

MELISSA Program
KERN InfoBrief November 2001
Participatory Approaches for Achieving Sustainable Development in Sub Saharan Africa

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African Contribution in the spotlight

Building Environmental Capacity in Burkina Faso (Source: UNDP's Capacity 21 Program)

The goal of Capacity 21 in Burkina Faso is to strengthen environmental management capacities for sustainable development. Its activities promote the formulation of the National Action Plan to Combat Desertification (NAP/CD), and the design and adoption of a national-level education strategy to foster better environmental management. Capacity 21's activities, most of which began in 1998, include improved information sharing and analysis of sustainable development priorities, empowerment of local communities by decentralizing decision-making processes in order to enhance participation in national development planning and development of an education strategy on environmental issues. These priorities have been identified by a wide cross-section of decision-makers including women's groups, young people, and religious and cultural authorities. Future activities include:

- Organising a workshop on environmental education
- Organising an NGO forum to discuss the preliminary NAP/CD
- A national dialogue on the NAP draft
- Research on environmental issues
- Contribution to the NAP process
- Organizing regional and local meetings on the preliminary NAP
- Training a Burkina Faso specialist in Israel
- A report on the global environmental situation in Burkina Faso

Contact: Capacity 21, UNDP, 1 United Nations Plaza New York New York 10017 USA Email: capacity21@undp.org

Collaboration between UNDP and Civil Society in Mali

Big Pictures or Small Projects: Collaboration between UNDP and Civil Society in Mali by Robin Edward Poulton, Ibrahim ag Youssouf and Mahamane Baby

There is no doubt that UNDP has had some success as a partner to civil society in Mali. Both in the resolution of the armed conflict in North Mali and in many of its ongoing projects, UNDP works with and strengthens Malian civil society. The authors believe that the UN should be developing long-term partnerships with certain key actors in civil society and the social economy, so that there can be a true exchange of experience and a mutual commitment. This is impossible when one side is kept in a position of short-term financial dependency. The UNDP cannot work with everyone: the agency will have to choose, and then show some real constancy in partnership. It is also believed that long-term commitments will strengthen UNDP's partners and introduce mutual accountability, reducing the gulf, which exists at the present time between funders and their dependent NGOs.

Such a long-term commitment to partnership could also overcome the problems of western-style financial accounts which have often, in the past, caused disappointments on both sides. African economies are structured quite differently from western capitalist economies, are composed of three sectors:

the public sector: which is in decline after years of excessive growth promoted by donors;

the private sector: composed of foreign and national companies, usually extracting raw materials (mining, cash crops), largely dependent on foreign investment and know-how which takes out more wealth than it creates locally;

the social sector: is the natural source of development and innovation, the spawning ground for Africa's entrepreneurs: in the West it was the banking sector which stimulated growth, in Africa it is the social economy. This emphasizes the importance for Africa of guaranteeing the right of association (in this case to promote associative economic activity).

Evidence from Africa - including Northern Mali - suggests that the forces of centralization are responsible for increasing the inequalities of wealth distribution, impoverishing the countryside and creating conditions for conflict. Northern development models (whether derived from socialist or from capitalist sources) have proved inappropriate for Africa. The authors conclude that while there is a desire in UNDP to strengthen civil society, good will at the top is not enough. Short-term bureaucracy may destroy good partnership. To strengthen civil society, UNDP needs to convince all levels of staff that building up social capital is important, that damaging social capital is bad management practice. Sustainable Human Development in Africa requires investments and banking models, which are favorable to the social economy. The public economy should concentrate on infrastructure and leave economic activity to the other two sectors. A conviction that a strong civil society is essential for good governance, is mirrored in the need for economic development strategies to be redirected towards the strengths of the social economy, rooted as it is in the indigenous structures and social associative processes which permeate African society. Contact: Ms. Caitlin Wiesen, Manager Tel: 212-906-6590 Fax: 212-906-5313 Email: catilin.wiesen@undp.org

Engaging South Africans through the War on Poverty Forum.

