APPRECIATIVE INQUIRY METHOD:

- Using the Appreciative Inquiry change process called the 4-D Model.
    1. **Discovers** what gives life to an organisation and what is happening when an organisation is at its best;
    2. **Dreams** about what might be or what the world is calling for the organisation to be;
    3. **Designs** ways to create the ideal as articulated by the whole organisation
    4. **Delivers** through ongoing and iterative processes.

Methodology:
Bring together as a group or interview individually the members of the local government department/authorities.Ask them to:

Best Experience:
Tell about the best times they had since they began working there. Looking at their entire experience in the department, try to remember a time when they felt most alive, most involved, most excited about involvement. Try to think of a time when you felt best about your work; when you felt that you achieved most.
What made it good or exciting or what made it work, do you think?
Who was involved?
Describe it in as much detail as you can.

Values:
What are the things you care about most?
What do you value most about yourself as a citizen/person, son, friend, parent?
What do you value most about yourself as a colleague and a worker?
What do you value most about your work?
When do you feel best about your work?
What is it about this department that you value most?

Wishes for the Future:
If you had three wishes for this department, what would they be?

From the interviews, underlying themes should be drawn out and then common themes and similar themes can be clustered or grouped and these clusters can then be named.
The identified clusters represent components of capacity or areas for institutional development.

ADVANTAGES:
- It builds on positive feelings and on the vision of the staff and stakeholders and in that way is very positive and unthreatening.

DISADVANTAGES:
- Areas of conflict or institutional blockage may get lost or pushed under the table and one may be left with the situation of conducting capacity building activities which do not result in better performance or functioning of local government.
- Needs skilled facilitation.
- Largely subjective element in identifying common themes and clusters.

Example: HICAP Saidpur, Bangladesh, Nov. 1999

Institutional Capacity Indicators (ICIs) which came out of the AI clustering process:

- Continuity
- HRD
- Committed Leadership
- Management Culture
- Community Participation
- Results
- Shared Values
- Innovation
- Information Resources
- Learning
- Networking

Example of Part of Framework and Completed Assessment:

Capacity Area	Definition	Possibility Statement	Indicative Questions	Level	Narrative Description
Management Culture	Our management culture emphasises teamwork and united effort. We believe that efficient problem solving comes from consensus building and staff participation. Everyone's contribution is valued and recognised in this process. It is important to understand the objectives of the project and plan clearly. Both Concern staff and municipality staff have roles to play and these roles are equally important. Punctuality is vital and we manage by walking around.	In our management culture we ensure everyone's participation irrespective of parties or groups and follow and abide by our roles and responsibilities. We come to consensus through spontaneous participation and a team approach.	Do we take joint decisions irrespective of parties and groups?

Do we take decisions for the benefit of the people?

Do we ensure everybody's participation in our management culture?

Through team approach de we understand our roles and responsibilities?

Do we regularly practice team-building activities in our management culture? | 2

Germin-ating | Management culture is one way.

Lack of ideas about team building activities.

Need to develop good management practice.

No idea about roles and responsibilities.

Lots of limitations remaining in good management infrastructure development.

Need to know participatory decision making activities. |
| **Community Participation** | Community participation means that our work is accepted and recognised by the community. Women's and men's participation is encouraged and valued. | All the people of the community accept and encourage our team. They participate in our work and give recognition to all our CSP related activities. Here equal participation of women and men is also ensured. | Who and from what segment of society, are the community people participating with us in CSP?

What recognition do we receive from the community?

Which activities of CSP are accepted and by whom? | 3

Sapling | Gradually we are communicating with the people and they are getting to know about CSP.

We need to know how to reach people more effectively.

We need to know about techniques for participation of people.

We need to develop our skill to motivate people.

We have to ensure and make the CSP services available. |