*World Vision: Local Partnering Training L3*

**Education challenges in Kelidas Ward**

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# General introduction to Kelidas Ward, Bellabria

**GEOGRAPHY**: Kelidas ward is a small settlement lying just outside the official boundaries of the port city of Bellabria, in the district of Bellabria. Kelidas ward is a mixed and informal collection of houses, gardens, fields, livestock, businesses and a rubbish dump, all linked by a few narrow roads and paths. Its services are the poorest in the district. Kelidas ward is located on marginal land west of the river where it flows from the city and empties into the sea. It is based 23 km from the city centre, 18 km from the urban areas of Primaqui and Liberte, and 15 km from the industrial port area along the waterfront railroad.

**THE PEOPLE:** The residents of Kelidas ward belong to several ethnic groups, all with their own stories and cultures. 30 years ago, the indigenous upland people first settled in Kelidas, driven from their mountain pastures by soldiers to make way for a foreign mining company. They were joined in later decades by people from different parts of the country – usually farm households facing crises over land access, personal debt, drought and volatile prices.

Some adults still migrate seasonally to jobs away from Kelidas, leaving behind a growing population of vulnerable children and street youth.

**EMPLOYMENT:** Some residents of Kelidas seek their living from their crops and livestock; many others commute every day to the city or industrial sites for work. Average incomes in Kelidas are below the national poverty line, and are the lowest of any rural or urban ward in the district of Bellabria.

The primary livelihoods and sources of income come from unskilled daily work, domestic works, market selling, agriculture and work as security guards and factory workers.

**PUBLIC SERVICES:** Water, sanitation, education and health services are managed by the Ward Council (4 elected representatives, responsible to Bellabria District). There are three primary schools in the ward, but with only 57% enrolment, and a high drop-out rate. There is a secondary school nearer the city in Primaqui ward, but enrolment from Kelidas ward is only 22%, and mostly boys.

**CHILD WELL-BEING in KELIDAS**

There are serious health and education issues for many children and youth in Kelidas ward. The rates of infant mortality, under-five malnutrition, pneumonia and diarrhoea are among the highest in the country. This is linked to pollution from the rubbish dump, poor sanitation, and the high costs of food and privately supplied water.

Many children and youth leave school early to join the labour force, in order to add income to their households, often headed by single parents. Their jobs are unpredictable and some have ended up in Bellabria city as street children. Children as young as eight are staying home to care for siblings, running market kiosks, becoming urban domestic workers, or joining the ranks of day labourers. There is a growing awareness in Kelidas ward that without school qualifications and skills training, these children will never access better jobs in the city.

**CREATING A SHARED RESPONSE**

* **More working and street youth!**

The number of youth out of school, being seen on the street and in low-paid employment has become a real challenge for CoKiToo. CoKiToo is the Kelidas civil society organisation COKiToo (*Count Our Kids Too*) that supports youth and provides some informal, alternative education. COKiToo is a community organisation made up of parents, teachers, and youth / children’s clubs.

* **CoKiToo – can we do something together?**

CoKiToo has recognised that they are not successfully addressing the problems. They hosted a local meeting with local stakeholders to talk about addressing child and youth well-being. At this meeting, COKiToo’s leaders challenged local organisations start working together around health, education and rights for street children and youth. They also called for ward leaders, local employers, and the Bellabria Education Department to build better education models for the vulnerable, out of school children and youth of Kelidas ward.

* **A network that makes a difference?**

With some support from the international NGO Change for Children (CFC), COKiToo has started a new local network called KeliNetYC (Kelidas Network for Youth and Children) to help the organisations work together. CFC and COKiToo members are convinced that the KeliNetYC network can, with time, build better communication and practices.

Moving from network to action is challenging. Local employers, households, the ward council and youth advocates all have different perspectives on child employment. And local organisations demonstrate very different levels of capacity, maturity and motivation.

* **Deeper collaboration possibilities**

There are opportunities in the collaboration space. Could some groups start a coalition for child and youth protection? Could they create a real active partnership around alternative education? Will local businesses join in and support any initiatives? Can the Ward council and Education Department bend their systems to work with grassroots CSOs, to help street children and youth break out of their poverty cycle?

