

WORKSHOP REPORT

Training Workshop on Participatory Facilitation

Três Marias, September 13th – 16th, 2003

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WORKSHOP OUTLINE



Course ***Facilitation in Participative Processes***



Promotion: Secretaria Municipal de Meio Ambiente e Secretaria Municipal de Educação e Cultura da Prefeitura de Três Marias/MG

Support: Projeto Peixes Pessoas e Água (Projeto World Fisheries Trust apoiado pela Agencia de Desenvolvimento Canadense – CIDA)

Instructor/moderator: Margarida M. M. Ramos

Dates: 13 -16 September, 2003

Locale: Três Marias /MG

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INTRODUCTION

This report presents the contents of the course on “Facilitation in Participative Processes” promoted by the City Hall of Três Marias, through the Municipal Secretaries of Environment and Education and Culture. The course was carried out with the resources of the Projeto Peixes Pessoas e Água, (World Fisheries Trust project), supported by the Canadian International Development Agency – CIDA.

The course took place in the period of the 13-16 of September of 2003, and united participants that are active in the promoting Secretaries. The work was carried out in the environment of a workshop, focussing on training to improve how the participants work with groups in their activities. The course offered tools for improving the dynamics of group processes, and sought to create foundations to establish an effective and long-lasting cooperation between the different actors in the process of participative work.

The present report is divided into three parts: the first presents a methodological orientation for the course and the guiding panels used for discussions, prepared by the instructor, with the proposal of introducing techniques of moderation and visualization, creating conditions to raise the understanding and identification of the people with the contents related to the work of “Facilitation”¹ and making it possible for them to realize how this work is carried out together.

In the second part, the report presents the results of the work carried out by the participants - i.e. the results of the training, the exercises carried out in small groups. The purpose of this part of the course was to intensify the learning of the techniques, sensitize and motivate the group for immediate application of the skills. Once the quality of the group product depended directly on the individual contributions, the groups were directed to provide everyone with space to speak out during the discussions and presentations.

The third part of the report pulls together the results of the continuous and progressive evaluation carried out by Evaluation Committees, by the teams themselves related to the simulated meetings, and a final evaluation of the course. In the final evaluation, the participants had the opportunity to express their opinions about the course and register any advances achieved.

¹ The moderation and visualization techniques are meant to be a source of assistance and reference for anyone working in a participatory manner and who wish to act as facilitators or moderators in these processes.

PART I

1. METODOLOGICAL ORIENTATION

1.1. OBJECTIVES

The course had, as its principal objective, the training for the preparation and realization of participative work, based on initial training in moderation, learning of the core techniques of visualization with the use of cards, and by providing guidance for attitudes conducive to participation in group work. In addition, the techniques used were designed to strengthen participation and facilitate the interchange of information between course participants.

1.2. METHODOLOGY

The methodology used during the course sought to provide discussion on important themes that are not dealt with every day in the work of the participants.

We named the methodological process “learning by doing” - “aprender – fazendo”, in which emphasis is on a discussion of how the work is being done and on a continual reflection on the actions during the course, so that everyone achieves, in their projects:

- Greater contact between the organizations and the population of beneficiaries;
- Provide better information to formulate projects and programs that are closer to reality and more effective;
- Provide an adequate background for coordination of projects;
- Simplification of complicated bureaucratic processes that result in excessive concentration of power;
- Institutionalize citizen participation in planning and management, creating alternative means for decision-making and administration;
- Permit a greater representation of the various groups in processes of decision-making;
- Favour equity in the distribution of resources and investments.

The course started with an introduction by the participants, followed by information on methodologies and working tools.

The participants, after they had interviewed each other, presented themselves in pairs or greater, in a plenary session. The dynamic used for the presentations sought from the start a familiarization with the visualization tools and an environment conducive to learning and a permanent process of auto-evaluation.

Following this, we presented the objectives of the course, relating them to the expectations presented by the participants during their introductions, with the purpose of addressing any disagreement with the objectives that may have been expressed during the auto-presentations. The first Evaluation and Assistance Committee was formed, and its duties during the course discussed. The daily evaluation activities of this Committee are meant to create a stimulus for participation, exchange of opinions, and an analysis of what is being done. Each day started with a retrospective of the previous day, presented by the Committee responsible for that day. The group was stimulated to formulate and negotiate amongst themselves “Rules of Working Together,” with the objective of helping establish favourable conditions for communal work during the course.

Soon after these initial questions, the first exercise with content related to the context of the work of the participants was brainstorming (“Chuva e Coleta de Idéias”), used to survey opinions of

the participants about “What to do with the Centro de Atendimento ao Pescador (CAP) of Três Marias ?”

