



COCHABAMBA WORKSHOP REPORT

“FIVE KEY QUESTIONS FOR EFFECTIVE DEVELOPMENT PRACTICE”

Workshop offered by Community Works
and organised by Tia Foundation

January 30th and 31st of 2018





During January of 2018, the Tia Foundation organised a workshop to be offered by Community Works (CW) to other local non-governmental and civil organisations in Cochabamba, Bolivia. The main objective was to collectively explore and reflect on the question: What are the good practices for the development of social projects? by analysing lessons, examples and case studies of Community Works as well as invite participants to offer their own, proposing a participatory and interactive experience. Thus, sharing Community Works' experience in the development sector and learning from local organisation's experiences, needs and priorities.

CONTENTS

1.	Introduction and Background	1
1.1.	The workshop	1
1.2.	The report	1
2.	Workshop	2
2.1.	Structure	2
2.2.	Content of the workshop	3
3.	Evaluation	12
3.1.	Summary of the Evaluation Analysis	12
3.2.	Outcomes of the workshop	14

1. INTRODUCTION AND BACKGROUND

1.1. THE WORKSHOP

The “Five key questions for effective development practice” or “Cinco preguntas clave para una práctica de desarrollo efectivo” in Spanish, was based on some of the most common questions that CW often hears from non-governmental staff and volunteers from the development sector.

Due to the high number of people interested in participating, two separate sessions were organised during the mornings of January the 30th and 31st of 2018. In total, 40 people attended, including staff, members, founders and directors from local non-governmental and civil society organisations. Organisations were encouraged to select one representative and the workshops took place in the Youth Residency House of the Tia Foundation.

The evaluation forms filled by participants at the end of the workshop portray a positive response and evidence potential areas of work for the future. Participants expressed an interest in further workshops, consultancy service and access to new information and methodologies. Moreover, the identification of specific topics participants would like to continue learning about, present a possible pathway to follow.

1.2. THE REPORT

This report presents a description of what the workshop was about, an overview of its content and participants as well as a summary of the final evaluation. Community Works has prepared this document with the intention of sharing the outcomes with the workshop’s organisers and participants, as well as with other actors interested in getting to know the scope of the training CW offers. We hope this report serves as a tool for participants to recall the workshop’s discussion as well as a starting point for possible collective actions between CW and organisations from Cochabamba.



2. WORKSHOP

2.1. STRUCTURE

The workshop was structured around the five key questions shown below, beginning with a brief introduction about Community Works, a general definition of Development Practice as well as some of the 'Ways of thinking and Ways of doing' that CW has implemented to have an effective development practice.

5 KEY QUESTIONS

1. How can I best design a project?
2. What methods for community engagement should I use?
3. How can I best implement a project according to the capabilities or resources of a community or group?
4. What is the best way for me to measure the impact of the project?
5. How can I replicate and scale successful projects?

GROUP EXERCISES:

For each one of the key questions, a small group exercise was proposed in order to discuss the topic from each of the participant's experience and then share with the rest of the group.



Example of small group work



Sharing results with the rest of the group

PARTICIPANTS

Participants from diverse non-governmental and civil society organisations attended the workshop. Some of their roles and positions are mentioned in alphabetical order below.

ROLES OR POSITIONS:

- » Consultant
- » Coordinator
- » Director
- » Executive Director
- » Facilitator
- » Family Psychologist
- » Founder
- » Fundraising and Legal Area
- » General Director
- » Intern
- » Manager
- » National Director
- » Planning, Program and Project Manager
- » Program Coordinator
- » Project coordinator
- » President
- » Psychological Area Support
- » Psychologist
- » Responsible of Fundraising
- » Responsible for workshops in prevention area
- » Responsible of Programs and Projects
- » Secretaries
- » Social Worker
- » Vice-president
- » Volunteer

The organisations that participants represented are mentioned below.

ORGANISATIONS

- » Arcolris
- » Bolivia Digna
- » CEMSE
- » Centro de Atención a la Mujer (CAM)
- » CETWA (Tiquipaya Wasi)
- » Comité Nacional de Lucha por la reivindicación de los derechos de las personas con discapacidad (CONALUR PCD)
- » Defensoría de Quillacollo
- » FUBE fundación una Brisa de esperanza
- » Fundación Alerta Verde
- » Fundación Emanuel/ Fundación Mosoj Yan
- » Fundación EnseñArte / Performing Life Bolivia
- » Fundación Estrellas de la Calle
- » Fundación Familias Saludables (FAMISAL)
- » Fundación MariaMarina
- » Fundación Mosoj Yan
- » Fundación Proeib-Andes
- » Fundación Rebelarte
- » Fundación TIA Australia/ Bolivia
- » Hogar Lluvia de Angeles
- » IDH
- » Instituto de Investigaciones Médico Sociales
- » LanzArte ' Jóvenes y Democracia'
- » Lideres Emergentes
- » MAPAKI
- » Movimiento Sonrisa
- » Obades
- » OFPROBOL
- » Operación Sonrisa
- » Pintar en Bolivia
- » Proyecto LanzArte – Solidar Suiza
- » Proyecto Trabajo Digno
- » Tukuy Pacha
- » Villa Infantil Nueva Esperanza
- » Wiñay Pacha
- » Yachay Chhalaku

2.2. CONTENT OF THE WORKSHOP

A brief introduction to Community Works and Definition of Development Practice

The workshop started with a brief introduction of this organisation, followed by a definition of Development Practice as shown below:

- » **Community Works:** “Community works provides support to civil society organisations through partnerships, training and developing new ideas and initiatives. It is an Australian organisation that has been working with partners in many countries, including in Latin America, for the last ten years”.
- » **Development Practice:** “The process by which people collaborate to accomplish changes in the quality of life for an identified community. Development practice is about achieving positive social and economic change”.

