

---

## Training of Trainers to facilitate Joint Action Development Forums: First group graduates!

### Antoinette Uwimana

From October to December 2010, SNV collaborated with the Management for Development Foundation (MDF) to build the facilitation skills of JADF members. The training benefited 20 trainers, representing all four provinces in Rwanda and the City of Kigali. All participants received a certificate of participation.

Through three separate training sessions, trainers were equipped with the skills necessary to facilitate Joint Action Development Forums. The training consisted of two parts; the first covered general multi stakeholder facilitation skills, examining the role and skills of a successful facilitator, while the second dealt exclusively with JADF processes and management --from its role in the decentralisation process, to tools for improving accountability mechanisms.

The methodology was very practical and based on learning from each other's experiences with JADF. By collecting experiences, the group enriched and deepened their understanding of JADF, jointly exploring and defining its purpose and function, so that they can better support districts using the JADF mechanism.

A good facilitator is like a good coach. Coaches look at how to empower and encourage success in others. A coach is always curious, has an open attitude, and guides the learning process through careful listening, questioning, and joint reflection.

Sandra Bootsma, one of the MDF facilitators, highlighted the practical participatory aspects of the training: "Seeing a trainer facilitating a MSP is one thing, doing it yourself is another. If you stand there in front of the group, you really see how difficult

it is to stimulate a participatory process. You easily give the word to the most vocal participants and forget the others”.

During the closing ceremony at Hill Top Hotel in Kigali, Mr Appolinaire Mushinzimana, coordinator of NDIS, Mr Francis Habitegeko, coordinator of the JADF Strengthening Program, and Ms Antoinette Uwimana, representing SNV, thanked the participants, the trainers and other organising parties for a job well done and expressed their appreciation for the MDF trainers’ high standards and quality.

“If you are ready, I am ready”, said JADF coordinator, Francis Habitegeko. He believed the training would add to the quality of JADF facilitation and overall performance. The next step in the process is to upscale JADF facilitation training to all 30 districts around the country.

Mr. Apollinaire was proud to see the first batch of JADF facilitation trainers and declared that NDIS is ready to give its full support to the new team of JADF ambassadors. Nearly two years into the JADF strengthening program, there is a need for JADF to show improved voice and accountability and improved service provision and local economic development outcomes. “We need true participation in decentralisation”, Mr Apollinaire said. He underlined the importance of public-private and civil society partnerships and the important role of JADF in promoting local economic development

Together with SNV, MDF developed ToT guidelines for JADF facilitation. These guidelines integrate the experiences of the ToT and are available on an interactive CD. Copies can be ordered through the SNV office.

*For more information about SNV’s JADF Programme, please contact [mverweij@snvworld.org](mailto:mverweij@snvworld.org) or [auwimana@snvworld.org](mailto:auwimana@snvworld.org)*



## Coaching principles

Be non-judgemental

Be non-critical

Believe that people have all the answers to their problems within them

Respect a person’s confidentiality

Be positive: there are always solutions to issues

Pay attention to recognising and pointing out strengths and building self-esteem

Challenge individuals to move beyond their comfort zone

Break down big goals into manageable steps

Believe that self-knowledge improves performance

Hold a genuine willingness to learn from the people you coach

**Source: MDF**

## About JADF

The program 2010-2012, implemented by the National Decentralization Implementation Secretariat (NDIS) under the Ministry of Local Government in partnership with SNV Rwanda and RALGA (Rwandese Association of Local Government Authorities) is now entering the consolidation phase. In this phase the JADF needs to focus on concrete results in improved services delivery and local economic development.