The War on Poverty Forum: The South African Experience with Poverty by Vukani Mthintso & Jacqui Boulle (SANGCOCO)

Under the auspices of the South African NGO coalition (SANGOCO), a national campaign called the National War on Poverty Forum was set up in 1997 to coordinate efforts around poverty. The strategy included three parts:

- To hearing the poor speak out about their own issues
- To design policies and programs to address these concerns
- To implement programs that were designed as a consequence of the public hearings.

Role-players included civic organizations (Churches, NGOs, community organizations, local government associations, trade unions), national government, international agencies, SA Human Rights Commission and international donors. An advertising campaign launched the Speak Out hearings in all the provinces. A total of 35 day-long hearings were held in 29 locations across the length and breadth of South Africa from 21 March to 19 June 1998. Each hearing was well documented and translated into English. Findings were published and presentations made. Some of the concerns raised about the process included unfairly raising the expectations for relief, the expectation of speedy results and that there was no coordinated regional strategy dealing with poverty. The hearing findings reports were used as basis for some government strategy documents. The hearings have also served as a catalyst for several local initiatives and groups continue to meet. Contact: Ms. Caitlin Wiesen, Manager Tel: 212-906-6590 Fax: 212-906-5313 Email: catilin.wiesen@undp.org

Zimbabwe: Empowering Rural Communities for Conservation and Development

CAMPFIRE (Communal Areas Management Program for Indigenous Resources) seeks to involve rural communities in conservation and development by returning to them the stewardship of their natural resources, harmonizing the needs of rural people with those of ecosystems. No single organization runs CAMPFIRE. The members of the Collaborative Group are responsible for co-ordinating the various inputs, including policy, training, institution building, scientific and sociological research, monitoring and international advocacy. The main members include:

- The CAMPFIRE Association represents rural district councils and therefore the interests of the rural communities involved in CAMPFIRE. The Association is the lead agency and co-ordinator of the programme. It chairs the CAMPFIRE Collaborative Group.
- The Department of National Parks and Wildlife Management provides those communities with technical advice on wildlife management.
- The Ministry of Local Government, Rural and Urban Development is responsible for the overall administration of the rural district councils, to whom the authority for wildlife has been devolved.
- Zimbabwe Trust focuses on training, institution building, and the development of skills among community members and representatives.
The Africa Resources Trust monitors external policy and regulation that effects CAMPFIRE and provides information to decision-makers worldwide.
- World Wide Fund for Nature (WWF) provides ecological and economic research, monitoring, and advisory services to CAMPFIRE and also assists in training
- ACTION is best known for providing environmental education, training and materials to schools in CAMPFIRE districts.
- The Centre for Applied Social Sciences at the University of Zimbabwe is involved in socio-economic research and monitoring within CAMPFIRE communities.

Contact: Email campfir@id.co.zw and The Africa Resources Trust at info@art.org.zw

Links to the World Summit on Sustainable Development

Multi Stakeholder Participation

The term multi-stakeholder processes (MSPs) describes *processes which aim to bring together all major stakeholders* in a new form of communication, decision-finding (and possibly decision-making) on a particular issue. They are also based on recognition of the importance of achieving equity and accountability in communication between stakeholders, involving equitable representation of three or more stakeholder groups and their views. They are based on democratic principles of transparency and participation, and aim to develop partnerships and strengthened networks between stakeholders. MSPs cover a wide spectrum of structures and levels of engagement. They can comprise dialogues on policy or grow into consensus-building, decision-making and implementation of practical solutions. The exact nature of any such process will depend on the issues, its objectives, participants, scope, time lines, etc.

