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Acronyms and Abbreviations

AIC International Association of Charities
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
RDCC or RDCCompétence République Démocratique du Congo Compétence, national support team of DRC
SALT Stimulate-Support, Appreciate, Listen-Learn-Link, and Transfer-Trust-Team
UNAIDS Joint United Nations Programme on HIV/AIDS
UNICEF United Nations Children's Fund
1. Vision and Mission of The Constellation

We live in a world where there is no shortage of challenges, whether individual, local or national.

These challenges affect all of us, and if we can realise our capacity to be actors of our own lives, we can also activate our collective responsibility to co-create our world.

Perhaps the 21st century will be distinguished by the recognition that the daily actions of billions of individuals are transforming our world. While one part of our response may come from globally coordinated action, another part will come through the decisions and actions of those same billions of humans.

Is it possible to imagine that this would lead to a world where individuals and communities recognise and respect their common humanity, and live out their full potential to contribute to society as a whole?

All human communities have the inner strength to envision their own future, to act to realise it, to share what they learn with others, and to develop their solidarity. The Constellation dreams of a world where communities take action based on their strengths to realise their dream.
We have found that our approach opens a safe space for authentic “human-to-human” conversation, which makes it easier for people to connect from the heart, explore their differences and commonalities, and find and express their individual voices.

I had never been told that I have strengths. Today I am resolved to use them.

An asylum seeker from Belgium.

Our approach stimulates people’s capacity to decide to assume ownership of their destiny, building on real local context.

We have been able to do our self-assessment; this has helped to surface our local reality. For instance, we have had local clinic around here but few of us have been going for testing. Today we have been stimulated through this self-assessment process and many people are testing for HIV these days. In one campaign, 37 people tested to know their HIV status.

Community member Taung, Botswana.

Experience has also shown that this way of thinking, being and working surfaces talents, helping us grow into our full potential individually and collectively resulting in creative solutions.

We have done a lot after our mind-set shift from being entirely dependent on agricultural extension officers for their interventions to believing that we have our experience and strengths that we can use to take charge of our issues/concerns as farmers. [...] We kept learning from others, and others also kept learning from us. We transferred best lessons to our farms. We improved in food production and diversification as well. Group members were sharing increased income at household levels and how this had improved their lives.

Abednego Kitheka Mutungwa, Kenya

Communities change themselves: we do not change communities. The change they own is sustainable change.

Communities have expressed a strong desire to keep the HIV program alive even after the project comes to an end: ‘It’s our duty after the project to take action on HIV in the community. Two out of three men in the community are volunteers providing information on HIV; we hold monthly meetings on HIV; alcohol consumption has decreased. After the project, we would continue to work on this. We will set up a committee that can check on issues such as alcohol abuse, domestic violence, etc.

Nahesh Bohidar, Care India.

Based on the revised preamble of the Constellation’s Charter, prepared by Celicia Theys with member consultation.

Systemic Participatory Action Research project on modern slavery (bonded labour, child labour and trafficking), India, 2016. Photo by Sanjey Jaiswal.

Communities participating in agricultural research transform their livelihoods Solomon Islands, 2014. Photo by Sirinate Piyajipirat

Family fun day at Poste Lafayette, community members taking ownership of their wellbeing, Mauritius, 2016. Photo by Autry Haynes.

Facilitating relationships between health workers and health services users, Taha Maatoug, Tunisia, 2016.
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.

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 (Stimulate-Support, Appreciate, Listen-Learn-Link, and Transfer-Trust-Team).

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

More about the Theory of Ownership here: https://sites.google.com/a/communitylifecompetence.org/theory-of-change-for-the-constellation/home

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.

Although our local response in different neighbourhoods achieved success in their work plans, we have come to see that local response is a fragile notion that needs to be safeguarded and nurtured. As facilitators, we are guardians of an environment that encourages the ongoing development of local response and mindful observers of its life cycle. Redefining relevance when needed refreshes the local response and keeps it developing. As such maturity, does not lead to decline but to a humble acknowledgment for change and renewal.

Gerard Ee, Beyond Singapore, see p. 39.
1. Theme of the Report:

Community to community transfer of local response
**INTRODUCTION**

The Constellation has always been in service of Local Response. We believe that communities can respond to the challenges that they face. As a result, our role has been “to stimulate and to connect” Local Responses around the world.

From the start, we have had a picture of what we intended when we stimulated Local Response. Over time, we have developed our ideas about how to stimulate Local Response, but our intent has been clear and consistent. But when it comes to the idea of ‘connect’, I personally cannot claim a similar clarity.

Perhaps the first insight was to recognise that we connect with a purpose and that the purpose of connection is to exchange something or to transfer something. This leads to a set of interesting questions:

- What is being transferred?
- Who is transferring it?
- To whom is it being transferred?

In order to find answers to these questions, we have worked to learn from what we have done. We continue to learn and this annual report contains some of the lessons that we have learned.

*Philip Forth*

1. What is Transfer?

**Definition of sharing:** To provide an individual or a community with information or experience that does not necessarily result in related action by the recipient.

**Definition of community to community (CtC) transfer:** When a community is able to take action encouraged by the experience of another community. The subsequent action can be clearly related to the experience of the source community.

**Important elements of community to community transfer are:**

**Ownership:** CtC transfer can be seen as a criteria of ownership. Consequently, one can conclude that the community has not taken full ownership if transfer has not yet taken place.

**Deliberate and non-deliberate transfer:** CtC transfer can occur in a deliberate or non-deliberate manner. People share information or experience not necessarily seeking to evoke recipient action.

**Excitement, energy and passion:** The excitement, energy and passion with which sharing occurs will contribute to a higher level of successful transfer. The experiences shared will show the benefits of the Local Response and will convince the recipient that he or she can respond to the challenge.

**Examples of transfer which occurred in 2016:**

The City of Vilvoorde in Belgium offered volunteers to attend a BelCompetence Facilitator Training the first weekend of December 2016 because they want to see transferred to other neighbourhoods the successful Local Response of Faubourg rebuilding the social fabric.

One of the recommendations of the final report ‘Supporting Communities Acting Together to Control HIV (CATCH) in Botswana through the transfer of the Community Life Competence Process, June 2015 – May 2016’ is to give feed-back to communities with a “Community Dashboard”:

“Information on progress is being acknowledged as useful – not only for encouraging the community taking action and for them to be proud of their results, but also for inspiring others that are watching and want to transfer the vision to help deal with their own concern relating to HIV/AIDS.” (See p.16)
Roots of Hope facilitates the transfer of entrepreneurship in Burundi: “The testimonies of the young facilitators on their economic initiatives stimulated the desire to plan and implement small feasible actions.” (See p. 17)

The Amitoyens, a group of people in the process of building a collective house, proudly reached out to the larger community of citizens of the Pays de Gex, France, and this inspired new members to join them and other groups to follow their footsteps (see p.23).

Testimonies shared on the CLC online platform illustrate the transfer of community accompaniment in India (see p. 30). Here is one from Niyazmin of the National Domestic Workers Movement, Delhi, 7th June 2016:

“We did a SALT activity with the group and it is very effective. It is my job to meet the domestic worker community. When I invite them for a meeting, very few come and they leave within a short time. This time, I decided to use SALT in the Ranga Pahari community and we tried to identify their strengths. They were very happy to share their stories and wanted to continue the meeting as they said someone was listening to them for the first time. I tried to leave at 5 pm as it is hard to get a bus for home, but they insisted that we continue the meeting beyond 5 pm. I will do SALT again. We would like to train our domestic workers leaders in SALT.”

After training in the SALT approach, the international secretariat team of the International Association of Charities (AIC), located in Belgium, gradually shared the CLC approach with all levels of the network: secretariat, board, national associations, volunteers... The training booklet for facilitators, inspired by SALT, is sent to all four corners of the world. “During field visits, we experiment the SALT method with local groups each time with a lot of enthusiasm.” (See p.41)


Knowledge fair was hosted by the ‘Transfer village’

With support of UNAIDS India, Fr Joe of the People in Need Foundation and his team used SALT and the community life competence process in five villages in Nagaland. They worked on issues around HIV and drugs. One of the villages, Molvum, I SALT to 8 more villages. What was transferred? The idea that community members can come together to address an issue important for them. The Molvum village stimulated the villages to take action on HIV and drugs and not wait for help from external agencies.

One amongst these 8 villages, Muova, offered to host the knowledge fair which we had planned for the end of the project. The arrangements were elaborate. The villagers cooked interesting local cuisine dishes. The youth prepared a local dance for us and also a cultural music and dance evening. We stayed in the village headman’s home.

