

## Format for left-hand/right-hand column case<sup>1</sup>

(Respond to questions 1, 2, and 4 by inserting the cursor just after the “.” mark and typing. Respond to question 3 by inserting the cursor in one of the cells of the table and typing.)

Name: Jeevan Singh Sahota

1. The challenge or theme illustrated by this episode:
2. Brief statement of context: This episode relates to actual event that took place at an earthquakes reconstruction project that I was associated with about 15 years back. Essentially this involves bloated ego of the representative of a major international donor agency, who took comments of a simple villager personally and saw to it that his house is not constructed with the aid funds that his organization had provided.
3. The conversation

(After each statement by one person, use the **tab** key to go to the next row of cells for the next person’s statement. When you reach the last row of pre-formatted cells, using the **tab** key will create a new row. Putting each statement in its own cell will improve the formatting when the case is printed.)

<u>My Thoughts and Feelings</u>	<u>What We Said</u>
Why this guy from the donor agency should involve himself with the nitty-gritty’s of the field project. He appears to be new to participatory project processes and seems to be very impatient and insensitive.	<p>After the brief altercation that took place during a project review meeting, where this villager-an identified beneficiary of the earthquake reconstruction project was present and disagreed with some of the views expressed by this representative of a major international donor agency.</p> <p>Me: Any ways, disagreements are part of life and let us resolve this issue. I am sure, we all can resolve the difference of opinion amicably.</p> <p>Mr. X: No, I don’t want to resolve any thing. I am providing so much financial support to these villagers, who would otherwise be sleeping in the open, as they are doing forever. They should</p>

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<sup>1</sup> Developed by Action Design, Inc. Go to [Action Design.com](http://ActionDesign.com) for more details on productive conversations and reflective practice.

	<p>know how to behave with people. Hey Project Manager, This project would only go forward if this idiot is removed from the beneficiary list</p> <p>Myself: aum, but sir, the list has already been approved by the district coordination comminittee....</p> <p>Mr. X: Do I need to speak to you in English/ Did you hear me what I said?</p>
<p>Mr. X is taking to things too personally and is visibly very angry and this would derail the reconciliatory process that is underway with other aspects of the project.</p>	<p>Villager: respected Sir, with due respect, I would like to apologize was only expressing my heartfelt concerns</p> <p>Mr. X kept murmurings some thing and left the meeting...</p>
<p>My God, what is going to happen to this project. How am going to face this poor villager. He was the first person to tear down whatever was remaining of his house after it was badly damaged by powerful earthquake... He did all what I had asked him to do so... Oh my god! ...</p>	
	<p>....The meeting abruptly ended. This poor villager never got his house reconstructed. Whenever I visit this village, I find it difficult to face this person.</p>

**4. Lingering concerns, puzzles, or questions:**

To what extent, the personal authority, whims and fancy and bloated ego should be allowed to affect grass root level development projects especially projects which are sensitive in nature such as this earthquake reconstruction project, by representatives of donor agencies. Whether should I have protested and sacrificed whatever money that was available and risked the fact that many houses that were finally constructed would not have been constructed at all?

When you are finished, please post your case. **Please bring 4 hard copies of your case to class.**