

PILLARS Conference

January 26th – February 4th 2005

**Bethel Bible Centre, Mae Sai, Chiang Rai,
Thailand**

**Tearfund, in partnership with the Ethnic
Minorities Capacity Building Project**



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CONTENTS

Glossary	p3
1. Executive Summary	p4
2. Introduction	p5
3. Conference sessions	p7
4. Conclusions	p10
5. Appendices	p12
A Conference timetable	p12
B Time line of PILLARS	p14
C SWOT of PILLARS	p17
D Conference evaluation	p21
E PILLARS Network	p25
F Future funding options for PILLARS	p26

GLOSSARY

EFICOR	Evangelical Fellowship Of India Commission On Relief
EHA	Emmanuel Hospital Association
EKHC	Ethiopian Kale Heywet Church
EMCB	Ethnic Minorities Capacity Building Project
PILLARS	Partnership In Local Language ResourceS
WKHC	Wolaitta Kale Heywet Church

1. Executive Summary

The purpose of the PILLARS conference was to bring together partners, consultants and Tearfund staff who have worked in collaboration on the PILLARS programme, to share learning and experiences, and to become further equipped to produce and use PILLARS guides within their ongoing development work. 29 delegates, from 11 different countries, attended this event, which was held at the Bethel Bible Institute in Chiang Rai, from 26th January to 4th February 2005.

The sessions were facilitated by Tearfund staff and the lead evaluator of the PILLARS pilot, with significant inputs from other participants. Most sessions included time for small group discussion and feedback. This allowed for experiences and lessons to be shared across regions, and specific examples given to support more general principles of good practice. Field visits enabled some of the learning to be practised, while time was also given to participants to describe the structure and work of their organisations.

The conference allowed participants to reflect on and consolidate the learning of the past few years, to strengthen the skills required to use and produce PILLARS guides, and to develop a vision and strategy for PILLARS, one that is relevant both to their own organisations and to the wider context of international targets on education, literacy and development.

Several introductory sessions addressed the fundamental question of where PILLARS fits within an organisation, both its structure and vision, and how organisations can be strengthened to better manage and implement PILLARS, in order that it is owned, effective and sustainable. The sessions then went on to look at different uses for PILLARS guides, the different skills required for their production, and ways in which aspects of PILLARS can be monitored and evaluated. The final sessions focussed on financial sustainability and networking, in the context of a reduced level of support for PILLARS from Tearfund in the next financial year. Participants left the conference with ideas and tools for developing PILLARS according to the needs and interests of the groups they are wishing to serve.

It was a significant time of learning and envisioning, for those managing PILLARS from Tearfund head office, those implementing PILLARS in the field and those seeking to support Tearfund partners as they develop the necessary capacities and strategies for this new approach to community development to become sustainable and embedded in their work. All delegates benefited from sharing insights acquired in such diverse contexts, and the space to reflect and to plan together.

The Ethnic Minorities Capacity Building project (EMCB), who were responsible for the logistics of the conference, served the delegates with tireless commitment and energy, and provided a wonderful introduction to Chiang Rai and the surrounding area. Tearfund would also like to thank the staff of the Bethel Bible Institute, who were generous and hardworking hosts, and who were willing to make such a beautiful and peaceful location available for this event. Finally our thanks go to all the participants who have been hard at work, writing, translating, editing, printing, distributing, promoting and using PILLARS guides in their local languages, often with little outside support and in very challenging situations. It is our hope that the vision that was consolidated and sharpened during the conference will be an inspiration to others, and that it will bear much fruit, as people are given access to relevant information that will challenge and equip them to work for social, economic and spiritual improvements, both in their own lives and in the lives of those around them.

2.0 Introduction

Background

The overall goal of PILLARS is to enhance the knowledge, self-confidence and skills of grassroots community groups by increasing their access to relevant information in their own language. The PILLARS process is designed to generate highly visual information in the form of Guides targeted at small, informal groups, with the aim of raising awareness, promoting literacy skills and building the group's capacity to initiate and manage beneficial change. The process equips local development, community and health workers to translate, adapt and write PILLARS Guides in their mother tongue languages, on topics that are relevant to the needs and priorities of those who will read them.

The process was initially piloted in Uganda, Southern Sudan, Nigeria and Burkina Faso. It was then formally piloted in Ethiopia, Brazil and Myanmar, with the support of local consultants, and evaluated externally. Tearfund has continually endeavored to share good practice across the different regions in which PILLARS is being implemented, and in particular to share the recommendations of the evaluation, which, although particular to the three pilot countries, are much more widely applicable. However, the evaluation also recommended placing 'greater emphasis on working with partners to develop strategies for the **use** of PILLARS'. 'This', the evaluation recommended, 'may include the preparation of resource material, consultant visits, exchange visits or workshops' and exploring with pilot project partners 'the possibilities of sharing their experience and expertise with other organisations in a planned and systematic way with the purpose of embedding the vision and capacity for PILLARS work in others' plans and programmes' (p41, Tearfund PILLARS Pilot Project Evaluation, June 2004).

