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Acronyms and Abbreviations

AIDS Acquired Immune Deficiency Syndrome
CLC Community Life Competence
CLCP Community Life Competence Process
DRC Democratic Republic of Congo
GST Global Support Team
HIV Human Immunodeficiency Virus
NGO Non-Governmental Organisation
AER After Experience Reflection
RDCC or RDCCompetence République Démocratique du Congo Compétence, national support team of DRC
SALT Stimulate, Support, Appreciate, Listen, Learn, Link, Transfer, Team
UNAIDS Joint United Nations Programme on HIV/AIDS
UNICEF United Nations Children’s Fund
1. Vision and Mission of The Constellation

This is The Constellation.
The Constellation is made up of communities that aim for life competence through the practice of SALT (Stimulate, Support, Appreciate, Listen, Learn, Link, Transfer, Team).

...and this is our dream for The Constellation in 2050.
We will live in a world where communities take action, based on their strengths to realise their dream. They inspire others when they connect to learn and to share and for mutual support.

...and this is the role of Constellation Support Teams.
Constellation Support Teams develop and nurture the capacity to facilitate community discussion, reflection, learning and action. We accompany communities on their journey to their dream. We connect local responses around the world.
2. Theme of the Report: “In our differences we grow; in our sameness we connect.”

“Wisdom does not just sit between the ears; it emerges when connecting with others.”

Photo: Hervé Guidou
An idea of Jan Somers, UN-United Noses for a better world:
https://www.facebook.com/groups/Nose.to.Nose/
Introduction

The story by Hervé is a very beautiful example of the idea that in our common humanity we connect and in our difference we grow. No, Hervé cannot be Jean-Louis, but he can be Hervé:

"During the final day of training with Laurie Khorchi and Pamela Aglaé in Mayotte, we had to present the Constellation to our interns. What were we to do? Jean-Louis Lamboray does this so well with all his stories, the origin of the Constellation, its beginnings. But we could not be Jean-Louis, unless we learned the story by heart. (And even if we did learn the story by heart, would that be enough to make our story credible and legitimate?). We just couldn’t do it that way!

We decided to present ourselves, our motives and what had brought about this meeting with the Constellation. To talk about what this had awakened in us and what we had done. I think our listeners were touched by our story; that they felt that it is truly human.

And with an affectionate nod to Jean-Louis, this is my learning: If I do not try to be Jean-Louis Lamboray, then I can be myself and I can become a good facilitator."

This is a short story, but it says a lot of things to me about how the Constellation works and what makes the Constellation special. First of all, there is the connection between Hervé and Jean-Louis. There is something that is shared between Hervé and Jean-Louis. And nearly all of us at some time or other have had this shared connection with Jean-Louis. And this is recognised in the affectionate nod that Hervé sends in Jean-Louis’ direction. Through what we share, we connect.

But Hervé also recognises that he cannot be Jean-Louis. He does not have that history of stories. He does not have that long background of appreciating human being for what they are. None of us does. But Hervé recognises that he does not have to be Jean-Louis. He does not have to remember the stories. He can be himself. And out of this comes, not a clone of Jean-Louis, but another different, but consistent view of the Constellation.

And here is one final thought to end. My guess is that when Jean-Louis and Hervé meet again they will talk about this. They will exchange thoughts and they will explore new insights and possibilities. And out of that conversation will come something new both for Jean-Louis and for Hervé.

The principle of the Peer Assist is another nice example. The Peer Assist works well when there is a core which is shared and a diverse set of experiences. You need the common base on which to start the conversation and then you need the diversity to go beyond seeing the world in exactly the same way.

You can also see it in the Learning Festival when there is a sharing of stories around a common theme.

I think that another subtlety is that we do not grow because of differences, but the conversation around differences creates a third possibility beyond the differences... so that both grow...

Philip Forth
“In our differences we grow; in our sameness we connect.”

“In our differences we grow; in our sameness we connect” is not just a theme but an essential call to action for a peaceful world where people lead meaningful and joyful lives.

Gerard Ee, Beyond Social Services, Singapore

“Humanising” a problem is about improving the quality of our lives by improving the quality of our relationships.

There is one condition to our journey: we must recognise that we are all human, moved by similar hopes and concerns. In our interactions with others, we leave behind our references to a world made of experts and uneducated people, clerics and lay persons, rich and poor, donors and recipients. We then become free to share our experience and to appreciate others.

The Constellation Charter, Preamble

Many services “medicalise” problems; make a diagnosis and offer a treatment. We have chosen to “humanise” problems and regard them as opportunities to rally people to build a social integrated society. A socially integrated society is not about getting people to change but getting people to be more accepting of each other and working toward a common good.

“Humanising” a problem is about improving the quality of our lives by improving the quality of our relationships.


To recognize that we are all human, we must get rid of our masks: diplomas, expertise, position in society... This is an essential condition to have a natural conversation, without protocol. With no preconceived idea of what we have to offer, ready to receive what the other has to give, we let the conversation evolve freely. And it is precisely when we experience our common humanity that we can celebrate our differences: we are equal, but fortunately we are not identical! Therefore, each of us has something to give, and everyone has something to receive. It greatly facilitates the dialogue when nothing tangible is brought to the table; neither material goods nor money. So, past the surprise of our guests, we can unleash the development of the intangible: the relationships that will allow the journey to life competence.

Jean-Louis Lamboray, BelCompetence, Belgium, What makes us human? p.70

If we introduce ourselves as human, accessible and vulnerable, we will give our partners the opportunity to do the same, and thus strengthen our human to human relationships.


There is always a similarity (we are humans) so we should always be able to start a conversation. If the similarity is too much then the conversation is dull. But if there is some similarity and some difference then the conversation can blossom. It starts with the similarity but then builds on the difference.

Philip Forth, United Kingdom

Volunteers young and old are united in our differences in age, sex, political, religious and others. We decided that despite fears of a security and economic climate deteriorating day by day, we should act upon our vulnerabilities in solidarity.

Read the story of Eric Uwintwaza, Racines de l’Espoir, Burundi, Restoring the ability of young people to dream and to act, p. 39.
Appreciation

Pascale Paul shares how overcoming prejudices allowed her to appreciate the privilege of connecting with a group.

"Here my greatest lesson was that once I decided to leave my preconceptions aside and get to know the real person, I discovered someone with amazing strengths and a beautiful person. However the first step in doing this was the acknowledgement that I had such preconceptions to begin with."


The first three sessions of 90 minutes were dedicated to SALT, the change of outlook and the role of the facilitator. The facilitators in training have discovered the hard work of "deconstruction of prejudices and pre-established ideas on each other and on us" necessary "to appreciate and to stop judging and expecting from others to change", but also the effect of appreciation of strengths: “Telling someone [his or her strengths] makes me proud. It allows the person to feel good about him or herself and also to show other hidden strengths” writes Zainaba in the Blended Learning modules Forum.

As part of a partnership between the IREPS Mayotte (Regional Authority for Education and Health Promotion) and the Constellation, facilitators trained in the SALT way of working in Mayotte in order to develop and implement a Community Health Mobilization Regional Programme. More on this partnership p. 35


Being there and sharing stories (to connect) and living the story (get involved) with an appreciative open mind and courage (to facilitate change/learn and grow).

Our struggle to “go out” where people are, not to be satisfied with the services we provide “inside”, is opening our consciousness to the reality out there. Here in lies our discomfort and our struggle of learning how to “be” with people in their sufferings... and in responding to this discomfort with humility and braveness has come our opportunities for learning and growth.

Read the Story of Bobby Zachariah, India, Supporting People in Distress or Confronted with Suicide, p. 43

"Working in older people’s care home was initially a job, but now I am emotionally connected and want to work from my heart” said Champions Care Home teammate. The home was set up this year by E. M. Rafique, Constellation facilitator in India.


"The more we practise appreciation and discovery of others, the more we will approach our common humanity, and thereby improve the chance to meet and to be able to move forward together."

Mutuelles en pays de Vilaine, France
Live together, create a community

“Belonging to a group is an essential part of creating change”
InsightShare and UNICEF in Learning for Peace

What is a community?

In the broad meaning of the word, a community is nothing more than a group that shares 'something'.
At its weakest, the group may share nothing more than a physical location (perhaps, a commuter town outside a large city).
At its strongest, the individuals in the group may devote their lives to a shared idea and to each other (for example, a religious community).
And between these two extremes there is an infinite range of possibilities for sharing.

If we accept this idea, we can suggest that communities evolve as the extent to which they share broadens and deepens.

The first stage in this evolution is the recognition of a shared interest.
This shared interest could be based around location, but it does not have to be.
So the dormitory town could perhaps recognise that it needs a better bus service to the large town where lots of people work.
But the community could be based around an enthusiasm for singing and the people who make up that community could be made up of people from a range of 'physical' communities.

The next step in the progression of the community is the recognition of a shared objective.
So when a group goes beyond complaining that the bus service to the nearest town is dreadful and they decide that they are going to do something about it, they have a shared objective.

(In England, where I live, people would stop saying, "Somebody should do something about that dreadful bus service!" and would start to say, "We are going to do something about that bus service!")

The consequence of a shared objective is naturally shared action. And shared action is Local Response.
The role of the Constellation is to stimulate communities to move along the path from shared interest to shared objective to shared action. And the Community Life Competence process is the tool that communities use to do that. Since we work only by invitation, this means that there is at least one member of the community that sees the benefit of moving along this path.

Philip Forth

Once there is stimulation and people generally get into a momentum, there will be need for nurturing so that a natural way of thinking and working can be sustained and impacting where communities take responsibility and ownership to pursue common dreams.

Autry Haynes, Guyana, More on the Mauritian experience p. 26

Communities Acting Together to Control HIV (CATCH) in Botswana
Photo: Ricardo Walters
How? With a positive, inclusive and joyful approach

When we work with humans, there are relapses, but we do not feel sorry because of these relapses, we look at what the person has done, progress made, the positive things that he or she did. Based on this positive outlook, we can build something else. If you focus on the fault, you will never see the end of it. You will judge the person. For me, the non-judgmental attitude is important to enable the person to move forward and to make him or her feel valued and listened to at the same time.

Pamela Aglae, Kinouete, a Mauritius NGO that offers support for people leaving prison.

More on the Mauritian experience p. 26

In Kabaale, by combining experience and wisdom of the older women and energy and enthusiasm of the younger women, the community is finding local solutions to promote health and well-being.

More on this partnership p. 26

SALT has changed Eunice Musubika’s approach as counsellor, for example with people on anti-retroviral therapy: “I realized that these people have their own strength and have been able all along to live their own lives without our guidance. So I decided to meet them as a group and discuss with them what they think is best for them, what they think they can do and ask them the resources they have which they can use to improve their nutrition and eventually drug adherence.”

