



SALZBURG SEMINAR

International Study Program 11

Global Citizenship: America and the World

Small Group Project Handout

Millennium Development Goals Project Scenario

The small group work will be based on a role playing exercise designed to allow students to better understand the challenges and considerations that organizations face as they design and implement developmental projects. The exercise will require students to use a little imagination, to undertake a certain amount of research, and to think critically about the aims of developmental projects, the cultural context within which they will be implemented, and the potential hazards the might be created or encountered as a result of the projects.

The Scenario

In September, 2000 the United Nations General Assembly met to create and ratify the Millennium Development Goals on behalf of the leaders of all UN member countries. The UN Millennium Development Declaration states that “in addition to our separate responsibilities to our individual societies, we have a collective responsibility to uphold the principles of human dignity, equality and equity at the global level. As leaders we have a duty therefore to all the world’s people, especially the most vulnerable and, in particular, the children of the world, to whom the future belongs.” Six years later, through the cooperative efforts of national governments and NGO’s under the auspices of international and supranational organizations like the UN, the international community continues to work towards achieving the Millennium Development Goals.

Overview of the Exercise

For the purpose of this exercise we are to imagine that the UN has announced that it will be supporting specific projects aimed at addressing particular aspects of the Millennium Development Goals. A special UN committee will be holding a conference at the Salzburg Seminar on Wednesday, March 1 at which they will hear proposals for innovative projects which will address specific aspects of the Millennium Development Goals. NGO’s with prior experience in designing and implementing developmental projects are invited to present project proposals to the

committee. The UN Committee has asked for proposals for projects that will address one of the Millennium Development Goals and focus on at least two different countries.

On the first full day of the ISP session there will be a short orientation and overview of this exercise after which students will sign up for the group which they would like to be a part of. Sign up is first come, first serve. There will be 5 groups with 8 students per group. Each group will also be assigned a faculty advisor or Seminar staff member whose main role is to assist in getting the group initially organized and to act as a 'helpline' during the course of the week. Faculty advisors are not there to provide answers. The developmental goal and the two focus countries are assigned to each group. It is up to each group to invent the organization which they represent. (See the guiding questions below for more information on this.)

Based on some brief research of the developmental goal which the group is addressing and the specific situations of the countries in which the group is trying to achieve the goal, each group will design a project that will effectively and efficiently address the group's developmental goal. The project should be easily adaptable to the two geographic target areas on which your group is focusing.

Each group should work collectively during the week to create their project proposal. On the evening before the last full day of the session each group should turn in a project proposal based on the template provided. On the last full day of the session each group will present their project proposal to a committee of UN representatives which will be played by faculty advisors, session faculty, and Seminar staff. Each group is allowed to have no more than 2 members present its proposal. Each presentation should last for approximately 8-10 minutes with 5 minutes for questions.

Groups should refer to the list of guiding questions at the end of this handout to help them focus their efforts.

Format

Each group should invent an organization which they represent. This part of the project takes some creative thinking about what type of organization would be best suited to develop and implement a project that addresses a specific developmental goal in two different countries. Groups should also consider what type of organization might seem most attractive to the UN committee.

Each group should design a general project to address their group's particular developmental goal. The general theme and scope of the project should then be refined so that it fits within the political, social, and cultural context of each of the assigned countries. This means that at the end of the week each group will have one general project and two country specific versions of that project: one for each of the countries in which the project will be implemented.

Projects should be designed to be implemented in the short-term but to have long-term impact. For example, the direct involvement of the group that implements the project should be no more than 2 years but the project should be designed in a way

that it can be either self-sustaining or sustainable with very limited additional external resources after the initial project time is over.

Projects should be designed in a way that involves local entities (civil society or NGO's, government entities, the private sector, etc.) as much as possible. Projects should take into consideration the unique political, social, and cultural situations of the focus areas

Projects should be designed in a way that is cost-effective. In order to keep the financial aspect of this scenario manageable, we are **not** asking each group to present detailed budgets for their projects and we also do not want groups to be too concerned with the financial details. Groups should be aware that the financial nature of any project is always relevant and important. However, for this scenario we are leaving the financial aspect ambiguous so that groups are able to focus on some of the other important aspects of addressing developmental goals. Projects should be designed in a way that the judging committee will find financially reasonable. If there are specific questions related to the financial aspect, please alert your faculty advisor or a Seminar staff member as soon as possible so that we can resolve any issues related to this.

At the end of the week each group should have a written proposal based on the attached template and each group will present their proposal to the UN Committee. The oral presentation should be a summary of the group's work during the week. It **should not** be a simple reading of the written proposal. Groups are allowed, **but certainly not required**, to use powerpoint. If a group does decide to use powerpoint, they should not expect any technical support from Seminar staff beyond projecting it onto the screen.

Also keep in mind that this is not a contest to see who has the best computer skills or who can make the most attractive powerpoint. The quality of the **content** and the effective communication of the content is more important than making the presentation look pretty.

Each group's written proposal should be submitted to David Goldman or Easter Wood in electronic format no later than 20:00 on Tuesday, February 28.

The Development Goals and Focus Countries

1. Empower Women through Education (El Salvador and Albania)
2. Combat HIV and AIDS (South Africa and India)
3. Promote the Growth of Small Businesses and Fair Trade Policies (Jamaica and Indonesia)
4. Reduce "Brain Drain" (Ukraine and Tanzania)
5. Reduce Drug Supply (Afghanistan and Columbia)

Guiding Questions

**Note that many of the guiding questions are similar to the information that needs to be included on the draft project proposal

What is Your Group's Developmental Issue/Goal?

This is assigned in a general sense, but each group must provide background information on the developmental goal by addressing the following questions:

- What is the goal or issue?
- What does it mean?
- Why is it important?
- How can you measure it?
- Who does it affect? (be careful on this one as there may be multiple answers with some being more obvious than others)
- What are some of the general strategies for addressing this goal?

Who Are You?

Define the organization that your group represents.

- What prior experience does your organization have in developmental projects and what experience does it have with your topic in particular?
- How does your organization operate? With what other entities do you work? From whom else do you receive funding?
- What is the grounding philosophy of your group? Are you a religious group, a politically affiliated group, etc.?
- Are you a nationally based group? If so, with what country are you associated?
- Or are you an international organization?

In some ways this is easy because you are allowed to make up the answers to all of these questions. However, you should think how the answers to the above questions will affect rest of the scenario? Hint: By paying careful attention to how your group defines itself and the implications of that definition, you can make other parts of the exercise more or less complicated for yourself.

Which Countries are you Dealing With?

Provide some brief background information on each of the two countries on which your group is focusing.

- What are some of the important aspects of the country's history, culture, social structure, and political structure?
- How do these features relate to or affect the objective of the developmental goal which your group is trying to achieve?
- What aspects of each country's history, culture, society, and political structure could be built upon to make a developmental project more effective?
- In what ways might these things present difficulties or challenges?

What Project(s) does your Group Propose?

Provide a brief overview of the project and then provide specific details of how the overall project will be adapted and implemented in the context of the various countries.

- Describe the project(s)
- How will they be administered?
- How long will they last?
- Who will carry out the work?
- What happens when the project ends? Is it sustainable?
- How will the project's success be measured?
- How will you create 'buy in' of the local communities which the project should serve?
- What are the potential threats to the success of the project and how have they been addressed?
- Are there any potential negative 'side-effects' of the project and if so, what precautions will be taken to minimize them?
- Pay close attention to the changes that need to be considered as you adapt your project from one country to another.