WAYS OF THINKING AND WAYS OF DOING

After the introduction, Steve Fisher, Director of Community Works, shared some of the ways of thinking and ways of doing that Community Works has implemented in order to have an effective development practice.

- a. **Entry Points:** These refer to ways in which CW and partner organisations have found helpful to ‘start the conversation’. Examples of this are the Rangoonwala Community Centres in Mumbai, India – which have been established at the centre of each community to facilitate access from women and their children. These centres have served as ‘entry points’ for community members in order to come and ‘start a conversation’.
- b. **Frameworks:** The ‘Framework for empowerment’ was presented as an example of a framework that might help an organisation to have an organised way of thinking about a subject. In this case, the framework presents ‘Agency’ and ‘Opportunity’ as elements that enable the empowerment of an individual or group.
- c. **Strategies:** ‘Collective Impact’ was presented as a strategy that suggests collaboration between communities and organisations across sectors in order to achieve systems change for a common purpose or to approach problems. This strategy implies having a common agenda, concerted action, shared measurement and continuous communication.



Rangoonwala Community Centres

5 KEY QUESTIONS AND GROUP EXERCISES

KEY QUESTION 1

HOW CAN I BEST DESIGN A PROJECT?

This section discussed three main topics related with project design starting with 'The basic project cycle' and its different steps or stages as shown below. Second, Steve explained the 'Basic Model of development intervention and measurement', referring to the inputs, activities, outputs and outcomes achieved as well as the different types of measures to analyse results. Then a group exercise was suggested.

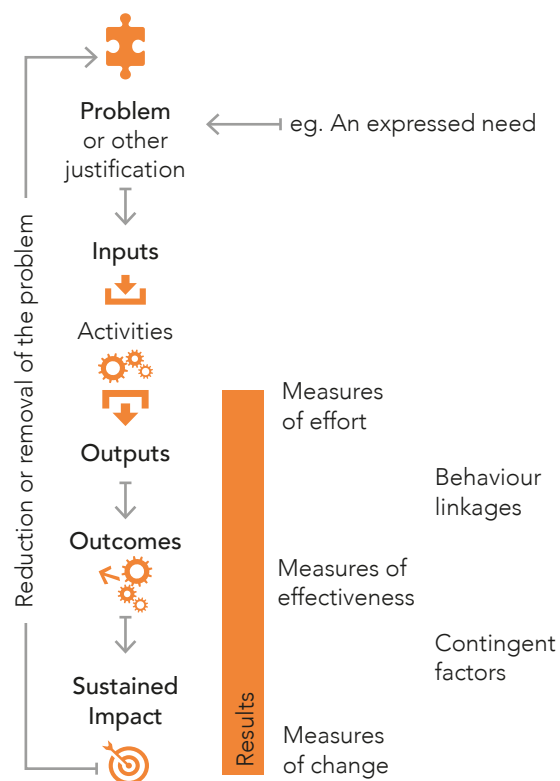
EXERCISE

Participants were invited to discuss examples about Measures of effort, Measures of effectiveness and Measures of change about projects in which they are currently participating.

Finally, the 'Problem tree' was presented as an example of a tool that serves during a project design process in order to collectively discuss the possible causes and effects of a given problem.