Kelidas ward may be at a turning point. If KeliNetYC can gain members, build their capacity, and generate co-operation, this new network may bring real positive change for child and youth well-being.

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| **COKiToo *Count Our Kids Too*****http://act.appstate.edu/sites/act.appstate.edu/files/imagecache/news-page/volunteer%20icon_0.jpg**The local civil society organisation COKiToo (*Count Our Kids Too*) is an energetic group, with members who advocate for their interests; mobilising people and resources locally. Three key leaders in the CSO were direct beneficiaries of the organisation’s work. Their own lives as Flatlander youth, were transformed by the support, mentoring and education options offered through the COKiToo CSO. Now they have returned from the streets of Bellabria city to work with vulnerable children in Kelidas. The CSO is relatively young and growing – it now includes several committees of children and vulnerable youth. COKiToo leadership is alarmed by the rate of migration to Kelidas ward and by the number of children heading for the streets of Bellabria city. They are also very concerned by the decreasing ability of local education facilities to meet the needs of the growing populations of vulnerable Kelidas children and youth; trapped without skills, access and options. Despite the challenges of working with other organizations in Kelidas, COKiToo’s leaders wonder if a broader network of CSOs, community leaders, government and business is the only way to create real options for change.  | **Change for Children**Change for Children (CFC) is an international NGO with a zonal office of 10 staff in the city of Bellabria. They have been working with community capacity building for the last three years. Traditionally a rural service delivery organisation, CFC is now developing community-based participatory approaches with rural and urban partners, with a special emphasis on building the capacity of local organisations that share similar outlook. CFC is especially interested in the idea of ‘collaborative spaces’ where local organisations, officials and agencies can share knowledge, practices and joint initiatives. With a range of local stakeholders, CFC recently resourced and coordinated an initial assessment of the needs, rights and protection of children across Bellabria, which highlighted the urgent needs around vulnerable children in the Kelidas ward. The assessment recommended that CFC join and support a local network of like-minded organisations to help transform the traditional approaches to child and youth in this area. CFC is prompting the CSO called COKiToo to take the lead on this new network. The ward representatives and traditional leaders have welcomed CFC’s interest in their community.  |
| **The Ward Council** The Kelidas ward council is made up of four elected ward representatives who represent the people of Kelidas to the district Council. A ward representative may also be a traditional elder of the Uplander or Flatlander indigenous peoples. The ward council recognises that the community is on the edge of a possible crisis. This is due to growing instability through migration (both in and out of the ward), the limited prospects for livelihoods, and children and youth lacking options for the future. The ward council has been directly challenged by COKiToo and other CSOs in the past, but believes now that a broader type of partnership may bring welcome opportunities. The problems of Kelidas ward have been highlighted in the recently-published Bellabria assessment report on child and youth well-being. This news is an embarrassment, but also a potential opportunity for the ward representatives. Their primary interest is to find more resources to improve service delivery in Kelidas, but the ward council is willing to consider alternative options. CoKiToo and other local CSOs have high expectations that the ward council will join KeliNetYC, and become active in the collaboration space.  | **Bellabria Business Association** The *Bellabria Business Association* (BBA) has recently been taking a public interest in vulnerable children and youth. BBA’s interest arises partly through pressure from groups like COKiToo. It also comes because increasing numbers of its members in Kelidas ward and Bellabria are developing policies and positions on child labour and on corporate social responsibility. BBA members are keenly aware of the many contributions to their profits made by residents of Kelidas ward – as workers, suppliers, sellers and customers. Even those BBA members who do not employ children, are becoming aware of their links to suppliers and factories that do employ the children and youth of Kelidas. So BBA members are asking the association to look for ways to work in collaboration with local government and civil society organisations of Kelidas ward, in order to improve education and health services for the poor children and households of Kelidas. Local businesses are also assessing their risks. They realise the social and financial costs of disruption to their operations and reputations from a potential crisis among the poor and youth in Kelidas.  |

Introducing the Four Organisations

**Role Play Sequence**

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| Number | Partnering Stage | Role Play Activity |
| RP Preparation | Scoping (Critical Path Step 5) | **Internal Dialogue** (coach facilitated) |
| RP1 | Building (Step 5) | **Developing Ground Rules, Vision and Objectives, Relationships** |
| (RP) | Building (Step 5) | Developing a Root Cause Analysis (plenary activities) |
| RP2 | Planning (Step 5) | **Understanding Interests and Resources** |
| (out of RP) | Planning (Step 5) | Developing Intervention Options |
| RP3 | Planning (Step 6) | **Prioritising & Adapting Options** |
| (RP) | Managing (Step 7 | Agreement, Indicators, Structuring (plenary and small group activities) |
| RP4 | Reviewing (Step 7) | **Review & Troubleshoot** |

NOW READ YOUR CHARACTER BRIEF.

