

# Tips for trainers

Contributed by **PERRY WALKER, GHEE BOWMAN, GWEN VAUGHAN, and ROWENA HARRIS**

For this issue, we look at how Drawing Shields has been used during workshops and courses in different ways by different practitioners. Each example describes how the Shields can be used in different ways: as an icebreaker, to encourage workshop participants to open up; to consider issues, to find common ground, and to discuss change and ways forward; as a means of self-expression, and to consider their own strengths and skills; and to create an atmosphere of trust and reflection amongst the group.

## Drawing Shields

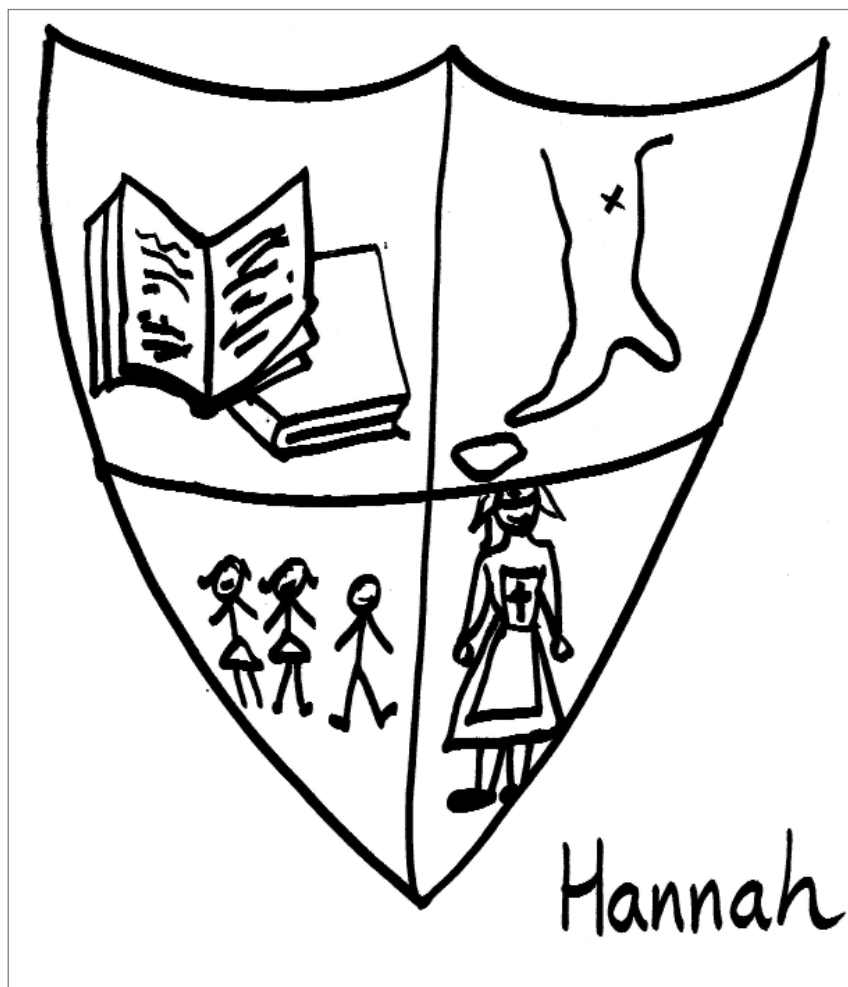
### An example from Perry Walker

What I did was to introduce the idea of a coat of arms as a means of self-expression. I then asked participants to:

- draw an outline of a shield, with a horizontal line across it (they were welcome to make the shield any shape they liked if that would help to demilitarise it);
- draw an animal that had resonance for them above it;
- do a drawing on the top half of the shield about their current life;
- do a drawing in the bottom half of the shield about their desired future life;
- underneath the shield to draw on the left factors inhibiting the achievement of that desired future and on the right factors promoting it; and,
- at the bottom of the page to write a motto – the only place where words are allowed.

Everyone then talked about his or her shield. It worked very well.

● Source: Perry Walker, Director, Democracy Programme, New Economics Foundation, Cinnamon House, 6–8 Cole Street, London SE1 4YH, UK. Tel: +44 (0)20 7089 2848; Fax: +44 (0)20 7407 6473; Email: perry.walker@neweconomics.org



### An example from Rowena Harris

I've used Drawing Shields, and I make it up according to what I want participants to consider, discuss, or become aware of. This could be strengths, dreams, visions, or what is most loved or valued; interests, hobbies, or pastimes; or qualities and skills that participants can contribute and bring to a team.

● Source: Rowena Harris, Independent Facilitator, BJ Associates, Top Office, 49 Thingwall Park, Bristol BS16 2AJ, UK. Email: rowenaharris@topoffice.fsbusiness.co.uk

### An example from Ghee Bowman

Time taken: 20 minutes or more,

depending on the group size.

**Aim:** To introduce participants to each other and foster an atmosphere of listening and openness.

**Materials required:** A4 paper and marker pen for each participant, and your own example of a completed shield.

**Context:** This exercise works best at the very start of a training workshop or course, when the majority of participants don't know each other yet. ICA:UK regularly use this activity at the start of our Volunteer Orientation Weekends.

