

ANNUAL REPORT

USAID/CRWRC Matching Grant

(FAO-0158-A-00-4062-00)

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Executive Summary

The purpose of the activities supported by this matching grant (FAO 0158-A-00-4062-00) is the strengthening of the institutional capacities and sustainability of The Christian Reformed World Relief Committee (CRWRC) and its indigenous partner groups around the world. Progress in these vital elements of development are measured using of a monitoring/evaluation system designed to address four categories: management and financial; technical; networking and resource development; and governance and strategic planning. This measurement system is known as the Organizational Capacity Indicators, or OCI. In order to better diagnose its partners' needs (and its own) in these areas, CRWRC seeks to formulate an improved OCI through consultation with its partners, research, and field-testing.

The activities in the first year of this matching grant were:

- consultations with Case Western Reserve University's Department of Organizational Behavior (a division of CWRU's Weatherhead School of Management) to decide how their Appreciative Inquiry approach could best be applied to the examination and revision of the current OCI;
- discussions among the Regional Directors, the International Programs Director, and other upper-management staff concerning the implementation of the inquiry process, the choice of regional managers to supervise and report on regional grant-related activities, and setting directions and parameters for the process;
- a home office conference on Appreciative Inquiry and Capacity-Building, with CWRU consultants as facilitators, guest participants from five outside organizations (including our USAID contract officer, Mary T. Herbert), the four Regional Managers, and various headquarters-based staff;
- the preparation and distribution of a preliminary bibliography of existing publications on the issues of capacity building and sustainability;
- the preparation and distribution of technical manuals in the areas of CRWRC program emphasis (micro-enterprise, health, literacy and agriculture) as technical backstopping for our overseas staff as they work with our partner groups in these technical areas;
- a conference to update and revise CRWRC's Leader's Resource Manual, used by field staff as they work with staff of partner organizations in various management issues;

- four regional conferences (Asia, Central/Latin America, West Africa, and East Africa) held for CRWRC expatriate staff and some national staff to introduce the Appreciative Inquiry (AI) concept, prepare for AI-style visits to partner groups to involve them in the revision process, and to apply AI to CRWRC itself to improve its own functioning;
- training of an in-house evaluator, via attendance at conferences, consultations with CWRU faculty and graduate students, readings, and discussions with CRWRC's former evaluator concerning agency past practices.

The activities related to the OCI revision are accomplishing the goals set out for them in the matching grant agreement; no major problems or obstacles are evident at this point.

Table of Contents

	Page
I. Background regarding the "OCI" and the Matching Grant	4
II. Reports re Grant-related Activities	5-6
A. Concept Team Discussions and Research	5-6
1. CWRU and CRWRC	
2. CRWRC only	
B. Home Office Conference on Sustainability/Capacity Building	6-7
C. Regional Conferences	7-15
1. Schedule	
2. Agenda	
3. Training	
4. Conference Summaries and Full Reports	
5. Conference Evaluations	
a. CRWRC Evaluator	
b. CWRU Consultant	
6. "Possibility Propositions"	
D. Evaluator Training	15
III. Financial Report	16
IV. Miscellaneous: Personnel Changes	17
V. Conclusions concerning Year I	17-18

Appendices:

- A. Project Concept Team Minutes - September 1994
- B. Project Concept Team Notes - November 1994
- C. Project Concept Team Bibliography
- D. Home Office Conference on Organizational Development and Sustainability
- E. Sample Conference Agenda - Asia
- F. Representative Regional Conference Report - West Africa
- G. West Africa Conference Evaluation Report
- H. Evaluation Training - Report
- I. Training Reports (Conference Attendance Lists)

I. Background of the Organizational Capacity Indicators ("OCI") System

The Christian Reformed World Relief Committee (CRWRC) was founded in 1962, primarily to deal with relief activities in disaster situations, both domestic and international. Its activities gradually expanded to include development. For its international programs, this meant sending expatriate staff to work directly with poor communities, in a "Peace Corps" or "grassroots" style. As indigenous organizations became more prevalent in the late 70's, CRWRC's strategy changed: it sought out appropriate local partner organizations with which to work. (In some cases, if no local organization existed and the situation seemed to both warrant an intervention and be amenable to it, CRWRC encouraged and supported the formation of a local NGO-type body.)

As CRWRC became involved with these local organizations, it needed to analyze its partner organizations' capacities and progress in various management and technical skills. This need resulted in the formulation of the Skill Rating Scale (SRS). The first SRS measured progress of skill development in technical areas, management, financial matters, community control, and holistic ministry.

This system was used throughout CRWRC until 1991, when CRWRC realized that the development of specific skills alone wasn't enough for its partners' institutional survival. Consequently, CRWRC began to enlarge its vision to include broader issues of capacity building (while maintaining the concept and overall divisions of the SRS). This expanded version incorporated what came to be known as the "Organizational Capacity Indicators," and the original categories were revised in 1993. The SRS categories currently are:

- technical capacity
- management & financial capacity
- governing and strategic capacity,
- networking and resource development capacity, and
- holistic ministry.

Almost simultaneous to CRWRC's decision to work to improve the SRS was the conclusion of a USAID evaluation that: "an improved SRS system could serve that function [of carrying out development programs with assistance from CRWRC field staff] by allowing the partner organization to monitor itself while at the same time showing clearly what has been done and what remains to be done."²

In 1994, CRWRC submitted a proposal for a USAID matching grant to further pursue this improvement in the indicators used in its SRS system of measurement/analysis (the indicators are now known informally as "the OCI"), as it works with its indigenous partners to build their capacity and sustainability. The activities of this matching grant are designed to do this, while at the same time providing a learning experience for CRWRC as it develops its own institutional capacity in this area. The application was approved and work began in September 1994.

¹ Because the development of *community* skills, capacity, and vision are essential to the life of any development organization, a set of Community Capacity Indicators (CCI) was also developed. Although the focus of the current activity is the OCI, it is expected that the CCI will undergo some revision as well, as the process moves forward.

² Final evaluation report on CRWRC's matching grant activities in Bangladesh and Belize (1992)

II. Grant-related Activities

A.1. Concept Team: Consultations between Case Western Reserve University and The Christian Reformed World Relief Committee

a. As CRWRC developed its proposal regarding revision of its Organizational Capacity Indicators, its involvement with Case Western Reserve University's G.E.M. (Global Excellence in Management) Initiative and recommendations from USAID/Washington staffmembers led to consideration of CWRU as its subcontractor for training. Faculty and graduate students from CWRU's Department of Organizational Behavior, a division of its Weatherhead School of Management, had developed a philosophy and related methodology for improving organizational performance, called "Appreciative Inquiry" (AI). Since CRWRC staff had identified negativism and lack of ownership in the OCI as barriers to its use by and with partner groups, the AI approach seemed to fit CRWRC's needs. Negotiations with CWRU took place, resulting in a subagreement between CWRU and CRWRC. Case Western consultants were given the primary responsibility for the various training sessions and were made ex-officio members of the Project Concept Team which is responsible for the overall direction of the project.

The first consultation between the two organizations was held on September 29, 1994, in CRWRC's Grand Rapids headquarters. At this session, the CRWRC representatives reviewed the purposes of the grant-funded activities and CWRU staff discussed the potential of AI for helping the OCI revision process progress. A general discussion followed concerning how the two organizations would work together (scheduling, etc.) and the nature of the issues involved (diversity of local contexts vs. universal norms, relationships with local organizations, etc.). In addition, since the training of an in-house evaluator was part of the agreement with USAID, possible sources of training for that person were suggested.

The minutes of this meeting can be found in Appendix A.

b. On November 11, 1994, Case Western consultants met with CRWRC's Regional Directors, International Programs Director, Financial Director, and Planning/Evaluation Director. The mechanisms for carrying out the various program activities were discussed and a review was made of the current situation re OCI, capacity-building, and sustainability in each region. Notes from that meeting are found in Appendix B.

c. In addition to these two formal meetings, numerous telephone consultations took place, particularly with Case Western's Jim Ludema, regarding agendas and materials for the various conferences.

d. Training of an in-house evaluator: in keeping with a recommendation made by an earlier USAID evaluation team that evaluation be restored as an "in-house" function at CRWRC, a commitment was made to train Dr. Ellen B. Monsma for such a role. Case Western agreed

to supervise Dr. Monsma's training. A report regarding this aspect of the matching grant activities is found in Appendix H.

e. As part of its participation in the development of the "concept" of using the Organizational Capacity Indicators to analyze partner growth in capacity (and therefore in sustainability), Craig Wishert and Charlie Pratt, graduate-student members of the Joint Project Concept Team, are developing papers on organizational development and capacity building. These papers are still in draft form, and therefore are not included in this annual report. It is our expectation that they will be ready for discussion during the coming year and will be included in the CRWRC technical manual when OCI-related materials are prepared and added during the final months of the project.

A.2. CRWRC Concept Team

The above-noted meetings with the Case Western consultants were supplemented by activities and meetings of the CRWRC members of the Project Concept Team. Those persons are: the International Programs Director (Gary Nederveld), the four Regional Directors (D. Seebeck, E. Africa; P. VanderMeulen, W. Africa; J. Boldenow, Latin/Central America; Karl Westerhof, Asia), and the CRWRC-Canada Director (Ray Elgersma). With input from other staff, the Team developed a bibliography of important research on organizational capacity building and sustainability. A copy of this document is available in the appendices, as Appendix C.

To oversee activities in the four regions, regional managers were selected from among field staff; these regional managers participate in the Concept Team's activities and discussions as needed. They are: Asia - William Postma; E. Africa - Ivan De Kam; W. Africa - Jose Lamigo; Latin/Central America - Caspar Geisterfer.

B. Home Office Conference on Sustainability and Capacity-Building

A conference was held at CRWRC's U.S. office, in Grand Rapids, Michigan, on March 28-31. A portion of the first page of the conference's report, giving an overview, is reproduced below. The entire report can be found in Appendix D.

Participants: USAID, 4 NGOs, CRWRC Regional Managers for Matching Grant activities, a Regional Director, other overseas staff, and headquarters staff from US and Canadian offices. (See detailed list at end of report.)

Facilitators: Case Western Reserve University, Weatherhead School of Management's Department of Organizational Behavior (See detailed list at end of report.)

OVERVIEW OF THE CONFERENCE:

The topics for the conference were sustainability and organizational capacity, and the methodology used to approach the topics was that of Appreciative Inquiry (AI), under the direction of the Case Western consultants, acting as

facilitators. Jim Ludema was the leader of the various sessions, with other Case Western consultants contributing to the discussions whenever their particular area of interest and/or expertise entered into the dialogue.

The first day dealt with the two major topics noted above, and the AI method was used in small groups, which then reported to the larger group when it reassembled.

Day Two focused on the theoretical and experiential bases for AI, gave some historical perspective to its development, and considered how a methodology constructed on this new perspective might be used by NGOs as they work with indigenous partner organizations to strengthen organizational capacity and work towards sustainability.

CRWRC's current measurement tools were presented; the application of AI to a process aimed at improving those tools is seen as an important element of the grant-related activities.

Our guests from other NGOs and USAID left at the end of the second day. On the third day, CRWRC staff and Case Western consultants discussed together how CRWRC and Case would work together in the various regions to conduct workshops for CRWRC overseas staff. After the departure of the Case Western consultants on the evening of the third day, CRWRC overseas staff, Scott Johnson (project coordinator for the International Department), and Ellen Monsma (project administration/evaluation team member) discussed remaining "nuts and bolts" questions such as budgets, training reports, the Gantt chart, and government regulations governing the grant.

C. Regional Conferences

While it must be said that the preceding activities were important to the development of the OCI revision process, the primary focus of the first year's activity was the series of four regional conferences. Each of CRWRC's four regions (Asia, East Africa, West Africa, and Latin/Central America) held a conference for the purpose of involving field staff (chiefly expatriate staff, but also including some national staff) in the OCI revision process. This meant a review of the provisions and purposes of the matching grant, a "hands-on" experience with the Appreciative Inquiry approach, and planning together for the consultations with indigenous partner groups (called "listening tours" or "listening visits" in various grant-related documents).

1. Schedule

The conferences took place as follows:

East Africa	Nairobi, Kenya	May 9-12
West Africa	Mbour/Saly, Senegal	July 3-7
Latin/Central America	Puebla, Mexico	Sept. 4-8
Asia	Dakha, Bangladesh	Sept. 25-29

2. Agenda

The agenda for the Asia conference is included in the appendices (Appendix E) as an example; the format for all the conferences was essentially the same.

3. Training

In the course of the four conferences, seventy-two persons were introduced to the Appreciative Inquiry concept. Of these, 55 were CRWRC North American expatriate staff, 14 were non-North American CRWRC staff or partner staff, and 3 were guests from other organizations. In addition, several staffmembers from the CRWRC-US home office attended one of the conferences. A complete listing of the participants is included in Appendix J.

4. Conference Summaries and Full Reports

Each Regional Manager is responsible for producing a summary of his region's OCI/AI conference, and Craig Wishart, of the Case Western facilitators team, has recorded the proceedings in detail. CRWRC's East Africa Regional Manager Ivan DeKam wrote the summary of that region's first conference that is reproduced below.

Because of their length, the complete conference reports for each region are not included in this annual report (copies may be obtained from CRWRC); however, an example of a full conference report is included as Appendix F.

CRWRC EAST AFRICA AI-OCI CONFERENCE SUMMARY REPORT MAY 9-12, 1995 NAIROBI, KENYA

East Africa Regional staff met in Nairobi for four days for the AI-OCI Conference led by Jim Ludema of CASE RESERVE WESTERN UNIVERSITY. Jim capably and competently facilitated the process whereby all conference participants acquired a working knowledge of Appreciative Inquiry and how we will attempt utilizing it in building our own capacity while we discover key factors related to building, enhancing, promoting, strengthening and facilitating the capacity of our Partner Groups for sustainable development ministry. Craig Wishart did a masterful job of documenting the conference as well as "backstopping" Jim's leadership facilitating role.

Key output of the conference follows; it is important to note the following has been concurred to by the East Africa Regional Staff as its "modus operandi" for the following year in carrying out the listening tours.

KEY OUTPUT

1. All East Africa Staff will SCHEDULE THE LISTENING TOURS with the Partner Organizations they consult with. All staff will send the dates for the listening tours to Ivan. All the tours should be completed prior to December 1, 1995 giving ample time for putting together the final polished Regional write-up and sending it to the Project Team - USAID by February 15, 1996.

