

Project for Community-based Entrepreneurship Promotion:
The D-HOPE Project



D-HOPE Discussion Paper Series

D-HOPE DPS-1
The Decentralized Hands-on Program Exhibition
(D-HOPE) Approach:
The Framework and the Implementation in Practice

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The D-HOPE Discussion Paper Series is aimed to present philosophical background as well as the basic concepts for effective development and implementation of D-HOPE Approach for rural and community development. We emphasize integration of theory and practice for designing the D-HOPE Approach. The Discussion Papers are targeted at practitioners as well as scientists working for rural and community development.



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**The Decentralized Hands-on Program Exhibition (D-HOPE) Approach:
The Framework and the Implementation in Practice**

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Abstract

This paper introduces the framework of the D-HOPE approach and its implementation steps as a guide to help fellow practitioners better understand the philosophical background and the basic concepts for effective practical use. I have been designing the D-HOPE approach to integrating theory and practice to enjoy all aspects of the development process with people from all walks of life because "without enjoyment, there is no development" - the fundamental guiding principle of the D-HOPE approach. Our society is a constructed reality that we all co-create constantly as a member of society. Our unconscious set of beliefs manifest in our actions, ultimately collectively within the social system and structure. Therefore, the paper focuses on explaining the philosophical assumptions of the D-HOPE approach for practitioners to make our development practices meaningful for positive social change.

Keyword

Rural Development, D-HOPE, Community Design, Action Research

1. Introduction

I have been involved in the training program of the Japan International Cooperation Agency (JICA) since 2010 for approximately 80 countries and 900 participants from Asia, Africa, Latin America, and Eastern Europe. As I listen, observe, discuss, and involve, and engage in both training programs and various rural development projects worldwide as a researcher and development practitioner, I find the disparity between urban and rural and economic inequality issues is extremely challenging regardless of the country.

In the international development field, many approaches, schemes, and strategies have been implemented for rural development, such as sustainable livelihood approach or microfinance schemes that target socially vulnerable people like low-income level women, producers, and farmers. Similarly, JICA utilizes Oita prefecture's One Village One Product (OVOP) movement or life improvement approach for rural development projects to improve rural people's primarily economic and living conditions. Although many of them are reported its successful cases, there are also some limitations due to the specific technical assistance (Toyama, 2015), which cannot solve rural development issues holistically due to its intertwinement at the community level. This is evident from more disparities and

inequalities between urban and rural despite large sums of money and technology input to rural communities.

Furthermore, the recent addition of coherence in DAC evaluation items (OECD, 2019) suggests that it is required to strive creating and delivering programs in a more aligned manner from the holistic view to avoid duplication efforts in development at all levels of our society. There are two aspects to consider. First, the government structure is organized to deliver public services efficiently so that there is a specific role in each ministry from the division of labor viewpoint. Therefore, when rural development policies are implemented, it naturally is sector oriented. While acknowledging this, localization of national policies by local government entities is crucial based on each local government's specific target group and development goals. Thus, local government is a key player while the national government holds the key to deliver policies rather an abstract form.

From this standpoint, I have been constructing the Decentralized Hands-on Program Exhibition approach, known as the D-HOPE approach, which can be utilized in any sector while securing rural communities' economic development. Such D-HOPE approach functions to make better use of existing rural development approaches, schemes, and strategies - financial or technical assistances, like an umbrella, to integrate them locally. This is what holistic means. In this paper, I would like to introduce the framework of the D-HOPE approach and its implementation steps as a guide to help fellow practitioners better understand the philosophical background and the basic concepts for effective practical use. I have been designing the D-HOPE approach to integrating theory and practice to enjoy all aspects of the development process with people from all walks of life because "without enjoyment, there is no development" - the fundamental guiding principle of the D-HOPE approach.

To begin with, the basic philosophy I believe from my experiences working in the development field is that every individual and community, no matter who and where has something unique and potential to grow themselves. However, in humankind's history, we have been somewhat blindly focusing otherwise - problems after problems to fix. Thus, external resources were naturally emphasized due to our belief system that there is one development path. However, this notion is now considered mostly not true, shown by the different development paths Japan included. The fundamental social change can be achieved by people empowering themselves to believe and recognize their capacity, skills, talent, and tacit knowledge first rather than addressing the problems and challenges. Hence, I intend to share the ideas of the D-HOPE approach with practitioners through the theoretical framework and implementation in practice to continue shaping the D-HOPE approach both in theory and practice.

Our society is a constructed reality that we all co-create constantly as a member of society. The problem is that our unconscious set of beliefs manifest in our actions, ultimately collectively as a whole within the social system and structure. In other words, the society we live in is the result of our

very own belief system. Thus, it is crucial that we start by recognizing what are those beliefs and shift our mindset consciously when exercising our privileged power in terms of delivering policies, programs, or projects with public finance for social change. How are we exercising our practices? Affirmative that is empowering or negative, so giving too much or inappropriately for rural people? More importantly, from what position and perspective are we speaking of changes? Have we sufficiently and adequately asked ourselves how we know what kind of changes rural people want and how do they want it?

These are vital yet challenging questions, so that the D-HOPE approach was designed to achieve fundamental social change. Thus, each component has set a specific purpose and output to achieve overall outcomes by implementing the D-HOPE approach. Primarily the D-HOPE approach is about learning by doing both for implementers as well as local people. This is why practitioners that I worked with expressed a kind of reaction that it is somewhat "uncomfortable" and "different" from what they used to do in many ways but realized the rapid changes in people and themselves in many different countries. The implementation has an art and craft element to it so that each D-HOPE practice is original. However, I also recognized how effortlessly the D-HOPE approach could evoke a social movement to believe in the new way of doing development with local people and its results through action research. Therefore, it is my hope for the D-HOPE approach to be the opportunity for social change in many different parts of the world towards a more democratic and united society.