**Steps:** Before the session, prepare

your own Shield (at least in your head if not on paper). Draw a Shield on a piece of paper with a marker pen and divide it into four. In each quarter draw something that's significant in your life – a person, a thing, a place, a hobby, or an interest... four things about yourself that you're prepared to tell the group. It helps if you don't draw it too neatly or professionally, as you can make a joke about not needing to be a great artist for this exercise. Write your name on the Shield.

Show your Shield to the group and briefly explain the four sections. So in my Shield I might draw a quick picture of my wife Rebecca and daughters Alex and Hannah, the ICA symbol to show my work, a map showing Egypt (where I worked as a volunteer for two years) and me running – one of my hobbies. Other people might draw something more abstract like a concept, something related to their studies, something about where they live... whatever is important in their life that they'd like to share with the group.

Give each person (including course leaders) a sheet of paper and a marker pen, and give them five minutes or so to do the same (don't rush them, it may be difficult for some).

When most of them have finished, ask them to pair up with somebody they don't know and introduce themselves using their Shield (make sure the course leaders are included in the pairings). Give

them plenty of time for this; it's often a good chance for people to share other ideas and anxieties about the course. Tell them that they'll be introducing their partner to the whole group later.

When they're ready, bring them back into a circle and ask them to show their partner's Shield, indicating to the different drawings, and to introduce their partner to the group. For example, 'This is Hannah, she likes reading, she was born in Italy, she has two sisters and a twin brother, and she's a nurse'.

When everybody has introduced their partner, thank them and appreciate the wealth of skill, interest, and experience in the room. Put all the Shields in a prominent place on the wall for the duration of the course, and remember that some people may want to take their Shield away with them at the end.

**Variations and limitations:** VSO have used a similar exercise on their Preparing for Change course, where a group of four participants each draw one concern in a section of a large Shield, then write a motto underneath to express a positive approach towards their shared concerns.

Some people find the word 'Shield' carries some negative feelings of being defensive, so instead call the product a 'Coat of Arms'.

We usually follow this exercise with another exercise to discover what the participants expect from

the course (details on request).

● Source: Ghee Bowman, Volunteer Service Programme Coordinator, ICA:UK, 15 Mile Lane, Exeter EX4 9AA, UK. Tel: +44 (0)1392 422216; Email: gbowman@gn.apc.org; Website: www.ica-uk.org.uk

### An example from Gwen Vaughan

I have loved using the shield: it is simple, powerful, and very flexible!

In the context of change, whether personal or organisational, it can be the protective shield with which we go into battle. The four sections contain representations of where we are, where we wish to go, and the factors that help or hinder the change. The representations may be literal or metaphorical – the key is the visualisation of change and the discussion around the issues.

On a lighter note, the shield makes a great introductory exercise (and quite fun for an international audience, some of whom have no concept of heraldry, to learn something that comes from my cultural traditions). For participants to be able to draw the things that mean home, an animal that represents self, a vehicle to represent your work, and the thing that makes you happiest, can introduce a closeness and depth of communication early in an event.

● Source: Gwen Vaughan, Freelance consultant. Email: gwen.vaughan@virgin.net

# in touch



Welcome to the In Touch section of *PLA Notes*. Through these pages we hope to create a more participatory resource for the *PLA Notes* audience, to put you, as a reader, in touch with other readers. We want this section to be a key source of up-to-date information on training, publications, and networks. Your help is vital in keeping us all in touch about:

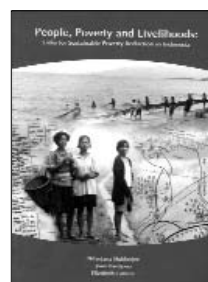
- **Networks.** Do you have links with recognised local, national or international networks for practitioners of participatory learning? If so, what does this network provide – training? newsletters? resource material/library? a forum for sharing experiences? Please tell us about the network and provide contact details for other readers.
- **Training.** Do you know of any forthcoming training events or courses in participatory methodologies? Are you a trainer yourself? Are you aware of any key training materials that you would

like to share with other trainers?

- **Publications.** Do you know of any key publications on participatory methodologies and their use? Have you (or has your organisation) produced any books, reports, or videos that you would like other readers to know about?
- **Electronic information.** Do you know of any electronic conferences or pages on the Internet which exchange or provide information on participatory methodologies?
- **Other information.** Perhaps you have ideas about other types of information that would be useful for this section. If so, please let us know.

Please send your responses to:  
*PLA Notes*, Sustainable Agriculture and Rural Livelihoods Programme, IIED, 3 Endsleigh Street, London WC1H 0DD, UK. Fax: + 44 (0)20 7388 2826; Email: [PLA.Notes@iied.org](mailto:PLA.Notes@iied.org)  
*PLA Notes* is published in February, June, and October. Please submit material two months before the publication date.

## Book reviews



### People, poverty and livelihoods: links for sustainable poverty reduction in Indonesia

● N. Mukherjee, J. Hardjono, and E.

Carriere, World Bank and DFID, 2002

In 2000 the World Bank and DFID discussed how the World Bank strategic report on poverty in Indonesia (*Indonesia: Constructing a New Strategy for Poverty Reduction*) could reflect the voices and realities of poor people themselves. It was agreed that DFID and the World Bank would organise a limited number of participatory poverty assessments to provide qualitative depth to issues discussed in the World Bank report. The authors of this book tested the DFID's Sustainable Livelihoods framework to carry out participatory action research in urban and rural locations in four provinces of Indonesia. The book documents the process, the findings and their implications, and offers some reflection on the methodology used.

