

Staff Refresher Sessions on

# Area Development Plan in the Context of CCA & DRR



25<sup>th</sup> to 28<sup>th</sup> June 2014

Kushabhadra Hall, CYSD, Bhubaneswar



Regional Centre for Development Cooperation  
HIG-26, K-6, Phase-II, Kalinga Vihar, Bhubaneswar, 751019  
Odisha, India

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The programme started with a round of self introduction. **Sri Ramakrushna Surdeo, Development Trainer**, introduced himself as a self motivated person who took up training as a profession helped by development professionals who helped him identify this strength area in him.

**Sri Kailash Chandra Dash, Executive Director, RCDC** set the tone for the programme by stating how this training programme would supplement what the earlier Training on CCA-DRR facilitated by Sri Saroj Dash, achieved. The present programme he said would concentrate upon;



- How CBO's can function independently, democratically, in a participative manner, and taking part in the planning and implementation process
- Social and economic independence of CBO's
- How People's Led Approach can be followed
- Developing community leaders, particularly women leaders
- Developing leadership qualities among staff members
- Strengthening of the Paribartan team
- How the entire programme can be the community's own initiative
- Planning at Panchayat level and Area Development Plan

The Paribartan programme will work in tandem with the Gram Panchayat. We will shortly be conducting capacity building exercises for the community members, community institutions and also PRI members. Side by side we have to develop ourselves otherwise we cannot develop others. It is also very important to establish interpersonal relationships among team members.

**Sri Chintamani Mahapatra, Team Leader, Concern Worldwide**, narrated how the workshop resulted from a month long consultation. "We wish to establish a community led advocacy approach by building CBO's so that these institutions can meaningfully participate from operation to decision making", he said.



**Sri R K Surdeo** said he would, in addition, concentrate

on skill building of staff working at community level. It is important to strengthen the community process which would strengthen the community and lead to a situation where the community members will feel proud of their role. Let us start with a small exercise he said.

### Exercise - 1



A banner on **Participatory Development Process** was put up. Cards of various lengths depicting issues relating to institution building in Paribartan project were given to participating teams of two members each. In groups, the participants went up to the poster, described it and then presented their views on the issue they had been given. They then placed the card in the appropriate box (numbered 1 to 14) built into the poster.

#### Group 1: Issue – Baseline Survey

The card was placed in the first pocket. It ended in the yellow region signifying that in this stage the process was external to the people, meaning that the people did not feel included and knew that it was an outside intervention.

**Narration:** Sri Surdeo explained that the first Community Risk and Vulnerability Assessment (CRVA) is not done with active community participation. The activity involves external people who play the major role. People also do not have much confidence about the result of the CRVA and how much the process will help them.

#### Group – 2: Issue – Village Ward Contact

This card went to the second pocket. It again ended in yellow.

**Narration:** At this stage our relationship with influential people has increased. We have not yet reached the ordinary person. Thus the process remains external.

#### Group – 3: Issue – Village/ Ward Meeting

This card was placed in the third pocket. This card also ended in yellow but crossed some portion of the red.

**Narration:** At this stage the community members start wondering what benefits they will get. But they feel benefits will go to the influential and powerful. Ordinarily at this stage it is the project staff that do most of the talking. Again some very vocal ward members hijack the meeting. Controlling the situation and the leaders is a very difficult task.

**Group – 4: Issue – Group / CBO Formation**

This card went to pocket 4.

**Group – 5: Issue – Group Activities**

This card went to pocket 5

**Narration:** At this stage people have started trusting the team. It is from this stage that the process picks up, particularly if the topics and activities being discussed are relevant to them. Now that work has started people feel encouraged.



**Group – 6: Issue – Capacity Building of Group / CBO leaders**

**Group – 7: Issue – Issue Based Actions through Inter Group Meeting**

**Narration:** Combining various GPC's provide strength to tackle the programme. Staff are now more at ease with community members and the later start taking initiatives. Trust is increased, involvement is more.

**Group – 8: Formation of Federation Group/ CBO's**

**Group – 9: Strengthening of Federation through Regular Meeting, Training & Exposure**

**Narration:** Now that PRI members and other community persons like teachers etc have been provided capacity building. Now the process is getting strong. The staff and community are slowly becoming confident and proud of the process. The team is now experienced.

**Group – 10: Issue – Issue Based Actions through Federations**

**Group 11: Issue – Registration of Institutions**

**Narration:** This is not compulsory and is not applicable for us.

### Group – 12: Issue – Gradual Withdrawal of NGO through Role Transfer to Federation

**Narration:** This is the point where staff play a higher role. This is very challenging due to various reasons, particularly if staff are not prepared and don't understand the need. It is not that the role of staff is reduced to zero. They play a role of observing and monitoring.

### Group – 13: Issue – Promotion of Alliances & Network at District & State Levels

**Narration:** Now you observe that the card has ended in red. Community's control and ownership is complete. The CBO's are now playing a leading role in a larger arena with confidence.

Please note that however much we try, we cannot always map the development work. There are always unpredictable events.

Now please analyse how the process has progressed in your project and point out strengths and weaknesses.

Please judge whether the process is smooth or jittery. I am here to strengthen you, support you and challenge you.



### Responses:

#### Kendrapara

- Regarding Exit Policy we are eager to know more about how the process can be taken up and executed.
- Linkages are good at the Block level. We have to improve linkages at district and state level.
- Development of interpersonal relationships can strengthen the team.
- Leadership and capacity building of community members can be improved.

#### Jagatsinghpur

- We need to reach out to more people in the target area. Our teams are now visiting villages in times when the villagers are back from work to ensure full participation.
- Block level linkages are strong.
- The district/ state level linkages have to be improved.

Sri R K Surdeo said that such problems are usually faced at the grassroots level.

## Exercise – 2

### “Past Experience Trap”

A square piece of paper was given to all. Participants were requested to fold the paper in four equal pieces. Sri Surdeo, as a demonstration, folded the paper. When the exercise ended, it was observed that all had simply copied what Mr Surdeo had done.

Sri Surdeo asked, “Did I ask you to copy what I did? Nobody can have a single formula for doing any work. This is called, ‘Past experience trap’. Please avoid this.”



Now that you have travelled four years in this project, you have to decide the next course of action. Now is the time to think outside the box. Now is the time to adopt different appropriate strategies. If you are afraid of not conforming to the herd you cannot succeed. However if you commit a mistake by adopting a different strategy you must learn from it.

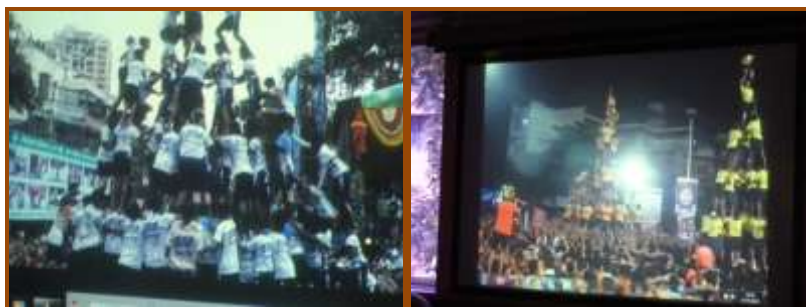
- Imitation is a great obstacle in the development process
- If you have the fear of authority you cannot develop
- If you keep on repeating earlier concepts you lose the opportunity to grow
- You have to jump in without observing others. Do it first!