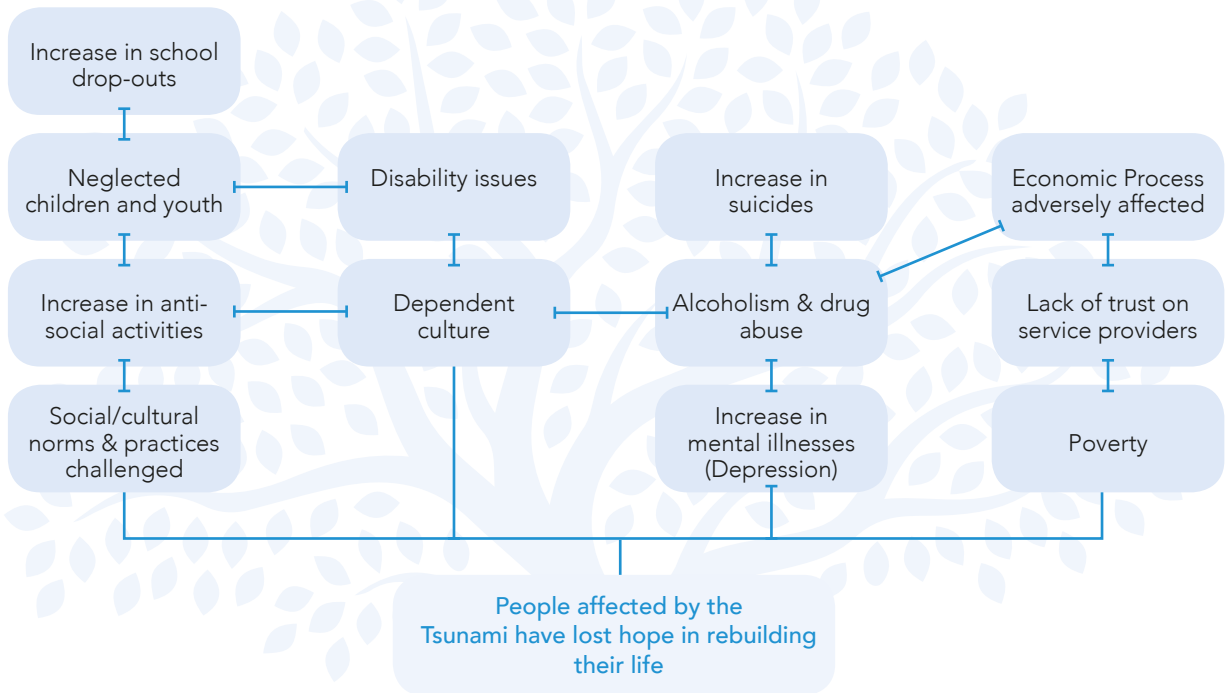


The Basic Project Cycle

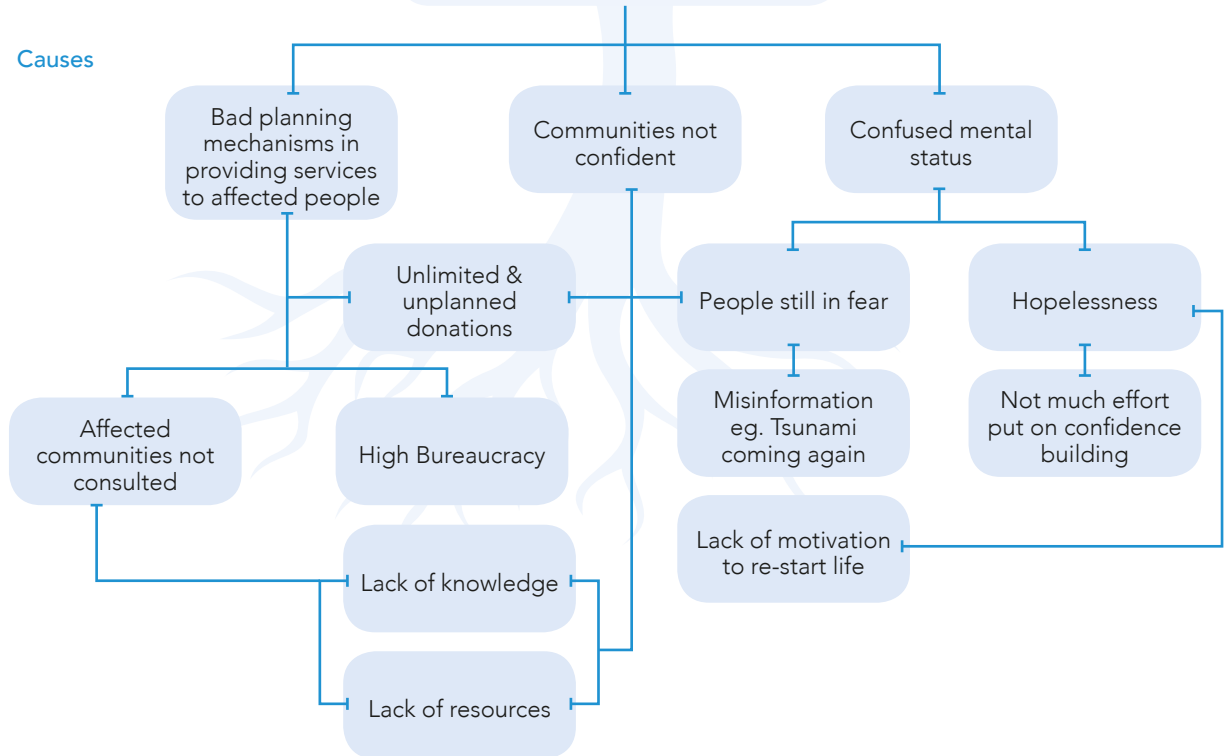


Basic Model of development intervention and measurement

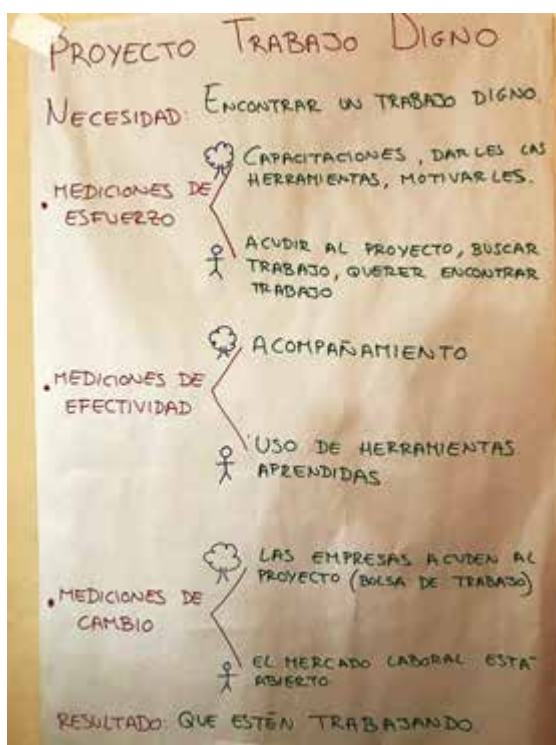
Effects



Causes



Example of a Problem Tree



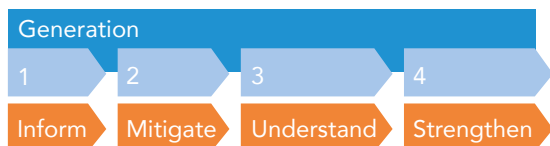
Group identification of Effort Measures of Effort

KEY QUESTION 2

WHAT METHODS FOR COMMUNITY ENGAGEMENT SHOULD I USE?

To discuss good practices of community engagement, the 'Generational framework' was presented, followed by specific tools and methods that can be implemented. This framework is based on the work of Kemp and Boele (2006) and presents the evolution of a community engagement process throughout time, described in terms of 'generations'. Although there is not a rigid dividing line between generations, the table suggests general trends or patterns. A table taken from the Leading Practice Sustainable Development Program for the Mining Industry that shows these patterns was distributed to the workshop's participants as a handout.

An example of what might change through time is the intention of community engagement:



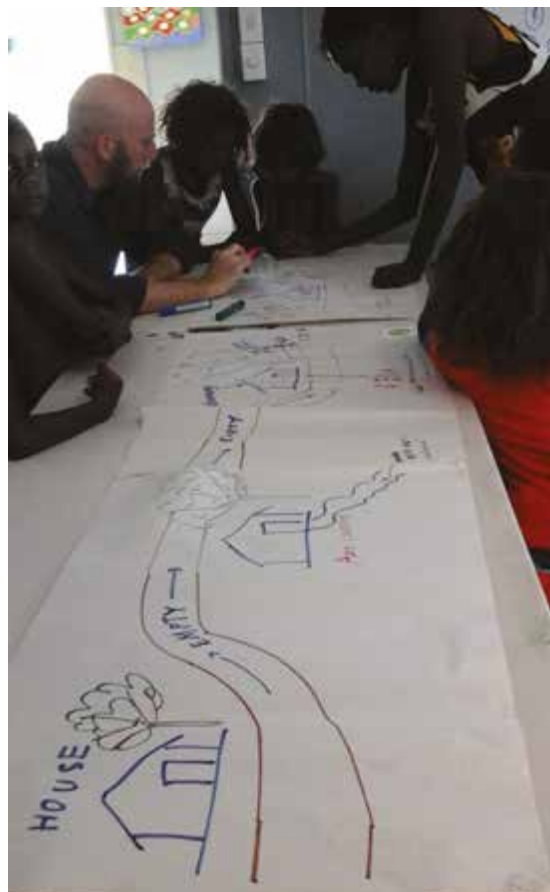
Adapted from the work of Kemp and Boyle (2006).