And when the introductions began on day one, one man gets up and introduces himself as ACP president and the second one as ACP secretary and the third one as ACP treasurer. Community life competence was called AIDS competence process then (ACP) and they had taken their titles from it. What a pleasant surprise for me! The ACP secretary was sitting next to me and misunderstood my facial expression. He told me that he would share what ACP was with me during lunch. I was one of the facilitators who introduced ACP in this project and how heartening for me it was that the transfer village member would explain the concept to me. He was a champion and wanted to convince me about SALT.

My best experience in community to community transfer! If communities own the process and the solution they are likely to stimulate others to do what they have been doing. NGO facilitators are always limited in number. Community to community transfer is an effective way to reach to much more in a very economical way.

Ritu B. Nanda
2. Transfer is easy

When we bring people together so that they can share their experience and learn from each other, the transfer happens naturally, spontaneously, even joyfully. The first time we saw this, we were a little surprised, but since then we have found that it nearly always happens. Why is this process of learning and sharing so joyful? Here is what we were told by a wise human being:

“When you give people the chance to learn from them, that gives them dignity. And that generates happiness.”

According to our experience here in Uganda, Community to Community transfer involves LEARNING. Members of one community learn the way of doing things from members of another community and they transfer what they have learnt to their own communities. Without learning and appreciating practices, transfer may not take place. Learning and appreciating practices makes transfer more easy and successful.

Arthur Namara, Health Nest Uganda, CLC online platform, February 2016

We supported each neighbourhood to organise a general meeting which exhibited the work of their local response over the past 3 years. [...] With the local response in each neighbourhood confident and proud of their achievements, we thought it was timely to introduce them to each other. We held a gathering and explained that coming together was an opportunity to build new friendships where people learnt together and inspired each other. This was well received and members requested more opportunities to develop and learn skills that would help them carry out the work in their neighbourhoods.

Gerard Ee, Beyond Singapore (see p.39).

“We actually, you are not leading this workshop, we are! You let us formulate answers, we feel confident, and what we say is important.” Exclaimed a participant of a workshop in Mayotte in April 2016 (see p. 21). Photo courtesy of Hervé Guidou.
3. Transfer goes both ways; everyone has something to learn and everyone has something to share

When we started to bring people together to learn and to share, our idea was that each group would recognise that they had specific strengths and weaknesses. All we had to do was to organise the exchange so that the group with a particular weakness could learn from the group that has that particular strength. We found that this was not correct. Time after time, we found that the ‘expert’ had something to learn from the ‘pupil’. The experts found that they always had something to learn from the pupil and the pupils found that they always had something to share with the expert.

Here is a gentleman from Sao Paolo who expected to be able to give the benefit of his expertise to the lady from Manacapuru, a small town in the Amazon:

“At the beginning we thought what is this lady going to tell us? She’s coming from the jungle. We then both realised that we are both working in jungles. Hers is one of trees and ours is one of concrete. But we got very interested in some of her ideas. We are going to see how we can implement them in our context.”

And thus we learned that once we drop the label of ‘expert’, we begin to learn.

The position seems idealistic, but in practice the results are very conclusive. By stimulating and appreciating what people have in them, everyone’s experience is shared. Afterwards, by linking this experience with other knowledge, whether from experts, organisations or other groups, learning and skills transfer are promoted.

Les Amitoyens (see p. 23).

4. Transfer is more than an exchange

Our first thought was that transfer is about A transferring something to B. Our second thought was that transfer is about A transferring something to B AND B transferring something to A.

But what we learned is that the process of transfer is even more interesting and powerful than that. When the gentleman from Sao Paolo and the lady from Manacapuru talk together, he is telling her about his experience in the context of the megapolis and she is telling him of her experience in the context of a small town in the jungle. But the conversation never stops there. Each brings their own context to the other’s story and each builds on the other’s story. The exchange creates something new that is beyond either of the original experiences. New possibilities arise from the exchange. One plus one can become more than two. We call this beautiful process learn-and-share.

“Our role at JJK [Jan Jagriti Kendra] was changing. Instead of doing things for the community, we were encouraging them to do things for themselves. And they were far more successful than if had tried to do it for them.”

Read the story of the Jampali village in the blog of Pratibha Lal, June 2016, Jan Jagriti Kendra in Chattisgarh, supported by Anti-Slavery International.
5. We cannot control transfer: we have no desire to control transfer

These two diagrams come from work done by RDCCompétence and the Constellation in the province of Mbuji Mayi in the Democratic Republic of Congo.

The left hand side shows the tidy view of our world. We go to communities and stimulate them to take action. That is Local Response. People talk to each other. They share their experience and what they have learned from their experience. The idea spreads. The right hand diagram shows what we are able to discover about the spread of Local Response.

The diagram is no longer tidy. We have lost control of the response. And that is fine.

Inspiration is key to transfer. Individuals and communities that are inspired, find it difficult to keep quiet.

The relational connections of the communities provide pathways and a reason for sharing their vision and approaches with others who could benefit from their experience.

Several layers of transfer can happen. In one of the communities in Mizoram, in North East India, 4 layers of transfer was documented, i.e. the inspiration has spread from one community to the other, who then shared it with the third community and the third community shared to the fourth. In the fourth layer, the person had heard about life competence only a week ago and he was yet to transfer.

The intervention in the first community happened for a period of approximately 10 years. The direct intervention stopped approximately 10 years ago, but the transfer is still happening.

Bobby Zachariah, March 2016, CLC online platform

6. It is not easy to tell a story

When we talk about sharing experience, we are telling a story. When we did this, then that happened. There are many ways in which we can use stories, but what we are seeking here is the transfer of experience and learning in one context so that someone else can explore the use of this experience and learning in another context. When people have the opportunity to meet face-to-face, things usually go well. However, when we seek to make that experience available more widely, we try to get the story in written or recorded in sound and/or video. We have found that for many of us find this difficult. It takes time and effort to describe the experience concisely. We are still learning about how to do this; we have made lots of progress, but there is still more to do.

7. It is not easy to define what we have learned from our experience

We have found that it also difficult to be clear and specific about what we learned from the experience. We are not looking for some broad feel good message; rather we seek a clear message that can help someone else to do better. We have worked hard on this issue over the years, we have learned a lot, but there is still a lot to be done.

Prepared by Philip Forth.
8. Studying Transfer

Autry Haynes examined the contribution to Community to Community transfer of the Learning Festival held in Mauritius in April 2016:

“In marketing we learn that when a customer is satisfied, that excitement is shared with 6/7 persons on an average. That happens naturally!” This is what happens between communities: “We want to stimulate other communities we feel can benefit from our experiences.”

“The post Learning Festival period witnessed a continued moment in transfer of local response of stimulating communities to take ownership and being responsible for self-development using inherent strengths.” Read more on the Mauritius experience p. 35.

The Impact Assessment of the SALT Approach in partnership with the Public Health Foundation of India (PHFI) (see p.29) could be an opportunity to explore transfer. One group of communities will use CLCP with a view to increase immunisation coverage and another group will act as a control group that will not use CLCP. The measurement of spill over from the ‘active’ group to the ‘control’ group is a measure of the effect of transfer. This idea is not included in the current project with PHFI funded by 3ie. Our intention would be for the Constellation and PHFI to apply to 3ie for additional funding for this project.

Young people from Poste Lafayette participated in a SALT event organised by the Poste Lafayette team, 1 August 2016. Photo courtesy of Autry Haynes.

The 16th June 2016, Constellation and Public Health Foundation of India (PHFI) teams met the district level health officials in Bongaigaon. Bongaigaon is one of the three districts in Assam for impact assessment of the SALT approach to improve immunisation uptake. In this picture Bobby (blue shirt) is presenting how we plan to execute the SALT approach in the state of Assam. Photo courtesy of Rituu B.Nanda.
3. Activities

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<td>88</td>
<td>95</td>
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<td>Number of countries where The Constellation has had at least one formal contract</td>
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<td>Number of coaches</td>
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<td>3 (ongoing reconfirmation process)</td>
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List of competences and countries that have developed them or who plan to (in italics):

