



Participatory Research, Development, & Capacity Building

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Prototypical stages of a participatory development project

Network to Find Partners

Establish Relationships

Write a proposal

Find money

Assessment

Analysis

Design

Implementation

Order varies

Capacity Building

Evaluation

Celebration

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E.g. Technology Consulting in the Global Community

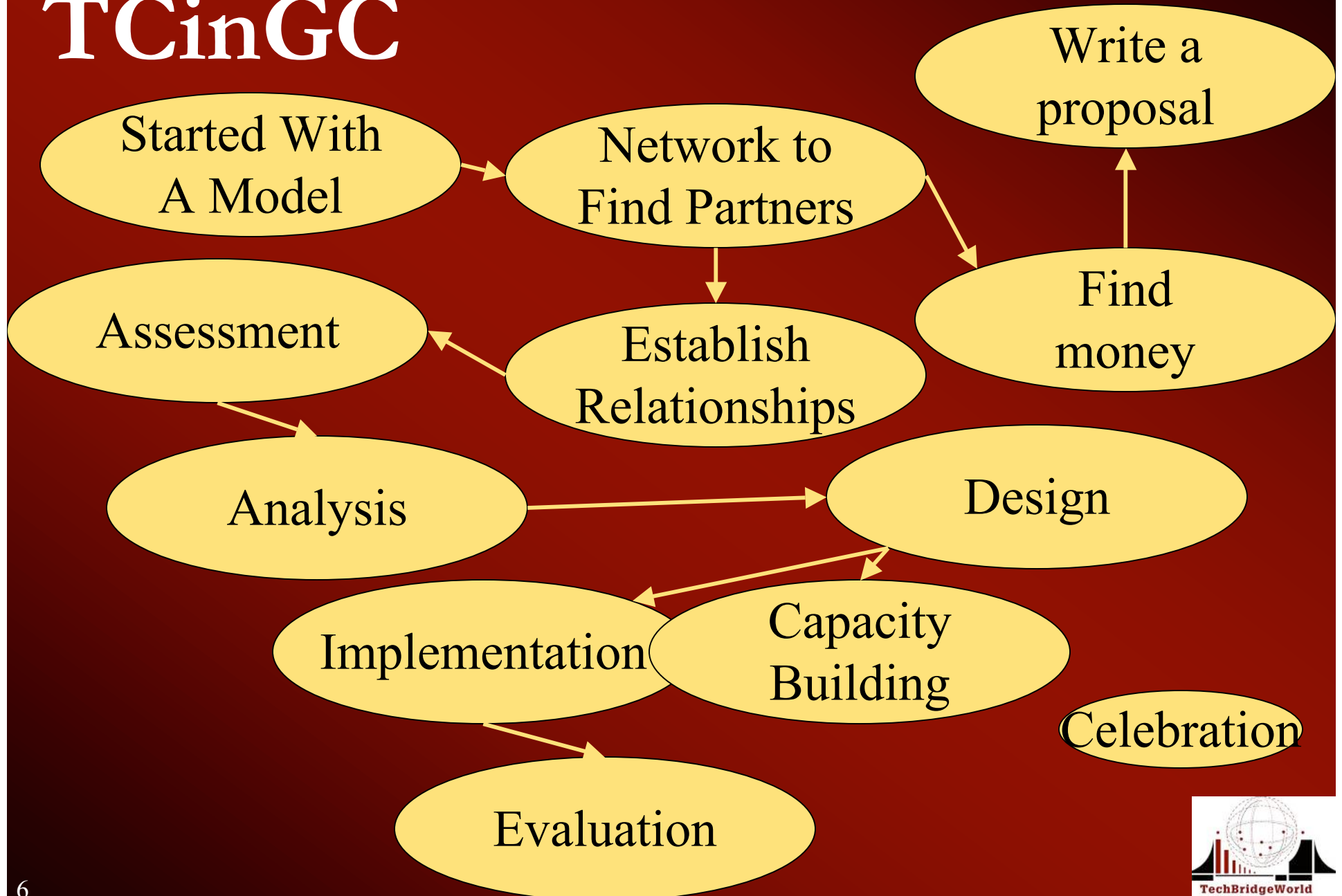
- Started with a locally-successful model of providing technical assistance in partnership with student consultants
- The basic program structure is pre-defined
(In a Memorandum of Understanding)
 - Student consultants have 10 week assignments
 - Working on some technical issue important to the consulting partner
- MOU also states
 - Who pays for what
 - Prescribes the (participatory) process the students will use