In order to address this recommendation, Tearfund decided to bring together key actors from eleven different countries - people who have facilitated, supported or evaluated PILLARS processes, or who are intending to do so in the future. The conference was intended to facilitate learning and networking across the different regions, and to provide further training and support to participants wishing to develop PILLARS within their organization or region, with a view to promoting the sustainability and replication of PILLARS in different local languages. Such an event was considered to be particularly appropriate at a time when Tearfund's own capacity to support this work (both in terms of human and financial capacity) is to shortly be reduced, with the culmination of the pilot period and coinciding culmination of the Innovations Fund funding and the post of PILLARS Coordinator. The conference provided an opportunity to equip and inspire consultants and partner staff to develop and share the vision and approach and to take responsibility for leading PILLARS into the next phase of consolidation and growth.

The conference was held at the Bethel Bible Institute, a Bible college for Thai and Chinese students working with ethnic minorities in the border areas of China, Thailand and Myanmar. The Ethnic Minorities Capacity Building project (EMCB), an offshoot of World Concern Thailand, took responsibility for all the logistical arrangements and local transport, and for introducing delegates to the beauty and complex challenges of the surrounding border area.

Representatives of the following Tearfund partners were present: Wolaitta Kale Heywet Church (WKHC) and Ethiopian Kale Heywet Church (KHC) Ethiopia, Ethnic Minority Capacity Building Programme (EMCB) and Siam-Care, Thailand, Editions Contact, Burkina Faso, Emmanuel Hospitals Association (EHA) and EFICOR, India and our partners in Myanmar. Staff of other agencies in Myanmar, and of the Diocese of Yambio, S.Sudan, also attended, as well as independent consultants from Cameroon, Kenya, Ethiopia, the UK, Cambodia and Brazil. Tearfund was represented by three members of the Programme

Development Team: Tearfund's Coordinating Editor, Isabel Carter, Tearfund's Language Editor, Sheila Melot and the PILLARS Co-ordinator, Sophie Clarke, who have co-facilitated PILLARS workshops, co-ordinated partner work during the PILLARS pilot, managed and mentored PILLARS consultants, and written and overseen the translation of PILLARS Guides.

Purpose

The purpose of the conference was to enable participants to reflect on and consolidate the lessons learnt through their involvement in PILLARS to date, as well as to plan for the future, based on a clear vision and strategy for the use of the guides, which complements the existing development strategy of their particular organisations.

It was hoped that participating partner staff would be equipped with ideas, tools and skills to:

- identify strategies for use of the PILLARS Guides
- design and implement a PILLARS strategy that is contextualised and embedded in their overall development strategy
- coordinate the production, marketing, distribution and use of PILLARS Guides in their local languages
- train and support field staff or selected health, development and community workers in the production and use of PILLARS Guides
- monitor and evaluate the impact of the PILLARS Guides.

It was intended that consultants would be equipped to support Tearfund staff and other interested agencies in developing a PILLARS strategy, initiating and managing a PILLARS process and networking with others, and that Tearfund would have an enhanced understanding of how to improve the training and support offered to partners and consultants, and a set of good practice guidelines to encourage sustainability of the production, use and positive impact of PILLARS Guides in local languages.

The delegates came with differing levels of experience and awareness of PILLARS, and with different needs and priorities, according to their particular role in the process. However, this diversity proved to be beneficial, since it allowed all delegates to acquire an overview of the many different components of which PILLARS is comprised, and the different roles and responsibilities of individuals within it. The conference also sought to form the delegates into a network of people who could continue to support and learn from each other. The onus was therefore on relationship building and collaborative working and planning, in order to put things in place for the future.

Methodology

The learning took place both through inputs from the facilitators, and through formal and informal sharing of experiences across the different regions in which participants are working. The majority of the facilitation was done by Tearfund staff and the lead evaluator of the PILLARS pilot, Dr. Clinton Robinson. However, other delegates shared case studies from their regions and other consultants provided inputs based on their particular areas of expertise. As such the conference was highly participatory in nature, with frequent activities to encourage participants to discuss and act in small groups. The timetable was full! (See Appendix), in order to make the most of the unique opportunity to learn from each other.

3.0 Conference sessions

Day 1

The opening sessions consisted of establishing delegates/ expectations and concerns regarding the conference, and agreeing on the objectives. Each country group then presented the strengths, weaknesses, opportunities and threats of the PILLARS Guides and process in their particular context, and a timeline of PILLARS related activities to date. This enabled all delegates to acquire a picture of how PILLARS has developed over time and space, and to develop a sense of the common as well as divergent challenges other organisations have faced as they have produced and used PILLARS guides in their context. Two sessions were given to addressing the question of how and why PILLARS contributes to development, with reference to current international targets for education and literacy, in particular, and to establishing a vision and a development framework for PILLARS, both general and specific. Dr. Clinton Robinson, the lead evaluator of the PILLARS pilot, began each session with a presentation, and the key issues were then discussed in cross-regional or country groups, as appropriate. The Wolaitta Kale Heywet Church representatives also gave a challenging presentation of how PILLARS complements the ministry of the church, and how the church enhances development processes in that specific context.