■ Available from: World Bank Office Jakarta, Jakarta Stock Exchange Building, Tower 2, 12th & 13th Floors, Jl. Jend. Sudirman, Kav. 52–53, Jakarta 12190, Indonesia. Tel: +(62 21) 5299 3000; Fax: +(62 21) 5299 3111; Website: [www.worldbank.or.id](http://www.worldbank.or.id) or DFID Jakarta, British Embassy, Jl. M.H. Thamrin 75, Jakarta 10310, Indonesia. Tel: +(62 21) 315 6264; Fax: +(62 21) 314 1824



### Realising rights: transforming approaches to sexual and reproductive wellbeing

● Andrea Cornwall and Alice Welbourn (eds), Zed Books, 2002

Sexual and reproductive wellbeing has gained recognition as a basic right, enshrined in international law. Yet reality on the ground is different, as society, health programmes, and aid agencies are all entrenched in old ways. Fundamental shifts in thinking and practice are needed to realise these rights and transform these realities. This book portrays a wide range of innovative examples from around the world. From popular theatre in Nigeria to participatory research in Britain; from role-playing in Cambodia to visualising reproductive health in Zimbabwe, and from collaborative planning in Egypt to community dialogue in the Andes, these 24 chapters reveal the value of transforming approaches to sexual and reproductive wellbeing. All begin with the need to engage women, men, and youth more directly in determining pathways to change; and all highlight both the complexities and the possibilities of making rights real. Some other reviews of the book include:

*This remarkable collection is revolutionary. Subjects supposed to be too sensitive have been explored with an unexpected frankness and freedom... If the bottom line of development is human wellbeing, here is a book with huge development potential. It is more than just essential reading: it is a source of practical new ideas for good things to do; and an invitation to action. Read it and be inspired!*  
Robert Chambers, IDS.

*The discourse on human rights and the practice of participatory development tend to remain in unfortunately separate, almost watertight, compartments. This book sensibly and valuably brings them together by making participatory processes central to making*

*reproductive and sexual rights real. It contains food for thought for the development analyst and critic, as well as new insights and valuable methods for the practitioner.*

Gita Sen, Sir Ratan Tata Chair Professor, Indian Institute of Management, Bangalore, India.

*Gender inequity, with its consequent lack of real sexual and reproductive choice for women, is the greatest catalyst to the spread of HIV. Yet, despite the great strides made in medical technology over the past decades, similar advancement is not evident in women's rights to sexual autonomy. I eagerly await the book, which will fill a crucial gap in our analysis of this important aspect of human life.*

Susan Paxton, Research Fellow and AIDS Activist, La Trobe University, Australia.

■ Available from: Zed Books Ltd., 7 Cynthia Street, London N1 9JF, UK. Tel. +44 (0)20 7837 4014; Fax +44 (0)20 7833 3960; Email: zed@zedbooks.demon.co.uk; Website: www.zedbooks.demon.co.uk

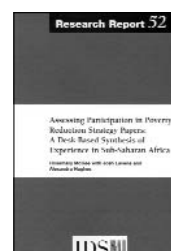


**Participatory monitoring and evaluation: a promising concept in participatory research? Lessons from two case studies in Honduras.**

● Kristen Probst, Margraf Verlag, 2002  
In agricultural research, user and farmer involvement in monitoring and evaluation (M&E) seems to be widely limited to the evaluation of technologies, and to consultations on adoption and impacts of innovations. The focus of this book, instead, is on participatory M&E as an instrument to support regular self-reflection and learning processes in participatory research for natural resource

management. The study is based on qualitative empirical data gained in two participatory projects in Honduras, where action processes were initiated and facilitated. The book discusses the potential benefits and limits of participatory M&E and its prospects and strategic value in the context of participatory research.

■ Available from: Margraf Verlag, Laudenbacher Str. 9, Postf. 105, 97990 Weikersheim. Tel: +49 (0)79 34 3071; Fax: +49 (0)79 34 8156; Email: info@margraf-verlag.de

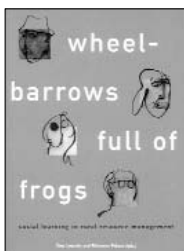


**Assessing participation in Poverty Reduction Strategy Papers: a desk-based synthesis of experience in sub-Saharan Africa**

● Rosemary McGee with Josh Levene and Alexandra Hughes, IDS, 2002  
This study, carried out by the Participation Group at the Institute of Development Studies (IDS), provides an update on practice and experiences of civil society participation in the development of Poverty Reduction Strategy Papers (PRSPs). The report concludes that civil society participation can add considerable value to PRSPs and policy processes more generally, and can contribute to more responsive behaviour on the part of donors and governments. However, the review does not demonstrate conclusively that in all countries significant value has been added to date. Much remains to be done to consolidate the gains made so far.

