

Guidance Notes for Convening and Facilitating Practical Action Sharing Workshops in the Swachh Bharat Mission - Gramin

These notes are for guidance, reference and use by convenors and facilitators of participatory workshops designed to assure and improve quality, sustainability and timely implementation of the Swachh Bharat Mission - Gramin (SBM (G)). They draw on experiences which include the National Workshop on *Getting to Swachh Bharat Gramin Faster through Rapid Action Learning* held in Bhopal 18-19 August 2015 and the *Regional Workshop to Share, Learn and Plan for the Implementation of the SBM (G) with Quality and Sustainability* held in Moradabad 13-15 September 2017. They have been produced after very positive feedback from participants who found the Moradabad process extremely useful and requests from other Districts and States for more of them. They focus here on the Divisional level but can also apply at national, state, district or block levels. This document must be read as a rough guide. Adaption is encouraged.

Practical Action Sharing Workshops

These are:

- For sharing and learning between levels and horizontally peer-to-peer
- Designed for participants to pick up ideas from one another
- Concerned with practical actions which can be taken to scale
- Facilitated flexibly to meet emerging needs and opportunities, with agenda and scheduled programme likely to change in the course of the workshop
- Focused on problems, challenges and mistakes as much as successes and opportunities
- Democratic, decentralised and participatory, giving voice to all participants and levels and respecting all contributions

These **are not**:

- Conferences or conventional workshops
- A series of presentations delivered by senior officials.
- Sequences of pre-set plenary presentations
- Competitions between districts to show case successes
- Concerned with actions which are not replicable or scalable

Participants

Those from GP, Block, District and State level currently working on and going to continue to work on SBM (G). This could include CDOs, BDOs, Pradhans, CLTS Trainers/Facilitators and Preraks. District level officer in-charge of SBM(G) should be present in the workshop from day one. On the final day when adaptations to District level action plans are made (see below) it is important that those with the ability to make decisions are in attendance. Women should be well represented, ideally with as many women as men.

Using Tata Trust Preraks based at District level throughout the process (collecting experiences prior to the workshop, rapporteuring and during follow-up) proved very successful in the Moradabad workshop.

Planning, Preconditions and Preparations for a Divisional Workshop

Important considerations include:

- An agreed concept note with clear objectives
- Decisions on which Districts to be involved. Between 4 and 8 is recommended. This may mean two small Divisions combining
- Whole-hearted support of the Divisional Commissioner(s) or a group of District Magistrates
- Agreement on structure and duration. 3 days is recommended with a field visit on day 2.
- Identification and engagement of a team for planning, logistics, invitations, documenting etc
- Invitations as appropriate to be from the Divisional Commissioner or State Director, and issued in good time to allow Districts to prepare with clear information about objectives and any preparation needed.
- Identify key activities on which experience sharing is sought by participants e.g. verification, quality assurance with substructures, how to stop partial usage, managing incentives etc.
- Proactively gather experiences for sharing. This could include sending out a template to gather details of experiences with boxes on context, experience and challenges for implementation to be sent in before the workshop. Ask for practical but precise information.
- Engage suitable facilitators (see below)
- Find a venue with plenty of space, movable tables and chairs, walls on which masking tape can be used, flip charts and stands, sound system etc.

- Tips:
 - Find accommodation close to the venue
 - Make sure all materials needed are available
 - Prepare the venue the day before

- Traps
 - VIPs introducing or concluding the workshop who do not understand the process or the need to be brief
 - Sharing key ideas too late in the process
 - Lectures with powerpoint

Facilitators

Good facilitators are vital and scarce. Beware consultants who lack the knowledge of the SBM (G), who are given to top-down lecturing, or who lack a track record of facilitating participation and empowering others. Seek out people who know about and have been involved with the SBMG, have a track record of facilitation (for instance as successful trainers for CLTS), and have participatory mindsets, personalities, attitudes and behaviour. Adaptability, flexibility, ability to listen, playfulness and humour can all help.

Record-keeping and writing up

Engage a person or better a small team to keep a record and harvest good experiences. Plan time immediately after the workshop to complete writing up and ensure swift and wide communication of useful experiences and insights. Avoid a long report which will take time and no one will read.

Activities in the Workshop

Here is a menu of options for a three-day workshop. It can be varied in many ways.

Day 1: *Sharing and Learning from District Experiences*: Ice-breaking introductions (e.g. standing on an imaginary map of India with people placing themselves where they work), inaugural session, quick sharing of priorities, participants sit in District teams, participants saying what they have to share, hunting and gathering experiences from other Districts, District teams consolidate and review. District Teams decide what they want to learn from the field visit collectively and also individually. Form field visit groups.

Day 2 Field Visits/Experiential Learning: Groups spend half a day in a village followed by discussions in field teams, and then feedback by everyone to their District Teams. Action plan preparation in the evening to be prepared for presenting to District Magistrates.

Day 3 Further sharing, District action planning, and follow up. The final day is action oriented. If District Magistrates or Coordinators have come for the last day, they meet their District Teams who present and explain their proposals for action.

Tips for Facilitation and Follow Up

Prior to the workshop ensure at least one person is able to liaise with participants, sending out invitations, being available to answer any questions and proactively identifying and gathering experiences.

- Facilitating and recording team meet every evening to review the day and plan
- Encourage any VIPs or senior people to set an example by speaking briefly and listening
- Intersperse the programme with short videos or other informative breaks
- Before the inaugural session, while late comers are still arriving, all stand on an imaginary map of India where they work. While standing there introduce themselves in 20 seconds each. Other icebreakers can follow.
- After the inaugural session, District Teams sit together. Elicit short statements from participants saying what they have to share. Teams note who they want to meet later and find out more from. Check through raised hands how many want to find out more about some of the topics.
- Hunter-gathering by District Teams dividing up and some members staying to share their good practices and others hunt to gather insights from other District teams
- Form field visit teams by standing in District teams and numbering. All field teams will then be from a mix of districts, many not known to one another. Stress the key and intentional opportunity of the time in vehicles for sharing and learning from one another
- Field visit briefing. Stress
 - the importance of asking, listening and learning, and not teaching
 - the value of splitting up in the village
 - being open to new insights, not just limited to a preset own agenda

- Follow up at once. Plan time immediately after the workshop to analyse feedback, and complete a report and other follow up. Make the report short, useful and readable. Avoid the delays of writing up later and circulating drafts for comments and corrections. Get whatever has to be written done on the site before leaving and then distributed quickly.

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