2. What is the Decentralized Hands-on Program Exhibition (D-HOPE) Approach? : The Conceptual Framework

The origin of the D-HOPE approach derived from community development initiatives in Japan such as Beppu city's Onpaku (Hot Spring Expo), Soja city's Michikusa Komichi (Hanging around in a path), and Nagasaki city's Saruku (A stroll). The characteristics of each community are very different. However, they all pursued respective development goals while generating economic activities in a similar style. Therefore, to make these initiatives applicable worldwide, I conceptualized these cases from the viewpoint of facilitation, participation, Appreciative Inquiry, and description and Photo Elicitation by focusing localization of policy structure and alternative planning and evaluation, (Table 1). Thus, the D-HOPE approach is designed in a more participatory manner and strategic settings to utilize as well as to create relational capital and local knowledge emphasizing to invest much larger in local knowledge (Chambers, 1983; Collier, 2008, p. 62) within the development process.

The D-HOPE approach's main purpose is to vitalize the local economy by promoting local economic activities of small-scale producers, service providers, community-based entrepreneurs, and micro-enterprises to present the direction of medium to long-term local economic development. By involving in the D-HOPE approach, they can gain confidence in their lives and create the foundation of development in a community. It is possible to produce more significant effects and outcomes of

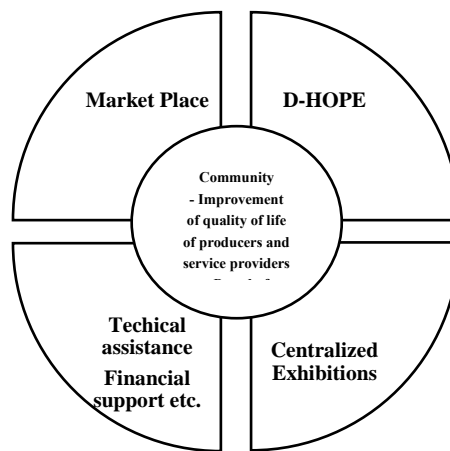
Table 1 The Conceptual Framework of the D-HOPE Approach

	Approach				Outcome
	Facilitation	Participation	Appreciative Inquiry	Description and Photo Elicitation	
Identification of Potential Champions [Strategic Workshop I]	<ul style="list-style-type: none"> Organization of workshop Encouragement of local people and their wisdoms 	<ul style="list-style-type: none"> Group discussion 	<ul style="list-style-type: none"> Identification of potential champions 	<ul style="list-style-type: none"> Description of champions 	<ul style="list-style-type: none"> Sharing local resources focusing human resources
Designing of Hands-on Programs [Strategic Workshop II]	<ul style="list-style-type: none"> Organization of hands-on programs and workshops 	<ul style="list-style-type: none"> Group discussion Hands-on program experience training 	<ul style="list-style-type: none"> Examination of own strengths 	<ul style="list-style-type: none"> Description of own resources 	<ul style="list-style-type: none"> Recognition of own resources
Development of Catalog and Promotion [Strategic Workshop III]	<ul style="list-style-type: none"> Organization of workshops Encouragement of description of own story 	<ul style="list-style-type: none"> Presentation of own hands-on program 	<ul style="list-style-type: none"> Presentation of own strength 	<ul style="list-style-type: none"> Description of own story 	<ul style="list-style-type: none"> Creation of own story
Implementation of D-HOPE event	<ul style="list-style-type: none"> Encouragement of enjoying hands-on program implementation 	<ul style="list-style-type: none"> Organization and implementation of own hands-on program as the main player 	<ul style="list-style-type: none"> Identification of good experiences in the implementation of hands-on program 	<ul style="list-style-type: none"> Description of own story through the implementation of own hands-on program 	<ul style="list-style-type: none"> Provision of own story
Empowerment Evaluation [Strategic Workshop IV]	<ul style="list-style-type: none"> Encouragement of own story in the D-HOPE program 	<ul style="list-style-type: none"> Presentation of good experiences of the D-HOPE program 	<ul style="list-style-type: none"> Sharing of good experiences 	<ul style="list-style-type: none"> Description of good experiences Photo elicitation 	<ul style="list-style-type: none"> Recognition and confidence of own life

Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

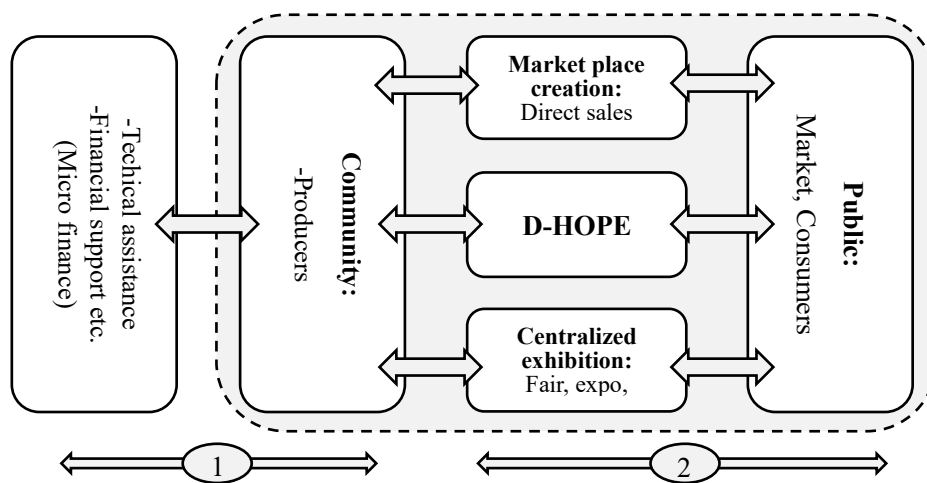
development by combining the D-HOPE approach with the construction of a market place for the small-scale production groups or entrepreneurs, such as direct sales markets, and traditional exhibitions and competitions such as production fairs to increase direct interactions with consumers and markets (Figures 1 and 2). Normally, those small-scale producer groups and micro-enterprises or entrepreneurs have limited access, and opportunities to participate in such activities, and many of the

