



FATICK DEPARTMENT

DYTAEL FATICK

Agroecological Initiative Project

**TRAINING : ORGANIZATIONAL LEARNING, COLLECTIVE INTELLIGENCE and
THEORY OF CHANGE of the DYTAEL**

22/08/2023 - 25/08/2023

TDR

Les Dytael is a local network that brings together producers' organisations, NGOs, research institutions, civil society networks, a network of local elected representatives and processing companies, with the aim of promoting the agro-ecological transition in the Fatick department through advocacy, awareness-raising, experience-sharing and support for the transition area. The Dytaels emphasize collective action between the various local players and the need for political dialogue between players who often do not share the same interests. To achieve this, it is important for the Dytael to strengthen its capacities in the field of interpersonal communication and collective group management through the emergence of collective intelligence.

Collective group intelligence manifests itself in the fact that a cooperating team can solve problems more effectively than when its members work in isolation. It is a form of intelligence in which each individual contributes to a collective synergy that makes for greater efficiency and team cohesion. It's about creating a state of mind where the collective learns, interacts, shares and grows.

For this reason, a 3.5-day training course is being offered at Dytael on this subject. It will combine theoretical presentations using various media (PWP, film, etc.) with practical sessions applied to Dytael.

The training is being organised as part of CJAIR's *Agroecological Initiative project*.

The training took place from Tuesday 22 August (9am) to Friday 25 August at midday at the Malango Hotel in Fatick. The project covered travel, accommodation for those staying at the hotel, breakfasts, lunches and a per diem or meal at the hotel in the evening, as well as a friendly night in.

Participation

The workshop was attended by 29 people + the trainer.

The diversity of the audience was as follows : 5 women and 24 men; 3 deputy mayors; 2 members of international NGOs, 2 members of local NGOs, 2 people from decentralised government departments, 12 leaders or members of local associations, 1 journalist from a community radio station, 5 members of cooperatives, 2 researchers and a member of DYTAEL.

The turnout was outstanding, with all those invited taking part, and everyone attending every day of the workshop.

The role of the General Secretary of Dytael, Mr Mame Birame Sène, was decisive in this respect.

Short programme

The basics of communication, the foundation of an intelligent organisation

The importance of intra-personal and interpersonal relationships: theory and practice

The foundations of successful communication (transactional analysis)

Conflicts: how do you live with them?

Dytael as an organisation

The quality of a leader

Organisational learning: theory and practice for Dytael.

Group dynamics: how does a group work, what are the prospects for Dytael?

The Dytael theory of change

Construction of the Dytael theory of change

Impact on the action plan, encouraging involvement and creativity

Identification of the first actions to be implemented.

Training workshop on "Organisational learning, collective intelligence and the DYTAEL theory of change

Detailed programme

Tuesday morning

Welcome by the mayor's representative, the secretary general of DYTAEL, the representative of DYTAES and finally the representative of SDDR. The trainer, MARC PIRAUX from CIRAD/ISRA, then thanked the participants and gave an introduction to the training course.

- Introduction:

- It's a training-action, where does the training come from? First experience in Senegal.
- What is an organisation?
- What is collective intelligence? We are individuals in our own right; Developing a collective desire to learn, to progress and to share. Learning together to be more effective
- Discussion of these definitions.

- Individual presentations

- Objective and operating contract: why define a contract?

- The Dytael as an organisation: what works, what could be improved? Each participant notes two points about Dytael on cards.

Results:

Positive points:

- Sharing information and communication
- Mobilising players (networking)
- Regular meetings
- Good cooperation
- Partnership (including institutional)
- Good internal organisation and governance
- Planning with vision

Areas for improvement:

- Inequalities in the level of understanding of how DYTAEL and the various projects work.
- Problems of frustration for members who do not initiate activities when their logos are not displayed.
- Motivation problems if there is no transport reimbursement
- Problem of sustaining activities after the donors' withdrawal (problem of self-financing)

Tuesday afternoon:

The training focuses initially on interpersonal relations, which are the basis for the quality of dialogue that is fundamental to intelligent organisation.

- Difference between a problem and a conflict, which emphasises the emotional side.
- The role of emotions in decision-making, its relationship with reason, denying emotions as a cultural myth.
- Why and how not to turn a problem into a difficulty?

Wednesday mornings

- Using transactional analysis (TA) grids

TA aims to increase awareness and understanding of "what is happening here and now" in relationships between two people and in groups. It provides a framework for understanding relationship problems and suggests ways of resolving them.