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<th>Competences</th>
<th>Countries</th>
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<td>Aging with Dignity</td>
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<td>Agriculture</td>
<td>Kenya</td>
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<td>Aquatic Agricultural Systems</td>
<td>Cambodia, Bangladesh, Philippines, Solomon Islands and Zambia, with WorldFish Center</td>
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<tr>
<td>Bonded Labour</td>
<td>India</td>
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<tr>
<td>Business</td>
<td>Belgium, The Netherlands, Guyana</td>
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<tr>
<td>Child Health</td>
<td>Democratic Republic of Congo (DRC), Guinea, Sierra Leone</td>
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<td>Child Labour</td>
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<td>Cholera</td>
<td>DRC</td>
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<td>Community Health</td>
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<td>Democracy and development (Local)</td>
<td>Nicaragua</td>
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<td>Dialogue between Religions</td>
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<td>Disabilities</td>
<td>India, Mozambique</td>
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<td>Disaster Risk Reduction</td>
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<td>Domestic Work</td>
<td>India</td>
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<td>Drugs</td>
<td>DRC, India, Kenya, Mauritius</td>
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<td>Ebola</td>
<td>Guinea, Mali, DRC, Sierra Leone</td>
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<tr>
<td>Eco-Housing</td>
<td>France</td>
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<td>Entrepreneurship in Rural Areas</td>
<td>Burundi</td>
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<td>Environment Protection</td>
<td>Belgium, Guinea, Indonesia (Maluku province)</td>
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<td>Evaluation and Baseline</td>
<td>India, Kenya</td>
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<td>Faith-Based</td>
<td>Mozambique, South Africa</td>
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<td>Family</td>
<td>France</td>
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<td>Fire</td>
<td>Australia</td>
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<td>The Philippines</td>
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<td>Forest Governance</td>
<td>Guyana</td>
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<td>Gender Dynamics (Including the Fight Against Gender-Based Violence)</td>
<td>Burundi, DRC, Guyana, Indonesia, Togo</td>
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<td>Governance</td>
<td>Guyana</td>
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<td>HIV</td>
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<td>Malaria</td>
<td>DRC, Guinea, Sierra Leone, The Gambia, Togo</td>
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<td>Neighbourhood or Village Community Life</td>
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<td>India, Indonesia</td>
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<td>Palliative Care</td>
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<td>Participatory Action Research</td>
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<td>Peace</td>
<td>The Philippines, Liberia, Guinea</td>
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<td>School Life and Education</td>
<td>Belgium, Guinea, India, The Netherlands, The Philippines, Sierra Leone, Singapore,</td>
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<td>Sexual and Reproductive Health</td>
<td>Burundi, Indonesia, The Philippines, Togo, DRC</td>
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<td>Team Building</td>
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<td>Water, Sanitation and Hygiene</td>
<td>DRC, Guinea, Guyana, Kenya, Surinam, India</td>
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<tr>
<td>Youth Life</td>
<td>Caribbean Islands, France, Guyana, India, Kenya, Nepal, Singapore, The Netherlands, Uganda</td>
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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.
ORGANISATION: 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).

Connecting people and creating activities in several districts and municipalities of Belgium

BelCompetence facilitators apply the approach in their neighbourhood and community. Jan Somers has been doing this since 2013 and Vilvoorde city officials want to see the success of the approach in Faubourg inspiring other parts of the city. In the first weekend of December 2016, the City of Vilvoorde offered volunteers training in facilitating the SALT approach.

Jean-Louis Lamboray brought together 45 inhabitants of Grez-Doiceau to develop a common dream, and working groups were formed around the various defined practices. On 14th September 2016, a first Agora Café in Grez-Doiceau was held on the theme: "Is it easy to meet in Grez-Doiceau?"

In Molenbeek, a local police officer invited BelCompetence in May 2016 to use SALT with the community to facilitate ownership and community action:

"After two years of meetings, discussions, struggles, complaints, blames, we did not get much results. You have helped us, in only three short sessions, to find common ground, vision and energy to put into action a plan that we have created together. Thank you!" Geertrui Oris, police officer in Molenbeek

In their neighbourhood, Liza and Julien Ciarniello recounted the citizens' initiatives in Molenbeek and, since then, all kinds of actions are taking place at Rue du Spectre in Brussels.

TRAINING WEEKENDS WITH BEAUTIFUL AFTERMATH

The BelCompetence training weekends are appreciated for inspiring encounters and practical learning of the approach. Participants are invited to keep in touch and meet a few months later to tell how they have used the approach.

SOME REFLECTIONS OF THE PARTICIPANTS OF OUR JUNE 2016 TRAINING, DURING A MEETING IN SEPTEMBER:

* I work in the agricultural sector, which is experiencing particularly dramatic changes, with falling incomes and many job losses. It is therefore particularly important to propose a stimulating approach that focuses on workers’ skills.

* After the training, I arrived super excited in my school, eager to get into my action plan. But the negative reactions were not long in coming. The committee of hygiene rose up against the duckling brought into my office, which even the big kids stroked with so much gentleness! Same reaction of rejection to meals taken in common, teachers and students, and ideas of vegetable garden...

I nevertheless met the support of some colleagues with whom I was able to set up an enrolment cell for the beginning of the school year: in-depth interview with children and parents (up to 2 hours) to search for interests and stimulate the students’ motivation.
I received 6,000 $ from the Embassy of the United States of America in Burundi to accompany 60 destitute women in the rural commune of Buyengero (located in south-west of Burundi) in the realisation of their project of beekeeping. Through the SALT approach, these women will embark on the production and marketing of honey.

After training in the SALT approach of the international secretariat team, located in Belgium, the approach was gradually transmitted to all levels of the International Association of Charities (AIC). Read p. 41.

"The training booklet of the facilitators, inspired by the SALT method, is sent to all four corners of the world. During field visits, we experiment the SALT method with the local groups, each time with a lot of enthusiasm. In 2016, we worked in Cameroon, the Philippines and France."

Examples of other activities:

A Belgian-Luxembourg economic mission to Guinea with SALT
The approach attracted much interest and a decision was taken to institutionalise the SALT visits in the economic missions of the Belgium-Luxembourg-Africa-Caribbean-Pacific Chamber of Commerce, Industry and Agriculture (CBL-ACP).

In collaboration with the InteractivTeaching Center, a workshop titled "Let's Dream the World: the Jobs of Tomorrow!"

Meeting with the Save Belgium Association (Society Against Violent Extremism).
BelCompetence members met mothers who transformed their family traumas to offer the Belgian society their experience of facing violent extremism.

The initiative #jeparleavecmonvoisin
BelCompetence supports the initiative, which was inspired by Liza Dignac, her husband Julien Ciarniello who were with their children in Zaventem during the March 22 bombing, and Jean-Louis Lamboray.

"Our social fabric is undermined: let's reconnect!"

The Workshops of the Letter to the Humanity to dream social cohesion in Brussels
Célicia Theys and Laurie Khorchi guided young people from Brussels to the discovery of living together in harmony.

SALT training of the team of the hospital of Kirosthe in Kivu, DRC
In January 2016, Anne Brouha introduced the SALT approach to the Kirosthe hospital team.

Dream for Education and Culture
The spiral illustrates the path. Everyone needs to find purpose in life. There are multiple ways to do that: writing, dancing, crafts, service... These means allow us to choose a life that allows us to express our potential. Everyone is encouraged to open up to the world, to meet others, to share his or her culture and learn from that of others. Then return to share his or her experiences. Society is open to other cultures.
**COMMUNITIES ACTING TOGETHER TO CONTROL HIV (CATCH)**

**Country:** Botswana  
**Partners:** UNAIDS and National AIDS Coordinating Agency (NACA)  
**Support team:** Onesmus Mutuku (Kenya) and Ricardo Walters (South Africa); distant support by Marlou de Rouw and Dolores Rey Novoa  
**Time frame:** June 2015 - May 2016

From the 9th to the 13th May 2016, Onesmus Mutuku and Ricardo Walters made a support visit to the facilitators and communities in Tlokweng and Ramotswa.

The process has consisted of: consultation with community leaders; introduction of CATCH and facilitators to communities; training of facilitators on home visits; home visits and discussions on community strengths; moving towards a common vision; self-assessment and planning of activities, activities and information sharing strengthening within the community. The three top strengths encountered are: knowledge about HIV, openness (welcoming, talking openly) and the will to see change of behaviour. The actions taken by communities are: HIV testing, condom distribution, construction of water tank, youth centre and ward litter picking.

Facilitators visited 5821 households, i.e. 10,952 individuals, they re-visited 651 households, i.e. 1399 individuals, and facilitated 12 dream building processes in which participated 652 individuals.

“We felt like this project was our baby, but the Botswana communities reminded us that we were the midwives... CATCH is their child”

The project has brought hope as there is evidence of impact at different levels (organisational adaptation and policy shift; community responses; indicative health and HIV outcomes).

More than a 1000 people tested for HIV less than a year after CATCH was introduced in the South East district of Botswana.

The Kgosis (Botswana’s traditional establishment) broke the yoke of protocols, and joined for SALT visits, participated in home and neighbourhood conversations, for all were working towards a common dream.