Figure 1 The D-HOPE Approach for Rural Development



Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

Figure 2 More Market-oriented and Innovative Approach



Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

assistance are technological and financial-oriented. Therefore, the D-HOPE approach provides more opportunities to interact with markets and consumers directly.

The D-HOPE approach embodies the concept of experience economy¹ for entrepreneurship development. The small-scale producers, service providers, community-based entrepreneurs, and

¹ See Pine and Guilmore (2011)

micro-enterprises are called *champions* who are essentially the hands-on program providers. A **H**ands-on **P**rogram refers to small and experience-based activities such as walking tours, cooking local cuisine, and learning traditional rituals. These kinds of activities are usually overlooked by community people themselves so that ultimately, the champions are in charge of all the planning, implementation, and evaluation of hands-on programs using available local resources. In this connection, the idea of a hands-on program is limitless. Moreover, this enables them to differentiate their activities and make unique and original hands-on programs. It is like planting seeds - the potentials to grow bigger in a small business.

The implementation organization plays the D-HOPE event organizer's role to collect all the designed hands-on programs in one catalog and promote these hands-on programs as a D-HOPE event with a certain period like a month or two. In the D-HOPE event, the champions offer their hands-on programs in their choice of the place and intention to visitors or tourists through direct communication - the nature of **D**ecentralized and small **E**xhibitions all over the community. This specific period sets a clear intention for all the champions to achieve their goals with specific ends and means in mind. Thus, the D-HOPE approach stimulates champions to nurture entrepreneurial spirit rather a small and rapid cycle by engaging in activities - the lean startup (Ries, 2011). Hence, it is encouraged to implement the D-HOPE approach for a couple of years in one community multiple times so that the overall outcomes will be strengthened each year. Thus, collecting many small hands-on programs using various local resources is essential, and widely introducing the event to the public is emphasized.

The D-HOPE approach also functions as a preliminary study while gaining income and develop community capacity. As a community, the D-HOPE approach collects a vast amount of information and a list of potential local resources without outsourcing it. As a champion, the D-HOPE approach provides market research for their small business, whether formal or informal. As a whole, the D-HOPE approach not only provides the direction of economic development but also shapes community identity based on the originality, characteristics, and strength they found from implementing the D-HOPE event. This is the community design by the D-HOPE approach.

3. The Practical Framework for D-HOPE Implementation

Table 2 clarifies the D-HOPE approach that consists of two parts: planning and implementation. It is designed to achieve the expected final outcomes shown in the Table 1. At the same time, each activity is set its output and outcome as well. In the planning stage, there will be policy formulation, allocation of budget, and clarification of the stakeholders and its role and the target community. It can be done by national, regional, or local government or NGOs and private sectors. Therefore, division of labor depends on each case, so that these activities need to be adjusted into each context. After that, the strategic group as core members of the implementation organization will be set up, charge of the whole

Table 2 The Practical Framework for D-HOPE Implementation

	Stage	Main Activity	Output	Outcome
Planning	Strategic meeting	<ul style="list-style-type: none"> • Preparation of policy • Allocation of budget • Identification of stakeholders and clarification of their roles 	<ul style="list-style-type: none"> • Defined policy • Defined budget • Defined stakeholders • Defined division of roles 	<ul style="list-style-type: none"> • Organizing of D-HOPE approach implementation function
	Preparation of strategic action plan	<ul style="list-style-type: none"> • The setting of mission and purpose • The setting of a strategic team • Preparation of schedule 	<ul style="list-style-type: none"> • Defined strategic action plan 	<ul style="list-style-type: none"> • Localization of D-HOPE Approach
	D-HOPE event planning and preparation	<ul style="list-style-type: none"> • Planning and preparation of detailed D-HOPE event 	<ul style="list-style-type: none"> • Defined D-HOPE event details 	<ul style="list-style-type: none"> • Promotion of Hands-on Program and promotion of community capacity
Implementation	Identification of Potential Champions [Strategic Workshop I]	<ul style="list-style-type: none"> • Group discussion • Identification of potential champions and resources • Preparation of champions' list 	<ul style="list-style-type: none"> • List of champions (**people) 	<ul style="list-style-type: none"> • Sharing local resources focusing human resources
	Designing of Hands-on Programs [Strategic Workshop II]	<ul style="list-style-type: none"> • Group discussion • Designing of hands-on programs • Trial of hands-on programs 	<ul style="list-style-type: none"> • Designed hands-on programs (**programs) 	<ul style="list-style-type: none"> • Recognition of own resources
	Development of Catalog and Promotion [Strategic Workshop III]	<ul style="list-style-type: none"> • Group discussion • Creation of catalog contents • Modification of hands-on program details for catalog • Planning of strategic promotion 	<ul style="list-style-type: none"> • Printed catalog (**copies) • Distributed catalog to the public 	<ul style="list-style-type: none"> • Creation of own story
	Implementation of D-HOPE event	<ul style="list-style-type: none"> • Implementation of the opening ceremony • Implementation of hands-on programs • Promotion of hands-on programs 	<ul style="list-style-type: none"> • Implemented hands-on programs (**programs) • Acquisition of good experiences • Communication between champions and participants 	<ul style="list-style-type: none"> • Provision of own story
	Empowerment Evaluation [Strategic Workshop IV]	<ul style="list-style-type: none"> • Group discussion • Recognition and sharing of good experiences • Creation of development and innovations for future 	<ul style="list-style-type: none"> • Evaluated hands-on programs (**programs) • Accumulation and sharing of good experiences • Created community consensus • Created future development and innovative ideas 	<ul style="list-style-type: none"> • Recognition and confidence of own life

Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

management, such as the D-HOPE event planning and preparations. Regarding the event, taking the project's final outcomes and its purpose into consideration, the strategic group also sets up the event name, period, target people, objectives, and characteristics.

