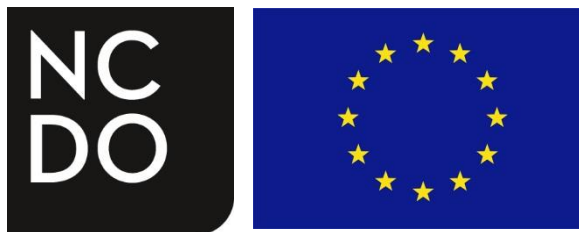


E-Motive: The
South African
perspective
2014



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1. Introduction

As part of Oxfam Novib's E-Motive programme (funded by the EU as part of the Development Education Call), NCDO is researching the effects of the E-Motive exchanges. Within this programme, NGOs and CSOs in The Netherlands, Poland and Spain exchange knowledge with organisations from the Global South (Africa, Asia, South-America) to learn from each other about solutions for local and global issues, such as safety, social cohesion and food security.

Within E-Motive, initially the emphasis was placed on 'learning from the South', to offer an alternative to the traditional power imbalances in development cooperation. In the first year of the research, the effects on the Northern partners were the central topic: To what extent (and how) does the exchange program affect the Northern participants' behaviour, attitude and knowledge about global interdependencies and the effectiveness of development cooperation in addressing common global issues?

After a year of research, it became clear that the effects in the South were based on assumptions, and that empirical evidence was lacking completely. E-Motive wants to develop itself into a new model for development cooperation, in which cooperation, equality and mutual inspiration for solving global problems are central. This makes insight into the effects of E-Motive in the South urgent. E-Motive wants to involve the South more at strategic level and wants to offer partners worldwide an online platform where knowledge can be shared. E-Motive needs to know if and how Southern partners want to be involved at these two levels.

In this way, the research contributes to the development of E-Motive towards a new model of development cooperation, co-created by 'developed' and 'developing' countries: a worldwide network in which people work together to solve global and local issues, with equal voice and participation from the South and North.

In this report, we share the results of our visit to six South African partner organisations that once took, or are currently taking, part in the E-Motive programme.

Research questions:

- How do Southern partner organisations view E-Motive?
 - What do they understand E-Motive to be?
 - How is their relationship with the programme?
 - What has their experience with E-Motive been like?
- Do Southern partner organisations feel a need to be part of decision-making at strategic level of the E-motive programme?
- What, according to the Southern partner organisations, are the preconditions for a successful global E-Motive network? What should the organisational structure of E-Motive look like?
- What would the Southern partner organisations see as the ideal E-Motive?

Below, in Chapter 2, is a description of and reflection on our methodology.

Chapter 3 (Results) covers the data collected to answer the above research questions. In Chapters 3.2-3.3, the Southern voice sheds light on how E-Motive has been working until now. In 3.4 and 3.5, we look forward: what are the needs of the Southern partners with regards to E-Motive, and what could a global network look like?

2. Methodology

2.1. Description of Methodology

Selection of partners

Out of eight E-Motive partner organisations in South Africa, six were invited to take part in a workshop by mail and telephone. This selection was made based on logistical arguments: three organisations were based in Cape Town, and three in Johannesburg. Of the other two, one was in Durban, and the other had not responded to the survey sent out earlier and therefore it would not be suitable for them to take part in this additional study.

Each participating organisation was asked to invite any other colleagues who were or had been involved in E-Motive.

Grouping of partners

In cases where only one person in an organisation was involved in E-Motive, pairs of organisations were formed. These organisations also collaborated outside of E-Motive and knew each other well. The remaining two organisations were interviewed separately. In this way all workshops had 2-3 participants.

Workshop structure

The structure of the workshops is presented in [Appendix 1: Workshop Structure](#). In brief: each workshop began with a short introduction round where all participants including the researchers briefly introduced themselves. After this short introduction participants were asked to draw their understanding of E-Motive on paper. These drawings were then discussed. The next part consisted of asking participants to summarise the effects of E-Motive in (approx.) one word, and a discussion of the chosen words. The third section covered the needs of the partner organisation: did they experience a need to be more involved in E-Motive at strategic and network level, and if so, what are the necessary conditions for their desired involvement? The last section would consist of looking to the future: what would the global network of E-Motive ideally look like?

