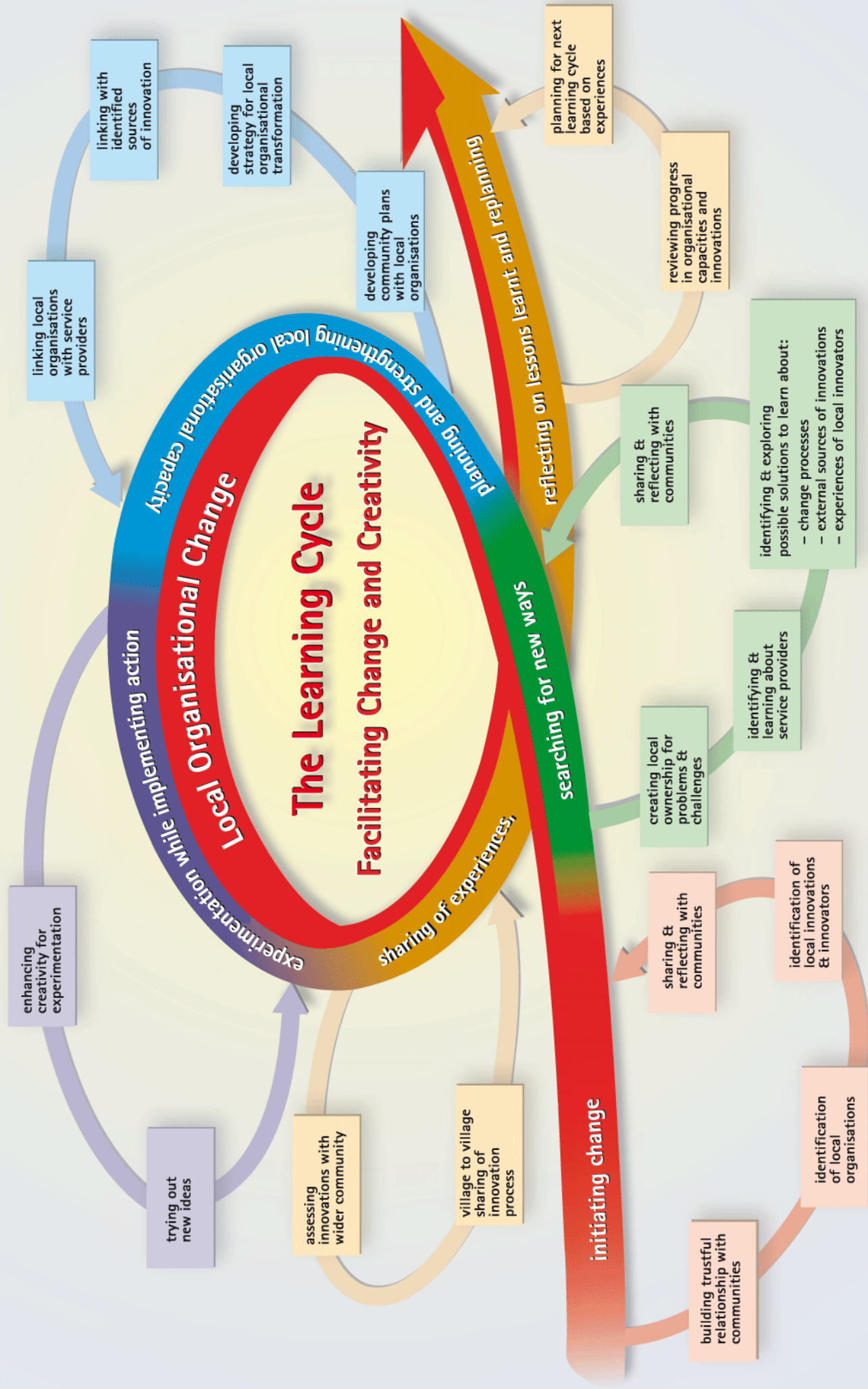




PEA: Learning Together for Renewal in Community Development

Community Emancipation through Fostering Innovation and Local Organisational Capacity



©Concept and design: Jürgen Hagmann, Kuda Murwira, Paolo Ficarelli, Edward Chuma, Joe Ramaru, Henning Peter et al. (2002), Graphic design: Josef Dreier. Based on experiences in Zimbabwe, South Africa and Dominican Republic. The approach has been implemented in a range of other countries in Africa, Asia and Latin America. (www.picoteam.org)



PICOTEAM

Institute for People, Innovation and Change in Organisations

facilitation, coaching, consulting for change

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Community emancipation through fostering innovation and local organisational capacity

Conventional rural extension approaches and technical advisory services focus on the transfer of technology from research to the farmer. The success of this rather reductionist and technology focused approach has been rather moderate, particularly in the smallholder farming sector. Alternative approaches focusing more on farmer organisational development, entrepreneurship and innovation are increasingly emerging. PEA is at the forefront of such efforts as a community-based approach.

PEA is more people-centred and starts from the farmer / community and their capacities to innovate and manage their problems and opportunities (adaptive capacity). PEA is a learning approach which aims at strengthening individual and organisational capacities of rural people and their livelihoods to be able to deal with the dynamic challenges and changes in development in a self-reliant way. It builds on the "life world" of rural people, who are having agriculture as a common foundation and spreads from this into other fields of development. PEA facilitates a process of self-organisation and emancipation of rural communities to enable people to better articulate their needs for agricultural and social services and represent themselves vis-à-vis service providers and authorities.

PEA is a well proven and successful approach for building local / farmer organisational capacity and innovation at grassroot level / the demand side of services. It builds facilitation competences of field-level extension staff and community activists in order to these engage community members in collective action for tackling their major challenges. Farmers and extensionists involve together in joint learning interventions to bring about positive change in rural communities.

The four main process components of PEA are a) local organisational development, b) experimentation and innovation through trying out, c) learning and sharing of experiences across farmers and communities and service providers, and d) enhancement of linkages to the outside world and cooperation with other bodies improving exposure and knowledge access. The **Learning Cycle** integrates different process steps into a coherent guiding frame for community development.

At the core of PEA is **facilitation of change** which means to strengthen people-based local organisations and institutions to make them more representatives and accountable to their membership-(Local Organisational Development) while developing people's own responsibilities for their destiny.

PICOTEAM members have been working with this approach since 1991 and have developed it to its maturity with large scale successes in South Africa, Zimbabwe, Tanzania, Dominican Republic, Mozambique, Cambodia – to name a few. We generally start with an iterative learning process involving extension staff and / or community facilitators in order to develop the facilitation competence required to trigger change at local level. In the mode of the service delivery framework, we engage equally with the service providers and the policy level so that the whole system can adapt to the changing demand from community level resulting from PEA.

PEA is not a quick fix to the problems in rural areas. It is a longer term foundation investment in rural people's capacity which then by its nature benefits all sectors dealing with communities as people know what they need, can articulate it, take ownership of their development process and use their space to act and innovate effectively.