Furthermore, participants were invited to do a group exercise in order to apply the framework to a real life situation.

EXERCISE

Participants were asked to choose a current project in which they were working and identify in which stage of the generational framework it might be.

Some of the community engagement methods shared by Steve were the following:



Group identification of Measures



Learning circle

Problem Tree

[illegible]

Matrix ranking



Crowd wise

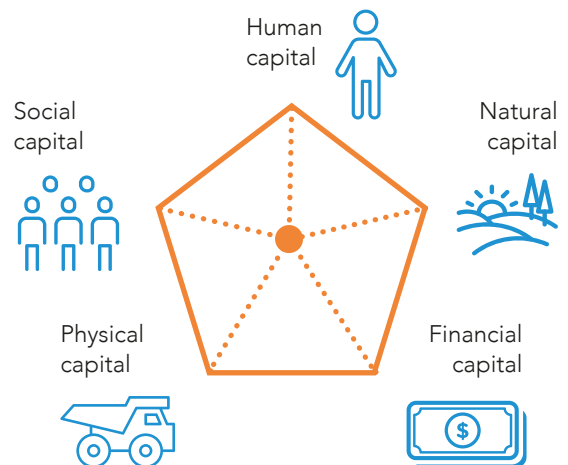


Group looking at the Generational Framework handout

KEY QUESTION 3

HOW CAN I BEST IMPLEMENT A PROJECT ACCORDING TO THE CAPABILITIES OR RESOURCES OF A COMMUNITY OR GROUP?

For this section, the Sustainable Livelihood Framework was presented as a way of implementing a project that is oriented towards sustainable development. This framework, used in development practice is people-centred and is founded on the capabilities, assets and resources of a community or group. A specific emphasis was given to the asset pentagon shown below, as a tool that facilitates the identification of those capabilities or assets. Participants were invited to draw their own pentagons.