We followed this structure for the first two workshops. The input we received in these workshops was rich enough to allow us to let the last two workshops take the form of informal interviews. This way, we were able to build on the knowledge gained from the first two workshops and reach a deeper level of understanding than we would have, had we insisted on sticking to the workshop structure.

Analysis

The meetings were recorded and minutes were taken. After each workshop the two researchers discussed the conversation, summarizing the main findings and reflecting on the process. This report was written in the weeks after the researchers returned from South Africa.

3. Results

3.1. Sample

The sample consisted of 11 participants (7 male, 4 female) from six different organisations. The six people we had invited directly, had invited anywhere between 0 and 2 other colleagues or stakeholders. Hence the composition of the workshops was as follows:

- Workshop 1: 1 organisation, 3 participants (3 male)
- Workshop 2: 2 organisations, 3 participants (2 female, 1 male)
- Workshop 3: 1 organisation, 3 participants (1 female, 2 male)
- Workshop 4: 2 organisations, 2 participants (1 female, 1 male)

Two of the participants (participants 6 and 11) were part of the partner organisations, but had very little experience with E-Motive. Their answers are therefore featured in this report only marginally.

3.2. Understanding E-Motive Up Until Now: The View from the South

This section describes how the participants view E-Motive. What do they understand it to be?

For three organisations the involvement with E-Motive began recently (in the past two years), for the other three the exchanges had taken place more than four years ago. Some of the older partners had some trouble recalling the relationship in the beginning. Not only because *“it was a long time ago”* (participant 7), also because *“we never experienced E-Motive directly, it was always through our Dutch partner”* (participant 4).

Perhaps partly due to that, a mixed image arises of the participants’ understanding of and relationship with E-Motive. The philosophy of bringing organisations together to learn from each other across the North/South divide comes forth in several cases (see Figure 1).

“The smaller circles represent communities, societies... the bigger circle enables little pieces of the puzzle on different continents and countries to connect together and be part of the bigger picture. We have common goals, we are part of a global community, they need everyone to work together to achieve the goals” (participant 3).

Another important aspect of the relation seems to be the funding provided by E-Motive. To portray his relation with E-Motive, Participant 1 drew the moment he received *“plane tickets to go to The Netherlands”* from E-Motive (see Figure 2). Although Participant 2 drew *“individual partners connecting with each other, and the connection is shared learning”*, he added that *“resources not available in the South can be shared”*. Those resources can be financial/material but also immaterial, he explained. As Participant 5 confirmed independently: *“It was all catered for... If we needed so much money it was granted”*, and *“We just don’t have the capacity for recording that the North seems to have”*. Although Participant 4’s understanding of E-Motive was *“the middle man between North and South, taking the experiences from both and making sense of it, and not speaking down to the people in the South and teaching them, but an exchange”*, the main effect of the exchange for him had also been funding related.

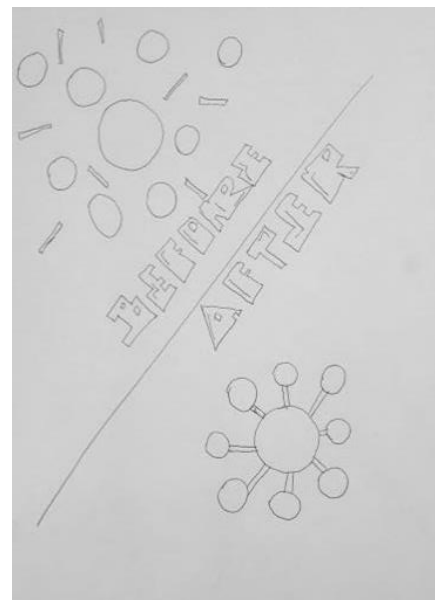


Figure 1 Participant 3’s drawing of his relation with E-Motive.