The lessons learnt from the CATCH approach presented by a traditional leader, Paramount Kgosi Kgolo, at the 21st International AIDS Conference:

- Community competence to assess their local situation and plan for solutions improves health outcomes
- To reach men, youth and others, the household definition needs to be expanded and should reach people in their comfort zones (e.g. Youth at schools and youth clubs, men around bars, specific meeting places)
- Building trust through meaningful conversations based on internal strength (during household, envisioning, assessing and planning stages) reduces stigma and discrimination
- Community leadership through the DiKgosi are key community assets in the HIV response (and beyond)
- Adapting donor-expectations to the pace of the community will pay back

The Constellation is indebted to UNAIDS for the opportunity to connect with the Botswana landscape and learn from the wealth of experiences within the HIV response, so ably championed by NACA [National AIDS Coordinating Agency] and the Dikgosi in the South East District.
Roots of Hope has embarked on a program covering human rights issues as a guideline for responding to the many challenges faced by Burundian youth, in collaboration with Equitas, the International Centre for Human Rights Education.

**Sustainable peace** is our ideal, pursued this year through several pillars including health, access to employment and intergenerational dialogue centred on the participation of young people.

In terms of **health**, Roots of Hope has sent a community of professionals in the fields of health and statistics to transfer their knowledge to young volunteers who in turn have transferred their knowledge to rural youth.

In terms of **access to employment**, Roots of Hope supervised the same volunteers during the SALT process that they had the opportunity to facilitate in favour of the "Coffee for local development" program financed by the Fondation Roi Baudouin.

At the level of **intergenerational dialogue**, the young people had the opportunity to reflect on their priorities, to discuss collectively on the priorities of their respective localities and to have a dialogue with their elders on priorities deemed consensual.

All this work was carried out mainly between the SALT team made up of young people based in Bujumbura (initiator of the transfer) and young people from the three municipalities of Bujumbura and two rural communes, Giheta in the Gitega province and Rutegama in the Muramvya province.

Transfer from professionals to young people

The SALT team has recently brought together young volunteers with no practical experience. Roots of Hope has adopted a flexible program that allowed them to travel and make SALT visits to professionals who had many achievements in the fields of agriculture, breeding, haute couture, traditional art,... the opportunity to ask appreciative questions to learn.

Professionals using the expert approach were asked to train these volunteers on the themes of HIV / AIDS, reproductive health and youth rights; data collection, monitoring and evaluation as well as surveys supported by GPS systems. It was the responsibility of Roots of Hope to return to the SALT principles to prepare volunteers to transfer these new skills with to the SALT approach and the Equitas learning spiral, which have much in common: the aim to provide a space for mutual learning, learning from the learner and his/her experience, positive values, the will to network, ongoing evaluation and integration of lessons learned.

Youth Facilitators Team

The team of young facilitators is now experienced. It has just constituted Burundi Skills that will bring together facilitators from other networks in addition to Roots of Hope. The national support team will consolidate with the coaches of the Constellation as soon as they reconfirm their adherence to the principles and practices of SALT.

Transfer between young urban volunteers and rural youth

As discussed above, most of Roots of Hope volunteers live in the city and they were unemployed. They developed the practice of SALT at the same time as they set up economic initiatives to attain financial autonomy. After training on CLCP in accordance with socio-economic development, they trained each other on techniques of group facilitation and of transfer of acquired skills. They then began to implement the CLCP with 100 young people from the Giheta and Rutegama communes, supported by the Fondation Roi Baudouin.
Results of the transfer between young urban volunteers and rural youth

In the photo, one of the groups who benefited from SALT with Eric Uwintwaza. The testimonies of the young facilitators on their economic initiatives stimulated the desire to plan and implement small feasible actions. An external evaluation by Jean-Claude Deschenes of New Credes Burundi confirmed that they have made considerable progress in terms of self-confidence and income. As examples, here is the story of some beneficiaries:

At the end of her studies at the Normal School, Bénigne Nezerimana was aware that she had to work on her own and develop her entrepreneurial spirit. This is how she initiated, with a small capital, a project for planting certain crops and breeding domestic animals. Today, it works on an annual action plan. She cultivates modern bananas, potatoes, cassava, onions and tomatoes and raises rabbits and rats which are of great use to her because she uses the manure for her crops. She sells some of them to support herself. Her great pride is to finance, through her activities, the studies of her grandchildren. Bénigne wishes to create a public secretariat. She intends to learn computer skills with the money she earns from her project.

Benjamin Nduwimana is a couturier and he teaches the trade to people who want it. He owns chickens and sells clothes. In order to put into practice what he acquired during the training organised by the coffee cooperative, he plans to develop a coffee field but his ambition is to open a sewing workshop.

The members of the association Cambagwaciza contribute to achieve their goal of making shoes, belts and wallets from animal skins.

Goreth Nizigiyimana started by growing potatoes, then manioc and beans. She bought a goat and her kid, and a cow. She sold them to get credit from COPEC in order to open a shop that is functional til today. She wants to prosper in the trade and have a car that would allow her to sell her crops at long distances.

In this photo, young people are consulted on the choice of training to strengthen their talents to develop their communities while responding to their deep aspirations for their life projects.

Prepared by Eric Uwintwaza
TWO TRANSFER STORIES

Organisation: RDCCompétence
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 immunisation 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.

Saint-Gabriel Health Center, Yolo, Kinshasa, 2010-2016: 6 years of impact of SALT and the PCCV

In 2006, the consultation framework for community actors in Kinshasa/Yolo was created to fight sexually transmitted infections (STIs) and HIV with the SALT approach. Two years later, Dr Guy Nsumbu, a clinician, became a facilitator of the local response. For two years, he adjusted his time to respond to the invitations that bursted from communities in the peri-urban area of Masina, about twenty kilometres from his home. His experience of facilitating SALT and the CLCP in Masina literally changed his situation, that of the health centre he runs and that of the great ecclesial community of the parish of Saint-Gabriel to which he belongs.

The Saint-Gabriel health centre has existed since 10 August 1999 in the Yolo-Sud district of Kinshasa. In 2006, Dr Guy Nsumbu was appointed by the pastor as supervisor of the Saint-Gabriel health centre. We met him and he recounts:

“The progress made by the communities of Masina between 2008 and 2010 raised a lot of questions and I discussed them with the staff of the health centre. Together, we decided to solicit support from the facilitators of the Yolo consultation. In June 2010, a first SALT visit revealed our strengths and potentialities. In August 2010, we had our first action plan. Today, our dream is reached "to become a hospital centre and to suffice for ourselves".

Thanks to the positive revolution inspired by SALT, we are proud to be praised by the parish priest of St. Gabriel as a model subcommittee for the "social development" commission. Now, we are becoming "the health commission operating with autonomy".

Our achievements are legion at the initiative of the staff and with the support of our Base Living Ecclesial Communities (BLEC):

1. Training of 11 staff members in the SALT approach (2 doctors, 6 nurses including 5 women, 1 registered nurse, 1 lab technician and 1 administrator);
2. Training of two physicians and a nurse in the medical care of people living with HIV (antiretroviral prescription);
3. Conduct of community dialogue with 18 BLECs (on average about 40 households with an average size of 7-8 people per household) on STI, HIV/AIDS and attendance at the centre health;
4. Change of status in 2013 from health centre to hospital with restructuring of staff functions and tasks, and extension of services (general and specialised medicine: surgery, ophthalmology, diabetes and HIV, pre- and post-natal as well as preschool consultations, hospitalisation and prevention via health activities, etc.);
5. Rational management of solid and liquid hospital waste with the acquisition of a waste incinerator with the centre’s own financial resources;
6. Monthly contributions to the parish and opening of a bank account thanks to the contributions of the members of the staff;
7. Development of an internal pharmacy by and for staff;
8. Systematic allocation of annual bonuses to all staff through increased revenue;
9. Two-year involvement of a nurse/facilitator in the Child Survival Community Management Project (UNICEF/Constellation-RDCCCompétence);
10. Mobilisation of donations, for example by the Aziz Makukula foundation (former professional soccer player in Europe and former faithful of Saint-Gabriel parish, of Congolese-Portuguese nationality);
11. Transition from 10 to 20 beds for hospitalisation and from 90 to 300 consultations per month;
12. Development of a well-equipped surgery room with air-conditioning;
13. Ventilation of rooms with 12 ceilings fans and a television at the reception;
14. Fencing of the concession of the hospital centre;
15. Financial independence vis-à-vis the parish of Saint-Gabriel.

We realised our strengths and potentialities and our next vision is to create a health mutual of the CEVB.”

Dr Guy Nsumbu
Kinshasa, 12 December 2016
By Jean Baby Fulama

SALT transfer story between communities in the city of Mbujimayi, Kasai-Oriental province

As part of the community support through the SALT approach, the facilitators of the Kasai-Oriental Provincial Coordination are involved in the transfer of the approach in the communities of the five municipalities of Mbujimayi. To transfer of the approach, Gabriel Ngalula, a member of RDCCompetence Kasai-Oriental, spoke to his neighbours, his acquaintances, his children and his Christian brothers. As they were interested to know more, Gabriel proposed to constitute in a community. And things went well, although most members of the incorporated community did not know each other at the outset. They started their adventure as a team by stimulating each other, analysing, planning together and transferring their skills to others.