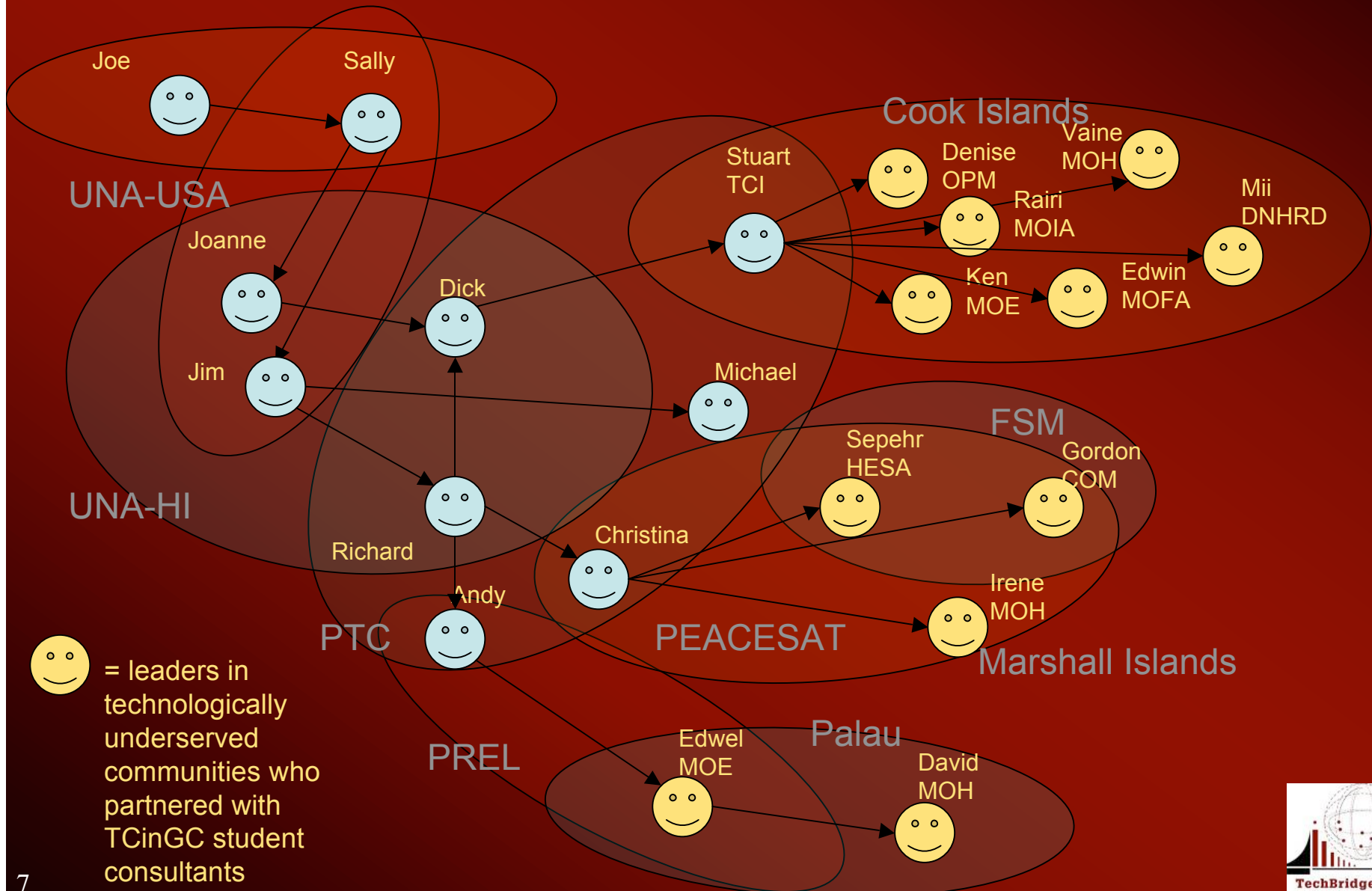
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- The partnership is collegial
 - Local partner is not paid
 - Local partner has share of expenses
 - They partner with us for the value it brings them
- Student consultant and local partner jointly define the work
 - That is of value to the local partner
 - And is within student's skill set