Figure 2: Participant 1's drawing of his relationship with E-Motive. Underneath, the effects of E-Motive 'in one word' are written image edited to remove the organisation's logo on the participant's shirt

These quotes illustrate how E-Motive is understood both as an organisation with a philosophy, and as a source of funding and capacity building for the South.

In conclusion: E-Motive is seen as a funding body for exchanges between NGOs that want to learn from each other, or in some cases as an organisation aiming to connect North and South. Although the philosophy of E-Motive is well understood by all, more important for them is the fact that E-Motive provides funding. There was no indication that the philosophy had been an important reason to join.

There is no clear division between new and old partners, though for older partners it is more unclear who/what E-Motive really is.

3.3. E-Motive and Global Learning: Experiences with and Effects of the Exchanges

The conversations about the exchange process and its effects indicate that even while the process was tough in some cases, the exchanges all had beneficial consequences. The effects include personal change, financial support, capacity building and learning, stronger connections to the Dutch partners and understanding of the Dutch context.

Experience-wise, earlier exchange partners seem to be less positive about the exchanges, focusing on the limitations of the funding they received and how policies were sometimes an obstacle to the exchange. *"I think it was just that we had the money to do what we do, if I'm honest,"* said participant 4. *"It was a very conflictual relationship [...] they did not pay us for our time there. It seemed like they did not want to learn from us, but to show us what they were doing"* (participant 7). The latter participant expected to be paid consultancy rates. However, the older partners do confirm E-Motive's idea that the exchanges also brought them exposure in the North, and in some cases the relationships have helped them gain funding:

"The EU is our main funder at the moment, it gave us our core funding for the past 3-4 years. The funding was applied in collaboration; the fact that we have a connection with a Dutch NGO made it easier. They [the EU] look for a partnership, three organisations working together on a common goal. Also there's perceptions about African NGOs and management of resources and the fact that the money is channelled through The Netherlands gives them a sense of security, they've got control of it within their borders" (participant 1).

New partners mentioned effects such as stronger connections between Northern and Southern partners (see Figure 2), life changes (being invited to The Netherlands led motivation to keep growing as a person due to confirmation of self-worth), expanded network and an opportunity to learn new things, either about the Dutch context or about a methodology. However, *“some of the interactions were good, but they were very superficial”* (participant 10). According to this participant, it would have been good to make agreements about *“what do we really want to achieve, maybe limit what we want to do; do proper monitoring and evaluation”*.

The new partners seem to better be able to think along with us about the future direction of E-Motive, having joined E-Motive at a stage when it was already exploring new directions.

In some cases the connections established through E-Motive were deepened outside of it, but in some cases also connections were made completely independently of E-Motive and then funding was used to visit each other. Hence, some of the most meaningful exchanges were said to have taken place *outside* of E-Motive, because E-Motive’s policies were not flexible enough for the partners to organise in the way they wanted to. In these cases the need of the partners is dissonant with E-Motive’s policies.

In brief, the effects of E-Motive can be:

- Improved access to funds either directly from E-Motive or through the partnership with the Dutch partner NGO;
- Learning (about the Dutch context or about a method)
- Stronger connections with new or existing partners, thanks to the funding for physical visits
- Exposure in the North

However, not all partners experienced all of these effects. They all had different E-Motive experiences. Global learning does not receive prominent mention during the discussions about effects of the exchanges, though perhaps that is because we asked what the effects had been for *them*, not *generally*. Had we asked about the effects for them and their partners, for example, mutual learning might have received more attention: global or mutual learning is not an effect for an individual or for an organisation, but a more general effect that takes place between international partners.

