Module 7: Introduction to Facilitation for Development

WORKBOOK

Module 7: Introduction to Facilitation for Development

Pre-assessment

After reading through the module overview and introduction, complete the following pre-assessment in order to determine how comfortable you are with the topic of extension. You will be asked to complete a post-assessment after you have worked through the learning content. Rate your knowledge on the topics on a scale of 1 to 5 by circling the corresponding number.

	Question	Self-assessment				
		Low				High
1	How well can you explain the concept of facilitation for change as a core function in AIS?	1	2	3	4	5
2	What is your level of awareness of your cognitive, emotional and social attributes?	1	2	3	4	5
3	How confident are you in your ability to facilitate change in individuals?	1	2	3	4	5
4	How confident are you in your ability to facilitate change in groups?	1	2	3	4	5
5	How confident are you in your ability to facilitate change in organisations?	1	2	3	4	5
6	How capable are you of facilitating multi-stakeholder engagements?	1	2	3	4	5
7	How able are you to successfully broker strategic partnerships?	1	2	3	4	5
8	How confident are you in your ability to network?	1	2	3	4	5

Study unit 1: Facilitation for development in the AIS

Session 1.1: Understanding facilitation for development

Activity 1.1 Individual activity: The relevance of facilitation for development

1. Answer the following questions by indicating whether the statement is true or false. Give a reason for your answer if false. Write your answer in the space provided. (4)

    1.1 A facilitator is always neutral in a meeting.

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    1.2 Change can only be positive.

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2. Answer the following in your own words. (4)

    2.1 What is facilitation for development in the context of the AIS?

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    2.2 List the basic principles of facilitation for development.

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Session 1.2: Desired attributes of facilitator for development

Activity 1.2 Individual activity: Cognitive, emotional, and social attributes

Answer the following questions in your own words. Write your answer in the space provided.

1. List the desired cognitive attributes that are important in a facilitator. (2)

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2. Why are cognitive attributes important for facilitation? (2)

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3. What does 'emotional attributes' mean? (2)

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4. Mark all the relevant emotional attributes of a good facilitator below with an X. (4)

	Confidence
	Self-awareness
	Shyness
	Aggression
	Empathy
	Self-regulation

5. Fill in the missing words from the box below. (5)

relationships	intelligence	want	positive	work with you

Social _____ is the ability to form _____
professional _____ with others so they will
_____ to _____.

Total: 15 marks

Session 1.3: Technical skills of a facilitator for development

Activity 1.3 Individual activity: Facilitation techniques and tools

Answer the following questions in your own words. Write your answer in the space provided.

1. Look at the box below and put the design process steps in the correct order. Choose the correct answer from the options (a–d) below. (2)

A	Lead the group through discussing the agenda.
B	Introduce yourself and welcome everyone to the meeting.
C	Thank everyone for coming and being part of the meeting.
D	Plan the agenda
E	Explain the agenda and the rules of the meeting.
F	Ask everyone if there is anything to add to the agenda.

a. ADEFCB

b. DCABEF

c. BDACFE

d. DBEAFC

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2. Is the following statement true or false? If false, correct the statement. Any facilitation tool will work well in all groups because every group is the same. (2)

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3. Fill in the missing words in the following sentences. (4)

To get information you need to always ask_____ questions. You can ask _____ questions to make sure a group stays focused on the topic.

To get deeper information on a topic you can ask _____ questions. To empower a group or individual to think of a solution to their problem in a positive way you can ask them _____ questions.

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4. Briefly explain what process observation is and why it is important in facilitation for development. (2)

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5. Define visualisation and state why it is useful for facilitation in the AIS context. (2)

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Total: 12 marks

Summative assessment: Unit 1

Theoretical assessment

Answer the following questions in your own words. Write your answer in the space provided.