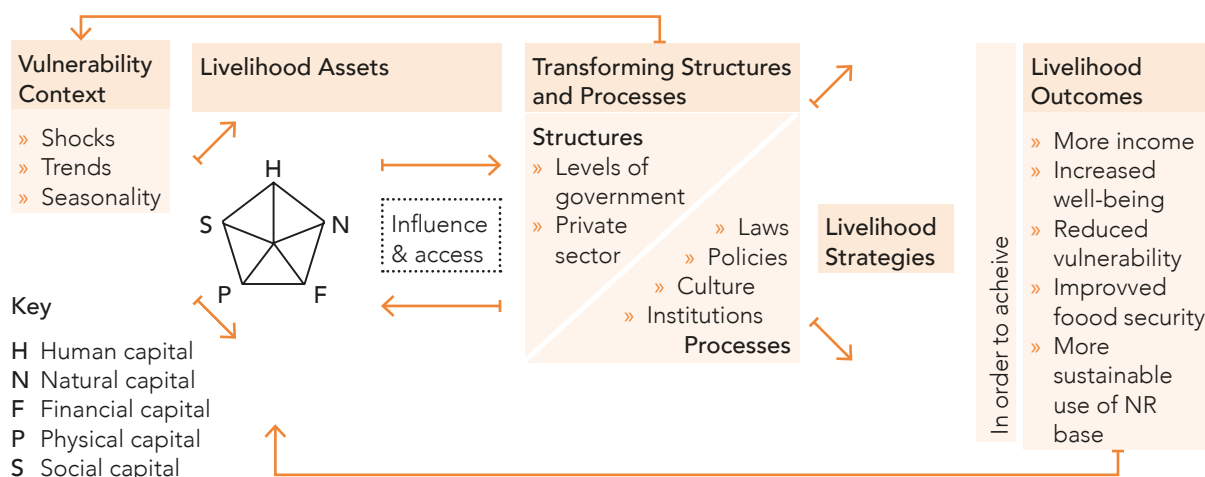


Asset Pentagon

EXERCISE

Workshop participants were asked to select a group or community they know well and draw a pentagon based on the social, human, natural, financial and physical capital. Then they were invited to share their results.

The asset pentagon was explained as part of the Sustainable Livelihood Framework, which also has in mind the Vulnerability Context or external factors that might affect the use of assets, or people's livelihoods. Two examples of Aboriginal groups in Australia that have started their own projects as part of Enterprise Learning Projects (EPL) were presented. A video can be found in the following link: <https://vimeo.com/62692157>



