



HWVA: (Holistic Worldview Analysis)

A strategy for Community Engagement & Empowerment

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The HWVA strategy is an Innovative, Integrated, Holistic community development strategy that focuses on engaging and empowering communities to build and strengthen their Survival strategy so that they are able to solve most of their own problems.

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Abstract: *The HWVA (Holistic Worldview Analysis) strategy is an integrated program that engages closely with all aspects of a community to understand its survival strategy and then works towards strengthening it, so that the community is able to solve most of its own problems. This concept engages with community, building on the ownership and capability they already have. The core principle in operating the HWVA strategy is to work with an identified community and find out what their 'survival strategy' is. This is done through first identifying and tracking its revenue stream, the range of problems it encounters, and the future uncertainties they encounter. All these streams of information go towards developing the Holistic Worldview Analysis or the HWVA of the community, and thus identifying the development priorities that need to be addressed to strengthen the Survival strategy of the community- The Empirical and Supernatural aspects of it.*

Development activities start off in the community with the community's own resource persons leading the process and an external facilitator acting as a catalyst and technical support, encouraging the process and helping solve consensus related problems when they arise. The local recipient community is kept actively engaged in the assessment, analysis, planning, designing, implementation and assessment of the progress of the project. Special efforts are made to de-mystify monitoring and assessing tools so that the community is able to take over greater ownership even of that process. This leads to a comprehensive and integrated development project that is designed to work in and with the community as the chief stakeholder. The first and most important impact to measure therefore is the extent to which the Survival Strategy of the community has been strengthened. The HWVA strategy must operate within the larger W3P7 strategy to ensure Integral mission.

The HWVA Strategy:

The HWVA tool helps in identifying and profiling a community's survival strategy and gives clear indications of how to engage with it to build capacities and reduce vulnerabilities so that the community is then empowered to solve most of its own problems.



Definition & Description: *The HWVA (Holistic Worldview Analysis) strategy is a Holistic development strategy that engages closely with a community to understand its survival strategy and then works towards strengthening it, so that the community is able to solve most of its own problems. While this concept should excite most people by the way in which it engages with the community, building on the ownership and capability they already have; it often doesn't find common ground with those that believe that development is a top down process.*

The use of the HWVA strategy is part of a larger overarching strategy called the W3P7 strategy which is a Holistic and integrated development program developed by the author for Integral mission. The core principle in implementing the HWVA strategy is to work with an identified community and find out what their 'survival strategy' is. This is done using the HWVA tool. The HWVA tool consists of first identifying and tracking the community's revenue stream and also looking at the range of problems they encounter. Both the revenue stream and the problems that a community faces fluctuate with the future uncertainties they encounter; so this becomes the third dimension that is explored and understood. All three of these streams of information go towards developing the Holistic Worldview Analysis or the HWVA of the community. The HWVA tool was developed by the author in the early 2000s after field testing it in multiple countries and contexts. Once the

HWVA of the community has been determined, it forms the core of the development program, because the HWVA is a visual snapshot of the 'survival strategy' of the community.

The work of engaging with the community in a new area, involves first identifying the community's own resource persons. These are essentially members of the community that have a special concern for their community. They are ordinary citizens from that community and may or may not have an official position in it, but they are definitely people whom the community values and respects. The process is initially facilitated by an outsider who is well versed with development strategy and participatory development. Ultimately, the community takes over the process. The external facilitator enables the following through active community engagement:

- Identify priorities for development through the HWVA and number them for future tracking (the priority ranking once established at the beginning of the project (baseline), becomes the final code for the rest of the project).
- Help analyze each of the development priorities to see if they are 'capacities' or 'vulnerabilities' and coding them green (capacity) or red (vulnerability).
- Establishing a development response plan for each development priority and based on the impact it will have on completion, slot it under one of the three impact objectives as appropriate (Promote Holistic well-being, Prevent disease and mitigate disasters, and provide an appropriate intervention to alleviate an immediate problem).
- Enable the development of a Gantt chart to plan the activities through the calendar year and from which it is very easy to calculate costs and develop a budget.
- Help the community identify and mobilize resources to support the development plan.