There are five main activities for the implementation based on the joint work with the community people through strategic workshops organized by the strategic group of the implementation organization. Therefore, it is required for them to mobilize local resources, including local people, within the implementation.

Making a movement

The D-HOPE approach essentially is about making a social movement² to create synergies and dynamics among people for achieving their desired development. The key for the strategic group is to take the first leadership and nurture the first followers to do it together within the community. Thus, it is necessary to keep in mind not to persuade or convince people to join but make the movement open to the public and create a fun environment for people to want to join in. There will be many people who have doubts and unsure but also positive and willing. If we allow the movement open and inclusive, first maybe we have people randomly come and go, but it will eventually be a place to attract more people to join in. No controlling of people's first will is vital so let people come and go until the momentum is generated. This is how to mobilize as many people as possible. Therefore, it might be a kind of "power work" for management and especially government's function find it hard to follow the notion of no controlling one way or another. However, it is recommended to keep in mind this perspective when implementing so that the implementation manifests the idea of social movement results in better outcomes.

Facilitator

The main activity of the strategic workshop is group discussion among community people and experiential learning, while the strategic group members play the role of facilitator. They are responsible for designing workshops with a specific purpose and output to execute the activities. The concept of facilitator for the D-HOPE approach is about encouraging, supporting, and creating the dynamics among people, which can be challenging, especially in the early stage of the implementation for the first time. Thus, community people are the ones who are in control of the hands-on programs, including decision-making and develop own capacity. In this sense, facilitators need to see the dynamic and environment from a distance once in a while. This way, facilitators will naturally find a way to stimulate and help create dynamism, including questioning, small talk, listening, or changing some ways of doing workshops.

² See Silvers (2010) on his TED video for "how to start a movement".

There will be no single answer on how to facilitate in different situations, people, communities, and countries, and it is where practitioners' instinct and tacit knowledge are used rather unconsciously. It is also learning by doing for practitioners, including myself so that the accumulation of own experiences will have more insights on particular situations. However, the D-HOPE approach adapts the concept of Appreciative Inquiry as a fundamental guiding principle of facilitation, which is about positive core identification for creating great ideas, innovations, and dreams for communities, people, businesses, and entrepreneurship.

Not to mention, everyone is different, including facilitators. Therefore, how I facilitate doing and saying cannot be replicated by other facilitators just because I have found my way of what works for me. It works with my personality and positions; therefore, it is recommended to just put yourself out there and accumulate and try different ways based on the Appreciative Inquiry principles. Applying this can drastically change the outputs since a problem-seeking mindset is a habit deeply ingrained in us. Having said that, questioning vaguely rather than giving specific answers is a starting point of facilitation. Often, pretending "not knowing much" is required due to the power we might possess over someone. Besides, the D-HOPE approach, especially the catalog with plenty of hands-on programs, functions as a market testing collectively and individually. "The answer" of what works as a hands-on program, ultimately their small businesses, depend on consumers and markets. Crazy and unrealistic ideas can work with specific customers; who knows. There is no risk, so why not put all the ideas, including seemingly too crazy ones as well. Therefore, when people seek answers in discussions, facilitators stimulate people's tacit knowledge by bringing group members into discussions—poking a simple question such as why? What do you mean by this? It can evoke good discussions. This way, we nurture people to create diversities. From my observation, when we direct and control the discussion, we will not see this diversity and uniqueness from hands-on programs nor creating movement. If we all strive to create truly inclusive environment in development projects, in that case, we can achieve positive social movement regardless of ages, races, ethnicities, genders, and social groups to become more united and co-create a more balanced and equal society.

New ways of doing development

Conventionally, development projects start with preliminary studies in communities conducted by outside experts. They examine current situations and compare them with the situations during and after the project to prove what kind of changes were brought about by projects. This kind of evaluation is useful for accountability purposes; however, it often does not include subjective voices of people and their indicators of development. When initiating projects, I hear and see many practitioners conduct "sensitization" sessions to begin with. It is a notion that local people have to be aware of their situations first, often problematic issues found by experts, including understanding what the project is about to

fix them. Evidently, there is an assumption that local people are not aware of problems and are quite likely not doing anything about them. Naturally, whoever wants to sensitize local people try to speak and make people clearly understand it in a one-sided way. This approach is time-consuming and not very effective in terms of the level of understanding and "development" because there is no clarification of division of labor. This kind of traditional problem-solving approach is widely applied in development projects. However, we have often forgotten the fact that a problem-solving approach is a competitive tool of consultants that brings the superiority relationship between them and people (Senge & Sharmer, 2001, p.199). Besides, the solutions can depend on external supports to create dependency of local people both mentally and physically. This way might have been serving development in the past one way or another. Still, now we are facing the era of new ways of development that is accelerated by the current pandemic and new global and unknown challenges - climate change.