Day 2

The morning of day two focused on developing strategies for the use of PILLARS Guides, with particular reference to the literate environment. Each context in which PILLARS Guides are produced and used will be characterised by varying degrees of access to printed materials in local languages, and this will impact on how PILLARS is perceived and used. An example of this was given from Cameroon, where attitudes to national and local languages have undoubtedly impacted on the uptake of literacy programmes and use of printed materials. Case studies were then presented by delegates from different countries, illustrating different ways in which PILLARS guides have been used: with groups of people living with HIV and AIDS, within the context of Siam Care's work in Thailand; with grassroots community groups, within the context of training programmes in Myanmar, and with a refugee community from Southern Sudan, but living in a camp in Ethiopia, and passionate about promoting and expressing their minority language and culture. Delegates were then divided into country groups to discuss the following questions: who is PILLARS for? What outcomes do we expect to see as a result of people using the guides? Many of the outcomes shared were actually inputs; for example, providing relevant information for community development. It was agreed that more thought and discussion is needed around the specific, long term impacts that are anticipated through the use of a particular PILLARS guide, and that this question would be reviewed during later sessions of the conference.

The afternoon sessions addressed the more immediate and concrete question of how to facilitate a group discussion based on a double page of a PILLARS Guide. Following a brief overview of the differences between facilitation and classroom teaching and the rationale behind a participatory approach to learning and information sharing in the context of community development, a suggested process for working through an individual double page with the aim of encouraging discussion and action was presented, and a list of relevant tools provided. Delegates were then asked to put theory into practice, and to work through a given double page in a small group, with one person facilitating. Although insufficient time was available for both preparation and discussion, this exercise allowed everyone to experience using the guides and highlighted key questions for facilitators to consider when using printed information in a group setting.

A whole session was then devoted to role play as a tool for sharing ideas, stimulating discussion and action. Delegates identified the strengths of this tool, and the key components of a good role play. They then divided into small groups and were asked to prepare and perform a role play that would help communicate the meaning of a given double page of a PILLARS Guide. This proved to be enjoyable and fun, and effectively illustrated the relevance and power of drama when seeking to share the type of information found in PILLARS.

Day 3

As this was Sunday, no formal learning sessions had been planned. However, delegates gathered at the Bethel Bible Centre for a 'home-grown' communion service. The sermon was based on a passage that was considered to be particularly relevant to this particular stage in the life of PILLARS: Jethro's advice to Moses to delegate to others. The message preceding the communion itself centred on the mixing and moulding that God was working in us as individuals and as a group, gathered from different corners of the earth. It was a very powerful service, and ended with a time of prayer for personal needs, as well as for the future of PILLARS.

In the afternoon, EMCB arranged a visit firstly to the border with Myanmar (Mae Sai) and then to the Golden Triangle, where Thailand also borders with Laos. A short boat trip brought us into Laos for an hour or so! And was followed by a beautiful meal of fish and sticky rice, on the banks of the Mekong River. One delegate went missing for part of the afternoon, enticed away from the group by the attractively cheap and colourful wares on display by the river.. but we were quickly reunited. Our thanks go to EMCB for coordinating such an insightful and enjoyable adventure.

Day 4

The day began with an overview of the different stages involved in the production and use of PILLARS guides, and of the key questions to consider when planning any PILLARS 'intervention': who are we hoping to serve? Who can facilitate and produce PILLARS guides, and who needs and wants this information? Why are we producing and using PILLARS? What changes do we hope to see? Where are we going to disseminate the guides? How? What characterises the environment in which we are working? A presentation was also given on strategic planning: how it differs from the way in which many of us usually plan and how and why it is useful to PILLARS.

The remainder of the day primarily focused on the different technical skills required for producing PILLARS guides in mother tongue languages: translation, contextualisation, writing, editing, field testing, designing and printing. Many of the delegates had facilitated training workshops in which PILLARS guides were produced, and had requested additional input in these areas, in order to develop their own skills base and to be equipped with tools and materials which would help them pass on these skills to others. The area of field testing had been identified during the evaluation of the PILLARS pilot as an area which should be strengthened, in order to promote quality guides that are genuinely relevant and useful to the intended audience. The final session of the day looked at the ways in which PILLARS promotes integral mission, and the advantages of studying the Bible in a small group context. The day ended with delegates working through an existing PILLARS Bible study, for their own personal reflection and growth.