2. We committed ourselves to BUILD A PARTNER ORGANIZATION PROFILE of each Partner Organization with the assistance of the Partner Organization which would include the following sections in summary form:

- A. Partner Organization's history, reason for existence, mission, strategy, target groups, organigram & programs
- B. Partner Organization's Achievements
- C. Evaluations - both external and internal
- D. Cultural "Artifacts" - stories, songs, poems, practices, events and expressions that gives a window of understanding into the culture the Partner Organization is a part of.
- E. Partner Organization's Capacity Building "lifeline" - how it grew, when it grew most and factors related to that growth.
- F. Results of the Listening Tour Interviews - the documented responses to the protocol questions

3. PRIOR TO THE LISTENING TOURS, each staff will endeavor to determine and understand the following to insure the integrity and validity of the exercise:

- A. How questions - questioning is understood by the culture the Partner Organizations are a part of/exist in.
- B. How to elicit information and data in productive, non-threatening culturally acceptable ways.
- C. The Partner Organizations "attitude" about/regarding answering questions.

4. THE LISTENING VISIT PROTOCOL QUESTIONS are as follows:

- 1.) In your entire experience with your organization, when have you felt the most alive, most excited, most encouraged and most energized in your work?
 - what were the forces or factors that made it a great experience?
 - what did you do?
 - what did others do?
 - what did the organization do?
- 2.) What do you value most about yourself? about your organization? about your work?
- 3.) What are your organization's best practices? i.e. the way you manage?, your approaches?, your traditions?
- 4.) What are the unique aspects of your culture that most positively affect the spirit, vitality and effectiveness of your work?
- 5.) What are the core factors that give "life" to your organization?
- 6.) What are the most important hopes you have for heightening the health and vitality of your organization?

Then, if time allows, if the process has been really good, if the "flow" has been very productive and satisfying, and recognizing that we may be risking "getting ahead of ourselves", a dialogue may be attempted regarding:

- 7.) Capacity - how or what do you think about it in your culture? What are key ingredients of it? Is it the same for organizations, community groups and intermediary groups? How is capacity best built in your experience with your organization?, with community groups?

5. TEAM APPROACH: we agreed that doing the listening visits as a team is the ideal - one to facilitate and one to document the process. Every effort should be made to team up with another staff person for each listening tour. Doug and Ivan would like to participate with the listening visits of some "old", some "middle aged" and "young" groups - but obviously cannot participate in all the visits. They will work with the scheduled visits as set by staff.

6. LISTENING VISIT FLOW OF EVENTS: Each Listening Visit should be an "event" type meeting, someplace "away" from interruptions, where the Board and staff can get in the same room for maximum and quality interaction & communication. After an introduction to AI and CRWRC's three year study/inquiry into Capacity Building, the flow of events for each listening visit should be:

STEP ONE	STEP TWO	STEP THREE	STEP FOUR	STEP FIVE
posing the 6 protocol AI questions 1. Best experiences 2. What is valued 3. Best practices 4. Culture 5. Core Factors 6. Hopes, Aspirations	identify & discuss for clarity	isolate & identify main themes or topics	develop provocative propositions from themes & topics	action steps to be taken to actualize the provocative propositions

5.a. A Conference Evaluation

Evaluator-in-training Ellen Monsma attended the West Africa workshop and made the following observations and conclusions:

Positive Aspects of Workshop

- Jim [Ludema - CWRU facilitator] was willing to adapt his agenda to the needs of the group; when issues needed additional time, he made room in the schedule.
- Although the staff began with many doubts and questions, they were quite positive and excited about the potential of the project by the end of the workshop.
- The staff was committed enough to the process as it relates to CRWRC/West Africa that it met an extra afternoon, after the end of the conference (during their "free time") to flesh out action plans in response to their own 'provocative propositions.'
- The presence of five national staff was very helpful to the process; they were able to advise the ex-patriates about potential relational obstacles (social norms and Appreciative Inquiry) and to give an "on-the-ground" perspective, since they all work directly with communities.
- National staff, not being natively anglophone, also helped point out jargon that would impede understanding.
- Jim and Joe fielded questions and challenges with competence and grace. No one was made to feel that his/her question was inappropriate or unintelligent.
- Joel Barker's video on paradigm shifts was added to this workshop; it was helpful in introducing the concept of shifting paradigms and helping staff feel comfortable with the term and the process.

Problems/Weaknesses of the Workshop

- The number of questions posed in the first Appreciative Inquiry experience was too large. Most groups struggled to get through them all in the time allowed.
- The use of "jargon" led to some misunderstanding of the task in the first "work session": the word "peak" (as in 'peak experience') was taken to mean "most stressful or busiest," and resulted in recounting experiences from the Sierra Leone refugee crisis, rather than from typical development work there.

Miscellaneous Observations

- A large percentage of the attendees lacked experience working with partner groups.
- The newness of much of the staff and the difficulty of travel in West Africa meant that most of the participants didn't know each other prior to the workshop. This was a hindrance to the cohesiveness of the group and to the discussions about the future of CRWRC/West Africa.
- Budget questions came up several times. It will be difficult to have a conference II that includes a good number of partner representatives, given the

costs of travel between countries in West Africa (unlike East Africa, ground travel is extremely difficult or impossible in most cases).

Conclusions

- The workshop was well-run and accomplished its purposes: acquainting the West Africa staff with the Appreciative Inquiry approach to partner relationships and with the overall goals of the Matching Grant; preparing questions and/or other procedures to be used in the listening visits; and setting the stage for the OCI revision/enhancement that will take place at Conferences II and III. I see no need for any changes except very minor ones related to the first experiential activity.
- The presence of national staff was helpful to the learning process, by giving another perspective on some areas of inquiry.
- The West Africa staff left the workshop with a clear vision of the goals of the matching grant, an enthusiasm for working towards those goals, and a process for accomplishing them.

The complete report is found in Appendix G.

5.b. A Trainer's Evaluation and Conclusions

Jim Ludema, the primary trainer/facilitator for the various conferences, wrote the following in a memo to CRWRC staff most intensely involved in the OCI/AI process:

After doing all four regional conferences, there are four or five themes around the OCI that really stand out.

1. Around the world CRWRC staff are committed to the organization/community capacity building strategy, they place a high value on monitoring progress and ensuring mutual accountability in the capacity building process, and they believe that CRWRC's OCI system is generally a good tool for promoting such monitoring and accountability. They report that most partner organizations feel the same way!
2. There is a desire to make the OCI system more relational/dialogical/participatory, so that the categories, plans for improvement, etc. are negotiated with partners, not simply done and owned by CRWRC staff.
3. There is a desire to allow room to make OCI more contextual, to root it in the local socio-cultural subsoil of particular region/organization/community. There is a sense that CRWRC needs to be more intentional and become more adept at starting with local wisdom and building from there.

4. There is a desire to strengthen CRWRC's own capacity for doing capacity building with partners. As they said in Asia "we've got a good product (the OCI tool), but we need to strengthen our process for using it!" Here's where I think AI can be useful.
5. OCI is a tool both for monitoring and for organizational learning and development. There is a desire on the part of CRWRC staff to find ways to tip the balance more in the direction of learning (using the tool for the co-generation of useful knowledge that promotes growth and development) on the learning-monitoring continuum.
6. And finally, there is a desire to define organizational capacity in life-centric terms, that is, to see organizations as living systems (trees, plants, babies-to-adults, soccer teams, etc.) that are sustained and energized by myriad forces and factors in their environment. These forces and factors may shift from time to time, just like a seedling needs different kinds of attention than a full grown tree. Peoples' awareness of what is needed to promote growth also changes over time, and so capacity building is seen as a dynamic, every-evolving process that requires constant dialogue, creativity, and innovation on the part of CRWRC and partners. This is not to say that there are no "basic ingredients" like CRWRC's five categories (e.g., just as all trees need sunshine, so to all organizations need resources and relationships, etc.), but at any given moment each organization/community may identify other ingredients or may not recognize or agree on the importance of the "basics," and field staff would like CRWRC's OCI system to be flexible and accommodating of this variety.

In more general terms, there is feeling that the effectiveness of CRWRC's OCI system as a capacity building tool would be enhanced if it were more clearly based on a relational or inter-human logic rather than on a techno-rational logic, that is, with each organization/ community to start with the relationship and then co-create a capacity building and measuring system that works for that particular relationship rather than starting with a pre-defined tool and subordinating the relationship to it. This is not to say that CRWRC goes into each relationship empty handed, with no wisdom of its own, and it is not to say that CRWRC has no expectations of its staff, but it is to say that the tool is most effective when it is created in relationship and open to contextual variation.

These are tentative themes that emerged from the OCI conferences. Their implications need to be explored and of course much more will be learned during the listening tours with partner groups. We hope to meet with regional directors in November, and then with regional managers and regional directors in February to discuss these (and other) themes in more depth.

6. West Africa "Possibility Propositions"

In an effort to apply the Appreciative Inquiry concept to itself, CRWRC's various regional groups developed their own "possibility propositions," incorporating some of their own learning and visioning into concrete proposals and action plans. The "possibility propositions" of the West Africa region are summarized below. Regional Director Beverly Abma has committed herself to facilitating the realization of as many of these propositions as possible in the next few years.

- Empowerment of National Staff (including learning opportunities, access to resources, and interaction with other staff both inter- and intra-nationally).
- Modeling Behavior to Partner Organizations: this means developing and using Appreciative Inquiry and the OCI on ourselves, and mutual agreement to objectives.
- Shared Vision: agreement on a timeless core of values with a kaleidoscope of responses, varying according to culture, changing realities, etc.; vision as an element of evaluations.
- Communication: improvement in communication between fields, partners and CRWRC, field and home office.
- Social Justice: evaluation of partner relationships in terms of focus on the most vulnerable; respect for partners, creation, cultures; fairness in relationships with partners; consciousness-raising and reconciliation.
- Spiritual Well-being of staff: concern for spiritual well-being of staff as well as physical health; promotion of retreats and other ways of spiritual renewal.
- Sustainability: that partners promote community participation and progressively become interdependent with CRWRC.

D. Evaluation Training

As specified in the matching grant agreement, Dr. Ellen B. Monsma has been designated to be trained as CRWRC's in-house evaluator. Her report of her activities for the year are included in the appendices (Appendix H).

Christian Reformed World Relief Committee
First Year Financial Report - Preliminary
September 30, 1994 through September 29, 1995
USAID GRANT#: FAO-0158-A-00-4062-00

	Commitment		Encumbered funds		Planned expenditures		Totals	
	AID	PVO	August 31, 1995		Sept 1 - Sept 29, 1995		Sep 30, 94 - Sep 29, 95	
			AID	PVO	AID	PVO	AID	PVO
I. Program Elements								
a. Salaries	\$ 35,716	\$ 61,466	\$ 32,735	\$ 56,332	\$ 2,980	\$ 5,117	\$ 35,715	\$ 61,449
b. Fringe benefits	10,702	18,448	9,523	16,481	891	1,531	10,414	18,012
c. Travel, transportation & per diem	7,950	10,000	3,866	3,869	1,527	9,577	5,393	13,446
d. Subcontracted costs	58,050	14,850	18,981	(1,066)	38,740	17,573	57,721	16,507
e. Other direct costs	30,000	35,000	7,227	5,101	11,483	7,655	18,710	12,756
Total program elements	142,418	139,762	72,332	80,717	55,621	41,453	127,953	122,170
II. Procurement								
a. Evaluations	3,075	13,875	24	3,539	3,000	3,000	3,024	6,539
b. Supplies	-	8,400	-	-	-	3,902	-	3,902
c. Equipment	-	2,100	-	-	-	-	-	-
Total procurement	3,075	24,375	24	3,539	3,000	6,902	3,024	10,441
III. Indirect costs	14,549	16,414	5,563	8,471	5,635	3,690	11,198	12,161
TOTAL PROJECT COSTS	\$ 160,042	\$ 180,551	\$ 77,919	\$ 92,727	\$ 64,256	\$ 52,045	\$ 142,175	\$ 144,772

IV. Miscellaneous

During the course of the year's activities, three changes have taken place in the personnel involved:

- A. At CRWRC-Grand Rapids, Chris Cok has been replaced by **Alan Besselsen** as Financial Director. (Mr. Cok was promoted to Assistant to the CFO of the Christian Reformed Church in North America.)
- B. Peter Vander Meulen, CRWRC West Africa Director, left that position to become Hunger and Justice Issues Coordinator for the CRCNA. **Beverly Abma** replaces him.
- C. Charlie Pratt, of Case Western Reserve University, has decided to devote her time to a different project, and her responsibilities for the OCI project will be taken up by Jim Ludema and Craig Wishert.

V. Conclusions

The activities of this matching grant have proceeded largely according to plan. CRWRC field staff have been enthusiastic about the prospects for improvement of the Organizational Capacity Indicators system and about the re-formulation of the partnership relationship that such an effort represents. The March conference in Grand Rapids was originally envisioned to be a small gathering, but grew to a total of 32 in attendance for at least a portion of it. However, we found that the additional input from a variety of attendees, including representatives of some other US-based NGOs, was quite helpful in setting the stage for the overseas conference/workshop portion of the activities.

The calendar has posed some difficulties—two of the four overseas regional conferences were held in September, making adequate reporting (both financial and narrative) difficult, since the anniversary date of the grant is September 30.

The change in Financial Director at approximately the same time as the Regional Managers were beginning their responsibilities produced some confusion concerning financial reporting related to the field activities. The project management team is working with the Regional Managers on this issue and believes that those difficulties will not continue into the next year of grant activity.

As noted in her report, CRWRC's evaluator-in-training does not feel that Case Western's consultations regarding her training have been adequate to her needs. In consultation with Wayne Medendorp, CRWRC's past evaluator, she will pursue other sources of training and counsel concerning development evaluation.

CRWRC's financial department has also experienced some frustration with Case Western. It has been difficult to receive timely expense reports to be included in CRWRC's reports to USAID.

The complexity of the process related to this grant—trainers and consultants from another institution, a large number of persons involved (all CRWRC field staff around the world, in addition to many at headquarters), and a goal that is less concrete than in most matching grants (building capacity and sustainability)—has led to some unanticipated questions and issues. CRWRC has been challenged by this and is learning to deal with the complications inherent in this type of activity.

While it is evident that minor problems exist in conjunction with the Matching Grant activities, it must be stressed that **CRWRC staff and partners are excited about the potential represented by the activities taking place under the auspices of this grant.** This enthusiasm and hopeful expectations for an improved future relationship between CRWRC and its indigenous national partner organizations renew all participants' motivation for the activities of the next two years.