The work evolved as four basic steps: generation of ideas, organization, analysis, and conclusions.

The course followed up with clarification of the methodology for a “Participative Focus” and the carried out work in small groups, alternating with plenary sessions. In the presentations, each group was responsible for the promotion of discussion on the material presented, making additions or corrections according to the contributions from the plenary.

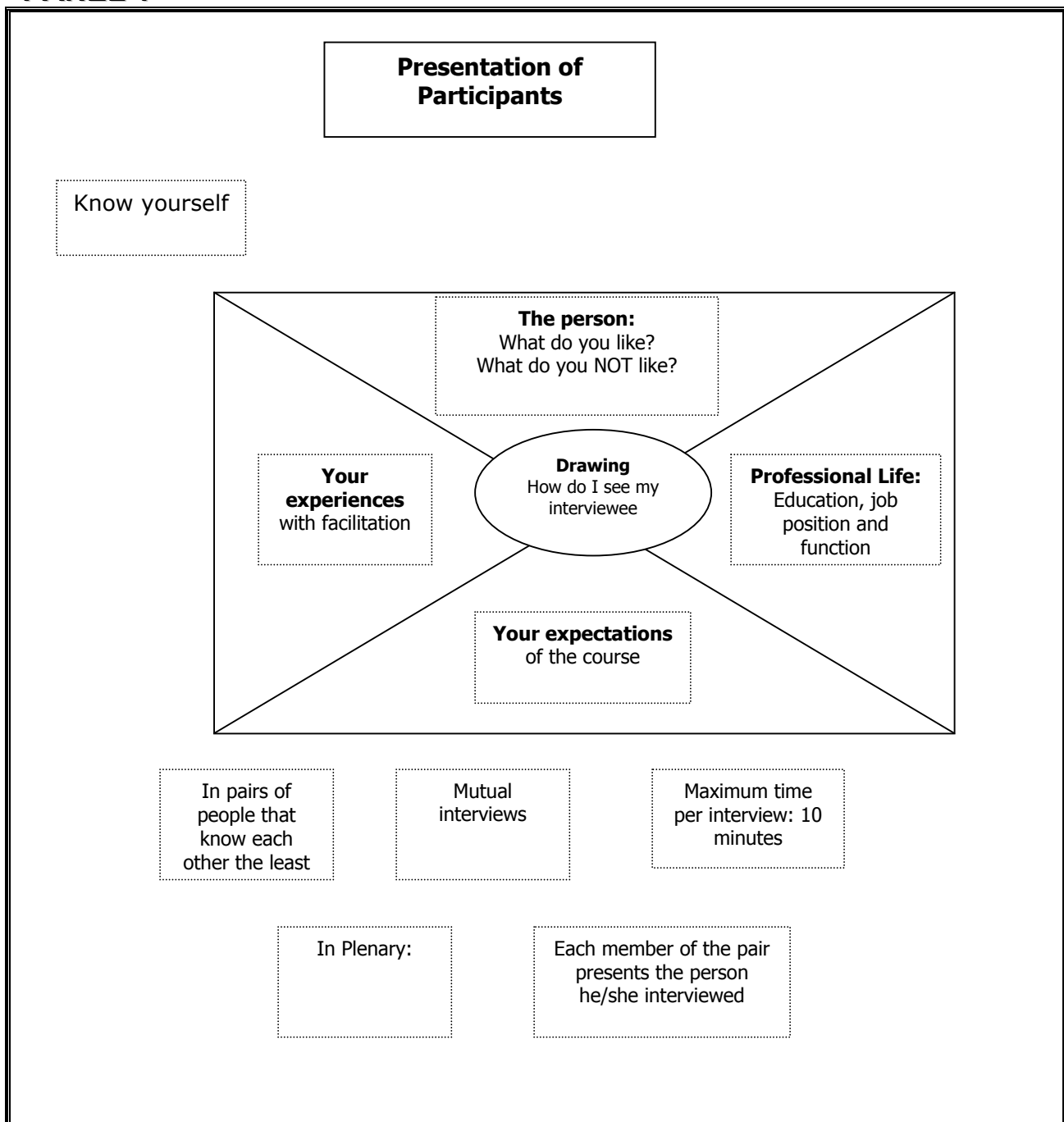
The high point of the group work was the “Simulated Meetings”, for which topics based on the realities of the participants were used. The process emphasised discussion and organization of the participants with a view towards constructing plans of action together, with the rule that all of the information used in the course be used.