Once this core information has been developed, the information is displayed at a prominent place in the community (clinic/office/meeting space) and all members of the community are encouraged to study and understand it. Sometimes the community uses a big banner to display the HWVA, while others have it on a poster, or painted on the wall of their meeting room. Development activities then start off in the community with the core group leading the process and the external Facilitator acting as a catalyst and technical support, encouraging the process and helping solve problems when they arise. Even if the leadership group changes over a period of time (1-3 years), care has to be taken to ensure that the leadership core is populated by active members. New members are trained by older ones or by the external facilitator on how to carry out the following:

- Livelihood or revenue analysis
- Problem or Challenge analysis
- Uncertainty analysis
- Holistic Worldview Analysis (HWVA)
- SSEI (Survival Strategy Empowerment Index)
- CCEI (Corporate Community Empowerment Index)
- VCI (Values Change Index)
- And documenting progress against plan of action

Philosophy and Development framework: The core Philosophy of the program is the recognition that every community has its own development priorities and that good development practice must recognize this and engage with the community to enable it to carry out its own development priorities. When this is

done correctly, there is ownership of the goal and process remains sustainable. When the goals are achieved, and even when the community is moving toward achieving them the community gets empowered. An important principle in the process of engagement with the community is to always be conscious that the external facilitator facilitating the development 'is participating with the community in its development priorities' and not vice-versa. Interventions therefore are only in the areas where there are shortcomings of technology, or resources or skills. For the first phase of the project, if a program is not a part of the community's survival strategy (as portrayed by the HWVA) it is not taken up for development. These resources in a rural project are usually, land for agriculture and households, water, forests, livestock, grazing fields, etcetera. The community then identifies skills that they have to interact with the stock of resources to produce livelihood in alignment to the stake holders' (the original residents of the community) interests. When skills from within the community itself (innermost circle of the HWVA- showing what the community controls) are inadequate to effectively utilize community resources, they enter into informal partnerships with "outsiders" to make up for the inadequacies. This is seen very clearly in the second circle of the HWVA, related to the areas controlled by outsiders. This process is referred to as an emergent survival strategy, with additions continuing to take place progressively. As this survival strategy emerges of course, there are then areas that the community is unable to find 'outsiders' to help. All it does then, is add the 'supernatural' to the mix of partnerships to 'take care of the gaps in the survival strategy'. (The 'supernatural' dimension consists of the 'local gods, spirits and the community's ancestors'). Since they have no other options, this then becomes the survival strategy of the community and is reflected in its worldview. While this emergent survival strategy may seem 'strange' to outsiders, it is a very real thing to the community – a combination of relationships, permutations and combinations of the empirical and supernatural world to make up their survival strategy. The 4 'S's thus complete the integrated and holistic survival strategy of the community that can be seen reflected at a given point of time in the HWVA (Holistic Worldview Analysis) of the community. Development agencies must recognize and understand this reality of the community to be able to engage with it effectively and address issues of transition. *(For more details go to: <https://www.youtube.com/watch?v=IQnZ3PTi87w>)*

Core components & Critical characteristics:

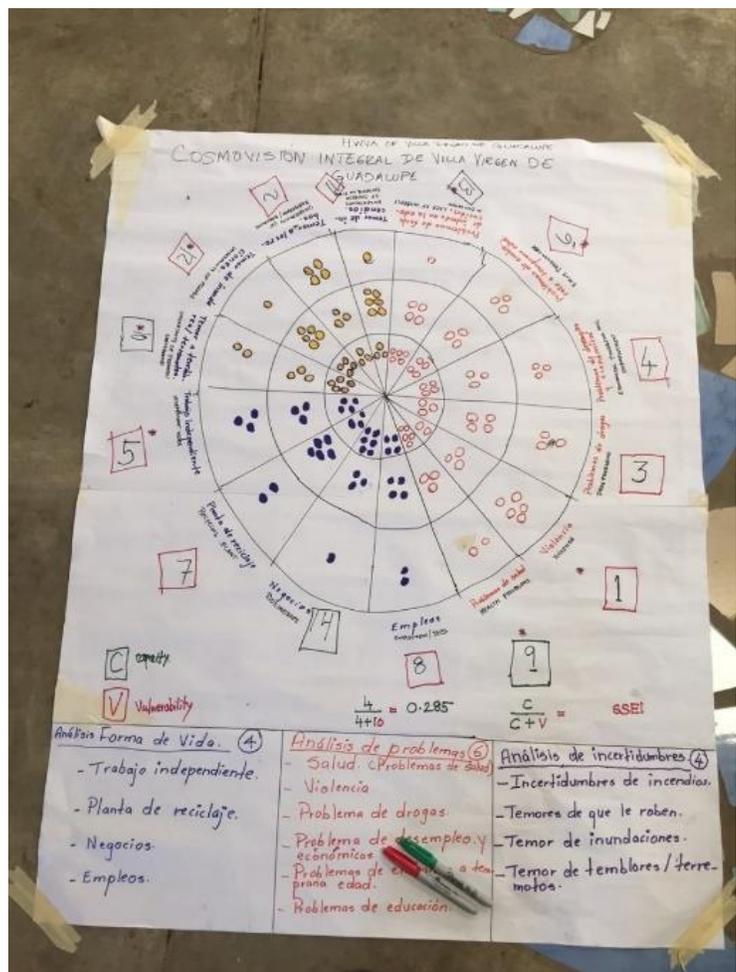
The HWVA is therefore a core component of the process. In launching off a program in a new area, the first thing that is carried out is a HWVA. This is done, as mentioned earlier along with the core group who must become very familiar with the technique and share it with the rest of the community. After the HWVA is developed and the development priorities are identified, responses for each of these are identified by the community with support from the agency facilitating the process, and this is then developed into a log frame with activities and outputs. From the activity list a simple Gantt chart is developed to show when various activities will take place and from this the budget is determined. The impact objectives for the program cover three key areas namely:

