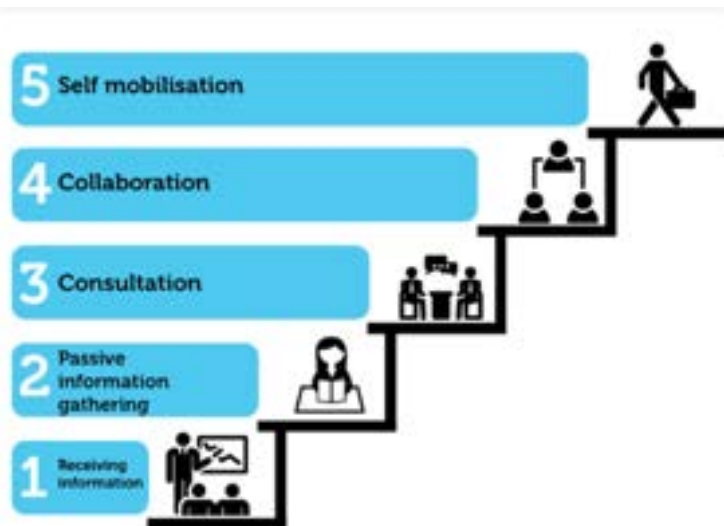
This report contains the following 4 sections: [The workshop](#), where we describe what happened during the workshop; [Outcomes](#), [Feedback](#) and [Way forward](#). All additional annexes are included in an attached folder.



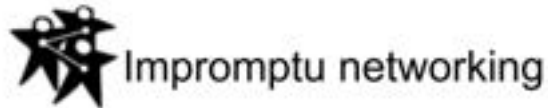
The workshop

Day 1: 27th June

The first day started with the **kick-off** presentation (slides 2 to 6 on attached file: Slides L&L) by Ernst (Wilde Ganzen Foundation) where the Foundation's new strategic focus was outlined: shifting from project based partnerships to long-term cooperation and self-reliance of organisations. We finished the kick-off with participants placing themselves in an imaginary "participation ladder" (figure below), on the floor to describe how they currently work with communities.



After a few welcoming words by Rehema, from the Foundation for Civil Society (FCS) and a few logistics remarks by Unai, we all stood up in a circle to briefly greet each other by staring at each other. We then proceeded with the first liberating structure (LS) of the workshop: **Impromptu Networking**.



- What challenge do you bring to this gathering?
- What do you hope to get from and give to this group?

2 minute per person to answer = 4-5 minutes per round

3 rounds

We randomly moved in the free space and when the facilitator clapped his hands we started a conversation with the person standing closest to us, asking and answering the question in the figure above. This LS allowed participants to connect with each other informally while setting their expectations for the workshop. Once back in our seats, we did a short debrief (Figure below) to reflect on what this LS had generated, prevented and how we plan to use it in the future. These debriefing questions were used as a reflection tool after most of the LSs used during the workshop.

Debrief

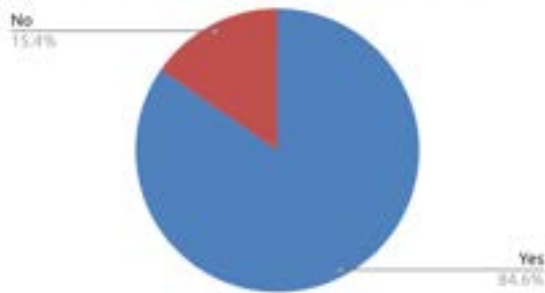
What did this tool make possible?

What patterns did it help us prevent?

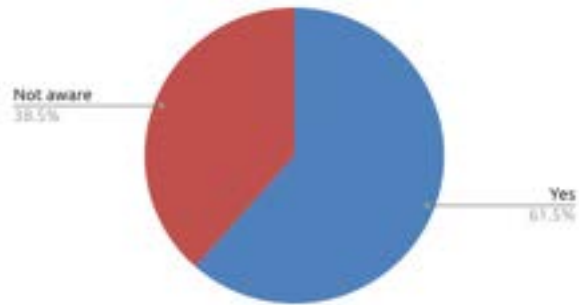
How are you going to use it?