Instead, the D-HOPE approach is premised that if projects are constructed by a proper logic and clarification of the division of labor in each profession, local people can find their benefits by directly involving in activities. This reduces the time of explanations, which might silence local people due to our power. Primarily, the D-HOPE approach endeavors to give local people opportunities to speak, discuss, think, and work on their development, meaning the implementors are there to hear their voice. In other words, the project's concept and purpose are gradually but fundamentally shared with local people to make their own decisions of participation based on the opportunity cost. If the environment is open and free, they do not have to feel intimidated by exercising their own decisions. Furthermore, the D-HOPE approach believes in flourishing development by strengthening local potentials that are yet invisible - the human core, indigenous and tacit knowledge of people. This way, the implementors have a lot of space to co-create and design development by modifying the D-HOPE event's initial ideas with local people to avoid top-down. Initial designs are to give local people have better ideas about the event, so flexibility is important. While we can achieve our goals as policies, programs and projects, local people can achieve their own goals, desires, and dreams, this is powerful empowerment. Doing so allows development to more effective and faster. Moreover, it is more fun doing our work and development that is easier to create dynamism.

Reflective Practitioner

Such contrasts are often seen as no professionalism in development as a facilitator because the form of work appears to be effortless. For instance, I had been frequently asked why I do not point out mistakes or consult people in more detail but leave them with their ideas. As aforementioned, our philosophical assumptions manifest in practices so that the D-HOPE approach could be unfamiliar to many people at first. Besides, arts and crafts cannot be taught from one person to the other, and innovations. Particularly, innovations usually occur in complicated, messy, inefficient, and

unproductive situations, if not like Aha! moment like Einstein did (Hill, 2014). Nevertheless, Einstein's lifestyle was a research itself.

On the other hand, technical skills are the type of knowledge that is teachable and trainable. The D-HOPE approach follows the former so that our professionalism is dedicated to creating an environment where it allows people to become more creative and innovative. Thus, it is also a part of the facilitator's responsibility to plan and flexibly design a workshop that is distinct from rational, efficient, and standardized ones. These elements are done by what Donald A. Schon (1983) calls *reflective practitioner*. In the D-HOPE approach, facilitators are experts in creating dynamism and social movement. What they do is that they view on-going activities based on their experiences and make objective judgments instinctively by absorbing themselves in situations (Dreyfus & Dreyfus, 1986). These types of professionals are the ones that only attained the level of "experts" while the rest of professionals and beginners use analytical judgment (Dreyfus & Dreyfus, 1986). Thus, real experts not only "know" but also "how" to do things in fields because of their accumulated experiences that contain tacit knowledge (Polanyi, 1966), which is the advantage of practitioners.

The application of the D-HOPE approach

When the concept is too unfamiliar, some people doubt if the D-HOPE approach works. Even today, many people ask me what is so different from existing approaches and good about the D-HOPE approach. As a matter of fact, when the D-HOPE approach was still the concept without praxis, I heard many practitioners say it does not work in their countries because they are not like Japan or Japanese.

I have been applying the D-HOPE approach together with many practitioners for community development policy in Thailand, sustainable development in Paraguay, small and cottage industry policy in Bhutan, trust-building through agricultural development policy in Bosnia and Herzegovina, small business and rural development policy in Nicaragua, local business and entrepreneurship development policy in the Dominican Republic, and small business development in Costa Rica. Through action research, I have constantly been working on updating the framework and concepts and how to practice it, and it is an ever-on-going process as we live in an ever-changing society. However, based on this practice-based evidence, the D-HOPE approach is now well constructed applicable to different countries and communities as an alternative rural development approach.

4. Strategic Workshop I: Identification of Potential Champions

The first strategic workshop aims to mobilize resources by shortlisting potential champions and their resources from their perspectives (Table 3) and brainstorming possible hands-on programs with target participants and their purpose. It is the process of making the invisible visible by local people themselves. Therefore, brainstorming ideas together through group discussion is essential to identify as many potential champions and resources as possible. How well local people recognize others

Table 3 List of Resources

Name of champion	Resource	Name of hands-on Program	Target participants	Purpose of hands-on program

Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

determines how many potential champions will be identified. The list is ultimately valuable data as the community's resource. This is also obviously a different sort of resource from another perspective than those outsiders identified, and the fact that community people do it makes a lot of difference.

Development starts with local people recognize, acknowledge, and revalue their norms, values, and cultures. If they do not appreciate their communities, no matter how much outside "development" brings to them, it is not sustainable nor effective. This activity can be done by community leaders and key stakeholders who possess wide networks within the community. The participants with *know-who* are more important here than *know-how*.

Facilitators can support them to better acknowledge potential champions and resources by asking affirmative questions or offering different perspectives on overlooked resources. Thus, an "outsider" perspective can be valuable from time to time to give them a different perspective. However, it is always necessary to know how much influence facilitators might have over local people by their comments and statements. If there are some moments that seem people are not enjoying, sometimes facilitators have to become a leader to the group, showing how to proceed. If people are "stuck" with discussions, facilitators can tell people to see other groups and discussions. The goal is to positively change the whole dynamic for local people to expect the next step and further activities willingly. In this sense, facilitators are like a chameleon to change their primal role according to the situation.

The term resource usually refers to or is understood as a material and physical resource. On the other hand, the D-HOPE approach refers to resources to people's local knowledge, tacit knowledge, indigenous knowledge, talents, skills, wisdom, traditions, cultures that are usually overlooked by themselves. The term champion does not necessarily mean people who already gained public recognition or certification and award. Instead, the process seeks transformational opportunities for potential champions to become champions by acknowledging their tacit knowledge. No specific

condition is necessary to be mentioned as a champion – even a grandmother who cooks local cuisine very well at home can be listed because she is a champion to someone. It can be anybody from the community and participants themselves.