■ Available from: Institute of Development Studies, University of Sussex, Brighton BN1 9RE, UK. Tel: +44 (0)1273 678 269; Fax: +44(0) 1273 621 202 or 691 647; Email: publications@ids.ac.uk. Electronic copies of

the report (pdf and Word format) are also available at the IDS Participation Group website [www.ids.ac.uk/ids/particip](http://www.ids.ac.uk/ids/particip)



**Wheelbarrows full of frogs: social learning in rural resource management**

● Cees Leeuwis and Rhiannon Pyburn (eds), Van Gorcum, 2002

The central theme of this book is 'social learning' in the context of rural resource management. The concept of social learning reflects the idea that the shared learning of interdependent stakeholders is a key mechanism for arriving at more desirable solutions to complex problems in rural environment. It is based on interactive problem solving, conflict resolution, shared learning, convergence of goals,

concerted action, and so on. The book is organised around some major themes in the discourse of social learning, from the significance of theories of social learning to its application in agriculture, the role of facilitation and the relations between social learning and institutions.

Available from: Koninklijke Van Gorcum Bt, P.O. Box 43, 9400 AA Assen, The Netherlands.

## Workshops and events

**Participatory communication  
16th – 20th June 2003  
Ottawa, Canada**

This is a new introductory workshop about participatory communication. It will focus on a variety of practical tools and innovative processes that seek to strengthen and give voice to all stakeholders, particularly the poor. Participants will learn to apply the steps in a communication planning process, including active participation in audience research and communication strategy development. At the end of the workshop, participants will be able to identify communication needs and initiate a communication strategy to address those needs.

**Participatory development: concepts, tools, and application in PLA/PRA methods  
23rd – 28th June 2003 and 21st – 26th July 2003  
Ottawa, Canada**

These intensive six-day PD workshops focus on core participatory concepts, tools, and their application. Set in the community to maximise learning,

group interaction and networking, topics include: the origins of participatory development, learning, and application of PRA/PLA tools; the application of participation to project design; monitoring and evaluation; developing effective facilitation skills; building action plans; and team-building. Two-day community assignments proposed by community-based organisations in the Ottawa region will allow participants to apply tools learned in the workshop to real-life situations.

**Participatory monitoring and evaluation  
28th July – 2nd August 2003  
Ottawa, Canada**

Participatory monitoring and evaluation (PM&E) involves a different approach to project monitoring and evaluation by involving local people, project stakeholders, and development agencies deciding together about how to measure results and what actions should follow once this information has been collected and analysed. This workshop is practically focused with daily excursions into the community and a three-day community assignment. Topics covered at the workshop include: origins of PM&E; skills and attributes of a PM&E

facilitator; learning PM&E tools; designing a monitoring and evaluation framework; actions plans; and much more. A project clinic will include projects from participant's workplace and provide a rich environment for feedback.

● For further information about these courses, please contact: Mosaic-net International, 705 Roosevelt Ave., Ottawa K2A 2A8, Canada; Tel: +1 (613) 728 1439; Fax: +1 (613) 728 1154; Email: [workshop@mosaic-net-intl.ca](mailto:workshop@mosaic-net-intl.ca); Website: [www.mosaic-net-intl.ca](http://www.mosaic-net-intl.ca)

**Group facilitation methods  
9th – 10th April 2003, London  
29th – 30th April 2003, Cambridge  
11th – 12th June 2003, Manchester**

A structured introduction to the basic ToP focused conversation and consensus workshop methods. The focused conversation method consists of how to: conduct purposeful, productive focused conversations; capture the wisdom of the group; stimulate feedback; and reach shared awareness in meetings. The consensus workshop method includes: channel input; integrating diverse ideas; building a group consensus; and developing solutions.

**Group facilitation skills  
10th June 2003, Manchester**

There is a whole range of skills that a facilitator needs to bring into play both before, during and after the event itself in order to ensure that the process and the methods employed are effective. In this pilot one-day course participants learn how to share actual experiences and challenges; explore ways of addressing these in future; reach a deeper understanding of what it means to facilitate; and experience the ToP focused conversation and consensus workshop methods.

**Participatory strategic planning  
12th – 13th May 2003, London**

The course presents structured long-range planning process, which incorporates the consensus workshop method for building consensus, the focused conversation method for effective group communication and an implementation process for turning ideas into productive action and concrete accomplishments. Previous experience in group facilitation methods is a pre-requisite for this course.

● For further information about these courses, please contact: Martin Gilbraith, ICA:UK, P.O. Box 171, Manchester M15 5BE, UK. Tel/Fax: +44 (0)161 232 8444;

Email: martin@ica-uk.org.uk; Website: www.icaworld.org

**Dealing with data from participatory studies: bridging the gap between qualitative and quantitative methods**

**14th – 25th July 2003, Reading**

This workshop, facilitated by the International and Rural Development Department and the Statistical Services Centre of the University of Reading, will help participants to achieve an optimal combination of PRA tools and statistical principles for dealing with qualitative and quantitative information collected in participatory studies. The workshop will include sampling, design of tools for information management, data handling, and analysis techniques that are relevant for social mapping, trend analysis, ranking and scoring, and seasonal calendars. Each participant will receive, free of charge, a copy of the add-in macros developed by the Statistical Services Centre for data analysis. Participants do not need to have prior statistical knowledge to attend this workshop.

● For further information about this course, please contact: Lorna Turner, Statistical

Services Centre, The University of Reading, Harry Pitt Building, Whiteknights Road, P.O. Box 240, Reading RG6 6FN, UK. Tel: +44 (0)118 931 8025; Fax: +44 (0)118 975 3169; Email: L.E.Turner@reading.ac.uk; Website: www.reading.ac.uk/ssc

**Participatory appraisal  
28th April – 2nd May 2003,  
Edinburgh**

This workshop concentrates on the practical application of PA, with three days spent on practical exercises and other methods for learning about PA. The remaining two days will include placements in Edinburgh and the surrounding area, and will provide an opportunity for a practical application of the approach. Placements will vary in their duration, location, and host-group composition. The placements will include evening work; this is necessary to accommodate host-group schedules.

