

Compiled Report of CONTINUING CAPACITY ENHANCEMENT OF JOINT BODY REPRESENTATIVES of Tea Promoters (India) GARDENS and SMALL FARMERS COLLECTIVES' PARTNERS

5th to 9th January 2009 – Singel Tea Garden

Facilitated by DLR Prerna, www.darjeelingprerna.org

Participants from:

Seeyok; Selimbong; Singell; Puttharjhora; Samabeong; Snow View; Banaspaty - Tea Gardens

Puttong Tea Workers Welfare Committee; Subarna Small Farmers Tea Society; Teesta Tea Co-operative - Small Farmers Collectives' Partners

Background:

a. Capacity Enhancement

Capacity Enhancement is a continual process of organizational improvement through upgradation of knowledge, skills and capacity of the organisation and its members – human and material

Rationale for continual capacity building

- An organisation functions within a milieu
- Milieu changes constantly
- Change is the only constant

Organisational Responses to this changing milieu

- Resist Change – Degenerative Organisation which dies a natural death
- Adapt to change – Generative Organisation continues to exist
- Proactive to change – Regenerative Organisation adds value constantly thus lives

A **Regenerative Organisation or a Learning Organisation** constantly seeks to improve itself by:

- creating a learning environment
- recognizing and investing time and effort for capacity enhancement on visible and invisible structures
- recognizing and promoting the innate potential of members
- investing in the principle of subsidiarity and solidarity
- investing in PLANNING

b. Plan

i. Top Down – trickle down theory

Centralized directive planning process does not give the proper results as the micro-diverse realities can never be taken into account

ii. Decentralised indicative planning

Planning is a process

- Owned by primary stakeholders ensuring better outcome.

Behavioural and Attitudinal Change in Planning

Challenges of decentralized planning

- Paradigm Shift – Change in MINDSET
- Knowledge, Skills and Capacity needed
- Planning usually based on formal education thus excluding other life experiences
- Marginal people with little Past Opportunities, Skills and Capacity for planning in the existing format of planning.
- Plans need to be further decentralised and contextualized
- Outcomes of plans needs to be revisited
- Monitoring and evaluation systems needs to be integrated into plan

Overall Goal:

Develop capacity and skills for participatory planning and action of Joint Body Representatives and Small Farmers Representatives of the TPI Group of Tea Gardens.

Objectives:

- a. Revisit and rediscover social analysis; participatory leadership; participatory planning and its tools – Appreciative Participatory Planning and Action**
- b. Enhance planning through logical framework**
- c. Develop monitoring and evaluation systems within the planning framework.**

The participants were welcome to the workshop by Mr. Sachin Subba, Manager, Singel Tea Garden. DLR Prerna then facilitated a ground rules and self introduction of participants' session. This was followed by a garden-wise group discussion on:

1.
 - a. What is Social Analysis?**
 - b. Why do we need Social Analysis in our Fairtrade Activities?**
2.
 - a. Enumerate qualities of a Participatory Leader?**
 - b. Why do we need a Participatory Leader in our Fairtrade Activities?**

Groups presented their report to the house. Taking cue from their report summary was presented on social analysis and participatory leadership. Social analysis is a process of analyzing the relationships of various systems in a society so as to make our development interventions pertinent to the situation. Social analysis as a tool uses constantly asking the question 'why' to discover the 'root cause' of a situation. Intervention on the root cause makes it pertinent and sustainable. Intervention without social analysis at times tends to be limited to the effects or symptoms of a situation only and does not tackle the root cause. Social analysis was then contextualized to the activities of the Joint Bodies.

Discussion on the need for a participatory leader was looked at from the perspective of the diverse and marginal groups that Joint Bodies have to work in implementing its activities. A participatory leader is required as the activities of the Joint Bodies are

based on principles of democracy, transparency and participation. A participatory leader was summarized as one who can hear the voice of the voiceless too. A discussion on effective communication with the communication cycle was one of the ways a participatory leader hears the voice of the voiceless. Effective communication was summarized as a communication which results in an outcome that is desired when the communication was made.

Garden-wise group discussion on these questions preceded group presentations:

What is APPA?

Why do we need APPA in our Fairtrade Activities?

How did we undertake APPA in our gardens in 2008?

What was the result of undertaking APPA in our gardens in 2008?

