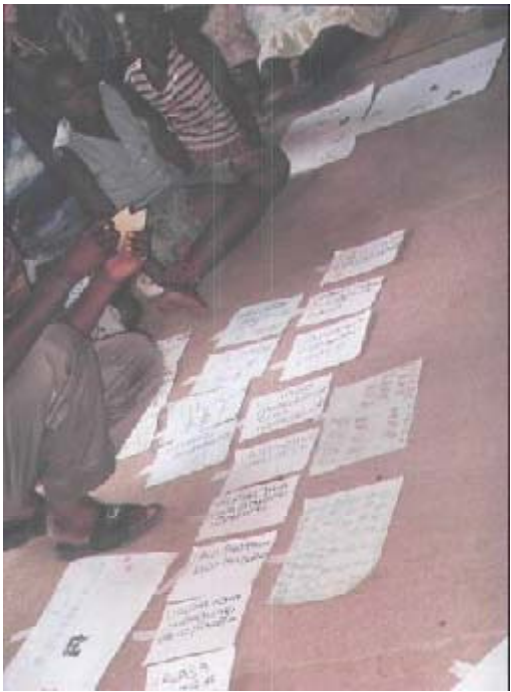




Appendix One  
**Methodologies used in Grange Capacity Building Project**

LEAP 2002

The basic approach was that of participatory learning, with the facilitator/s preparing each workshop and facilitating processes in which past and current experience and perceptions of participants are expressed, future desires and concerns or fears are articulated, and group discussion is held to come to joint decisions for future action. The facilitators did at times introduce ideas and actions, but mostly their intervention came in the structuring and facilitation of the processes. Where it was appropriate and feasible visual methods were used and small group discussions were held in order to increase meaningful participation.

Specific methods are given for each workshop below. Note that detailed programmes and report for each workshop were prepared and submitted to the project officer.

Objectives	Methods
Workshop 1 - 3 <sup>rd</sup> March	
<p>To develop a base for work together by building a picture of current actual practices and peoples' understandings, of their goals, what they see as changing and what the tasks and challenges for them are.</p> 	<p><b>Mapping:</b>  Maps or pictures of individual current households showing what and who is there. First we agreed on a code for animals together, using coloured stickers to represent different animals. Household members drew their place together. Once completed these were placed on the floor and with chalk the Grange farm was drawn in – showing boundaries, fences, roads, rivers, the dip, and mountains.  From this a discussion on how things have been working was held, which elicited current and past practices and perceptions.</p> <p><b>Focus on future:</b> people listed on cards what they wanted and did not want to see in the future. Then they listed and weighted – using coloured stickers – the challenges they foresaw facing them when the farm is theirs.</p> <p><b>Reflection:</b>  This worked well to form the base for future work, quickly giving a sense of the groups base to work with and from.  Men who are household heads tended to dominate, and we noted the need to be careful of building in smaller group processes in the future to increase participation</p>

<p>Workshop 2 - 10<sup>th</sup> March</p> <p>Community members develop guiding principles for managing their affairs and their land. Community members agree on the issues of membership expansion, from within and from the outside, and think through potential problems and how they can address these. People discuss site allocation and agree on how this should take place.</p> 	<p>The workshop started by reiterating what was done the week before. A report with photographs was used by some there to explain to others who had not been present.</p> <p>After explaining what guiding principles are small buzz groups discussed what they thought guiding principles for Grange should be. What emerged was a mix of principles and what people wanted to see happening in future.</p> <p>After a discussion about how people understood “membership”, discussion turned to how membership could increase – both from outside and from internal expansion.</p> <p>Buzz groups discussed the question of who would qualify for allocation of a site, and what procedure should be followed. The answers were then debated long and fiercely in plenary. This is when the issue of unmarried mothers with children being eligible for sites of their own was first raised and discussed. There was also intense discussion on who would qualify to be considered an “outsider” or a household member – e.g. divorced daughters, or a grandson born out of wedlock living with his mother off the farm. The bringing on of new surnames is seen as problematic.</p>
<p>Workshop 3 - 17<sup>th</sup> March</p> <p>Community members:</p> <ul style="list-style-type: none"> <li>• make a decision on the expansion of membership issue.</li> <li>• clarify some issues mentioned in the previous workshops.</li> <li>• discuss site allocation and agree on how this should take place (if time allows)</li> </ul> 	<p>This started with simple plenary discussion with the facilitators asking for clarification of some issues from the previous workshop – which also served to revisit the previous week’s work. After a bit of discussion on the previous weeks unresolved issue a decision was accepted that unmarried mothers would not be eligible for sites, although there were signs of dissent these were not voiced clearly or strongly. Facilitators decided to leave this and to come back to it in a later workshop.</p> <p>A role play was then collectively developed to depict the process that should be gone through when allocated a new site to a new household from inside the community. People interjected actively as the role play proceeded, thus developing an agreed upon set of criteria and procedures.</p> <p>After this in buzz groups people were asked to explore the potential problems with site allocation. It was here that the concern around the two groups (Verdun vs Grange/ amaNteshas vs. amaHlubi) first emerged.</p>