● For further information, please contact: Vikki Hilton, Honorary Fellow, Institute of Ecology & Resource Management, The University of Edinburgh, Darwin Building, Mayfield Road, Edinburgh EH9 3JU, Scotland, UK. Tel: +44 (0)131 650 6439; Fax: +44 (0)131 662 0478; Email: vikki.hilton@ed.ac.uk; Website: www.ierm.ed.ac.uk



# e-participation

## **The Jefferson Center: originator of the citizens' jury process**

[www.jefferson-center.org/](http://www.jefferson-center.org/)

The Jefferson Center is a non-profit, non-partisan organisation that advocates the use of the Citizens' Jury process. This website is a resource for learning more about the Center's activities and the citizens' jury process as a tool towards citizens' empowerment. It provides details of current citizens' jury projects around the world, including final reports, and offers a selection of useful links.

## **Deliberative Democracy Consortium**

[www.deliberative-democracy.net/](http://www.deliberative-democracy.net/)

This is the online home of the Deliberative Democracy Consortium, a professional affiliation of researchers and practitioners linked to the growing movement of deliberative democracy. The Consortium recognises and supports the nascent, broad-based movement to promote and institutionalise deliberative democracy at all levels in the United States and around the world. The website is a source for commentary, upcoming events, useful links, and scholarly writing.

<http://cjp.anu.edu.au>

This site contains reports from the Citizens' Jury project funded by the Land and Water Resources Research and Development Corporation (LWRRDC) in Australia, under which two citizens' juries have been run. The first report introduces the citizens' juries and contrasts them with other forms of public consultation and environmental value assessment; the second considers the role of group-

dynamics in citizens' juries; and the third provides an overview of the methods and results of the first citizens' jury.

## **The Loka Institute**

[www.loka.org](http://www.loka.org)

Loka works to make science and technology more responsive to social and environmental concerns by expanding opportunities for grassroots, public-interest groups, and everyday citizen and worker involvement in vital facets of science and technology decision making. The website describes Loka's ongoing projects, publications (with some extracts available online), provides news articles from various sources, and science and technology links.

## **TAN+N: the Global Democracy Movement**

[www.auburn.edu/tann/](http://www.auburn.edu/tann/)

TAN+N is dedicated to the creative use of modern technologies (ICT) and face-to-face deliberative techniques in all forms that directly empower citizens to have authentic input into political systems at all levels of governance around the world. It contains information about major projects and organisations, events on global direct democracy, book reviews and links, current and archived news, a webzine, e-voting, and a simulated constitutional convention.

## **Empowerment: a World Bank perspective**

[www.worldbank.org/poverty/empowerment/index.htm](http://www.worldbank.org/poverty/empowerment/index.htm)

This is the Empowerment section of the World Bank PovertyNet website.

It provides a description of the World Bank's approach to empowerment, together with an online Empowerment Sourcebook with brief descriptions of relevant analytical tools and a selection of practices principally from the Bank's experience. Documents and links related to the topic are also available.

## **The Community Planning Website**

[www.communityplanning.net/](http://www.communityplanning.net/)

This well structured and practical website provides an overview of new methods of community planning. Specifically, it lists principles, methods, and scenarios that appear to be universally relevant, and can be drawn on for inspiration and guidance. They are based on pioneering projects and experience from many countries over the past few decades. It also presents an abstracted selection of useful documents and films, contact listings, and a glossary.

## **Agricultural biotechnology and policy processes in developing countries**

[www.ids.ac.uk/biotech](http://www.ids.ac.uk/biotech)

This website contains links to a selection of materials from projects on biotechnology coordinated by the Institute of Development Studies, including a new briefing paper series. The papers ask critical questions about how policies really affect the livelihoods of the poor, such as how can policy processes be more inclusive and responsive to the concerns of the poor? How can we 'democratise' biotechnology?

# RCPLA Network

In this section, we aim to update readers on activities of the **Resource Centres for Participatory Learning and Action Network (RCPLA) Network** ([www.rcpla.org](http://www.rcpla.org)) and its members. For more information please contact the RCPLA Network Steering Group:

**RCPLA Coordination:** Tom Thomas (Network Coordinator), Director, Institute for Participatory Practices (Praxis), S-385, Greater Kailash II, New Delhi – 110 049, India. Tel: +91 11 641 8885/ 6/ 7, 623 3525; Fax: +91 11 641 8885/ 6/ 7, 623 3525 Extn: 21; Email: [tomt@praxisindia.org](mailto:tomt@praxisindia.org)  
Lilian Chatterjee, Director of Communications, Institute for Environment & Development (IIED), 3 Endsleigh Street, London WC1H 0DD, UK. Tel: +44 (0) 20 7388 2117; Email: [lilian.chatterjee@iied.org](mailto:lilian.chatterjee@iied.org); Website: [www.iied.org](http://www.iied.org)

**Asian Region:** Jayatissa Samaranayake, Institute for Participatory Interaction in Development (IPID), 591 Havelock Road, Colombo 06, Sri Lanka. Tel: +94 1 555521; Tel/Fax: +94 1 587361; Email: [ipidc@panlanka.net](mailto:ipidc@panlanka.net)