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C R W R C/CASE WESTERN RESERVE UNIVERSITY

**GRANT MEETING
Thursday, September 29, 1994**

SUMMARY

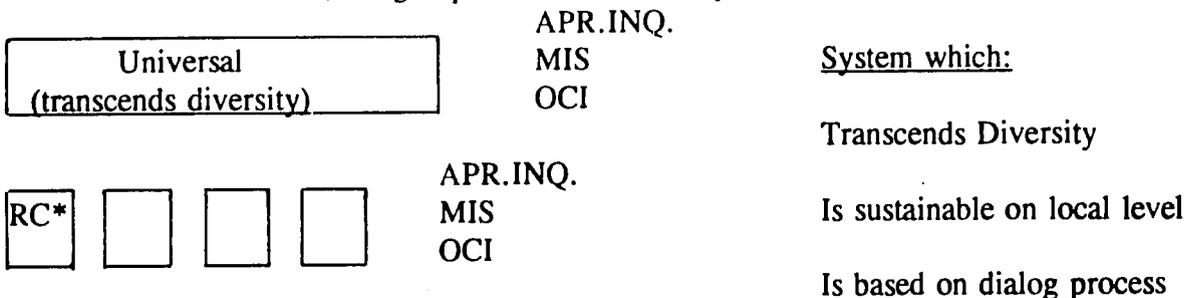
Participants: Suresh Srivastva, Jim Ludema, John DeHaan, Gary Nederveld, Ellen Monsma, Wayne Medendorp, Trudie Ribbens

1. After a welcome and introductions, Wayne Medendorp gave a short summary on the Matching Grant which was approved September 28, 1994.
2. John DeHaan gave a brief background to the development of CRWRC's Skill Rating Score (SRS) management information system and the Organizational Capacity Indicators (OCI).
3. Gary Nederveld gave a summary on moving from Skill Rating Score (SRS) reporting system to an Organizational Capacity Indicator (OCI) reporting system. Gary listed four (4) groups that CRWRC works with:
 - local organizations
 - partner groups
 - intermediary groups
 - families
4. Following these presentations, there was general discussion of the grant concept. Some points of that discussion:

A. Relationship to partners:

- CRWRC must become clients for a while, instead of managers.
- The grant's listening visits must be client/community centered (check to see if management & clients agree).
- We must investigate how to transcend diversity among partners, yet recognize that it exists. This means two kinds of OCI:
 - 1)universal use, 2) specific/particular use

In the afternoon session, the group returned to this topic and John illustrated it this way:



(*Regional Contextualization)

Questions to be raised in the process:

- What have we missed all these years?
- For the client, what is most important?
- What are we doing now?

B. Defining Organizational Development (OD) and Sustainability: This is central to the whole project. We must ask local families and organizations what they need/want. What value do we want to indicate as we go through this process? How do we reach out? (The very process of asking will say something about our valuing their ideas and opinions.)

As we work to define OD and Sustainability, CRWRC can use resources of Case Western. They have 2 people who can be available for input. Charlie Pratt is an African American with 25 years experience in organization development. Craig Wishert is knowledgeable in sustainability.

C. What is included in providing Technical Assistance (TA) to partner groups? The grant states that CRWRC will provide technical assistance, but exactly what USAID has in mind has never been clearly stated. After some discussion, it was the consensus of the group that this term means the technical assistance CRWRC offers to all its partners on either the project or the management level, e.g., advice on growth monitoring, a manual on bookkeeping, and seminars on planning. CRWRC will continue to provide these as the foundation on which the rest of its activity is built.

D. Schedule/timelines

1. It was decided that Case Western should meet with the Regional Directors the 10th and 11th of November. One day is probably not long enough. The extra day will be requested from Gary.

2. Conferences over the next three (3) years.

FY 94/95 Detail:

- September 30, 1994- grant begins
- Nov. 10 (?) & 11 - Case Western meets with RDs

Topics for discussion:

- Concept
- Process
- Selection of partners to visit (RDs consult with FDs in advance of RD meetings)
- November-January: Readings/research on
 - organizational learning: transfer & change
 - defining Organizational Development

- sustainability (incl. other organizations): identify the best of literature
Include some other NGOs, via Case Western's GEM program & funding.

Research would become part of manual. Two (2) teams to work on:

- Organ'l Development -- Charlie Pratt (Case Western)
 - Karl Westerhof or Will Postma (CRWRC)
- Sustainability -- Craig Wishert (Case Western)
 - Gary Nederveld (CRWRC)

• May-September: Regional Conferences with CRWRC staff and Case Western trainers in four (4) areas (Asia, East Africa, Latin America, West Africa)

- Appreciative Inquiry workshop: what AI is and what it can do for SRS/OCI process
- Consultation on SRS/OCI system: how it relates to sustainability and OD
- Sharing of plans for conferences 2 & 3 (get people involved by letting them see the bigger picture)
- Design of process and interview protocol for listening visits

FY 95/96 Detail:

- Early 95/96 CRWRC does listening tours with selected partner groups
 - Should be a group process
 - Should ask how the organization will survive when CRWRC leaves
 - Develop appreciative purpose: how do we value each other?
 - Need to understand each culture (culture specific)
 - Ask what is life-giving for these people
- March/April/May CRWRC staff and Case Western staff conduct 2nd round of regional conferences in four (4) areas (Asia, East Africa, Latin America, West Africa)
 - results of listening visits: "stories from the field" and brief summaries of results of listening visits with partners. Conferees come with distillation of findings, not raw data.
 - develop guiding principles for two levels of OCI--universal and region/culture-specific
 - produce draft/prototype of OCI for field pre-test
- June-September Field test of draft OCI by staff

FY 96/97 Detail:

- **October-December** CRWRC staff and Case Western consultants hold 3rd regional conferences in four (4) areas (Asia, East Africa, Latin America, West Africa)
 - second reading of the text (OCI); revision
 - revisiting concepts of sustainability and OD, and relating this to OCI (is the new OCI getting us closer to helping partners be sustainable?)
 - outline and set up process for completion of manual, including both universal and region/culture-specific aspects of OCI
- **December-August** - Put manual together
- **September** - NGO Conference (purpose - mutual learning process with NGOs)

End of grant

Other discussions at meeting:

- * Chris Cok (Financial Director) to let Case Western know how to bill expenses
- * Ellen Monsma's (in-house evaluator trainee) training
 - she is to set her own agenda for learning
 - Case Western will check periodically to see where Ellen is at and what she needs
 - she should be exposed to evaluators for learning
 - she should attend the various conferences as part of the training.

NOTES
Organizational Capacity Meeting
CRWRC Regional Directors & CWRU
November 11, 1994

Regional updates (what's new, what's exciting in the region?; where are the concerns and questions?)

Asia: Karl

Indonesia

New Partnerships Utilizing O.C.I.

Philippines

Federated Regional Groups

* Intermediary Organizations

question of ownership of O.C.I.

shift from skills to "capacity" not yet held

India

Movement towards owning O.C.I. - creating own indicators

Bangladesh

"Investing" in concept of capacity vs, skills manifested in Fed. of Local Community Groups

West Africa: Peter

1. Observation of Learning Events: Field
 - Consciousness-Raising of Locals
 - Analytical Abilities of Staff
 - Integration of Local Knowledge

2. O.C.I. Technology offers opportunities for collaborative exchange of knowledge -- best practices in different contexts
 - Rebirthing -- Reconstructing according to Models

Latin America: Jim

New Models of organizing according to O.C.I.

Quality initiatives -- benefiting Community Development

O.C.I. Guiding Phase Out Process; Self-Reflective

"Tailoring" indicators to Context -- Particularization

"Ownership" of O.C.I. Process

23

East Africa: Doug

"Tailoring" indicators, reports to better reflect experiential learning of local groups
"Lateral" learning -- exchange of knowledge between diverse community groups and/or partners
Redefining -- rebirthing of power/influence of "groups" at local level
O.C.I. - a tool for focusing attention towards the development/creation of group
concertizing the utility/value of the group efforts -- individual family
O.C.I. -- learning occasion
-- attending to the process
Best practices of O.C.I. use

Uganda

Design work plan - intervention according to O.C.I. -- "systematic" -- disconnected from outcomes (families)
Collaborative discussion with staff on O.C.I.
Staff create effective interventions according to particular context

Question: How do we review/manage under conditions of extreme uncertainty?
"Audits" of Partner Organizations -- progress toward established goals; both descriptive & numerical need to be integrated into O.C.I.

Question: What learning is gained through utilization of audits?
Affirming audits -- greater investment and openness to learning
Principles of affirmative reports writing

Decisions

1. CWRU & CRWRC collaborative teams
Charlie & Will: O.D.
Craig & Gary: Sustainability
2. Research conducted by March'95 (week 3/27)
3. Wayne to identify invitees to March Conference
Suggestions: - Ford Foundation
- World Vision
- Lutheran World Relief
4. May'95 Regional Conference in East Africa
5. Agenda for March 27th Conference
A. Share/discuss results of research
B. Introduce A.I. to subspecialists

- C. Plan 1st round of regional conferences in detail before visitation
6. Tuesday-Thursday 28th--30th of March: CWRU participation
 7. Outside guests invited to attend March 28th & 29th sessions, which will be an introduction to appreciative inquiry
 8. An inquiry to guide investigations in Regional March Conference
 - open-up discourse -- defining sustainability -- ensuring staff's ownership of new direction of O.C.I.
 9. Document of Social/Communitarian Sustainability
 10. O.C.I. as Appreciative Technology of Social Change
 11. Outcomes of Listening Tours
 - A.I. organization-wide process
 - Staff become skilled A.I. interventionists
 12. Process of Listening Tours to be decided at Regional Conferences
 - Possible collaboration of region's staff in facilitating A.I. process with each other's Partner Organizations
 13. Look into video taping -- great "Story" of the results
 14. Tentative Dates of Regional Conferences
 - Asia - September 18-22, 1995
 - L.America - September 11-15, 1995
 - E. Africa - May 9-12, 1995
 - W. Africa - July 17-21, 1995

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Korten, D. C. (1987) "Third Generation NGO Strategies: A Key to People-Centered Development," in World Development, 15, Supplement, pp 145-159. I don't have this. Developing capacity is what development is really about, and this depends on institutional change. It requires that NGOs lose their shyness about management, taking on "post-bureaucratic" forms of organization.

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Narayana, E. A. (1992) "Bureaucratization of Non-Governmental Organizations: An Analysis of Employees' Perceptions and Attitudes" in Public Administration and Development, 12, pp 123-137. NGOs in India are studied. The question is: to be or not to be bureaucratic. The author argues that when NGOs do bureaucratize, they do it differently from public sector organizations.

Narayanasuwami, C. "Institution Building for Development: Lessons Learned and Tasks Ahead," in Asian Development Review, pp 137-155. The development of self-sustaining capacity is not given due emphasis at the inception of the project. Institution building is increasingly important. Key questions have been left un-researched, eg., how the macro environment impacts OD, leadership potential, planning/monitoring/control functions, and others. The author makes a case for institutional analysis at project design.

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organizations are in crisis, argues the author, because their capacity to produce results is in question. The organizational implications of trying to respond to both donors and the poor are highlighted. Accountability mechanisms are highlighted as a central problem for development organizations.

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Uphof, Norman. Local Institutional Development: An Analytical Sourcebook with Cases. Kumarian Press, West Hartford, CN, 1986. Excellent material on organizational development thoroughly immersed in the community development context.

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PRELIMINARY CONFERENCE MATCHING GRANT FOR ORGANIZATIONAL STRENGTHENING

Dates: March 28-31

Participants: USAID, 4 NGOs, CRWRC Regional Managers for Matching Grant activities, a Regional Director, other overseas staff, and headquarters staff from US and Canadian offices. (See detailed list at end of report.)

Facilitators: Case Western Reserve University, Weatherhead School of Management's Department of Organizational Behavior (See detailed list at end of report.)

OVERVIEW OF THE CONFERENCE:

The topics for the conference were sustainability and organizational capacity, and the methodology used to approach the topics was that of Appreciative Inquiry (AI), under the direction of the Case Western consultants, acting as facilitators. Jim Ludema was the leader of the various sessions, with other Case Western consultants contributing to the discussions whenever their particular area of interest and/or expertise entered into the dialogue.

The first day dealt with the two major topics noted above, and the AI method was used in small groups, which then reported to the larger group when it reassembled.

Day two focused on the theoretical and experiential bases for AI, gave some historical perspective to its development, and considered how a methodology constructed on this new perspective might be used by NGOs as they work with indigenous partner organizations to strengthen organizational capacity and work towards sustainability.

CRWRC's current measurement tools were presented; the application of AI to a process aimed at improving those tools is an important element of the grant-related activities.

Our guests from other NGOs and USAID left at the end of the second day. On the third day, CRWRC staff and Case Western consultants discussed together how CRWRC and Case would work together in the various regions to conduct workshops for CRWRC overseas staff. After the departure of the Case Western consultants on the evening of the third day, CRWRC overseas staff, Scott Johnson (project coordinator for the International Department), and Ellen Monsma (project administration/evaluation team member) discussed remaining "nuts and bolts" questions such as budgets, training reports, the Gantt chart, and government regulations governing the grant.

DETAILED REPORT:

Day 1

Morning

- Participants introduced themselves: the invited NGO guests gave a brief sketch of their organizations; CRWRC staff indicated their role within the organization. CRWRC field staff identified their field, and home office staff explained their purpose for attending the two workshop days (days 1 & 2)--generally, they hoped to become better informed on the issues and methods involved in the grant-related process (in order to be able to explain it to constituents, donors, domestic staff, and others), since partner groups play such a major role in what CRWRC does overseas.
- Wayne Medendorp, CRWRC Director of Planning, Evaluation and Government Relations, gave a brief overview of the CRWRC-USAID relationship over the years and a summary of the matching grant for organizational strengthening, of which this conference was the first public activity. Wayne explained that CRWRC began receiving USAID funding in the 1960s, for ocean freight reimbursement for Korea programs. A matching grant in 1989-92 helped build CRWRC's institutional capacities in primary health care programming.

The other principal activities of the process are:

- a series of conferences (facilitated by CWRU) in each of CRWRC's four regions (at which CRWRC overseas staff will be introduced to AI and plans made for visits based on AI methodology);
 - a series of listening visits to partner groups by CRWRC, during which the partners' views on the necessary elements of organizational development and sustainability will be sought;
 - a second and third series of regional conferences (facilitated by CWRU), at which findings of the listening visits will be used to refine and reformulate CRWRC's current system of organizational capacity indicators.
- In brief remarks prior to the first activity, Jim Ludema noted that organizational development (OD) and capacity building (CB) have (approx.) 300 and 3000 references, respectively, in the USAID library. From this we can conclude that capacity building is a very important concept; but few organizations have really understood it--what it is, how to measure it, etc. CRWRC has had CB as a goal for a long time, and this grant will allow CRWRC to delve into the topic in depth, to try to find responses to the questions of what CB is and how organizations can measure it.
 - The workshop participants were then asked to get together in small groups to compare stories of their best experience with capacity building. The questions they were to ask themselves were:

Based on your experience, describe the best example of effective organizational capacity building that you know of: what are the important dimen-

sions that made it successful? How was it measured?