1. List all the important questions you should ask yourself when planning an agenda for a meeting. (4)

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2. Briefly explain all the tools you would use for successfully facilitating a meeting. (10)

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3. Complete the following sentences.

a) Development is change but

_____.   (1)

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b) To become a facilitator for development you
must master _____ attributes to

_____.   (2)

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c) The _____ of multiple actors within AIS
_____ development processes.   (2)

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d) Facilitation _____ are essential to trigger the
_____ and _____ of the different
actors within AIS.   (3)

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e) To be a facilitator you must be able to
_____ and use different _____ to
help the development of_____ or _____.
(4)

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4. Give an example of a possibility question. (2)

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Total: 28 marks

Study unit 2: Facilitating change in individuals, groups and organisations

Session 2.1: Self-discovery to realise our potentials

Activity 2.1 Individual activity: The importance of self-discovery

Answer the following questions in your own words. Write your answer in the space provided.

1. Think about why you became an extensionist and answer the following questions. Mark the option you think is most true for each statement with an X.

Question	Not true	Somewhat true	Very true
I have many strengths.			
Others have pointed out my strengths.			
Others have pointed out my weaknesses.			
I have many weaknesses.			
I know my important values.			

2. Look at your answers in Question 1. Think about what attributes you need most to be a good facilitator and answer the questions below as clearly as you can:

a) What do you think your strengths are as a facilitator?

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b) What goal do you want to set for your work life?

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c) What can you do to make your work day successful?

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d) What are your values?

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e) What do you think your weaknesses are?

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3. Use the answers in Question 2 to write down a personal vision
   for yourself. Be as specific as you can. If there is something
   you would like to improve then write it in your personal vision.

For example: I am confident. I want to be able to facilitate
change without conflict. I will keep daily records of everything I
need to do and keep track of. I value honesty and kindness and
will always be honest and kind to others. My weakness is not
actively listening to people and I will work on improving that skill
every day. I will record my progress in a learning journal.

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Activity 2.2 Individual activity

Answer the following questions in your own words. Write your answer in the space provided.

1. Answer the following in your own words. (3)

    1.1 Name three tools you can use for self-discovery.

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2. Is the following true or false. If false, correct the statement.(2)

    You are responsible for the change in others.

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    3. Briefly explain how you can use the Socratic method to facilitate individuals to take responsibility for their own development. (3)

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Total: 8 marks

Session 2.2: Managing group dynamics and working together

Activity 2.3 Individual activity: Human interaction and working together

Read through the given scenarios, then answer the questions that follow in your own words. Write your answer in the space provided.

Scenario 1: Imagine you are facilitating a group of 10 people. When you walk into the room you notice the chairs in the room are set up in rows and there are more chairs than people attending. There are a few empty seats in the room and a small group of people sitting together talking quietly and laughing. Others are sitting on their own in different parts of the room. There are some sitting on their own with their arms crossed over their chests. You notice some people sitting in the front row, with a few empty chairs between them. There are some people sitting at the very back of the room. Everyone is there and you may begin the meeting when you are ready.

 Refer to Scenario 1 and answer the following questions in your own words.

1. With your understanding of the dynamics of human interaction, do you think all the people in the room are comfortable with each other? Briefly explain your answer.

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2. You are about to start the meeting. What will you do before
   you introduce yourself?

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Scenario 2: You have introduced yourself and asked everyone
to introduce themselves too. You have written down
everyone's ideas after brainstorming and together you
have identified the problems that need to be addressed
in this meeting. You ask everyone to take a turn to give
an idea of a solution. Person A is a representative of an
organisation who was invited to share their expertise
with the group. Person A is telling the group their idea but
is suddenly interrupted by Person B, who is sitting in the front
row. Person B is an important member of the community. Person
A ignores the interruption and does not stop talking. Person B is
getting angry because they are not being heard. Person C and
Person D agree with Person A and this makes Person B even
more upset.

Refer to Scenario 2 and answer the following questions in your own words.

3. There is conflict in this meeting. As the facilitator, what things should you consider when trying to resolve this conflict? Explain your answer.

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4. List the six important things you need to build a good working relationship in a group.

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5. Name one example of a team-building tool. What is the purpose of team-building exercises in a group?