Hence, MSPs come in many shapes. Each situation, issue or problem prompts the need for participants to design a process specifically suited to their abilities, circumstances, and needs. However, there are a number of common aspects – values and ideologies underlying the concept of MSPs, questions and issues which need to be addressed when designing an MSP, and stages of such a process. Our suggestions form a *common yet flexible framework*, which we offer for consideration to those who design, monitor and evaluate MSPs. Contact: <http://www.earthsummit2002.org/msp>

WSSD Exhibition

For practical actions and the chance to showcase projects, good practices and solutions, a WSSD Exhibition is being planned. Contact: Tish Troskie, Johannesburg World Summit company at Tel: +27 11 303 8685 Fax: + 27 11 303 8794 Email ttroskie@wssd2002.com or jowasco@wssd2002.com

Implementation Conference Stakeholder Action for Our Common Future

The Earth Summit 2002 in South Africa offers an ideal context for stakeholders to come together to discuss how to implement the Sustainable Development Agreements. The Implementation Conference will bring together 500-1000 of the leading representatives of the

Agenda 21 Major Groups to discuss five key issues (Freshwater; Renewable Energy; Food Security; Public Health and HIV/AIDS; and Tools for Corporate Citizenship) and to agree concrete action plans for aspects of each one. The conference will be held in Johannesburg, South Africa, during the week before the official UN Summit. We are developing a detailed conference process, including overall project management; extensive consultations and preparations; professional facilitation & conference design; knowledge management and accompanying research; production of conference material; translations, travel; venues; etc. Contact: Dr Minu Hemmati, UNED Forum, 3 Whitehall Court, London SW1 A 2 EL UK Tel: +44 207 839 7171 Fax: + 44 207 930 5893 Email: minush@aol.com Website: www.unedforum.org and www.earthsummit2002.org.

Education 21: Learning to Live in the 21st Century

An international conference on learning for sustainable development is being planned to take place directly after the WSSD in September 2002 in Johannesburg, South Africa. The following outputs are being planned:

- Learning to Sustain Tool Kit
- A web site
- The conference itself with a conference declaration and conference proceedings.
- The establishment of an international Advisory Committee
- A Call for Papers prior to the conference

Contact: Flex Dodds and Swantje Oldorp at the UNED for additional information and progress regarding this education conference. UNED Forum, 3 Whitehall Court, London SW1 A 2 EL UK Tel: +44 207 839 7171 Fax: + 44 207 930 5893 Website: www.unedforum.org and www.earthsummit2002.org.

Participatory Tools and Methods as Summarized by the World Bank

Participatory Rural Appraisal (PRA)

The term Participatory Rural Appraisal (PRA) is a planning approach focusing on shared learning between local people and outsiders to enable development practitioners, government officials, and local people to plan appropriate interventions together. The name is somewhat misleading because PRA is being used in both rural and urban settings, and it is being used not only for project appraisal but also throughout the project cycle. PRA emphasizes participation and learning on the part of the communities visited and this method's trademark is its visual techniques in mapping, ranking and trend analysis used to enable non-literate people to participate fully.

Stakeholder Analysis

Stakeholder analysis is the starting point of most participatory work and/or social assessments. It is used to acquire an understanding of the power relationships, influence and interests of stakeholders involved in the development of a project or policy. Its findings can provide early and essential information about who will be affected by the project (positively or negatively); who could influence the project (again, positively or negatively); which individuals, groups, or agencies need to be involved in the project, and how; and whose capacity needs to be built to enable them to participate. Based on this analysis, a plan for how to involve each stakeholder group in subsequent stages of the project or policy work is developed.

SARAR

Self-esteem, Associative strength, Resourcefulness, Action planning, Responsibility. The acronym SARAR stands for the five attributes listed above, which are considered the minimum essentials for participation to be a dynamic and self-sustaining process. This methodology is derived from human growth approaches in psychology and education. It is used mostly for purposes of raising awareness and empowering communities to plan local-level development activities and to organize for the implementation of these activities. Like PRA, visual aids are used to stimulate discussion and facilitate decision making by communities. In the case of SARAR, the drawings are usually prepared in advance rather than by the participants during the course of the exercise.

Beneficiary Assessment

Beneficiary Assessment (BA) is a consultative methodology used in both project and economic and sector work (ESW) to gain insights into the perceptions of beneficiaries regarding a project or policy. The overall objective of a BA is to enable beneficiaries and other local-level stakeholders to identify and design development initiatives, signal constraints to their participation, and give feedback on these activities to those designing and managing a project or formulating policy.