More on this partnership p. 26

At first glance, the SALT steps can be similar to other project management methods, but two things make a difference in SALT as an attitude: it is a positive approach (we do not start from problems) and an inclusive approach that makes much more creativity possible in a group because it allows freedom of speech for everyone”.


"I feel that we are in another universe!" exclaimed a participant to a SALT event in Mahebourg, Mauritius, appreciating the reflection in a relaxed and joyful atmosphere facilitated by the Groupe Renaissance and Autry Haynes.

Autry Haynes, April 2015 Newsletter

Having fun at a SALT facilitation workshop in Mayotte. More on this partnership p.35. Photo: Hervé Guidou

Collective intelligence is the answer and the facilitator is the question. The facilitator questions, always anticipating a potentially new answer, different... he keeps a spirit of openness.


Connecting as human beings with strengths and weaknesses helps create the space where everyone brings something substantial to the table. And when in this kind of space everyone is valued and not judged, people tend to open up and share more openly on what is not working, what are the weaknesses because they are not scared. They do not fear that they will face criticism. This can heal, build cohesiveness and encourage innovative thinking and co-creation. There is much information and papers and research on participatory tools and practice... but who talks about creating a loving, non-hierarchical space!

In this space, facilitators encourage community members to focus on strengths and on authentic appreciation, thereby they realise that they have done a great deal in the past. It gives them confidence in their own potential and they are stimulated to take action.

Constellation’s SALT approach emphasises on listening and learning from others to appreciate strengths. Appreciation can stimulate people to take action. SALT is not about sweet, fluff or praise, but it is being appreciative of what is present. And when you see this common humanity, and acknowledge that everyone in the group has strengths, and these could be varied, you value diversity. Therefore, I firmly believe that SALT could be one of the effective answers to bring peace, both inner peace and peace between people.

Rituu B. Nanda, India Competence

The Constellation has clearly defined its vision on interacting with local communities. This vision is described in the acronym SALT that stands for “Stimulate, Appreciate, Learn, and Transfer. SALT is the DNA of the Constellation”. SALT also refers to “Support, Authentic, Link, Listen and Team.” The facilitators of The Constellation believe in the possibilities of people to solve their own problems. SALT directs the attention on what you would like to reinforce or encourage (stimulate, appreciate) and reminds us to share our learnings (learn, transfer).


SALT takes communities on a journey to competence, autonomy and relatedness by influencing a different way of thinking towards a different way of working to achieve common dreams

Communities Acting Together to Control HIV (CATCH). More on this partnership p. 34
Photo: Ricardo Walters
Theory of Change (Ownership) for the Constellation

Our starting point... A Theory of Ownership rather than a Theory of Change

Here is the starting point for the Theory of Change of the Constellation:
- Communities change themselves.
- We do not change communities.
This is not a glib truism. It is a design principle.

Our experience over 10 years and 63 countries is that communities can and do respond to the challenges that they face when they take ownership of those challenges. The change that we own is sustainable change.

It is not sufficient to engage.
It is not enough to consult.
Rather we seek to accompany the community as it goes on the path to ownership of their own challenge.

We call this path Local Response and we call the methodology that they use the Community Life Competence Process (CLCP). We accompany the community as it applies CLCP with an approach that we characterise with the acronym SALT

Our ending point

When a community takes ownership of the challenge that it faces, it is on the road to sustainable change.

Our Pathway to Ownership

In the process which we use (CLCP) and the way in which we use it (SALT), we accompany the community as it:
- Takes action based on its strengths to realise its dream.
- Learns from its experience on its journey to its dream.
- Inspires others, and is inspired by others, when it connects to learn and share.

How we support ownership

This is the role of the Constellation as it accompanies the community on its path to ownership:
- We develop and nurture the capacity to facilitate community discussion, reflection, learning and action.
- We accompany communities on their journey to their dream.
- We connect communities to their peers locally, regionally, nationally and globally.

The methodology of the Constellation

The Community Life Competence Process (CLCP) is a form of Learning (Deming) Cycle where a community takes action and learns from its experience. That learning becomes the basis for another round of action and learning. The cycle goes on indefinitely, there is no end point. In the modern world, learning by experience has to a considerable degree been overtaken by the concept of learning from and through experts. The undervaluation of learning by experience means that when any individual or community uses a learning cycle to learn from experience it needs support both to start and to sustain the cycle of learning from experience.

The steps of the learning cycle allow a community to divide an apparently insurmountable challenge into a set of specific and manageable steps. While we consider CLCP to be an effective implementation of the Learning Cycle, our experience tells us that on its own it would not consistently open the door to change. In addition, we support communities as they apply CLCP with an
approach characterised by the acronym SALT. SALT is an acronym for Support/Stimulate, Appreciate, Learn and Transfer.

S is for Stimulate
A is for Appreciate
L is for Learn
T is for Transfer

We have found this approach to be effective in stimulating and supporting the community through the challenges of working through the cycle. SALT plays another vital and innovative role in linking the community with its peers so that it can learn from their experiences and share its own experiences.

SALT kick starts the learning process and then it supports the community through the hard work, and the inevitable setbacks, which leads to Life Competence.

In SALT and CLCP we have a very beautiful and powerful combination.

SALT tries to capture a way of thinking about CLCP. SALT seeks to appreciate strengths. When we appreciate strengths, we recognise that people have the capacity to act and to recognise that they have acted successfully in the past. This says to communities that you are already on the learning cycle and here is how you can continue to improve your situation through CLCP. And the steady appreciation of strengths reinforces that recognition. SALT in a variety of ways is supporting progress on the learning cycle. And this is indeed a big deal. Anyone who has worked on a learning cycle knows that the challenge is to sustain the momentum.

There is one other aspect of SALT that we would like to emphasise here and that is the idea of transfer. When a community has taken action and learned from its experience, there is a natural enthusiasm to share that enthusiasm with peers. As part of this approach, we ensure that the community has the opportunity to meet peers and to learn from the experience of their peers and to share their own experience of these fairs. We call these events Learning Festivals and one objective of the Learning Festival is to codify the learnings from experience in Knowledge Assets.

**The steps in our Methodology**

The Community Life Competence Process takes a community through a series of steps that leads towards its dream. As they go through these steps, we accompany the community with a perspective that is based on appreciating the strengths of the community. The process and the perspective are mutually reinforcing. When we appreciate the strengths of the community, the community recognises its strengths and can base its action on those strengths. When the community takes action and reflects on that action it recognises those strengths.

As the community moves through the process, each step documents progress, but the real measure of ownership lies in the depth of discussion, the consistency of engagement, and the joy of achievement that accompanies each step.

The Learning Cycle concludes with a review of actions. One aspect of this review is the collection of material that allows the community to share its achievements with its peers. This produces stories that document what the community has learned from its experience and this forms the basis of the Learning Festival and the Knowledge Asset.
Once the community is comfortable that it has learned from its own experience and from the experience of its peers, it is ready to start the learning cycle once again to move it closer to its dream.

An overview of the Theory of Change (Ownership)

Here are the 3 elements that permeate the methodology used by the Constellation:

- CLCP gives the community the tools that it needs to take action to deal with its challenges.
- The steps in the process give the community a sense of progress, a conviction that change is possible and the belief that they can be the instigators of that change.
- Success in applying CLCP gives the community confidence that it can deal with their challenges and that confidence is based on their personal experience.

Our way of working (SALT) gives the community the confidence that it can deal with their challenge. As we accompany the community, we appreciate their strengths. The community comes to recognise those strengths, that they have used those strengths to take action and that they can take action based on those strengths.

Another aspect of our way of working (SALT) brings communities together so that they can learn from the experience of their peers and share their own experience with their peers. We call the event a Learning Festival and it serves both to provide practical knowledge to allow more effective action and to allow peers to provide support and encouragement.

This is non-linear process. The steps in CLCP not only give the community practical experience of how to deal with the challenge, they also give the community confidence that it can deal with the challenge.

When the facilitator accompanies the community with a mind-set of SALT, the community comes to recognise that it has strengths that it can use, but it also leads the community to rejoice in those strengths and to have confidence that it has the capacity to deal with the challenge. When the community takes part in a Learning Festival, it not only learns from the practical experience of its peers, but it also takes pride in the fact that their experience is valued and used by their peers.

In this neighbourhood lives a very diverse population, with all the problems that occur often in such a situation for the native population: misunderstanding, mistrust, isolation, discrimination, prejudices and language problems. A bookstore was sacked several times and BelCompetence was called to the rescue. At the first meeting, 3 facilitators faced 4-5 people! They listened, spoke of dreams... but without representation. Every inhabitant that attended this first meeting was invited to ring at a few doors for the next meeting which brought together 15 to 20 people. They decided to organise a neighbourhood party that would gather many people. It was decided to install a “dreams box” in the neighbourhood where everyone can put his or her dream. From there was developed the common dream: spaces open to all, workshops, community gardens, a new neighbourhood party and a meeting place. A little-used storage room was made available to organise several weekly activities (cards, Repair café...). The atmosphere of the neighbourhood is transformed... to the point that the town of Vilvoorde wishes to bring the approach to other neighbourhoods. The project is under discussion.

Awareness at two levels: I have a challenge and I am not alone!

Can we imagine that there is a first step in the CLCP learning cycle before ‘Who are we?’ before introducing each other as human beings? It involves an individual condition that could be formulated as: "I have a challenge and I am aware that, by joining my strength with that of others, I can carry out sustainable response."

Laurie Khorchi, BelCompetence, July 2015

SALT home visits can stimulate that awareness:

Now one man and one woman from the second home accompanied us. We were growing to a big team doing home visits. The final home was where we met a young girl who is a graduate. She said that she was worried about conflicts in the village. “I want to take some action so that we can live in harmony but I don’t know how and with whom”, she said. Our SALT team mate who is from that village and is also a young girl said she could join hands with her. Our team mate, a young man, from another village said that he can share his experience how he worked towards unity in his village. This was so evident – there were budding leaders in the village and there was another village from whom this village could learn from. We, the external people, just had to nurture this.”

Rituu B. Nanda, August 2015,
http://aidscompetence.ning.com/profiles/blogs/salt-to-build-community-leadership

A sense of mutual trust is the foundation. As people realise we are together and it’s possible to turn around the issue at hand, these conversations will spiral out to activate multiple homes to think of their own health, and possibilities for neighbourhoods (public space) conversations for collective action by the community will emerge.