Based on the presentations, Appreciative Participatory Planning and Action, its principles, key frameworks and tools were revisited. In each of the tools garden wise group exercise was undertaken with presentations.

Appreciative Participatory Planning and Action, APPA is an approach to planning and management that combines the framework of Appreciative Inquiry and the tools of Participatory Learning and Action. As a methodology APPA's objective is to find and emphasize the positive, successes and strengths as a means to empower communities, groups and organizations to plan and manage development.

Development planning has traditionally focused on problem solving and/ or needs driven approach. We look at organizations and situations as problems to be solved. We have become great problem solvers but at the same time lost capacity to envision and create better world. In some cases, we can become so overwhelmed by problems that we begin to believe things will never get better.

Asset building approaches like Appreciative Inquiry focus on valuing the skills we have and the factors that motivate individuals and groups to success; to focus on identifying and releasing individual and group capacities. It asks individuals, groups and organizations to seek out the very best of 'what is' to help us imagine 'what could be'. Furthermore, the approach seeks to mobilize resources, capacities and skills from within the participants involved to achieve 'what could be'. The aim is to generate new knowledge that expands 'the realm of the possible' and helps to envision a collectively desired future and the design improved systems and processes that successfully translate their intentions into reality and their beliefs into practice.

The focus of Appreciative Inquiry 'doing more of what works'. A collective vision of the best possible future

The focus of problem solving 'doing less of something that we do not do well'

Key Assumptions

- in every society, organisation, group there is something that works
- what we focus on becomes reality

- people have more confidence and comfort to journey to the future (unknown) when they carry forward parts of the past (the known)
- the act of asking questions of an organisation, group influences the organisation, group
- if we carry parts of the past forward, they should be what is best about the past
- it is important to value differences
- the language we use creates reality

Another key principle of Appreciative Inquiry is the focus on collective inquiry and action, the collective discovery and valuing of skills, resources and capacities and the collective visioning of what might be and is possible and how this can be done. By continuously asking the questions – What makes our working together possible? What allows us to function at our best? What possibilities await that will stretch beyond where we currently are to reach higher levels of achievement – an organisation or community allows its creative capacities to be released and valued.

A common framework for using Appreciative Inquiry to plan is the **'4 – D' model: Discovery, Dream, Design and Delivery.**

1. Discovery: the act of appreciating – The best of what is, what gives life to this community, group, organisation.
2. Dream: envisioning an impact – What might be, creating a positive image of a preferred future
3. Design: co-constructing the desired future – What should be the ideal, a process of dialogue, consensus and further inquiry
4. Deliver: implement and sustain – how to implement, empower, learn adjust and sustain

The construction and use of *Provocative Propositions* is a key feature of Appreciative Inquiry. A provocative proposition is a statement in the present tense that describes the best of 'what might be' based on all of the knowledge about the best of 'what is'. It is provocative to the extent that it stretches the realm of the status quo, challenges common assumptions or routines and helps to suggest real possibilities that represent desired possibilities for the group or community.

Principles of APPA

1. Focus on finding and building upon the root causes of success and motivation as individuals and groups
2. Participatory learning – empowers people through acquiring and affirming knowledge and through building ownership of jointly planned actions
3. Sustainability – combination of principles that build upon and mobilize participants' skills, resources and active participation help ensure sustainability of the approach and the resources and communities for which the action is planned

Specific Tools of APPA was revisited:

a. Problem Tree

Cause and Effects of issues/problem – WHY of issues

Problem is the Solution – HOW to address the issues or problem

b. Resource Mapping and Social Mapping

- Historical
- Present
- Future

c. Chapatti Mapping

- Institutional Relationships
- Need Relationships
- Power Relationships

d. Seasonal Mapping

- Seasonal Activity Mapping

i. Past

ii. Present

iii. Future

e. Pair Wise Ranking

- Need Prioritisation process

f. Matrix Ranking

- Utility Prioritisation process

The revisiting of social analysis, participatory leadership and APPA took one and a half days. In these days the focus of the workshop was on fine-tuning the concept and skills of participatory planning. Part of the focus was also to address the issues that emerged while the planning process was being undertaken in the previous year. It emerged in the discussions that APPA was useful too but further decentralization is needed as well as more efforts are to be made to get more people involved in the process. Around 10% of the people in the gardens participated in the planning process last year. A conscious effort on the part of the facilitator was also reiterated so as to be the participatory leader.