Day 5

Dr. Clinton Robinson began the day with a reflection on organisational and institutional development. Delegates were asked to consider where PILLARS fits within the structure of an organisation, who within that organisation is best placed to manage, coordinate and implement the work and how wider ownership can be achieved. To date, there has not been a uniform way of approaching this; each organisation had made different decisions, depending on the organisational vision and culture, the vision and capacities of particular individuals and on the needs of the particular context. However, as country groups shared their responses to these questions, it was apparent that PILLARS should ideally be embedded into other areas of work, and should not be seen or treated as a separate programme. There are natural linkages with other training and capacity building programmes, as well as opportunities to integrate the use of particular guides into sector-specific programmes eg. food security, nutrition. These questions are not only essential for partners to consider, but also for Tearfund Regional Teams as the potential benefits of producing and using PILLARS, particularly within the context of education and literacy and integral mission, become more apparent.

Other sessions addressed the distribution, promotion and sale of the PILLARS Guides, as well as the issue of local management, coordination and implementation of certain PILLARS related activities by committees comprised of those who have produced or used PILLARS guides. Case studies from Ethiopia, S.Sudan, Burkina Faso and Cameroon provided examples of different ways in which activities such as distribution could be implemented. The final session looked at monitoring and evaluating the production, use and impact of PILLARS guides, an area which many delegates were only just beginning to consider seriously, as local language guides become available for use. The facilitator presented the key questions to consider and tools which could be used with different stakeholders to assess social, economic, cultural and spiritual change. It was agreed that more thought is needed on how monitoring and evaluation can be conducted in a way that is truly participatory, in keeping with the ethos of PILLARS, and in a way that is focused on learning rather than on simply gathering data. This is something that it is recommended Tearfund reviews, both in terms of the way in which this is done and the support that can be offered to partners in this area. This kind of follow up is essential, if PILLARS really is to have a positive and lasting impact on the end users, and if any kind of meaningful impact assessment is to be conducted in a few years time.

Day 6

The updated version of the PILLARS baseline survey was presented, as well as the rationale and suggested methodology for gathering, coding and analysing the data. Delegates from Ethiopia and Myanmar, who had already conducted the original survey, shared how they had used the data and the broader lessons they had learned through the process.

The rest of the morning was given to preparing delegates for a field study visit to two community groups, where they would be using the baseline survey and facilitating discussions based on the PILLARS guides. Delegates were divided into small groups and asked to select activities that would be relevant and useful to the groups to be visited.

The visits took place later that day; firstly to an Akha speaking women's group, where selected delegates led a discussion and others conducted a baseline survey, and secondly to an Akha speaking youth group, where selected delegates led a different discussion. It was agreed that the lack of preparation time and lack of information about the specific needs and interests of the groups made the activities more difficult to both prepare and lead. It was also noted that this was not a realistic example of how PILLARS would usually be used, since the delegates had to work through an interpreter, did not have relationships with the groups visited and would never ideally work with groups of that size. However, the practice in adapting the

materials to a particular situation and in using the baseline survey to build a profile of the information needs and priorities of the group was recognised to be useful. The Akha women's group also provided delegates with a wonderful traditional meal and generous hospitality, and it is hoped that EMCB, who regularly work with both groups, will be able to follow up the visits with further information and materials.

Day 7

The penultimate day... and people were beginning to get tired! But following a time of reflection on the field study visits, the remainder of the day was given to discussion in country groups, which kept delegates animated and engaged. The groups were asked to consider the challenges of accessing funding for PILLARS, as well as the opportunities available to them, both locally and in their relationships with different international donors. Experiences of selling the guides, to promote financial sustainability, were also shared, and recommendations made to Tearfund as to how local fundraising initiatives can be supported, as well as funding from the Regional Teams continued!

The groups were then asked to discuss the concept and outworking of a PILLARS network, comprised of themselves and other organisations and individuals who have a stake in PILLARS. The groups felt the purpose should be both to provide mutual encouragement and support and to provide updates on PILLARS around the world, with a view to sharing lessons and building the capacity and vision of others accordingly. It was proposed that the PILLARS consultants based in their different regions could take responsibility for managing this on a three month rotation. The groups were then asked to return to questions raised earlier in the week to help them develop a plan of action for PILLARS as they prepared to leave: what is their vision for PILLARS? What do they need for this vision to become a reality? What support is needed from Tearfund? What are their outstanding needs? These answers varied greatly by country, but in each case the vision was big and the needs also! It was agreed that further discussion would be required with other stakeholders before these visions could be realised, but it was encouraging to see delegates applying the learning of the week to this planning process and identifying new possibilities for developing this work.

Day 8

Following feedback from each country group on the proposed next steps in their PILLARS work, delegates were asked to complete an evaluation form (see appendix). The conference ended with a closing ceremony, consisting of worship, prayer, a short Biblical reflection and 'commissioning'. It was very moving and uplifting to come together at the end of such a special time of fellowship and learning, with new relationships built, new seeds sown and knowledge and skills acquired.