Onesmus Mutuku, November 2015,

Given the magnitude and severity of the current challenges, we all recognise the necessity to be part of networks to encourage us to act and strengthen our effectiveness. It is no longer possible to expect that the solution comes from others. We can and must act at our level, radiating around us, like a brazier.

BelCompetence SALT Training Report, August 2015.

By getting involved in the world of SALT, some partner organisations have discovered their strength and began searching their own way to act based on their strengths and then by surrounding themselves by partners to expand their actions.

Read the story of Taha Maatoug, Sihatouna (Our Health), Tunisia, Transferring the SALT Approach in Health Activities, p. 47
Reminding that we are all part of a better whole with the ‘Are we Human?’ question

First step of the Theory of Ownership of the Constellation:
**Assumption**: People who are going to work together need to feel shared values.
**Precondition**: “We have come together with a shared purpose and a sense of who we are.”
**Tools and way of working**: CLCP “Who we are” and SALT
**Indicators**: A sense of shared humanity, a sense of community and optimism.

I think the question 'what makes us human' is a very critical question for the community life competence process. It sets the stage for SALT. I acknowledge that it is not easy to facilitate this exercise because it is a very philosophical question and people do not seem to see its connection to development sector. But we forget that those who facilitate are human and those whom we work with i.e. the communities are also human. Therefore, why act like robots or machines?

Ritu B. Nanda

Are we human?
We have a heart and we got emotions
We have compassion
We can express our feeling
We have the capacity to dream and realised it
We can take responsibility
We share love among us

Families of Mahebourgh, Mauritius, April 2015

“When families are torn apart due to alcohol or drugs or anything, the families want that person to come back to the family and they are willing to provide the needed support. Our families are not perfect but we are happy to be together.”

Autry Haynes, April 2015,
http://aidscompetence.ning.com/profiles/blogs/just-being-human
More on the Mauritian experience p. 26

A “bring and share” get together at Carré d’As, Mauritius, August 2015. Photo: Pascale Paul

It [The Constellation] is about life in community without borders! In fact, we work from different places, on different issues, for different goals, but sharing strengths, dreams, concerns and life experiences in true community. Life in community is more than important but the essence of humanity. In Africa, we name it ‘ubuntu’ (being a person): ‘a muntu u muntu ka bantu’ (true humanity is about being with humans). Therefore, for me, the Constellations is the essence of humanity.

Joao Arnaldo Vembane, Mozambique, September 2013
http://aidscompetence.ning.com/forum/topics/what-is-the-essence-of-the-constellation?
Reminding What is at Stake with the ‘What is your Dream?’ Question

"Without dreams, we can see the world only as it is and we are blind to how it can be. Dreams give us a vision of a better future and the hope to work for it."

_Rituu B Nanda_

Second step of the Theory of Ownership of the Constellation:
**Assumption:** People who have a shared dream can contemplate shared action.

**Precondition:** “We have a dream and we understand the power of dreams.”

**Tools and approach:** CLCP “The Dream” and SALT

**Indicators:** A dream in text and/or graphics. Enthusiasm and commitment of participants. Numbers involved in dream. Engagement in group dream.

Each group of four or five made a drawing. Everyone has his or her own problems and his or her own dreams... But we realised that we all wanted a better world even though we are four or five different people. We all have the same dream. This is the best session I have participated to.

_Jim, AILES, Mauritius_


*More on the Mauritian experience p. 26*

“It was the first time that we expressed our individual dreams in the group. Since that conversation where we jointly built our common dream, I really feel involved, whereas before I was just following my husband from distance. I now fully own our common dream", says Stephanie. Her friend with the same name adds: ‘Once we drew up our common dream, this all became real. It gave us the words, the image to express what we are about. We started sharing with others with confidence. Our dream became a living reality”.

_The Amitoyens, living in co-housing with a diverse group of families and individuals._

_Marlou de Rouw, April 2013, _http://aidscompetence.ning.com/profiles/blogs/les-amitoyens-celebrate-progress-since-we-defined-our-dream-it-be_,

*More on this story p. 28*

Some of us had some difficulties and reluctance to indulge a dream, because the idea is attached to the notion of childishness, social uselessness...

_Rama for e.g. thought it was more appropriate to speak of ambition rather than dream, but when he saw the mobilising power of the dream by living it and by facilitating it in turn in his community, he discovered that dreams bring more to the future than ambition._

_Hervé Guidou, November 2015, _http://aidscompetence.ning.com/profiles/blogs/un-jour-j-ai-r-v-de-mayotte_,

*more about Communities Competent to Take Care of their Health in Mayotte p. 35*
Serious, Engaged and Challenging Discussions to Move from Dreams towards Action with the Self Assessment and the Action Plan

Third step of the Theory of Ownership of the Constellation: 
Assumption: People see the possibility of action when they create THEIR practices to reach THEIR dream
Precondition: “We understand the skills we need to reach our dream.”
Tools and approach: CLCP “Practices Definition” and SALT
Indicators: A set of practices for Self Assessment framework. A sense of moving from dreams towards action.

What I really liked about the SALT way of working, was the step bridging dream and plan by describing ‘practices’. When working with groups, I oftentimes find this a challenging step: how do you avoid get too much ‘down to earth’ too soon? How do you keep the spirit of the dream alive? During the weekend we explored ‘practices’. ‘Practices’ describe core elements of the dream as if these happen right now, in clear language. By using these concise, tangible statements, the dream is specified without watering down the imagination of the participants. Subsequently the group assesses its current state by taking a close look at the practices: to what extent do we currently ‘live’ or ‘embody’ these practices as a community?


Practices of differently-able persons in pursuit to their common dream “Living comfortably in our (Cheshire) Home”

Fourth step of the Theory of Ownership of the Constellation:  
**Assumption:** When people know their current situation and their destination, they can contemplate action.  
**Precondition:** “We recognise our skills. We know the skills we need to move forwards.”  
**Tools and approach:** CLCP “Self Assessment” and SALT  
**Indicators:** Practices for Self Assessment. Completed Self Assessment. Serious, engaged and challenging discussion. Levels agreed by consensus rather than by voting.

The Platform moved from ideas into action on 2 priority practices. And by getting a deeper understanding of what level 5 means, they decided the road ahead is longer, yet clearer. This explains the ‘fall back’ on 3 practices. It was a very honest Self Assessment with some good discussions!

Joke D’haese, *The Drug Platforms’ Second Self Assessment in Mauritius*, November 2014,  

For each practice auto-evaluated, members assess their community at a level between 1 and 5:  
5. We act naturally  
4. We act voluntarily  
3. We act once in a while  
2. We know enough to be able to act  
1. We know, but not enough to act

We have been using the community life competence process (CLCP) to develop a Self Assessment framework for domestic workers on decent working conditions. This is in Delhi under an ILO (International Labour Organisation) partnership with Institute of Social Studies Trust. In CLCP, after the communities develop a common dream, we facilitate Self Assessment i.e. where they are in terms of their dreams and where they want to go. Similarly, under this project in a workshop about 20-25 domestic workers did their Self Assessment and then selected two priority practices on which they would take action in the coming three months.  
Rituu B. Nanda, July 2015,  
http://aidscompetence.ning.com/profiles/blogs/salty-home-visits

Self Assessment, specific to the community, offers it a space to build its identity. And a space to circulate vital information, sometimes unexpectedly.  
Fifth step of the Theory of Ownership of the Constellation:

**Assumption:** When people create an Action Plan in writing, there is a shared commitment to action.

**Precondition:** “We know what we are going to do. We can do this.”

**Tools and approach:** CLCP “Action Plan” and SALT


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**Le Pont Du Tamarinier reflects on action planning**

Introduced to the SALT approach at Lalmatie, a group of women working for ‘equal opportunity for people’ in the Black River district asked Autry Haynes, Constellation Coach, for a three day workshop to reflect on the SALT way of working. This workshop took place the 21 July, 30 July and 4 August, 2015. Since then, the group organised a “Bring and Share” meal. They discussed how to “make action planning more rewarding and impacting?” Here are some of their thoughts: encourage conversation and original ideas; give it time, try not to rush the planning process; work only on one or two practices at a time, even temporarily setting aside the priority practices to address those that seem more accessible, to become more familiar with the way of working.


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**How much time does a CLCP cycle take?**

It is the community’s choice. Stepping forward according to the community’s availability allowed *Carre d’As*’ Local Response to come to life. To lead to its priority practice: “We have effective communication between neighbours”, the community has chosen to achieve a ‘clean-up campaign’ as SMART activity. It will participate to another practice that the group would like to develop: “We take care of and maintain our community’s environment”. Every other Saturday, the community dedicates one hour to an activity, and the following Saturday to a reflection after experience and planning of a new activity.


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As we organised in an association with the aim of participating in the promotion of health in the region, we are invited to several meetings to discuss regional health issues. Often, we begin those meetings as participants and finish them as facilitators. Without thinking, we start engaging stakeholders to replace "exposed problems" by "situations to be improved" the "demand of solutions" to "proposals for action", the question "What can the Ministry for us?" To “What can we do ourselves?”... So, the organisers who thought they would conclude their meetings by an application for aid to the regional health management or the Ministry of Health, find themselves with action plan proposals issued by representatives of the civil society who have just discovered they have strengths and the potential to initiate change.

*Taha Maatoug, Sihatouna (Our Health), More on Transferring the SALT Approach in Health Activities p. 47*
When We Act following our Dream, We Do It with Pleasure and Pride.

Sixth step of the Theory of Ownership of the Constellation:

**Assumption:** When people take action, they begin to see their own capacities.

**Precondition:** “We have made progress. We have done this ourselves.”

**Tools and approach:** CLCP “Actions” and SALT

**Indicators:** Evidence that deliverables in Action Plan have been delivered. Pleasure and pride in actions taken.

Working together has made the Platform stronger: “Interacting to accomplish the tasks of our action plan has reinforced the fact that we can work together.” “The experience of working together added coherence and support to the advocacy and communication strategy for the intended visibility of the Platform.” “Meetings between the Platform and the Ministry of Health foster an entry point for good relationship with the Government.”

*Autry Haynes, Drug Platform News brief for May 2015*

*More on the Mauritian experience p. 26*
Learning by Finding out What Works Well, and What We Would Like to Amplify

Seventh step of the Theory of Ownership of the Constellation:
**Assumption:** When people look back at their achievements, their pride in those achievements grows.

**Precondition:** “We know where we go to. We know what we learned. We know how to do better next time. We want to share”

**Tools and approach:** CLCP “Review” and SALT

**Indicators:** Documentation of review. Documentation for learn and share. Recognition that there is more to do. Pride in Achievement.

