



**USAID**  
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**HIP** HYGIENE IMPROVEMENT  
PROJECT

# Whole System in the Room Strategizing Tools

- WSR Checklist
- Worksheets
- Sample Agenda
- Sample Letters

### WSR Conditions for Success Checklist

\_\_\_\_\_ **The whole system is in the room and participating:** Participants represent as wide a variety of stakeholders interrelated to the issue as possible. The more diverse the participants, the greater will be the innovation and potential for shared implementation.

\_\_\_\_\_ **The future scenarios are put in historical and global perspective,** encouraging participants to think together comprehensively before acting locally. This approach fosters a shared understanding and a higher commitment to common goals.

\_\_\_\_\_ During the workshops the **groups are self managed** where everyone shares information, interprets it, and decides action steps. Groups rotate roles among a discussion leader, recorder, reporter, and time keeper. This shifts the locus of control from the external facilitators to the groups and helps participants take responsibility for their opinions, commitments, and action.

\_\_\_\_\_ **Common ground is the frame of reference** rather than “conflict resolution.” Participants were encouraged to honor and appreciate differences in perspectives rather than try to reconcile them.

\_\_\_\_\_ Participants **attend the entire workshop**, from beginning to end! Participants can’t really participate in creating a common future if they haven’t experienced the understanding of the common past.

\_\_\_\_\_ There are “**healthy**” **meeting conditions** with light, airy rooms and good food!

\_\_\_\_\_ Participants dedicate three days and two nights **in residence**, immersing themselves in the topic and not going home to distractions. The three-day agenda is organized in a way that allows participants time to think about and then “sleep on” what they have discussed.

\_\_\_\_\_ Participants **make a public commitment** and responsibility for follow-up on what is agreed.

# FORMING THE INTERSECTORAL STEERING COMMITTEE WORKSHEET

The intersectoral Steering Committee provides guidance and support to the overall initiative. Initially the committee works together to plan the Whole System in the Room (WSR) Workshop. Then it works together to support the short and long-term stakeholder plans, increase communication within and among stakeholder groups, and catalyze innovation within the system.

The initial Steering Committee should be made up of six to eight key stakeholders. Involve as many sectors involved as possible. If you want business leaders at the WSR workshop, for example, a representative from that sector will know best how to involve them and who should participate. More people may be added to the Steering Committee as one of the results of the WSR.

As you make these decisions, “Pay attention to the rules and to who has power over them.”<sup>1</sup> Who plans for and participates in the workshop will ultimately shape how the system will organize. Be as inclusive and diverse as possible in all of your decisions.”

## ***Step Three: Select Steering Committee Members and Establish Committees***

- Select members of a temporary steering committee who represent the membership’s range of interests and concerns.
- Committees will address organizational tasks such as priorities and agendas, procedures, and membership lists and activities.
- Involve all group members in one or more committees.

1. Who should be part of the initial Steering Committee?

- Government:
- Private Sector:
- Civil Society:
- Environmental/Natural Resource Use:

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<sup>1</sup> Meadows, Donella H. 1997. *Places to Intervene in a System*, Whole Earth Catalogue.

# PLANNING WORKSHEET: WHOLE SYSTEM IN THE ROOM WORKSHOP

This worksheet is designed to help an intersectoral Steering Committee work together to plan the WSR Workshop. The committee should be made up of eight to ten key stakeholders – enough so that during the WSR Workshop there can be one planner for each group. Try to have as many sectors involved as possible. If you want business leaders at the workshop, for example, a representative from that sector will know best how to involve them and who should participate.

As you make these decisions, please “Pay attention to the rules and to who has power over them.”<sup>2</sup> Who plans for and participates in the workshop will ultimately shape how the system will organize. Be as inclusive and diverse as possible in all of your decisions.

Following is a sample Steering Committee agenda. This agenda usually takes at least two meetings.