4. Conclusion and evaluations

The diversity of the participants, both in terms of their culture and of their levels of awareness and experience of using and producing PILLARS, meant that they came with varying expectations and needs. This was reflected in the ratings given to individual sessions, which varied hugely. One participant commented that the conference focussed more on information sharing than on skills development, and another that more emphasis could have been given to the area of community mobilisation, and the use of the guides. More time could also have been given at the end of each session to discussion of the application to each specific context - which was mainly concentrated towards the end of the conference - and there could have been more unplanned social time for people to chat. It was recognised that partners may need more support from Desk Officers and Regional Advisers in identifying specific outcomes of

PILLARS, and ways in which PILLARS can be embedded in ongoing plans, activities and budgets. The issue of sustainability is key – both in terms of the production and the use of the guides – and partners may still need to consider whether to produce further guides after the three training workshops.

However, the high level of engagement and positive feedback on the conference, both informally and in the evaluations, indicate that the conference met with participants' expectations, was relevant to their needs and has equipped them to develop a contextualised vision and strategy for PILLARS and equipped them to play a part in this vision being realised. Both facilitators and participants felt it had been a significant time of envisioning and mutual encouragement, and seeking the way forward together. It was also a valuable opportunity for Tearfund to learn how best to support partners and consultants involved in the PILLARS approach, and to be reminded of the real and potential benefits of using the guides as stories of impact were shared.

Appendix A Conference Timetable

	7:45	8:30 – 10:15		10.30 – 12:15		14:00 – 15:45		16:00 – 17.15		19:00-20:30
Thurs 27th	Devotion		Break		Lunch		Break		Dinner	1 Welcome Devotional Introductions Objectives of the conference
Fri 28th		2 Hopes and concerns PILLARS review: what is it and why are we doing it?		3 PILLARS review: global update Introduction to Tearfund: where does PILLARS fit?		4 Vision and commitment		5 A development framework for PILLARS		6 Social evening (optional)
Sat 29th		7 Strategy development Ways of using PILLARS Guides		8 A strategy for the use of PILLARS in the context of the literate environment		9 Facilitating group discussion using PILLARS guides		10 Using role play to present and share ideas		11 Visit
Sun 30th		12 Church		13 Church		14 Visit (optional)		15 Visit (optional)		16 PILLARS, the church and integral mission Group Bible study
Mon 31st		17 Stages of the PILLARS process		18 Skills and technical and competence: translation		19 Skills and technical and competence: writing and contextualisation		20 Skills and technical and competence: Editing and reviewing		21 Skills and technical and competence: printing and design

Tues 1st		22 Review conference objectives Organisational and institutional development and ownership		23 Where does PILLARS fit within the organisation?		24 Distribution and promotion Local management of production and use of guides: Regional Language Committees, Community ownership		25 Monitoring and evaluating the use and impact of the PILLARS Guides		26 Social evening (optional)
Wed 2nd		27 Analysing and using the PILLARS baseline survey Introduction to field study visit		28 Preparing for field study visit		29 Field study visit		30 Field study visit		31 Preparing to feed back on field study visit
Thurs 3rd		32 Feedback on and analysis of field study visit and baseline data Writing proposals and contributing to academic research		33 Financial sustainability and funding		34 Relationships and networking A PILLARS network?		35 Planning the way ahead: sub-regional planning, planning future training events		36 Social evening
Fri 4th		37 Agreeing the way ahead		38 Evaluation of the conference Closing ceremony						

Appendix B: Time line of PILLARS

2000	First quarter	Second quarter	Third quarter	Fourth quarter
Very encouraging				
Encouraging	First PILLARS workshop – Building the capacity translated into Lusoga, Uganda		S Sudan First PILLARS workshop – improving food security Uganda – 2 nd workshop - Improving food security	
OK				
Needs improvement				
New publications	Building the capacity of local groups	PILLARS workbook	Improving food security	
2001	First quarter	Second quarter	Third quarter	Fourth quarter
Very encouraging	Uganda - Third PILLARS workshop – nutrition guide written	S Sudan 2 nd PILLARS workshop Credit and Loans translated	Nigeria – First PILLARS workshop – Building capacity translated into Yoruba S Sudan – third workshop – wrote protection from Common diseases	
Encouraging				Myanmar PILLARS orientation for Dev Directors First workshop – Building the capacity
OK		Myanmar Isabel Carter visited to plan PILLARS		
Needs improvement				