During the breakfast break, participants filled the **pre-workshop test** (attached file: Test L&L). As the charts below show, around 15% did not know what Results Based Management (RBM) is and 30% were not aware of Project Cycle Management (PCM). Almost 70% of participants claimed to know what Liberating structures are, but after a conversation on day 2, we realised that none of them actually knew what LSs are.

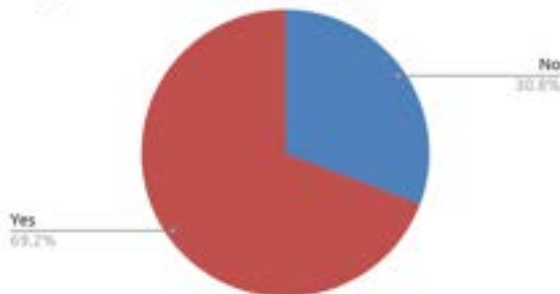
Do you know what Result Based Management is?



Do you know what Project Cycle Management is?



Do you know what liberating structures are?



We resumed the workshop with a short presentation of each of the participants: name, organisation and location; and we all placed a sticker with our name on our chest. We then jumped into an interactive presentation about RBM (Slides 13-30) and Project Cycle Management (PCM) (Slides 33-40) by Olais. The figure below presents the core of RBM, which was made more understandable through a number of examples presented by Olais and questions and comments of the participants.

Chain of results



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Participants demonstrated an interest in learning more about how to design and implement sustainable projects based on RBM with the participation of all stakeholders, which will lead to greater efficiency in identifying and solving problems in our communities. They have also

recognized the importance of mobilizing internal and external resources in response to the challenges that our communities face.

After the lunch break we moved to the case studies. We started with **Celebrity Interview**. First, Unai (the host) interviewed Olais (the “celebrity”) in an informal manner about his experience working within the project he leads with schools in Mbozi, Mbeya (questions used in attached file: Celebrity interview question L&L).



Celebrity interview

Welcome and introduction 3 min

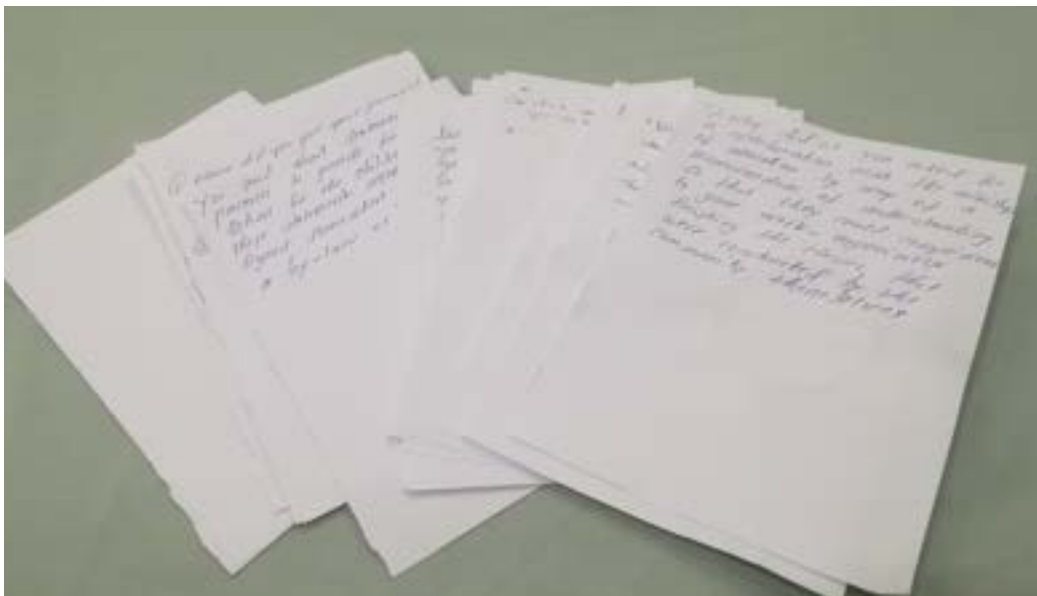
Question by interviewer 15-30 min

Prepare additional questions 1-2-4-all 5-10 min

Ask additional questions 5-10 min

Closing comment 1 min

Then, participants used **1-2-4-all** (a liberating structure used many times during the 2 days) to come up with further questions (cards with question in Figure below) for Olais and the interview continued.