<p>Workshop 4 – 24<sup>th</sup> March</p> <p>Community members: develop indicators that would show them that principles are adhered to; discuss participation in these workshops and develop proposals to improve this Clarify the status of the current committee and the roles and tasks of the committee in future</p> 	<p>After introduction of the workshop and explanation of the first exercise participants worked in 4 groups – 2 of men and 2 of women, Each group chose two principles to work on to develop indicators. The questions was: “what will tell us this principles is being met in Grange?”</p> <p>The groups work was reported back in plenary for discussion and agreement. This had the effect of people discussing the issues further and defining some of them better. Not all were able to develop meaningful indicators as the exercise was a bit too abstract for them.</p> <p>The other issues were simply a facilitated discussion in plenary</p>
<p>Workshop 5 -14<sup>th</sup> April</p>	
<p>To find a solution to the underlying problem blocking full participation by all households To develop and agree on rules for managing our resources</p>	<p>This was held as a discussion in plenary.</p>
<p>Workshop 6 - 21<sup>st</sup> April</p>	
<p>To develop and agree on rules for managing resources, namely: <b>Livestock and grazing</b> Firebreaks Firewood and thatching</p> 	<p>The start was to agree on what a rule is, and to do one example together.</p> <p>The 4 small groups were formed, 2 of men and 2 of women. The women’s group took the issues of firewood and of thatching, while the men’s groups took cattle and grazing, and fencing.</p> <p>Each needed to answer the following:</p> <ul style="list-style-type: none"> <li>- What rules can be developed with regard to this aspect?</li> <li>- What will make these rules difficult to implement?</li> <li>- What do we need in order to be able to implement these rules?</li> <li>- Who will ensure that these rules are implemented?</li> </ul> <p>In reporting back people were asked to check that they thought the rules proposed are practical and workable, are necessary and can be implemented.</p> <p>The map was set out to refer to, and flexi-flans were made available, but in fact while reference was made to the map no-one used the flexis.</p>
<p>Workshop 7 - 28<sup>th</sup> April</p>	

<p>To agree on what happens from here forward  To further develop rules for managing resources, including the respective roles of the committee and community members in implementation:  <b>Livestock and grazing</b>  Firebreaks  Firewood and thatching  Expansion of households within Grange  To develop rules on site allocation for residential sites and cropping fields</p>	<p>After introduction and explanation we worked in plenary. Each set of rules developed the previous week was taken and discussion held on:  What exactly will the committee do, what will the community do, where will specific people have responsibilities?  These were then listed down as agreement was reached on each. This also had the effect of clarifying certain procedures and further developing some of the rules.  The discussion on site allocation led, as hoped, to further discussion on the problems and expectations with regard to Verdun people moving onto Grange.</p>
<p>Workshop 8 - 5<sup>th</sup> May</p>	
<p>To relate the work we have done with what is in their constitution – to compare looking at differences, questions we are raising with the constitution and get agreement on areas that need clarification</p> <p>To agree on whether changes are needed to the constitution, what those are, and how that shall happen.</p> <p>Photos taken of the materials but mislaid</p>	<p>Material was prepared beforehand consisting of:  Pictures representing structures and people discussed previously were on cards that can be moved around  Key aspects within the constitution were captured on newsprint under the headings of Membership (individuals, households, rights and responsibilities), Meetings, Committee, Problem areas in the constitution. This was then gone through along with how this related to what they had said in these workshops.</p> <p>After a discussion on the constitution and the processes of drawing it up, which people feel completely unfamiliar with, we went through each aspect in plenary.  However when it came to the issue of site allocation the previous conflicting views were expressed once more regarding unmarried women with children. This time after a heated discussion was going around in circles women and men were separately asked to set out their views, response to the other groups views, and proposed solution. In fact each group simply re-stated their own view.  We moved on, noting that this was not agreed and must be kept open at this point, and not allowing the men to shut down the discussion this time – reminding them of their principles regarding freedom to express opinions and views.</p>