Participatory Monitoring & Evaluation

Participatory Monitoring and Evaluation is a collaborative process which involves stakeholders at different levels working together to assess a project or policy, and take any corrective action required. This joint problem-solving includes men and women at the community level; intermediary organizations, including NGOs; private sector businesses involved in the project; and government staff at all levels. Conducting user surveys or asking community members to respond to questionnaires does not qualify as participatory evaluation. Instead, local stakeholders identify problems, collect and analyze information, generate recommendations and implement change.

Gender Analysis

Gender analysis focuses on understanding and documenting the differences in gender roles, activities, needs and opportunities in a given context. This analysis examines women's roles in production, reproduction and management in the community and attempts to understand how changes in one role may produce beneficial or detrimental effects in others. The issues addressed include practical gender needs such as clean water; strategic gender needs such as laws to facilitate property ownership; intrahousehold dynamics or the likely effects of development changes on the interdependent relationships of family members; and interhousehold relationships or the affects of development on community labor exchanges, the flow of goods and other survival coping mechanisms.

Systematic Client Consultation

The SCC was developed in the World Bank's Africa Region as a means of improving communication among Bank staff, beneficiaries, service providers, government agencies and other stakeholders so that projects and policies are more demand driven. The SCC is premised on the belief that information gathered must be analyzed, acted on, and reassessed. Thus, the SCC endeavors to (a) undertake systematic listening to clients' attitudes and preferences, (b) devise a process for continuous communication, and (c) act on the findings by incorporating client feedback into project design and procedures.

Conflict Resolution

When participatory processes bring stakeholders of different power and interests together around development work, both apparent and latent conflicts are often at issue. Conflict resolution techniques seek to involve these stakeholders in a process, based on improved communication, to address differences in a constructive way. Conflict resolution specialists focus on to helping stakeholders:

- to describe their key concerns and identify common interests that will motivate them to work together;
- to undertake joint problem-solving and suggest specific steps for organizing meaningful decisionmaking processes; and
- to work together to design creative solutions and make commitments to agreements reached.

Conflict resolution and peace research is a multidisciplinary field of action and research that draws on insights from applied mathematics (game theory), psychology, communication studies, ethics, planning, law and political science.

Participation newsletter

The participation electronic monthly newsletter is intended to facilitate learning across the various regions and networks of the Bank and provide an update of new methods, initiatives, cases and resources from a variety of sources. We appreciate all your candid and constructive comments on our first issue and would further welcome suggestions, especially from the field offices, on additional materials, innovative methods, case studies and learning

tools based on your experiences to be included in the upcoming newsletters and the participation website. Please direct your emails to Parmesh Shah (pshah@worldbank.org) or Vidhya Muthuram (vmuthuram@worldbank.org).

Good Reads

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ActionAid, 2001. Transforming Power: Report of the Participatory Methodologies Forum, Dhaka Feb 2001. Contact: David Archer, ActionAid, Hamlyn House, Macdonald Road, London N19 5RG Email: davida@actionaid.org.uk

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Cyber Sites and Land Addresses

Communal Areas Management Program for Indigenous Resources (CAMPFIRE): <http://campfire-zimbabwe.org>

Community Development Resource Association: <http://www.cdra.org.ca>

Intermediate Technology Development Group: <http://www.oneworld.org/itdg> East Africa: P.O. Box 39493, Nairobi, Kenya Tel: +254 2 715293 / 719313 / 719413 Fax: +254 2 710083 Email: itdgEA@itdg.or.ke Southern Africa: Intermediate Technology Development Group Southern Africa (Harare) P.O. Box 1744, Harare, Zimbabwe 3rd Floor, Coal House, 17 N. Mandela Ave./Cnr. L. Takawira St. Tel. +263 4 759 827-8, 780 992/5, 750 880/2 Fax: 00 263 4 771030 Cell: +263 (0)91 403 887 E-mail: itdg@itdg.org.zw or itdg@ecoweb.co.zw