Moreover, even if people are strangers to each other, they can help each other to find their positive cores so that the discussion will be an opportunity to enhance small but strong networks. If people start telling their stories with confidence and realizing that they are so many good things about their communities. It is a good starting point that local people also start applying the concept of Appreciative Inquiry and reflective practitioner influenced by facilitators. This is how practitioners exercise theoretical-based practices and make people follow without an understanding of the concept. Thus, facilitation is an art.

After shortlisting the potential champions and their resources, each group picks a hands-on program as an example to develop its details and activities (Table 4 and 5) to understand what hands-on program is and how the further activities will proceed. Once they have the experiential learning, they can be a promotor to call potential champions to join the D-HOPE movement. Moreover, these designed hands-on programs can be prepared and showcased in the next stage.

5. Strategic Workshop II: Designing of Hands-on Programs

Likewise, the first strategic workshop, the second strategic workshop, also aims at mobilizing resources but by designing hands-on programs by the champions themselves and receive feedback. Therefore, these workshops call the people whose names made the list of potential champions from the first strategic workshop and conduct two activities: group discussion and hands-on program trial in practice. Thus, the strategic workshops are conducted repeatedly for a couple of months, depending on the number of champions identified to design hands-on programs.

Prior to the activities, it is recommended to make all the invited potential champions experience a hands-on program firsthand. This can be related to the hands-on programs designed from the first strategic workshop and invite those participants to support activities. Otherwise, visual experience through watching videos or showing the photographs can be an option to explain what the hands-on program is like and how it works. After all, having the experience (and possibly the physical D-HOPE catalog example) makes it easy for them to decide if they would like to participate in further activities. The important thing is to show openness and inclusiveness so that if someone wants to bring more people, they are welcomed to participate in the following workshops.

The first activity is group discussion to design each hands-on program in groups using Table 4 and 5. The first part (Table 4) is the basic information of the hands-on program for the catalog, such as champion's name, hands-on program name, catchy phrase, time, price, place, and direct contacts. Working on this table allows people to enhance understanding in regard to experience the economy's activities. In other words, how the discussions are conducted and how smooth they come up with

Table 4 Details of Hands-on Program

Program details	
Name of champion	
Catchy phrase	
Name of hands-on program	
Date	
Time	
Participation fee	
Max. participants	
Place	
Phone number	
Email address	
SNS	
Story of champion	

Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

Table 5 Hands-on Program Activity

Schedule	
Time	Activity

Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

details can tell facilitators how to enhance their understandings. The second part (Table 5) is to construct activities based on the hands-on program's duration as much detail as possible for visualizing how to conduct it. This is a planning exercise whereby specific contents and activities are visualized for actualizing this as a next step. Hence, the group discussions seek collective innovation and creativity for making each hands-on program original and unique by exploring each champion's knowledge, skills, or talent based on the activities that are part of their everyday lives. These exercises enable champions to clarify each hands-on program's ends and means by recognizing their intention and benefits. Thus, the workshop functions as business training. It also makes them confirm the

position of the hands-on program in the D-HOPE approach and have a better understanding of the project itself.

The second activity is to experience designed hands-on programs in the actual settings. This not only examines hands-on program feasibility but also aims to make it a practical, operational, collectively, and experiential, hands-on program utilizing existing resources to avoid risks. Therefore, this process allows participants to confirm, explore and discover more locally available resources and design these into a hands-on program in the local community. Some champions become providers while others participate it as a visitor and exchange these experiences as much as the time and budget allow. Moreover, the implementers need to pay the fees they set from the previous workshops to make this more in a business manner and understand the value of experience economy, which is far more beneficial than primary materials, commodities or services without risks. By participating in hands-on program trials as both visitor/customer and provider, the champions can get better ideas through informal communication by freely expressing their opinions or comments.

These processes make people learn as they do so that this stage does not emphasize precision or perfect details. Especially facilitators are required to avoid small consultations, and rather, they can encourage all the champions to exchange ideas within the activities positively. Likewise, a researcher starts research by their intellectual curiosity to understand something. A little bit of vagueness motivates people to participate in more activities and find out how to make it work independently. Many curiosities and questions by the champions at this stage are very positive, so that pretending "not knowing anything" attitude help nurture this.

Moreover, the level of enjoyment of the workshop affects people's participation in future activities, so that is why facilitators need to pay attention more to a bigger picture - the atmosphere rather than detailed technical advice. Furthermore, how many workshops can be repeated quickly is crucial to keep people focused and create the movement's momentum. Therefore, it is recommended to plan the first and second workshops closely and connected so that different people can participate.

With the mobility and availability of champions, facilitators need to plan the workshops repeatedly to achieve this momentum. In other words, once the momentum is created, there is not much to do but things like networking and business creation happen more organically beyond workshops. For instance, some people start to do it with their customers on their own even before the event's launch, or people start to visit each other for many other purposes. In this sense, the combination of the first and second workshop can be utilized for different types of projects for a resource mobilization purpose and not necessarily exercise the D-HOPE approach as a whole. Ultimately, newly designed hands-on programs are a new entrepreneurial business that embodies the experience economy. Moreover, these resources become the core of development in the community based on the strengthened norms and values through people's participation.