Thérèse Nyemba responded to their invitation to facilitate the SALT process in the community of Bipemba, one of the five municipalities in the city of Mbujimayi, to allow members to build their dream, self-evaluate and plan their actions.

One of the planned activities was the transfer of SALT to other communities of the health zones of Bipemba. Today, Bipemba has created a community consultation framework with two provincial facilitators residing in the municipality. SALT was transferred to a health area in the Bipemba health zone and beyond, thus facilitating the planning and implementation of the community relay activities (RECO) in the Salongo area.

Impact of SALT in the community:

"Thanks to SALT, we learned to become friends whereas before we did not know each other. This allows us to live as a team, as a real family, appreciating and learning from each other, federating our efforts to meet our challenges. SALT binds us with people from all walks of life and becomes our way of life" – Charles Tshimanga Kabadi.

Mbujimayi, 11 December 2016
By Thérèse Nyemba Facilitator in the province of Kasai-Oriental
SALT TRAINING IN MAYOTTE: TRANSFORMING A CRISIS SITUATION INTO A LEARNING OPPORTUNITY

Country: France, Mayotte  
Partner: IREPS Mayotte (Regional Authority for Education and Health Promotion)  
Support team: Hervé Guidou (France) and Pamela Aglae (Mauritius); distance support of Laurie Khorch (France)  
Time frame: 12-22 April 2016 (first partnership in 2014)

Since 2014, The Constellation has been working in partnership with the IREPS (Regional Authority for Education and Health Promotion) in Mayotte to stimulate and strengthen community mobilisation efforts on the island. In 2015, Constellation coaches trained a group of facilitators from the health sector. In 2016, the collaboration aimed at strengthening the capacity of these facilitators and initiating a new pool of local response facilitators for Mayotte.

It was during a general strike that the coaching team arrived on the island to accompany a series of SALT visits and organise a 6-day training course from 12 to 20 April 2016. Under these circumstances, the Coaching team has internalised SALT in order to transmit it. Indeed, given the various difficulties, training and community visits originally planned could not take place. Nevertheless, Pamela and Hervé were able to Appreciate the various opportunities to optimise their presence on the island and to Adapt to propose and facilitate a program enabling as many participants as possible to benefit from this support.

Pamela and Hervé knew how to improvise SALT visits with the people they met near the hotel, to Stimulate connections, sharing and curiosity, thus encouraging the participation in the training. And so, with great determination and energy, our two facilitators managed to mobilise a dozen participants in the training, whereas it seemed unlikely that the training would take place.

Alongside Pamela and Hervé, we learn that Transferring is not only sharing tools to train future facilitators, but it is above all stimulating interest and curiosity for a different approach. Making use of all our creativity to create a space conducive to meeting oneself, to meeting others, another way of thinking and a new approach.

At the end of this adventure-loaded week, the facilitation team managed to bring the SALT experience to a dozen people, to accompany a group of mothers in the development of their dream for their collective kitchen garden, and finally generate an atmosphere conducive to the co-creation in a climate of tension and division on the island. Participants were able to jointly develop an action plan to generate a facilitation team for the SALT approach in Mayotte.

Explosion of joy after 5 days of training.

Pamela Aglae and Hervé Guidou meeting the “Jardin des mamies”, a group of women growers at Kanikeli, Mayotte.

Photos courtesy of Hervé Guidou.  
Prepared by Laurie Khorch
PROMOTING HEALTH IN THE REGION OF REDON

Country: France
Partner: Mutuelle du pays de Vilaine
Support team: Hervé Guidou, Loli Rey Novoa and Luc Barrière-Constantin
Time frame: October 2015 - June 2016

At the end of 2015, the Constellation started a project in Redon (South Brittany, France) with a group called "Together, Health for All in the Region of Redon". That group brings together civil society organisations, politicians, government institutions as well as private actors, in particular, insurance companies. Their aim is to work together for a global and sustainable health of all. This initiative, led by the Mutuelle des Pays de Vilaine, benefited from the association of the Constellation since September 2015. The last facilitation training session was held in January 2016. Thereafter, the group started implementing its action plan and the first results were to be documented in July 2016. However, for various reasons, this action plan was delayed and the learning festival scheduled for July 2016 could not take place as hoped.

To reinvigorate this process and also to benefit from the considerable experience accumulated in this part of France, the GST decided to hold one of its quarterly meetings in Redon and to meet the members of the local group. This meeting made it possible to restore confidence within the group and also to carry out four beautiful SALT visits to institutions, associations or municipal council that have chosen to act locally and from their own strengths. The details of these visits are available on Ning (http://aidscompetence.ning.com/profiles/blogs/visites-salt-en-pays-de-redon, in French) and will give you the opportunity to take a glimpse of the dynamism and the local enthusiasm.

The project continues thanks to the action of the trained facilitators, and we hope that, during 2017, we will have the opportunity to make a knowledge exchange where all the experience gathered will be discussed and documented.

“This time of calm exchange, the realisation that the two groups frequented the same type of stores, also allowed to recognise themselves as - young people, regardless of their deficiencies”


Prepared by Luc Barrière-Constantin
Les Amitoyens is a French word game, a fusion of friend (ami) and citizen (citoyens). Les Amitoyens, a growing group in the Pays de Gex region at the French-Swiss border, share a vision. They want to live in a community with a diversity of human beings that shares skills and resources and is connected to nature.

While last year’s accompaniment by the local facilitators, Marlou and Loli, focussed on getting the dream and the practices right, this year was action-based. Building a house is one thing, building a community is hard work! Luc joined the facilitators’ team. About 15 members joined the community over the past year. The group concentrated on a rigorous focus on implementation of the action plan.

The community has decided that SALT defines the governance model.

Les Amitoyens say: “The position seems idealistic, but in practice the results are very conclusive.” “By stimulating and appreciating what people have in them, everyone’s experience is shared. Afterwards, by linking this experience with other knowledge, whether from experts, organisations or other groups, learning and skills transfer are promoted.”

The Amitoyens also say: “Our practices are our charter!”

Here are the practices towards the dream of the Amitoyens:
1. We play, learn, sing in a convivial way, celebrating the community regularly.
2. We live in harmony between my home and our home, which encourages meeting each other.
3. We blossom in confidence, adults and children, in a peaceful and safe place.
4. In the space where we live there is a wood, a garden (kitchen garden), a library. Relax and calm spaces that can be enjoyed together in silence and slowness.
5. We collectively bring solutions to all questions of cooperative life
6. We can count on each other.
7. We take care of others by cooking, in turn, healthy and natural products for the community
8. We cherish our gardens, trees and animals.
9. We create a community open to the outside and focused on social and solidarity economy.
10. We manage our cooperative and our internal resources that can be mobilised with full responsibility.

In June 2016, after a first self-assessment, the group built its action plan for the priority practices 2, 9 and 10. This was followed by months of hard work and concentration, always balancing between ‘just building a house’ and building the community that gives the spirit to the house, always with the joint dream as a source.

In November 2016, during the second self-assessment, the results were there to celebrate. New members had joined them after activities where the Amitoyens introduced themselves to the larger community. Other communities are inspired to follow the footsteps of Amitoyens (transfer). Good partnerships with local government, builders and funders are in the make. And, most of all, after five years where the dream sometimes felt too far away to reach, we could now visit the parcel where a first building for the Amitoyens will arise in the coming years!
CARE, SHARE, LEARN AND TRANSFER TO CONNECT COMMUNITIES AND INDIVIDUALS WHO WISH TO WORK TOWARDS THE DREAM OF THE CONSTELLATION

Support team: Global Support Team (GST)
First activities with SALT/CLCP: 2005

Our Dream
Here is the dream of the GST:

*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.*

The Practices
The Constellation Global Support Team developed its 2016 action plan based on 6 practices that will help us come closer to our dream:

1. **We build a firm basis for an open, safe, secure and welcoming environment.**
   
   We reviewed the organisation’s governance and updated the preamble of its Charter through a Constellation wide conversation. The preamble will define membership of the Constellation. Our intention is to offer all Members the information and opportunities that they need to feel ownership of the Constellation.
   
   We developed a self-assessment of our progress using SALT as our way of working and in our relationships.
   
   We further strengthened our accounting process and have a functioning monthly cash flow overview to manage our income and expenses.

2. **We brainstorm on possible innovative business models which could fit our philosophy, our approach, our coaches and network as well as insuring independence of the GST functioning.**
   
   The business and financial model that the Constellation operated on the last decade was successful to some extent, but also showed our vulnerability in using a non-diversified base for our primary financial income. In 2016, we received generous private donations that complemented our income from partnerships. We examined new ways to leverage funds for the optimal functioning of the GST. These will include income from (online) triad facilitation and income from book sales.