New publications		Credit and Loans for small businesses		
2002	First quarter	Second quarter	Third quarter	Fourth quarter
Very encouraging	Nigeria – 2 nd PILLARS workshop – translated Food security		Myanmar – 3 rd workshop – wrote rural education Nigeria – Third PILLARS workshop - wrote income generating projects UK – Pilot funded by Tearfund Sophie began as coordinator	
Encouraging		Myanmar – base line survey Began corresponding and sending grants to L/R groups Second PILLARS workshop in Burmese – translated second guide Community assessment training	Myanmar – publication of PILLARS guide by L/R group Cameroon – 1st workshop facilitated but no prompt response from language groups already involved in literacy and development. Burkina Faso – 2 nd workshop – translated Food security	Myanmar – began re-echo training
OK				
Needs improvement	Burkina Faso – 1 st workshop began translation of Building capacity – average facilitation, Participants motivated			
New publications	Preparing for disaster		Mobilising the community	
2003	First quarter	Second quarter	Third quarter	Fourth quarter
Very encouraging	Burkina Faso – 3 rd workshop – wrote guide on HIV and AIDS. Brazil PILLARS guides distributed to other interested organisations		Brazil – first workshop Introduced PILLARS, facilitation training, strategies. Translated healthy eating	Thailand – apply PILLARS for PHA group (training)
Encouraging	Myanmar – PILLARS orientation	Myanmar – Second workshop –	Myanmar – published PILLARS	Myanmar – preparation for

	for directors 2 nd workshop – translated Mobilising the community Ethiopia – first workshop – translated Mobilising the community	translated preparing for disasters Ethiopia – baseline survey	guide – Building capacity and LC Ethiopia – second workshop – translated Building the capacity of local groups Thailand – first Thai copy fieldtested with target groups and approved	PILLARS evaluation Ethiopia – 3 rd workshop – wrote guide on harmful traditional practices Myanmar – 3 rd workshop – “life without drugs is beauty”
OK				
Needs improvement				
New publications	Healthy eating		Mobilising the church	
2004	First quarter	Second quarter	Third quarter	Fourth quarter
Very encouraging	Brazil: second PILLARS workshop, with Portuguese speaking and indigenous peoples	Brazil: Healthy Eating published by Ultimato	Third PILLARS workshop help in Brazil for 6 indigenous language groups Myanmar: partners visit to discuss the future of PILLARS	Brazil – training in Recife in facilitation skills, Preparing for disasters published by Ultimato
Encouraging	Thailand: created PILLARS group to train community group leaders Myanmar: formation of PILLARS Resource Pool Ethiopia: workshop with Mabban people Feb-April	UK: start of PILLARS evaluation Myanmar – PILLARS evaluation, participate in other LR’s re-echo training Ethiopia: PILLARS evaluation, EKHC Coordinating committee established April	Myanmar: preparation for PILLARS consultation, Aug – Oct, revising budget of activities	Thailand: Community leaders using PILLARS in their villages, youth peer-education on HIV using PILLARS guides Myanmar: PILLARS consultation, October
OK		Ethiopia – Visit for PILLARS evaluation		
Needs improvement				
New publications			Responding more effectively to HIV and AIDS	Facilitation skills workbook

Appendix C

SWOT analysis of PILLARS

Strengths				
Country	Culture/community	New learning	Confidence in facilitation	Organisation
UK	Participants should reflect the needs and priorities of their communities. Empowering people to appreciate their own language and culture	New skills discovered and developed	Teamwork and unity	
Myanmar	Different languages		Increase in self-confidence of trainees	MBC has its own publishing house Strong structure for Baptist groups
Ethiopia		Tool for community mobilisation Filling information gap among illiterates and semi-literates	Builds self confidence	
India			Makes the facilitator creative	
S Sudan	Involvement of pastors	Good facilitators in the workshops Good team spirit		
PUBLICATIONS				
India	Good step for community in local language Materials, pictures for various levels			Easy to find organisations to publish
Ethiopia	Guides are cost effective			Encourages local expertise for literature production

Weaknesses

	Lack of resources and skills	Time	Focus	Organisation
Ethiopia	Inability to mobilise local resources			Not based on consolidated strategic plan Lack of sustainable strategy
Myanmar	Limited experience in translating guidebooks from English to Burmese Limited in usage of technology terms Participants have limited development concepts	Time limitation in translation Lack of follow-up in distribution Weak in awareness building		
India		Time frame is lengthy		
UK			Too focussed on production rather than use of guides	Process happens before organisational structures are ready to support it Organisations take time to develop vision and understanding of how to incorporate PILLARS
S Sudan			Translation principle targeting poverty (requires financial resources)	
Ethiopia	No standard for layout and design			No system for cost-recovery Illustrations require professional skills
India	Less participation in publishing in local language			Marketing and publicity

Opportunities

	Culture	Use	Organisation	
UK	Adaptable to all languages and contexts Process that can be replicated – not dependant on one context	Vast if an organisation catches the vision to incorporate into all aspects of work Tool for church; does not need prior development experience		
Cameroon	Positive attitude towards the use of local languages Illiterate participants in group study can be prompted to learn how to read and write			
Ethiopia	High community interest		Favourable government policy	
S Sudan			Supportive PILLARS network Possibility to extend the PILLARS programme to other language groups in the same country	
Myanmar			Other NGOs can access existing published books	
Ethiopia	Use local publications Growth in community readership	Opportunities for expansion		
Myanmar	Useful for new readers		Used as training resources	
India	Availability of materials in local language			

