



F 4 C

Facilitator for change

Unlocking local consultants' potential



Introduction

Well Grounded's experience in Africa shows that high quality in-country development consultants experienced in the field of Organisation Development (OD) are rare and sometimes non-existent. This scarcity is a major constraint on developing credible, collaborative, inclusive and effective local civil society organisations. In order to address this, Well Grounded has developed the Facilitator for Change (F4C) learning programme.

The 12-month programme equips highly committed participants with not only the technical OD skills required to be an effective consultant, but equally importantly, with soft competencies enabling them to inspire trust, to create a space for all voices to be heard within an organisation and to be effective change facilitators.

A pilot programme, named OD internship, successfully accompanied a cohort of 8 young consultants from Cameroon and the Democratic Republic of Congo (DRC). 100%

100%
report more
financial stability

100%
feel they are
taken seriously

of participants reported greater financial stability and an increase in client numbers and work commissioned. 60% of participants reported the ability to increase rates for work commissioned. 100% of participants reported feeling credible and that they are taken seriously when recruited as a consultant. F4C is now ready to be scaled up so as to enrol more participants and countries.

F4C is developed by Well Grounded with the generous support of the Samworth Foundation and implemented in collaboration with Footsteps, the Kairos Project and INTRAC.



F4C Purpose

The 12-month learning programme is open to development consultants from Cameroon, the Democratic Republic of Congo (DRC) and the Republic of Congo (RoC). 25 consultants will be selected to participate in the programme. The programme will take place both online and on-site. There are 3 sites (Yaoundé, Kinshasa and Goma) where participants will meet for a 'bootcamp' retreat.

1

Shift the power to Africa by democratising and localising Organisation Development skills to Central Africa.

2

Enable local consultants to be competitive.

3

Provide francophone professionals with access to anglophone resources and knowledge on Organisation Development.

4

Build and maintain an African network of local francophone Organisation Development practitioners.



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Theory of change

Our belief is that committed and high-quality consultants are critically important to catalysing social change. By finding and investing in the best emerging African Organisation Development practitioners in an intensive and tailored way, we can foster a new generation of committed and connected practitioners.



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THE F4C PROGRAMME HAS 3 DEFINING FEATURES:

1

A well-thought out and innovative blended curriculum

combining in-person gatherings, online meetings, a one-week bootcamp retreat and numerous E-workshops. Participants from the same geographic area will form a group which will meet regularly in their location and will have the opportunity to spend a week-long retreat together. They will connect with and learn from participants from other locations through E-workshops and online meetings.



2

A direct benefit for participants and civil society organisations.

25 carefully selected consultants genuinely connected, collaborating and sharing their knowledge and experience over 12 months in an environment free from competition. Civil society organisations are, in-turn, granted with high-quality pro-bono support from trained consultants and experienced mentors.

3

An experience of global solidarity in this time of climate crisis and isolationism.

Certified French-speaking coaches from around the world will support the initiative to relocate skills to the Congo Basin, the world's second largest rainforest known for its high levels of biodiversity and threatened by destructive exploitation. 20 hours of coaching will be offered to each participant, over a period of 8 months, helping them make the most of this opportunity and assisting in the development of their career plan.



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Key aptitudes

As consultants we can have an impact on natural resource governance and conservation by taking our place in supporting civil society organisations and using our commitment, character, and competencies. Through examining our own journeys and with the help of our partners, we have identified six key aptitudes that form the foundation of OD practice. You, as a consultant, will have the opportunity to assess where you are at with each of the aptitudes and to identify those you would like to develop as a priority during the 12-month programme.



Developing Emotional Intelligence



Understanding change



Facilitating organisational change



Creating a thinking environment



Working Productively & Efficiently



Learning continuously



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Learning approach and methods

F4C learning approach

Our approach is participative, person-centred, experiential and oriented towards thinking and reflecting. We provide a facilitative learning environment - encompassing an atmosphere of sincerity, integrity, honesty, care and listening. Participants are central to the process; their experiences are the foundation for the development of their knowledge.