Projects run by facilitators of The Constellation are continuously evaluated in an appreciative way by using an instrument called “After Experience Reflection”, which is a way to learn from each and every experience. Lessons learned are shared with other facilitations within the same community or transferred to other communities. Truly a learning organisation, The Constellation. Learning by pointing out what works well, and stressing what you would like to amplify. Exploring what can be improved with an open mind. I find it fascinating to discover aspects of Theory U and Appreciative Inquiry in the vision and approach of The Constellation.


Whatever will result from the standoff between the opposition and the current authorities, *Racines de l’Espoir* believes that young people deserve better than to engage in violence by which they come off victims. Hence we set up inter-district meetings of youth with different social, ethnic and geographical origins to help them acquire the competences to act against manipulation which would push them to hatred and electoral violence.

*Racines de l’Espoir* has selected a first team of young facilitators who hosted a first meeting June 10, 2015 in a neutral area where everyone could feel safe. During the after experience reflection, the facilitators shared having been pleasantly surprised by the ease and enthusiasm with which young participants expressed themselves.

*Read the story of Eric Uwintwaza, Racines de l’Espoir, Burundi, Restoring the ability of young people to dream and to act, p. 39*

Youth of three villages, *Carré d’As, Tamarinier* and *Bourgainvillier*, got together to start a Youth Club. Six month after, Francesca of *Le Pont du Tamarinier* used the After Experience Reflection as a tool and entry point for SALT engagement. What have they learnt since they have the Youth Club? Self-esteem; Take care of each other; Communication; There is something new that live in us and which ignites us; Village force; Support each other; Acceptance of each other!!!


*Photo: Ricardo Walters*
We Love to Learn and Share. It Gives Us Energy and Joy

Eighth step of the Theory of Ownership of the Constellation:
**Assumption:** When people share what they have learned and learn from their peers, there is a renewed energy to go and do better.
**Precondition:** “We know where we go to. We know what we learned. We know how to do better next time. We want to share”

**Tools and approach:** CLCP “Learning Festival” and SALT
**Indicators:** Energy and joy in learning and sharing. Stories in format for Knowledge Asset. Start of Knowledge Asset.

This Tuesday, 19 May, 2015, I had the opportunity to facilitate a Skype meeting between Hélène and Valéry of the Liboso association (Belgium) and the local committee Together for Health for All in the Pays de Redon (Britain) who is about to try the adventure of SALT. A very rich exchange between a Belgian organisation and a French organisation where Share and Transfer took their full meaning!

Thank you Hélène and Valéry for taking the time to share your experiences, and congratulations to BeCompetence and RDC Competence for accompanying this process with the medical houses of Marolles and their Congolese partners in the Masina health zone, you have generated enthusiasm and the desire to witness and to go on!


Constellation and Le Pont du Tamarinier invite you to the Global Learning Festival from April 3rd-8th 2016 which aims to contribute to exploring systematically the transfer of experience and learning. “Communities inspire others when they connect to learn and to share and for mutual support.”

The learning festival will offer communities in Mauritius to share their excitement about what they are REALLY learning and especially what is making a difference for them. At the same time they communities will have the opportunity to learn from the wider Mauritius community and the visiting participants.

“SALT is making a difference in our lives….we have been trying to bring members of this community together like this for more than five years now...SALT has accomplish this... I am elated” Aniele, leader of Le Pont du Tamarinier

“This is the best thing that has happened to Mauritius on drugs in a long time. It is the first time that all NGO’s are working together, aiming at the same thing. (…) We have different approaches to the issue, but I see progress in the way every platform member listens to the others. We also still have room for progress. (…) We cannot do it without communities. That would mean we cut ourselves off from our roots. (…) It’s time to take action!” Laval Monet, Groupe Renaissance de Mahebourgh.

For more information, contact Autry Hayes: autry@communitylife.competence.org

**Assumption:** When people start the learning cycle once more, they are on the road to sustainability.

**Precondition:** “We have made progress. There is more to do. We must start the cycle again.

**Tools and approach:** CLCP and SALT

**Indicators:** Revisit the dream. Serious review of the Self Assessment. This feels as if this is the way we do things around here.
**Precondition:** The cycle continues “We will use what we have learned to get closer to our dream.”

**The Outcome:** “This is how we deal with any challenge we face.”
3. Support Teams Activities

<table>
<thead>
<tr>
<th>The Constellation in numbers</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of formal contracts that The Constellation has signed and implemented since 2005</td>
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<td>88</td>
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<tr>
<td>Number of partner organisations</td>
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<td>Number of partners with 2 or more contracts</td>
<td>17</td>
<td>20</td>
<td>20</td>
<td>23</td>
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<tr>
<td>Number of members of our on line community set up in 2008</td>
<td>1544</td>
<td>1716</td>
<td>1965</td>
<td>2057</td>
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<tr>
<td>Number of countries where CLCP has been transferred</td>
<td>58</td>
<td>60</td>
<td>62</td>
<td>63</td>
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<tr>
<td>Number of coaches</td>
<td>68</td>
<td>68</td>
<td>68</td>
<td>68</td>
</tr>
</tbody>
</table>
List of competences and countries that have developed them or who plan to (in italics):

<table>
<thead>
<tr>
<th>Competences</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aging with Dignity</td>
<td>Uganda</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Kenya</td>
</tr>
<tr>
<td>Aquatic Agricultural Systems</td>
<td>Cambodia, Bangladesh, Philippines, Solomon Islands and Zambia, with</td>
</tr>
<tr>
<td></td>
<td>WorldFish Center</td>
</tr>
<tr>
<td>Bonded Labour</td>
<td>India</td>
</tr>
<tr>
<td>Business</td>
<td>The Netherlands, <em>Guyana</em></td>
</tr>
<tr>
<td>Child Health</td>
<td>Democratic Republic of Congo (DRC), <em>Guinea</em>, Sierra Leone</td>
</tr>
<tr>
<td>Cholera</td>
<td>DRC</td>
</tr>
<tr>
<td>Community Health</td>
<td>Belgium, DRC, <em>France</em>, Ghana, <em>Guinea</em>, India, Kenya, Lesotho, Malawi,</td>
</tr>
<tr>
<td></td>
<td>Tunisia</td>
</tr>
<tr>
<td>Dialogue between Religions</td>
<td>Philippines</td>
</tr>
<tr>
<td>Disabilities</td>
<td>India, Mozambique</td>
</tr>
<tr>
<td>Disaster Risk Reduction</td>
<td>Ethiopia</td>
</tr>
<tr>
<td>Domestic Workers</td>
<td>India</td>
</tr>
<tr>
<td>Drugs</td>
<td>DRC, India, Kenya, Mauritius</td>
</tr>
<tr>
<td>Ebola</td>
<td>Guinea, Mali, DRC, Sierra Leone</td>
</tr>
<tr>
<td>Entrepreneurship in Rural Areas</td>
<td><em>Burundi</em></td>
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<tr>
<td>Environment Protection</td>
<td><em>Guinea</em></td>
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<tr>
<td>Evaluation and Baseline</td>
<td>India</td>
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<tr>
<td>Faith-Based</td>
<td>Mozambique, South Africa</td>
</tr>
<tr>
<td>Fire</td>
<td>Australia</td>
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<tr>
<td>Food Justice</td>
<td>The Philippines</td>
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<tr>
<td>Gender Dynamics (Including the Fight Against Gender-Based Violence)</td>
<td><em>Burundi</em>, DRC, <em>Guyana</em>, Indonesia, Togo</td>
</tr>
<tr>
<td>Governance</td>
<td>Guyana</td>
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<tr>
<td>HIV</td>
<td>Burundi, Burkina Faso, Côte d’Ivoire, DRC, Guinea and Rwanda with <em>Solidarité Protestante</em>, Belgium, Guyana, India, Indonesia, Kenya, Mozambique, Nepal, Philippines, Spain, Tanzania, Togo, Russia, Uganda</td>
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<tr>
<td>Human Rights</td>
<td><em>Guinea</em>, Indonesia</td>
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</table>

<table>
<thead>
<tr>
<th>Competences</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Trafficking</td>
<td>Guyana</td>
</tr>
<tr>
<td>Malaria</td>
<td>DRC, Guinea, Sierra Leone, The Gambia, Togo</td>
</tr>
<tr>
<td>Migration</td>
<td>Belgium, India</td>
</tr>
<tr>
<td>Maternal Health s</td>
<td>Benin, <em>Guinea</em>, DRC</td>
</tr>
<tr>
<td>Neighbourhood or Village Community Life</td>
<td>Belgium, France, Indonesia, Guyana, Kenya, Singapore, The Netherlands</td>
</tr>
<tr>
<td>Network Strengthening</td>
<td>The Netherlands</td>
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<tr>
<td>Nutrition</td>
<td>Sierra Leone</td>
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<tr>
<td>Organisational Planning</td>
<td>India, Indonesia</td>
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<tr>
<td>Palliative Care</td>
<td>India</td>
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<tr>
<td>Participatory Action Research</td>
<td>India</td>
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<tr>
<td>Peace</td>
<td>The Philippines</td>
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<tr>
<td>School Life and Education</td>
<td>Belgium, <em>Guinea</em>, India, The Netherlands, The Philippines, Sierra Leone,</td>
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<td></td>
<td>Singapore, The Netherlands</td>
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<tr>
<td>Sexual and Reproductive Health</td>
<td><em>Burundi</em>, Indonesia, The Philippines, Togo</td>
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<td>Men Involvement</td>
<td>DRC</td>
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<td>Social Audit</td>
<td>India</td>
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<tr>
<td>Suicide</td>
<td>India</td>
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<tr>
<td>Water, Sanitation and Hygiene</td>
<td>DRC, Guinea, Guyana, Kenya, Surinam</td>
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<tr>
<td>Youth Life</td>
<td>Caribbean Islands, France, Guyana, India, Kenya, Singapore, The Netherlands</td>
</tr>
</tbody>
</table>

*These are examples of how the process was applied, and not specifically formalised partnerships.*

*For more information, contact the coaches of the Constellation through our site at: http://www.communitylifecompetence.org/en/pages/4-coaches-gallery.*
The Global Support Team (GST) of proposes the Theory of Change for the Constellation. Find out here: https://sites.google.com/a/communitylifecompetence.org/theory-of-change-for-the-constellation/.

The online Life Competence Community has 2000 members!

Thursday, 9 June 2015, a 2000th member joined the online Life Competence Community. Thank you to our connecting star Ritu B. Nanda.

Blended Learning: online!