## AGENDA WSR WORKSHOP PLANNING MEETING

1. The WSR Workshop – history, examples, and conditions for success
2. Stakes of people in the room. Why do a WSR Workshop? Why now?
3. Workshop Frame and Task
4. Stakeholder Groups and Potential Participants
5. Workshop Sponsors
6. Workshop Dates and Location
7. Implementation Plan: Next steps and responsibilities

The following describes each agenda item in more detail. Further information can be found in [Future Search, an Action Guide for Finding Common Ground in Organizations and Communities](#) by Marvin Weisbord and Sandra Janoff.

- 1. *WSR History, Theory, and Conditions for Success:*** Present and review the basic information about the WSR Workshop presented previously.
- 2. *Stakes of people in the room. Why do a WSR Workshop? Why now?:*** Ask the Steering Committee members to talk about their stakes in relation to the overall issue. What do they think about the idea of the WSR Workshop? What do they think it could

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<sup>2</sup> Meadows, Donella H. 1997. *Places to Intervene in a System*, Whole Earth Catalogue.

accomplish? Discuss their questions, doubts, and constraints. Is there enough support for a WSR Workshop at this time? If not, postpone it until there is.

**3. What is our Workshop Frame and Task?** This is the hardest decision and most important decision you will make. Once it's defined, the rest of the decisions fall relatively easily into place. The following questions can help the committee make this decision.

- ❖ What is the long-term development issue or goal? Make this goal as large as the group is comfortable with. Examples: Water, Sanitation and Hygiene for Poverty Reduction, Strengthened water and sanitation sector in Ethiopia, improved health outcomes from better sanitation and hygiene.
- ❖ Considering the overall development issue or goal and the complex system that relates to it, what might be the central “task” of the workshop? Discuss how broad or narrow do want the Workshop task to be? For example:
  - ✓ “Meeting the Water, sanitation and Hygiene targets for the MDGs”  
  
[... or in the case of Ethiopia:  
“Meeting the Targets for Sanitation for all by 2012”]
  - ✓ “For the Future of our Youth: Hygiene and Sanitation for All”
  - ✓ Keeping water safe from catchment to consumer
  - ✓ Hygiene & Sanitation Improvement: New Commitments, New Approaches
- ❖ What should be the name of the Workshop? What is a key phrase that captures the spirit and purpose that can bring people together? Keep a running brainstorm list of titles for the rest of the meetings.
- ❖ What are the social, economic, government, private sector and other systems that relate to this goal? Develop a “stakeholders map” to identify and analyze the various actors connected to this issue and to begin analyzing the relationships among them and potential leverage points for change.
  - ✓ Write or draw the issue in the center of a sheet of flipchart paper and draw a circle around it.
  - ✓ Brainstorm the list of stakeholders who may be affected or may have some influence on the proposed change or action. Use the following questions to help identify all of the stakeholders: Who has information to share? Who has a stake in the outcome? Who benefits from changing the

situation? Who would be adversely affected by change? Who has skills, money, or other resources to help? Be sure and consider youth, women and other frequently disenfranchised groups.

- ✓ Write the name of the stakeholder groups on the flipchart paper around the issue and draw a circle around each one.
- ✓ After all of the stakeholders are identified, analyze the relationships between them. Draw lines between the circles to illustrate the type of relationship: If the relationship between the two is strong or formal, use a solid in line. If the relationship is weak or informal, use a dotted line.
- ✓ The first graph the facilitator creates will probably look very disorganized. What is important is that it reflects the thoughts of all participants without hindering the flow of ideas generated by brainstorming.
- ✓ Reorganize the map to make the visualization more understandable to others.

**4. Identify stakeholder groups and potential participants:** Ideally the WSR should have eight stakeholder groups with eight participants from each group or about 64 people. We recommend that there not be more than 80 people in total.

- ❖ Use the social system map you have created to identify all of the potential stakeholder groups who are related to the might participate in the Workshop.
- ❖ Decide whether the participation of each stakeholder group in the Workshop is ESSENTIAL, DESIRABLE, or OPTIONAL.
- ❖ Negotiate until you have identified eight groups for the Workshop.
- ❖ Draft an initial matrix list of the eight people who would represent each stakeholder group in the Workshop.

NOTE: As the invitation process unfolds the Steering Committee will need to ensure that, as much as possible, participants meet the criteria they have established.