“If you cannot use your creativity to cut a piece of paper worth 50p, how can you be creative in a 50 lakh project?”

## Exercise - 3

### Video Clip – Dahi Handi Exercise

Several video clips were shown about the popular cultural sport from Mumbai where a team forms a human pyramid to break a pot filled with curd hung at a great distance from the ground. The management lessons from the exercise were summarized by Mr Prakash Iyer, an IIM, Ahmedabad graduate.



Excerpts from Mr Prakash Iyer's book, "The Habit of Winning"

Here are some lessons from the Dahi Handi School!

**1. It takes all sorts to make a team.** Not all members of a team of Govindas are alike. There are some supremely athletic types who can climb on to other people's shoulders in a jiffy. Then there are the overweight types, who too play a solid role in creating a strong base for the pyramid. A team made up of lean athletic types alone might look good on paper but would probably not be as strong as a team with a mix of different body types – to play different roles.

*Complementary skills make for winning teams. Diversity helps!*

**2. The higher the pot, the bigger the prize.** There are some easy-to-get pots, where a two-level pyramid (with perhaps a child perched atop a shoulder) can get the team a few thousand rupees. Then there is the almost six-storey-high dahi handi, which takes a nine-layer pyramid – and then some – to crack the pot. And the prize: Rs 1,111,011!

*The difference mirrors a reality of life: The tougher the challenge, the greater the payoff.*

**3. It's the challenge that drives the spirit of achievement.** When we saw a bunch of people falling off one particular pyramid, my wife instantly remarked in anguish, 'Why don't they spread mattresses on the ground to ensure that people don't get hurt when they fall?' Well, one of the drivers of top performance is the fear factor. What if I fail? What if I fall? It's this edge, or this feeling of walking on the edge, that often inspires us to do the extra bit, to take on the odds and deliver. Take away the fear, the challenge, and you take away the desire to achieve.

*Truth is, life's tough. If you fall, you get hurt. No mattresses cushion your fall. Success lies in ensuring that when you fall, you quickly pick yourself up, dust your elbows and get right back to work. Just like the Govindas.*

**4. What you achieve is determined by how high you set your sights.** Teams train and practise to reach a predetermined height. Some teams plan to make a three-level pyramid, for instance. If the pot is suspended beyond that height and requires an extra level, they just walk away to the next pot. They've set their sights on pots that can be reached with three levels of the pyramid. Anything above that is out of bounds.

*Our lives are like that too. What we achieve is determined largely by what we plan to achieve. Some goals may look more attractive but it helps to know your limitations, and play to a plan.*

**5. Others will try to spoil your plans and make the road seem difficult.** It is symbolic that people watching from the comfort of their homes throw buckets of water on the Govindas. The trick in the pyramid – and in life, indeed – is to stay focused, not get fazed by detractors.

*Be prepared for critics, for spoilers, for roadblocks.*

**6. You should be proud to be part of a team!** The Govindas are regular men who labour through the rest of the year on mundane, often physically taxing jobs. But on the dahi handi day, they use some old-fashioned team-building tricks to create the winning magic. They all wear team colours (no fancy attire, just red vests for instance). They give their team a name, an identity, and make sure it is emblazoned across their chests, preferably over their hearts. They travel together. They eat together. There are no hierarchies. The man at the top of the pyramid is no different – and no more important – than the several men at the bottom. And they all have fun while they are as it!

*Passion and teamwork can turn a bunch of ordinary folks into an unbeatable, winning team!*

**7. You may be higher up but don't forget the shoulders you stand on.** The pyramid becomes possible because there are people who are willing to stay on the ground and allow others to climb on to their shoulders. They carry the load. They are the enablers. While all eyes are fixed on the man at the top, to see if he can reach the pot, spare a thought for the guys at the bottom who make it happen. And remember, if they all clamoured to be the man at the top, there would be no pyramid, no team, no reward.

*Never forget the frontliners and the foot soldiers. They make the real difference!*

**8. You gotta get your target.** When a team manages to break a pot, it wins the prize. But if it fails to break the pot, it gets nothing. Zilch. Whether you fall short by a whisker or by a mile, it makes no difference. Not getting to the target equals failure, never mind whether you came close or gave up without trying. That's the kind of target consciousness any leader would like to infuse in his or her team. Often, far too often, teams confuse effort with achievement, and expect rewards for coming close to achieving their targets.

*Break pot, get prize. No pot, no prize! You have to demonstrate results.*

**9. If you only go where others have gone, the pot is already taken.** The interesting bit about each dahi handi is that there is only one pot at any location. Once it's broken, it's all over. So if your team is following another winning team's tracks, you will get nothing. Wherever you go, you'll find that the prize is already taken!

*Learn to go where no one else has been. Chart your own course. As Bob Dylan wrote, 'Don't be afraid not to follow the herd/ Because where the herd's gone, the food is already eaten!'*

**10. Finally, never mind how high the pot is, you just can't get there alone.** The dahi handi symbolizes your life goals – money, relationships, projects, happiness, fame, whatever. But the message is clear: Never mind what your goal, you need a team to achieve it. You need other people. You need support.

*Lone rangers may make good film heroes. In real life, teams win. If you can't work with a team, your goals will probably remain elusive. Think about it!*

**Never mind what your goal is, you need a team to achieve it. You need other people. Teamwork works. Always!**



Sri R K Surdeo made the following observations:

- A real team never leaves a member when s/he is in trouble
- If Plan A fails, Plan B exists
- If a member is in trouble all other team members can give advice but it is for the concerned member to take the decision
- Team members will always be diverse
- It is very necessary for team members to have faith in each other
- The strength of the team is its base; in our case the Community Organizers
- The team has the capacity to exceed the target. At that time the team has to make internal adjustments.
- We need a system and a systematic approach for every activity and strategy.



More was discussed on the issue;

- Diversity and plethora of skills is the strength of any team
- We need a combination of various skills to win
- If members throw stones at each other the team cannot win
- The higher the goal the greater the reward
- Overcoming fear is important. Fear vanishes when one falls once or twice. The fear of falling also strengthens the team.
- Fear is also positive. It helps us prepare better and organize ourselves, think better and perform better which ultimately leads to a winning performance.
- Face the fear; only by facing it can you overcome it.
- We must always have a long term goal. Plan for 9 – 10 years not 2-3 years.
- Be prepared! Only planning is not enough.
- Challenges are often placed before us by the people. If our concentration is on the goal, such challenges cannot deter us.
- Be committed to the purpose, not to any person or organization. This is very important.
- The shoulders on which we stand are more important than us.
- Politics at the top level should not percolate to the levels below.
- “Success is mine, failure is his”. This attitude is to be avoided. We are a part of both failure and success.
- To achieve the goal is a must. There can be no compromise on this point.
- Have a unique approach based on grassroots needs. Innovate. Do not copy and paste.
- Do not be discouraged by the height of the goal. Work as a team.
- If you brood over obstacles you become “limitation conscious”. Instead become “strength conscious”.
- Reflect on your failures to ensure a win the next time.

## Exercise 4

### What can we learn from Mumbai Dabbawalla's?

Two videos on Mumbai dabbawalla's were shown. The dabbawallas do the job of carrying tiffins from the homes of office goers and deliver it at the office at time. They also collect the tiffin and deliver it back at home. They have an employee strength of around 5,000 and deliver 2,00,000 tiffin boxes and return empty boxes to point of collection. That is they do 4,00,000 transactions a day! There is no technology involved. Turnover is Rs. 36 crores p.a. Salary of each dabbawalla is Rs. 5,000 to 6,000.