Thursday, 16 June 2015, Laurie Khorchi and Marlou de Rouw facilitated the first online blended learning session with nine participants in Mayotte. “A great experience! says Marlou, a nice challenge, and we enjoyed to see how values of face to face facilitation translate virtual as well. Facilitating online, surely as a new experience, requires good preparation and focus of the team.” “I get out of our discussions always fulfilled! said Sandrine Gillet of IREPS after the second session. The group is still captivated (except 2 persons for medical and urgent reasons). We reflect, discuss, question our practices, exchange, we do not wander to other subjects, absorbed by the themes we work on. I see only the strengths! The group thanked me after each module! I want to pass it to you. Even my colleague who will be on vacation on July 8 will return just for the third Module! Kudos!”

Blended learning is available in English, French and Spanish.

SALT approach impact assessment proposition to the International Initiative for Impact Evaluation (3ie) selected!

The agreement between 3ie (The International Initiative for Impact Evaluation) and PHFI (The Public Health Foundation of India) has been signed. This is the start of a 3-year project to demonstrate the effectiveness of the SALT approach to increase immunisation coverage in Assam.

The GST dream for 2020:

We see ourselves working together in a house, a house that provides us with an open, safe, secure and welcoming environment. Within this house, the members of the GST are juggling the balls of Care, Share, Learn and Transfer across the globe to connect communities and individuals who wish to work towards the dream of the Constellation. Through this work, we become a voice for Local Response around the world.
"What our leaders need is to see each other as humans... then we are able to break the barriers that exist between us..." Two young Israeli and Palestinian men agree. Yes! To be human supersedes race, culture, religion, class, professionalism.

My experience is that Mauritius has contributed to an internalisation of what being human REALLY means. Being SALTy also helped that process. I am usually a Stimulating individual applied being Appreciative and being open to LEARNing in my experience in Mauritius. It became more conscious to me and I appreciate that ALL peoples have inherent strengths as humans that may be inhibited by circumstances. However, once there is stimulation and people generally get into a momentum, there will be need for nurturing so that a natural way of thinking and working can be sustained and impacting where communities take responsibility and ownership to pursue common dreams.

Three real experiences that demonstrate this capacity in Mauritius:

[1] Le Morne, a tiny village on the south west Mauritius, embraced me and accepted me as family. Their humility inspired me differently.

[2] Le Pont du Tamarinier, an ‘equal opportunity’ NGO, is thinking and working SALT in three communities. SALT has mobilised Tamarinier to do things differently and EVEN better. In six months, SALT has made a difference for the NGO and communities. “SALT has changed our lives...” said a community member in reference to the resounding outcome of a bingo to stimulate improved communication between neighbours. The leader of the NGO, Aniele, says: “we wanted this community to be involved like this for five years now, SALT made this happen... I am elated.” Since then, other sister NGOs are coming on board to taste SALT (^_^).

[3] The Platform on drugs whose vision for a safer Mauritius with respect and dignity and less stigma and discrimination, stimulated one NGO, AILES, to apply SALT with Peer Educators to more meaningful engagement in communities. The dream of the Peer Educators include “....reducing social ills in the communities” they work with and have identified practices [a] We work as a team with appropriate communication, being non-judgemental and we do effective follow-up, and [b] We have an approach that helps us to build trust between us and the communities.
Blogs:

HAYNES Autry, “Paper Pull” in SALT, 21 March 2015,

COTTE Annick, DIX ANS DE CHRYSAlide : Dans un cocon d’espoir, 7 March 2015,
http://aidscompetence.ning.com/profiles/blogs/dix-ans-de-chrysalide-dans-un-cocon-d-espoir

HAYNES Autry, Just being human..., 18 April 2015,
http://aidscompetence.ning.com/profiles/blogs/just-being-human

COTTE Annick, Une femme battante, 7 June 2015,
http://aidscompetence.ning.com/profiles/blogs/une-femme-battante

HAYNES Autry, “Bring and Share” inspires SALTiness within Le Pont du Tamarinier, 26 August 2015,

HAYNES Autry, What worked.......the experience of Carré d’As’ Local Response!!, 1 September 2015,

PAUL Pascale, Personal reflection about an outing with the men, 2 September 2015,

HAYNES Autry, After Experience Reflection...a tool and entry point for SALT engagement works..., 5 September 2015,

HAYNES Autry, Differently abled at the Leonard Cheshire Home, 7 September 2015,
http://aidscompetence.ning.com/profiles/blogs/differently-abled-at-the-leonard-cheshire-home

HAYNES Autry, Inculcating the spirit of After Experience Reflection, 25 September 2015,

HAYNES Autry, Stepping Stones to their dream (^_^), 28 September 2015,
http://aidscompetence.ning.com/profiles/blogs/stepping-stones-to-their-dream

HAYNES Autry, Community to Community active in Mauritius....... Peer Educators, responding positively, 25 November 2015,

Photos:

HAYNES Autry, Centre d’Accueil de Terre Rouge (CATR), 30 June 2015,
http://aidscompetence.ning.com/photo/albums/centre-d-accueil-de-terre-rouge-catr

HAYNES Autry, Centre de solidarité, 30 June 2015,
http://aidscompetence.ning.com/photo/albums/centre-de-solidarite

HAYNES Autry, Espoir Revivre Barkly (ERB), 30 June 2015,
http://aidscompetence.ning.com/photo/albums/espoir-revivre-barkly-erb

HAYNES Autry, Etoile d’Espérance, 30 June 2015,
http://aidscompetence.ning.com/photo/albums/etoile-d-esp-rance

HAYNES Autry, Le Pont du Tamarinier, 14 September 2015,
http://aidscompetence.ning.com/photo/albums/le-pont-du-tamarinier

HAYNES Autry, AILES - Aides, Infos, Liberté, Espoir et Solidarité, 10 December 2015,

Videos:

Videos of Change, http://aidscompetence.ning.com/page/2028109:Page:140975 (Starting from Chanda’s video, transcriptions and translations available in comments in You Tube, click on the name/ title in white).

![Image of Autry Haynes at a “bring and share party” organised by Carré d'As, 22 August 2015. Photo: Pascale Paul.](Image)
Facilitation of the SALT Approach with the Amitoyens Group

Country: France
Coaching: Marlou de Rouw and Dolores Rey Novoa
Time frame: November 2014 - April 2015

‘Amitoyens’ dream is to live in co-housing with a diverse group of families and individuals. Careful: this is much more than bricks and a roof. Being Amitoyen is an art of living where actions of daily life are consciously in respect of people and nature around you. This is about growing your vegetables, cooking together. This is about singing and about sharing. Materials and emotions. Living together, really. But you may also shut your door.

Rita warns that reaching a dream as a community is not a given thing at all, even though seemingly you have same interest. Lorenzo confirms: “It took us 12 semesters, six years. To get to where we are now was not easy”. Xavier adds: “You have to accept conflicts. You have to accept that people come and go on your path. And you have to work very hard, as individuals also, to educate yourself, to grow and to learn in order to function in your community and really contribute to its success”. And so they did, over the years.

And what did SALT do to you?

“It was the first time that we expressed our individual dreams in the group. Since that conversation where we jointly built our common dream, I really feel involved, whereas before I was just following my husband from distance. I now fully own our common dream”, says Stephanie. Her friend with the same name adds: “Once we drew up our common dream, this all became real. It gave us the words, the image to express what we are about. We started sharing with others with confidence. Our dream became a living reality”.

Extracts from Marlou de Rouw’s blog, Les Amitoyens celebrate progress: “Since we defined our dream it became a living reality”, 3 April 2015, http://aidscompetence.ning.com/profiles/blogs/les-amitoyens-celebrate-progress-since-we-defined-our-dream-it-be

Other blog:

Photos:
Community Management of Child Survival in 35 Health Zones (Katanga and Kasai 1&2)

Country: Democratic Republic of Congo (DRC)
Coaching: Emmanuelle Bricq (France), Eric Uwintwaza (Burundi), Blaise Sedoh (Togo), Dolores Rey Novoa (France and Spain), and, for remote support, Marlou de Rouw (France and Netherlands)
Time frame: December - April 2015

Since June 2012, communities of the Katanga and Kasaï provinces started Small Doable Actions* to develop the Family Essential Practices** for child survival, particularly that of full immunisation. Combining CLCP and SALT with the Community Management of Complete Immunisation (GCVC), the DRC facilitation team, RDCC, and the Constellation facilitated the process with financial support from UNICEF and the Atlanta Centre for Disease Control (CDC). This year, the Constellation team facilitated the process including development of combined tools, training of 215 facilitators, development of a manual, on-site accompaniment, remote support and participatory Monitoring and Evaluation in 35 health zones.

Photos:

* Small Doable Action, Petites Actions Faisables (PAF): A PAF is a concrete and measurable action, meaningful and relevant, implemented to introduce a change. It can be a change of habit. A PAF is easily implemented with the available resources, without outside help. It can be individual, but it will be even more effective if it is collective, that is done through the commitment and effort of the majority of the members of the community and consensual, i.e. it is not imposed, it is based on voluntary adherence.

** The five Essential Family Practices and two subsidiaries: Complete vaccination; Exclusive breastfeeding for at least the first 6 months after birth; Consistent use of insecticide treated bed nets; Washing hands at five critical times during the day; Accompaniment of women by their partners, during pregnancy or delivery; Census registration of new born babies within 90 days after birth; Children’s schooling without gender-based discrimination.
SALT for Spices and other development programmes in Maluku

Country: Indonesia
Coaching: Marlou de Rouw, for the Constellation, and Charlie Munster, for TitanE, Dutch Moluccan NGO.
Fundraising support by Dolores Rey Novoa and Lois Hutubessy
Time frame: January-March 2015

From 20 February to 3 March 2015, a new team of SALT facilitators trained in Maluku, Indonesia. This team now accompanies farmers who have a dream for fair prices for their spices – especially nutmeg (pala) and other development programmes in Maluku, such as clean environment and drink water. The coaching team witnessed great transfer of the SALT approach: “Ooh! This is the SALT approach, says our translator during our first day of the CLCP workshop in Ambon. I know that, it is the way of working of UNFPA Indonesia!” And off she goes, running the show for us. SALT spreads faster than the virus and out of our control!” UNFPA Indonesia invited, on multiple occasions (in 2006, 2007, 2009 and 2010), individual coaches of the Constellation to support their ongoing spread of Community Life Competence in the country.

Since then, with some distance support by Marlou, SALT travelled via various people and groups in Maluku. The Pala plan is taking concrete form and fieldschools have been established. A women’s group in the village of Ouw has set up income generation through ceramic sculpting. Some communities are active in cleaning up their villages. Early 2016, three Constellation interns, students from Amsterdam University College, will add another SALTy grain to those processes.