This LS allowed for many types of questions to arise; some were more personal, others touched on cultural issues, organizational stuff, etc.

The second half of the afternoon was used for the **UX Fishbowl**.



User experience fishbowl

How this works 2 min

Inner conversation 10-25 min

Formulate observation and questions 4 mins

Back-and-forth interaction between inner and outer circles 10-25 min

FCS staff (Rehema, Frederick, Elias and Lawrence), the “fish”, had an informal discussion about their experience working with communities, that touched topics such as networking, policies or funding. The rest of the participants sat around them observing and listening to what was going on (as seen in the picture below). Once their conversation finished, the “observers” came up with questions and comments in groups and formulated them to the “fish”, creating back and forth conversations.



For the debrief of this LS we used **What, so What, now What (W3)**.

Debrief: W³

What? What happened? What did you notice, what facts or observations stood out?

- Individually 1 min
- Group of 5-7 2-7 mins
- Share with all and collect 2-3 mins

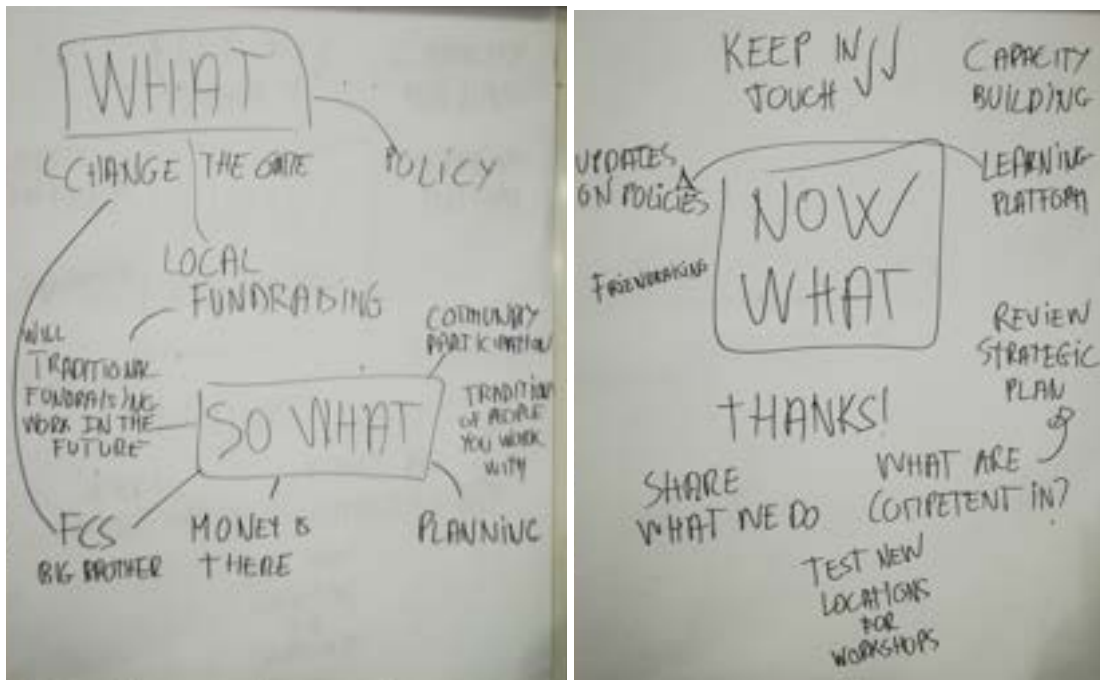
So what? Why is that important? What patterns or conclusions are emerging? What hypotheses can I/we make? (same sequence)

Now what? Now what? What actions make sense? (same sequence)

Additional insights 2-10 mins

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Read the harvest below.