International Institute for Environment and Development: <http://www.iied.org>

International Institute for Environment and Development: IIED Senegal Bara Gueye BP 5579
Dakar Tel: +221 824 4417 Fax: + 221 824 4413 Email: iiedsen@telecom-plus.sn

International Institute for Rural Reconstruction: <http://www.iirr.org>

Institute of Development Studies Participation Group:
<http://www.ids.ac.uk/ids/particip/home/index.html>

Nigeria Participatory Rural Appraisal Network: Abiodun Macaulay Olagoke / Judith Towe,
28A New Dawaki Road, Off Sultan Road, Kaduna, Nigeria. Tel: +234 62 24 24 10 Fax: +234
62 242408 Email: nipranet@infoweb.abs.net

Overseas Development Institute: <http://www.odi.org.uk>

Pan African Institute for Development: Tel: +237 42 10 61 BP 4056 Douala Cameroon

Participatory Action Research (PARNet) <http://www.parnet.org>

Participatory Methodologies Forum in Kenya: Helen Kitavi Magolo / John Kennedy Alumasa
Obisa, Jabavu Road, PCEA Jitengemea Flats Flat No D3 P O Box 2645 KNH Post Office
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Resource Centre for Participatory Learning and Action,
<http://www.iied.org/resource/index.html>
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annie@safire.co.zw

The Association of NGOs (TANGO) Tel: + 220 90 09 5/6. PM 392 Serrekunda, The Gambia

Uganda Participatory Development Network (UPDNet): Okiira Gregory Peter / Silvia Angey
Ufoyuru P O Box 3791 Plot 433 Balintuma Road, Nakulabye Kampala Uganda Tel: +256 41
54 29 95 / 53 44 97 Fax: +256 41 54 29 95 Email cdnr@imul.com

United Nations Development Program, Capacity 21: <http://www.undp.org/capacity21/>

United Nations Development Program, Civil Society Organizations & Participation Program:
<http://www.undp.org/csopp/CSO>

World Bank Institute: <http://www.worldbank.org/wbi>

World Bank Participation pages: <http://www.worldbank.org/particiaption>

World Resources Institute: <http://www.wri.org>

Resource Centres for Participatory Learning and Action <http://www.rcpla.org>
The RCPLA (Resource Centres for Participatory Learning and Action) initiative joins 15
organizations (5 in Africa, 5 in Asia, 3 in South America, 2 in Europe) committed to
information sharing and networking within the framework of participatory methodologies and
approaches. A list of RCPLA partners and their addresses may be found at the IIED
Resource Centre website <http://www.iied.org/resource/rcpla.html>. The 15 partners operate at
a regional and national level through their own networks. Specific regional information may
be obtained directly from the appropriate partner. Together with information related to
practical participatory activities taking place in their respective countries, partner
organizations also share information about training, workshops and events concerning
participation. The RCPLA partner in Bolivia (Universidad Nur) host the RCPLA website.

Ideas for Capacity Building

Applied Group Facilitation Methods 7-8 November 2001.

Contact The ToP Coordinator ICA-UK PO Box 171 Manchester UK M15 5 BE Tel: + 44 161 232 0550 Fax: +44 161 232 0550 Email: top@ica-uk.org.uk Website: www.ica-uk.org.uk

Participatory Monitoring and Evaluation 26 November – 7 December 2001

Contact: The Course Coordinator, IIRR Africa Regional Office PO Box 66873 Nairobi Kenya Tel: +254 2 44 26 10 Fax: + 254 2 44 81 48 Email: training@iirr-africa.org or iiraro@form-net.com Website: <http://www.iirr-africa.org/training> OR International Institute of Rural Reconstruction Y.C. James Yen Center, Silang, Cavite, 4118, Philippines Tel: (63-46) 414-2417 Fax: (63-46) 414 2420 Email : Information@iirr.org

Participation in Local Development 14 – 18 January 2002

Contact: AGROMISA P O Box 41 Wageningen the Netherlands 6700 AA Fax: +31 317 41 91 78 Email: agromisa@wxs.nl Website: <http://www.agromisa.org>