Blogs:
DE ROUW Marlou, The people from Lima join forces, 23 February 2015,
http://aidscompetence.ning.com/profiles/blogs/the-people-from-lima-join-forces
DE ROUW Marlou, Villagers of Hatu in action towards their dream, 27 February 2015,
Support for Improving Health & Well-Being of Older Persons

Country: Uganda
Coaching: Rituu B. Nanda (India) and remote support of Marlou de Rouw
Time frame: From 15 to 24 April 2015

Constellation facilitator, Rituu B. Nanda, was invited by Health Nest Uganda and the Medical Research Council to:

- Participate in further development of the proposal for improving the health and well-being of older persons by building a sustainable model of care in Uganda;
- Advise on the development and coaching of the CLCP/EASYCare Distance Learning module for the facilitation team in Uganda;
- Work with the core team on how to share activities of Ageing with Dignity Uganda competence – on the Constellation’s interactive platform http://aidscompetence.ning.com/;
- Sharing and learning with the team on how to evaluate the upscaling of the new way of working using CLCP/EasyCare approach;
- Participate in further development of participatory Monitoring and Evaluation methods for the Health & Well-Being of Older Persons program.

Photos:

Blogs:
SCHOLTEN Francien, Where we are in terms of documentation of our work with the communities? 23 April 2015, http://aidscompetence.ning.com/profiles/blogs/where-we-are-in-terms-of-documentation-of-our-work-with-the
Communities Competent to Take Care of their Health, the SALT Approach in Reunion

Country: France
Coaching: Jean-Louis Lamboray, Laurie Khorchi, and remote support of Marlou de Rouw
Time frame: From 2 to 6 March 2015

March 2015, in the Reunion Island, Laurie Khorchi and Jean-Louis Lamboray facilitated training on community health, “Act With and For the Population”, in a partnership with the IREPS Reunion (Education and Health Promotion Regional Instance). Cedric Pedre, Director, shares how the association has implemented the approach:

“We have initiated a number of things around here with SALT that we took the time to make our own. So I proudly share the three concrete steps we are taking.

The first is the integration of a module on community-based approaches in the training of social workers (young children educators, specialised educators, 120 students). Sebastian facilitated the training. We made them aware of attentive listening and caring, SALT and the life competence cycle. In the module, we also integrated a meeting with communities in small groups of 4 to 5. 18 communities participated. The students went to meet them, got to know them, and identified their strengths, their dreams, their practices. Last week, we invited the communities to a great Knowledge Fair. Students shared about the community that they met, and what they learned formulated as a lesson (If then ....). It was a great day!!!!! Beautiful lessons, enchanted communities. Rich exchanges and today students are engaged and involved in these communities. A real joy!!!

Secondly, we used the SALT approach during a training we conducted with a group of a dozen people and, again, very strong human time, a solid group, motivated to continue.

Finally, in a more innovative approach, we will start the accompaniment of two neighbourhood communities in a SALT approach structured in 10 meetings that we called “the IMAGINE workshops!” (Yes, let us imagine a better world and build it!). We will accompany this process with an audio-visual documentary-style production with testimonies. These videos could serve as a nice evidence of the process. There will be one video for each community. The idea is that, instead of a "written report", the community members will share their projects and feelings on screen.

We have other projects next year. Although it remains financially very complicated, we are led by the energy of SALT!”

Blogs:
Introducing the SALT Approach to Student of the Hogeschool van Amsterdam

Country: The Netherlands
Coaching: Boris Alberda, Loïs Hutubessy and Marlou de Rouw
Time frame: 25 August 2015 and 29 September 2015

Tuesday, 25 August 2015, Constellation coaching team, Boris Alberda and Marlou de Rouw, facilitated the first day of the introduction week of the Minor in Development studies at the Hogeschool Amsterdam. The aim of the day was to create a SALTy mind-set with the students who will spend a great part of their year abroad. In a follow up of that day, on Tuesday, 29 September 2015, Boris Alberda and Marlou de Rouw equipped the students with tools to use during their assignment abroad.

“SALT already seemed so natural to them that they couldn’t imagine behaving otherwise!” “I remember when I did my first Self Assessment on SALT. I scored quite high, but the more aware I became of these behaviours, the more examples I saw of facilitators in the Constellation, the lower I scored myself, so the more learning space I found there to be” – Boris Alberda.

Loïs Hutubessy shared her experience with the team of the NGO, Le Pont Du Tamarinier in Mauritius as “an extremely enthusiastic one, with SALT running through their veins”. “I explained at the Hogeschool how this team ran their After Experience Reviews, which was one of their favourite parts of the approach. Always with tea and biscuits, this would be their moment of constructive causerie and peek of excitement” – Loïs Hutubessy

Communities Acting Together to Control HIV (CATCH)

Country: Botswana  
Coaching: Onesmus Mutuku (Kenya), Ricardo Walters (South Africa) and distant support of Marlou de Rouw and Loli Rey Novoa  
Time frame: three support visits, from 8 to 19 June 2015, from 31 August to 4 September 2015 and from 23 to 27 November 2015

The Constellation is supporting the National AIDS Coordinating Agency (NACA) and UNAIDS to develop capacity for facilitation of the CLCP through a pilot phase of the CATCH programme in one district, Gaberone.  
The results of the first visit were:  
1. 35 potential facilitators completed the first stage in becoming CLCP facilitators by learning about and practising all elements of the CLCP. They have formed 5 community facilitation teams with each comprising of at least 1 Kgosi (Chief or Sub-chiefs) from each 2 tribes, with which Phase 1 of the programme will be implemented.  
2. The 5 community facilitation teams, 1 support organisation (HUMANA) and policy makers drawn from UNAIDS, NACA, Ministry of Health and Local Government have developed an action plan for the next two months (July and August 2015).  
3. Policy makers, organisations and communities in Botswana show active interest in adopting the SALT/CLCP community driven approach in their CATCH strategy and activities. 13 of the facilitators have expressed interest in enrolling for the Constellation’s e-learning course with remote support of Coaches, Blended Learning.  

The second support visit was dedicated to Dream Building and the third to Self Assessment and Action planning.  

“In our work places we also have concerns regarding the people. Stigma is a big issue, people are afraid of going for HIV testing... This exercise was useful as it stimulated us to think of ourselves in our workplace community and we now have a Dream. We are used to looking at the communities out there for change, while forgetting our work place community”, Sarah Ranko – NACA, Botswana.  

“We are not left out; we feel part of this as it has come through the Kgosi. CATCH is different from the way other activities are introduced to our communities”, Otse Community member – Dream Building Session.  

“We have always been there, but were never invited before”, one Kgosi reflected during the CATCH workshop.

Blog:  
Communities Competent to Take Care of their Health, the SALT Approach in Mayotte

**Country:** France  
**Coaching:** Laurie Khorchi (Belgium), Jean-Louis Lamboray (Belgium), Hervé Guidou (France), Pamela Aglae (Mauritius) and remote support of Marlou de Rouw  
**Time frame:** June to December 2015

The Constellation supports the IREPS Mayotte (Education and Health Promotion Regional Instance) and a local facilitation team to implement a community mobilisation program to accompany Mahorais communities to take ownership of health issues. The Constellation provided distance training and support for the facilitation of SALT and the CLCP (Blended Learning) and an onsite learning event in September 2015.

**Long-distance accompaniment**

"The biggest challenge of coaching at a distance is to create and maintain a warm human relationship, instilling confidence in a context where we have never physically met with the participants and where our only point of contact is a computer.

One of the most important lessons we can draw from this experience is that, if we wish to create a warm human relationship with a group with which we work remotely, we have to work closely with an enthusiastic focal point that can share with us the energy that drives the participants." **Laurie Khorchi.**

**Form’Action**

In mid-September, Hervé Guidou, Laurie Khorchi and Pamela Aglae travelled to Mayotte for a first "team learning from Mahoraises communities" called Form’Action.

At the end of the six days training, participants joined the regional facilitation team to contribute to the implementation of the Community Mobilisation Regional Programme for Health in Mayotte.

**Blogs:**

GUIDOU Hervé, **SALT and me**, 9 July 2015,  
http://aidscompetence.ning.com/profiles/blogs/salt-et-moi  


GUIDOU Hervé, **apprentissage...**, 6 October 2015, translation in comments, http://aidscompetence.ning.com/profiles/blogs/apprentissage  

GUIDOU Hervé, **Un jour j’ai rêvé de Mayotte...**, 3 November 2015, http://aidscompetence.ning.com/profiles/blogs/un-jour-j-ai-reve-de-mayotte  


**Photos:**

Harmonization of the Community Development Practices

Country: Madagascar
Coaching: Blaise Sedoh (Togo), Jean-Baby Fulama (DRC), Célilia Theys (Belgium), Laurie Khorchi (Belgium), and remote support of Marlou de Rouw and Loli Rey Novoa
Time frame: July to October 2015

UNICEF Madagascar called upon the Constellation to strengthen and harmonize methods for facilitating community dialogue ("Dialcom" in local phrasing) implemented nationwide by UNICEF partners as part of a program of communication for development (C4D).

The general objectives of this partnership can be summarized as follows:

- Strengthen the ways of facilitating community dialogues to reach community empowerment and greater impact of the actions of each sector.
- Stimulate the implementation of a common approach for all actors in community development in Madagascar.

Steps of the Mission:

Preliminary step: initial consultation with UNICEF and its partners of the ministries referred to above in Antananarivo.

Step 1: Mission of appreciation of community dialogue as practiced by each sector in two southern regions: Atsimo Andrefana and Anosy.

Step 2: Knowledge Fair in Antananarivo: gathering up all sectors to exchange dialogue practices, identify lessons from their experience, identify best practices and develop knowledge assets.

Step 3: Harmonisation workshop enabling the various sectors to agree on a common definition of community dialogue and its aim, and to dream of what they want for Malagasy communities and envision community dialogue as a tool to achieve this dream.

Principles for action:

- If we closely involve our partners at every stage of our work, then we facilitate their gradual ownership of the approach.
- If we introduce ourselves as human, accessible and vulnerable, then we will give our partners the opportunity to do the same, and thus strengthen our human to human relationships.
- If we progressively stimulate ownership of the approach by our partners, then they will take more and more initiatives in facilitating.
- If, when we face language constraints, we accept to let go of the "control" of facilitation, then we encourage our partners to settle into their roles as facilitators.