Concepts and grids used: ego state, transactions, psychological games, life position, signs of recognition, interdependence; mental models and life arguments.

Positioning participants on the grid of life positions.

- Viewing of the film "12 Angry Men" as a basis for debate.

Wednesday afternoons

Discussion of the film (the question of interest, the importance of experimentation in deconstructing prejudices, collective construction, the mission, etc.).

Systemic communication: specification issues, different forms of reframing.

Intra- and interpersonal conflicts.

Thursday morning

Organisational learning: transforming the skill incompetence of defensive routines into learning and competence:

- The mission (the raison d'être of organisations) of DYTAE: theory and practice. It underpins values that guide choices. Relationship and difference with vision. The mission gives meaning to the organisation.
- Group work to define the mission of DYTAE and its underlying values.

Group 1: Building sustainable development together through agro-ecological practices (underlying values: commitment, solidarity, collaboration, union)

Group 2: To act as ambassadors for AE in the Fatick department (values of sharing, solidarity, respect, fairness, synergy between players, mutual understanding).

Group 3: Joining forces with stakeholders for territorial transition.

The mission chosen at the plenary session: *Working together to build an agro-ecological region*

The technical committee and the steering committee will have to validate the mission and continue the reflection after the workshop.

- How a group works: the pyramid and the origins of conflict in groups.

Thursday afternoon

- Rules: theory and practice (Importance of co-construction, evaluation and control systems).
- The qualities of a leader and his role as mediator. The various representatives have a duty to report on DYTAEL's activities to the members at grassroots level. The executive secretariat underlined the existing gap in the level of information within DYTAEL between the representatives of the organisations and their members (also justified by the recent creation of DYTAEL).

Friday morning:

- The vision and objectives of DYTAEL.
- The systemic approach to the intelligent organisation: mission, vision, organisation, relationships, dynamics, learning.
- The DYTAEL governance bodies: discussion and perception of the vagueness surrounding the functions of the steering committee and the technical committee, the secretariat and the steering committee.
- Question my desire, my personal interests and those of my organisation in relation to the mission of DYTAEL?
- Theory of change: expected results and definition of priority actions to be implemented.
Group work.

Group 1:

- Formalise rules and procedures (GA for Dytael capitalisation, charter, internal regulations, etc.) and ensure that Dytael bodies (PC, TC, Board of Directors) function properly
- R C of umbrella organisations (organisational and practical aspects of agroecology)
- Raising awareness of agroecology among grassroots organisations.
- Maximising Dytael's activities

Group 2

- Drafting of the DYTAEL membership charter
- Campaign to raise awareness of DYTAES activities in grassroots communities
- Information sharing
- Use of more effective communication tools

Group 3

- Raising awareness and disseminating information about the dynamics among members of Dytael member associations, town halls (CLD), POs, etc.
How: report back to the association after each Dytael activity, radio programme in the local language on the achievements and activities of Dytael, awareness-raising caravan in the Fatick department, website, logo, etc.
- Meeting to reflect on and update the objectives, mission, relevance and role of the various committees (technical and steering committees).

- Establish conditions for membership of Dytael.
- Having a database: Who does what? Number of members.... For example, to be able to estimate Dytael's needs in the event of requirements (subsidies for organic fertilisers).
- Set up income-generating activities in line with the Dytael identity (T-shirt, membership card, etc.)

Evaluation of participants

Positives:

- A real life lesson.
- Encourages a change in personal and organisational behaviour,
- Training that is beneficial not only for our organisations but also in our everyday lives
- It's never too late to change our habits, our way of working and our social relationships.
- Helps us to improve our usual practices
- New skills and know-how acquired
- Methodology adapted to the participants' level of ability
- Ease of application in the field
- Facilitating the projection of the points raised, in reality, in our organisations
- Develops interpersonal skills
- Good teaching methods
- Group work made it easier to understand the ideas developed during the course
- Group cohesion is strengthened
- The film is a good idea and a vital part of understanding the concepts.
- Good group discipline
- Training certificates motivate participants
- Favourable holiday conditions

To be improved

- Sometimes you get lost in the explanations
- Not enough group work and doing theatre scenes to get a better idea of what's going on
- Highlighting case studies
- Help with events for older people

Suggestions

- Organise a similar seminar for younger people
- Localising training within organisations
- Organising a training module on ego states on its own
- Create a module on conflict management
- Identifying forms of conflict for practical cases
- Increase the number of training days
- Promote the participation of women in training courses (not enough women present).