We create a thinking environment to increase participants' awareness of their knowledge and experience. Then, we introduce theories and models to complement participants' experience. We help participants to increase their self-awareness as individuals (character) and practitioners (competency), thereby allowing participants to utilise self-awareness as the first tool they have to facilitate change processes.

The focus is primarily on fostering a continuous process of learning with participants, developing self-discipline, and setting their own learning goals with the support of a coach. F4C gives participants the opportunity to make choices as to their own learning direction and to take responsibility for the consequences of those choices. Participants evaluate their own learning leading to a deeper level of knowledge, understanding and learning.

“ I have developed strong listening skills. I am more motivated and engaged in my work, more aware of my challenges and strengths, and find that there is more balance in my work ”

HERMINE TUEKAM KOUAM,
2017-2018 F4C Alumni,
currently a Well Grounded
Associate-consultant



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Learning approach and methods

F4C learning methods

A variety of learning methods will be combined to facilitate learning



LOCAL GROUPS

Local groups will be created according to participants' geographic location. A minimum of four groups will be created (Yaoundé, Kinshasa, Goma and Brazzaville). The purpose of these local groups is to accelerate learning, sharing and collaboration.



COACHING

Participants will have dedicated coaches to support them during their journey. Coaches will help participants in the development and implementation of their learning goals as well as their career development plans.



VIRTUAL MEETING

Participants from all geographic locations will meet on Zoom for conferences and workshops. These virtual meetings will aim to explore learning questions and to share theories or experiences. Organisation Development practitioners and environmental experts will be invited to share their experience.



MENTORING

Participants will have a dedicated mentor, a senior organisation development practitioner, to provide feedback and guidance in the design of the OD intervention.



PEER SUPPORT

Each participant will partner with another participant. They will commit to helping each other reflect during the journey. They will care about one another while being a critical friend and trusted colleague.



WRITING

Psychology research and learning experts suggest that the act of writing things down leads to better learning. While notes are helpful, the act of writing itself means that information is better retained in our memory. Furthermore, good written communication skills are valuable assets for a consultant. We will provide written assignments, such as report research, and participants will also be required to hold a learning journal during the programme.



E-WORKSHOP

A virtual learning platform will be dedicated for E-workshops (asynchronous online workshop). Participants log in at their own time and pace, work on the same topics in the same week. Similar to face-to-face workshops there is a program to follow and tasks to complete with shared deadlines.



READING

We will share resources and publications to allow participants to explore new ideas, thinking, models and to interpret their significance and relevance. Participants will be asked to share their analysis of some of the reading.



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Who should apply?

The F4C transformative journey is ideal for women and men who work as independent consultants and who want to work collaboratively to support the development of civil society organisations and create an enabling environment for social and environmental justice. Consultants' backgrounds can include experience as facilitators, trainers, evaluators, coaches, leadership consultants, management consultants, etc. Candidates should meet the following criteria:

- **Self-employed**, active professionals in the development sector whose main activity is consultancy services.
- **Citizens and residents** of Cameroon, the Democratic Republic of Congo (DRC) and the Republic of Congo.
- **25 to 40 years old**
- **A minimum of 8 years of experience** as a consultant in the development sector.
- **A deep interest in personal and professional development** as well as an interest in sharing learning and collaborating with other consultants.
- **Willing to strengthen their presence** in the world of civil society committed to social and environmental justice.
- **Willing to expand their client portfolio** and to offer transformative, high-impact services to civil society organisations.
- **Deeply committed to the exchange of experiences** with other participants and challenging one another.
- **Willing to commit to self-led learning** through reading and writing during the programme.
- **Prepared to provide a minimum of 15 days pro bono** consultancy time to a civil society organisation during the learning journey.