Participatory Appraisal 21 –25 January 2002

Contact: Dr Duncan Fuller, Division of Geography and Environmental Management, University of Northumbria, Newcastle on Tyne, UK NE1 8ST Tel: +44 191 227 3753 Fax: +44 191 227 4715 Email: duncan.fuller@unn.ac.uk

5th International Thematic PRA Training Workshops

PRAXIS - the Institute for Participatory Practices held a PRA Training Workshop in Thrissur, Kerala, India between 16 – 27 September, 2001. Contact: Programme Coordinator 5th International Thematic PRA Training Workshop PRAXIS - Institute for Participatory Practices 12, Patliputra Colony, Patna 800 013 INDIA Tel: +91 612 267558 Fax: +91 612 267557 Email: workshop2001@praxisindia.org

Third Annual Workshop Monitoring and Evaluation of Health Programs at the District

Level: Practical Applications Dakar, Senegal October 1-19, 2001 A three-week Francophone workshop offered by the MEASURE Evaluation Project, in collaboration with the Centre Africain d'Etudes Superieures en Gestion (CESAG) in Dakar, Senegal. Contact: The MEASURE *Evaluation* Project Carolina Population Center University of North Carolina at Chapel Hill 123 West Franklin Street Chapel Hill, NC 27516 USA Phone: 919-966-7482 Fax: 919-966-2391 Email: measure@unc.edu Web: <http://www.cpc.unc.edu/measure/>

UNDP Innovative3 Partnership Grant - First Call for Proposals Deadline: 30 November 2001

UNDP's Bureau for Development Policy is launching the second phase of the Public-Private Partnerships for the Urban Environment facility (PPPUE). At the core of the newly designed programme is a new grant facility which awards pioneering PPP projects and policies with Innovative Partnership Grants. UNDP now invites project proposals for this ground breaking initiative.

The Innovative Partnership Grant (IPG) offers an opportunity to National and Local Governments, CBOs, Municipal Associations, Chambers of Commerce, NGOs etc. to propose innovative projects related to public-private partnership development at the local level. Proposals can target one or more of the following areas:

1. Establishing adequate policy, legal and institutional frameworks for public-private partnerships at the local level;
2. Building local capacity for public-private partnerships;
3. Designing and implementing innovative partnership arrangements.

All UNDP Programme Countries are eligible for the PPPUE/IPG support. All proposals will be evaluated by an independent selection committee and the best and most innovative PPP projects will be awarded an Innovative Partnership Grant. For further details please visit the PPPUE website at www.undp.org/pppue or send an e-mail to pppue@undp.org. Applications

are excepted in English, French and Spanish. Application forms in French and Spanish will be available at the end of October 2001 from the website or e-mail address.

The first deadline for proposals is November 30, 2001. All projects must be submitted through the local UNDP Country Office. First disbursements for selected proposals are expected in February 2002. For further questions please contact the PPPUE Management Unit in Pretoria at pppue@undp.org.

Please feel free to forward this message to your colleagues and networks!

UNDP looks forward to receiving outstanding proposals for the PPPUE Innovative Partnership Grant in support of UNDP's goal to foster partnerships with the private sector for poverty reduction.

Contact: Jenny H Rigby Environmental Services Specialist Public Private Partnerships for the Urban Environment
UNDP/BDP Tel: + 1 212 906 5772 Fax: + 1 212 906 5896 Web-site: www.undp.org/pppue

Individuals requiring any of the publications listed are requested to contact the publishers directly.

*Where possible, contact details have been provided in the KERN InfoBrief
We invite you to contact the MELISSA Program for further information, contributions, comments and suggestions at the Program Co-ordination Offices in South Africa.
Although the MELISSA Program has made every possible effort to ensure the accuracy of the information contained in the KERN InfoBrief, the program cannot be held liable for any misrepresentation or inaccuracies.*

*MELISSA - Managing the Environment Locally in Sub Saharan Africa
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