3. **We explore and learn from Community to Community Transfer.**
   
   See p. 5.

4. **We support Constellation Members in bringing the Constellation dream forward.**
   
   The GST can count on Constellation members. In good times and in bad times, they support in either concrete work to the GST work packages, or in bringing the Constellation dream forward in their own context, or with moral support.
   
   A principle for all GST tasks is that Constellation members are included as much as they can and wish. This includes coaches, board members, voting members and interns. All of the above contributors, in addition to their tasks, may participate (paid or unpaid) in coaching teams that implement formal Constellation contracts. We would like to work to ensure that these friends of the Constellation feel part of what happens in the Constellation. We want to make sure that they know that their contribution is valued.
   
   In order to continuously respond to partners and communities in an appropriate manner and to be able to quickly provide efficient support and accompaniment, the Constellation is undertaking a review of the current pool of certified Constellation Coaches. The coaches who re-confirmed their nomination, providing evidence of their CLCP activities are Autry Haynes, Bobby Zachariah and Marlou de Rouw.
   
   *To reconfirm your nomination as Coach, please contact laurie@communitylifecompotence.org.*
To find out how to best strengthen relationship between Support Teams (Country Teams and Thematic Teams) and GST, we sent to teams a questionnaire to better define how we relate to each other and how we can support each other.

For more information or to share about your team, contact nabaraj@communitylifecompetence.org.

5. We developed and tested a Blended Learning tool for SALT facilitation: Triads.

One role of the Constellation is to stimulate communities to take action to deal with their challenges. To some extent, our training programmes have developed to support organisations who wish to facilitate Local Response. We want to provide more direct support to communities. In the main, these will be small projects run by small groups. They are at the heart of Local Response.

During 2015, we have been developing Triads, a variation of the Blended Learning Training programme, that we can use to support individuals and groups at low cost. During 2016, we tested this distance learning programme.

What is it? It is not a theory course; it is a real-life experience that three people and a coach take together. You will learn from your experience accompanying a group through the CLCP and from the experiences of many other people who have facilitated CLCP and SALT around the world. Each student chooses a community with which he or she goes through the exercises of the 6 modules. In all of this you will be helped, guided and supported by your coach. It takes three months to complete a full programme; the time investment for a participant is about two days per module.

In some triads, people are in one place, but working on different communities, in other triads people are from across the globe, and the course will be connecting local responses.

See feedback from participants in Nicaragua p. 38 and Netherlands p. 37.

To participate in a distance learning Triad, contact luc@communitylifecompetence.org.

6. We give voice to Local Response.

The Constellation has a voice. We have worked on Local Response for more than 10 years. When we started, the ideas we espoused were not always taken seriously. Now we are listened to.

Our recent work confirmed just how distinctive our voice is. We do not engage communities. We do not empower communities. We do not change communities. Communities take ownership and we accompany them.

We want to demonstrate that Local Response can be a contributor to the solution to global challenges and that SALT is an effective way to stimulate Local Response. We need to articulate that view and we need to articulate it in many different ways.

Here are two examples of actions started in 2016:

In the Constellation, one of our practices is: “We strive towards a green approach.” For example, we reduce unnecessary travel. And since this year, we offset our carbon footprint for GST and board travels. In 2016, we contributed 311,63 € to the efforts of facilitators on the Moluccan islands, the SALT team Maluku Competence in Indonesia, who work towards green and healthy villages.

Read more p. 32 or here: http://www.communitylifecompetence.org/green-approach.html.

Taman Belajar (learning garden), in Ambon, Maluku province, Indonesia. Photo credit: Christine Lacroix.
The impact of the SALT approach will be assessed by the Public Health Foundation of India (PHFI) and with the support from the International Initiative for Impact Evaluation (3ie) in a programme to increase immunisation.

*Read more about the impact assessment of the salt approach p. 29.*

**Our Share channels are:**

- The Global Learning Festival which took place in Mauritius from 3-6 April 2016. *Read p. 35.*
- The monthly Newsletter
- Facebook: [https://www.facebook.com/pages/The-Constellation/457271687691239](https://www.facebook.com/pages/The-Constellation/457271687691239)
- Twitter: @TheConstellati1
- WhatsApp

If we want to realise our shared dream for the year 2050 of a world where communities have ownership of their future and are interconnected, we cannot do this alone. We have to align with like-minded organisations and communities to share and exchange and strengthen the movement by connecting local responses.

We can also start thinking around how communities can espouse for their own voice being heard. They advocate for themselves, we facilitate the process.

Each quarter, a team or a SALT process of the Constellation will be put forward in the context of a specific action: ‘Crowdfund a SALT process’. This action will allow to highlight the SALT process and also to raise funds that will support the SALT team facilitating the process.

The first team that you can support is the Sankuru team facing an outbreak of Monkey pox.


**The three priority practices for 2017:**

We spread “beacons” of Local response (singling out stories and presenting them in an attractive way).

We cultivate memberships of people owning the Constellation dream.

We are a source of tools and methodologies.

**Budget**

In 2016, we have further built our financial reserve to 80,000 €. During 2016, a private funder donated 166,000 € to the Constellation. Our budget for 2016 was based on this guaranteed income. All other income, including overheads from partnerships, other donations, book sales, etc. were added to our reserve for the coming years.

**Human Resources for GST**

In 2016, 10 people of the Constellation’s Global Support Team provided part time work, carrying out the tasks related to the 6 practices. Six of them are GST consultants, paid monthly, for 10 days work per month each. Three are volunteers and one consultant is paid for an agreed number of days for the year. This gave us a resource of 4 full times firmly committed, but on top of that many volunteers contributed their time to the tasks in the work plan.

**Financial management of Partnerships**

Not included in the GST budget/working agreements described above is support to partnerships. Support from GST to our coaching teams and partnerships is variable depending on number and size of Constellation Partnerships and the experience in the coaching team. This support includes partner conversations, support to coaching teams in preparing the proposals, budgets, agreements, logistic preparations, financial management, etc. We include 10 percent of the overall budget in all of our new partnership agreements so that additional GST work can be financially compensated.
The joy of meeting face to face

Our Constellation Global Support Team is a virtual team, with the beauty of all of us being able to contribute with our own local context as point of reference. We are trying to overcome the challenges of being remote, and sometimes lonely, by gracefully making use of Skype, Google docs and Dropbox to create a sense of having our own office, be it virtual. Every week, we come together in our Monday Meeting on Skype. To practice appreciation, we start those meetings with a recount by all of us on ‘one nice thing that happened this week’. Then, one of us takes the lead on the special topic of the week, mostly to get input from team members about a task in the GST work plan or a Constellation partnership at hand. We end the meeting by each of us mentioning his or her main focus for the coming week, and request support from team members where needed.

Ten GST members who contribute on an almost daily basis had the great pleasure of meeting face to face three times during 2016. First in Brussels where we gave shape to our work plan for 2016, then in Mauritius where we jointly prepared the Global Learning Festival, and finally in the North of France where we progressed further on the priority practices of our work plan and started to discuss strategy for 2017.

Our face to face meetings are the best teambuilding moments that inspire us to keep going in our own respective corner in the world, in between.

Following are some of the secrets:

- Where we are, we immerse in the local response through SALT visits (many in Mauritius and in Redon!), meeting with the local support team (hi Belcompetence!) or learning with a partner (thank you les Mutuelles de Redon and AIC).
- We don’t stay in luxury hotels. We stay in a rented house or apartments that feel like a temporary home. The kitchen table and the living room are our meeting room.
- We take turns and team up in preparing meals for each other, and we bring ‘favourite dishes’ from our own communities to share.
- We get up early and try to start the day with exercise. The beach in Mauritius was perfect and so were the walks in the woods in the North of France. After that we work, with a fresh mind.
- We use our work plan and the priorities to determine the agenda of the meeting.
- We take the face to face as an opportunity to self-assess how SALTy we are as a team.
- We do After Experience Reflections of the various sessions and we try to do them with rigour
- The Special Point of Reference per topic is responsible for recording the input from the meeting.

Marlou de Rouw

GST, After Experience Reflection in Mauritius

Prepared by Marlou de Rouw
REGIONAL CONFIDENCE PROJECT POST-EBOLA EPIDEMIC

Country: Guinea and Liberia
Partner: German Institute for Medical Mission (DIFÄM)
Support team: Pasteur Edmond Noramou (Guinée), Ibrahim Kamara (Sierra Leone), Joseph Koivogui (Guinée) and Luc Barrière-Constantin (France)
Time frame: October 2016 - August 2017

In September 2016, following the mediation of our friend Ian Campbell, the Constellation was approached by the German Institute for Medical Mission, DIFÄM, for community support in a project of cross-border reconciliation of communities with their health system. Indeed, the Ebola epidemics in north-western Liberia and in the Guinea Forest Region led to mistrust between communities and the health personnel. Lack of trust also appeared between the medical staff and the health authorities in these areas. The aim of the project is therefore to restore dialogue and trust between these actors and the communities they serve through the development and implementation of Health Charters.