Post revisit, the focus of the workshop moved into **Monitoring and Evaluation**.

Monitoring is a systematic and on-going process of information gathering and learning over a period of time which leads to regular assessment of purpose and enables adjustments and refinements to be made.

Monitoring enables to:

- track progress
- provide and generate timely information for decision-making to improve efficiency and effectiveness
- helps to identify problems before they happen (and turn into crises)
- adapt to changing circumstances
- provide and generate information for evaluation

Evaluation is a retrospective assessment of performance and achievements at a particular time.

Useful criteria to consider:

- Relevance – significance with respect to specific needs and issues
- Effectiveness – performance in relation to objectives
- Efficiency – rate and cost at which activities lead to results
- Impact – relevant socio-ecological consequences
- Sustainability – continuation of impacts after external support is withdrawn

In the previous year each garden had prioritized and intervened on some specific activities. To take this to more refined planning process, garden-wise objectives/purpose were developed for the issues prioritized. For the purpose of the workshop, the issues were identified from the problem tree exercise. The development of objectives makes the provocative statement to work towards for the JB.

A provocative proposition is a statement in the present tense that describes the best of 'what might be' based on all of the knowledge about the best of 'what is'. It is provocative to the extent that it stretches the realm of the status quo, challenges common assumptions or routines and helps to suggest real possibilities that represent desired possibilities for the group or community.

Based on the goal, objectives, activities and monitoring and evaluation system and put into a framework is termed **logical framework analysis**. The past year had focused on increasing peoples' participation in the process, this year the plan was taken to a more systematized level.

Each garden developed objectives and activities on the overarching goal of "Develop a participatory development plan".

The objectives were of two types:

1. Increase peoples participation in the planning process
2. Issues that were prioritized for each garden for example:
 - a. Safe Drinking water for all by 2015
 - b. Pucca road to reach all villages by 2015
 - c. Primary Education for all by 2015
 - d. Total sanitation by 2012

These were put into frameworks:

Objective: Increase peoples participation in the planning process

Activity	Who	When	How	Resources
Plan	Workshop participants	Feb 09	Meeting	JB Fund
Village awareness	All JB	Feb 09 March	Meetings/Dramas	JB Fund
Information Education Communication Material Development	JB	Feb 09 March	Workshops	JB Fund
Meeting with	JB	Feb March	Meetings	JB Fund

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Objective: Drinking water for all by 2015

Activity	Who	When	How	Resources
JB Meeting	Workshop participants	Jan 09	Meetings	JB Funds
Plan for water	JB	Jan Feb 09	Meetings	JB Funds
Identification of Water sources	JB and Community	Jan to May 09	Transect Walks	JB funds

For each of the objectives **indicators** were developed:

Indicator: an indicator is a measure of change and not a target, therefore neutral. It is a variable (and not 'an increase or decrease of...') that helps to indicate whether progress towards objectives is being made (or not)

Indicators should be:

- Quantitative and qualitative
- Minimum but sufficient
- Specific
- Measurable
- Appropriate(scale, resource, time)
- Relevant to all stakeholder

A conscious effort in developing the indicators enables a monitoring and evaluation framework.

Objective: Increase peoples participation in the planning process

Indicator: % people participating in the planning process

Objective: Total sanitation by 2012

Indicator: No of children falling sick with diarrhea

Using the objectives and indicators prioritized work plan for 2009 was developed. Thus within a large vision a specific one **year work plan** is developed whose progress can be constantly self monitored.

Objective: Increase peoples participation in the planning process

WORK PLAN 2009

Activity	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
JB Meeting	*	*	*	*	*	*	*	*	*	*	*	*
Awareness	*	*	*									

Indicator: % people participating in the planning process

Objective: Safe Drinking water for all by 2015

WORK PLAN 2009

Activity	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec

JB Meeting	*	*	*	*	*	*	*	*	*	*	*	*
Source Identification	*	*	*	*	*							
Prioritisation for 2009					*	*						

Indicator: No of people falling sick with water borne diseases

On the 9th January 2009 in the exit meeting with the management each garden representative presented their logical framework and work plan for 2009. Discussion with the management led to further clarity in the plan. Thus the workshop ended with a note that participatory planning for a garden development plan needs to continue getting more people involved in it as well as the plan in itself needs to be detailed with monitoring systems inbuilt. Investing in a plan is investing in the success of its outcome. A note that there is life outside the plan as situations change after the plan is put into paper so one needs to be constant reflection and action.