As these stories were being told, a series of descriptive phrases was recorded on flipcharts. The group reports and the lessons learned are given below, as an example of the kind of information that such a process can produce:

I. Wayne Medendorp recounted a period of transition for an organization in Mississippi working with retarded and handicapped children. To begin involvement, CRWRC required matching funds (or in-kind donations) from the community, to assure community support and avoid the hand-out mentality present in similar programs in the area. The organization was founded by a person from Michigan who had worked for CRWRC in Korea, with a local person in a support role.

As the organization was shifting from an "outsider" as leader to a local person, and leadership style changed as well, the staff needed assistance to shift gears and move into the new situation with a sense of vision for the future. A series of long-range planning workshops helped the staff face the future more confidently, in spite of the changes they were experiencing.

Some of the lessons learned in this experience:

- The "second tier" of leadership must be trained, or the loss of the leader becomes incapacitating.
- It is important to let the "followership" help set the agenda if they are to be "on board."
- CRWRC was able to import some of its learning from Korea into this situation. However, while "imports" are possible, it is unwise to assume so; local context must always be a consideration.
- The "external" organization (CRWRC) was able to serve as a buffer among various internal groups who needed to work out their differences.
- CRWRC made a long-term commitment in terms of both staff and funding.
- Volunteering was an essential element of the development of the facility and got non-local people excited about it. People want to give of themselves.
- The development of a strong board was essential to making the shift to local ownership sustainable.
- The vision changed as the organization grew and matured. Organizations are dynamic, not static.

(Note: This organization is now offering its services as a consultant to other organizations desiring to do similar work in the state of Mississippi.)

II. Bev Abma described a time when a coalition of various health organizations had to work together to produce jointly-published pediatric-health materials. Turf-protecting behaviors subsided significantly when the group's leader focused the group on the *purpose* of their joint

32

effort--to improve the health of children. By focusing on the task (and putting a human--child's--face on it), rather than the turf, the group was able to work well together and get the job done. Input from the "target population" (mothers) also improved the product significantly.

Lessons learned:

- Focus on the 'mission.
- Make it client-centered, contextual, relevant.
- Decentralize decision-making.
- Networking with other stakeholders produces a better product.
- Use inclusive, non-professional language.
- Let values drive the process.
- Avoid relationships based on hierarchy.

III. A story from Nicaragua (told by Bas Vandersalm) focused on the importance of the support and enthusiasm of local people in making a project work. During a visit, the extension person who showed his fields to Bas was obviously proud of the increased yields and, being older, could remember when the land beyond his was jungle, rather than washed-out and barren hillsides. This memory of a better past (environmentally speaking) gave his work on promoting terracing, green manure, etc., more meaning--he could see that he was changing the area's environmentally destructive traditional practices.

Lessons learned:

- Vision, personal commitment, and investment by local people are essential.
- Vision of North American partner must be long-term and outcome-focused.
- Local, understandable technology is key to sustainability.
- Value local knowledge; be culturally sensitive and responsive.

IV. The final story was told by Mike Mantel, about a project in the Detroit area. At Christmas time a light show was organized to benefit a charity. A donor was willing to do the decorations, but the neighbors resisted until they learned about the good it would assist a village in Senegal, chosen as the recipient of the funds (for a water project).

Lessons learned:

- Relationships are often key (Senegal village & Detroit suburbs).
- Various sectors/interests can collaborate.
- We need to appreciate each other's perspective and find where we can work together ('joining the world of the other'). This includes tolerance for cultural differences and values.

Afternoon

As part of the afternoon session, the group synthesized the morning session by grouping some of the important lessons:

"Local-ness"

local initiative
local ownership
personal commitment
contextually relevant
client-focused

Culture

people-centered
respecting cultural values
valuing local knowledge

Vision

longterm vision
outcomes focus
sense of mission

Partnership

integration of diverse interests; building
stakeholder alliances
networking; alliances of institutions
collaborative negotiation
'congruence' (joining the world of the
other)

The second activity of the afternoon was an exercise on sustainability, similar in structure to the morning group sessions on capacity building. The lessons learned are summarized below:

In general, sustainability requires...

- Intentional commitment to grow and change (not satisfied with current situation)
- Common vision
- Volunteerism (local energy) early on (and ways to preserve it)
- Local implementation responsibility; NGO as facilitator/convener
- Relational competence (knowing how things get done in given context and who can do it)
- NGO willingness to "let go"
- Local ownership and enthusiasm
- Knowledge of local political and social landscape
- Creativity
- Acceptance of failure and willingness to experiment

Additional comments:

-Not to learn from one's failure is itself failure.
-Some people work well in chaos. Can northern NGOs accept that?
-The group also noted that groups won't be truly motivated by "shoulds" that are not felt needs (ex: "we should save the rain forest"). On the other hand, it noted that some "shoulds" are programmatic in nature (rather than goal-setting) and result from past experience. These "shoulds" must be preserved (ex: members of a coop should repay their loans on time).

Sustainability of the *organization* requires...

- participation of all staff
- feedback loops

- skills training for technical areas and monitoring
- understanding of (via training) process management
- sharing learning with other organizations
- results-oriented, rather than process-focused
- leadership development (preparing "second tier")
- capturing best past practices ("institutional memory")
- sense of vision shared throughout organization
- principles and values (trust, etc.) agreed to and applied
- establishing and maintaining standards
- measurement system locally devised and 'owned'
- self-confidence (feeling of security, allowing for risk-taking)

Sustainability on the *community level* requires...

- development of leadership from within
- sense of vision of a better future in local leadership
- vision of better future on part of participants
- networking among communities
- struggling with local issues and finding solutions

Also: some indicators of sustainability:

- levels of participation
- amount of change in community
- degree of creativity
- self-assessment
- enough literacy skills to be able to approach government
- examples of local problem solving
- increasing quality of life
- community unity and solidarity

To summarize all of the above, the group came up with the following **characteristics of sustainability, both on the organizational and the community level:**

- **Able to manage change** (both to innovate and to produce supporting data to document change)
- **Achieving results over time**
- **Applying acquired knowledge to other facets of development**

Research papers by C. Pratt and C. Wishert were available, but could not be discussed because of time constraints.

Day 2
Morning

Having experienced Appreciative Inquiry as a method for provoking discussion and learning in Day 1, the morning of second day focused on the philosophical underpinnings of Appreciative Inquiry. Extensive writings on AI are available. The notes below are meant to give the 'flavor' of the presentation and discussion.

Appreciative Inquiry - notes

The true "capital" of development is knowledge that is co-generated and exchanged. This knowledge is local and contextualized. AI helps co-generate knowledge by bringing people together and generating new knowledge via relationships (for example, the staff of a hotel in danger of folding was taken to a successful hotel and interviewed its staff about their jobs and their attitudes about their jobs).

If we look for failure, we'll find it! The results are negative relationships, tensions, lack of cooperation. This is supported by psychological studies of optimism/pessimism. It has been found that a constant focus on (and discussion of) problems leads to organizational depression. We can choose our focus (positive or negative), but we (westerners) have been trained to be problem solvers, leading us to negative "internal dialogue" both individually and as organizations.

AI does not make problems go away, but as a new, positive, outlook comes into being the old problems fade in urgency and "possibility thinking" replaces them. AI provides a new perspective on the problems, making goals the focus.

The basic questions of AI are:

- What is good about what we do now as a group?
- What gives opportunity for even better action?

The "SWOT" (Strengths, Weaknesses, Obstacles, Threats) approach works on "first-order" change, i.e., change that is immediate and relatively minor. It will not lead to changes in paradigms.

Collective imagination ----> possibilities---> trying to make change happen (together)

The AI Process:

1. Choice of the topic (affirmatively framed)
2. Inquiry into the life-giving properties ("data collection")
3. Articulation of possibility propositions (envisioning the ideal)
4. Consensual validation (designing the dialogue); deciding what of #3 will become reality via the process now in motion
5. Co-construction of the preferred future

Framing the questions affirmatively during this process will open it up; negatives tend to limit what people will say.

Will this process create impossibly high expectations? Since the group sets the goals, it will probably create reasonable ones.

Afternoon

The afternoon session began with a presentation by Gary Nederveld, CRWRC International Program Director. He reviewed the historical development of CRWRC's "SRS" (Skill Rating Scale) system and its transmutation into the "OCI" and "CCI" (Organizational Capacity Indicators and Community Capacity Indicators) scales as CRWRC began to work more frequently with partner groups and as the importance of capacity building as a goal was recognized. During his presentation he noted that SRS was a fairly prescribed, one-way system that focused on the individual; in contrast, OCI is a more dynamic, shared (group) process. Regarding the interpretation of "financial independence," Gary explained that this is either one or a combination of any of the following: own assets; local resources; international resources. Copies of the documents discussed in this presentation are included following this report.

In the discussion that followed, some of the remarks and reactions were:

- The overall question for this conference and this matching grant process is: "Where do we need to focus in order to build capacity?"
- CRWRC needs to be willing to let our partners judge us.
- Communities must also participate; CRWRC must ask how they judge what it is doing.
- We need to be sure that the organization we are strengthening is developing capacity to develop communities; if they lose this focus, they may need to die. We must be strengthening *responsive* organizations.

Synthesis

With the characteristics of OCI/CCI in mind and Appreciative Inquiry as a framework, the group made the following observations about potential synthesis of traditional development management methods and the optimistic perspective of AI:

- Appreciative Inquiry (dreaming) can use SWOT (see a.m. notes) as a reality check as a plan is prepared.
- MBOR (management by objectives and results) can be useful in the application phase.
- AI becomes the "way we have conversation" with our partners.
- The inquiry itself becomes an intervention; asking positive questions begins to alter the relationship.

Spiritual bases of Appreciative Inquiry

Jim Ludema listed the following as spiritual bases for AI:

- We all want to affirm and be affirmed.
- All of life is relational; collaboration is a necessity.
- We are constantly in search of knowledge--for the true, good and beautiful.

The afternoon session ended with a presentation by Mike Mantel, of World Vision International, on the Vision Chicago project of WVI. This project went through the AI process to design the interventions that are now being implemented. Further information can be obtained from him. (See participant list.)

The participation of the invited guests ended with Day 2.

Day 3

On Day 3, the CRWRC staff directly involved in the matching grant OCI process met to work out the "nuts and bolts" of the regional conferences to take place in the next few months. While most of the discussion was focused on these task-oriented questions, Jim Ludema made a few additional remarks about Appreciative Inquiry that are worth noting:

The positive self-image which is at the heart of AI is based on research into the "Pygmalion effect" and on Pollack's research into the rise and fall of cultures (and the influence of their vision of the future).

Organizations are made and imagined; their image of the future must be grounded in the best of the past. For indigenous partners, this may help them be less risk-averse; seeing success gives confidence.

Appreciative Inquiry creates an ideal world; OCI sets a standard for measurement as ideal becomes real.

There will be pain and problems, even with Appreciative Inquiry, because it requires honesty. But the affirmation will lessen the pain, making the process more productive by focusing on making the *good* better.

PARTICIPANTS

Special Guests (participated in sessions March 28-29):

Mary T. Herbert	USAID/Washington
Jack Grubbs	Enterprise Dev. Int'l
Gene Thieman	Lutheran World Relief
Bas Vandersalm	World Relief/NAE
Mike Mantel	World Vision International

CRWRC overseas staff:

Ivan DeKam and Tom Bulten	East Africa
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Paul Brink and Will Postma	Asia
Caspar Geisterfer and Roland Hoksbergen	Latin America
Jose Lamigo and Bev Abma	West Africa

Case Western Reserve University (conference facilitators):

Suresh Srivastva
Jim Ludema
Charlie Pratt
Craig Wishert

CRWRC-Canada

Ray Elgersma	Director
Madeline Robins	Gov't Relations

CRWRC-US

John DeHaan	Director
Susan Van Lopik, Don Zeilstra, Joy Witte, Jim Nienhuis	Resource Development
Gary Nederveld,	Int'l Programs Director
Scott Johnson,	Int'l Programs Dept.
Wayne Medendorp and Ellen Monsma	Planning/Evaluation/Gov't Relations

**APPRECIATIVE INQUIRY WORKSHOP
INTO
ORGANIZATIONAL CAPACITY BUILDING
FOR
SUSTAINABLE DEVELOPMENT IN ASIA**

CRWRC Asia Staff

Dhaka, Bangladesh
September 25-28, 1995

Workshop Objectives

1. To contribute to building the capacity of CRWRC Asia through appreciating its greatest strengths from the past and most compelling hopes for the future.
2. To understand appreciative inquiry as a positive approach to building organizational capacity through dialogue and vision.
3. To explore the theory and practice of building and measuring organizational capacity.
4. To explore the role of culture and worldview in sustainability and capacity building.
5. To design a process for learning about capacity building and monitoring with partner organizations.

Workshop Overview

Monday

- Welcome and Introductions
- Introduction to the OCI/CCI Grant
- Exploring CRWRC Asia at its Best
- Positive Image - Positive Action: Understanding Appreciative Inquiry

Tuesday

- Creative Construction of the Future (Building Propositions of Possibility)
- Organizational Capacity Building In Asia
 - Valuing the Local Wisdom of Asian Culture and Community

- Understanding Capacity Building in the Asian Context

Wednesday

- Exploring Organizational Capacity Building at its Best
 - Appreciating Experience of Asia Staff with Capacity Building & Monitoring
 - Creating an Image of the Ideal for Capacity Building
- Reflecting on Learnings from Past Two Days

Thursday

- Studying Organizational Capacity Building with Our Partners
 - Using the Appreciative Approach with Partner and Community Groups
 - Deciding which questions to ask and designing a process for asking them
 - Outlining a Calendar of Events
- Appreciative Evaluation of the Workshop

Workshop Activities

Monday September 25, 1995

- 8:30-10:15
- Welcome, introductions, devotions - Will and Karl
 - Introduction to the OCI/CCI grant - Will
 - Overview and discussion of agenda for the workshop - Jim
- 10:15-10:30 Break
- 10:30-12:30
- Brief introduction to appreciative inquiry - Jim
 - Exploring CRWRC Asia at its Best

Organizations learn most and perform best when they build on their historical strengths. This session invites participants to explore their own histories with CRWRC Asia to identify and share the core values, traditions, best practices, and most compelling hopes that have sustained CRWRC in the past and allow CRWRC to make its unique contribution to society in the present.