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Session 2.3: Supporting organisational change processes

Activity 2.4 Individual activity: Organisational change

Answer the following questions in your own words. Write your answer in the space provided.

1. Fill in the missing words: Organisational _____ is how an _____ changes the _____ they use to run the organisation. (3)

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2. Put the following steps of organisational change process in order. (4)

   a) Results evaluation and feedback

   b) Planning and strategy development

   c) Needs assessment

   d) Plan implementation

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   3.   Is the following true or false? If false, correct the sentence. (2)

      3.1 Organisational learning is the way an organisation generates, stores and distributes information about the organisation that is learned as they improve.

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4. Describe briefly how you can help enhance organisational performance. (2)

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5. In facilitating organisational change, briefly explain how you
   would approach the change process.   (5)

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Total: 16 marks

Summative assessment: Unit 2

Theoretical assessment

Answer the following questions in your own words. Write your answer in the space provided.

1. What are the appropriate tools for influencing change at the individual level? (6)

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2. What are the questions you must ask to formulate a personal vision? Briefly explain how this can be used in the AIS context. (12)

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3. List the six building blocks of good relationships as they
   relate to perception, feedback and conflict management in
   the table below. (6)

Perception	Feedback	Conflict management

4. Briefly explain how each one of the six building blocks is
   important in the AIS context. (12)

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5. Imagine you are facilitating a meeting of a small group of
   actors from different backgrounds to discuss development

in the community. You have introduced yourself and asked everyone to introduce themselves too. You have written down everyone's ideas after brainstorming and together you have identified the problems that need to be addressed in this meeting. You ask everyone to take a turn to suggest a solution. Person A is a representative of one of the organisations who were invited to share their knowledge with the group. Person A is telling the group their idea but is suddenly interrupted by Person B, who is sitting in the front row. Person B is an important member of the community. Person A ignores the interruption and does not stop talking. Person B is getting angry because they do not agree with the ideas. Person C and Person D agree with Person A and this makes Person B even more upset.

5.1 Briefly explain what power relations are and why are they important in a group, referring to the scenario presented above. How must you address this conflict situation for development to go forward? (6)

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5.2 Describe what organisational learning is and why it is important in organisational change. Demonstrate your

knowledge of tools for organisational change by describing
how you would facilitate organisations in the change
process. (8)

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Total: 50 marks

Study unit 3: Facilitating operational level multi-stakeholder engagements

Session 3.1: Arrangement for multi-stakeholder interactions

Activity 3.1 Individual activity: The role of stakeholders

Answer the following in your own words. Write your answer in the space provided.

1. Why is it important to identify stakeholders in multi-stakeholder engagements? (2)

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2. What tools can you use to identify stakeholders? (1)

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3. How would you facilitate the development of collective and shared goals? (3)

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4. What is the key question to guide development of a shared goals? (1)

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5. During which situations in a multi-stakeholder interaction is a facilitator useful? (3)

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Total: 10 marks

Session 3.2: Visualising innovation platforms

Activity 3.2 Individual activity: The relevance of innovation platforms

Answer the following in your own words. Write your answer in the space provided.

1. Briefly describe what an Innovation Platform (IP) is. (2)

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2. To include the farmers, which model of Innovation Platform would you choose? (1)

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3. Briefly explain your choice in Question 2. (2)

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Total: 5 marks

Session 3.3: Policy engagement platforms

Activity 3.3 Individual activity: Organising evidence and advocating for responsive policy processes

Answer the following in your own words. Write your answer in the space provided.

1. Choose the missing words from the box below and use them to fill in the sentences. (8)

Influence	needs	rights	evidence
attention	advocacy	policy	farmer

1.1 As an extension professional you can influence _____ changes by using a _____ - first approach.

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1.2 To _____ policy makers to change policies, you must first generate _____ about the _____ of farmers in your community.

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1.3 _____ is defending the _____ of the farmers and drawing _____ to their needs for change to happen.

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Total: 8 marks

Summative assessment: Unit 3

Theoretical assessment

Answer the following in your own words.