Though the experiences of these six organisations differed, we can identify several trends: the exchanges are perceived to be most valuable when the learning goals are clear and the partners know each other well before the exchange visits take place. This ensures the interactions are meaningful and valuable. It is suggested that partners meet face to face to be introduced to each other and to agree on mutual learning goals, or that partners who know each other already because they do similar work, are given funding to exchange, with the condition that they monitor and evaluate. Alternatively, it is suggested that E-Motive publish calls for proposals for exchanges, and partners who see these as relevant opportunities will apply. This way, the exchanges are more likely to be meaningful.

3.4. A New E-Motive: The Needs, the Roles

3.4.1. Is there an interest/need for strategic involvement?

When asked whether they feel a need to be involved at strategic level, participants weigh the pros and cons. Although their time and resources are limited and they are therefore hesitant to commit to *“more work”* (participant 4), participants see multiple potential benefits of strategic involvement:

- The policies of E-Motive would become more facilitative of the projects they want to run.
- The focal themes of E-Motive would be more likely to be relevant for them: *“A lot of organisations in the South can decide what issues need attention. For that particular reason, definitely”* (participant 1).
- The ideal of equality in the network would be more likely to be met: *“It’s a wise step to take when you want to be a team player, it has potential to be huge and big”* (participant 3).

- The partners might be able to share their knowledge with each other more directly: *“For me there’s a huge need for the South to be part of decision making. There is a fight in Gaza, if South Africa were to intervene they would have been able to bring peace. We are passionate about certain things”* (participant 2).

Some participants thought about the potential funding they might be able to direct to their project. Therefore they also emphasised the need to ensure that being part of the strategic level does not influence where the funding goes.

3.4.2. What are the needs?

If the participants are to get involved at strategic level, some participants say they need to be taken seriously, to be valued (and paid) for their time, to be able to help set the agenda. All agree that they would require training on the ‘global view’ of E-Motive; what is it exactly that E-Motive would be trying to achieve with this global network?

According to the participants, for the participatory network to be successful, there needs to be a diverse range of voices from the South, South-South connections, openness to new initiatives and grassroots organisations (for which capacity building of small organisations that “ought to join” E-Motive is required), and relationship management between all the participating organisations. Since this is likely to take a lot of time, participants suggest creating paid positions for (an) E-Motive coordinator(s) that can manage the relationships with and between partner organisations (North-South and South-South), connect with new organisations, and advise E-Motive at policy level. The participants all express and emphasise the need to get to know the other E-Motive partners in the South, for example by organising an E-Motive Day (like the yearly one in The Netherlands) in the South as well.

We conclude that if E-Motive wants to be a global participatory network there is a need to involve the Southern partners at the strategic level. Then they need to know more about E-motive, and if it is a lot of work there will need to be an external coordinator for the Southern part of the network. Since the participants themselves do not have much time or resources to invest, and there is a risk of conflict of interest if a potential fund-receiver is involved at strategic level, participants suggest *“you need a person who doesn’t have his own organisational needs”* (participant 5) to get involved at strategic level on behalf of the partners. An example that was given was to let past grant receivers decide who the future receivers will be. In one of the organisations, the suggestion is made to select a coordinator who has the ability to connect all relevant parties: *“it needs to be someone who has experienced an E-Motive exchange; if you want a regional manager it needs to be someone who has understanding of the whole continent. Someone with links in academics, government, and on the ground”* (participant 7). The participants in that particular workshop specifically mention Gavin Andersson of Seriti Institute, who has close ties to academia, government *and* is himself active in the NGO work field.

In the next section, the consequences of these needs for the organisational structure are covered.