Assessment of the coordinator <https://youtu.be/TJMNCPYE8no?si=p6eY7rdA5o74F4B>.

The Dytael has been strengthened by this training, and has been able to highlight the points on which it needs to invest to improve its efficiency and collective intelligence.





REPUBLIC OF SENEGAL

One people-One goal-One faith



FATICK DEPARTMENT

DYTAEL FATICK

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LIST OF PARTICIPANTS AT THE CAPACITY-BUILDING WORKSHOP FOR DYTAEL MEMBERS IN FATICK ON COLLECTIVE INTELLIGENCE AND THE THEORY OF CHANGE

N°	FIRST NAME	NAME	STRUCTURE	
1	Oumy	GUEYE	Fatick Town Hall	Town Hall
2	Oumar	BA	NDIOB Town Hall	Town Hall
3	Mame Blrame	SENE	Niakhar Town Hall	Town Hall
4	Louis Etienne	DIOUF	AGRISUD	International NGO
5	Alassane	NDIAYE	ENDA PRONAT	International NGO
6	Ibrahima	DIOUF	ANCAR	Decentralised government department
7	Mamadou	KHOULE	SDDR	Decentralised government department
8	Daouda	KANE	CAREM	Local NGO
9	Idrissa	SENE	CAREM	Local NGO
10	Coumba Ndoffène	NDOUR	Live the Ecological Joy	Association
11	Abdou	SENGHOR	AJA	Association
12	El Hadji	DIOUF	CJPAP	Cooperative

13	Abdou	DIOUF	CJPAP	Cooperative
14	Abdou	DIOUF	Djilass Cooperative of Agroecological Producers	Cooperative
15	Pope Made	DIOUF	NDEF LENG Press	Community radio
16	Mame Penda	NDONG	Association of Agroecological Producers of Tattaguine	Association
17	Saliou	DIOP	Association of Baccoboof Agroecological Producers	Association
18	Waly	DIOUF	ASC NANOOR de Yenguélé	Association
19	Pierre	NDENE	Palmarin Community Reserve	Association
20	Babacar	DIOP	Agro-Sylvo-Pastoral Cooperative of the commune of Niakhar	Cooperative
21	Made	DIOUF	Jamm Bugum	Association
22	Aliou	DIOUF	Jamm Bugum	Association
23	Sheikh	NDIAYE	Ndiob Cooperative	Cooperative
24	Ibrahima	FAYE	AJD Malango	Association
25	Ousmane Ngor	FAYE	Jëg Jam de Yayème	Association
26	Seynabou	DIOM	Ambassadors for the Environment	Association
27	Amath	NDONG	ODCAV Fatick	Association
28	Banna	MBAYE	ISRA	Research
29	Finda	BAYO	ISRA	Research
30	Marc	PIRAUX	CIRAD/ISRA	Research

FORMATION « APPRENTISSAGE ORGANISATIONNEL, INTELLIGENCE COLLECTIVE et THEORIE DU CHANGEMENT de la DYTAEL »

DATE: 22/08/23


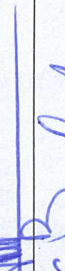





LIEU: Fatick

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






Projet Initiative Agroécologique

FICHE PRESENCE

FORMATION « APPRENTISSAGE ORGANISATIONNEL, INTELLIGENCE COLLECTIVE et THEORIE DU CHANGEMENT de la DYTAEL »

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DYTAEL FATICK



ATTESTATION DE PARTICIPATION

Je soussigné, Docteur Marc Piraux, chercheur et formateur au CIRAD/ISRA atteste que Monsieur **PAPA MOMAR KHOULE** a participé à un atelier de renforcement des capacités sur « **L'APPRENTISSAGE ORGANISATIONNEL, L'INTELLIGENCE COLLECTIVE et la THEORIE DU CHANGEMENT : perspective pour la DYTAEL de FATICK** » dans le cadre du **Projet Initiative Agroécologique (PIA)**, à l'hôtel Malango à Fatick, **du 22 au 25 août 2023**.

Cette attestation est délivrée pour servir et valoir ce que de droit.

Fait à Fatick le 25 août 2023

Le formateur
Dr. MARC PIRAUX
CIRAD/ISRA