- ✓ If a group or organization wants to send an alternative: Be sure that the alternative has the same level of authority and decision-making power within the organization as possible.
- ✓ If a group or organization wants to send more people, explain that attendance is limited and suggest that they work together to select the best person to represent them in the Workshop.

- ✓ If people want to come as observers, explain that experience has shown that observers can disrupt the participatory process and rhythm of the Workshop.
- ✓ If other people hear about it and want to attend: The Steering Committee will need to decide how to handle this on a case-by-case basis. This will be a balance between not wanting to offend people who could be critical to the process in the future, supporting the creative energy of the event, and not including so many people that the WSR process is too unwieldy for the goals to be met.
- ✓ If people say they can only attend part of the Workshop: Explain that one of the keys to success for this type of event is that participants are present the entire time. Work with the person to identify another appropriate stakeholder group representative to participant who can attend the entire Workshop.

**4. Identify the Workshop Sponsors:** Who should be the “sponsor(s)” of the WSR Workshop? What organization(s)/individual(s) can get these stakeholders “into the room”?

**5. Define the Workshop Dates and Location:** When and where will the Workshop be held. Be sure that the location meets the criteria of a “healthy meeting conditions with light, airy rooms and good food”!

**6. Define implementation next steps and responsibilities:** The following matrix outlines some of the key tasks necessary to implement the WSR Workshop. Adapt this to your specific needs and context.

## START-UP QUESTIONS: MUTUAL VALUE and BENEFIT

**Identify mutual value.** Whether developing a partnership with a single organization or forming a coalition of multiple entities, the guiding principle is this: *Every collaboration must yield value to each partner or coalition member.* The strongest alliances are based on a recognition and clear definition of the value that the alliance provides to each and every member. The perceived worth of an alliance is the ultimate determinant of whether it will be created and sustained. It is critical, therefore, to assess mutual benefits up front by asking the following questions when considering the initiation of a partnership or coalition:<sup>3</sup>

- What does value mean to each of the partners?
- How do the partners create value for one another?
- How can partners keep a two-way balance in the exchange of values?
- What can be done to preserve and enrich the alliance's value?

**Identify mutual benefit.** Based on the goal of the program, target potential organizations for coalitions or partnerships proactively and strategically by asking the following questions:

- What would be accomplished through the collaboration?
- Where do the program's goals/mission overlap with the potential partner's mission?
- Does the partner share an interest in a particular target audience(s)?
- Do mutual needs match with the partner's capabilities and vice versa?
- Would the collaboration contribute significantly to the overall strategy?
- Are the values of the partner organization compatible?

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<sup>3</sup> The questions on this page are from James E. Austin, *The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances* (San Francisco: Jossey-Bass, 2000), 62, 87.



**WHOLE SYSTEM IN THE ROOM PARTICIPANT MATRIX**

Stakeholder Group	Name of Representative							
Water Sector								
Child Health								
Education Sector								
Religious Groups								
NGOs								
Donors								
<i>Etc.</i>								
<i>Etc.</i>								
<i>Etc.</i>								

## WSR Workshop Implementation Plan

<b>Activity</b>	<b>Responsible</b>	<b>Due Date</b>	<b>✓</b>	<b>Comments</b>
Form a steering committee (SC) of one representative from each stakeholder group.				
Conduct SC meetings as described.				
Prepare complete WSR budget.				
Determine location of WSR and book (lodging, food, meeting space)				
.Send out WSR invites invitations.				
Finalize invitation WSR list.				
Arrange participant transportation				
Make personal calls as needed to encourage attendance.				
Contract two local facilitators for WSR.				
Arrange for documenting the WSR (video)				
Prepare and submit supplies list.				
Purchase needed supplies.				
Create participant workbooks and other participants materials – name cards, welcome letter and packets, participants list, worksheets, and handouts.				
Train local WSR facilitators.				
Set up Registration Table and Workshop room space – tables, flip charts, etc.				
Hold WSR				
Prepare WSR report.				
Develop behavior change strategy based on the results of the WSR				
Other				
Other				
Other				