**West Africa Region:** Awa Faly Ba, IIED Programme Sahel, Point E, Rue 6 X A, B.P. 5579, Dakar, Sénégal. Tel: +221 824 4417; Fax: +221 824 4413; Email: [awafba@sentoo.sn](mailto:awafba@sentoo.sn)

**European Region:** Jane Stevens, Participation Group, Institute of Development Studies (IDS), University of Sussex, Brighton BN1 9RE, UK. Tel: + 44 (0)1273 678690; Fax: + 44 (0)1273 21202; Email: [participation@ids.ac.uk](mailto:participation@ids.ac.uk); Participation group website: [www.ids.ac.uk/ids/particip](http://www.ids.ac.uk/ids/particip)

**Latin American Region:** Fernando Dick, Dirección de Programas de Investigación y Desarrollo (DPID), Universidad Nur, Casilla 3273, Ave Cristo Redentor No. 100, Santa Cruz, Bolivia. Tel: +591 3 363 939; Fax: +591 3 331 850; Email: [participa@tabarsi.nur.edu](mailto:participa@tabarsi.nur.edu); Website: <http://dpid.nur.edu>

**North Africa & Middle East Region:** Ali Mokhtar, Center for Development Services (CDS), 4 Ahmed Pasha Street, Citibank Building, Garden City, Cairo, Egypt. Tel: +20 2 795 7558; Fax: +20 2 794 7278; Email: [cds.lrc@neareast.org](mailto:cds.lrc@neareast.org);

Website: [www.neareast.org/explore/cds/index.htm](http://www.neareast.org/explore/cds/index.htm)

**Southern and Eastern Africa Region:** Eliud Wakwabubi, Participatory Methodologies Forum of Kenya (PAMFORK), Jabavu Road, PCEA Jitegemea Flats, Flat No. D3, P.O. Box 2645, KNH Post Office, Nairobi, Kenya. Tel/Fax: +254 27 16609; Email: [pamfork@nbnet.co.ke](mailto:pamfork@nbnet.co.ke)

## News from Praxis

Praxis has been working with EMF Films, The Netherlands on a documentary project focusing on the realities of poverty and the poor in India. EMF films were particularly interested in the participatory research and films that Praxis has produced in recent years. Both Praxis and EMF Films recognise the huge complementarity between research and the media in bringing the perspectives of the poor and marginalised to a wider audience.

In November 2002, Praxis was commissioned by the World Bank to conduct a Development Audit of the World Bank-funded District Poverty Initiative Program (DPIP) in Rajasthan. This mid-term development audit exercise was undertaken to assess the efficacy, orientation, and systemic strengths of the project. It was a forward-looking exercise, aimed at informing the design of the remaining phase of the project.

Development Audit (DA) is a

combination of tools to assess the financial performance, social impact/relevance, technical quality, and systemic strengths of an intervention from the perspective of primary and other internal/external stakeholders. It is an instrument that can be used by organisations to increase accountability, effectiveness, and transparency (and thus, acceptability) of programmes/projects through stakeholder engagement.

A holistic, participatory approach, involving all stakeholders at all stages of the audit, was adopted.

Participatory workshops were conducted with stakeholders at various levels from state to village as well as with external stakeholders. This enabled stakeholders to offer their perspectives about the implementation and impact of the programme initiatives and to provide suggestions for improvements. The design of the development audit was constantly evolving to ensure that all facets of the DPIP were captured in

our research. The final design employed a combination of qualitative and quantitative research methods.

The development audit is an important step towards assessing and understanding the impact of poverty alleviation programmes on the lives of the poor. It also provides a transparent analysis of the mechanisms that are required to implement such a scheme from the perspectives of the implementing agencies. The results of the development audit will be converted into actionable procedures that will involve key stakeholders of DPIP. As the development audit is a groundbreaking initiative Praxis will publish the results for a wider audience, and for use as a guide for similar projects to be conducted in the future.

Continuing our commitment to providing opportunities to young people interested in pursuing a career in the development sector, Praxis was



joined in January by a volunteer, Shane Boris, an Economics, Religious Studies, and Political Science undergraduate from the University of Ohio, USA. He came to India to get exposure to participatory approaches in India and to learn about the contribution of participatory approaches to policy making. Shane embraced the opportunity to be involved in all areas of Praxis work, including a field study in Haryana.

#### News from DIPD

DIPD has been coordinating the National Working Group for Participation (GNTP) over the past year. GNTP is a network of institutions and independent members committed to participatory processes in Bolivia. Formed in 1994, it has applied participatory methods and tools in different development areas all over the country. It has also provided training expertise for specific projects, municipalities, government institutions, and international cooperation.

GNTP fits into the current national reality by concentrating efforts on the implementation of Poverty Relief Programmes within the PRSP, Dialogue Law, Popular Participation Law and HIPC II resources. It is involved in a series of projects aimed at strengthening local actors in Northern Potosí (Caripuyo, Llallagua), Vallegrande and other municipalities in order to reinforce the participation spaces established by law and promote social and institutional capacities and citizens' empowerment.

GNTP is also contributing to the Logolink Programme, the international comparative learning experience coordinated by the Participation Group at the Institute of Development Studies in Brighton. This

gives GNTP the opportunity of sharing Bolivian experiences in citizen participation and local governance with other countries.