Error rate is 1 in 16 million transactions! That is a Six-Sigma performance (99.999999).

*The word "failure" does not exist in the dictionary of the Dabbawalla. There has not been a single case of delivery failure or delivery mismatch in their history since the dabbawallas began business in 1890. It took a railway strike in 1974 to temporarily delay their delivery.*

The dabbawallas present a united workforce. High levels of trust are cultivated, with new hires being introduced by referral. Most workers sport a white kurta pyjama set, though the iconic Gandhi cap is a more prescriptive requirement and makes them easy to spot in a crowd. They take lunch together from their own tiffins at their respective hubs, where spirits run high. Drinking during business hours is prohibited. The edict of their founder that 'Work is Worship' seems prevalent in the pride shown by dabbawallas in the diligent service they provide. Acknowledgement that team effort is the essence of their enterprise is implicit in their humble approach, which celebrates teamwork over individual performance.

<https://worksthatwork.com/1/dabbawallas>

### Videos Shown



## Exercise 5

### Tower Building Exercise

This exercise is about coordination between RCDC team (1 CO, 1 PA) and Panchayat Leader (role played by a team member) under supervision by an external observer. The external observer will not interfere in the game in any way.

The modality is that each team of three will be given building blocks which they will use to build a tower. The tower will be physically built by the Panchayat Leader. The CO can talk with and verbally guide the Panchayat Leader whose eyes will be covered with a black piece of cloth. A further disadvantage is that the non-use hand must be used by a Panchayat Leader; that is a right handed person can use only the left hand. The PA can provide only three verbal inputs to the CO for duration of 30 seconds each. The external observer will ensure that rules are followed. If the tower falls during the construction the game is over, however the team can get credits for the blocks still standing. The tower can be repaired without toppling it.

Before the game starts, the teams can predict the height of the tower by stating the number of blocks. They can go beyond their predicted height by taking a risk and earn more points.

Accordingly 4 teams were made; named Mahanadi, Patasala, Baitarani, and Bhitarkanika.

The results of the game were as follows;



Teams	Predicted Scores			Common Prediction	Result
	PL	CO	PA		
<b>Mahanadi</b>	8	8	10	10	10
<b>Patasala</b>	10	7	10	8	10
<b>Baitarani</b>	8	8	8	8	8
<b>Bhitarkanika</b>	10	10	10	10	6

As we observe from the above table, teams either equalled their prediction or exceeded it. Only one team had a broken tower but earned points for the number of blocks still standing.

**Comments from Sri Surdeo:** In this exercise we purposely closed the eyes of the Panchayat Leader and placed restrictions on CO's and PA's because the concept is not clear to him, therefore he has to depend upon the verbal instructions of the CO. He has also to use the left hand as he is in a disadvantageous position. Teams have done extremely well in guiding the Panchayat Leader. I would like to congratulate them.

The lesson we draw from the exercise is, **“We need strong guidance, not strong hands.”**

Now I would like to know the group's responses;

#### **Bhitarkanika (Failed to complete the Tower)**

- ✓ We were disturbed by the sight of other teams having completed the exercise
- ✓ We were in a hurry to complete the exercise before time
- ✓ There was a lack of coordination between CO and PL



**Sri Surdeo:** Falling of the tower is not a good thing. Please use it as a learning experience.

#### **Baitarani (Completed target)**

- ✓ We worked with confidence
- ✓ We were unnerved by seeing the tower of Bhitarkanika fall
- ✓ Good coordination between CO and Panchayat Leader enabled us to succeed

#### **Patasala (Exceeded target)**

- ✓ Good understanding and motivation
- ✓ Panchayat Leader was focused and motivated despite risk
- ✓ The entire team wanted to improve
- ✓ The PA's guidance was very relevant

#### **Mahanadi (Achieved target)**

- ✓ We wanted to go beyond 10
- ✓ Target initially set by us was 8, we improved it to 10
- ✓ Despite challenges we succeeded
- ✓ We could have done more
- ✓ We are happy that we could complete the task quickly
- ✓ In hindsight we feel we should have been slow and steady
- ✓ The Panchayat Leader was so excited he barely listened to the CO!

### Comments by Sri Surdeo:

This exercise has been researched by Indian Society for Applied Behavioural Sciences (ISABS) and 11 is the average achievement. It is the illiterate who achieve more. The educated have a fear of failure and are self conscious. The highest score in India is 16.

## DAY – 2 : 26<sup>th</sup> June 2014

A recap of the earlier day was done by Jagannath Chatterjee, Documentation Manager. The team members sung a song related to the Paribartan project.

**Sri Surdeo** urged team members to update themselves constantly and make the process sustainable through innovative approaches. “Always remember,” he said, “change is possible and it begins from me.”

### Building Community Leaders

Leaders are important. How much capacity do you have to create such a leader? Please look at these videos;

- ❖ This is the video of a farmer leader from Malkangiri. He wants to restore indigenous seeds
- ❖ Here look at an environmentalist and farmer from Koraput, Nandapur block
- ❖ This is a disabled youth leader from Meghalaya. A blind girl, she is strength conscious, not limitation conscious

## Exercise 6

### Leadership Exercise

A poster was put up about the difference between giving a man a fish to eat and teaching a man how to fish. When you give a man a fish to eat it takes care of his immediate hunger, however if you teach a man how to fish you empower him to take care of his daily needs without depending on others. **Subhadra** explained this to others.



### The Induction Process

As senior team members how do we induct new members into the team?

- Assign doable tasks that the newcomer is familiar with
- Praise the successes
- While pointing out mistakes be gentle
- Please remember, it takes 6 months for a new person to fully integrate into a team

- Give the newcomer time, space and cooperation

A second poster was displayed about, “Progressive participation/ attitude of community members as project progresses.”

The team members were given two stickers and asked to point out position of RCDC and the Paribartan Panchayat Committee (PPC).

- Whether they are outside the process
- Starting to understand the process
- Have to be pushed to work etc..



Three team members went up to the poster and explained their ground situation. **Sri Sanjay** of Gobardhanpur GP in Rajnagar said that community in his area is 60% involved. They are still dependent on staff.

**Parshuram** of Rangani GP in Rajnagar block said PRI members are less dependent than community members.

**Upendra** of Balikuda block informed that in the Jagatsinghpur district, after the massive relief operations after the Super Cyclone of 1999, the people were dependent on relief alone. However thanks to the constant efforts of the team, the situation has changed a lot and people have understood the need to be prepared and adapt.