## SAMPLE WSR AGENDA

# Aligning for Action: Sustainable Development through Safe Water, Environmental Sanitation and Hygiene

## Whole System in the Room (WSR) Multi-Stakeholder Meeting Agenda Place, Date

### Day 1, Tuesday

- 7:00 - 8:00 Breakfast
- 8:00 - 9:00 Registration
- 9:00 - 9:10 Introduction and calling the meeting to order
- 9:10 - 9:20 Opening Remark from \_\_\_\_\_
- 9:20 - 9:30 Opening Remarks from \_\_\_\_\_
- 9:30 - 9:45 Key note Address
- 9:45 - 10:00 Opening Statements from Representative of MOH
- 10:00 -10:25 Signing of MOU
- 10:25 - 10:30 Introduction of Facilitators and presentation of Six principles
- 10:30 -11:00 Group Photo & Coffee Break**
- 11:00 - 11:35 Overview, Introduction of Participants, Agenda, Ground Rules & the Six Principles
- 11:35 - 12:20 Focus on the Past (Time Line)
- 12:20 – 1:00 Small Group Analysis
- 1:00 – 2:00 Lunch Break**
- 2:00 – 2:40 Report Out (Time line)
- 2:40 - 3:30 Focus on the present (Mind Map, Response to trends, what they have done/or not done, report outs)
- 3:30-3:45 Coffee Break**
- 3:45- 4:30 Stakeholders Group discussions
- 4:30 - 5:15 Report Out to Large Group
- 6:00 - 7:30 Dinner
- 7:30 - 9:00 Welcome and EID Celebration



## Sample WSR Facilitator's Scope of Work

### **Day 2, Wednesday**

- 7:00 - 8:00 Breakfast
- 8:30 - 8:45 Check In
- 8:45 - 9:45 Presentation and Discussion: The 3-Pillars of the National Hygiene and Sanitation Strategy & review of current situation in Amhara
- 9:45 - 10:30 Focus on the Future: Prepare Scenarios
- 10:30-10:45 Coffee Break**
- 10:45 -1:00 Continue on Scenarios
- 1:00 - 2:00 Lunch Break**
- 2:00 - 3:30 Present Scenarios to large groups
- 3:30 -3:45 Coffee Break**
- 3:45 - 5:30 Development of Common Ground
- 6:00 - 7:30 Dinner**
- 7:30 - 9:00 Movie Night

### **Day 3, Thursday**

- 7:00-8:00 Breakfast**
- 8:30 - 8:45 Check in
- 8:45 – 9:15 Confirm Common Ground
- 9:15 - 10:30 Action Planning in Stakeholder Groups
- 10:30-10:45 Coffee Break**
- 10:45 -11:30 Report out from Stakeholder Groups to Large Groups
- 11:30 – 1:00 Action planning in self selected groups on Common Grounds Priorities
- 1:00 – 2:00 Lunch Break**
- 2:00 - 2:30 Continue Action Planning on Priorities
- 2:30 - 3:30 Report out to large Group
- 3:30 – 3:45 Coffee Break**
- 3:45 - 4:00 Individual Action Planning and Commitments
- 4:00 - 5:00 Closing Comments and Commitments
- 5:00 - 5:30 Closing Ritual and Wrap up from Facilitators
- 6:00 - 7:00 Dinner
- 7:00- Last Night Celebrations