With these characteristics, I am aware that some champions can do it alone or already do similar activities on their own. It is also efficient to design hands-on programs individually consulted by few experts without trials in the workshop style. If we see the catalog as merely an economic activity like the business style of Airbnb, it might help few producers and service providers. However, the D-HOPE approach is for rural and community development, primarily what we want to achieve from a holistic perspective, the movement with enhanced networks and building trust among people. It is this accumulated relational capital among people that is our main concern for development. Thus, producing hands-on programs and catalog is possible without these seemingly "inefficient" workshops. However, as Hill (2014) suggests, great innovations only occur in complex and unproductive ways. Without these experiential learning, the overall outcome will be significantly reduced, and many champions will not have stories to tell within the fourth strategic workshop: an evaluation workshop after the event.

6. Strategic Workshop III: Development of Catalog and Promotion

The third strategic workshop aims to develop the D-HOPE catalog and plan the promotion of the D-HOPE event collectively and individually. While the implementers have many other different activities before and after this workshop, such as designing and printing of the D-HOPE catalog, development of website or SNS, planning and preparation, and the promotion of the D-HOPE event through different channels, the champions finalize their hands-on programs for the catalog publication and brainstorm individual promotion activities through their channels as well. If necessary, the D-HOPE event can also be finalized with the champions within the workshop, for instance, the catalog's name, which is essentially the event theme representing the community identity. Doing this allows matching the implementer's and champions' community identity based on the developed hands-on programs' diversity.

The third strategic workshop calls the people who decided to participate in the catalog. This process can also be repeated until the finalization of the catalog. First, the champions finalize all the details of the hands-on program for the catalog. Around the same time, the implementers collect all the photographs of their faces and the images of hands-on program activities for the catalog. After that, once the draft of the catalog copy for publication is elaborated, they can check it again with these copies to finalize details to print. In both workshops, the champions also brainstorm how to promote their hands-on programs through different tools, including the catalog distribution (Table 6). With whatever the promotion tools in mind, different methods of approaching target customers or visitors can be identified. If it is a catalog, they can clarify approximately how many copies they want to distribute. If it is SNS, they can plan how many times they post with the frequency of posts and when. The implementors can use this table to develop their promotions and estimate how many copies champions can distribute. Unlike the designing of hands-on programs, this discussion seeks more

Table 6 Promotion

Tools	Methods	Quantity	Target customer/visitor	When

Source: Created by Okabe based on the JICA Training [Community-based entrepreneurship promotion for rural development] PPT slides (Miyoshi & Okabe, 2020)

details for mobilizing their promotion activities in reality.

When editing the catalog, respecting the current position of each champion should be taken into consideration. Too much intervention here by implementers would not show this properly, and it can result in taking away the opportunity to learn and develop an entrepreneurial mind through their experiences. It is discouraging to modify champions' ideas and decisions, including what pictures and details should be in the catalog based on the specific framework and guidelines.

This idea is the "standardization" that is quite common in a competitive business world yet not recommended to produce outcomes from a community development perspective. Rural development is about creating a sense of belongings in communities by their identity, uniqueness, and originality. Their development is and should be different from what urban pursue. If the D-HOPE catalog exhibits rural people's authenticity, there are no stronger "stories" than this.

Behind this, the implementers plan the D-HOPE event, promotion, and the whole catalog design and contents. These activities can be conducted the same as working with champions in workshops, especially if the strategic group comes from different organizations or divisions. The catalog, as well as the event, tells a particular story of the community. The focus is marketing the community as a whole.

From this viewpoint, details can be constructed while not losing the D-HOPE catalog concept due to people's collective work rather than just a promotion tool.

This stage can be modified in many ways depending on the focus of the event. For instance, inviting other stakeholders outside communities to integrate existing promotion tools for tourism if the event is widely open to the public domestically and internationally. If the event is primarily for community people and neighboring regional visitors for small business development. In that case, they can collaborate with hands-on programs to create walking tour maps, introducing the community's new activities.

Once the D-HOPE catalog copies are printed, the workshop with all the stakeholders can be organized to see the catalog and distribute copies to them. The most important thing at this stage is to encourage champions to work on promotion and create the "festival" kind of mood.

7. The Implementation of the D-HOPE Event

The D-HOPE event can be started by an opening ceremony combining traditional exhibitions and fairs widely to the public. This is one way to do a big promotional event to distribute the catalog copies and possibly share online promotional tools. If there are some famous and popular events at the local level that can display some champions with hands-on program activities or all of them. Thus, the openness of the ceremony to the public is key. During the D-HOPE event that is usually a couple of months, visitors or tourists choose hands-on programs from the catalog and directly contact the champions to set their visit date and time.

This stage is about creating a more dynamic social movement by mobilizing people other than the D-HOPE stakeholders. People naturally gather around fun places. When people see others are enjoying something, they want to join in. Therefore, the implementers' important role is to participate the hands-on programs as a visitor and encourage the public to experience it. We can utilize the opportunities such as for influencers and public figures like local leaders to broadcast their experiences.

This even can also be expanded more by each year. For instance, the first year can be focused within the community, while the second year focuses on neighboring communities. Planning an event strongly depends on each case so that the implementers at a local level have to identify the current position of the community and people. For instance, these kinds of activities are widely common by the public or not should be considered. Moreover, if the implementers see the situation where local people other than the champions do not know this kind of economic activity nor the event, they should target local people first to know what is going on within the community. It is recommended to plan the D-HOPE event by going back to the idea of how to make a movement in a community.

Usually, vulnerable rural communities are not confident as a community. If the whole community enjoys this movement, not necessarily by being a champion but as a supporter, this kind of confidence leaves better impressions to outsider visitors and tourists. Ultimately, we do not want to create a tourist attraction that most local people do not care about when outsiders visit. We want them to tell the visitors where they should visit and have fun. We do not carry out the event for the sake of doing the event, but the outcome as a society. By applying the D-HOPE approach, everyone in the community participates one way or another in this movement.