## Exercise 7

### “Questionnaire on Style of Leadership”

In the questionnaire there are 18 questions requiring choice from a range of answers;

- ✓ Always
- ✓ Mostly
- ✓ Now & then
- ✓ Rarely
- ✓ None of the teams

### Significance of scores

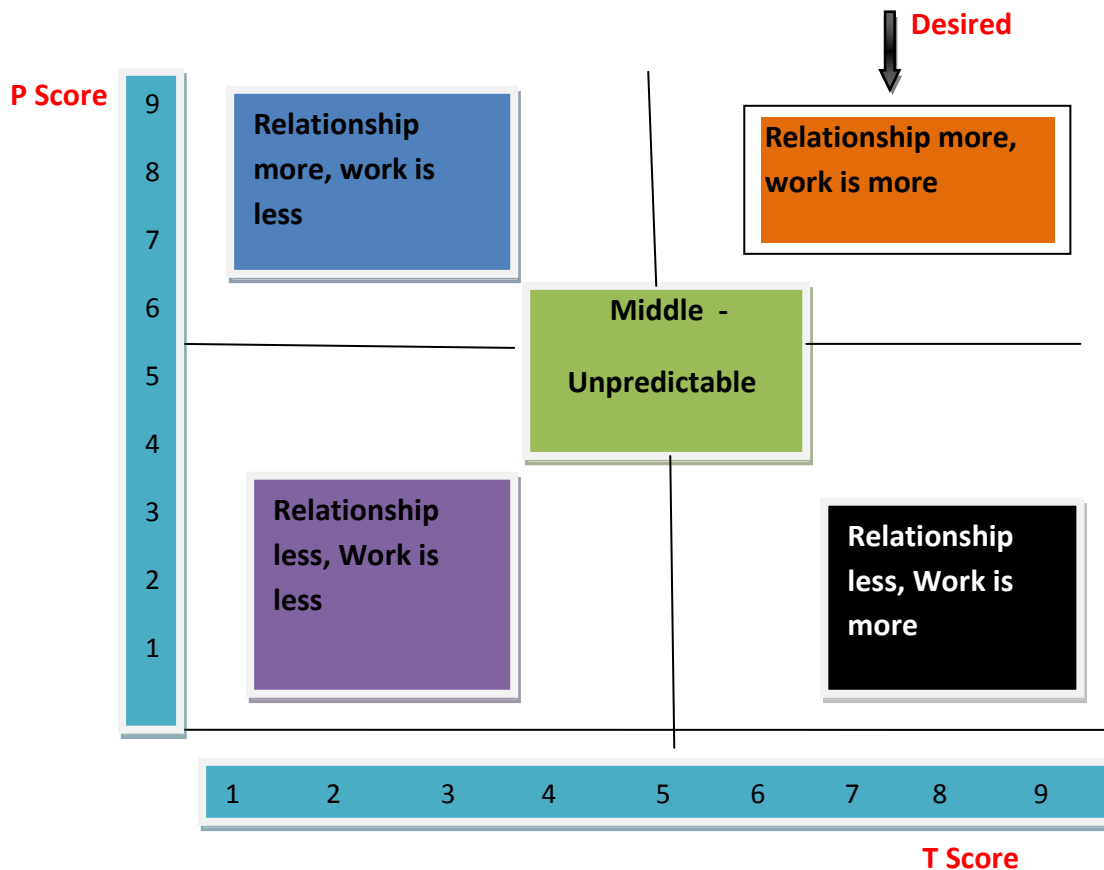
P – Score (Maximum 9 possible)	T – Score
Concern for people	Concern for task
Human relations skill	Skill in achieving goals and getting results

This is a research tool. Questions vary from 18 to 300 or more based upon requirements.

The participants were asked to answer the questionnaire in two phases. They were asked to total up their P and T scores. (The significance of the P and T scores was not revealed to them earlier).

A table was then provided to analyse the individual scores of the participants.

In the table below there are 5 places.



If you are in the desired category you can create community leaders. *There is no "now and then" option in leadership.*

- ✓ Principled centred relationships last long
- ✓ If 'T score' does not reach 5 one cannot be an achiever

### Exercise 8

#### Leadership

The following were discussed;

- Description of Leadership styles
- Leader's role in group processes
- Factors influencing leadership styles

Relevant papers were distributed. Each participant was asked to read out a section and explain it. This was a simple awareness exercise.

## LEADERSHIP

Leadership is the art of influencing and energizing people to work together to achieve the objective of the group.

### CHARACTERISTICS OF LEADERSHIP

- 1) Leadership can be understood in the context of leader and follower
- 2) Leader influences the behaviour of the group and group influences the behaviour of the leader
- 3) Leadership is specific to specific situation.

### FUNCTIONS OF LEADERSHIP

#### I. GOAL ORIENTED FUNCTIONS

- 1) Planning
- 2) Organising
- 3) Directing
- 4) Implementing
- 5) Monitoring
- 6) Evaluation
- 7) Follow up

#### II. FUNCTIONS RELATED TO THE MAINTENANCE AND STRENGTHENING OF THE GROUP.

- 1) Problem solving
- 2) Interaction within the members
- 3) Motivating
- 4) Showing Responsibility

Regarding **leadership styles**, the following styles were identified;

- *Bureaucratic style (Less relationship, Less Work)* – From a position of authority this leader just issues orders. Does not rectify own defects, always pushes the blame for failures on others and criticises them. Does not mingle with the team.
- *The Selfish “get the work done” style (Less relationship, more work)* – Only aim is to get the work done. Relationship with team is like the owner and the servant.



- Development leadership style (More relationship, less work) – This leader encourages the team to do the work and wants to create a healthy and fearless atmosphere for the team to work in. However too much of democracy hinders work.
- Executive Style (More relationship, more work) – This style is about locating strengths in the team and employing them successfully to get the work done. People with skills and leadership qualities are put in charge. The team gets energized by such an approach and always strives to better itself.

### Leader's role in group processes

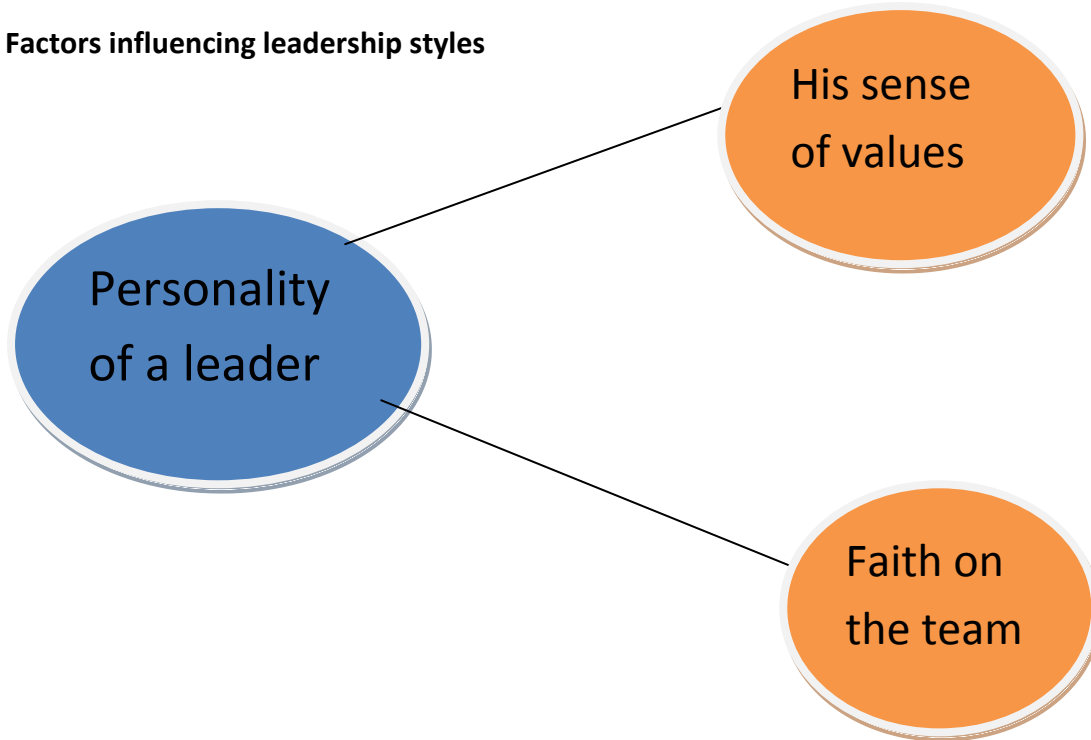
A leader needs to balance between relationship and work. Putting emphasis in only one will not result in success.