GNTP recently celebrated its first year of support by DFID, which means that the second phase is just beginning! We hope that it will bring further achievements and the consolidation of the network as a learning community.

● For more information about GNTP, visit [www.GNTParticipa.org](http://www.GNTParticipa.org).

#### News from IDS

Over the last few months we have been involved in two important workshops. The first, 'Sharing Experiences on Values, Attitudes, and Behaviour: Exploring Opportunities for PLA and Advocacy in Trade Unions' Work', was convened by the Nigeria Labour Congress in collaboration with the UK Department for International Development. It provided a forum for trade unions to share experiences and reflect on how they have engaged with their constituencies and other actors in their work.

The second, 'Tools and Methodologies for Participatory Urban Governance', held in China in February, was sponsored by Ford Foundation China. and brought together twenty-five participants from local governments, NGOs, community organisations, and academic institutions. Participants were able to work through concepts, tools, and methodologies used in pursuing the practice of participatory governance in other countries and to explore how these might be employed in their own contexts.

Our three-year research project on Poverty Knowledge and Policy Processes has seen project partners engaged in a series of dissemination

events in Uganda and Nigeria over the last nine months. These included national workshops, local radio, local language newspapers, poster campaigns, and theatre events. For more information see IDS Research Report 54 (details below).

*A New Weave of Power, People and Politics: the action guide for advocacy and citizen participation* (Lisa VeneKlasen with Valerie Miller) was published by World Neighbors at the end of last year. It is a manual for people and organisations grappling with issues of power, politics, and exclusion. Extracts from the manual featured in issue 43 of *PLA Notes*. Copies are available from World Neighbors ([www.wn.org](http://www.wn.org)).

March sees the publication of IDS Research Report 54 Poverty Knowledge and Poverty Processes in Uganda: case studies from Bushenyi, Lira, and Tororo districts (Brock, McGee, Okech, and Ssuuna). Limited numbers of many of our publications are available for Southern organisations and resource centres for free. Please contact us for details.

#### News from IIED

General news

IIED welcomed a new Chair, Jan Pronk, former Environment Minister and Development Minister in successive Dutch governments. Mr Pronk, who was UN Special Envoy for the World Summit on Sustainable Development, is able to contribute his considerable knowledge and experience in government and the United Nations.

Take the chance to have your say in IIED's information survey entitled 'Is IIED meeting your information needs?' Complete our survey and you could win US\$100 worth of our publications. The IIED Information Survey can be filled out online

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#### Participation news

IIED continues to work on participation in a variety of ways. One of these is bringing together and disseminating information on participation through our publication programme. As well as *PLA Notes*, IIED publishes *Environment and Urbanization*, which regularly includes papers on participatory approaches used in an urban context. The April 2003 issue, on Rural-Urban Transformations, includes two papers on participation. 'Participatory action planning in the peri-urban interface: the twin city experience, Hubli-Dharwad, India' by Meera Halkatti, Sangeetha Purushothaman, and

Robert Brook describes a participatory planning process in five peri-urban villages, including the tools used, the main issues which emerged from the process, and their relevance to different groups (women, landowners, landless, and lower castes). 'Youth participation in El Alto, Bolivia' by Caspar Merkle asks why disadvantaged youth in El Alto, Bolivia fail to involve themselves in the local political system even though they are highly organised and active in social and cultural groups. The paper identifies the many constraints that contribute to this lack of involvement, including the corruption of local officials, the low level of political education and awareness, and the various regulations that make prosperity a prerequisite for real participation. Further details are available from IIED's website ([www.iied.org](http://www.iied.org)), then follow the links for E&U) or write to the Director, Human

Settlements Programme at IIED.

The *Gatekeeper Series*, produced by IIED's Sustainable Agriculture and Livelihoods Programme (SARLs), has regular papers on participation. The aim of the Series is to highlight key topics in the field of sustainable agriculture and natural resource management. Each paper reviews an issue of contemporary importance and provides preliminary recommendations for policy makers, researchers and planners working in agricultural development. Recent papers have covered topics such as participatory watershed management, the life sciences industry, community wildlife management, and participatory evaluation. For subscription details, please contact the SARLs programme at IIED or visit the SARLs pages on the IIED website. Free downloads of some Gatekeepers are available through the website.



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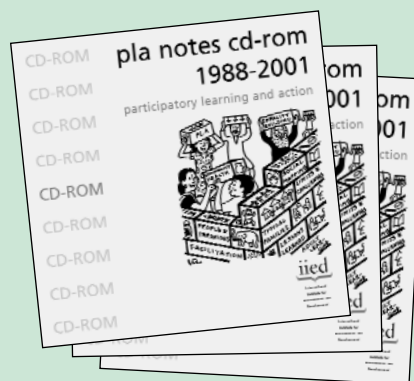
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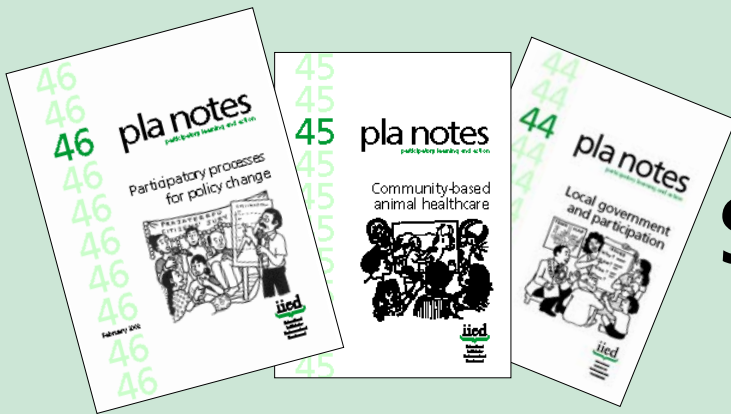
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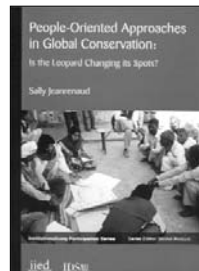
### State versus Participation: Natural Resources Management in Europe