Day 1 ended with all the group standing in a circle for the check out: each of us said or used our body to express how we left after the day.

Day 2: 28th June

The second, and last, day started with a funny check in round where we all stood up in a circle and shared what animal best represented how we were feeling.

The time before breakfast was used for a short presentation about Liberating Structures (slides 41-43 on attached file: Slides L&L). Participants had been experiencing LS, without any context about what LSs actually are and this presentation connected a few dots.

Learn-by-Failing-Forward
 Invite-Creative-Destruction-To-Enable-Innovation
Include-and-unleash-Everyone
LS-Principles
 Practice-Self-Discovery-Within-A-Group
 Amplify-Freedom-AND-Responsibility
 Build-Trust-As-You-Go
 Emphasize-Possibilities:-Believe-Before-You-See
 Practice-Deep-Respect-for-People-and-Local-Solutions
 Engage-In-Seriously-Playful-Curiosity
 Never-Start-Without-a-Clear-Purpose

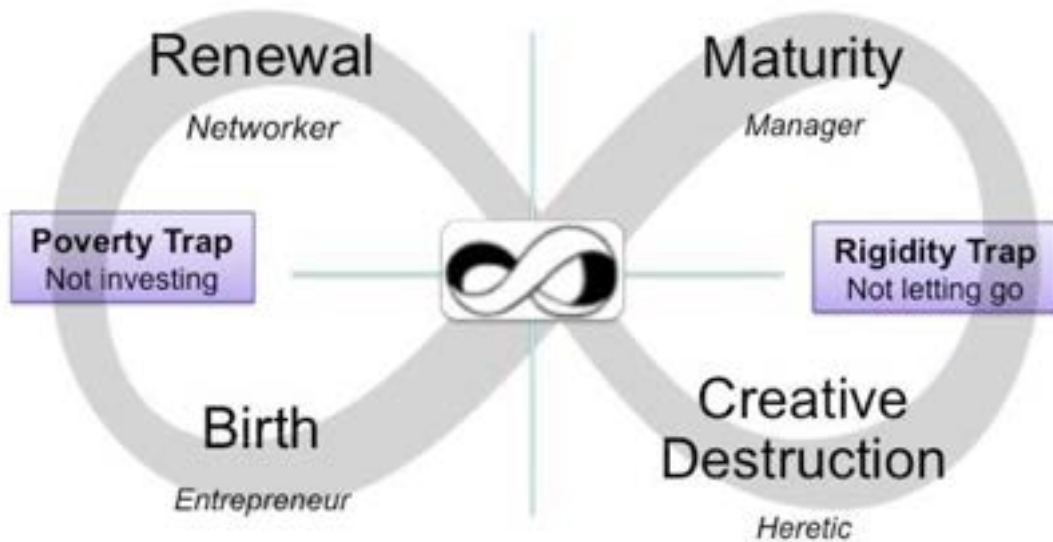
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We took our together picture during the breakfast break



Ecocycle planning was the LS we used next to understand what in our organisations is blocking progress, due to *lack of investment* (poverty trap) and due to *not letting go* (rigidity trap). This LS allows to sift, prioritise and plan actions with everyone involved.