Problems in different situations:

- Bureaucratic style –
  - The leader does not seem to have any relationship with his team
  - The leader is averse to taking risks and responsibilities
  - The leader is closed to new ideas
  - There is no coordination in the team
  - The team members do not express their feelings and ideas
  - There is no fellow feeling and cooperation in the team
  - The team members tend to remain silent in meetings
  - There is no incentive and encouragement to achieve the goals
- Development leadership style –
  - Always busy in keeping touch with team members
  - Gives more importance to creating a good work environment rather than achieving the goal
  - The above results in a team whose members are always busy praising themselves
  - There is no pressure to perform
- Selfish style –
  - All are busy with work
  - The work gets done
  - Decisions are taken only by the leader
  - The above destroys team spirit, leads to communication problems, and team members work mechanically
  - There is no joy within team members at having achieved the goal
- Executive Style –
  - The entire team is careful and concentrate on achieving the goal
  - The leader is attentive about the development of all members of the team
  - The team is enthused with the right spirit and the team members treat each other with respect, love and affection

- Every team member treats the team goal as her/his own
- The team stands united
- The team takes the right decision even under difficult circumstances
- All the team members are creative
- The team delivers more than what is asked for

### Factors influencing leadership styles



*The personality of a leader is based upon his sense of values and his faith on the team.*

The capability of the team;

- ✓ Their need for freedom
- ✓ Their eagerness to shoulder responsibility
- ✓ Their skills

The nature of work taken up;

- ✓ Its importance and complexity
- ✓ Its need according to the requirements of the time

The environment of the organization;

- ✓ The culture, values, and the way it functions
- ✓ External forces like employees unions

As an example a video of an Adivasi community of Paikaphulbed Panchayat of Koraput was shown. An entirely deprived and exploited Panchayat ultimately became an ideal Panchayat.

The volunteers from the community who facilitated the process are today Panchayat leaders. The issues that led to the deprivation and exploitation of the Panchayat were identified and solved one by one in a systematic manner under the facilitation of community institutions and local leaders.

## Exercise 9

### Game – “Cooperative Squares”

The participants were divided into groups of 5 persons each. Each group member was given 3 cardboard items of different shapes. The requirement was that in 5 minutes 5 people will create 5 same size squares.

There are 7 rules of the game. Each time a rule is broken, 10 points will be deducted.

Rules:

1. No one will talk
2. No communication even with sign language
3. Nobody will snatch any play items from anyone
4. No one will seek play items from anyone
5. However play items can be voluntarily given
6. The one giving can also receive
7. No play item will be discarded. It can be kept aside for anyone who may require it.



The teams then played the game, often with hilarious consequences. **Sri Surdeo** video recorded the game and then showed it back much to the delight of all who enjoyed the successes and failures alike.

After the game was over the teams were asked the following questions;

- Why they needed more time than allotted
- What were the inconveniences faced
- What methods could have been adopted to consume less time
- What rules were broken

After listening to the responses **Sri Surdeo** made the following comments;

- ☞ We are all lacking resources. By giving we can complement each other and with proper coordination we can complete the job. The group has the resources. What individual members don't have we have to search for in others. If others lack we have to give.

- If you are self centred your job will be delayed. If you are team centred your job will be completed faster. If you break the rules your quality will be affected and you will lose credibility.
- Breaking rules cannot be counted as cooperation. When rules are violated no one wishes to take responsibility and members become defensive.
- The target is that all group members complete the task, not just one.
- The objective of this game is also to enhance creativity even while following the rules.

### DAY – 3 : 27<sup>th</sup> June 2014

After a few devotional video songs to set the mood for the day, a recap of the earlier day was done by Jagannath Chatterjee, Documentation Manager, RCDC.

**Sri Surdeo** then asked the participants to list their expectations for the day. The following responses were received;

- ❖ Need to know about networking and advocacy at various levels
- ❖ Management of emotions
- ❖ Behaviour towards community as a team member

Sri Surdeo decided to take up three group exercises to cover the above aspects;

#### Exercise 10

##### “The five steps for community empowerment” – Father Boggart

###### Five steps of community empowerment

One can distinguish five steps in the process of community empowerment that are like the five fingers of a hand. They are all closely inter-related, and are effectively only if all are present. They are –

People’s Awakening

- People’s Education
- People’s Organisation
- People’s power
- People’s Action.

###### **1. PEOPLE’S AWAKENING**

A community must awaken from the sleep of backwardness, of living from day-to-day actions without concern for the future. People whose mind is asleep don’t even have problems because they have no aspirations and no objectives to strive for.

The community needs to be aware of the problems. It has to look out for opportunities to make use of and it also has to look out for the resources which are locally available. It also begins to realize that there are weaknesses within the community and handicaps inside or outside the community that hamper progress. The community becomes keen to know what is happening inside and outside

the community, in the world at large, of which the community is a small part, it is able to spell out its needs and aspirations.

## **2. PEOPLE'S EDUCATION**

Education is done through meetings and group discussions where people discuss their problems. There are other means of education, such as training, exposure, development theatre, songs, films etc.

Through people's education, people's awakening will grow further. They will look for ways to solve their problems.

## **3. PEOPLE'S ORGANISATION**

In order to become strong, and able to take one's own lot in hand, a community must not only be awakened, or trained, it must be organized.

Organisation mean that matter are done in an ordered way, that work has been divided between different individuals, who are responsible for executing the work, also that there is leadership, not only top leadership or the leadership of only one or two people, but leadership at many levels. If a community depends only on one or two leaders, the latter may use the leadership for their own advantage and mislead the community.

The community cannot be organized unless meetings take place regularly to take decisions and to see that these are executed. Everybody should participate in the decision making process.

Not only should meetings be regularly held, but records should be kept of the decisions taken. These should be read out at the next meetings, to find out whether those responsible have done the task or not.

Tasks should be divided between different people and there should be something to do for everybody. Everybody should have his task, as was the case in traditional villages and families. People's organisation also means that the community raises at least part of its own local resources, in the form of material, voluntary labour, or money, to achieve its purposes.

Sound accounting is necessary, so that everybody knows how much money has been collected, on what it is spent, how much remains and what is done with it. If there is no control over the collection, use and investment of money, if the matter is left entirely to one or two individuals, then abuses creep in, and people discover the abuses when it is too late. Accounts should be reviewed/monitored on a regular basis, let us say every month. Finally, it is clear that in order to have people's organisation, there should be unity and cooperation. Power comes from unity.

## **4. PEOPLE'S POWER**

Matters are such in human society that anybody who has power tends to use it for his own advantage, if he deals with somebody who has no power. This explains why there is so much injustice, exploitation and corruption.

In case of village community power lies in number. If people are oppressed by those who have power, they must build up countervailing power so that the balance of power can be restored. Development largely depends on power relations.

Once there is power, the people will not say any more, 'I cannot', they will say, 'we can'. People become self-confident; they take their lot into their own hands. This change in the mind of the people from the 'I cannot' attitude to the 'We can' attitude is the most important factor in the whole development of the people. Physical help, money, technical assistance, etc., are but means to this change of mind.