Department of International Development DFID, 1999



Asset pentagon – Group exercise

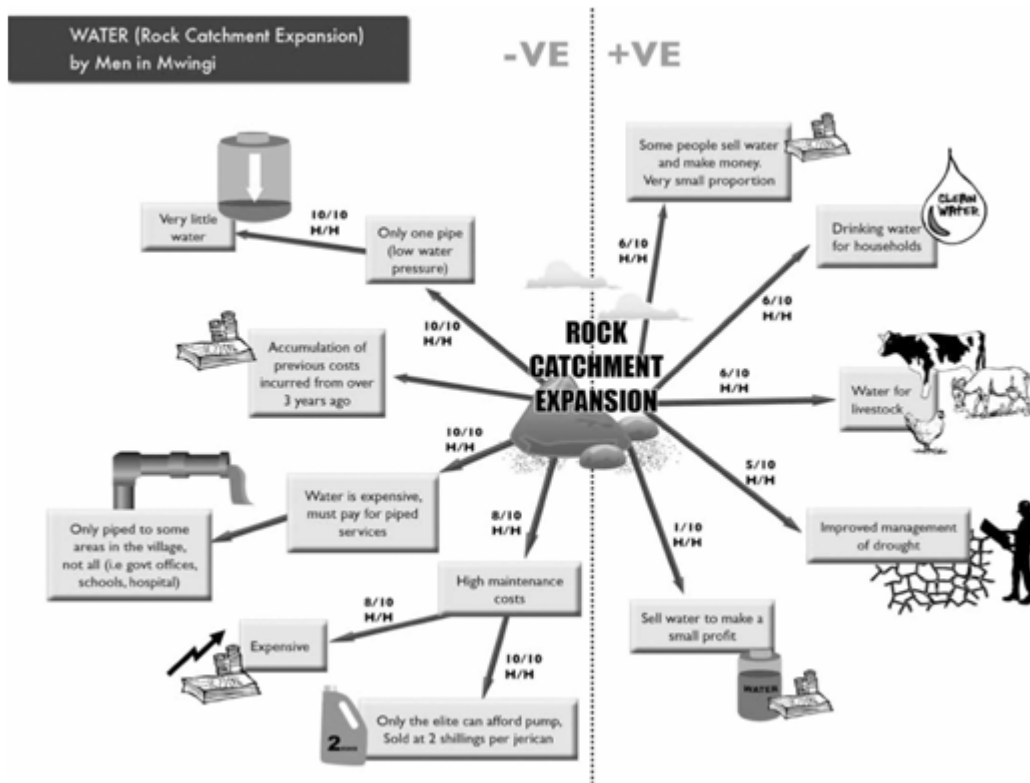


Asset pentagon Exercise – Results

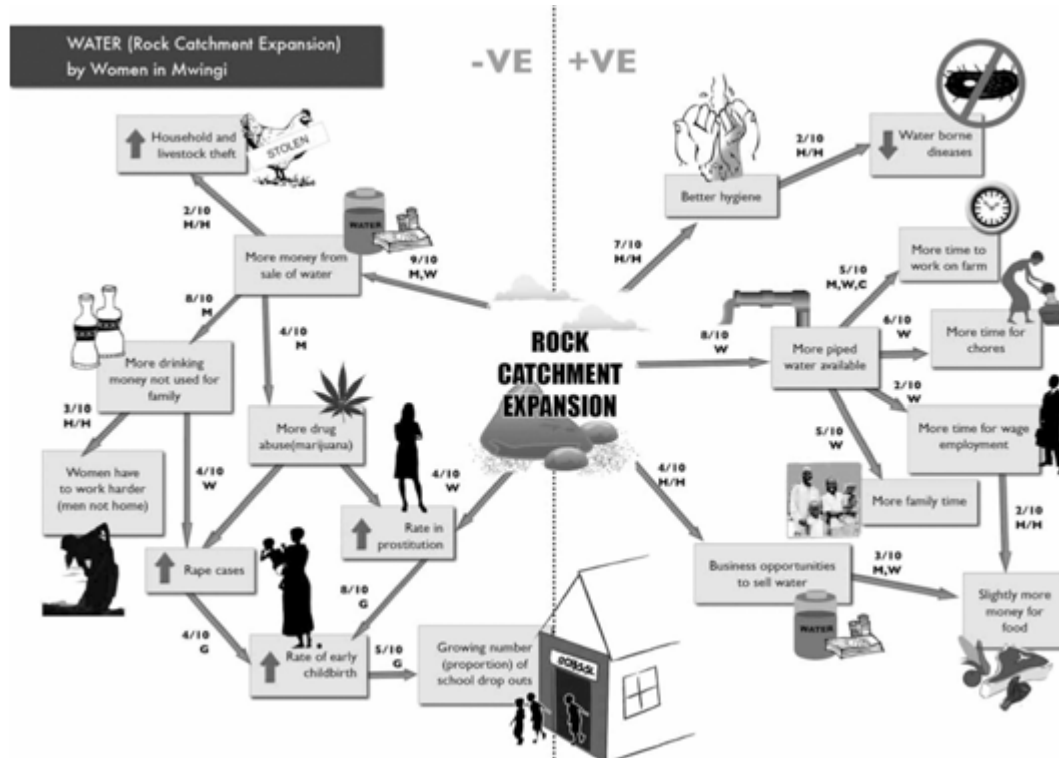
KEY QUESTION 4

WHAT IS THE BEST WAY FOR ME TO MEASURE THE IMPACT OF THE PROJECT?

This section addressed the 'Participatory Impact Diagram' as a tool to measure the impact of the project. The example of a Water (Rock Catchment Expansion) was used to show this method. The group was invited to apply this tool by drawing a diagram of a project they were familiar with.



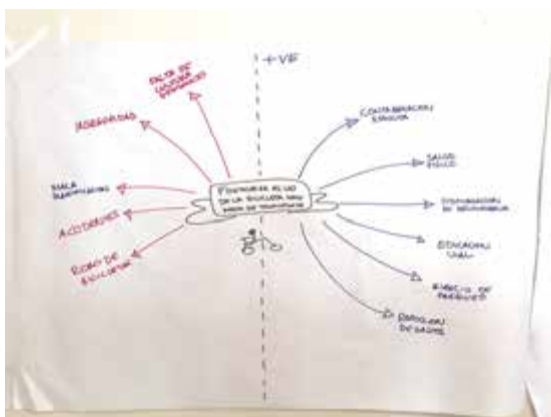
Water (Rock Catchment Expansion) by Men in Mwingi



Water (Rock Catchment Expansion) by Women in Mwingi



Participatory Impact Diagram Exercise



Participatory Impact Diagram Exercise

Afterwards, two examples of participatory evaluation were presented. The first one, is the NintiOne evaluation, in which aboriginal people conducted interviews and developed an impact diagram of their own project. The second one was undertaken by a group of people in Cambodia as part of the Transcultural Psychological Organisation (TPO) project.



Ninti One, Australia

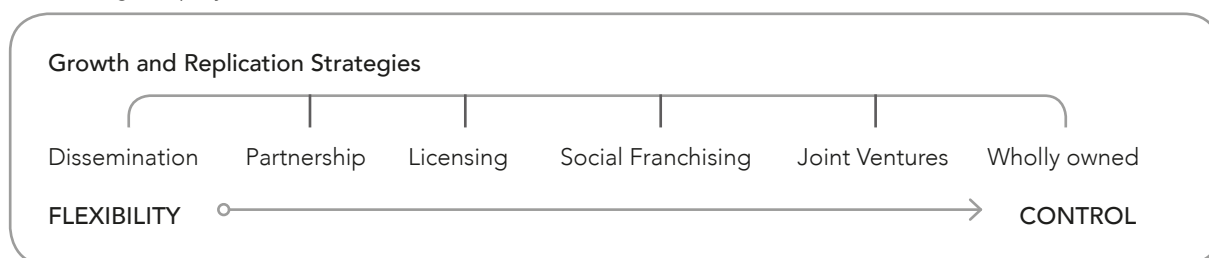


Transcultural Psychological Organisation (TPO), Cambodia

KEY QUESTION 5

HOW CAN I REPLICATE AND SCALE SUCCESSFUL PROJECTS?