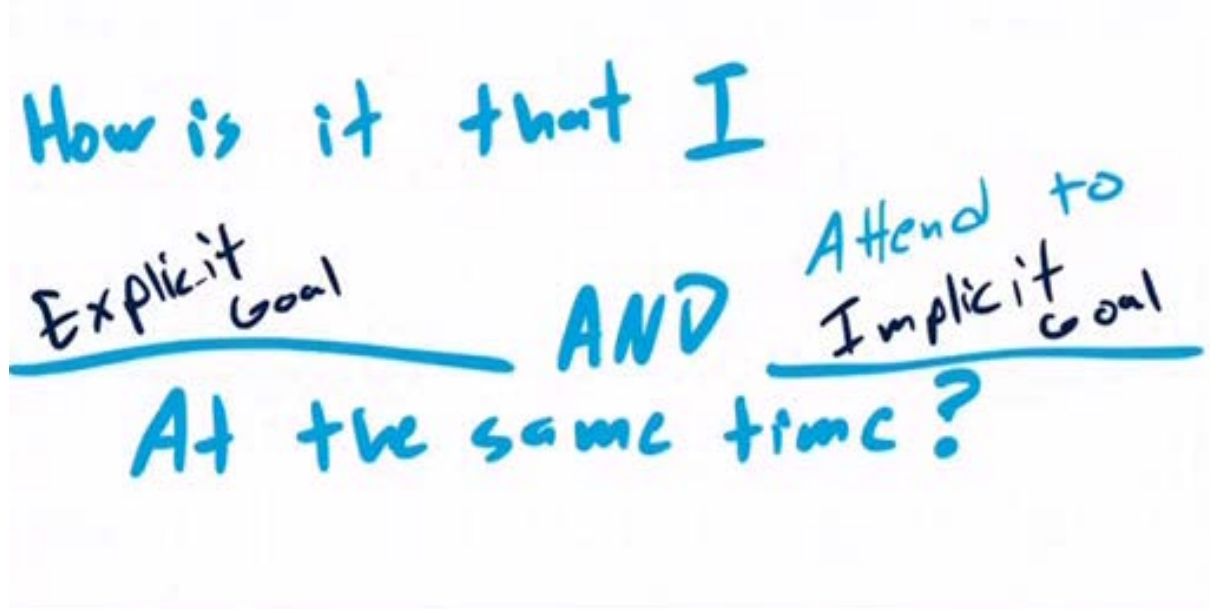
Ecocycle Planning



After being introduced to the concept of Eco-cycle, participants used 1-2-4-all to place their work activities within the ecocycle (picture below). Participants then worked in groups to identify rigidity traps among their activities and suggest first steps to tackle them and repeated the same for poverty traps.

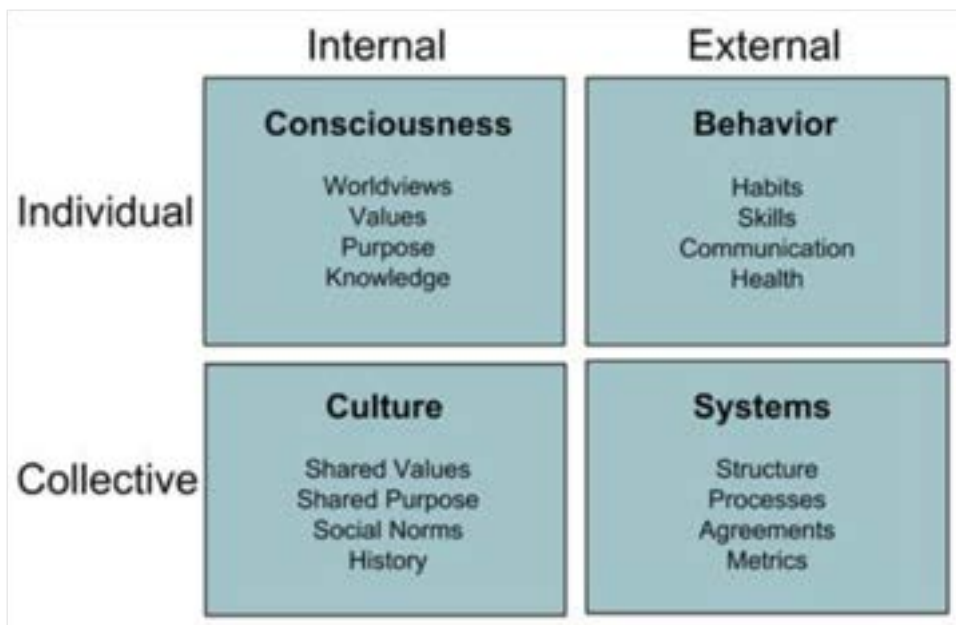


The last *heavy* session was **Explicit-implicit goals**, where participants shifted their focus to themselves. The sequence of LSs used was: **Tiny Monsters, 9Whys, TRIZ, 9Whys, Wicked Questions, 15% solution**. This individual exercise made crystal clear how all of us have contradicting explicit and implicit goals, the latter are our tiny monsters, that lead us to the wicked question of:

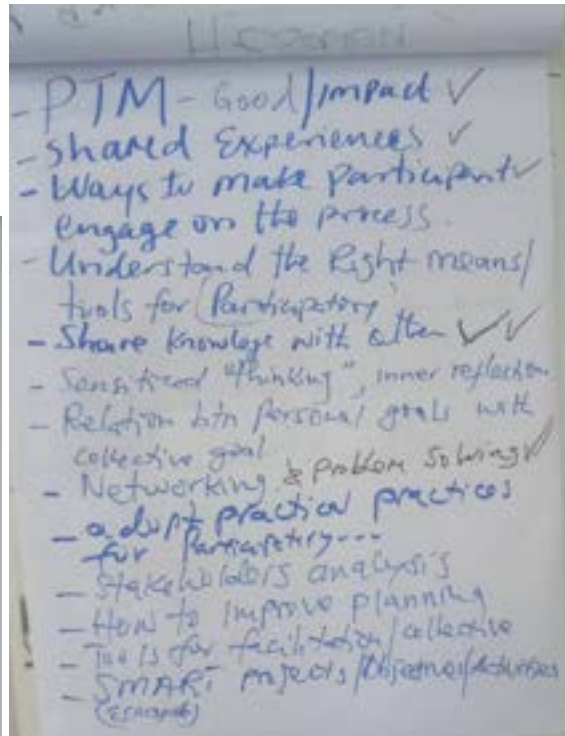
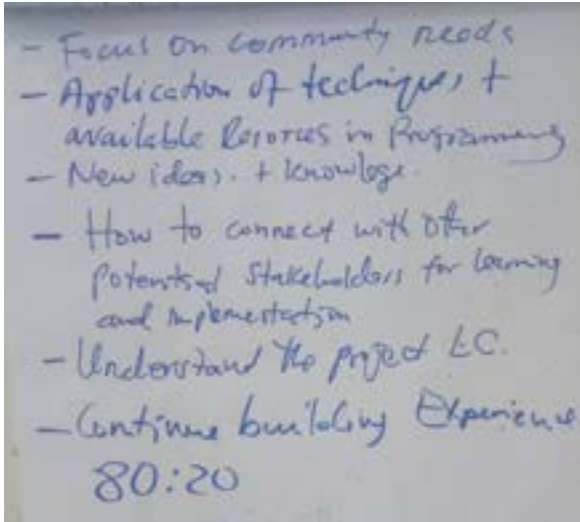


Finally, 15% solutions helped us to think of tiny first steps that we can take to answer our wicked question.

Before moving to the last exercise, a brief introduction to integral theory was made to present the different areas of which “reality” is made of (figure below) and to indicate that different exercises used during the workshop fit within those four areas.



We close the workshop with a feedback session to analyse what had happened during the two workshop days and capture the highlights on the flip charts as shown below.



We closed the workshop with a small ceremony where Ernst and Kees (director of Wilde Ganzen) handed certificates to all the participants (more pictures were shared through the whatsapp group linking to [this shared folder](#)). Participants who filled the online feedback form, which was sent the day after, did also get a digital and immutable (a non-fungible token (NFT), [a sample here](#)) copy of their certificate.



Outcomes

The goal of the workshop was for the local partner organizations of Wilde Ganzen to gain (more) knowledge in participatory approaches in community development, to reflect on how they as an organization are implementing this, and to develop ideas on how to expand on this. The expectation was that partner organizations would gain experience, which would be reflected in the organizations' future endeavours.