12:30-1:30 Lunch

41

- 1:30-2:45 • Positive Image-Positive Action: The Power of Appreciative Learning

Appreciative inquiry is a positive approach to organizational development that is intended for discovering, understanding and fostering innovations in organizational arrangements and processes. This session explores the conceptual underpinnings of appreciative inquiry and invites dialogue about its potentials and presuppositions.

- 2:45-3:00 Break

- 3:00-5:00 • Sharing Stories, Traditions, Best Practices, and Hopes

Stories are often the richest and most powerful means of communicating organizational knowledge and wisdom. In this session participants will meet as an entire group to share the stories they generated in the morning session and to cull from these stories themes to create an appreciative profile of CRWRC.

-
- 5:00-7:00 Dinner
-

Tuesday, September 26, 1995

- 8:30-12:30 • Creative Construction of the Future (Propositions of Possibility)

Building provocative propositions about the future we hope to create is an important step in organizational capacity building. During this session participants will select key themes and then form "interest groups" around these themes to develop propositions about the ideal future for CRWRC. These propositions will be shared and discussed with the entire group and then moved toward specific agreements or action steps.

-
- 12:30-1:30 Lunch
-

- 1:30-5:00 • Capacity Building In Asian Culture and Context

Local cultures and ways of life embody wisdom, resources, traditions, and approaches to organizing that often get overlooked by Western management thought and practice. During this session a select guest will give a presentation on key cultural strengths that contribute to capacity building and development sustainability in Latin America and space will be opened for dialogue about ways these strengths can be built into our capacity building and monitoring efforts.

5:00-7:00 Dinner

Wednesday, September 27, 1995

8:30-12:30 • Organizational Capacity Building at its Best

CRWRC as a whole and Asia field staff in particular have extensive experience in building and measuring organizational and community capacity. During this session field staff will present their best experiences with capacity building and monitoring.

12:30-1:30 Lunch

1:30-3:00 • Creating Images of the Ideal for Capacity Building

Based on the collective experience of CRWRC staff and principles of organizational health, learning and performance, the entire group will create images of the ideal to guide their future organizational and community capacity building efforts.

3:00-3:15 Break

3:15-5:00 Reflecting on Learnings from Past Three Days

5:00-7:00 Dinner

Thursday, September 28, 1995

8:30-12:30 • Studying Organizational Capacity Building with Our Partners

During this session we'll discuss doing "listening tours" with our partner organizations around the topic of organizational capacity building and monitoring. Issues to be addresses include the value and validity of using an appreciative approach with partner and community groups, what we wan to learn from the listening tours, how we wan to do them, and specifically what questions do we want to ask.

Lunch 12:30-1:30

1:30-3:00 • Designing an Interview Protocol

CRWRC staff will determine what questions they want to ask their partners and design an appropriate and attractive format for asking them.

• Outlining a Calendar of Events

Field staff will establish a calendar of events for the OCI project in Asia.

3:00-3:15 Break

3:15-5:00 • Appreciative Evaluation of the Workshop

5:00-7:00 Dinner

**CRWRC West African Conference #1
Mbour, Senegal**

MONDAY, JULY 3, 1995

Joe Lamigo began with a group process exercise to get the participants engaged and present, in which he asked us to arrange ourselves around the room according to our birth dates (year of birth was not necessary). We then broke off into teams of two, with the person standing to our right. We were asked to ask our partner five questions and introduce him/her to the community: What is their name? Where do they live? What is their work? What is their favorite food? What gives them the greatest joy in life? This process took about one hour. The group was engaged and attentive; eyes on the speaker, nodding of heads, responsiveness to humor.

The proceedings were handed over to Jim. He began with a short introduction to the vision of this inquiry, as the beginning of continued studies into the role of NGO's in enhancing sustainable global organizations.

Ellen Monsma gave a short introduction into the background of this study, and well as defining her role in participating in this conference.

Jim referred to the research work CWRU is doing with NGO's. The department has recently become the center for study of SIGMA. Several programs include (1) Organizational Capacity Building; the organizational excellence program (O.E.P.) of which this project is an extension, as well as a Certificate program for the study of global change. (2) Enhancing global cooperation. (3) Global Innovations network; in which ongoing activities and generative examples of best innovations and case studies may be effectively shared and distributed around the world.

Jim presented an overview of how this project will unfold around three regional conferences over a three year period.

Year 1

- Four separate regional conferences of CRWRC staff.
- Introduction to Appreciative inquiry as a process of learning with others
- Inquiry into the best practices of capacity they have experienced
- Discuss the contextual issues of sustainability in the regional cultures
- Plan the inquiry for the next three years.

After this formative conference, the year will be composed of "Listening Tours" - staff will meet with and talk with the partner organizations about the topic of capacity building and the idea of sustainable development.

Year 2

- Four regional conferences with both CRWRC staff and their partner organizations
- Share and discuss the results of the inquiry with partner organizations. What was learned about how to best facilitate capacity and sustained development.
- Develop an appropriate systemic approach for capacity building and its measurement based upon a synthesis of this collection learnings.

The course of the second year will be implementing the approach with the partner organizations. Testing out what has been collectively created.

Year 3

- Four regional conferences composed of CRWRC staff and their partner organizations
- Review the results of the practice and refine the approach to better meet the contingencies confronted.

"Outputs" from the three year inquiry:

1. Revised set of organizational capacity indicators used with and by partner groups.
2. Production of the OCI training manual
3. Publication and disseminating the learnings from this inquiry.

"Outcomes"

1. Written methodology for helping partner organizations to develop capacity
2. Strengthened organizational capacity of CRWRC and its partners.
3. Increasing the valuing of and consciousness raising about organizational capacity building.

The first day of this conference will focus upon discussion and experiential learning about Appreciative Inquiry. The second day will continue with Appreciative Inquiry, and examine our experiences in CRWRC. Bev Abma spoke briefly about the guest speaker, Mme. Soukeyna Ba, who she asked to join the conference on Wednesday. Mme. Ba's work has focused upon gender issues, Aids, and micro-enterprise efforts.

Participants broke off into groups of four to discuss their hopes and expectations for the conference:

- Desire to examine the actual application of the OCI.
- Hope to improve relations and communication with partners.
- Increase capacity and ability of partners for long term viability and strength as well as enhance their work with the communities.
- What is OCI and how have others been using it?
- How are we to manage the diversity of cultures and situations of partners in the OCI measure?

- Valuing the sharing and exchange of ideas from others - their experiences from which we can learn.
- The consequences of "abandoning" the SRS; i.e., the impact on our partners in changing these expectations, is it tried and true?
- Basic introduction to the evolution of thinking that lead to the OCI from the SRS method.
- Most concerned about its translation to the community level; is the focus upon the organizational level going to have the desired effect in the community? is this a hierarchical model, that demands the community conform?
- Concerned about the time lines - "tight"- little time for transfer and change that will be sensitive to and respectful of the local community concerns.
- How does the global agenda fit with our local experiences?
- Looking for the applicable, practical and concrete; -need to attend to the "inspeak" of our ideas for effective transference.
- There will be difficult translation of Anglophone originated terms with the francophone partners. Can't simple Frenchicise these terms - will be meaningless.
- Preparing the partners groups for the listening tours - clear preparations, goals, expectations.
- This measurement tool should be used on CRWRC itself, so that we may know experientially what it is like.
- How do we usefully fit and address the local and global agendas.
- variety of technical backgrounds, while none are managers - need to make this process enjoyable and engaging learning.
- Where is the learning going - reflective learning cycle - begins in the grassroots and goes up, what is it that returns?
- Hope to ingrain the appreciative frame into the CRWRC culture and influence our partners similarly.

Break -

Jim reconvened the group with an introduction to Appreciative Inquiry. He defined it as a process that seeks the positive, affirming that we learn best from focusing on our successes. We are invited to inquire and highlight the life giving and life sustaining power of Jesus Christ. Philippians 4-5 was noted as a Biblical reference to the value of affirmation in living.

As a group process exercise, Jim requested that the participants to break up into trios and discuss the following six questions for about one hour.

Small group activity

1. mixed groups of three
2. take a few minutes to review questions individually
3. interview each other in the small groups
4. select one of the stories/responses to question #1 to tell the larger group
5. capture a group synthesis of the responses to the other five questions on flipchart.

Upon reconvening each group presented the best story, example from their members:

1. Think of a time with CRWRC when you felt most engaged, most alive, most excited about your work; what were the forces and factors that made it a peak experience?
 - What did you do?
 - What did others do?
 - What did the organization do?
2. What do you value most about yourself, your work, and your organization?
3. What are your organization's best practices (tradition, approaches, ways you manage)?
4. What are the unique aspects of West African culture, community, and way of life that most contribute to the spirit, vitality and effectiveness of your organization?
5. What is the core factor that gives life to CRWRC West Africa?
6. What are the three most important hopes you have to heighten the health and vitality of CRWRC West Africa?

Lunch Break-

The afternoon session began with an introduction to the theory of AI. Jim asked the group, "What determines human behavior?" Psychoanalytic school argues that the past determines the action in the future. In fact, Freud claimed that our personality is determined by age four. Secondly, the behaviorists argue that the present experiences determine what we do. Therefore organizational theory suggests that we may change behavior in the future by manipulating behavior in the present. While the cognitivists argue that our image of the future determines our actions and behaviors in the present, which effectively creates the future that is reflective of that image. The important implication is that nature of those images, the factors that contribute to the formation, i.e., the values, goals, self-concept, etc., can be altered.

Positive Image - Positive Action discussion. The internal dialogue determines how we view our reality. Optimism versus depression; externalizing versus personalizing blame; temporality versus permanent attribution. What we say determines what we think. What we think determines what we do. Importantly, this internal dialogue has profound effect upon the culture of groups. That which we attend determines the affect of the group, and impacts the capacity of its function. Positive self-monitoring is an example of affirmative competence. We as individuals and groups can learn to be more affirming. We can improve our competence in valuing the positive in our experiences and thus change both our present and future condition.

The effect of the Pygmalion dynamic was related to the colonization of Africa. Denigrating, devaluing, disrespecting language and images have disrupted the African society and culture. Many of the difficulties we face in our mission and development efforts are a result of the

people embracing these images as valid and permanent descriptors of themselves and their culture.

Toward a theory of the affirmative organization:

1. Organizations are made and imagined
2. No matter what the durability to date, virtually any pattern of action is open to alteration and reconfiguration.
3. Organizations are heliotropic in character - automatic tendency to move in the direction of the images of the future
4. Organizational health is a 2:1 inner dialogue
5. Conscious evolution of positive images has a self reinforcing, educative effect.
6. The greatest obstacle to organizational well-being is the creation of the affirmative projection which guides the organization
7. Organizations need not be fixed. They need to be affirmed
8. Leadership=affirmation
9. The challenge is to create conditions for organization wide appreciation as the most important single act that can be taken
10. Three essential conditions:
 - get the whole system into the room
 - focus on the life-giving forces
 - not a problem-solving activity

Question raised about conflict resolution and the use of AI in this situation. There is no such thing as a conflict. It is not something you can hold or seem to embrace or sweep under the rug. Two sides are simply assuming that their need-satisfaction is mutually exclusive. We need not engage in a battle over an illusion. We need look for an alternative that meets the needs of both.

Problem solving method is applicable to rational, mechanical, enduringly consistent systems. Yet the human relational systems are far from static. The dynamic dialectical relationships confound this methodology. The Appreciative model does not focus upon what is wrong with what is, but attends to what can be, the future.

A number of participants began to express their concerns about this appreciative focus as denying the reality of the problematic conditions they face. Many championed the need to critically analyze our situations to understand what they face, and questioned the utility of AI in this process.

John Orkar noted in support of appreciation that total depravity and grace are both there but grace is more important.

Feedback from the appreciative exercise:

Group 1

Robert tells the story of his escape from his village with his family and friends. During this experience he was challenge to fulfill the word of God in action. He overcame his fear and continued in spite of physical limitations.

- Attitude of compassion
- Commitment to serve
- Skills and competencies he could bring to bear in this situation
- Doing what you know is right
- Deep sense of a "calling"
- Encouraging others and engaging with respect.

Group 2

John Dewilde's story of a committee that unexpectedly took the initiative to write their own report.

- Vision of people taking ownership of their project; commitment to self-sufficiency.
- Transferred responsibility back into their hands and empowering them toward self-initiative.
- Embodied the hope that they would take on their own initiative.
- Had the skills and competence to encourage their own learning.
- Responded with positive affirmation.

Group 3

Dickson shared the story of his being hired to assist in the CRS relief projects, and his experiences of the war.

- Value of delegation when you can't be everywhere
- Courage and commitment
- Concern for the powerless
- Effective communication both ways
- Willingness of CES to collaborate with other organizations and seek his services
- Organizing skills met the needs

Group 4

Jan Disselkoen shared a story of Christmas eve, 1994 when children in village were caroling house to house at midnight. This carols sung during this Christmas event was that much more meaningful because they had survived one more year. It represented the resilience of hope and joy in the lives of the community. So much had been destroyed, but their spirits continued to strive. In spite of the devastation, the community had organized itself to assist one another with the hope and courage.

- The strength of shared experiences and relationships to maintain community and survive hardship.
- Sharing of vision and image in song.
- Development is about people, not necessarily things.
- God's faithfulness and the faith of the people

- Sense of belonging and love for each other.
- Empowering effect of affirming the life-giving, life-affirming aspects of story/ events.

Group 5

Pam expressed the numerous obstacles she faced in pursuing the literacy program, and how she overcame them. In the end, she received certification for the courses from the government.

- Determination
- Collaboration of different groups
- Courage to face overwhelming forces, the government
- Excellency of the program
- Perseverance through obstacles was rewarded
- Going beyond the call of duty
- Flexibility to contend with situations
- Trust and space given by CRWRC
- On-going commitment and encouragement of others
- Encouragement from CRWRC to risk
- Providing food for the hungry

Group 6

Henrietta told a story about her conviction for and modeling of a dialogical education process that changed the thinking and practice of a doctor.

- Diplomacy
- Timely and appropriate use of experience and skills
- Use of appropriate approach
- Confirmed belief in dialogical education, the participatory method and modeled what she believed.
- Allowed space for people to discover what they value.
- Seeing a vision that lead to action
- Valuing diversity

Group 7

Peter's story

- Commitment to facilitate self-discovery
- Commitment of CRWRC, personnel, expression of confidence, encouragement, financial support.
- Consistency, perseverance pay off.
- Competence and ability to transfer skills

Group 8

David's story of taking training to the next level.

- Effective, enduring training
- Engaged and committed follow-up; caring and encouraging
- Empowerment
- Willingness to let go
- Power of local initiative.
- Living by vision of assisting others to independence.