Threats				
	Community	Skills/resources	Facilitation	Organisation
India	Community losing interest			
Myanmar	People rarely read books in rural areas. No habit of reading Confusion between top-down and bottom-up	Lack of reference materials		Have many resource people
UK	Distribution channels may not exist; may not reach the right people		Facilitator's role is key	Long term vision needed
Ethiopia		Lack of resources Lack of skills in design and layout		
S Sudan		Inadequate finance Lack of computer facilities in local languages	Lack of good facilitators in the workshops	Communication between TF and local partner Marketing the guides Follow-up and monitoring
Myanmar	Some topics are not relevant to community			
India				Government recognition Might run out of material
Ethiopia				Dependence on external resources Lack of systems for managing outputs

Appendix D: Participants' evaluations of the PILLARS conference

1. How far did the conference meet your expectations? Please circle:

Completely 11
Partly 6
Not at all 0

2. Which session did you find the most useful? Why?

Listed by three participants:

- Facilitating a group discussion using PILLARS guides

Listed by two participants:

- Stages of the PILLARS process
- Session 2: PILLARS review, the country reports
- Session 23 – Where does PILLARS fit? - 'helped me to think and provided ideas as to how I can use PILLARS practically in my own setting'
- Session 24 - Distribution and sale of the PILLARS guides and local language committees - 'Committees must have confidence and be able to encourage the church and community to own the PILLARS guides'
- Monitoring and evaluation
- Baseline survey – important to understand the needs of the community
- Field visit

Listed by one participant:

- Role play
- Church and integral mission
- Skills and technical competence
- Session 35 – planning the way ahead – 'develop a common vision as a regional group'
- Planning for the production and use of PILLARS guides in local languages

Other comments:

- 'Clinton's questions helped me think more deeply about all that is involved'
- 'Most of them (*the sessions*) are useful, sharing ideas, challenges from different countries'

3. Which session did you find the least useful? Why?

Listed by two participants:

- Session 16 – integral mission – because there was little participation, not enough time and the presentation was not very clear

Listed by one participant:

- Vision and commitment - unclear
- Skills and technical competence in translation 'because I don't translate! We have a translator and my language is different'

11 participants said that all of the sessions were useful

	Strongly agree	Agree	Disagree	Strongly disagree
4. The sessions were relevant and useful	12	5		
5. The conference was well structured	8	9		
6. The sessions were well presented	7	10		

7. What was the most important thing you have learnt during the conference?

Partner responses:

- 'PILLARS process (mentioned by two people)'
- 'How PILLARS guides are changing people's lives (from experience)'
- 'Meeting with other people from various countries'
- 'Participation'
- 'That / how PILLARS fits in my community development work'
- 'How to integrate PILLARS into my organisation'
- 'Reaching people in their own language encourages, gives awareness to development'
- 'PILLARS resources are ideal for groups of people doing some work with specific objectives'
- 'Vision for PILLARS as a tool for empowering societies / communities'
- 'That PILLARS can bring real change at the grassroots'
- 'Translating, editing and publishing'
- 'The importance of networking, working together and encouraging each other'
- 'Sharing experiences and networking'
- 'Using role play to present and share ideas'
- 'Analysing and using the PILLARS baseline survey'
- 'Monitoring, review and evaluation'

Consultants' responses:

- 'Supporting and encouraging others to do their work better'
- 'Learn of wonderful results'

8. What skills have you learnt or developed during the conference?

Listed by six participants:

- Facilitation skills, including games, energisers

Listed by three participants:

- Planning – including planning for the use of PILLARS guides
- Monitoring and evaluation

Listed by one participant:

- Bible study
- Baseline analysis skills
- Networking (the importance of it and how to do it)
- Writing and contextualisation, editing and reviewing
- How organisational structures can be developed so that they have the capacity to manage PILLARS and the capacity to mobilise others
- Learning about other cultures, how to approach cultural issues

Additional comments:

'The conference focussed more on information sharing than the development of specific skills'

9. How will you use and share what you have learnt during the conference?

Partner responses:

- 'Immediately I will share with my team in the project and with the organisation leadership letter'
- 'when I visit various villages in my community'
- 'Bible study'
- 'Writing a report to my organisation'
- 'Writing an article about community development'
- 'Literacy work'
- 'Apply to work in organisation'
- 'Development framework for PILLARS'
- 'We will initiate a PILLARS process after organising an orientation workshop'
- 'First I will take it to the PILLARS committee, and then to the participants through a short conference'
- 'Will meet with my director and orient him to PILLARS, share my learning and ideas as to how to take it forward'
- 'Share with others who are working at regional level (Regional Language Committees)'
- 'I will share this conference information to my staff in regular staff meetings, to the leaders of MBC in the Heads' of Department quarterly meeting and to the trainers of trainers'
- 'Present the learning of the conference to both the management and the PILLARS committee'
- 'Sharing how to use PILLARS' (mentioned by two participants)
- 'Monitoring the work'
- 'Organise workshops in different regions of Sudan for PILLARS, especially now we have peace'