The Constellation supports 8 communities in Guinea and 8 in Liberia through a SALT / CLCP process, and one output of this project will be these Health Charters. Our facilitators in Guinea (Pastor Edmond Noramou and Joseph Koivogui) and Liberia (Ibrahim Kamara) began to work on 17 October 2016, less than a month after the first contact with DIFÄM; probably one of the most rapidly set up partnerships...

The activities will continue in December 2016 with the first training of facilitators facilitated by the person of reference, Luc, and local facilitators. SALT visits and training will continue in 2017. The end of the partnership is planned in July 2017 with a Knowledge Fair bringing together communities and health actors from both sides of the Liberia-Guinea border.

Time line of community activities drawn during SALT visits with facilitators in training in Liberia. “What are you proud of?” Photo courtesy of Luc Barrière-Constantin.

Prepared by Luc Barrière-Constantin
IMPACT ASSESSMENT OF THE SALT APPROACH

**Country:** India  
**Partners:** Public Health Foundation of India  
**Support team:** Bobby Zachariah (India), Dolores Rey Novoa (France and Spain), Ian Campbell (United-Kingdom), Marlou de Rouw (France), Rituu B Nanda (India)  
**Time frame:** June 2016 - January 2018

The Public Health Foundation of India (PHFI) with support from the International Initiative for Impact Evaluation (3ie) will undertake impact evaluation of the Constellation’s SALT approach for community involvement in increasing immunisation coverage in three districts of Assam in India.

The 27th February 2016, the 3-year project kicked off to share and receive inputs from government officials at an event held in Guwahati. Dr Shome, Community Processes Regional Coordinator, stressed the need for providing a space where communities can share and discuss openly. He concluded:

“We have to help the community members find their own solutions rather than telling them what to do.”

SALT is already there!

In June 2016, after eight months of discussions, the contract between the Public Health Foundation of India (PHFI) and the Constellation for the Impact assessment of the SALT approach on immunisation uptake is signed!

Rituu B Nanda and Bobby Zachariah, with the support of Mohamed Rafique and the South India AIDS Action Programme (SIAAP), the Constellation Global Support Team and the International Coaching Team, have one year to implement the SALT approach in 120 villages from 3 districts in Assam, Northeastern state of India: Kamrup rural, Udalguri, Bongaigaon! Another 120 villages will be control villages.

Bobby will be in charge of the Share function, Rituu of Care and Learn and they will jointly Transfer the approach. Marlou De Rouw and Ian Campbell provide distance support and will join them face to face for the first Learning Event planned for October 2016 (Marlou) and for the Participatory Action Research workshop planned early 2017 (Ian). Phil Forth is team mate for Learning and Loli Rey Novoa for financial management. A group is working on a facilitation manual in Hindi.

Bobby and Rituu have already identified the implementing NGO partners. Not all NGOs that Bobby and Rituu visited will be selected as official partners during implementation. But as all visited NGOs got excited about SALT, the team made the commitment to share the approach with them in any case. An enormous effort in the already demanding partnership – but so SALT!

The team ensured Link with local government from the start. Bobby and Rituu were successful in communicating the potential of SALT – as one of the government officers said:

“It is good that we do this for immunisation. But actually we need this for family planning also!”

PHFI has done the baseline, the CLCP will start beginning of 2017, and, after one year, PHFI will do the end line impact evaluation.

PHFI monitor interviewing a mother at Majpara, Assam, India.

Photos courtesy of Rituu B Nanda.
THE ROLE OF ORGANISATIONS IS CHANGING: FROM DOING THINGS FOR COMMUNITIES TO ENCOURAGING THEM TO DO THINGS FOR THEMSELVES

Support team: India Competence
Organisations: Institute of Social Studies Trust (ISST), International Labour Organisation (ILO), Anti-Slavery International (ASI), Jan Jagriti Kendra (JJK)
Country: India
First activities with SALT and CLCP: 2010

Rituu B Nanda has introduced SALT to 4 NGOs for Systemic Participatory Action Research project on modern slavery in two states (Bihar and Uttar Pradesh); 11 Trade Unions of domestic workers with the ISST and the ILO in Tamil Nadu (Chennai), Maharashtra and Delhi and to JJK (Chattisgarh) supported by Anti-Slavery International, i.e. in 6 states in a few months!

Domestic worker competence
As part of Institute of the ISST team, Rituu B. Nanda worked with ILO in 2015-2016 to facilitate CLCP with trade unions, NGOs, and domestic workers from Delhi, Maharashtra and Tamil Nadu.

The self-assessment framework will help domestic workers track their own progress over a period of time. The CLCP has stimulated domestic workers to own and thereby respond to their issues and thus, strengthen the work of Trade Unions. They have found value in the SALT approach to engage with domestic workers and have started using it in their work. They intend to train their staff working in the field with domestic worker community. Meanwhile, ILO team is in the process of finalising manual on the approach and self-assessment tool.”

ISST Newsletter, Jan - Jun 2016

Ms Reiko Tsushima, International Labour Organisation (ILO) shares her experience in use of the community life competence approach to build competent domestic workers:
“The solution is not only in the difficult tasks of extending the policies, changing laws, but taking time to actually appreciate the changes that they have been able to achieve in their own lives is a powerful motivation for change.”

See the video in the blog of Rituu B. Nanda

Trade Unions doing SALT - 're-familiarising' with the community, stories and pictures of Domestic Workers Trade Union representatives collected from WhatsApp by Shiny Saha, ISST, June, 2016.
Are we Listening to and appreciating the communities?, Rituu B Nanda, November 2016.

Bonded labour, child labour and human trafficking
Rituu also worked with the ISST to introduce SALT and the CLCP to four organisations in the states of Bihar and Uttar Pradesh to strengthen community and stakeholder ownership in a Systemic Participatory Action Research project on bonded labour, child labour and trafficking with the support of Freedom Fund and Geneva Global.

On a SALT visit with the Kaundi community, we met a group of men, some of them survivors of trafficking. Initially, they were hesitant to talk to us, they sat far from us. After 10-15 minutes of discussion they opened up. Usually they don’t open up even after many visits.
The trust built very soon amongst us because we wanted to learn from the best experiences of their life. Already community action begins to emerge.

Sushil Kumar, TIP

Facilitators begin to practice active listening in their family, Rituu B Nanda, October 2016.
People get involved from their heart through SALT home visits, Stories and pictures from anti-slavery NGOs collected by Ashish Upadhyay, TIP UP (MSEMVS).
SALT facilitates dialogue and community engagement

Rituu B. Nanda is a M&E consultant with Anti-Slavery International since September 2014: “The NGO called JJK was having problems in community engagement and ASI agreed to my suggestion of a small SALT module.” The JJK team works with communities on bonded labour in brick kiln in the State of Chhattisgarh.

Photo courtesy of Ganga, Volunteers for Social Justice.

When we go in any community to be a human, then people come with you as a human, and this is the power of SALT to communicate with the local community. I really enjoy this because we work with community, and, before this training, we were facing some trouble to communicate to the community members. Since the SALT training, it is easy to us.

_A Big Effect of “SALT”, Pratibha Lal, JJK, January 2016_

The community had these strengths, but what was required was to stimulate them to take action, which we have been doing through the SALT process. [...] In the future, we will listen to the community even more carefully. We will encourage those who have been influenced by the SALT process to encourage others to find own solutions based on their strengths.

_Now, we listen carefully!, Aanchalji, JJK, August 2016_

SALT in Monitoring and Evaluation

Rituu B. Nanda conducted a training on M&E for foreign professionals at NILERD, an institute of Niti Aayog of India (erstwhile Planning Commission).

_Should community decide what they want? Why should they dream?, Rituu B. Nanda, October 2016._

‘Putting Life into Lives’ of Senior Residents of Champion Care Homes with CLCP

E. Mohamed Rafique worked with UNAIDS India when he decided to move back to his home state of Kerala, to look after his mother. He set up a care home for the elderly so that she would not have to be admitted in hospitals. “Rafique believes that we can learn many things from older people and vice versa. Rafique’s children contributed to the elderly care home. So, this care home is coming up not as a commercial initiative but as an endeavour of love and care, a fine example of inter-generational activity, and what different generations can do for each other” writes Rituu B. Nanda.

All the Residents identified their strengths, resources, and their dreams of “where I want to be”. Also, Residents connect with people who share what they have tried in their own context, thus gathering more experiences in response to aging and its attendant consequences.