MAKE SURE TO READ THE BACKGROUND AND ROLE PLAY 1 INSTRUCTIONS FOR DAY 2.

**dialogue on COSTS and benefits**

Internal Dialogue

**of collaboration**

**When?**  This discussion takes place in Kelidas ward inside each of the 4 organisations. KeliNetYC, the local network for child well-being is just being established, following the first CWB summit. Several organisations have begun to discuss and define opportunities for CWB collaboration.

**Who?** There are four organisations involved in the following role plays: BBA, COKiToo, CFC and the ward council. This preparation session is unique: each organisation has a separate meeting with its team members only. Following this internal dialogue, it will be your responsibility to represent your organisation in the coming four “meetings”.

**What?** The colleagues are debating with each other what role or roles they want to choose for their organisation within the local collaboration space for child well-being. They are asking each other:

1) What are the possible benefits of partnering? What would motivate us to collaborate?

2) What are the possible risks and costs of partnering? What would stop us wanting to collaborate?

When you have listed and discussed why or why not partner, then make some choices:

3) Do we want to join the new Kelidas child well-being network, KeliNetYC?

4) Are we ready to become part of an active coalition?

5) Would we be better to take on a role as a sub-contractor?

6) Is our organisation mature enough and ready to build or join a multi-stakeholder partnership around a shared project?

**Why?** The outcome of these meetings are that the members of each organisation will decide whether to engage in a network, a coalition, or a partnership and to agree what role they might play. This CWB collaboration space presents unique opportunities and challenges for each organisation. However, colleagues have some reservations, conditions and real concerns about what these different forms of collaboration might mean. Some members from each organisation attended the recent summit on children and youth in Kelidas, and they are enthusiastic about further involvement for their organisation in the collaboration space. However, some of their colleagues are more cautious.

**How?** The assignment for this Internal Dialogue:

1) Ensure someone will take notes and someone report back to plenary.

2) Review together the guidance above. Read out the questions, and then debate your organisation’s readiness.

3) Attempt to reach consensus on your next step within this collaboration space.

4) Return to the plenary and share your results and highlights on the collaboration space wall, using the format agreed in plenary.

Your Role Play Coach will help you through this process.

**Role plays 1 – 3: building a partnership**

**When?** Role plays 1 - 3 take place today. About 6 months have passed since the organisations had their discussions about collaboration and their role in the Collaboration Space (Role Play Preparation) and within the last few weeks there has been a Community Summit.

**Who?** Role plays 1 - 3 involve the same four organisations. Each role play now involves a cross-sectoral meeting of six people with two observers:

* four Representatives (either female or male): one from each of the four organisations:

1. Lena or Leonard from COKiToo, the CSO *Count Our Kids Too*

2. Kamea or Kwame, the representative from the ward council

3. Maria or Mario from CFC, the INGO *Change for Children*

4. Edwina or Edwin from BBA, the Bellabria Business Association

* two external Partnership Brokers brought in by CFC to provide facilitation.
* two Observers.

**What?** Role plays 1 - 3 investigate a new project initiative within the CWB collaboration space set up about 2 years ago in Kelidas Ward. The KeliNETYC network membership has grown, and become a lively space for collaboration in Kelidas, despite its ups and downs.

A number of organisations have joined a CWB coalition. Some have had sub-contracts for project work.

These four organisations have never worked together formally, but among all the members of the network, these four organisations have now decided they are ready to explore a possible partnership on the specific issue of education for vulnerable youth.