The workshop ended with a keynote address from Mr. P. C. Tamang, Executive Director TPI and closing address by Mr. Sachin Subba, Manager Singel Tea Garden.

Continuing Capacity Enhancement of Joint Body Representatives of Tea Promoters (India) Gardens and Small Farmers Collectives' Partners – Follow-up Workshop

11th to 12th July 2009 – Selimbong Tea Garden

Facilitated by DLR Prerna, www.darjeelingprerna.org

Participants from:

Seeyok; Selimbong; Singell; Puttharjhora; Samabeong; Snow View; Banaspaty - Tea Gardens

Puttong Tea Workers Welfare Committee; Subarna Small Farmers Tea Society; Teesta Tea Co-operative - Small Farmers Collectives' Partners

The Follow-up workshop started with a welcome address by Mr. Anand Tamang, Assistant Manager, Selimbong Tea Garden and a keynote address by Mr. P. C. Tamang, Executive Director TPI. Mr. P. C. Tamang stressed the need for continuing capacity enhancement and congratulated Puttong on their Fairtrade Labeling.

DLR Prerna continued with the workshop by asking each garden and small farmer group to present their 2009-2010 developmental plan.

The presentations showed that none of the plans were completely based on the January 2009 – Singel workshop. Most did not use the formats that were evolved and did not have a monitoring and evaluation system in the development plan.

A quick review of the past workshops was undertaken by DLR Prerna with a more focused presentation on Monitoring and Evaluation (details of Monitoring and Evaluation is in the above 2009 Singel Workshop report). It was stressed that monitoring is a continual process and could be undertaken in the monthly JB

meetings. This would ensure that the plan is a living one which evolves and adapts with every action and outcome. This will reduce the possibility of a crisis. A couple of examples, from within the participating JB's, of crisis that could have been averted with proper monitoring and evaluation plans made the discussion pertinent and real.

The JB and Small Farmer representatives then developed Goal, Objectives and Indicators for their 2009-2010 developmental plan.

It was discussed that indicators should be:

- Quantitative and qualitative
- Minimum but sufficient
- Specific
- Measurable
- Appropriate(scale, resource, time)
- Relevant to all stakeholder

Based on the exercise the representatives developed a detailed year plan for their garden/small farmer collective. It was reiterated that monitoring should be part of the monthly plan based on the indicators developed. They could decide to undertake the evaluation internally or with an external group.

DLR Prerna discussed the need to look at planning as a process as well as a product. The presentation of developmental plans show that planning has been taken more as a product only limiting it to putting the developmental plans in paper only. There is need to spend equal time in the process of planning as well as using the plan as a guiding document throughout the year.

The house was divided into four groups and developed an action plan based on the goal: "Increase peoples' participation". The group work showed the need to look at increasing peoples' participation creatively as most of the groups had restricted their activities to just meetings. It was discussed that meetings are just one form of increasing peoples participation and also limits the interaction to people who are comfortable with formal environment. This limits participation especially from women, youth, semi and illiterate community members.

The workshop decided a format that would be used by all the TPI group of gardens and the small farmers collectives.

I.

	Indicator	Budget
Goal:		
Objectives:		
1.		
2.		

II.

Objective 1:

Activity	Who	When	How	Resources

III.

Objective 1:

Activity	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec

DLR Prerna then distributed individual feedback forms to all the participating members and for the ones who had participated in any previous workshop. The completed forms would be collected garden/collective wise and sent to DLR Prerna after a week. The feedback is anonymous and would be part of a report on the workshops.

The workshop ended with a word of encouragement by Mr. P. C. Tamang to all members and appreciation by Mr. Anand Tamang.

DLR Prerna would like to place on record sincere gratitude to the communities of Tea Promoters (India) Gardens and Small Farmers Collectives' Partners for the opportunity to continue partnering in the development journey. Special note of gratitude to the all the JB members; JB and Small Farmers Representatives at the workshop; All TPI Executives; Mr. P. C. Tamang and Mr. Binod Mohan for dreaming and supporting the design and delivery.