Andrea Finger-Stich and Matthias Finger  
 Volume II in the Institutionalising

Participation Series. The participation of the public, local communities, indigenous peoples, and various other stakeholders in natural resources policymaking, planning and/or management has been increasingly promoted in international and national policies. This book analyses and discusses how participation does – or does not – occur in the management of forest and water resources at various institutional levels in European contexts. More precisely, the authors critically analyse how the state has, over time, strengthened its own development interests by removing decisions over the management of natural resources from local users and communities' hands and today tends to instrumentalise people's participation for its own legitimacy purposes. This evolution is considered in the light of two more recent trends, namely the globalisation of economic interests and the demands for democratisation, decentralisation, and accountability. The authors

highlight the strategies various state agencies use to control participation in decision-making processes relating to forest and water resource management. You can read more about this book at [www.iied.org/agri/ipa.html#9169](http://www.iied.org/agri/ipa.html#9169)

● IIED Sustainable Agriculture and Rural Livelihood Programme and IDS Participation Group, 2003. ISBN: 1 84369 242 2. Order no 9169IIED. Price: USD22.50/£15.



### People-Oriented Approaches in Global Conservation: Is the Leopard Changing its Spots?

Sally Jeanrenaud

Whereas local people were once considered a threat to nature and were often removed from protected areas, many international and national conservation organisations now promote a wide range of people-oriented conservation approaches. Despite these changes, this paper suggests that we should be cautious about claiming that 'participation' has been mainstreamed in global conservation programmes. Drawing mainly on case studies from the World Wide Fund for Nature (WWF), the author suggests that organisational structures, fundraising imperatives, dominant conservation narratives, and western environmental values all work against the 'leopard changing its spots'. Volume I in the Institutionalising Participation Series, This book is now available in French as a pdf (*Populations Locales et Conservation de la Nature: Le Léopard serait-il en train de Muer?*).

Read more: [www.iied.org/agri/ipa.html#9134fr](http://www.iied.org/agri/ipa.html#9134fr)

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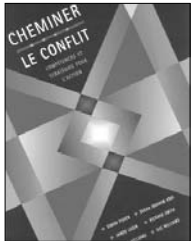


### Local Perspectives on Forest Values in Papua New Guinea – The Scope for Participatory Methods

Maryanne Grieg-Gran and Irene

Guijt with Basil Peutalo  
 Wild resources are often overlooked in policymaking and land use decisions, yet they are important for local communities and often critical for their survival. IIED's Hidden Harvest project examines the role of wild resources in local livelihoods in different countries and ecosystems. This report presents the outcome of a Hidden Harvest training workshop and field exercise carried out in Papua New Guinea which focused on wild forest resources. Using examples from the fieldwork, the report highlights some methodological questions related to valuation in transitional communities. These questions are particularly pertinent for research related to economies that have not commoditised all natural resource management-related economic activities or for professionals seeking to use complementary methodologies. The report concludes that participatory methods have an important contribution to make, given the challenges in local level valuation, both as a complement to more conventional approaches and in their own rights as a tool to inform decision making.

● IIED Sustainable Agriculture and Rural Livelihoods, 2002. ISBN: 1 35793 8X. Order no: 6155IIED Price: USD25.00.



**Cheminer avec le Conflit: Méthodes Pratiques (French)**

Simon Fisher, Dekha Ibrahim Abdi, Jawed Ludin, Richard Smith, Steve Williams, Sue Williams

New French translation of Working with Conflict, previously published by Zed Books and Responding to Conflict. This source book is for people working in areas affected by conflict and violence. Easy to use, well laid out, and including helpful visual materials, it provides a range of practical tools – processes, ideas, visual aids, and techniques – for tackling conflict. These tools have

been developed over a number of years by the organisation Responding to Conflict (RTC) in collaboration with practitioners from around the world. Includes a guide to understanding conflict, how to build effective strategies to address conflict, intervening in situations of acute conflict, and the skills involved in evaluation and learning.

● IIED, 2002. ISBN: 1843692287. Order no: 9157IIED. Price: USD22.5/£15.00.

**Participatory learning and action: a trainer's guide**

Jules N Pretty, Irene Guijt, John Thompson, Ian Scoones

Designed for both experienced and new trainers, who have an interest in



training others in the use of participatory methods, whether they are researchers, practitioners, policy-makers, villagers or

trainers. The guide provides a comprehensive background to the principles of adult learning and details 101 interactive training games and exercises.

● IIED Sustainable Agriculture and Rural Livelihoods Programme, 1995.

Also available in Spanish. ISBN: 1899825002. Order no: 6021IIED. Price: USD 31.50