TUESDAY, JULY 4, 1995

Joe began with an overview of the day, presenting a drawing of a basket of French bread. Each loaf was labeled; devotions, overview, reflections, video on business paradigms, envisioning what might be, Barnaga game, dialoguing about what should be.

Jim asked for question and reflections. John Orkar pointed to the idea that this idea of appreciation holds value in all places in our lives: in our work, in all our relationships. Also, a discussion was referenced in which it was clarified that Appreciative Inquiry is not to be thought of as a methodology, but as a philosophy. The existing methods are not to be dismissed as wrong or ineffective, but as useful tools which merely need an appreciative twist. We may reframe the question we ask while using well-tested assessment methods. Learning new ideas does not mean that we disregard our past.

Jim requested that the participants break off into two groups and share their answers to the last five questions of yesterday's appreciative exercise.

GROUP 1

Value about yourself, your work, and your organization?

- freedom to watch and learn, not always do
- opportunity and ability to lead, to teach and empower

The best practices of CRWRC?

- caring about staff, nationals, organizations etc.
- community development and empowerment approach
- focus on others
- holistic approach - concern for the total person

The unique aspects of West African culture?

- trust building is a long and hard road but when it's done, people are willing to learn and participate
- hospitality and openness to friendships and new relationships

The core factor that gives life to CRWRC West Africa?

- commitment to Christ
- dedication to the people
- competency in our work
- enthusiasm
- willingness to serve and learn from our communities
- integrity - practice what we preach
- mutually supportive and encouraging at all levels

Hopes to heighten vitality?

- change will be deliberate and reflective, not just for the sake of change or trends.
- make OCI meaningful at the community level
- political situations remain favorable for effective work.

GROUP 2

Value about yourself, your work, and your organization?

Self - openness to learning

- desire to empower others

Work - provided with the opportunity to employ our values

Organization

- support in carrying out what we believe

The best practices of CRWRC?

- sustainable development
- opportunities of exchange between expatriates and national staff
- traditions of regular meetings and evaluation

The unique aspects of West African culture?

- communalism and sense of relationships
- sense of humor
- life, vitality, energy and vibrancy of color - joy and celebration

The core factor that gives life to CRWRC West Africa?

- training
- empowerment

Hopes to heighten vitality?

- communities will bring about their own development
- communities will have a meaningful way of evaluating their work
- Christ shining through adversity

GROUP 3

Value about yourself, your work, and your organization?

- being able to be creative
- working with people in terms of sharing and learning
- holistic perspective
- appreciation of diversity in culture, ideas, ways of doing things
- working towards sustainability
- empowerment

The best practices of CRWRC?

- holism
- sustainability
- grassroots-oriented, focus on the community level
- using existing knowledge and resources - indigenous
- emphasis on people - building people's capacities

The unique aspects of West African culture?

- living in community
- accepting people's differences
- generosity with themselves and time
- working together - collaborative and cooperative
- resourcefulness
- respect for others, listening, tolerance, welcoming the stranger
- sense of humor
- resilience

The core factor that gives life to CRWRC West Africa?

- faith
- relationship with God and creation
- shared vision

Hopes to heighten vitality?

- maintain what has worked so far
- open to learning new things - not to remain static
- consistent and persevering the best of the past
- open and consistent communication
- clarity of and commitment to vision - not getting sidetracked by difficulties and frustrations.
- cross-fertilization by and with partners and other groups
- using events to motivate and energize.

GROUP 4

Value about yourself, your work, and your organization?

- care and respect of our organization, for us, our partners and the communities with which we work.

The best practices of CRWRC?

- commitment to reaching the poor
- participatory approach in decision making in meeting the needs of the poor
- commitment to national staff in positions of responsibility: training, capacity to continue programs and assistance
- creatively seeking solutions to problems

The unique aspects of West African culture?

- openness of those we work with to invite us into opportunities to reach out and make contact with the people
- consensus approach to decision-making helps the organizations to successfully implement their programs and projects

The core factor that gives life to CRWRC West Africa?

- commitment to us and those we work with

Hopes to heighten vitality?

- CRWRC can help its partners understand its vision and extend that vision to the communities with which we work
- be an advocate for justice locally and nationally
- successful self-sufficiency and empowerment of our partner organizations and the people with which we work

GROUP 5

Value about yourself, your work, and your organization?

Self - innovative ideas

Work - seeing results, seeing something happen

- match between prior experience and current job
- being useful to the people we work with

Organization

- challenge of our jobs
- results-oriented organization
- ability and willingness to serve God
- commitment to improving peoples competence

55

The best practices of CRWRC?

- works with Christians and non-Christians
- results-oriented
- focus on the well-being of individual rather than the system
- acceptance of contribution from all sources
- continuity of core values through change.

The unique aspects of West African culture?

- hospitality - respect and invitation of other nationalities
- appreciation of ideas of everyone in the group
- conviction and commitment, yet openness to new ideas

The core factor that give life to CRWRC West Africa?

- commitment to empower people, requiring flexible, open, and transparent communication and involvement with our partners.

Hopes to heighten vitality?

- improve the communication between staff in all the fields
- increasing awareness of West Africa internationally. Raise consciousness of the issues and conditions of this region
- come up with one general approach to project evaluation which will ensure continuity and consistency in our work
- cross fertilization in the form of exchange visits with staff in different projects and regions

GROUP 6

The best practices of CRWRC?

- the trust, respect, and support of the staff that leads to freedom and space to work
- the encouragement and support of--
 - creativity
 - open expression of opinions
 - positive feedback
- willingness to learn and apply new knowledge

The unique aspects of West African culture?

- the importance of process over time and efficiency
- the importance of people - respect for the individual, dignity and primacy of relationship
- strong sense of community
- high sense of spirituality in their lives

The core factor that gives life to CRWRC West Africa?

- The people: committed to their work, faithful to their mission, respectful of the dignity of people and culture of community, and well fitted to the task

Hopes to heighten vitality?

- improved collaboration within CRWRC itself and with its partner groups
- modeling that which we intend for others to do; i.e., "walk the talk" or "practice what we preach"
- attending to and valuing peoples needs and sharing this information for all to learn

GROUP 7

Value about yourself, your work, and your organization?

- Self
- new challenges
 - risk taking
 - team building - building the capacity of others
 - willingness to learn
 - staying with the course
- Work
- building new relationships
 - seeing lives change for the better
 - opportunity for creative solutions
- Organization
- recognizes and affirms our strengths
 - builds from the known to the unknown

The best practices of CRWRC?

- good preparation of staff
- works in partnership with indigenous groups
- results-oriented
- valuing of everyone's ideas and contribution
- Christian Reformed traditions

The unique aspects of West African culture?

- spirit of community
- communities recognize themselves as powerful and capable of change
- respect for their own leadership
- longevity of relationships; commitment to work through conflict - non-transience, non-temporality.
- ability to come together after ruptures

The core factor that gives life to CRWRC West Africa?

- Christian faith as sharing
- sharing between staff members
- bringing together of the spiritual and the secular

Hopes to heighten vitality?

- North American churches better understand the global connections
- improved communication between the field and headquarters
- greater commitment of resources to the world church
- more openness between staff
- recognition of one another as a team
- biblical foundations of our activities
- emphasis upon team, rather than hierarchical control
- involvement of staff in headquarters decisions
- concern for staff spirituality - well-being

GROUP 8

Value about yourself, your work, and your organization?

- Self
- idea person
 - patience, and problem solving

The best practices of CRWRC?

- provides latitude and freedom to risk and challenge while providing support

The unique aspects of West African culture?

- the reality that community is the strength and life the culture

The core factor that gives life to CRWRC West Africa?

- people's incentive, dedication, and motivation
- expectation to see change for the good - hope as a guiding philosophy

Hopes to heighten vitality?

- conviction of God's presence in the community
- more partner relationships
- improved networks of collaboration

Summation of Key Themes Groups 1-4

- (1) Shared vision among all - CRWRC home office, staff, partner groups, communities
- (2) Empowerment - particularly of partners/national staff through networking and training, i.e., cross fertilization of ideas and practices resulting from organizational support.
- (3) Advocate for justice
locally, nationally, regionally, internationally
- (4) Sustainability

Summation of Key Themes Group 5-8

(1) Communication

- inter-field and program exchange - a cross fertilization of ideas and practices from the differing regions
- field participation in decision making

(2) Modeling

Apply to ourselves what we intend for others to do. A process of participation in shared learning and discovery with our partners

(3) Spiritual well-being of our staff is a primary concern to the effectiveness of the organization's life and effectiveness.

Video: The Business of Paradigms

Comments:

- cross cultural work requires sensitivity to the various paradigms of the diverse cultures we encounter. Tremendous opportunities for learning.
- provides encouragement for entertaining new ideas - to evaluate it, looking for the best in every idea.
- the past success does not guarantee the future - we must attend to new ideas and possibilities in our communities - will provide new flavor to our work
- challenges our rationality to embrace a wider horizon - constantly seek to improve the method we currently use.
- new paradigms in development that are dialogical and participative will ensure greater effectiveness and value.
- exchanging the ideas and experiences in the different projects and regions will provide opportunities for innovations and improvement.
- must attend to the core values in embracing change.
- reinforces the importance of welcoming the stranger, those different from us, for we are given the opportunity to learn and grow from the difference.

Jim requested that they form interest groups around the 7 key themes the two groups listed. These groups are intended to creatively envision possibilities for the future of this interest. They are to create an ideal vision that is stated as though it has already happened. The narrative statement, paragraph form, communicates better, in that it is much more clear and lucid description than a laundry list of ideas. Additionally, it requires hard work to express an idea cogently and concisely.

BARNGA: a simulation game on cultural clashes.

The card game began with five different tables set up for groups of five players. The players had five minutes to read up on the rules of the game and play a practice hand. We were told to continue to play hands until we were signaled to stop. The winner of the most

hands at each table was to move to the adjacent table, counter-clockwise in the circle of tables and the loser moved clockwise to join the next game. When the game began, no verbal communication was permitted. After the first round of hands, when the first winners and losers moved to the next tables and began to play, laughter broke out all about the room as the players struggled to understand the predicament they faced. At each table, the rules were different, yet the players had no way to verbally express their confusion, frustration, and indignation at those who appeared to be defying the rules as they understood them. The rounds continued for nearly thirty minutes, upon which time we gathered to debrief on our experiences. Various impressions were shared that related the game to experiences in dealing with the differing cultures: bewilderment, confusion, frustration, humor, surprise, alienation, persecution, risk, defiance, compassion, insensitivity. Overall, it was quite an effective tool for a opening discussion about how we have, could, and should deal with the various cultural differences encountered in our daily life.

Jim asked the participants to break off into the seven interest groups and to spend the rest of the afternoon building provocative propositional statements about the future of CRWRC.

Key Considerations for Building Propositions of the Ideal

- Provocative - does it stretch, challenge, interrupt?
- Grounded - do they illustrate real possibilities; best of what is and can be?
- Desired - do you want it as a preferred future?
- Affirmative - stated as though its an actual state?

WEDNESDAY, JULY 5, 1995

Joe introduced an overview of the day, presenting an image of a star. The center of the star was the focus of the day's efforts - capacity building. On the five points of the star was the general outline of activities for the day: devotions, group presentations, OCI/CCI, sharing experience, capacity building in the West African context.

Presentations of provocative propositions:

Empowerment

(1) We are well-trained and empowered national staff.

We are involved in the decision-making process in CRWRC in the region. We have jobs that are challenging and we are well-trained for them. We are given opportunities for personal growth and organizational growth. We have a vision for ourselves and our community. We have all the resources we need to do our jobs effectively. We are given learning opportunities to interact with other field staff internationally and intra-nationally.

Key Issues:

1. Training
2. Resources

(2) We are an empowered partner organization/community.

We are a self-reliant group that can identify the needs of our community and meet those needs. We have a vision for the future and we are working toward getting there.

Key Issues

1. Training
2. Resources

Modeling

CRWRC wants to pass on tools and skills which we value using ourselves. Each program will develop an OCI for itself, using the AI process as a lead-in. We will then use some variation of this process with our partners. At each level, this will mean agreeing to objectives with the next level up. We will also develop a system to regularly monitor progress, that will take no more time than that needed for financial reporting.

Communication

A. Communication among CRWRC staff

There exists a book (updated annually or semi-annually) which describes the activities in each field. These descriptions are written summaries, and are available to all staff.

CRWRC seeks and facilitates opportunities for two-way communication - such as: e-mail; post; courier; fax; designated home office liaison and finder of resources; regional/global seminars for the exchange of information and networking; field visits where technical experts visit the field or staff visits another field.

B. Communication between CRWRC fields including partners

CRWRC encourages and facilitates partners to be involved in the communication network described above (A).

C. Communication among CRWRC's partners within the field and home office.

CRWRC encourages and facilitates communication/networking between local partners with the goal that they will be able to continue that communication independent of CRWRC.

D. Communication between field and home office

Home office informs fields of decisions being made and seeks their input.

Home office decision-makers are more knowledgeable and understanding of field and development possibilities because of the continual participation in field visits.

The communication between field staff and partners models the communication between home office and field staff.

Social Justice

As a Christian organization that respects all creation - persons, environment, cultures - as God's creation, CRWRC with its partner groups implements projects that enhance the quality of life and develop the full potential of members of all sectors of society.

In doing this, we evaluate all effects of our choice of partners and projects have on vulnerable groups in society.

CRWRC itself is a just and fair organization which encourages justice in its partners vis-à-vis employment opportunities, wages, educational, opportunities, etc.

CRWRC seeks to raise all people's awareness of how they have both been victims and perpetrators of injustice. This includes all stake holders in the organization from the grassroots level in the West African communities to our supporters in North America.

CRWRC abhors violence and seeks peace and reconciliation.

Action plans:

1. newsletters
2. standardized ways of evaluation

Sustainability

Local partner organizations promote continuity of resources, processes and results in collaboration with CRWRC and have a functioning "board" that is representative of community participants/beneficiaries. They progressively gain independence from a direct donor relationship with CRWRC and continue to transform communities effectively, and enter into interdependent relationship of mutual benefit and learning.

Shared Vision

All actors in CRWRC activities share a common vision. By all actors, we mean people across the spectrum of responsibilities, cultures, and locations. The timeless core of this vision compels the actors to be participants in God's redemptive work in all of creation. The concrete expression of this is a kaleidoscope of responses which reflect the diverse and changing realities.

Shared vision action plan:

- In the October regional meeting, set aside time to revitalized the vision.
- Devotions on the Biblical foundations of our vision.
- Narrative reports of activities on the fields are given as expressions of how the vision was worked out in the particular situations.
- Tell stories that celebrate our work.
- Then spend similar time at the field levels.
- When we make agreements with partners, we share each other's vision statements (should be compatible)
- We refer back to the vision statements during evaluations.