- Holistic well-being and Livelihoods security promoted
- Diseases prevented and impact of disasters mitigated
- Appropriate external intervention introduced to solve an immediate problem so that the program gets a boost to start off. While the 3 impact objectives generically are the same for every program the development priorities that result in achieving these extremely generic impact objectives will vary a great deal based on the needs and context of the community where the program is being operated. From the time when the program starts, the community is also shown how to 'measure all that matters'. Like everything else that has been mentioned as being a critical component of the program, tracking

progress and the ability to analyze progress or the lack thereof is also critical. Each success brings about greater community engagement and empowerment. The community leaders soon begin to recognize what is important for their progress and even start learning to say “no” to things that don’t help them strengthen their survival strategy. They thus become active engagers and planners rather than passive recipients. The leadership core is also encouraged to be on the look-out for resources to resource the development plan. It is for this reason that care must initially be taken to keep the program budget as small as possible so that it operates on ‘demand pull’ rather than ‘supply push’ as with several top down programs. When all these precautions are taken to ensure that the core components and critical characteristics are addressed, the program grows and blooms to the fullness of its potential.

Strategy for site selection, process and identifying development priorities: Site selection is a very

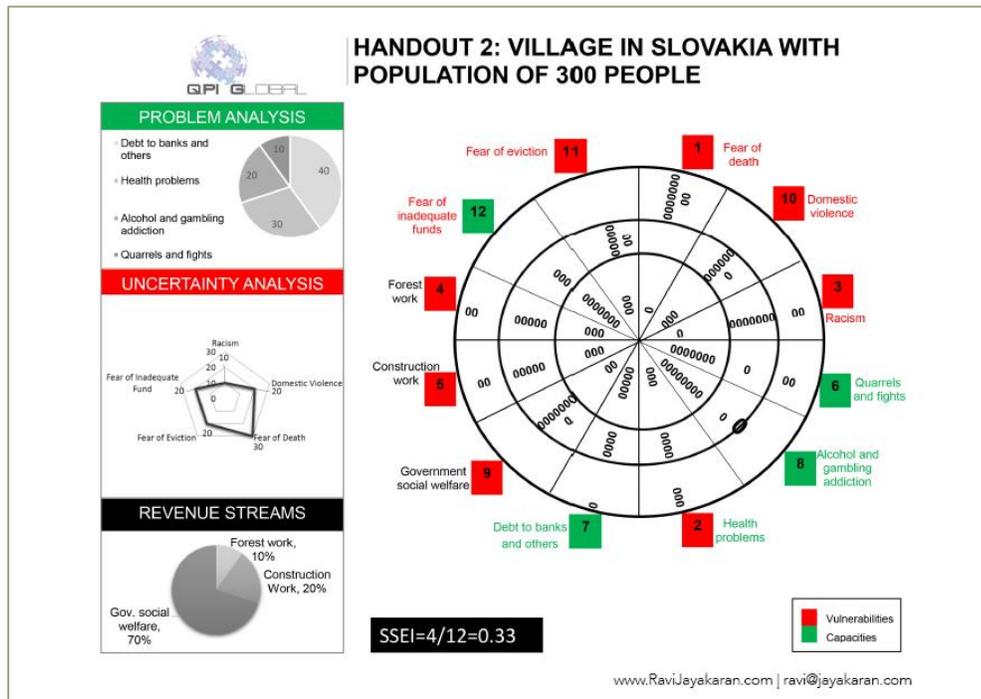
important part of the process and this is where alignment takes place with the facilitating organization’s priorities. If an organization focused on Health, it should chose to identify its program in areas where there is high disease incidence. Alternately high poverty, low or sub-standard infrastructure, and places that are generally marginalized and neglected could be other areas of focus. Such places are also areas where there are unreached and underserved people groups. A very important thing to realize is that the context of each community is different hence the response program cannot be like one produced by a cookie cutter. Once an area is identified for a potential project to be launched, the most strategic community in the area is selected, and an initial reconnaissance visit to meet the people is initiated. The community leaders are met with and the strategy and concept behind the program are explained to them. If the village or community is interested in working with the organization initiating the program, they are asked to identify a ‘core