To make a community confident, most of the time, the D-HOPE approach can be first intended for the local people to enjoy their community and promote local identity, self-confidence, and re-discovery of the communities with diverse hands-on programs. With this foundation, the community can create much more difficult development activities such as market creation.

8. Strategic Workshop IV: Empowerment Evaluation

The fourth strategic workshop is conducted after the D-HOPE event to conduct evaluation activities by all the stakeholders. This is the final component of the main D-HOPE activity. The D-HOPE approach applies the concept of empowerment evaluation (Fetterman and Wandersman, 2018), which is about the stakeholders empower themselves through evaluating their programs/activities. Therefore, the target of this activity is two, the champions and the implementers. Conventionally, evaluation is conducted by outsider experts to assess the program. This is because there is a strong belief that there is only a single reality that is observable from a distanced and detached manner by outsiders who do not have "bias." However, the D-HOPE approach encourages people to evaluate themselves to promote process changes in people's cognitive, attitudinal, and behavioral changes. Because it believes in people's subjective reality, we are the creators of our realities that are different from people to people. Indeed, these different subjective realities are what the D-HOPE approach intends to share among champions. In other words, champions can create a better reality and their future to reflect their experiences from the D-HOPE approach. Reflection in nature is empowering.

In comparison, the implementers can create a better reality and its future for the D-HOPE implementation and their practices, which contribute to their organization. Furthermore, this is where the implementers actively listen to what the champions have to say about the overall experiences from the D-HOPE approach and reflect their practices. Thus, this evaluation focuses on people's narratives in a descriptive style - qualitative method. This is a more democratic and empowering way of using evaluation.

This workshop is organized in the same way as other workshops; group discussion, primarily about modifying ends and means of hands-on programs or implementers' practices. It is recommended for the implementers first to conduct their workshop and experience the evaluation activity to be a better facilitator later in the workshops for the champions. Here, the dynamic of group discussion is more of a conversation than a discussion like before because the purpose is not to simply judge champions' experiences as good or bad, successful or unsuccessful. It is to determine their future based on the positive experiences of what worked for them and possibly from other champions' experiences. Again, Appreciative Inquiry is applied for facilitation and Photo Elicitation method by visualizing all the activities in photos for them to see and evoke their memories. It does not matter what happened in the past as a fact, though. It matters what they think and feels at the moment to create new or refined desires and make decisions on their own how to create the reality they want. If they can decide on their own, it contributes to building their confidence in doing business or community development activities. These kinds of influences are more direct and immediate rather than the conventional evaluation.

On the other hand, the survey, which is the quantitative method, can be incorporated after the empowerment evaluation focusing on measurable change. This confirms these champions'

subjective changes clearer and more visible way to the implementers or funders of the project rather than for stakeholders themselves. With these combined methods, evaluation can become more useful and effective overall.

Evaluation requires expertise in designing, implementing, analyzing, and writing the report, and for someone to use evaluation results is another challenge. It usually is for specific experts who can read the report itself and use the results. Besides, these take time to investigate. While this way can be useful, the D-HOPE approach emphasizes the type of evaluation that is direct and immediate feedback to rural people simply because it is people's development, collectively or individually, and they are the core of development.

9. Conclusion

This paper briefly introduced the framework and its implementation of the D-HOPE approach for practitioners. Therefore, I intended to avoid technical terms as much as possible and kept the explanation broad. As aforementioned, it is essentially the approach that needs to be adapted and localized into a different context. However, I will introduce the methodology and methods of the D-HOPE approach more specifically to explain how issues and application cases from different countries and communities.

One community is comprised of schools, hospitals, markets, public institutions, and a variety of people and its organizations. The rural community also sustains natural resources and the environment to protect the country itself. To ensure this variety of people living in their community with self-confidence, which is based on economic independence, only a specific people, group, or organization's success is no longer enough to keep our society stable and secure, and sustainable in this globalized world. As I repeatedly emphasized in this paper, we all co-create our society. I cannot stress enough how important it is to consciously practice our policies, programs, and project by recognizing our basic philosophical assumptions. Amid the global pandemic, we became aware of the necessity of changing our way of doing development because the globalization era is over, and we are expecting a new era³. Hence, I hope that the type of philosophy of the D-HOPE approach will be a big part of future development implemented by many practitioners. Doing so does not mean the D-HOPE approach will be the only way or answer. The kind of philosophy and some parts of the D-HOPE approach can be applied in many different ways in projects and practices.

As I am writing this paper, I hear many practitioners say, "we know, but it is hard in reality." As I have been working in this subject for long enough to recognize the difficulties to fully exercise this kind of philosophy in the reality of development due to our political system and its bureaucracy, on the other hand, I also witnessed a lot of people and community becoming more empowered and

³ See O'Sullivan (2019)

liberated from the traditional roles and positions they put themselves in as a result of the social system. Consequently, the community became more united and integrated to balance social, economic, political, and environmental aspects of development. All of these are about people having confidence individually and collectively. Thus, I hope many practitioners go about just a first step and become the leader of the movement to be followed by people.

In conclusion, the image of the D-HOPE approach is similar to organic farming. An appropriate amount of natural sunshine and rain can nurture seedlings that derive from the fertile soil. We might not see all the planted seeds fully grown at first, but it is a cycle. There is always the next season with different seeds. When the flower or trees are grown on their own, we can leave them alone, and new seeds will be planted again. It is about nurturing, not controlling. Unfortunately, current academics do not offer such an idea to train practitioners to create this dynamic instead of diagnosing development in detail. Therefore, I hope to continue the discussions with researchers and practitioners in the development field.

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