Spiritual Well Being of Staff

Just as Jesus during his ministry on earth met both the spiritual and physical needs of people, patiently and consistently discipling them, CRWRC West Africa is as committed to discipling staff as it is concerned about their physical well being.

CRWRC West Africa annual staff plans include personal spiritual expectations and likewise form part of the major items of staff evaluation.

CRWRC West Africa has in place a concrete arrangement whereby retreats are planned and attended by international and national staff. These retreats will be regular at field levels amongst staff, enhancing free, active and maximum participation and benefit. Attention will be paid to the design and implementation of the conferences and training events to the spirituality which inspires staff in their daily work.

CRWRC West Africa gives a serious consideration to the spiritual life of staff as reflected on the region's annual evaluation form adapted from CRWRC International's Employee Questionnaire.

The next scheduled CRWRC West Africa Regional meeting incorporates real life spiritual formation exercise of not less than three hours duration. Resource persons will be invited.

The participants were excited the propositions and desired to spend additional time on devising concrete action plans for the implementation of the propositions. After lengthy discussion and vote of consensus, they decided to extend the conference to Friday afternoon to fulfill this agenda

Joe presented an introduction to the OCI. Two questions; what is OCI and what is CCI? Organizations were described as open systems that live and need to be sustained and nurtured in dynamic environments. Money and staff are the "inputs" into the existing, emerging CRWRC organizations, partner organizations, intermediary organizations, and community organizations. The "through-puts" that contribute to the success of the organization are the consultation efforts, capacity building, training, and networking. The "outputs" of concern are the number of families served by the established objectives. The "outcomes" of interest are the environment, gender issues, justice, and empowerment. The OCI/CCI assessment tools are intended to measure the progress toward these goals.

Unlike the SRS, which assessed the skill level of individuals, the OCI focuses on the capacity of an organization to sustain itself, measuring the people's, groups' and communities' progress to self-sufficiency in relation to the external system/environment. The SRS was more concerned with performance and fixing problems (short term results) while the OCI attends to the long term sustainability of activities which enhance growth. In other words, the SRS looked to resolving problems while the OCI seeks to appreciate and support the forces and factors that give life to organizations and communities in the sum total of their environmental surroundings.

It was suggested that the OCI/CCI takes the best of the SRS and enhances it by paying attention to a variety of factors that are essential to organizational health and vitality:

<u>SRS</u>	<u>OCI/CCI</u>
skills -->	capacity
individual -->	organization
performance -->	sustainability
fixing -->	growth
problem solving -->	appreciation

Comments:

The OCI should be used to measure progress of projects, not to be used as a comparative analysis of regions. The measures should be contextually sensitive.

The use of numbers is highly objectifying. The numbers don't effectively reflect the life, concerns, vision, and vitality of the organizations and communities.

The numbers can become a primary focus and distort the relations of partnership, becoming more concerned with the numbers assessment than the process of growing healthily.

On the other hand, the discussion about the meaning and significance of the numerical measure often opens a level of discussion about organizing and self-conception that is greatly beneficial.

Envision that the OCI will become an intervention tool rather than a measurement tool. It will be reframed as a process of opening dialogue about pressing needs and successes in organizations that will lead to consciousness-raising and growth.

Presentations of experiences of capacity building in the field, and the use of the OCI followed.

Lunch -

Madame Soukeyna Ba made a presentation on celebrating the African culture.

THURSDAY, JULY 6, 1995

Joe drew the image of two different faces, one representing the old paradigm of the development worker which had small ears, small eyes, small nose and a big mouth. When we do

64

the listening tours, he suggested, we need to shift this paradigm, to big ears, big eyes, and a small mouth.

Joe introduced the overview of the day, beginning with:

Reflections

Doing the listening tours

- how do we want to do them?
- what do we want to learn?
- what questions do we want to ask?
- the question of language to use?

Designing the interview protocol

Outlining a calendar of events

Appreciative evaluation of the workshop

Appreciating the "rainbow people of God"

Jim reviewed the events of the past three days. He requested that the participants discuss two questions as a way of reviewing their learnings of the past few days.

- What that we have learned over the past three days has been most interesting, intriguing, or hopeful?
- What remains puzzling or leaves us with questions?

Jim reviewed the three year plan of the study:

Year 1

- Regional conferences to prepare for listening tours with partner groups
- Listening tours:
 - Appreciative
 - Search for the common definitions of best practices
 - Key categories - indicators.

Year 2

- Regional conference with partners to establish common understandings of best practices.
- Generate key categories and indicators, materials for capacity building.
- Test these materials and revised OCI system with the partner groups

Year 3

- Regional conference with partners to make additions, adjustments, changes and innovations on the OCI/CCI system.

"Outputs"

1. a revised set of OCI indicators
2. an OCI training manual
3. publications

65

"Outcomes"

1. strengthen organizational capacity for both partners and CRWRC
2. increased valuing of organizational capacity building
3. new learning on capacity building and development sustainability

Feedback from regional group discussions:

Sierra Leone

How?

- Plan a seminar with the staff at which we will come up with a vision statement using appreciative inquiry. At the seminar we will also give inputs on AI, OCI and CCI. The results of the seminar will be used in planning and developing capacity indicators for CES.

What do we want to learn?

- Values, life-giving forces, strengths, moments of excitement, engagement, good/helpful traditions, forces that promote action.
- What are the categories we should be using in measuring and monitoring?
- What cultural practices promote our work?
- How could this be adapted to the community level?
- How could the process be used in an on-going way?
- How can our own leadership training at the community level be modified to fit our new paradigm?

What questions are we going to ask?

- With the staff, use the same model we used in Saly.
- What language?
Organizational level - English and Creole, possibly Kuranko
Community level - Kuranko

Additional Ideas?

Community level- use AI with each village development committee/church committee to develop CCI by which they will measure their own progress and will use as a tool for planning. The how, what to learn, and questions will be developed through dialogue with the whole staff.

Guinea

What do we want to learn?

- How does TNT-Labe want to focus itself to heighten the health and vitality of the organization?
- How are we tracking that?

How do we want to do this?

- Go through the first part of the appreciative inquiry process with our group (plus our new board?)

- Decide on how to track the things we agree to focus on (probably at the time of Bev's next visit to Guinea)
- Monitor tracking process to make sure it keeps us moving.

Nigeria

How to do listening tours?

- Team approach
 - a. Urban/EYN/CRD: group members, leaders of groups, board members, church leaders.
 - b. CRUDAN/RURCON: staff, board members, CRUDAN assembly, corporate members (7)
 - c. ABF: staff, board
 - d. Get-together of staff/partners

What to learn?

- What people value most
- People's dreams and visions
- What makes an organization effective and sustainable
- Experiences of capacity building
- Real feelings of the people concerning our work
- Kind of tools needed to assist people better.

Questions we need to ask

- Best experiences
 - Tell your best stories in relation to your organization.
 - What do you like best about your organization?
 - What has been your happiest time in this organization? What was responsible for that?
 - What gives you most satisfaction about your work/organization?
 - What is your greatest achievement in this organization?
 - What do you appreciate most about others in your organization?
 - What do you like best about yourself, work, organization and CRWRC?
- Values
 - What do you value most in your organization?
 - What makes you stick with your organization?
- Cultural
 - What aspects of your culture positively contribute to the life of your organization?
- Life-giving factors
 - What is the key thing/factor that makes your organization active?
- Wishes
 - What is your dream about your organization? How can that dream be made real?
- Miscellaneous
 - What do you like most about the tracking system in your organization?

Arid Lands

- Tell us a story about a peak experience for you in your organization
 - What did you appreciate about your organization in this experience?
 - What do the listeners appreciate about the story teller in that situation?
- Tell a story about a situation/event when your organization was most alive.
 - What did your organization do?
 - What was great about it?
- Facilitate a discussion of what makes the organization work well: draw out their understanding of people, beliefs, traditions, leadership, resources, vision, ways of managing.
 - What about your organization keeps you with it?
 - What are the core values of your organization?
 - What kind of organization will it be in five years?
 - What have you learned since joining the organization?

Outcomes

Track 1 - at the individual level help them develop propositions of action plan to attain their vision.

Track 2 - in an organizational conference, look across the data to come up with a common understanding of best practices, categories, indicators.

Information to be gathered during coming months:

Data to be collected:

1. the results of the "listening tours" - what you did and what you learned.
2. CRWRC semi-annuals
3. any other evaluations of the organization that might be available
4. processes, approaches, practices, stories, songs, poems, examples based in West African culture that are consistent with appreciative inquiry.
5. A brief profile of the organization/group - history, mission, strategy, target groups, organigram, programs.

Appreciative Workshop Review Commentary

- Discovery that some people are already using the OCI, knowingly or unknowingly, and that we are going to be able to build on their learning.
- To know that this is a valuable and rapid process of learning about organizations
- Makes me reflect back to my work in Nigeria — that those organizations with which we were working best entailed a sort of vision and hope.
- Liked the participatory nature of the conference. Able to express our experiences and learn from one another.

- The shift in focus from the negative problems to the possibilities helps me in my training and effectiveness in the grassroots.
- Even the way we are seated demonstrates a different way of learning on equal grounds.
- It showed me a new way to go forward in my life.
- The questioning spirit of the participants.
- The movie on paradigms was enlightening
- Appreciated Bev's continued efforts to make this conference run smoothly.
- Contributions of the national staff from Sierra Leon was invaluable to our learnings.
- Value the openness and freedom to express ourselves without criticism.
- We valued the spirit of story telling.

End

REPORT ON WEST AFRICA MATCHING GRANT TRAINING SESSION

by Ellen Monsma, grants administrator/evaluator

The CRWRC West Africa staff met in Saly, Senegal (near Dakar) July 3-6 to learn about Appreciative Inquiry and plan for its use with their partner groups in the course of the projected listening visits.

The sessions were led by Jim Ludema, of Case Western; Craig Wishert, also of CWRU, took notes on the proceedings (until he fell ill with malaria). Joe Lamigo, the Regional Manager for this project, facilitated the sessions. Regional Director Bev Abma assisted with logistics and provided information related to budgets, etc., when needed.

CRWRC ex-patriate staff attending were:

Henrietta Hunse, Tania Rustenberg, Bonnie Lyzenga	Mali
Jan Disselkoen	Sierra Leone
Dave Wierda, Jill Markus	Guinea
John and Esther Orkar, Joe Lamigo	Nigeria
Siri Wood, Kristen Velyvis, Anne Nederveld, Wyva Hasselblad, Bev Abma	Senegal
John and Catherine DeWilde	Niger
Patsy Orkar	Rwanda

Five national staff attended, as well: Robert Jawara and Dickson Kamara from Sierra Leone and Bulus Ali, David Tyokoghir and Peter Magaji from Nigeria.

The format of the workshop was similar to the one done in Grand Rapids in March with various CRWRC staff and invited NGO representatives:

- a "hands-on" first experience with Appreciative Inquiry, focusing on CRWRC/West Africa (asking the questions about "life-giving forces," etc., reporting back to large group)
- explanation of the theory behind Appreciative Inquiry

- construction of some "provocative propositions" from large group session
- discussion of the application of the AI process to the SRS/OCI system
- plans for the listening visits to partner groups (by country).

The first day was similar to the March home office experience, in that various staff members had questions, expressed doubts and fears, etc. Some of the concerns voiced:

- * "What will this do to our past work on the SRS? Is it all 'out the window'?"
- * "How does the SRS relate to the OCI? What is the reasoning behind the change(s)?"
- * "What will our national partners' role be in this? Are we just manipulating them?"
- * "Can we actually DO this? (It sounds good, but...)"
- * "Aren't we just sweeping problems under the rug by using this approach? The problems will still be there; they don't just 'go away.'"

Some of the questions and concerns resulted from the fact that the mailing sent by Joe Lamigo had not reached everyone in time to be read prior to the conference. In addition, the presence of a significant number of new staff (one year or less on field) meant that there was less understanding of the SRS and the CCI/OCI, since they had not yet used them or had done so only once. These new staffers had not yet done a formal assessment with their partner groups, and so had a hard time relating to the issues of partner group evaluation.

Joe Lamigo responded to the questions about CRWRC's past use of the SRS and its expansion into a broader OCI/CCI system, and the reasons for the modifications. Other questions and concerns were dealt with as the workshop proceeded, and it seemed to me that eventually all the issues were addressed.

The problem of language was raised when the listening visits were discussed. Since French is the official language of Senegal, Niger, Mali and Guinea, appropriate translations will be necessary. Since FDEA, a Senegalese partner, has a number of well-educated francophone Senegalese among its staff, it was agreed that their advice would be sought re appropriate terms, and this information will be sent to staff in the other francophone countries.

Positive Aspects of Workshop

- Jim [Ludema] was willing to adapt his agenda to the needs of the group; when issues needed additional time, he made room in the schedule.
- Although the staff began with many doubts and questions, they were quite positive and excited about the potential of the project by the end of the workshop.
- The staff was committed enough to the process as it relates to CRWRC/West Africa that it met an extra afternoon, after the end of the conference (during their "free time") to flesh out action plans in response to their own 'provocative propositions.'
- The presence of five national staff was very helpful to the process; they were able to advise the ex-patriates about potential relational obstacles (social norms and Appreciative

Inquiry) and to give an "on-the-ground" perspective, since they all work directly with communities.

- National staff, not being natively anglophone, also helped point out jargon that would impede understanding.
- Jim and Joe fielded questions and challenges with competence and grace. No one was made to feel that his/her question was inappropriate or unintelligent.
- Joel Barker's video on paradigm shifts was added to this workshop; it was helpful in introducing the concept of shifting paradigms and helping staff feel comfortable with the term and the process.

Problems/Weaknesses of the Workshop

- The number of questions posed in the first Appreciative Inquiry experience was too large. Most groups struggled to get through them all in the time allowed.
- The use of "jargon" led to some misunderstanding of the task in the first "work session": the word "peak" (as in 'peak experience') was taken to mean "most stressful or busiest," and resulted in recounting experiences from the Sierra Leone refugee crisis, rather than from typical development work there.

Miscellaneous Observations

- A large percentage of the attendees lacked experience working with partner groups.
- The newness of much of the staff and the difficulty of travel in West Africa meant that most of the participants didn't know each other prior to the workshop. This was a hindrance to the cohesiveness of the group and to the discussions about the future of CRWRC/West Africa.
- Budget questions came up several times. It will be difficult to have a conference II that includes a good number of partner representatives, given the costs of travel between countries in West Africa (unlike East Africa, ground travel is extremely difficult or impossible in most cases).