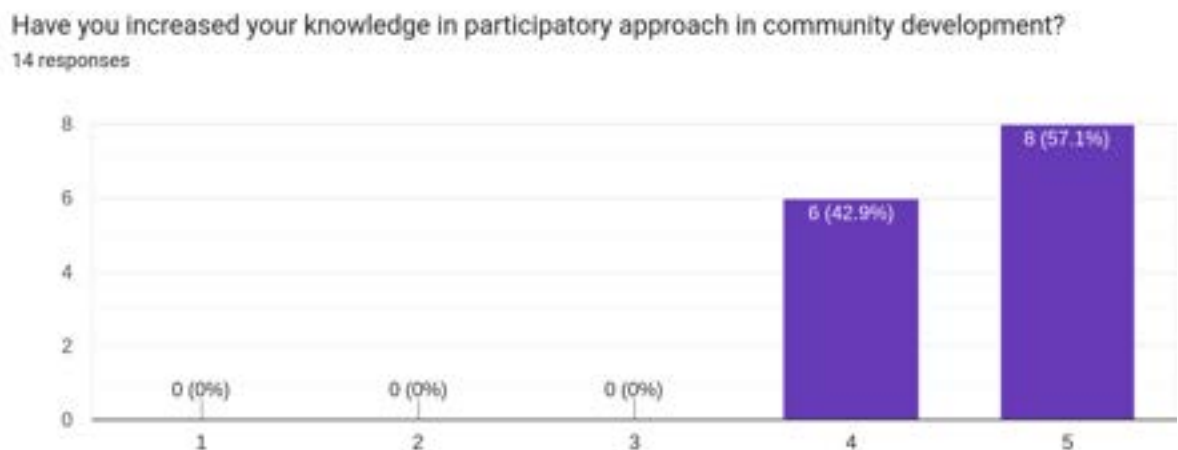
Participants 29 (8 women and 21 men) were able to fully participate in the training on June 27th and June 28th, 2022. Compared to the answers to the test presented before, the post workshop test showed that all the participants know what RBM, PCM and LS are and that they all feel very confident and comfortable working with communities; whereas prior to the workshop only 60% felt that confident (the remaining 40% placed their skills working with communities on a 4 out of 5) (all the answers to the tests are found on the attached file: Test responses L&L).

We expect that their increased understanding and embodied experience will lead to improved project implementation through a participatory approach that connects key stakeholders during project planning and implementation.

Feedback

According to participants' feedback:

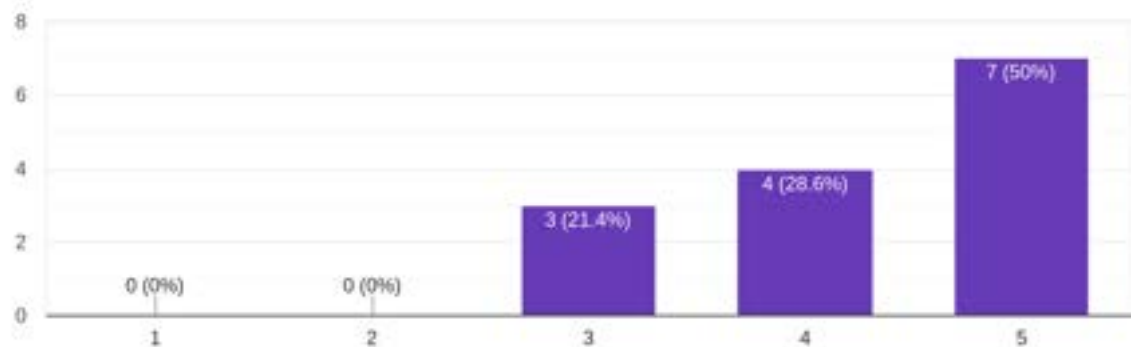
- Most participants have increased their knowledge in participatory approach. 5 = a lot; 1 = not at all



- Half of the participants say that they have reflected a lot on how their organisation is implementing the participatory approach. 5 = a lot; 1 = not at all

How much have you reflected on how you as an organization are implementing the participatory approach?