“ My methods have evolved positively. I look at how clients can benefit from my interventions, I involve them in the solutions to be found. I get them to think about what they deeply want, about the change they want, instead of coming with ready made solutions ”

HILAIRE KUATE GUIFO,
F4C Alumni



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TIME REQUIREMENT

This course will be delivered through a combination of asynchronous participation with a synchronous facilitated discussion. Participants should be prepared to dedicate the following:

- 4-8 hours per week, during each phase of the journey.
- 12 hours coaching sessions (from July 2022 to February 2023, a 1,5h session per month)
- 15 days pro bono support to a CSO (from November 2022 to February 2023)
- 6 days retreat in May 2022
- At least 5 days research in September 2022

TECHNOLOGY REQUIREMENT

- Computer or laptop
- Reliable internet access (high speed is recommended)
- Speakers and microphone

FEES

The programme's design and delivery cost has been generously supported by the Samworth Foundation. However, participants will be required to cover accommodation and travel fees to participate in the one week retreat. The accommodation fee is evaluated at an average of \$600 for the full week.

Well Grounded strives to ensure development consultants have access to the right skills enabling them to facilitate change. This is made possible through the provision of bursaries funded by foundations who support Well Grounded's work. Partial bursaries of up to \$300 will be available for a few qualifying candidates. The awarding of the scholarship will be assessed on the applicant's

circumstances and means and will be decided by the scholarship awarding mission. Those receiving a bursary will be responsible for paying the balance of their accommodation fees before the designated deadline.

These costs will be incurred in the following way:

- 1** The first instalment of \$300 is scheduled to be paid by the 14th of March 2022, once candidates have been pre-selected, with the aim of securing their place.
- 2** The Second instalment of \$300 is scheduled to be paid by 5th May 2022 (*those in receipt of a bursary will pay only the balance*).



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The benefits of the programme

As a participant in the programme you will gain the following benefits:

- An **Intensive learning journey**

developing your personal style, commitment, competencies and professional career— as a result of participation in a face-to-face bootcamp retreat, regular e-workshops, coaching and mentoring sessions.

- **The opportunity to meet with other carefully selected consultants**

from 3 countries and be part of a **dynamic community of practice** during and beyond your journey.

- **Being part of a network** of committed and passionate practitioners with personal styles allowing for collaboration and support while working with your clients when you need additional skills and capacities to complete your consultancy.

- The **opportunity to work with experienced senior OD consultants** in a mentoring process for the design of an OD process.

- **The expansion of your visibility**

through a variety of assignments and initiatives (research, publication, and conference) as well as through the Well-Grounded network.

- **Become competitive with international consultants**

while increasing your knowledge of organisations and organisation development, facilitation, civil society, and environmental issues so as to increase your credibility and competitiveness.

- **Development of your career plan**

to sustain your consultancy business with the support of your personal coach.

- Finally, **ou will receive your**

CERTIFICATE and join a community of recognised Organisation Development Practitioners in the natural resource and conservation sector.



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Application and selection process

The application process is designed into two steps.

STEP 1 You will be invited to **submit your application from 14th January 2022.** **The deadline for application submissions is the 5th February 2022.** The application process will consist of filling an online application form. You will be informed of the result of your initial application on the **14th February 2022.**

STEP 2 Shortlisted candidates will be requested to submit additional information and **a creative assignment by 18 February 2022** and will be invited to **make a presentation** on a specific topic during the week beginning **28 February, 2022**, preceded by a short interview. Finalists will be informed on 9 March, 2022.

Finalists will be invited to pay the first instalment of \$300 by 14 March, 2022 before being confirmed to join the F4C 2022-2023 cohort. If you are facing financial difficulties, you can apply for the scholarship. The bursary is intended to relieve those who demonstrate hardship deemed substantially significant by the recruitment team.

Got questions? Join our general information webinar

The recruitment team will be sharing lots more information about the F4C programme with interested candidates in a Zoom webinar at **3 pm on Wednesday, January 12, 2022.** Register in advance to find out more about how to apply and to ask any questions you may have. You will have the opportunity to meet Alumni from the 2017-2018 cohort of the F4C pilot programme.

“ What we have learned is life. I work with the whole person, I use participatory approaches, I involve my team, my colleagues in defining the strategy and in improving performance. ”

JESSIE BIKOKO,
F4C class of 2017-2018,
currently owner and director of
a daycare center in Cameroon



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The Journey

The 12-month journey of F4C is guided by eight key phases, grounded in the development phases of a butterfly and reflecting the elevation of your personal and collective character, competencies and commitment.