group’ of persons from among them who are all residents there and key stakeholders in the development of their village or community. This core group then becomes the leadership core or the first interface group that the initiating organization works with. The facilitator should be familiar with the strategy and well versed in participatory development. The first task undertaken as a group (core group and the external facilitator) is then to carry out a needs assessment. The group is trained on how to carry out the assessment and this is then carried out in the village. The participatory tool that is used is referred to as the HWVA (Holistic Worldview Analysis). The precursors to this exercise are:

- A **problem analysis** of the community as a whole
- A **livelihoods analysis** or revenue sources in the community to determine the sources of revenue
- And the **uncertainty analysis**, which helps us understand fluctuations likely to occur in the community's revenue, changes in the status of the problems that the community faces and the risks that the community faces with reference to its survival strategy.

The components of these three exercises then go to form the HWVA as can be seen in the example on this page. The diagram shows the HWVA of a community (right 2/3 part of the diagram) while the left side of the diagram has the information generated from the three precursor exercises namely the Problem analysis, the

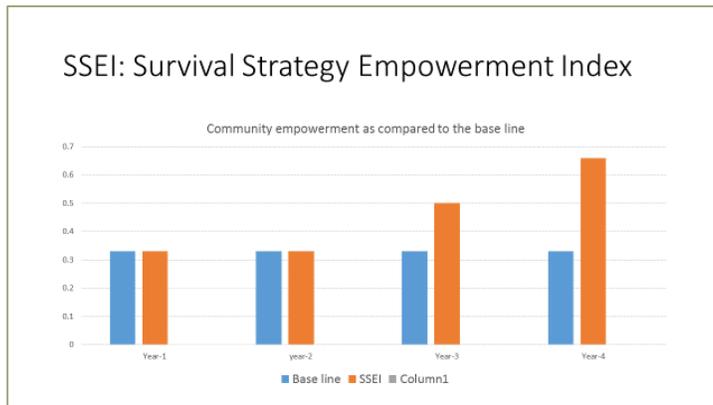


Uncertainty analysis and the Revenue streams (Livelihood analysis). The HWVA is a visual snapshot of the survival strategy of the community and captures the 4 'S's mentioned earlier (the Stock of Resources, the Skill base, the Stakeholders interests and the engagement with the Supernatural in the community). This single comprehensive diagram shows the major driving force behind the community's survival strategy. Community

development essentially involves engaging with this survival strategy to strengthen it. Since this is what the community has been trying to do as a corporate whole, everything done to strengthen the survival strategy of the community serves in empowering it.

Impact and Impact objectives: The first and most important impact to measure therefore is the extent to which the Survival Strategy of the community has been strengthened. In the example of the HWVA of a community from Slovakia, one can see the development priorities listed from 1-12. (This of course will vary in number from project to project, depending on the local context). The HWVA above shows the 12 development priorities in little boxes either colored green or Red. Red represents 'Vulnerability' while Green represents 'Capacity'. The way this is determined is by looking at the three concentric circles for each pie segment. The innermost circle is what the community can do on its own. The second outer circle is what it depends on outsiders for and the outermost circle represents the 'gap' between what needs to be done and what is able to be done by the community with the help and support of outsiders. When analyzing this therefore, the seeds in the innermost circle represent the community's current capacity. The seeds in the outermost circle represent the current vulnerability, and the second circle represents future vulnerability. In determining whether each sector (represented by the development priorities – in this case 12 of them) is currently a capacity or a vulnerability, we do this by calculating the total number of seeds in the inner most circle and comparing it to the total of the two outer rings for that sector or pie segment. If the total of the inner most segment is more

than the total of the two outer segments, then it is marked as a 'Capacity' and shaded green (see 6, 8, 7 and 12 above). If, on the other hand the total of the outer 2 segments is more than the total of the inner most circle, it is considered a 'vulnerability' and marked red (see:1,11,10,3,2,9,5 and 4). The SSEI (Survival Strategy Empowerment Index) is determined by dividing the number of greens (4-in this case) by the total number of development priorities (12 in this case). So, $4/12=0.33$ is the SSEI for this particular community. The date when the exercise was conducted gives the status of the SSEI at that particular time. Hence the SSEI for the above community is 0.33 in that particular year. The exercise is conducted on an annual basis to check the



progress, and see if the number of sectors where the community has 'Capacities' has increased. The SSEI for each year then becomes a consolidated figure of progress and can be depicted on a graph as shown in the diagram below, tracking it over the years, and using the base line as a reference point to measure progress:

The progress for each of the development priorities (12 in the above case) can also be tracked on an annual basis for just that develop

priority alone for the length of time the project has been operational. Positive progress is manifested by an increase in the Community's control on that sector, and progressive reduction of the gap and a progressive reduction in the dependence on external support. Dependence on outsiders beyond the very initial phase is not very conducive to sustainability, so while tracking progress, if one sees a tendency for dependence to continue it is an issue for corrective action by way of changes or modifications in the program.

Besides the SSEI, the following additional assessments can also be made to track progress:

- CCEI (Corporate Community Empowerment Index)
- VCI (Values Change Index)
- Improvement in access to primary and secondary education
- General reduction in diseases in the area
- Improved access to safe water
- Improved status of sanitation in the community (freedom from Environmental Enteropathy)
- Accountability standards – such as the Accord network standards of excellence in Integral mission
- For more details see: <https://www.youtube.com/watch?v=46UTLU70KzA> (measuring what matters- ICWM 2015)

This heavy emphasis on ensuring the highest program quality has a definite purpose. And that is, that the quality of the program response for supporting the efforts to strengthen the community's survival strategy have to meet the highest standards. These should be regularly tracked, for as the saying goes, "you get what you inspect, not what you expect!" Regular tracking ensures progress is being made.

As representatives of the Lord Jesus on this earth we are responsible to do whatever we do 'as unto Him'. This brings Him the glory, and also demonstrates to the community that we love them and care for them because God loves them and cares for them. When this is on track we are in alignment to complete all aspects of the W3P7 strategy.

The larger W3P7 strategy: Integral mission is about *demonstrating and proclaiming the gospel*. One without the other makes it incomplete and ineffectual. As evangelicals, proclaiming the gospel comes easily to us. Soon after we are born again, we set out to proclaim the gospel and lead people to the Lord. However, especially when we engage with the poor and marginalized and unreached, if what we proclaim is not backed up by how we demonstrate the love of God, all we say sound like empty words. It is beyond the scope of this paper to go into too much detail about the W3P7 strategy, however, engaging in integral mission in the community has to be within this larger strategy or the development of the community only based on its survival strategy will remain confined only to the empirical. The following link has a few more details on the strategy: <https://vimeo.com/120434059> (Integral mission and the W3P7 strategy/Empowerment/ sustainability)

What does W3P7 stand for?

W3:

- Works
- Word
- Wonders

P7:

- Strategic **Prayer** for the community (4 level)
- God's **people** on the ground
- **Prayer** for healing of the land
- **Plan** of action implemented
- **Powers of darkness** confronted
- **Partnership** with the local church
- **Partnering with God** in what He is doing

As the W3 P7 strategy gets into full action transformational changes will start happening in the community due to Integral mission and more people will come to know the lord and be added to the local church in the community. The best part of this new addition will be that the new converts will be balanced disciples whose empirical and spiritual lives will be in balance. These balanced and integral disciples will be best suitable to bring others like themselves into the body of Christ. As they grow in numbers and multiply in influence, so does the CSI (Continuous Significant Impact) of the movement.

About the author: Dr. Ravi I. Jayakaran has well over three decades of experience in poverty reduction and strategic development programs. He is currently the Senior Associate for Integral (Holistic) Mission for the Lausanne Movement. Dr. Jayakaran has worked in senior management positions in the corporate sector, with International NGOs, the Asian Development Bank (ADB) and the UNDP. He has lived and worked long term in India, the Kingdom of Cambodia, Peoples' Republic of China and the United States and provided technical support in more than 22 countries across Asia, Africa, Latin America, Europe and North America. He has worked on issues of Participatory Development, Poverty Reduction, Impact of Regional Economic Integration, HIV-AIDS Programs, Street Children Support Programs, Human Trafficking Prevention, Rapid Needs Assessments, Corporate Social Responsibility, Evaluations, Capacity Building, and Integral Mission. Dr. Ravi is based in Decatur, GA, USA with his wife Vimla. He and his wife Vimla recently celebrated their 37th wedding anniversary. They have two grown sons – Amit David Jayakaran and Rohit Jonathan Jayakaran. Dr Ravi Jayakaran can be contacted at rjayakaran@lausanne.org and Ravi@Jayakaran.com . More information on his work can be found on his Website: www.ravijayakaran.com



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