## 5. PEOPLE'S ACTION

People's action means that the community itself decides and executes its programmes, according to the plan which it has drawn up itself, and has decided upon. In this context it is necessary that decisions should as much as possible be taken in the community itself rather than outside. The further the decisions are taken from the community, the less control the community has on those decisions, and the greater is the danger that the people don't understand the decisions, or that they are the wrong decisions.

Where there is real people's action, there the people are also responsible for the failure or successes of the project. They cannot put the blame on others. After all, those who know best what are the problems of an area, and are most interested in seeing these problems solved, are the people themselves.

### Response from Group – 1 (On how far steps have been followed)

1. We have identified the problems
2. We have created awareness about the problems and organized people
3. We have created community based institutions keeping gender equality in mind, We are targeting people and values at HH level
4. We are solving problems with a positive attitude and getting organized at the community level
5. We are ready to solve all problems, big or small

**Sri Surdeo:** We are lagging behind in points 2 & 4. This is because we are under pressure from donor organizations. Due to this we often tend to fast forward the process.

- We usually jump from step 1 to step 3
- To follow the people's led approach staff activity has to be reduced
- Be aware of what is to be done. Do not prompt community at every step. Get them involved in the process.

A few videos were shown about how different organizations and sections of people have followed the five steps and created community leaders who are now spreading the five steps.

**Sri Surdeo:** We have to respect community leaders and show them the way. Then they will come forward and become effective leaders.

## Creating Community Leaders

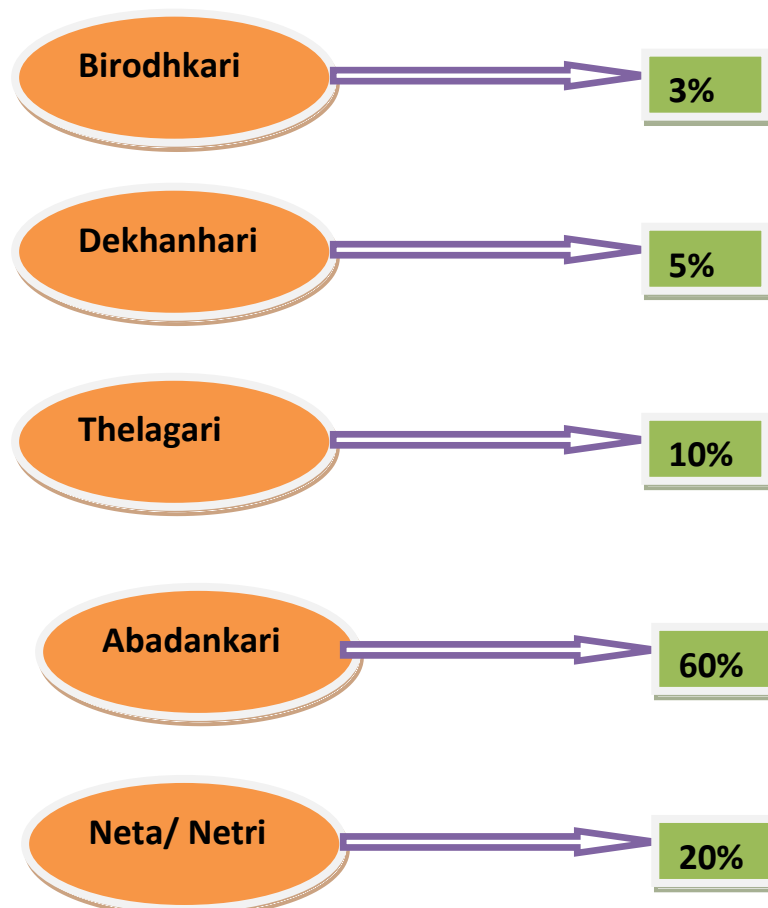
Identify community members with leadership abilities, provide them the opportunities, empower them and let them do their job.

### Exercise 11

#### Role of community members in community activities

There are basically five types of people present in any meeting, event or activity;

1. Those who oppose – *Birodhkari*
2. Those who simply observe – *Dekhanhari*
3. Those who have to be pushed, they have no initiative – *Thelagari*
4. Those who contribute – *Abadankari*
5. Those who lead – *Neta/ Netri*

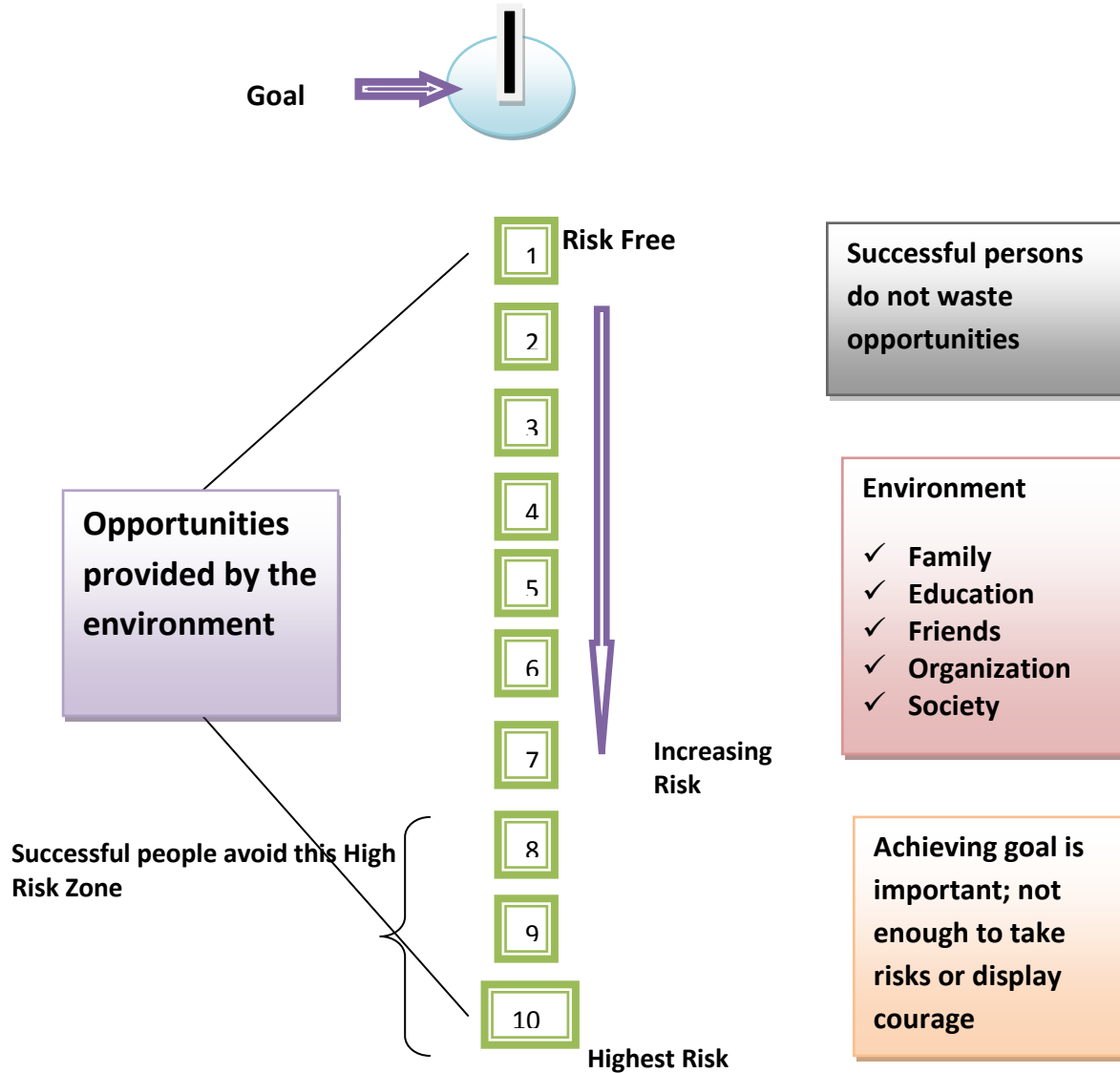


To perform; the contributors have to be 60% and leaders 20%.