**Why?** A new education assessment report was delivered at the most recent summit. It shows things are getting worse for marginalized children and youth in Kelidas. There is new urgency around the issue. **COKiToo** has called for a new initiative to design alternative education and training options. COKiToo members are convinced that child employment remains necessary for many local poor households, so they want local employers and parents to provide resources and time each day for alternative education outside of school. And they want the local government and Education Department to provide resources and certification for such alternative programmes, so their children can break out of the Kelidas poverty cycle.

The local **Kelidas ward council** is concerned about this approach. CoKitoo’s suggestion could appear to endorse child labour, and lower education standards?

Meanwhile, **local employers in BBA** wonder what this approach will cost them financially, and in terms of lost productive labour, short and long-term.

The Ward Council representative is most interested in improving existing education systems, with more schools, teachers and budget.

The INGO **CFC** has a technical project called ‘Youth-lit’ that is designed for improving literacy in schools, and this programme may fit well for educating these youth. If Youth-lit does fit, it can be adapted with necessary local resources, and CFC would also be able to bring its resources to this programme.

CFC’s Kelidas manager has agreed to hire two partnership brokers to bring these stakeholders to the table to develop a healthy environment for deeper collaboration.

The goal for these partnership brokers is to help the 4 organisations agree a partnership agreement around a new multi-stakeholder project.

CFC thinks that Youth-LIT is relevant to this area; however CFC’s own project model would not be enough to address their desired outcome of vulnerable youth being integrated into society through good employment. That is why CFC needs to partner.

GETTING READY:

|  |  |
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| As PB: Plan carefully with your co-PB:* Exactly what do you understand by the meeting objectives for this meeting?
* What is the partnership progress so far?
* How will you work with the 4 partners present to achieve the meeting objective?
* What extra inputs do you have? (these will normally be provided by your coach)
* Note down some key questions that you will use to get the conversation flowing between the partners
 | As Partner:* Have I understood the progress of the talks so far?
* What does my character brief tell me about this role play?
* What possibilities am I excited by? What possible problems/concerns are there?
* Am I being understood by the other partners, and are they understanding enough about my organisation and our position?
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# **ROLE PLAY 1**

Developing Ground Rules, Vision

and Objectives, Relationships

**Inputs:**

**Partnership Broker,**

**Meeting Facilitation**

This is the first formal meeting of representatives from each of the four potential partner organisations and constituencies – though they have met each of the others informally in previous situations, such as both the child well-being summits, and occasional meetings of the KeliNETYC network. The pair of Partnership Brokers (paid for by CFC) has been asked to design and facilitate a series of meetings to work through the partnering idea and help the prospective partners reach agreement on the shape of the partnership and on the options for working together. This meeting is the first stage of this process and it aims to establish a ***good working relationship*** and some ‘***ground rules’*** for the next few meetings. Also, the partners start to discuss the ***one or two specific issues that they would like the potential partnership to address.***

**PB tips:**

*Use the facilitation techniques you have been taught*

*Remember: a good facilitator uses good questions and listens! Make sure that you do not dominate the discussion.*

*How to organise:*

*Be clear with your introduction. Decide on the tasks that you will do to build toward:*

*1/ Ground rules*

*2/ Possible partnership objectives – ensure there is clarity on why each of the four partners is present; agreement on the need coming out of the community summit for* ***better education for youth, leading to employment.***

*3/ Good working relationships*

# **ROLE PLAY 2**

Understanding Interests

& Resources

**Inputs:**

**Interest-based negotiation,**

**Root Cause Analysis**

**Resource mapping**

A technical working group for the four potential partners has provided a Root Cause Analysis of the problem to work with.

CFC has shared, in advance, its “project model” called *Youth-LIT that they want to use.*

**General Tips:**

Now that the partners have started to explore a possible partnership, the organisations’ representatives meet a week later to explore more about how you could work together. You need to find out about each other’s interests in the possible partnership. You will also need to begin to explore differences and potential conflicts between your various positions and interests. By doing this you will start to find out the objectives that you have in common.

This stage of the process aims to help organisations ***understand each other better***, ***clear up possible misunderstandings*** between partners, and make sure that the potential partnership will ***be set up to achieve the truly shared interests*** of all parties.

Partners need to express the potential benefits of collaboration (individual and collective): what do you want to achieve here? You also need to explain your concerns or challenges that may make it hard for you to continue the collaboration.