The theme used was the planning of a Municipal Seminar - The Environment Conference for Youth in the schools. We took advantage of the course opportunity to carry out a preparatory meeting with external representatives from other schools that, in fact, were putting together such an event.



1.3. Orientation Panels for the Discussions (1 to 27)

PANEL 1

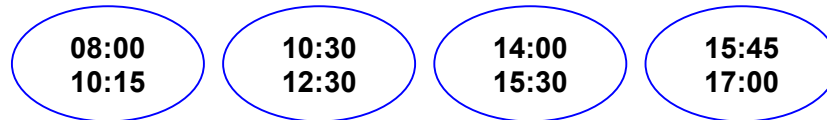
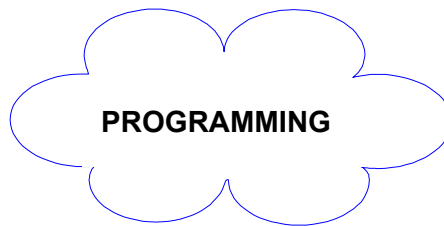


PANEL 2

OBJECTIVES of the COURSE

Train the participants to adopt a participative attitude in conducting their work with groups and to apply the techniques of moderation and visualization in meetings, seminars, and other participative events.

PANEL 3



Saturday 13/9/03	Presentation Objectives Program Committee	Work Principles. Participative Committee Help/Evaluation	Tools Written recom. Brainstorming Facilitator	Facilitator Recommend's Humorometer
Sunday 14/9/03	Committee Clarification of methodology	Group work	Presentations by the groups	Clarification of methodology Humorometer
Monday 15/9/03	Preparation of simulations	Realization of simulations	Realization of simulations	Evaluation of simulations Humorometer
Tuesday 16/9/03	Clarification of methodologies	Clarification of methodologies	Final Evaluation Closing	X



PANEL 4

How will
we work:

Basic Principles of Participative work

Everyone is responsible for the results of the group

Search for solutions jointly in a transparent and open fashion

Hierarchy is not respected, but ideas are

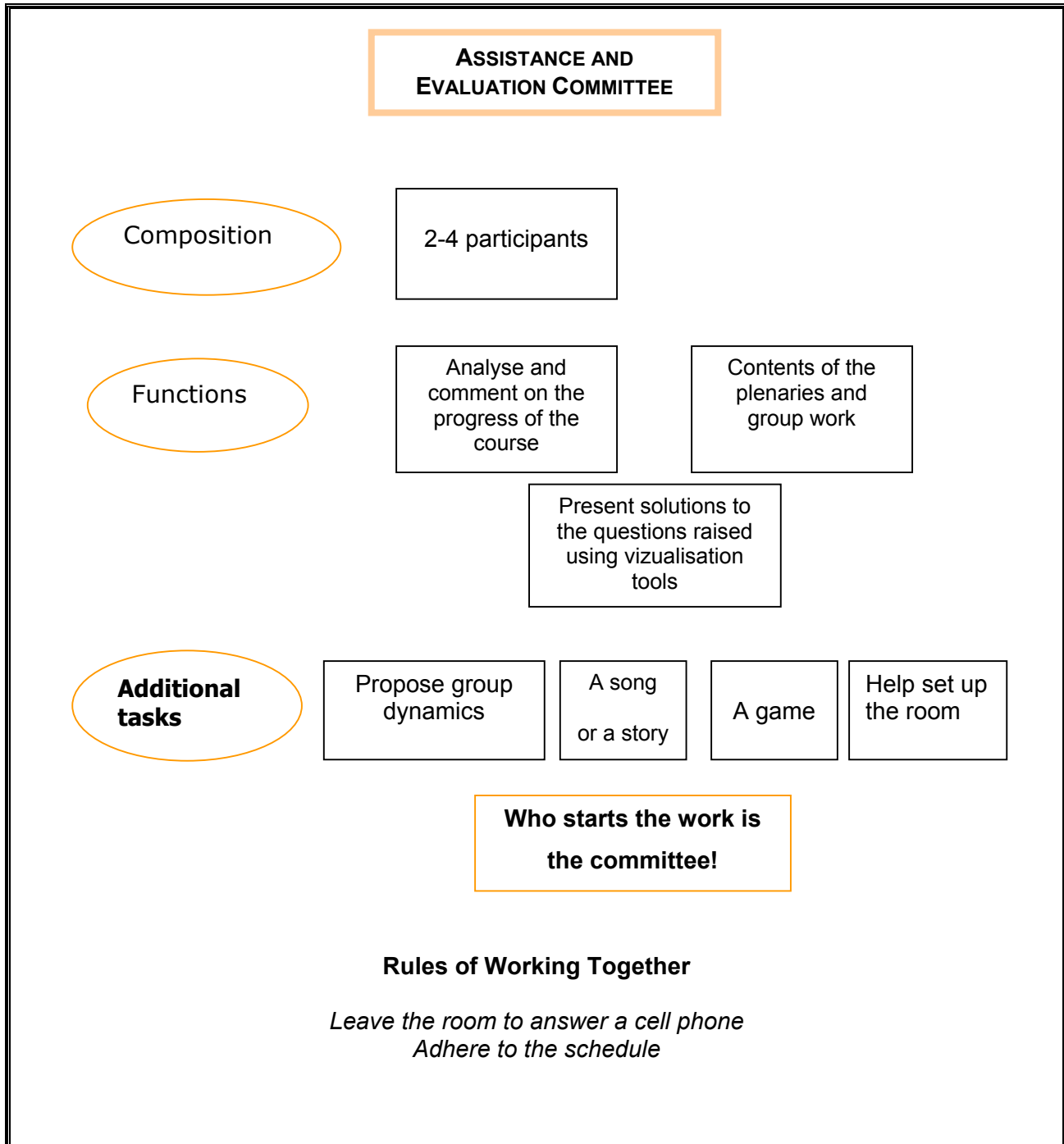
Be brief and objective in presentations to give everyone time