## Exercise 12

### “Ring Toss” – Capacity of setting a goal and then achieving it – Testing individual capacity

Participants were asked to toss a ring into a stand by standing on numbered pieces of cardboard. The game is highly significant as can be seen from the illustration below;



Individual team members can stand at any number and throw the ring. However they have to state why they have chosen that number. Every number has significance.

The team members were given two chances in order to enable them to learn from their last experience. Some improved but it was also noticed that some refused to change their last stance or from the experience of others. Incidentally the significance of the



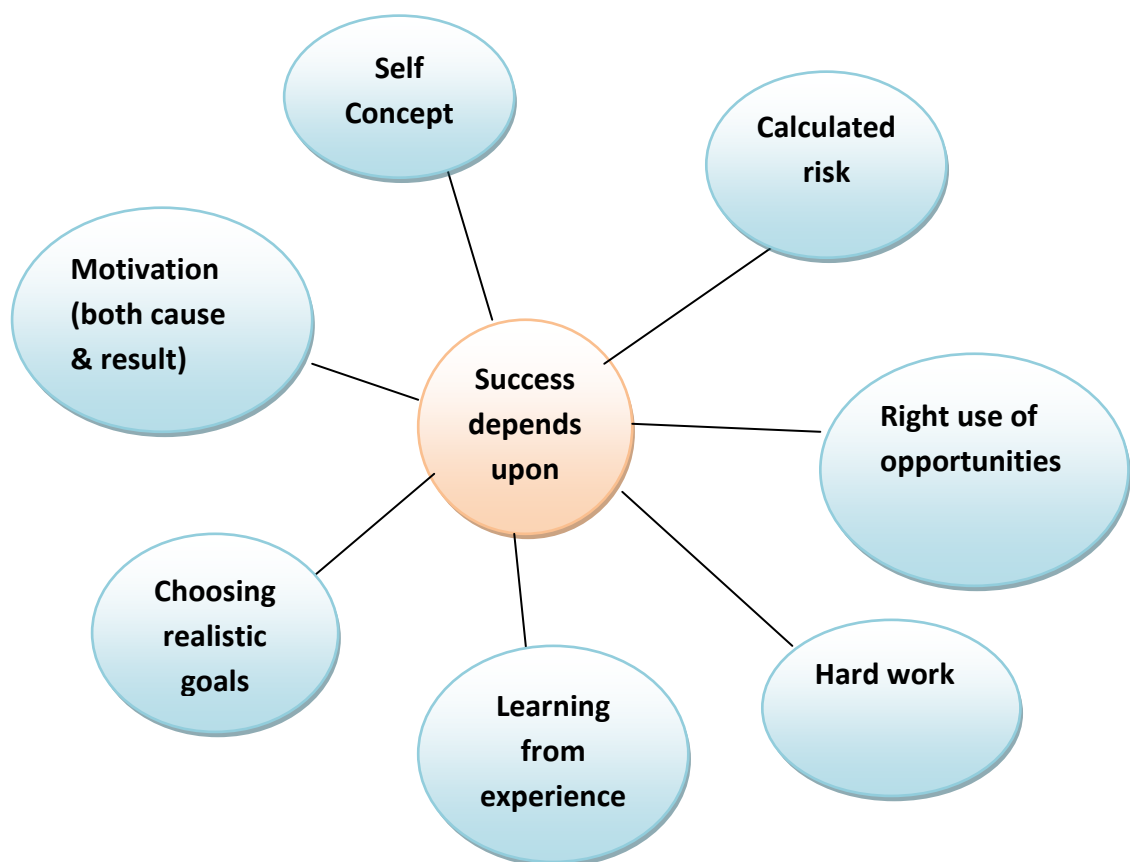


game was not explained to the participants before they participated in the game.

**Narration:** Every project gives you a chance to perform. If you fail/ underperform the first time you are again given a chance to do better. After that you get a last chance. You are always free to choose your strategy but at the end of the day you have to deliver. Successful people do not believe in chance but on their own effort.

Your goal is to create 60% contributors and 20% leaders. To achieve that, you also have to build your capacity. You have to be contributors and leaders to create contributors and leaders.

This game has been designed by social scientists. It is a structured exercise unlike the "Tower Building Exercise" which was a simulation drill.



The game is based upon three simple queries;

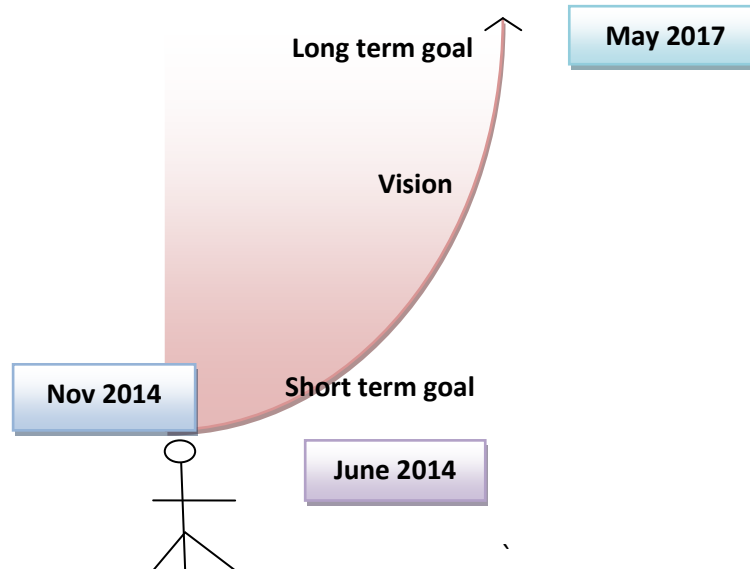
1. Can I work with measured/calculated risk?
2. Whether I learn from my past experiences?
3. Whether I am able and interested to change/ improve/ develop

With experience the possibility of failure and increase chances of success. You all should learn how to take calculated risks.

## DAY 4: 28<sup>th</sup> June 2014

The day began with a motivational song. The recap of the previous day's exercises and discussions was done by Jagannath Chatterjee, Documentation manager.

### Setting goals and achieving them



**Sri Surdeo** recounted his own experience how he was attracted towards training. When he joined the NGO sector he became involved in various activities. When he was confused about his goal, a few friends helped him find out his strength area – training. He then chose to become a master trainer. He started on the path in 1990 and by 1992 he was already proficient in training various groups.