## **Sample WSR Facilitator's Scope of Work**

### **Lead Facilitator Scope of Work**

#### **AMHARA "Whole System in the Room" Multistakeholder Meeting October 24-26, 2006**

- 1) Familiarize self with context, history and present of safe water, hygiene and sanitation in Ethiopia
- 2) Review key documentation:
  - National Hygiene and Sanitation Strategy
  - National Protocol for Hygiene and "On-Site" Sanitation
  - Key Principles For achieving 100% Sanitation and Hygiene Coverage in Ethiopia by 2015
  - Tri-partite MOU signed by the Ministries of Health, Education and Water Resources
  - Systems Approach Document - including concepts of "At Scale" and "Learning by Doing"
    - Focus on three key practices
    - Three pillars of the National Hygiene and Sanitation Strategy
    - What affects consistent and correct practice of key behaviors
  - Tri-partite MOU signed by the Amhara Regional Bureaus of Health, Education and Water Resources (if signed and ready for distribution by this time)
  - Preliminary results from the Amhara Regional Mapping Exercise
- 3) Assist with meeting preparation:
  - Review with team stakeholder groups, participants, agenda, pre-meeting materials
  - Take the lead on revising meeting agenda and exercises to address desired outcomes
  - Contribute to post-meeting follow-up plans and tools to further develop Common Action Agenda into a Coordinated Action Plan
- 4) Facilitate (plan and lead) a one-two day planning and orientation session for the WSR Design Team and local facilitators
- 5) Prepare meeting site for WSR (assure table arrangements are conducive to necessary interaction; group exercises prepared and mounted on walls; all necessary written documentation available)
- 6) Facilitate three-day WSR meeting
- 7) Facilitate of post-meeting debriefing
- 8) Planning and facilitation of two-day training of trainers for future WSR facilitators
- 9) Review of meeting proceedings

## Sample WSR Facilitator's Scope of Work

- 10) Participation in planning of post-WSR follow-up planning and tools (see "planning", above)

### Deliverables:

- 1) All necessary travel information to World Bank/WSP (Sept 15, 2006)
- 2) Final meeting agenda (October 2, 2006)
- 3) Final list of needed materials (October 2, 2006)
- 4) Guides and worksheets for any revised conference activities (October 2, 2006)
- 5) Draft Agenda for training of trainers (October 9, 2006)
- 6) Agenda for debriefing (October 20, 2006)
- 7) Summary document of debriefing (November 6, 2006)
- 8) Written feedback on meeting proceedings (Within 1 week of receipt)
- 9) Written feedback/guidance on post-meeting follow-up planning and tools (within 1 week of receipt)

### Needed qualifications:

- 1) PhD in organizational development, psychology or related discipline
- 2) Experience in serving as lead facilitator in at least 8 other Whole System in a Room Multi-Stakeholder Conferences
- 3) Experience working in an advisory and planning capacity in at least 3 African countries
- 4) Extensive experience (minimum 10 advisory positions) working in multi-cultural settings
- 5) Formal training in Managing a Whole System in a Room Multi-stakeholder Conference
- 6) Extensive "other" training experience (minimum of 10 lead facilitation experiences)
- 7) Familiarity with developing country child health issues; safe water and sanitation issues.

### Level of Effort:

- Preparation: 7 days  
In-Country: 9 days  
Follow-up: 3 days

Maximum 19 days. All LOEs are maximum allowable billing. Work is considered "cost reimbursable," and only actual days worked are billed. A maximum of 1 day can be billed for any 24 hour period. Professional workdays often exceed 8 hours.

## SCHEDULE

**September and October:** Planning and preparation via phone and e-mail

### October

- |       |  |
|-------|--|
| 20/21 | Design Team Planning Meeting (in AA or Bahir Dar??<br>(meet with Task Force??) |
| 22    | Travel to WSR Site   |
| 23    | Planning/ Prep   |
| 24    | WSR  |
| 25    | WSR  |
| 26    | WSR and Debrief  |
| 27    | ToT  |
| 28    | ToT  |
| 29    | International facilitator departs  |



**AMHARA NATIONAL REGIONAL STATE  
HEALTH BUREAU**

**October 2, 2006**

Dear \_\_\_\_\_,

**Aligning for Action:  
Sustainable Development through Safe Water,  
Environmental Sanitation and Hygiene**

*Task Force Members*

Person 1

I cordially invite you to participate in the upcoming “Whole System in the Room” (WSR) action planning and partnership building Meeting for key stakeholders of the Amhara Region.

Person 2

Person 3

You have been selected by a high level Hygiene and Sanitation task force because of the specific understanding and insights you can bring to this working meeting, as well as the authority to make commitments and follow through on key actions as a result of this meeting and the newly adopted hygiene and sanitation strategy and protocol of the Government of Ethiopia.

Person 4

Etc.