Consultants' responses

- 'through working with partners / non-partners'
- 'identify stakeholders of PILLARS, and consider other actors for future collaboration in network, share PILLARS'

10. Has the training equipped you for future PILLARS activities that you will be involved with?

Yes – 16 participants

Partly – one participant ('more work is needed')

11. What further training needs do you still have in order to develop PILLARS in your organisation / region?

Listed by six participants: Facilitation

Listed by four participants: Writing, editing skills

Listed by three participants: Translation skills

Listed by two participants: Quality control

Listed by one participant:

- using CD ROM
- PILLARS process
- Support with a PILLARS workshop
- on technical issues and skills ranging from production of guides to printing

- for the PILLARS committee and editorial and writing members a 5 day workshop publishing

12. How can Tearfund or other participants support you in future PILLARS activities that you will be involved with?

Partner responses:

Listed by four participants:

- Regular news updates on PILLARS
- Consultancy and training

Listed by three participants: Prayer

Listed by two participants:

- Sharing stories of impact, learning
- Skills and technical support
- Funds
- Networking
- Offering advice and supplying publications

Listed by one participant:

- Support and encouragement
- Sharing information
- Continue PILLARS network
- CD ROM
- Reference book
- Advice on strategy

Consultants' responses:

- Invite to PILLARS workshops
- Strategic planning for the indigenous languages

Appendix E: PILLARS network

1. What sort of a network are we looking for, what do we want it to do, what do we want from networking?

- Build our own capacity to take PILLARS forwards
- Provide technical advice eg. on marketing, promotion – eg. Frequently Asked Questions
- Share success stories
- Share challenges and lessons learnt
- Share news – news update
- Encourage each other
- Share good practice, new ideas
- Set people up to access the PILLARS networking section on Tearfund website – provide passwords
- Maintain friendships
- Send a regular newsletter by both electronic mail and by post
- People to help with monitoring, follow up

NB. Best not use it as a way to send personal messages to each other

2. How could this network function?

- Workshops
- Exposure visits
- Through electronic networking – regular group email
- Regional meetings
- Prayer support
- All members need to actively participate

3. Who will manage the network?

- Four independent consultants, funded by Tearfund – alternate (2 to 3 days per quarter) – possible as long as it is planned well in advance
- Tearfund provide personnel?

4. Where should the network reach?

- All the countries in which PILLARS is working
- Translate into 4 international languages, have 4 separate discussion groups (addressing the same question, but different responses written in one of the four international languages)

5. When: How often will we communicate?

- Send a regular newsletter every 3 months
- Regional meetings at least once a year
- Depends on need

Appendix F: Funding options for PILLARS

Challenges faced in accessing funding for PILLARS:

It is a new programme – may not directly fit into the system

- PILLARS focuses on minority languages – where groups may have no experience of writing
- Although people read and write in their mother tongue, it may not be the language that allows them to access educational, employment opportunities so there is reluctance to invest in it
- Limited sources of funding, so dependent on volunteers for distribution, production of guides
- Not easy showing linkages between poverty reduction and PILLARS ie convincing donors of the value of investing in PILLARS
- Hard to write a good funding proposal
- To find local people who are interested in funding PILLARS
- Little demand for guides?
- Difficult to access funds specifically for PILLARS

Where funds can be accessed:

- Try to raise a percentage locally (seed funds to start up the project), more attractive to a donor
- Funding for workshops, training run by Tearfund
- Mainstreaming PILLARS into existing projects – so tap into funds from other projects
- Potential local donors: local NGOs often implementing agencies but many INGOs have local offices which can be approached
- UN agencies
- Working with the local government eg. in Ethiopia
- National level (networking with external partners)
- Regional / local level (fund raising)
- Local churches
- Transformational work at grassroots level
- Networking with INGOs
- Good baseline survey
- Sharing of success stories, also challenges faced and learning
- Co-financing – eg. Tearfund pay printing costs, another donor pay for training, etc.
- PILLARS may be easier to ‘sell’ if we don’t call it PILLARS!! – we could use ‘participatory discussion-based learning’

How can Tearfund help us?

- Tearfund could select success stories from the use of PILLARS and put them on the Tearfund website, Footsteps, PILLARS newsletter
- Advise on funding sources that are more easily accessed by local NGOs than by Tearfund
- Technical support – including making PILLARS resources available for promotional purposes
- Funding
- Introducing PILLARS to other partners
- Writing a letter of recommendation
- Point them to potential donors
- By funding the start of the programme
- Training
- Exposure visit
- Prayer