"Grandfather who remained young at heart", Blaise Sedoh, improvises a dream building exercise with youth of the Maison des Jeunes of Tuléar. Photo: Célilia Theys

Taking time to do an After Experience Reflexion after each SALT visit allows the relationships between facilitators to blossom. Photo: Jean Baby Fulama

4. The SALT approach in other organisations
Declaring a State of Emergence, BelCompetence

Country: Belgium
First activities with SALT and CLCP: 2007

In 2007, the approach was introduced in Brussels during a training on AIDS. It immediately impressed listeners and they created BelCompetence. The association first focused on AIDS, but quickly widened its horizons increasingly to diverse challenges (asylum seekers, wellness, citizen initiatives, ...). The principle: a spark is enough to awaken a community. The facilitator supports the community in its path. But the approach also individually concerns us: it modifies and enriches our relationships with our loved ones (family, friends, work, and neighbours).

On 9 May 2015, members of BelCompetence gathered to share an afternoon high in emotions about the question: “Who are we?”, first step of the learning cycle of the approach. The highlights of this day were a flashback to the story of each participant’s relationship with BelCompetence, expression of values that resonate, identifying one’s place, and the appreciation and exploration of tensions. The reflection was developed around a poetic image proposed by Jan Somers: BelCompetence seen as a source.

BelCompetence offers reflection and sharing opportunities: Sharing evenings (e.g. facilitation experience, music, cooking, ...); SALT visits (e.g. students of the School of Public Health visited primary health services of Brussels); CLPC and SALT facilitation trainings; Reflections meetings (e.g. on conflict and peace).

It is urgent to declare a state of emergence. The energy of our transformation is available deep within us. Let us discover it and let it act to overcome our fears, to go beyond our judgments and to obliterate our cynicism. Then we can appreciate our differences as so many sources of wealth. In our neighbourhoods, towns, associations, work, worship and leisure places, let us formulate our common dream and use our own strength to achieve it. From one place to another let us stimulate the creation of real living cells, emanation of the emerging world. Let us circulate between these cells the energy of restored hope. Let us organize our powers so that we put our public services, our public finances, our laws and our communication organs at the service of the world of which we aspire deeply.


Other blogs:
Photos:
Volunteers young and old, we are united in our differences in age, sex, political opinion, religion,... We decided that despite fears due to the day by day deterioration of the security and economic climate, we should act upon our vulnerabilities in solidarity. When certainly most of our compatriots feel overwhelmed, we feel that it is not the time to give up but to continue to act, therefore to live.

Hence, we win small but real victories that strengthen our belief that we could do better. At first, we thought of a broad campaign with a lot of SALT, but we had to scale back our ambitions because of the context of fear escalated in a context of armed conflict.

At least some young people who initially viewed their peers as enemies have joined us and we discovered together a common humanity in small gestures of solidarity: visits of neighbourhood deemed inaccessible by some, blood donation, follow up of joint training, sharing of hot meals, etc.

We built a foundation for the development of a more consistent and well thought SALT program by putting together our strengths. Indeed, we have planned a workshop to develop a common dream and sit a community competence facilitation program, not to mention the competence of community of volunteers themselves.

Eric Uwintwaza
Taking up Challenges with Available Strengths, RDCC

Country: Democratic Republic of Congo
First activities with SALT and CLCP: 2004

The mission of RDCC is to support the Congolese communities to meet their challenges on the basis of available resources and strengths. The association includes a hundred volunteer facilitators throughout the country, mainly in chief towns and big cities. Achievements: contribution to the 18% increase in immunization coverage in Tanganyika (ex-Katanga), 10% improvement in attendance at antenatal clinics in Kinshasa, intervention in the management of the cholera crisis in Mbandaka, increased blood donations in the general referral hospital of Kitonga in Central Congo,... RDCC does not solve the problems of the population, but stimulates the community to find solutions at lower cost (small doable actions). It encourages good practices.

The Concertation Provinciale of Facilitators of RDCC in Central Kasai

The team of facilitators of RDCC in Central Kasai (ex-Oriental) was initiated in 2010 with the project Support to Community Initiatives of the National AIDS Programme supported by the World Bank. Today, the team evolves through membership fees and local opportunities. Our contributions helped to formalise our organisation in 2012 and, this year, we have bought premises for the headquarters of RDCC in Mbuji-Mayi.

Thérèse Nyemba, RDCC/KC team coordinator, December 2015

RDCC Sankuru in Oriental Kasai

April 18, 2015, 90 houses were burned in Longonya Dive. Community structures such as schools, training centres and health centres were also burned. The trigger of this disaster was an inter clan conflict for leadership between two brothers. The RDCC team in Sankuru was the first to support the community while the others sought funding agreements for intervention. The SALT approach does not require financial or material resources from the community to solve its problems. The Longonya Dive community members started to rebuild the burned schools and a health centre; they brought back the persons who fled the conflict and built houses for them with a cooperative method, and concluded that the conflict kills but does not help to go forward.

With the distance support of the RDCC Sankuru team and the local facilitation team of three people, the community of Longonya Dive gradually takes ownership of the Essential Family Practices (EFP) added with conflict resolution. Among the six practices facilitated, four are much more supported: hand washing, proper use of insecticide-treated nets, full immunisation of children from 0 to 11 months, and resolution of conflict. For these practices, many communities have already carried out a second Self Assessment.

Paul Lokoto, RDCC Sankuru team coordinator, July 2015

Blogs:

See also the Community Management of Child Survival in 35 Health Zones (Katanga and Kasai 1&2) p. 29
New Star of the Constellation, France Competence

Country: France
First activities with SALT and CLCP: 2015

This year has seen the birth of France Competence. France Competence members will provide to the organisation a framework and a legal existence according to the following proposition:

"Accompany individuals, collectives, communities in their process of creation, transformation, transition toward their dreams and common aspirations. Facilitate the capacity of these collectives, based on their humanity, to become autonomous in the resolution of their issues. Encourage and stimulate cooperation practices and the appreciative approach summarised in the acronym SALT (support, appreciate, learn, transfer). Train in project facilitation tools."

In partnership with the Constellation, France Competence facilitates the SALT approach with the mutual health organisation, La Mutuelle en pays de Vilaine, in Redon, Brittany. “This partnership aims at supporting a group of institutions and associations to develop and implement a new vision of "together health for all in pays de Vilaine".”

France Competence also organised a learning event in Echevenex in March 2015. See also Facilitation of the SALT Approach with Amitoyens Group, p. 28, Communities Competent to Take Care of their Health, the SALT Approach in Reunion, p. 33, and Communities Competent to Take Care of their Health, the SALT Approach in Mayotte, p. 35.

Blogs:
Synergy of Action against the Ebola virus, Guine Competence

Country: Guine
First activities with SALT and CLCP: 2013

As part of social mobilisation for the response against the Ebola virus disease in Guine, Guine Competence has worked with a number of national NGOs operating in community development (Centre for Research and Development Aid, the African Development Learning Centre, Scouts of Guine) in a consortium called Project SACEG (Synergy Action Against Ebola in Guine) for 3 months, from March to May, 2015.

The action began with a plea to the authorities (15 prefects, sub-prefects 50 and 50 mayors of municipalities) to coordinate the response to Ebola. Guine Competence then participated in the organization of community meetings, film screenings and educational sessions with associations of women and youth, with the elders and with religious leaders in 200 districts and interactive radio programs.
200 watch committees were set up, i.e. 1500 trained local actors who have sensitised the communities door to door.

Ibrahima Diakite Khalil

The key to the fight against Ebola epidemics lies in the promotion of confidence in both the capacity of communities and of primary health services. This confidence is essential to create a space for dialogue, reflection and action that combines traditional knowledge, local capacity building, scientific information and modern means of prevention and treatment.

Jean-Louis Lamboray

In Guine, as elsewhere, wherever Ebola made its hurricane, medical staffs pay a heavy price. In order to stop the infection of medical personnel in Macenta, the initiative has been to develop skills enabling them to take ownership of the situation so that appropriate preventive behaviour is an integral part of their daily lives.

Work has also been done with the gendarmes and the police since both units are in direct contact with the population.

Joseph Koivogui

Blogs:

Dream building by the health staff of the prefectural hospital of Macenta, 28 April 2015. Photo : Joseph Koivogui

Self Assessment at the health centre of Bowa, neighbourhood of Macenta, 29 April 2015. Photo: Joseph Koivogui
Supporting People in Distress or Confronted with Suicide, Connecting... NGO

Country: India
First activities with SALT and CLCP: 4 years ago - primarily in the school peer educator based suicide prevention program and in the suicide survivor support program.

Connecting NGO is a listening organisation for suicide prevention and survivor support manning a helpline. However, listening in itself is only a part of the story. That individuals, families and neighbourhoods have the capacity to support those who are in high suicidal distress, that survivors can heal and that communities can prevent further suicides by caring for one another was not part of the organisational thinking. Today, after conducting a home visit to a suicide survivor or after a bedside listening support to a suicide survivor, the volunteers debrief together regarding the question "How did we SALT?"

SALT helped to systematically entrench that belief and the corresponding behaviour. Now our volunteers start by listening, but they stimulate response from survivors and community members. The volunteers feel relieved that the communities are now healing, that the communities are now owning the responsibility and the number of volunteers at Connecting have increased.

Our survivor support volunteers visited Ms. Seeta (name changed), 20 years of age, at the burn ward. One of our volunteers listened to the survivor and another team mate spent time with her mother and her 3 brothers.

Seeta was in love with a boy and eloped with him. In a few days, Seeta realised that her partner was not the person whom she had understood to be and returned back home. Her family accepted and consoled her.

Seeta felt disappointed of letting her family down and could not forgive herself for what she had done. As a way of punishing herself, she doused herself with kerosene and lit herself, while her family was fast asleep.

The team spoke to the family regarding her felt need for forgiveness. That night, the family gathered around her bed and expressed their love and forgiveness to her and reconciled. Seeta succumbed to her burn injuries the next day afternoon.

The team subsequently visited her community and did a series of home visits and came across 4 suicide survivors. In one home, a young man killed himself, after he was accused of robbery. His younger brother happened to see this and since then he feels acutely suicidal. The team is following up with the family to support his brother and family.

This is an example of how an organisation that was focused on listening to distress via the helpline is now in the homes and neighbourhoods of people who are struggling with suicide related distress.

A common element that we share with our communities is the fact that we have ‘concerns’ and ‘hopes’. This takes us out into the community to listen to the stories and share our being, our presence with them. This has placed us in a variety of contexts – e.g. with Policemen who have partnered with us to support suicide survivors, with the District Authorities to negotiate for an opportunity to listen to suicide survivors admitted in the hospitals, to appeal for volunteers for suicide prevention, to be in awe of the community leader who has been working hard to support people in difficult situations – addictions, domestic violence, suicides.