3.4.3. Roles: What should the organisational chart look like?

In the workshops, the suggestion comes forward to create regional or thematic managers that could sit on the advisory board. The organisational chart drawn in the first workshop, collectively, looks as follows:

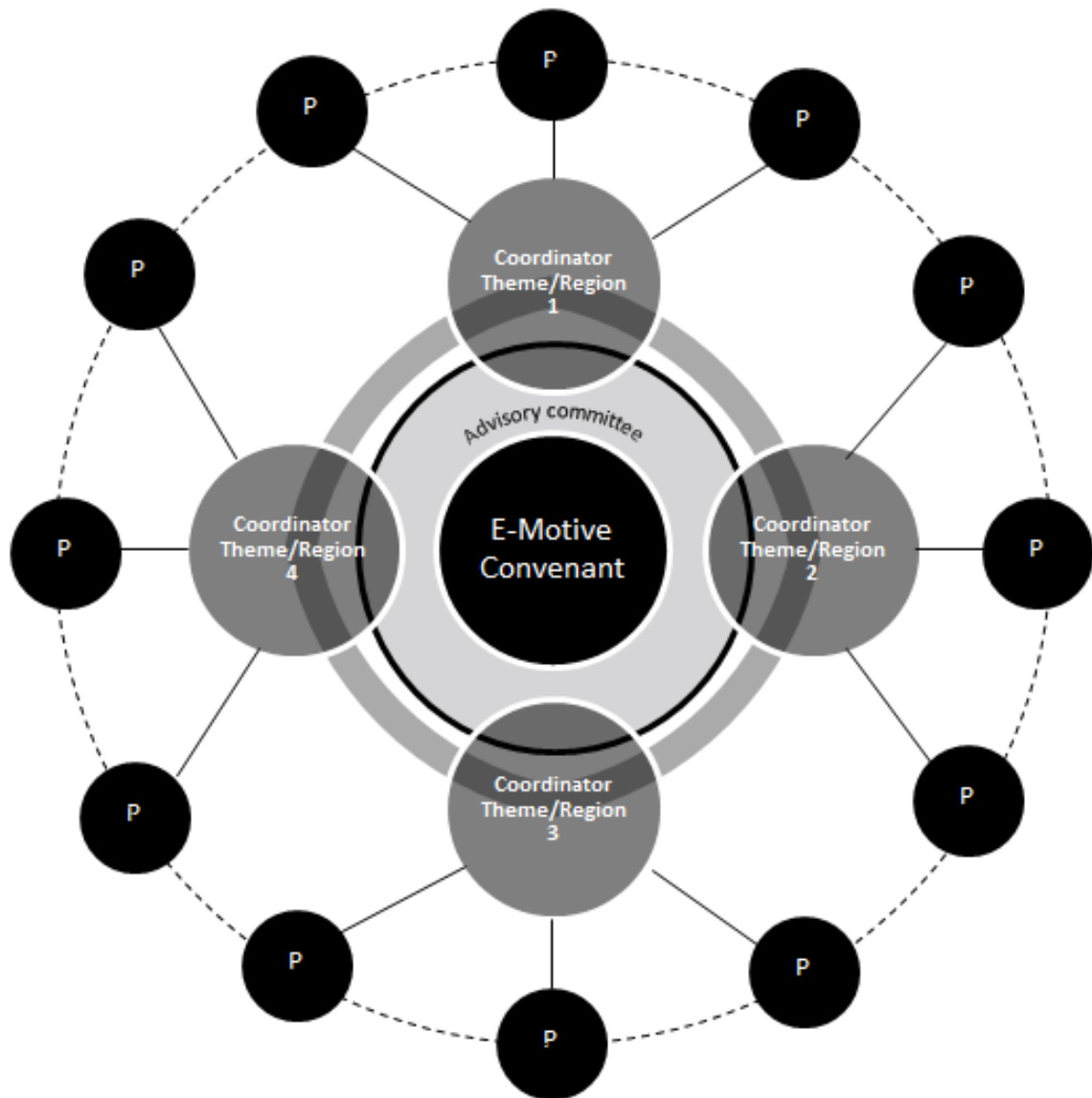


Figure 3: Organisational chart based on drawing by participant 2.

The chart shows that the partner organisations (P) are connected through coordinators (thematic or regional), but are also in direct contact with each other as they engage in shared learning.

In the subsequent workshop, with an older partner, no organisational chart was drawn, but the same ideas emerge. Once the participants in the other workshops and conversations mentioned some sort of representative or coordinator function should be created, we asked them whether they thought this should be a thematic or regional function. Participants have varying answers to this and it remains an unresolved question.