The WSR Meeting is being hosted by the Amhara Regional Health, with support of the World Bank/Water and Sanitation Programme and the USAID/Hygiene Improvement Project. The meeting will be held in the Eva Hotel in Debre Berhan on October 24th, 25<sup>th</sup> and 26<sup>th</sup>, 2006.

December 2004 marked the official endorsement of the National Hygiene and Sanitation Strategy, a ‘living’ document developed through consultation with the Ministries of Health, Water Resources, Education, Agriculture and the EPA as well as Regional Health, Water and Education Bureaux, donors and NGOs. June 2006 witnessed the finalization of the National Hygiene and Sanitation Protocol, followed by the signing of the prestigious WASH MOU between the three key-line Ministries of Health, Water Resources and Education.

October 24 - 26, 2006 will mark the date for the Whole-System-in-the-Room Meeting, during which several participatory working sessions will be held over a three-day period. This meeting will forever change the way we work in the region, exemplified by dynamic partnerships and new linkages established to ensure comprehensive sector-wide programming, the development of a common action agenda and the initiation of a coordinated hygiene and sanitation Regional Action Plan, leading to the establishment of sanitation and hygiene indicators to measure (qualify & quantify) our successes.



**WSR Invitation Letter**

-2-

The only preparation requested of you is some background reading in preparation for the WSR meeting. The documents are provided to you in the attached package, and include those mentioned above in this invitation letter. Please do come prepared to work hard!

Your travel and all expenses including hotel accommodations and meals will be covered by the World Bank. Air tickets will be sent for those traveling from Bahirdar and its surroundings and land transport will be arranged from Addis to Debrebirhan. Expenses for those traveling from other areas will be reimbursed upon arrival in Debrebirhan.

Since this is a working session, it is critical that you are present for all of the sessions. You should plan to travel on October 22<sup>nd</sup>. and 23<sup>rd</sup>. (Tikimit 12 and 13) as we will be starting at 9.00 am on the morning of Tuesday, October 24, 2006 (Tikimt 14/99).

The organizing committee will be in contact with you by telephone to answer any questions you might have, and to tell you more about the meeting and about travel options. Your response is requested on the attached confirmation form. You may respond by telephone, email, fax or post to the address indicated in the form.

With best regards



Endal Engida (MD MPH)  
Deputy Bureau Head



CC

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# Welcome!

We are extremely pleased that you are able to participate in this **Whole System in the Room (WSR) Meeting**:

*Aligning for Action:*  
**Sustainable Development through Safe Water,  
Environmental Sanitation and Hygiene**

We look forward to working with you during the many sessions that will be held over the next three days, and we hope that you will find the accommodations for the workshop comfortable and conducive to a successful exchange of knowledge and ideas.

You and all of the participants here represent diverse groups that have different perspectives and interests concerning the water, sanitation and hygiene sector. Each person attending the workshop brings an interest and commitment to adding value to this sector. Transforming this interest into concrete actions and collaborative progress depends on your willingness to share your knowledge and expertise and also to listening to and understand the perspectives of other participants.

This workshop will be based on several principles:

- All ideas are valid,
- All information provided is recorded on sheets,
- Time limits must be respected,
- We agree to search for common goals and objectives,
- Differences and problems are noted, explored, understood but not resolved,
- We are open to having a good time while exploring the vastness and diversity of this sector, and
- Cell phones are switched OFF during all sessions *thank you!*

If we all abide by these principles, we are sure to have a fruitful exchange of information, a better understanding of our common future and a greater ability to collaborate in order to achieve our common goals. Your active participation will ensure a successful outcome, so we ask that each of you wholly contribute your experience, ideas, enthusiasm and energy without restraint!

This important meeting will be held for three full days (*Tuesday through Thursday*) October 24 – 26, 2006 at the Eva Hotel in Debre Berhan, Ethiopia. The meeting will take place in the large plenary room, and it is important that you arrive promptly and attend all sessions in full, as per the attached agenda. Each day, breakfast will be served from 7:00 – 8:00 AM at Eva Hotel, while lunch and dinner will be served there too. Coffee, tea and refreshments will be served during morning and afternoon sessions near the plenary room. For those staying in other hotels transportation will be made available to/from your hotels at 6:45 AM and the end of the day session each day. An office has been established near the plenary hall for all administrative needs.