Our engagement with people has allowed us to learn to appreciate. Those among us who are financially better off watch the community members living a happy life, with so little, and marvel “why am I always grumbling”, “the community ladies spoke about saving Rs. 100 in a month after the start of the self-help group. For me, Rs. 100 is a fraction of what I spend one a single hotel bill. Do I have too much?”, “SALT visits to the communities are helping me appreciate my own” and “How can I listen better to my subordinates, when they come to with their issues? Usually, I am ready with an answer. I am learning that often compassionate listening is all that is needed.”

Our struggle to “go out” where people are, not to be satisfied with the services we provide “inside”, is opening our consciousness to the reality out there. Here in lies our discomfort and our struggle of learning how to “be” with people in their sufferings... and in responding to this discomfort with humility and braveness has come our opportunities for learning and growth.

Bobby Zachariah
**A Deeper Level of Humanity - Getting to Know SALT and CLCP, Dutch Competence**

**Country:** Netherlands  
**First activities with SALT and CLCP: 2010**

“Everywhere you look, you see remarkable individuals and communities that have managed to break through the walls of trauma and tyranny in order to connect to their deep sources of humanity. What are the conditions that make these breakthroughs possible and allow “miracles” to happen time and again?” (Scharmer & Kaufer in “Leading from the emerging future”)

Ambitious to find out more about Theory U and Appreciative Inquiry in an experiential way, I recently accepted Joke d’Haese’s invitation to partake in a workshop for change facilitators organised by The Constellation in the south of the Netherlands, in Kerkrade.

The 3-day workshop took place exactly a week after the terrorist attacks in Paris on November 13th 2015. In the context of this event, I could not have imagined a more uplifting and promising experience than attending this workshop facilitated by Joke d’Haese and Gemma van Voorst. I left the workshop with new hope, experiencing the promise of the strong human connection that emerges when applying the appreciative perspective for community building. I consider the vision and approach from The Constellation a powerful way to generate the kind of breakthroughs Scharmer & Kaufer refer to in the quote on top of this post. (…)

During the weekend, Joke and Gemma guided us through the Community Life Competence Process (CLCP), a cyclical model that is used to assist communities in tackling their challenges. (…)

No problem solving involved! Instead there is space for ‘what wants to be born’ (Scharmer), or in other words: the dream or vision. I found the first step in the process – describing what makes us human, describing the nature of humanity – intriguing. This first step creates connection between the people involved, because universal values like respect, authenticity, responsibility and altruism are emerging from the dialogue. (…)

“The new in any system shows up first at the periphery”, Scharmer states. You could call Kerkrade, located near the border with Germany and Belgium a city ‘in the margin’, or a marginalised city. Not only because of its geographic location, but more so because of the big transformation this area has been going through in the past decennia: the large monastery Rolduc closed (stronghold since the 12th century of the Vatican) and there was the closure of the coal mines.

Kerkrade became marginalised, lots of people, businesses and institution leaving the area. Instead of framing this as problematic, we focused on possibilities. “What is dying, and what is wanting to be born?” is the recurring question or red thread in Theory U material. During the weekend, we were introduced to local civil initiatives in Kerkrade through so-called SALT-visits. These were promising initiatives, characterised by inclusion: offering local community members ways to participate and stay involved. (…)

Scharmer and Kaufer wrote: “The good news is that the world has enormous unexploited potential in the form of inspired, intentional, and collective entrepreneurship. But we need to be much more methodical about tapping this dormant force to bring about global movements for good.”

With SALT and CLCP the network of facilitators from The Constellation have indeed discovered trusted ways to activate dormant potential of communities. By sharing success stories, stories of hope within the community of facilitators and with other communities, The Constellation is one of the compelling worldwide movements for positive global change.

With gratitude to all participants, and a special thank you to Gemma & Joke for embodying the SALT principles.


Other blogs:  

See also *SALT for Spices and other development programmes in Maluku* p. 30 and *Introducing the SALT Approach to Student of the Hogeschool van Amsterdam* p. 33
Nurturing a Space for Partnerships to Emerge, Beyond Social Services

Country: Singapore
First activities with SALT and CLCP: 2012

Our Reflection
Communities are messy. They have to be otherwise they would be organisations. An organisation is a member of a community; either defined by place, association or other kinds of identity. Yet many organisations are established to organise a community; to serve it or to change it in some way. Hence, a part sets the agenda for the larger whole. In a community there are usually several such organisations; formal and informal with an agenda.

We are such an organisation and if we are to achieve our agenda of social mobility for disadvantaged young people and their families, the very first thing we need to do is to have an appreciation and an authentic respect for the nature of community and the space we have chosen to work in. Community is a space with a common identity and yet a space where many different identities co-exist; sometimes peacefully and sometimes not.

A step toward more humanity requires us to constantly ask ourselves if this peace is achieved through the strict containment or the joyful celebration of differences. We must humbly appreciate that we are part of a larger whole and the sum of the parts can only be more than the whole if we have enlightened partnerships with others. The type of partnerships that believe, “In our differences we grow; in our sameness we connect.”

The Work
In the spirit of SALT, we nurtured the space for partnerships to emerge. These partnerships were stimulated by the following questions:

- a) How can neighbours work together to support single-parent families with young children?
- b) How can families become involved in their children’s education in ways that contribute to their success?
- c) What can we do as neighbours to keep our children and youth away from drugs?
- d) What can we do to get youths to attend school?
- e) How to stop youths loitering & disturbing residents in the neighbourhood?

Nurturing this space was a constant application of SALT not just in a group setting but with individuals and organisations during incidental and formal meetings as well as during outreach, research, forum theatre, social activities and after experience reflections.

Conclusion
It is not our differences that tear us apart but our inability to appreciate them. Genuine appreciation of differences requires a willingness from all to be influenced when participating in a discussion. Often minor adjustments based on mutual respect, where there is learning and openness to other perspectives, enable people from different backgrounds to acknowledge their sameness and to strengthen their connections. SALT can be an effective mind-set and practice that improve people’s ability to live with their differences.

Our differences have created a fractured world and peace is more often than not a result of strict containment where people define their territories and build communities along their sameness. A step toward more humanity means that we must always be willing to learn how to connect with those who are different and to celebrate our differences; not just across territories but within them.

As a practice, SALT is about appreciating differences as strengths, listening to learn, listening to link and most importantly, transferring the insights into a context for personal and collective change to happen. With practice it becomes a habit of the mind and as a mind-set, SALT means coming to terms with the fact that we are also a “difference” that threatens the peace in communities and our larger world. As part of the problem, we have a responsibility to be part of the solution and it begins with our willingness to see, appreciate, learn and think how we can facilitate change toward more humanity. “In our differences we grow; in our sameness we connect” is not just a theme but an essential call to action for a peaceful world where people lead meaningful and joyful lives.

Gerard Ee
**The SALT Approach for Children's Health, Togolese Red-Cross and UNICEF**

**Country**: Togo  
**First activities with SALT and CLCP**: 2015

Since 2013, as part of its partnership with UNICEF, the Togolese Red Cross runs a project on Essential Family Practices (EFPs) for child survival and growth. In the early years, volunteers were trained and asked to lead project activities in their respective communities. Since the beginning of the project, outsiders to communities conducted the monitoring and evaluation of the project’s results, leaving them passive. In 2015, in order to involve community members in a participatory manner not only in the implementation of activities, but also in monitoring and evaluating the level of implementation of EFPs in their communities, partners agreed in introducing the community life competence process applied to EFPs.

In this pilot phase, the project encompasses 20 communities selected in 4 districts, 2 districts by health region of Kara and Savannah in the far north of Togo. Nearly 31,200 people, women, men and youth, are involved.

Through the discussion raised by the community Self Assessment, the 20 communities defined their current competence levels and expressed their desire to access higher levels of competence in the six essential family practices.

During the Self Assessment sessions, everyone was allowed to speak and freely give his or her views.

All communities have identified small doable actions (*Petites actions faisables, PAF*), which are ongoing achievements, for example, sensitization meetings at two levels, at the village level and the neighbourhood level, home visits, educational talks, sensitization during cooperatives work (mutual aid), sensitization sessions in mosques, “clean villages” days.

**Communities acknowledge the EFPs and expressed several concerns related to daily life.**

Through the various community commitments, the implementation of PAFs and a continuous monitoring of the implementation of the PAFs, we hope for progress on EFPs, real behaviour change on the way to community dream.

*Blaise Sedoh*
Transferring the SALT Approach in Health Activities, Sihatouna (Our Health)

Country: Tunisia
First activities with SALT and CLCP: 2013

We discovered the SALT approach as it was facilitated by the Constellation team during a health project run by Médecins du Monde Belgium in the Gafsa region (Tunisia) between May 2013 and March 2015. This approach completely influenced how we think, act and our relationship with those around us.

Seven months have already passed, not only do we continue to feel SALT in us, but we appreciate the ease of sharing and transferring this "dream generator".

As we organised in an association with the aim of participating in the promotion of health in the region, we are invited to several meetings to discuss regional health issues. Often, we begin those meetings as participants and finish them as facilitators. Without thinking, we start engaging stakeholders to replace "exposed problems" by "situations to be improved" the "demand of solutions" to "proposals for action", the question "What can the Ministry do for us?" To "What can we do ourselves?"... So, the organisers who thought they would conclude their meetings by an application for aid to the regional health management or the Ministry of Health find themselves with action plan proposals issued by representatives of the civil society, - discovered they have strengths and the potential to initiate change.

We also appreciate the contribution of SALT in our activities in support of patient associations which are seen as weak because they have limited public and special needs. Moreover, after the revolution, the majority of donors who had worked in Tunisia in general and particularly in the Gafsa region were interested in the democratic transition, with elections to local governance,... Thus, these associations did not have the opportunity to receive the capacity building enabling them to be efficient for their target audience nor funding to serve their audience. Many had a feeling of marginalisation. By getting involved in the world of SALT, some partner organisations have discovered their strength and have begun searching their own ways to act, based on their strengths and then - associating with partners to expand their actions.

In fact, we think that SALT has the snowball effect; it will grow and include other people.

Taha Maatoug
An invitation

We invite you to contribute your strengths to a world where communities take action to fulfil their own vision of a better future and connect to each other to learn and share.

Would you like to:
- Apply the life competence process in your own community?
- Contribute your experience and talents to Constellation support teams?
- Contribute financially to The Constellation?

Financial contributions starting from 40 € are tax exempted in Belgium and many other European countries.

Would you like to know more? Please contact Marlou:
marlou@communitylifecompetence.org

Financial contributions are welcome at:
Constellation, BNP Paribas Fortis
Grez-Doiceau, Belgium
BE62 0015 7904 9761 BIC: GEBABEBB

PayPal donations are also possible via our website:
http://www.communitylifecompetence.org/en/103-contribute-money