E-Motive as a platform

In this diagram, the E-Motive core team would function as a hub in the network. We discussed whether this could also be done via an online platform. The reactions were mixed. Some participants feel there were already so many platforms, do not really use them, and are not sure how useful an additional platform would be. Participants report already staying in touch with people they benefit from staying in touch with. This raises the question: What is the added value of an online platform? A

potential added value would be to create an international database of methodologies. All participants report being willing to share their methodologies on such a platform, but warn us that some other organisations may not be willing to because of quality control issues. This would be something to consider if E-Motive were to create such a database. One participant suggests linking to existing platforms such as The Communication Initiative, so as not to re-invent the wheel and to benefit from the large community of NGOs accessing that website.

In conclusion, we argue that all partners independently suggest or agree with the idea of working with thematic or regional coordinators, who would strengthen relationships between thematic or regional partners, and would take part in decision-making at strategic level, for example by being on the advisory board. They would need to be able to influence policy-making in E-Motive. Furthermore, the importance of South-South connections is a recurrent theme in all the conversations we had.

3.5. A New E-Motive: Global Network

E-Motive aims to be a global network of organisations sharing innovative solutions to local and global problems. Recently, E-Motive has started to focus on themes it deems urgent, such as quality food and new forms of democracy. How do the participants currently see this global network, and what would it look like, ideally?

Absence of network feeling in the South

The participants do not see themselves as part of a global network. For each of the participating partner organisations, E-Motive has established a single connection with a Northern partner. However, all Southern partners are curious about the other organisations involved in E-Motive, especially those working in their own region and on the same theme. The network in The Netherlands, strengthened and maintained through annual Learning Days and E-Motive Days, has no parallel in the South. South-South learning is seen as more evident than North-South learning: *“A Southern chapter would be about south-South learning”* (participant 10). North-South linking can become sustainable if the reason for the partnership is based on mutually relevant, urgent, and quality learning goals.

Bridging the North-South divide, or going global?

The need to bridge the North-South divide makes some sense to some, but Gaza is considered North by one of the participants who would have wished to help solve the conflict there (while in E-Motive the partners from Israel and Palestine are deemed the ‘Southern’ partners). This prompts the question whether it is better to move to a global network, where links don’t have to be strictly between North and South. This way, organisations can find relevant partners internationally, not necessarily only on the other side of the Equator.

Who should be part of the network?

Multiple participants suggest inviting grassroots organisations, as they are seen as the source of innovation: *“The value of a Southern chapter would be to recognise innovative, out-of-the-box work that arises from two circumstances: 1. Having few resources and 2. Really facing major problems”* (participant 10). This quote highlights the need to focus on *urgent* exchanges and to provide the resources necessary for the exchange to take place, and compensation for the time not spent on the partner’s own project. *“Having a secretariat, you can bring in small organisations that don’t even have the resources to build a website”* (participant 8).

On the other hand, it is unclear whether E-Motive will be able to provide much in terms of funding in the future. If it wants to focus on building a network, it may be better to target those organisations that are well-established and can afford to invest their own time and resources.

Focus: funding exchanges, or building a network?

Participants are divided when it comes to the ideal E-Motive: should it be an organisation providing funding for exchanges, or should it channel its resources into building a network, with the necessary resources given to build a network coordinator position?

Participant 5: *“Ideally, E-Motive would be a network of like-minded organisations working together across different countries, ensuring a blanket of well-meaning intentional individuals growing human dignity and positive living.”*

Participant 4: *“I think the role of E-Motive should be to provide financial support to enable organisations in different regions to network with one another, the exchange would strengthen one another, the goal should be to build a movement to ensure the goals (for example new democracies and food security) are realised. The goal should be to strengthen organisations.”*

Participant 1: *“What would be most valuable is getting to know other organisations, but the funding also was very valuable, just paying for a plane ticket led to all these wonderful outcomes that were mentioned, like ‘life changing’, ‘strengthening connections’... why do you want to change it?”*

Another participant came up with the idea to be a grant-giving organisation posting grants on a platform called The Communication Initiative Network, which has a large body of subscribers. That way, the network would organically grow by attracting those organisations that see exchanges as relevant and urgent opportunities for learning.