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STAGE
1

THE INDUCTION

Online – 5 weeks (APRIL 4–MAY 6, 2022)
THE EGG



Welcoming you to the community, together we clarify our expectations and prepare you for your journey. As with the butterfly’s egg, this is where your journey of self-development, growth and transformation begins.

Over 5 weeks, you will prepare for your journey with F4C. Together we will establish the significance of why we have embarked on this journey and where it will take us. We will ask you to reflect on how you can restructure your time to ensure that you can set aside at least 30 minutes per day for F4C over several weeks. Additionally, you will be required to reflect on how to include

participation in the 2-3 hours of online learning events every 2 weeks, 1.5 hours coaching from July 2022 to February 2023 and participation in a one-week residential workshop. You will be introduced to the learning platform and the E-workshops process which will be used as a vehicle throughout the 12 months as a space for sharing and learning.

STAGE
2

THE RETREAT

On site – Face to Face (May 16–MAY 21, 2022)
THE HATCHED CATERPILLAR



The young caterpillar hatches from its egg and begins its journey of growth. The seven day retreat will allow you to deepen your understanding of SELF as a human being and facilitator. You will envision who you want to be, and what you desire to become by reflecting on what facilitation and organisation are, as well as what it requires to be a facilitator and an organisation development practitioner. You will let go of the practises and beliefs holding you down.

In addition, the retreat should allow participants to:

- Explore participatory facilitation styles and how to facilitate change processes.
- Explore what a civil society organisation (CSO) is and share your understanding of the different component of a CSO a ways of seeing an organisation.
- Practice facilitation. You will be invited to facilitate some part of the bootcamp retreat. You will not simply be a passive participant; you will be

a very active participant and co-facilitator. You will have an opportunity to give and receive feedback on the facilitation.

- Be observant of nature, to connect to it and to learn from it. Meditation and morning walks will allow for achieving this aim.
- Develop ecological and gender awareness.
- Share information on your business practice and context.



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STAGE
3

THE COACHING IMMERSION

Online- 7 months
(13 June 13, 2022–February 28, 2023)
THE GROWING CATERPILLAR



The caterpillar continues its journey growing in strength in preparation for the transformation that lies ahead. In this stage, you will be immersed in coaching, and you will set your learning and career goals. By setting goals, we are helping you to envision a bigger picture, think outside the box, and put action towards your intended goal. You will gain an understanding of what coaching is and how it is a great tool in supporting a person's development as you start your 8-month coaching journey.

You will be introduced to coaching and mentoring. You will deepen your understanding of how coaching can be used in an organisation development process. Your coach will help you to explore what you need to do to support your own

experience, what support you will need, and to articulate your learning goal and career development plan. The coaching journey, comprising seven 90 minute sessions, will start in July 2022 and end in February 2023.

STAGE
4

THE EXPLORATION OF THE CONTEXT

Online and on site – 9 weeks
(August 8, 2022–October 7, 2022)
THE CHRYSALIS



The caterpillar embarks on its process of transformation. As with the caterpillar, this is where your transformation begins. During this stage, you will start applying or implementing your goals in preparation for the next phases. Through a piece of research, you will gain an understanding of development, the global and local climate and social emergency as well as what CSOs are doing to bring about change in this context.

Over 9 weeks you will be exposed to position papers and various analyses. You will have space to discuss, debate, and reflect on the climate change crisis the world is facing, the democracy crisis in respective countries and the global governance and social inequality related to it. You will create a meaning for what is change, how it happens, and how you can strengthen civil society in order

to play a crucial role in effecting meaningful change. You will be required to undertake a piece of research (approximately two weeks), on a topic of your interest in the natural resource governance sector so as to deepen your understanding of civil society's role in your context.



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STAGE
5

DESIGNING AN INTERVENTION

On site - 8 weeks
(November 24, 2022 –December 16, 2022)
THE EMERGING BUTTERFLY PART 1



The newly formed butterfly breaks the chrysalis and emerges into the world. During this emergent phase, you will offer a pro-bono intervention engaging with a CSO helping them understand their desires to develop and transform. You will design and plan your OD intervention with the support of your mentor, an experienced OD practitioner.