For this section, the 'Growth and Replication Strategies spectrum' was presented as a way of understanding the different instances in which these processes might develop. As shown in the diagram below, 'dissemination' would be the most flexible way of growing a project or initiative, while having a 'wholly owned' project would imply the highest level of control. This, referring to the procedures, guidelines, structures and ways things are done in a given project or initiative.



A case study from Nicaragua and El Salvador was presented as an example of social franchising in the health sector.

GROUP EXERCISE

Then participants were invited to think about successful projects they know and identify if they have been scaled up at any point. For those projects that have been scaled up, participants analysed how was this conducted and what were the key factors for growing or scaling up projects. Moreover, they were asked to think about the Bolivian context, identifying possible opportunities and limitations in this country.



Case study of Nicaragua and El Salvador

CONCLUSION

To conclude the workshop, Steve thanked participants for their contributions and opened a space for comments and questions. Then they were invited to fill in the evaluation forms, which were quantitatively and qualitatively analysed by the Community Works' team. A summary of this analysis is presented in the following section.

3. EVALUATION

3.1. SUMMARY OF THE EVALUATION ANALYSIS

Finalising the workshops, participants filled an evaluation form containing the five following questions:

QUESTION 1

WHICH OF THE WORKSHOP'S COMPONENTS WAS THE MOST USEFUL FOR YOU AND YOUR WORK?

In the 37 evaluations completed, evaluation (and similar categories) were mentioned 13 times, being the component most frequently mentioned as the most useful. Other associated categories to evaluation include: measures, evaluation, impact analysis, participatory evaluation. The second category most mentioned was 'All content', meaning that all the components had been 'the most relevant' aspect of the workshop. This was mentioned 10 times and some participants gave specific examples. The third category was the Sustainable Livelihoods framework. It was mentioned 8 times throughout the 37 evaluations and some of the participants specifically referred to the asset pentagon.

QUESTION 2

OF THE TOPICS PRESENTED: WHICH ONE WOULD YOU LIKE TO LEARN MORE ABOUT?

The topics mentioned by participants as those they would like to learn more about are:

- » Monitoring and Evaluation (Mentioned 10 times)
- » Replication and scaling up strategies (Mentioned 9 times)
- » Project Design (Mentioned 3 times)

QUESTION 3

WOULD THIS TYPE OF WORKSHOPS BE VALUABLE FOR OTHER PEOPLE THAT YOU KNOW?

100% of the 37 participants responded Yes to the question, affirming this type of workshop would be valuable for other people or institutions. Some of them mentioned the people or institutions that the workshop could be valuable for:

- » Other members of their teams and organisations
- » Other partner organisations
- » Coordinators
- » Communities with which their organisations are working
- » Technical teams implementing projects
- » 'Everyone' working in the social area
- » People from different socio-cultural 'levels'
- » Public and private institutions
- » People with middle management roles
- » General personnel from NGOs
- » Public universities
- » Leaders with political influence and decision-making power in the government
- » Other NGOs in Bolivia
- » Other institutions from the city hall
- » Other social institutions in Cochabamba, NGOs and social groups in general

Some of the organisations mentioned focus their work in the following areas:

- » Attention to women
- » People with disabilities
- » Programs for the elderly
- » Education

QUESTION 4

WHAT ARE THE POSSIBLE OPPORTUNITIES FOR YOU TO APPLY THIS INFORMATION TO YOUR WORK?

100% of participants that filled the evaluation forms expressed a positive response in relation to the opportunities of applying the information in their work. Some of the respondents described what these opportunities could be:

Benefit other actors such as:

- » Other team members
- » Family groups in order to improve the Family Development Plans
- » Communities
- » Teams they are in charge of

Opportunities at their work:

- » Social Work Project
- » Project Design currently happening
- » New projects with the aim of increasing impact and reaching a larger number of people
- » To present new projects to funders
- » Working with youth
- » Reflect about the current work (do this reflection process with communities as well)
- » Working with socio-labour reintegration
- » Working with children
- » Housing projects
- » Internal processes at their organisations
- » Emergent leaders' processes
- » To motivate change in development practice

Topics of the workshop that could be applied:

- » Indicators
- » Project Design
- » Impact Evaluation
- » The Project Cycle
- » Growth and scaling up.

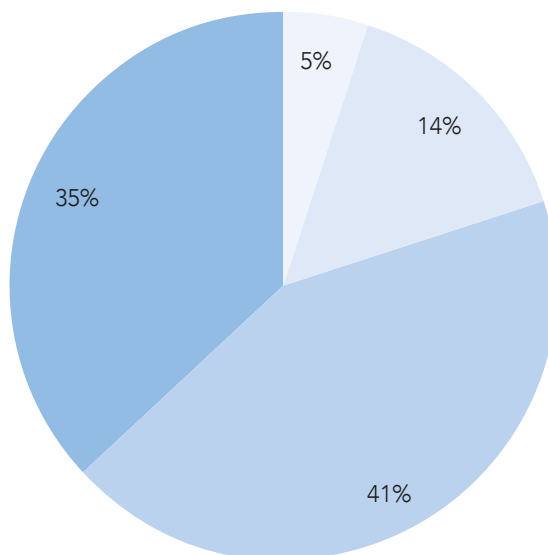
QUESTION 5

ANY OTHER COMMENT IS MORE THAN WELCOME

In this question, 35 of the 37 respondents provided additional comments. As the graph below shows, none of the participants (0%) presented a negative comment. Only two (5%) presented recommendations for improvement, suggesting having more time to ground the needs of each institution and recommending to include 'resources' as a topic; 14% of respondents expressed they liked the workshop and thanked for the information and time.