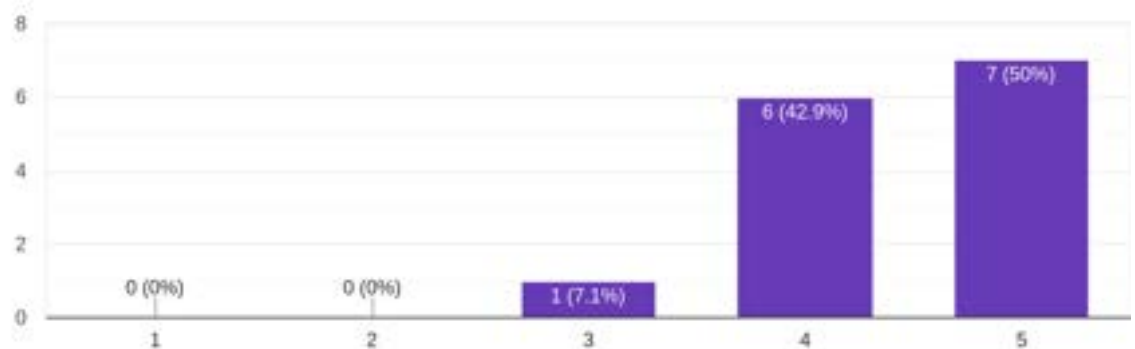
14 responses



- Most participants claim that they can now further expand on what they have learnt in the workshop. 5 = a lot; 1 = not at all

Have you developed ideas on how to further expand upon what you have experienced in this workshop?

14 responses

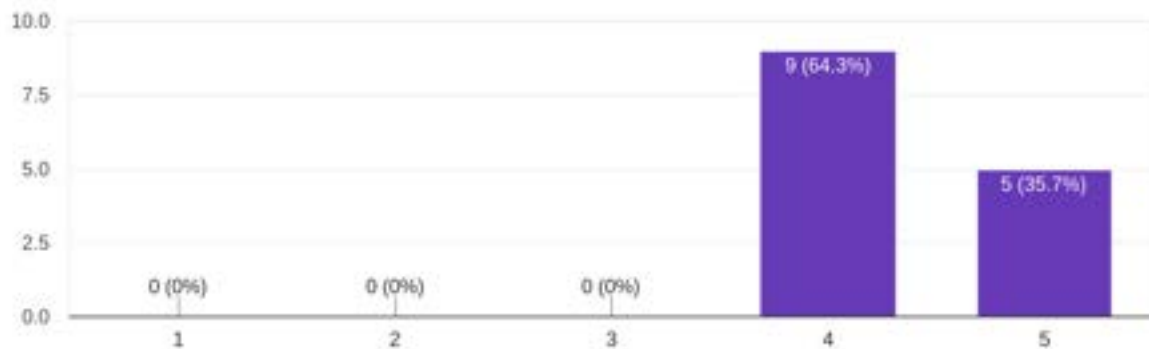


- Many have learned from the experiences of others in this training.
- Many people have learned how to involve stakeholders in development projects.
- Relationships between integrated or collective goals and personal goals;
- Relationships and networking are important in problem solving;
- The nature and significance of identifying stakeholders throughout the project preparation, monitoring, and implementation process;
- Tools for collaboration approaches and facilitation;
- How to generate ideas and engage stakeholders in the collaborative process of identifying and addressing challenges;
- How to plan and carry out projects while keeping the needs of the community in mind;

- The significance of continuing to raise awareness and develop skills in learning participatory approaches to facilitating and implementing development projects, as well as in communities
- All in all, participants say that their expectations for the workshop have been fulfilled.

Have your expectations been fulfilled?

14 responses



This is how participants describe the workshop:

- Applicable in our project development activities
- Building capacity
- Very informative and worthy for use
- Well organized
- Great (X2)
- Very educative and well drilled
- Very informative
- It was a beautiful and I can say perfect experience.
- In the workshop I got a lot of
- For the my first time to attend the workshop like that. I have learned a lot things.
Thank you for your simple presentation language

Way forward

- Participants suggested that contact be maintained through the newly formed Whatsapp group to facilitate the sharing of learning items in the implementation of each organization's responsibilities while applying the skills gained through this training.
- Participants will also continue to learn from facilitators online and receive instructions and guidelines to help them build their capacity.