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Networking to find partners



Establishing relationships

- “Cultural Intelligence”
 - Earley & Mosakowski, Harvard Business Review, 2004 Oct; 82(10):139-46, 158.
 - The cognitive, physical, and emotional abilities necessary to negotiate the myriad of habits, gestures, and assumptions that define cultures other than your own.
 - E.g.
 - Learn as much as you can before you go.
 - Observe and follow
 - Show respect by trying (food, drinks, customs, etc)

Establishing relationships

- Identify common ground
 - E.g. find common interest in soccer/football
- Develop shared understanding
 - E.g. the role parents have in child's education
- Cultivate trust
 - E.g. deliver as promised.
- Build social capital
 - E.g. show enthusiasm, bring gifts, lend a hand, praise their children
- Be authentic
 - You can become more aware of how relationships work, but inauthentic *working* of relationships tend to be transparently fake.

Work with existing organizations

- They have deep social capital
- They have local cultural intelligence, and can mentor you.
- They have trust in the wider community
- They are often a place to find “hybrids”
- They have access to local funding and in-kind support.
- They have relationships into the community
 - Problems don't tend to be unitary.
- Sustainability: they will be there when you are gone.

Organizations

- Local government
 - (is not *always* the enemy to development)
- Local businesses
- Local charitable non-profit organizations
- Churches, temples, mosques, other places of worship
- Informal associations
 - Book clubs, sporting groups
 - Barber shop / Beauty salon patrons
- Schools
- Unions
- International Non-Governmental Organizations (NGO)



Find funding



E.g.s

- Local examples...

Participatory Assessment (at the individual level)

- Surveys
 - Small randomly selected but representative sample can be inexpensive way to get generalizable results
 - But, limited scope, requires statistical analysis, one-way dialogue, assumptions about important issues
- Key informants
 - Obtain insider perspectives as well as minority and “silent majority” opinions, increases individual involvement and assistance, low cost, in-depth info
 - Need to find best informants and build trust; lots of room for individual bias; can’t quantify data

Group Methods

- Nominal Group Processes
 - Structured problem solving and idea generating groups that involve both individual contributions and consensus building
- Delphi Technique
 - Highly structured process that involves soliciting individual opinions, summarizing results and then sending those results back to participants for further comment and refinement multiple times

For more info, see http://www.evaled.com/downloads/sb2_delphi_survey.doc



Community Methods

- Community Forums
 - E.g., open houses, public hearings, demonstrations, workshops, etc.
- Focus Groups
- Advisory Groups and Task Forces
- Community Mapping Exercises
- Others?

For More Info, See:

- Resources available on course website...

Rapid Ethnography

■ Pros

- Get valuable information in short period of time
- Gives researcher and idea of how people interact with technology
- Focus on multidisciplinary teams

■ Cons

- Doesn't allow for cultural learning b/c time is short
- Researcher decides which issues are important
- Does not build community trust or social capital
- Researcher starts from the idea that they know the solution to the problem and just need to optimize it for local conditions

LINCOS as an Example

- Yet another parable of tech transfer
 - Remember technological systems are complex webs of human, technical, and governmental parts
- Parallels between LINCOS and Ayole?
- What mistakes did LINCOS's creators make?
- What role do authors suggest for Western technologists? (see p. 9)

Participatory analysis & design

- How could you go about this?

Implementation & Capacity Building

- Implementation - tends to focus on technology
- Capacity Building - people and social systems

- Capacity Building can happen at many levels
 - Individual learning
 - E.g. by training, or apprenticing
 - Organizational learning
 - E.g. new processes, new programs, new policies
 - Community learning
 - E.g. new institutions, new mythology
 - Governmental learning
 - E.g. new policies, new programs

Capacity building

- What could LINCOS have done to build capacity in Rodeo and San Marcos?

Evaluation

- As in any project, good evaluation falls out of good planning of outcomes.
- Evaluation, too, can be participatory
 - Determining what is measured
 - Doing the measurement
 - Evaluating and communicating the results

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And finally...

Evaluation

Celebration!

Celebration

- All good projects should be celebrated.
- Bridget Lewis (Chile): The Alvarez had us over for dinner one last time... Then yesterday the office had breakfast (a cake and a lemon-merengue pie!) and dinner after work. I've been feeling spoiled. And also a little panicked – I didn't bring nearly enough presents from home to give everyone, so I'm making origami.