According to the participants, the new network should allow for South-South learning and recognising innovation. Creation of a Southern chapter requires resources; this may lead to fewer exchanges, but according to participants, it is better to focus on the quality of the exchanges than on the quantity (better matches, more participation of both partners in setting the learning goals, etc.). Mutual learning is not mentioned in the ideal E-Motive, the urgency seems to be absent. This may have to do with the past selection of exchanges, where there was not thematic focus on urgent issues; focusing on globally urgent themes may be the way forward.

Website

Organisations seem willing to contribute some info for the creation of an E-Motive database, and are curious about who else is working in their field or region. They suggest to make the database filterable per region and field/theme. The Communication Initiative has this function.

As written earlier, some of these exchanges took place more than four years ago. E-Motive has changed since then, and the newer partners seem to be more positive than the older ones. In making a decision around what approach to take in the future, it is suggested we look at the exchanges that have gone well. *“What have we done? What has worked? That’s your starting point”* (participant 10).

4. Discussion

- Are participants in the exchange more enthusiastic about the E-Motive philosophy, while the project officers are perhaps more focused on funding (for obvious reasons related to their job descriptions)?
- These exchanges have been part of E-Motive as it developed. These older partners may not see the value in a global network where mutual learning takes place, because they applied to E-Motive to get funding. Other (newer?) organisations that applied specifically because they wanted to learn from a partner elsewhere, and that were not included in the scope of this study, may be better suited to give advice on how to design this new E-Motive.

5. Conclusion & Recommendations

Participants from the six South African organisations that took part in the workshops and conversations, see E-Motive as a programme that provides funding for international exchanges between NGOs in the North and the South. Although the philosophy of E-Motive (of reverse development, or more recently, mutual learning between North and South) is well understood by all, an equally or more important aspect of their relationship with E-Motive seems to be the funding they received from E-Motive. This is because funding is very scarce in South Africa itself. For this reason, the participants emphasised the need for E-Motive to fund both the exchanges (more fully, in terms of paying the participants who come to share their methodologies, as one would when hiring trainers) as well as anyone contributing to building/coordinating the potential global network in the form of a paid position of regional or thematic coordinators. And because the participating NGOs have limited financial resources and time, it is essential that the exchanges are worth these organisations' while. When having trouble to stay afloat, the exchanges have to be organised around urgent, relevant and high quality learning goals. In conclusion: the Southern partners are interested in continuing with the exchanges, but need to be facilitated.

E-Motive strives to be a global network of NGOs exchanging innovative solutions to local and global problems. The need to focus on innovation is echoed by the participants in the workshop, and it is suggested that grassroots organisations are best placed to offer this innovation. But the global network has yet to be built, as Southern organisations do not know each other, nor the other organisations worldwide that are part of E-Motive. E-Motive is not yet a global network, but a number of isolated North-South connections (and, arguably, a network in The Netherlands). The participants appeared to be more interested in South-South networking and learning than in North-South connections, even though in some cases these connections have led to improved access to funding. The choice to make is: does E-Motive want to connect people in the South with each other as well, or would it rather keep focusing on the North-South connection? And should it focus on including grassroots organisations to foster innovation, or on established NGOs that can help to build the network and co-fund their exchange? Here, too, the Southern partners show interest in being part of a global network, getting involved via a platform and at strategic level, but again, it will have to be worth their time. If they are to take a leading role in building a network, they will have to receive reasonable compensation. To build a Southern network, let alone a global one, requires much time and effort and deserves a paid position to coordinate and facilitate it.