We look forward to spending the coming days with you. Please let us know if there is anything we can do to make your experience more valuable and your stay more comfortable.

The Organizing Committee

## Sample Confirmation Form

**Aligning for Action: Sustainable Development through Safe Water, Environmental Sanitation and Hygiene**

**Whole System in the Room Meeting** (*Tuesday through Thursday*) October 24 – 26, 2006 to be held at the Eva Hotel in Debre Berhan, Ethiopia

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Cell Phone: \_\_\_\_\_

Office (landline) Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

I will be attending the WSR Meeting (*please check one*): Yes  No

How will you be traveling **TO** Debre Berhan (*please check all that apply*)?

**FROM**

**TO (& arrival date & time)**

Air  : \_\_\_\_\_ Addis Ababa \_\_\_\_\_

Bus  : \_\_\_\_\_ \_\_\_\_\_

Car  : \_\_\_\_\_ \_\_\_\_\_

*(please retain all travel receipts for reimbursement at the meeting)*

**Please return this form to Wzo. Fekerte Getachew as soon as possible:**

**By Mail**

World Bank  
P. O. Box 5515  
Addis Ababa

**By Fax**

011 662 7717

**By Telephone**

011 662 7700

# **Working Agreement**

Workshop Facilitators: Insert Names

## **Workshop Facilitators**

Set Times and Tasks  
Large Group Discussions  
Keep Purpose up Front

## **Participants**

Provide Information/Analysis  
Manage Own Small Groups  
Future Scenarios / Action Steps

## **Ground Rules**

Provide Information Analysis  
All Information Written on Flip Charts  
Strict Time Frames  
Seek Common Ground and Action  
Differences/Problems noted, explored, understood...not  
worked.  
Have Fun!!!

## Group Self-Management Tips

Each small group manages its own discussion, data, time, and reports. Here are useful roles for self-managing this work. Leadership roles can be rotated if you wish.

- **Discussion Leader** – Assures that each person who wants to speak is heard within time available. Keeps group on track to finish on time.
- **Timekeeper** – Keeps group aware of time left. Monitors reporters and signals time remaining.
- **Recorder** – Writes group's output on flip charts, using speaker's words. Ask people to restate long ideas briefly.
- **Reporter** – Delivers report to large group in time allotted.

## Learning Assumptions for the WSR Workshop

We assume that each of us...

1. Has a unique learning style. Some learn best by reading, others by doing, still others by discussing or listening or thinking out loud. We encourage all modes.
2. Learns at a different rate. Inevitably some will think the meeting is slow, others too fast.
3. Learns different things from a common experience. We need not agree to accomplish our task.
4. Learns best from our own experience.
5. Learns more in one Workshop than the world will permit us to apply. Hence we focus on local action within a global context.
6. Has the ability to help and teach others. We are all resources here.

No Workshop design can accommodate all these realities at every single moment. However, we can design so that each person has a chance to learn in a variety of ways over time and can revisit issues before having to close on action plans. In future search we provide a variety of modes that enable each person to find a way to learn what they need. We hold off action until the last session, thus giving diverse people a chance to get a common fix on the task.

We believe the keys to interactive, task-focused large group meetings under these conditions are –

- ◆ Attending to time
- ◆ Doing the best we can with each task IN THE TIME AVAILABLE
- ◆ Staying mindful of the 4-room apartment
- ◆ Using a variety of methods
- ◆ Practicing PATIENCE

## **Whole System in the Room Worksheets**

As described in the introduction to this document, we have not included the WSR tools that are proprietary to the Future Search Network. They can be obtained via their website at [www.futuresearch.net](http://www.futuresearch.net).

- ✓ Focus on the Past Worksheet (Creating a Time Line)
- ✓ Focus on the Present Worksheets
- ✓ Desired Future Scenarios Worksheet
- ✓ Discovering Common Ground Worksheet
- ✓ Group Action Planning Worksheet
- ✓ Individual Action Planning Worksheet