A larger group (35%) expressed a positive response towards the workshop and mentioned being interested in having continuity, suggesting possible changes. The largest group of all (41%) presented a positive response and expressed interest in having continuity.

Other Comments



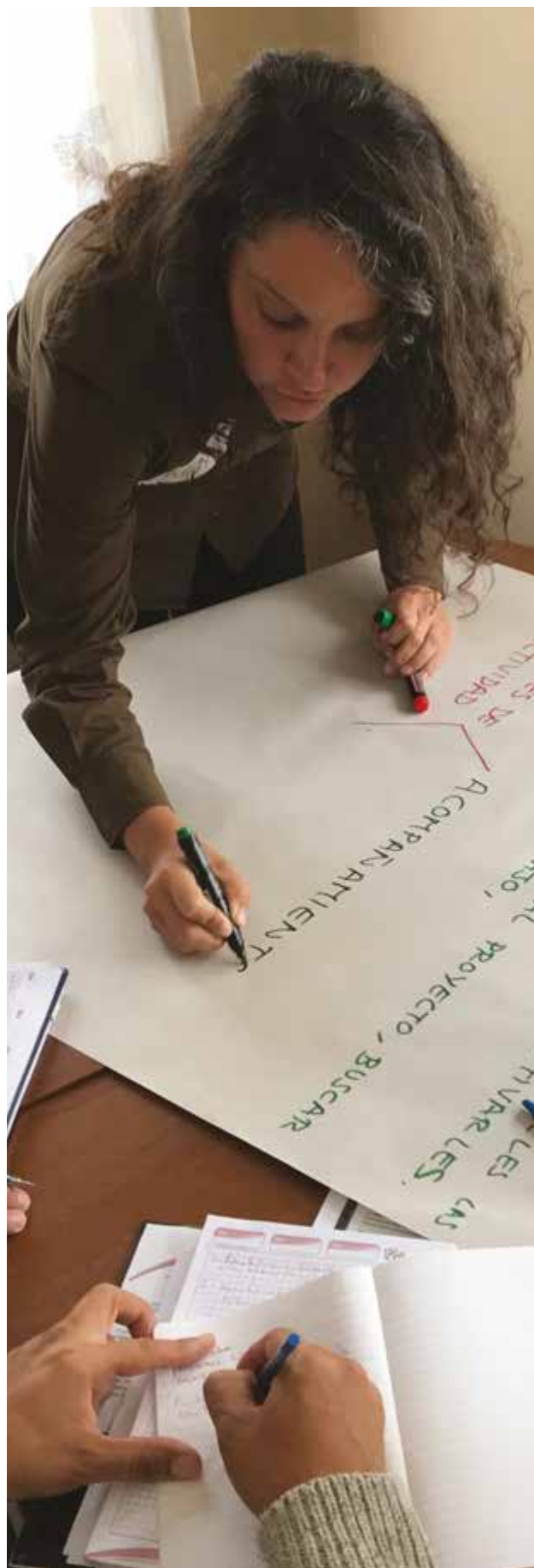
- Liked the workshop / Expressed interest in accessing workshop material
- Positive comment / Expresses interest in continuity but suggesting possible changes
- Positive comment and interest in continuity
- Recommendation for improvement
- Negative comment

3.2. OUTCOMES OF THE WORKSHOP

The evaluation analysis allowed the team of Community Works to identify several outcomes:

- » **Exchange of ideas and experiences:** The group exercises and discussions allowed participants to share their own experiences, cases and lessons learned. Also, to apply the presented frameworks, strategies and tools to some of their projects.
- » **Identification of possible improvements for further workshops:** New content to include; depth of the topic and quantity of content; duration of sessions and materials.
- » **Information about other actors that might benefit from the workshop:** Eg. Other staff members, peer organisations, 'social area' in general, universities.
- » **Identification of potential for building a network in Cochabamba between organisations and actors interested in development practice:** Interest in establishing partnerships and alliances.
- » **Identification of interest and need of continuing the process:** Eg. Possible consultancy services, other workshops, accessing material about methodologies; interest in continuing communication.
- » **Identification of those topics that are more relevant for participants:** (Eg. Monitoring and Evaluation) as well as topics they would like to learn more about (Eg. Replication strategies).

This report will be shared with participants responding to some of the above needs. We hope this document serves as one of the steps to continue weaving threads between Community Works and local organisations throughout Latin America.



Application of frameworks, tools and strategies to real life cases or situations



Exchange of ideas and experiences between participants

FURTHER CONTACT

Director

Steve Fisher

Address

313/757 Bourke Street,
Docklands, Victoria 3008, Australia

Email

steve.fisher@communityworks.com.au

Telephone

+61 (0) 3 9005 7341

Website

www.comunityworks.com.au