Any significant change process requires considerable commitment. You will closely examine your client’s motivation for change. You will try to understand what the organisation’s assets are and what are the root causes of the challenges they are facing. You will enable the CSO to come to its own understanding of the issues and priorities in a collaborative way. You will also have to earn trust and clarify tasks and expectations. You will design your intervention and discuss it with your client so as to obtain their consent and commitment to carry out the intervention. Your time commitment with the client

will be 15 days from the initial discussion to the conclusion of your intervention. You will be supported by a mentor (an experienced Organisation Development practitioner familiar with the CSOs contexts) who will act as your talking partner during this process. Your mentor will provide feedback and/or guidance during the intervention design process.



STAGE
6

FACILITATING AN INTERVENTION

On site – 4 weeks
(January 9, 2023–February 3, 2023)
THE EMERGING BUTTERFLY PART 2



You will facilitate a participative OD intervention, a pro-bono intervention with the same CSO. You will help them define and improve a specific element of their system.

You will have 4 weeks to do several interventions, a mix of workshops and one-to-one discussions. You will plan these interventions in collaboration

with the CSO. You will produce a report of this intervention and will debrief with other participants.



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STAGE
7

LEARNING

On site and online – 4 weeks
(February 6, 2023–March 3, 2023)
THE ADULT BUTTERFLY



The new adult butterfly grows in strength as it prepares to take flight. Through a peer learning group, you will improve generative relationships with Self, Other, and the Whole — optimising personal, interpersonal organisational relationships and processes, and practices in the “Hizzle circle”.

This ‘hizzle concept’ is based on a wisdom transmission from the Dalai Lama that holds that: “All people want and need is to be Heard, Seen and Loved” (HSL). Over four weeks, you will meet in-person, in small groups. A facilitator will join virtually and will provide an intimate space where

all participants will share questions, dilemmas or convictions they hold as a result of their journey. These spaces will allow participants to expose their vulnerability and to be listened to in an atmosphere of sincerity, integrity, honesty, caring and love.

STAGE
8

LANDING

Online - 4 weeks
(March 6, 2023–March 31, 2023)
THE CYCLE COMPLETION



The adult butterfly will now embark on its final journey, completing its lifecycle and beginning a new one. During this 4 week period, you will prepare for the new cycle, you will explore ways forward at individual and group level. You will celebrate your development journey and be ready to facilitate change in your context with your clients, thereby contributing to change in your community.

You will be requested to provide feedback in different forms (written and oral) and you will share your development career plan with other participants. Finally, together we will celebrate the end of your journey and the beginning of a new

one. Once you have completed your 12-month program, you are encouraged to join the F4C Alumni for further development through a community of practice and to support the next generation of F4C fellows.



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FUNDED BY

This programme has been designed and is implemented thanks to the generous support of the Samworth Foundation.

**Samworth
Foundation**

INSPIRED AND SUPPORTED BY

Footsteps

Footsteps is a not-for-profit association of Organisation Development (OD) practitioners based in Durban, South Africa, whose purpose is to support civil society initiatives and their leaders to strengthen themselves, their organisations, and their work. Footsteps works in Africa and elsewhere in the world. Footsteps brings together professionals with decades of experience in (and not limited to) Process Facilitation, Organisation Development, Change Management, Skills Development.



INTRAC

INTRAC is a UK registered Charity whose mission is to strengthen the effectiveness of civil society so as to challenge poverty and inequality, thereby empowering people to gain greater control over their own future. INTRAC develops practical solutions to civil society challenges, combining values-driven consultancy, training, research and learning across key themes. INTRAC has designed and managed the Consultants for Change (C4C) programme, an innovative and participatory professional development programme for civil society professionals aimed at developing a cohort of individuals to provide sustainable services to non-governmental and civil society organisations in their own countries.



The Kairos Project (TKP)

The TKP is a global organisation with a cross-cultural network of coaches dedicated to leadership development and sustainable change. TKP's purpose is to make professional development accessible to all organisations that are striving for a better future for humanity and our planet.



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