Conclusions

- The workshop was well-run and accomplished its purposes: acquainting the West Africa staff with the Appreciative Inquiry approach to partner relationships and with the overall goals of the Matching Grant; preparing questions and/or other procedures to be used in the listening visits; and setting the stage for the OCI revision /enhancement that will take place at Conferences II and III. I see no need for any changes except very minor ones related to the first experiential activity.
- The presence of national staff was helpful to the learning process, by giving another perspective on some areas of inquiry.
- The West Africa staff left the workshop with a clear vision of the goals of the matching grant, an enthusiasm for working towards those goals, and a process for accomplishing them.

Training Report

Ellen B. Monsma,
CRWRC evaluator-in-training

Training for my role as CRWRC's in-house evaluator has included participation in several workshops, discussions of evaluation with others in the field, and reading a variety of articles and books. An overview of these activities is given below:

Readings

- evaluation sections of CRWRC's document *Long-Range Planning Process* (2nd edition)
- CRWRC document *In-depth Program Level Evaluation*
- *Evaluation Sourcebook*, ACVAFS
- *Utilization-focus Evaluation*, M. Patton
- *Participatory Evaluation*, PACT
- *Looking Back and Looking Forward*, Aaker & Shumaker
- *Guidelines for Data Collection, Monitoring, and Evaluation Plans for A.I.D.-Assisted Projects*, USAID
- *An Assessment of the Quality of Strategic Objectives: 1993*, CDIE
- *RRA Notes*, IIED
- *Selecting Data Collection Methods and Preparing Contractor Scopes of Work*, USAID
- *Partners in Evaluation*, M-T Feuerstein

Conferences/Workshops

1. **USAID Development Education Workshop, November 1994, Baltimore, MD:** although aimed at PVO staff involved in education of the general public, this workshop provided useful insights into both USAID's philosophy of development and the issues in which the general public and therefor CRWRC's constituency are interested.
2. **InterAction Workshop on Evaluation in Africa, January 1995, Washington, D.C.:** this workshop was quite helpful, since it involved an introduction to Participatory Rural (or Rapid) Assessment and its advantages and disadvantages. Case studies were included, which gave concreteness to the theoretical discussions. This workshop was particularly useful to myself as a fledgling evaluator.
3. **InterAction PVO discussions on Civil Society, February, 1995, Washington, D.C.:** although not dealing specifically with evaluation, this discussion of civil society, including attempts to define this concept, was relevant to evaluation in that the role of the local NGO in its society is a factor in the issues of sustainability and capacity-building. These discussions made clear the interdependence of NGOs and their social environment and the advisability of examining this aspect of an NGO's activities when evaluating its program(s).
4. **ACVFA meeting, April 12, Washington, D.C.:** The Advisory Council on Voluntary Foreign Assistance focused its April meeting on evaluation and USAID's role in evaluation.

A number of case studies were presented, and USAID's role was examined as to its usefulness or hindrance to the project. The most-often cited complaint was that various divisions of AID seemed unaware of the activities of other AID divisions, which caused complications or unnecessary duplication. The ACVFA executive committee was to follow up with specific recommendations to rectify this situation.

5. Evaluation Roundtable, Heifer Project International, April 20-23, Perryville, AR: this roundtable brought together approximately 20 representatives from various organizations to study together their experiences with PRA. Since all attendees except myself had had some field experience and the format was essentially a presentation of case studies, it was particularly informative to me. Presenters openly discussed their problems and sought advice from others in the group, and this providing me with an excellent learning opportunity.

Consultations with Case Western Reserve University

In addition to the above-noted conferences/workshops, I made several trips to Cleveland to participate in the activities of the evaluation team for the G.E.M. (Global Excellence in Management) project of Case Western Reserve University (CWRU). A member of the CWRU consultant team for CRWRC's matching grant had suggested this as a way to gain some experience in evaluation. The results thus far have been disappointing: the team meetings have tended to either become side-tracked away from the topic of evaluation or dealt primarily with "nuts and bolts" questions about office space, use of the photocopier, etc. There has been very little discussion of evaluation and how it will be carried out for this particular project.

Individual consultation with CWRU consultants has produced mixed results. Graduate students Param Srikantia and Jim Ludema have been helpful in pointing me to useful literature on the topic of evaluation and providing copies of useful articles and documents. Dr. Suresh Srivastva has been less helpful: I have been able to meet with him only once; while this has been frustrating to me, it should be pointed out that Dr. Srivastva's philosophy of teaching is to allow for great freedom on the part of the student to choose his/her own path of study. My previous educational experience has been one of much more guidance by the supervisor, so I was unprepared for this 'free' approach and have found it difficult.

When I consulted with Dr. Srivastva on May 4, he was satisfied with my choices of activities and readings with the exception of the lack of readings on the theoretical base of evaluation. He has since provided a reading list on that topic. I will follow up on that advice during the coming year.

The possibility of taking a course on evaluation and data analysis at a local college or university was raised last fall. However, my travel schedule would make this difficult; it is a goal I will continue to have and explore options to fulfill it.

"In-house" Consultations

Wayne Medendorp, CRWRC's Director of Planning, Evaluation and Government Relations, and former in-house evaluator, has discussed with me some basic CRWRC principles and decisions regarding evaluation and we have reviewed some earlier evaluations done by Mr. Medendorp. These discussions have taken place periodically over the past year and will continue in the coming year.

USAID MATCHING GRANT OCI TRAINING REPORT

Report of Training held at: Rajendrapur (Dhaka), Bangladesh.
Dates of Training Session: September 25 - September 28, 1995.
Purpose of Training: Appreciative Inquiry
Type(s) of Training Activities: Learning Appreciative Inquiry Methodology for
Improving Organization Capacity Building
Indicators used by CRWRC & Partner Organizations.

Participants:

CRWRC staff:

	Name	Country
1.	Dan Devries	Philippines
2.	LaDonna Devries	Philippines
3.	Edward Brouwer	Philippines
4.	Deb Schneider	Thailand
5.	Paul Brink	Indonesia
6.	Periskila Brink	Indonesia
7.	William Postma	Bangladesh
8.	Nancy TenBroek	Bangladesh
9.	Valerie Haarsma	Bangladesh
10.	Shelly Myers	Bangladesh
11.	Kohima Daring	Bangladesh
12.	Karl Westerhof	Grand Rapids, USA. (Reg. Director)

USAID MATCHING GRANT

OCI TRAINING REPORT

Report of Training held at: Puebla Mexico

Dates of Training Session: 9.1.95 - 9.7.95

Purpose of Training: Prepare CRWRC-LA staff for listening tours

Type(s) of Training Activities: small + large group dynamics

Participants:

CRWRC staff:

Name	Country	Citizenship
<u>Jim Boldenaw</u>	<u>U.S.A.</u>	American
<u>Tim Bossenbroek</u>	<u>Dominican Rep.</u>	American
<u>Roxann Bossenbroek</u>	<u>Dominican Rep.</u>	American
<u>Moises Colop</u>	<u>Guatemala</u>	Guatemalan
<u>John DeItaan</u>	<u>U.S.A.</u>	American
<u>Ray Elgersma</u>	<u>Canada</u>	Canadian
<u>Caspar Geisterfer</u>	<u>Haiti</u>	Canadian
<u>Leanne Geisterfer</u>	<u>Haiti</u>	American

~~Partner staff or other non-CRWRC persons:~~

Name	Partner Org.	Citizenship	Gender
<u>Roland Hobbsbergen</u>	<u>Nicaragua</u>	<u>U.S.A.</u>	<u>M</u>
<u>Alba Lopez</u>	<u>El Salvador</u>	<u>Salvadoran</u>	<u>F</u>
<u>Don Miedema</u>	<u>Honduras</u>	<u>Canadian</u>	<u>M</u>
<u>Ruben Moraga</u>	<u>Nicaragua</u>	<u>Nicaraguan</u>	<u>M</u>
<u>Darryl Mortensen</u>	<u>Mexico</u>	<u>USA</u>	<u>M</u>
<u>DonnaJean Mortensen</u>	<u>Mexico</u>	<u>USA</u>	<u>F</u>
<u>Irene Murillo</u>	<u>Honduras</u>	<u>Honduran</u>	<u>F</u>
<u>Gary Nederveld</u>	<u>USA</u>	<u>USA</u>	<u>M</u>
Tom Post	Belize	USA	M
Betty Roldan	Ecuador	chilean	F
Doug Van Huitzma	Ecuador	USA	M
Wonne van Huitzma	Ecuador	USA	F
Mark Vander Wees	Haiti	Canada	M
Joel Zwier	Dominican Republic	USA	M
Patti Zwier	Dominican Republic	USA	F

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USAID MATCHING GRANT OCI TRAINING REPORT

Report of Training held at: Dakar, Senegal, West Africa

Dates of Training Session: July 3 - 6, 1995

Purpose of Training: Learning Appreciative Inquiry on Organizational
Capacity Building of CRWRC Partners in West Africa

Type(s) of Training Activities: Workshops, Small/Large Group Exercises

CRWRC Staff Participants:

<u>Name</u>	<u>Country of Work</u>	<u>Citizenship</u>	<u>Gender</u>
Bev Abma	Senegal	Canada	F
Wyva Hasselblad	Senegal	U.S.A.	F
Siri Wood	Senegal	U.S.A.	F
Anne Nederveld	Senegal	U.S.A.	F
Kristen Velyvis	Senegal	U.S.A.	F
Pam De Wilde	Niger	Canada	F
John De Wilde	Niger	Canada	M
Hemrietta Hunse	Mali	Canada	F
Bonnie Lyzenga	Mali	Canada	F
Tanya Rustenberg	Mali	Canada	F
John Orkar	Nigeria	Nigeria	M
Esther Orkar	Nigeria	Nigeria	F
David Tyokighir	Nigeria	Nigeria	M
Peter Magaji	Nigeria	Nigeria	M
Bulus Ali	Nigeria	Nigeria	M
Joe Lamigo	Nigeria	Philippines	M
Jan Disselkoen	Sierra Leone	Canada	F
Robert Jawara	Sierra Leone	Sierra Leone	M
Dickson Kamara	Sierra Leone	Sierra Leone	M
Dave Wierda	Guinea	U.S.A.	M
Jill Markus	Guinea	U.S.A.	M
Ellen Monsma	U.S.A.	U.S.A.	F
<u>Guest Participants:</u>			
Patsy Orkar	Ruwanda	Canada	F
Bill Smith	Senegal	U.S.A.	M
Roberta Smith	Senegal	U.S.A.	F
Soukeynah Ba (Resource P.)	Senegal	Senegal	M
Jim Ludema (Facilitator)	U.S.A.	U.S.A.	M
Craig Wishart (Scribe)	U.S.A.	U.S.A.	M

USAID MATCHING GRANT

Appendix I, page 5

OCI TRAINING REPORT

Report of Training held at: Nairobi, Kenya

Dates of Training Session: May 9-12, 1995

Purpose of Training: RSG Conf I Obj's AS PER GRANT

Type(s) of Training Activities: work shops - SEMINAR for
18 participants, LIVE-IN, 8AM-5PM, four days

Participants:

CRWRC GRANT No.

FAO-D158-A-00-4062-00

CRWRC staff:

Name

Country of Residence

Citizenship

1	<u>JUAN DEKAM</u>	<u>UGANDA</u>	<u>USA</u>
2	<u>RENE VANDER MEIJDEK</u>	<u>UGANDA</u>	<u>Netherlands/Canada</u>
3	<u>Joy Dekam</u>	<u>UGANDA</u>	<u>Malaysia</u>
4	<u>Tom BULTEN</u>	<u>UGANDA</u>	<u>USA</u>
5	<u>LISA BULTEN</u>	<u>UGANDA</u>	<u>"</u>
6	<u>LAURA SNOEYINK</u>	<u>UGANDA</u>	<u>"</u>
7	<u>PETER TIMMERMAN</u>	<u>TANZANIA</u>	<u>Canada</u>
8	<u>CATHERIN TIMMERMAN</u>	<u>TANZANIA</u>	<u>"</u>
9	<u>BRIAN Woudstra</u>	<u>TANZANIA</u>	<u>"</u>
10	<u>ANJA BUWALDA</u>	<u>TANZANIA</u>	<u>"</u>
11	<u>BILL BUWALDA</u>	<u>TANZANIA</u>	<u>"</u>
12	<u>KSITH DISSSELKOFEN</u>	<u>KENYA</u>	<u>USA</u>
13	<u>DOUG SEEBECK</u>	<u>KENYA</u>	<u>"</u>
14	<u>JANE VAN ES</u>	<u>MALAWI</u>	<u>"</u>
15	<u>ROWLAND VAN ES</u>	<u>MALAWI</u>	<u>"</u>
16	<u>WAYNE MEDEMA</u>	<u>MOZAMBIQUE</u>	<u>Canada</u>
17	<u>Judy MEDEMA</u>	<u>Mozambique</u>	<u>"</u>
18	<u>DAVE DICE</u>	<u>Zambia</u>	<u>USA</u>
19+20	<u>Jim Ludema-Craig Wiselart</u>	<u>U.S. - CASE WESTERN RESERVE</u>	<u>UNIV.</u>

HOME OFFICE PRELIMINARY CONSULTATION

Name	Organization
Paul Brink	CRWRC-Indonesia
Tom Bulten	CRWRC-Uganda
Ivan DeKam	CRWRC-Uganda
Caspar Geisterfer	CRWRC-Dom. Rep.
Roland Hoksbergen	CRWRC-Nicaragua
Nancy Tenbroek	CRWRC-Bangladesh
Will Postma	CRWRC-Bangladesh
Bev Abma	CRWRC-West Africa
Jose Lamigo	CRWRC-Nigeria
Scott Johnson	CRWRC-International
Gary Nederveld	CRWRC-International
Ellen Monsma	CRWRC-Grants/Eval
Wayne Medendorp	CRWRC-Grants/Eval
Madeline Robins	CRWRC-Canada
Ray Elgersma	CRWRC-Canada
Susan Van Lopik	CRWRC - Domestic
Bill Van Lopik	CRWRC - Former Staff
Andy Ryskamp	CRWRC - Domestic
Don Zielstra	CRWRC - Resource Development
Jim Nienhuis	CRWRC - Resource Development
Joy Witte	CRWRC - Resource Development
Ruth Hoekwater	CRWRC - Resource Development
John DeHaan	CRWRC
Mike Mantel	World Vision
Jack Grubbs	Enterprise International
Mary Herbert	US AID
Gene Thieman	Lutheran World Relief
Bas Vandersalm	World Relief
Suresh Srivastva	Case Western
Charlie Pratt	Case Western
Craig Wishert	Case Western
Jim Ludema	Case Western