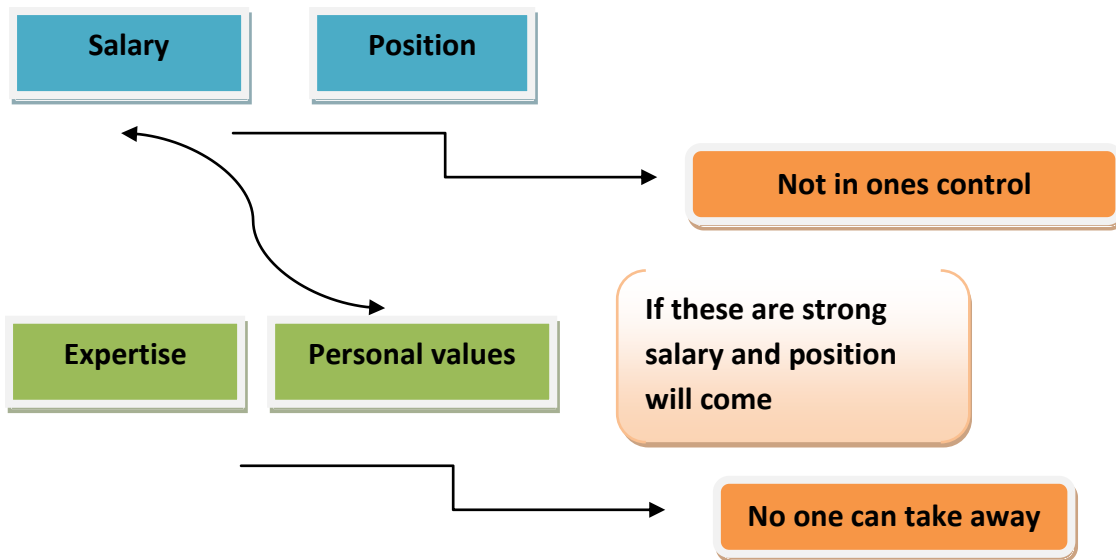


Sri Surdeo said that to find out your calling, the following are needed to be identified;

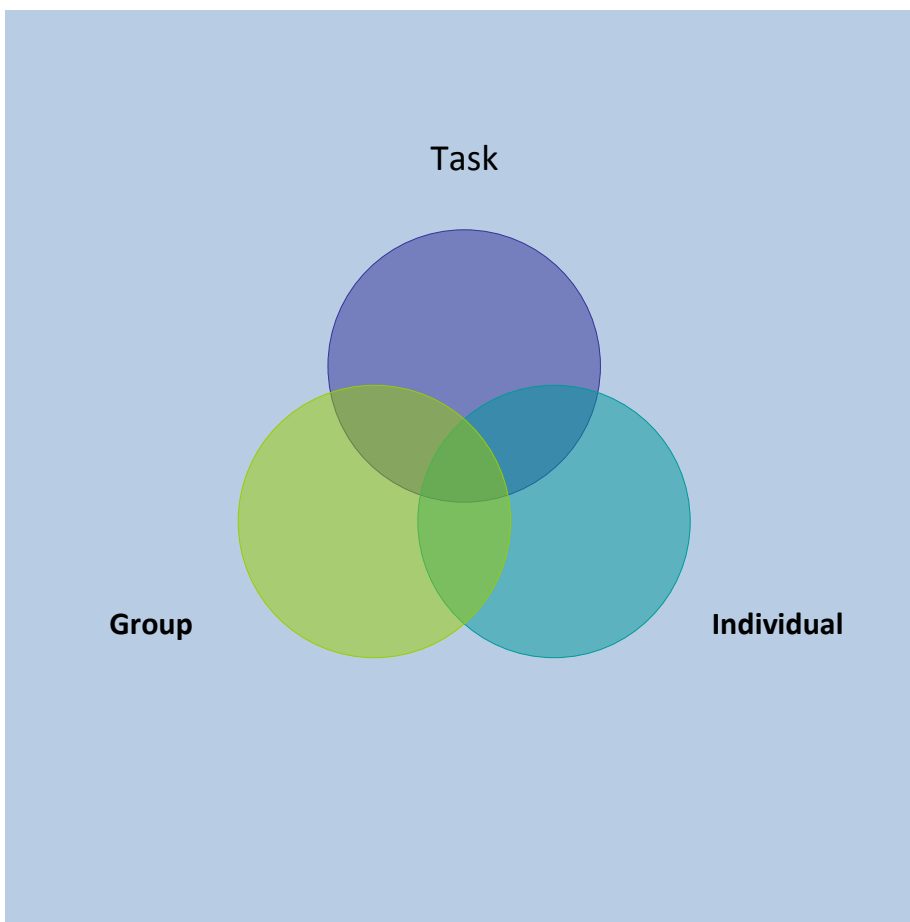
- ✓ Area
- ✓ Result
- ✓ Time

Everything depends on effectiveness.

People usually run after salary and position. But these are not under ones control.



### Team Building



## Exercise 13

### Creating a dream Panchayat Paribartan Committee

The Dera GP was chosen. It has 11 villages. Accordingly 11 representatives of these villages were chosen. From a central fulcrum threads were extended to all these representatives. Then they rose in their seats to raise the dream.



**Narration:** There will be weak representatives who will not be able to raise the dream and their thread will become slack. There will also be threats moving around like scissors to cut the strong links.

This network can be extended to link Departments, Secretaries etc. This has to be achieved in real life.

### Strengthening Community Organisations

The following points were stressed upon.

1. Every member must have understood the aim and objectives and be capable of making others understand
2. There should be regular meetings with a minimum of 70% attendance and minutes should be kept
3. All issues confronting the community must be identified, discussed and addressed
4. In every meeting there will be review of past activities and planning for new ones
5. Capable leaders must be chosen, their work reviewed from time to time and due attention must be given to women leadership
6. The programmes and schemes addressing needs of poor and needy communities must be understood and linked/ implemented
7. Networking and advocacy for rights and proper use of natural resources must be done at village, Panchayat and district levels and these issues must be presented in Pallisabhas and Gramsabhas
8. It should be capable of linking with civil society organisations and NGO's for capacity building
9. It should be able to resolve conflicts, both external and internal
10. It should participate in all programmes and campaigns that seek to better the condition of poor and underprivileged
11. It should be able to maintain records, either by itself or with external help
12. It should involve male and female members equally in all training programmes for the development of the organization and implement the learnings.

## Exercise 14

### Women's empowerment

The lady participants displayed posters relating to women's empowerment.



## Exercise 15

### Area Development Plan

Taking forward the training session to its logical conclusion, the concept and importance of the Area Development Plan was explained. While talking about the exit policy some participants had wanted to know about the role of the Paribartan team. However it is more important to know and build capacity of the communities to have their own plan and active role in the development of their own villages and region. The preparation of the Climate Change Plan at the village level after each year's CRVA refresher exercise is the first step towards developing this plan. While poverty reduction through building resilience to climate change impacts and disaster risk reduction through household and community level preparedness will be the key factors in the coastal areas of Kendrapara and Jagatsinghpur, the plan can also include and reflect other factors like children's education, rights over commons, access to information and technology, and a greater role of the community in Panchayat, block, district and even state level planning. The participants were asked to share their plans to address gaps in the project and their role in capacity building of community to enable them to plan for their future.

At the end of the last day **Sri R K Surdeo** said that he was really very sorry that the workshop had come to an end. He said that he had enjoyed working with this intelligent, energetic and youthful team and felt energized. He said this team was exceptionally strong and would travel very far if led and nurtured properly. He asked the team members to keep visiting the learning from the workshop and implement whatever they have learnt in the field and in their careers. He wished them all the best in their work and lives.



**Sri Suresh Chandra Bisoyi**, Director Field Operations – RCDC, gave the **vote of thanks**.

Photo Collection