Conclusions, proposals and decisions represent a consensus

Consensus is not unanimity, it is a commitment for action!

Consensus is learned from respect of the opinion of others even if different from ours, and even so working together towards a common objective!

PANEL 5



PANEL 6

Tools of the Course				
Tools	Didactic exercises	Group work	Simulation of moderation	Exchange of experiences
Used where:	More objective meetings with little time	Conduct meetings without interfering with decisions	Search for transparency	Learn to prepare and conduct meetings
Are used for:	Meetings to make decisions	Meetings for planning and monitoring	Meetings for evaluation of work	
Why workshops?	Immediate management of the tools	Active learning during application	Mobilizes individual responsibility	



PANEL 7

Directions for filling out forms/labels

3 lines per form

Facilitates
reading

Use both capital
and lower case
letters

Writing in caps
alone is difficult
to decipher

Avoid isolated
words and
incomplete ideas

Reduce wrong
understanding
and ambiguity

Only one idea per
form

Simplify the
structuring of
ideas



PANEL 8

Brain-
storming

What should be done to revitalize CAP ?

**Commitment
of the
partners**

**Get the partners
to do their part in
management**

**Get more
effective
participation of
the members of
FASFRAN**

**Publicize
CAP**

**Create a local
television show for
public use about CAP**

**Public awareness of
the importance of
this idea**

**Divulge the idea on
the internet to
attract more
collaborators**

Planning

**Mobilize partners
through
compromises of
everyone**

**Sensibilize
partners of the
new phase**

**Promote survey of
updated methods in
a participatory
manner**

**Human, physical, and
material resources**

**Improve access
with asphalt**

**Enable human resources
for operation and
management**

New Goals

**Involve more
partners that
will work
effectively**

**Create new
partnerships for
vitalizing CAP**

New Goals

**Train children
to turn them
into Mini-
Environmental
Guardians with
the Eco Escola
project**

**Establish
university
extension
courses at CAP
for Natural and
Social Sciences**

**Mobilize for a
better quality of life
and work for
fishermen**

**Transform CAP into a
reference Center for
Training in
Environmental
Education**

**Partnership
of the
fishermen**

**Involve the fishermen
and their family more**

PANEL 9

HOW AND WHY MAKE QUESTIONS?

Know how to ask

What?

How?

When?

Stimulate exchanges

Make the invitation to participate

Motivate reflection

Mobilize experiences and knowledge

Should lead to:

Trigger curiosity

Activate personal interests of the group

Provoke diversity of ideas

Produce other questions and activities

Should NOT lead to:

Answers of "yes" or "no"

Unfruitful discussions

Excuses or feelings of guilt

Difficult, disagreeable, and uncomfortable situations

Avoid

Improvisation

Very specialized questions

Modification for poor formulation

Poor visualisation

Curso de Facilitação em Processos Participativos

Certificado

Certificamos que o Sr (a) _____, concluiu com êxito o Curso de Facilitação em Processos Participativos, realizado nos dias 13 a 16 de setembro de 2003, nos 40 anos de Três Marias - MG.

Barbara Johnsen
Secretária Municipal de Meio Ambiente

Pe Geraldo da Silva Macedo
Prefeito de Três Marias

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Coordenadora - Moderadora



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