Write your answer in the space provided.

1. Identify all the stakeholders that would be part of the policy
   engagement platform.   (5)

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2. Use a stakeholder analysis map to identify the influence and
   interest of the stakeholders mentioned in Question 1 and fill in
   your answer in the table below. Briefly explain what this map
   means.   (8)

High influence, low interest	High influence, high interest
Low influence, low interest	Low influence, high interest

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3. When stakeholders have been identified, what do you need to do next for the development of collective shared goals? Briefly list the six steps and state why each step is important for development. (12)

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4. Briefly describe two different forms of multi-stakeholder engagements that promote innovations and state why they are important in AIS. (10)

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Total: 35 marks

Study unit 4: Brokering strategic partnerships and networking

Session 4.1: Brokering linkages and strategic partnerships

Activity 4.1 Individual activity: Knowledge brokering

Answer the following in your own words. Write your answer in the space provided.

1. Refer to the case study of the Rondeel innovation and answer the following questions in your own words.

    1.1 Identify all the strategic partners. (3)

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    1.2. With the new hen houses built and working, briefly name which markets you would link the egg producers to for best result. (2)

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    1.3. Briefly explain who brokers are and what their role is in the innovation platforms. (3)

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Total: 8 marks

Session 4.2: Learning alliances and networking

Activity 4.2 Individual activity: Pluralism and networking

Answer the following questions in your own words. Write your answer in the space provided.

1. What is meant by pluralistic service provision? (2)

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2. Choose the correct answer.

   2.1 Why is networking important in AIS? (2)

   a) Networking helps farmers work on their own.

   b) Different actors work together for the benefit of the system.

   c) Networks help the extensionist to be an expert in everything.

   d) Farmers have access to old information.

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   2.2 What is a learning alliance? (2)

   a) A network of experts in a particular field.

   b) A group of farmers who work together with a common goal.

   c) A diverse group who commit to improving knowledge on a specific issue.

   d) A group of extensionists working with government.

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Total: 6 marks

Activity 4.3 Practical activity

1. Think about how you can bring people together to exchange ideas with what you have available to you. Write down some of the ways you can get different actors together to network. Write your answer in the space provided.

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Summative assessment: Unit 4

Theoretical assessment

Answer the following questions in your own words. Write your answer in the space provided.

1. Briefly explain what the importance is of a broker in building strategic partnerships in AIS. (11)

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2. Briefly explain what is meant by pluralistic service provision and why it is important in AIS. (4)

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3. Fill in the missing words to complete the sentence:

3.1 A learning alliance is a _____ of _____ actors from public and _____ sectors, such as _____ organisations, development and _____ agencies, private _____ and _____ who commit to _____ knowledge on a specific issue to support development in their area. (8)

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4.   Is the following statement true or false? If false, motivate your answer. (2)

4.1 In the context of AIS, to network is to make contact with actors from the same sector to exchange information and build professional relationships.

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5. Briefly explain how networking fosters innovation in AIS. (6)

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Total: 31 marks

Post-assessment

The post-assessment is to be done once you have read through the module and completed all the activities. Compare your answers to those in the pre-assessment to identify where knowledge has been gained and where improvements can be made. Rate your knowledge on the topics on a scale of 1 to 5 by circling the corresponding number.

	Question	Self-assessment				
		Low				High
1	How well can you explain the concept of facilitation for change as a core function in AIS?	1	2	3	4	5
2	What is your level of awareness of your cognitive, emotional and social attributes?	1	2	3	4	5
3	How confident are you in your ability to facilitate change in individuals?	1	2	3	4	5
4	How confident are you in your ability to facilitate change in groups?	1	2	3	4	5
5	How confident are you in your ability to facilitate change in organisations?	1	2	3	4	5
6	How capable are you of facilitating multi-stakeholder engagements?	1	2	3	4	5
7	How able are you to successfully broker strategic partnerships?	1	2	3	4	5
8	How confident are you in your ability to network?	1	2	3	4	5