Other questions that have arisen from this study are:

- Southern organisations don't have time to contribute much to the network, just like in The Netherlands their priority is on their own organisation's work. How much proactivity can we expect in terms of them helping to build a network?
- How does the E-Motive core group want the Southern role to look? Due to lack of resources in the South, we cannot count on it that the Southern organisations will start a network by themselves, so we have to take initiative. We have to focus on funding the Southern network if we want that.
- Do we want to strive for Southern chapters of E-Motive? What will be the cost of a Southern chapter? Who would coordinate it, would this be a paid function? Does this mean we also have to narrow down the regions we work in, so that thematic or regional coordinators can cover several regions?
- Should we involve more grassroots organisations, which are seen as the source of innovation, or focus on established NGOs that can help build the network?
- Maybe E-Motive is just a funding body that should set targets for its participants (about communication about E-Motive, for example, as is done in Spain by La Coordinadora).

When answering these questions it is important to take into account that we interviewed six organisations in South Africa, half of which took part in E-Motive long ago. Some of them refer to negative aspects of E-Motive that have since been improved, such as focusing on urgent themes so that the exchanges are more meaningful. We recommend that E-Motive identify the exchanges it deems most successful, and use (appreciative) inquiry to see what E-Motive's role in there has been. That way, E-Motive can build on its strengths.

Other ways of ensuring that the exchanges are meaningful would be to let the partners meet (face to face if funding allows) before the exchange to agree on learning needs and ToR/MOUs, and to focus on themes that urgently require international cooperation. Perhaps the focus can be shifted from 'mutual learning' to 'global issues' to highlight this urgency. Focus on quality of learning by letting partners clarify mutual learning needs; let partners who feel that the mutual learning is urgent and relevant take part, and implementing a good M&E system. In summary, the exchanges can be improved by focusing on relevance, urgency and quality of learning. Looking at past and current successful exchanges (those that have led to network building and global movements to address urgent issues) can help to guide the way for E-Motive in the future.

Recommendation: sign up to The Communication Initiative as soon as possible. Then E-Motive can be both a funding body, publishing calls for proposals on this platform, as well as expand the global network, *and* form a database of international methodologies.

6. Appendix

6.1. Appendix 1: Workshop Structure



PROGRAM E-MOTIVE WORKSHOPS SOUTH-AFRICA

Length	3 hours
Theme and objective	Discuss the role of the South within the E-motive network based on the needs, roles and dreams .

Program

00.00-00.30	OBJECTIVES & INTRODUCTION Why & What of this workshop (Christine) Introduction with cards (Kirsten) <ul style="list-style-type: none">> All participants pick a card that portrays E-motive for them.> All participants tell why they picked that card.> All participants tell who they are and why they are here today. Preliminary results of the study (Kirsten)
00.30-01.10	Round 1 – NEEDS (40 minutes / Christine) Do the Southern partners want to be more involved in E-motive? Why and what are the needs regarding this collaboration? <ul style="list-style-type: none">> All participants write down max 5 needs on a post-it (one need per post-it).> All participants puts the first need on the table; repeat this process until all needs are shared.> Discussion about the needs: Overlap? Surprises? New Insights?> Agreement between the participants on the most important needs (top 3).
01.10-01.20	Break 1
01.20-02.00	Round 2 – ROLES (40 minutes / Kirsten) <ul style="list-style-type: none">>All participants draw an organisational chart of E- motive based on the needs.> All participants explain their organisational chart> Discussion about the organisational chart: Overlap? Relation with the needs? etc.
02.00-02.10	Break 2
02.10-02.40	Round 3 - FUTURE (30 minutes / Christine) <ul style="list-style-type: none">> Let's dream: 5 minutes to write down your ideal E-motive. Don't limit yourself, everything is possible!> All participants share their ideal future for E-motive> Discussion about the perfect future: Similarities? Relation with the needs? etc.

- 02.40-03.00 **CLOSURE** (20 minutes / Christine)
- > What can and do we want to do right now?
 - > Short discussion about the workshop