**PB tips:**

The PB’s role is to encourage each person to explain more and more clearly and meaningfully their own missions and purposes, and their needs.

* *This important meeting is necessary to address trust issues. The PB should make sure that the partnership under discussion truly will lead toward mutual benefit – something good for each partner.*
* *SAFETY is an issue here, so make sure that the participants are not fearful of each other. There might be some unkind or unfair accusations. Use the ground rules.*
* *Ensure that each partner has time and space to explain about their own goals and also their hopes for the possible partnership. Why do they want to work together and not do it by themselves?*
* *How will you document the discussion and outputs?*

**ROLE PLAY 3**

Prioritising & Adapting Options

**INPUTS: Prioritisation**

**General Tips**

The exploratory meeting and interest-based negotiation have gone well enough for you to be willing to proceed further. A list of project options has been created in the past two weeks by a small working group composed of technical experts delegated by each of the four potential partner organisations.

You meet again two weeks later. Your task is now to ***choose a project that will:***

1. *make a good difference* for Kelidas’ street and working children (see Root Cause Analysis)
2. *meet the underlying interests* of each of the potential partner organisations
3. *build equity* and commitment from the partners
4. be *based on the resources available* (see Resource Mapping done before)

After this negotiation and agreement, the PBs will help you all produce a more fully developed plan for the chosen objective, which provides the basis for a Partnership Agreement. This critical planning will help you to commit to forming a partnership to develop and deliver the proposed activities.

This is a good time to start to discuss the key indicators that the 4 organisations would need for the shared project. Remember that whilst all partners use measurement in your work, your ideas of indicators may be different because of the differences between business, government and civil society.

**PB tips:**

REMEMBER: Use the flipchart from the last plenary, or ask your coach about getting a print out of it.

*The perfect output from this meeting would be:*

1. *Chosen project*
2. *Indicators for success agreed by the partners*
3. *Some resource commitments*

*In practice, you will need to focus on (1) and allow some discussion of (2) indicators.*

*Think about:*

* *Doing prioritisation is NOT voting. It is about understanding what is going to be good for each partner. It should lead to a creative discussion about how to implement the best of the more important priorities.*
* *One way to help this be constructive is to work in pairs to discuss and then explain the value of each intervention for each partner – for example, give the representatives from BBA and CoKiToo five minutes to discuss, whilst the representatives from the Ward and CFC discuss. Each pair then shares their finding with the other pair.*
* *Ensure that the prioritisation does not push the possible partners into ‘winners’ and ‘losers’. Be creative!*
* *This stage of interest-based negotiation is about ‘widening the options’. Encourage the partners to adapt, improve and change if they need.*
* *Ensure that each partner is able to state what they need to measure, and that this is included in the project choice.*

**Role Play 4: Reviewing and revising a partnership**

***In Role Play 4 we have “fast-forwarded” into the life of the shared project.***

***The four organisations have been in the implementing phase of the partnership for about 8 months.***

# **ROLE PLAY 4**

Review & Troubleshoot

# **Inputs:**

# **Monitoring in partnership**

# **Partnership Health Check**

The partnership has been progressing well, but some issues are coming up.

In line with CFC’s normal processes, the two PBs have been invited back to conduct a ‘health check’, a partnership review.

Use the instructions in the Partnership Health Check tool.

This is not project monitoring, but a chance for you to consider how your work together is going.

It has the following process:

1. Each partner completes an analysis *(the organisation groups will do this together based on information provided in the handout before you divide into role play groups)*
2. The analyses are written up on a spidergram prepared by the PBs – the coach will provide a pre-prepared grid for this.
3. The facilitator will invite the partner representatives to read the spidergram together and interpret what it might mean. This should enable broad sharing of issues that are coming up.
4. The partners then prioritise issues coming out for attention.
5. The PBs lead the partners through discussion of one or two of the priority issues in their partnerships to agree some practical action steps.

**PB Tips:**

1. *Be ready to explain the purpose of the meeting to the participants*
2. *Remember the basics of interest-based negotiation*
3. *You have 25 minutes for this role play (your Coach with tell you when to stop)*
4. *The spidergram may show several issues. When it is complete, move quite quickly to prioritisation and the negotiation.*