_SALT is the key to the community’s heart, Pratibha Lal, February 2016_

SALT and collective community action in the Raigarh district (Chhattisgarh), Pratibha Lal, June 2016: the community has gradually taken over contacting government officials, a step in their liberation from bondage that, previously, her organisation, Jan Jagriti Kendra (JJK), took charge of.
**WORKING AS A COMMUNITY TO ENSURE CLEAN HEALTHY AND SUSTAINABLE MALUKU**

**Support team:** Maluku Competence  
**Country:** Indonesia  
**First activities with SALT and CLCP:** 2016

Maluku Competence is the local support team of The Constellation in Moluccas (East Indonesia). It was established in July 2016. Marlou de Rouw, Maggie Alfons, Glenn Wattimury and Kees Lafeber joined together to try out the newly developed blended SALT online training. Our team aims to encourage and develop local resources, to improve life conditions. We recognise the importance of local poverty reduction, community empowerment and additional education. Maluku Competence supports and connects communities that are responding to the challenges they are facing. The initiatives we support include 'Green Moluccas', 'Eco Maluku' and 'Rumah Belajar’. Our program for 2017-2020 is based on four pillars:

1. **3R-program**  
2. **Education**  
3. **Sustainable**  
4. **Empowerment**

**Vision**
Various communities including churches, schools, NGOs and governments in Maluku are responding to environmental challenges. They have a dream for healthy and clean villages and they are taking action using the resources at their disposal. They dream about their future and perspectives. “When we are dreaming alone, it is only a dream. When we are dreaming with others, it is the beginning of reality.”

**Mission**
As a team we aim to be:
.....SALTy enough to be a positive influence for our family  
.....for our friends and our community and the country where we live  
.....using the tools we learned during the CLCP-course, step by step.  
.....an inspiration for more and new facilitators

Each of us:
.....is applying SALT to the issues that touch us  
.....alone, sometimes together,  
.....aims for a Green and Clean Maluku! We take care of our environment!  
.....develops Community Based Tourism!  
.....takes care of our friends, family and next generations.

As group of friends, we help and support one another to reach collective dreams and our individual dreams. We move together, each in our own context and keep connecting. Our hands and arms have different shapes and colours. We actively learn from one another’s strengths and carefully listen to each other.

**Activities**
Maluku Competence connects and supports the various community initiatives that lead to clean and healthy villages.
For 2017:  
• We are a positive influence to people around us  
• We make our community grow  
• We access knowledge and resources for innovative waste management  
• We link to others with experience. We build supportive networks to share and learn  
• We listen to our customers/clients/community’s needs (we are “service-minded”)  
• We reflect on our progress and adapt our approach  
• We facilitate CLCP processes in the community!  
• We have facilities to implement Community Based Tourism around Maluku  
• We are a trusted party for citizens, businessman and government for these issues  
• We need to find funding for training and accompaniment for SALT facilitators of the Learning Gardens.

Prepared by Kees Lafeber
HARMONISATION OF THE CONDUCT OF COMMUNITY DIALOGUES ON ESSENTIAL FAMILY PRACTICES (EFP)

Organisations: UNICEF and Search for Common Ground
Country: Madagascar
First activities with SALT and CGP: 2015

Training on SALT Community Dialogue
Since October 2015, the Ministry of Communication and Relations with Institutions (MCRI) and the Ministry of Youth and Sports with the support of UNICEF C4D have begun a process of critical reflection on the harmonisation of approaches to Community Dialogue applied in Madagascar. They contracted the international NGO, The Constellation, to carry out these reflections and develop a harmonised guide on Community Dialogue.

Following this new orientation, the SALT approach, Search for Common Ground undertook a cascade training of community stakeholders (community agents and other village coaches) in the Atsimo Andrefana, Anosy and Analanjirofo regions.

A first series of activities relating to SALT Community Dialogue was carried out by the regional teams with community agents; the teams ensuring coaching and accompaniment of agents in this new approach. Through the SALT process, community groups were able to collectively develop a common dream for their communities, to see their potential and common strengths, to carry out their own self-assessment and to come up with a community action plan together.

After a year of project implementation, a series of capitalisation and sharing workshops in each intervention region were organised with key partners (MCRI, UNICEF and UNFPA). These workshops focused mainly on the capitalisation of project achievements and good practices in a spirit of exchange and sharing with all the stakeholders in each region of intervention.

Definition of Community Dialogue in Madagascar:
Community Dialogue was largely developed and exploited during the implementation of the Essential Family Practices (EFPs) initiative. It is a space where members of the community are invited to discuss a problem/concern about the implementation of EFPs, previously identified by a small committee led by community agents. The aim is first of all to accustom the members of a community to interact with each other around the problem and, at the end of the meeting, together they define a community action plan on the practice discussed.

No in-depth evaluation of the relevance of the Community Dialogues was carried out; nevertheless, the representatives of the communities present at the capitalisation workshops all unanimously expressed their necessity and importance in community interactions and reflections.

Other tools used by UNICEF are participatory theatre and radio programs that integrate information and success stories from local communities.

Community Dialogue in Madagascar in figures:
14 people were trained in the SALT dialogue by The Constellation.
16,842 people attended community meetings, 9 times more than expected.
1840 community meetings by commune and region were held, more than 5 times more than expected.
All the fokontany, that is to say 27 administrative subdivisions, organised Community Dialogues.
Results:
UNICEF is seeing increased awareness among stakeholders about the relevance and importance of EFPs in households. Although many wait-and-see relationships with financial partners strongly persist in the participants’ thoughts, these workshops have made it possible to address in a much more in-depth way the roles that local actors play in sustaining and taking charge of questions relating to the rights of children and the transformation of the initiative into actual practice within households.

Monique is a 35-year-old single mother living in the village of Ankiliabo, rural community of Ankililoaka. She has 3 children: one boy and two daughters. She did not send her son and her eldest daughter to school. Her son was instructed to keep the oxen from an early age, and her eldest daughter helps her with field work and also takes care of the house with her younger daughter. Following Community Dialogue sessions in her village, she has always participated in discussions and debates in her group. She realised the mistakes she made toward her first two children that she did not send to school. She made the decision to send her six-year-old daughter to school.

The workshops also addressed the challenges and constraints encountered during implementation, and led to a joint reflection on areas for improvement to meet these challenges and identify improvements to be implemented.

The Regional Directorates of Communication and the Communication Delegates of targeted districts develop and follow a communication plan for the promotion of the rights of the child adapted to the context of their region.

Good practices identified:
- The importance of dialogue spaces created in the context of Community Dialogues, which is a place of expression of the community in relation to the issues addressed.
- Enhanced collaboration with notables and religious leaders who encourage communities to participate more actively in Community Dialogues
- The holding of community dialogue as a space for expression, mutual listening, then reflection and action among the members of the community, leading to a concerted action plan agreed by all.

COMMUNITY LIFE COMPETENCE TRANSFER

Support team: Mokompetens
Country: Mauritius
First activities with SALT/CLCP in: 2014

In Mauritius, the journey with SALT began in 2014 with a conversation with the Mauritius Commercial Bank Forward Foundation (MCBFF) who had supported a five year long collective effort of various NGOs on the problem of drugs. Constellation Coaches from four continents brought an appreciative mind-set (SALT) and a systematic process to learn from action (CLCP) to the Mauritius Drug Platform.

Over the first year, the emphasis was on developing a draft policy referred to as the drug master plan on drugs towards a common dream: “A safe Mauritius where its citizens consider people affected by drugs, with respect and dignity, free from stigma and discrimination.”

NGOs and Public sector agencies began the process of internalising SALT as a Way of Thinking and Way of Working to engage communities towards ownership and responsibility addressing the common challenge, especially regarding stigma and discrimination. Experience was transferred to stimulate local response around other concerns such as alcohol, with marginalised vulnerable communities, for organisation strengthening, ...

The NGOs, Aides, Infos, Liberté, Espoir et Solidarité (AILES), Centre de Solidarité pour une Nouvelle Vie (CDS), Etoile d’Esperance and Groupe Renaissance de Mahebourg, started sharing what they learned and what inspired them. This led, for example, to the invitation by Etoile d’Esperance of four personnel from Le Pont du Tamarinier (LPDT) to a SALT visit to the community of Lalmattie, a small village in the north eastern part of the island where a group of women wanted to address the concern of alcoholism. Aniele Ducray, leader of LPDT, recently said: “You know when we went to Lalmattie and experienced SALT, I said to myself... hmmm...there is something here.”

Since that introduction to SALT, LPDT has:
- adopted SALT as it Way of Thinking and Way of Working to the extent that when interviews are done for new staff, questions are asked to ascertain potential staff’s SALTiness;
- conducted two major learning events to introduce SALT to several sister NGOs;
- facilitated the approach in three communities. Two communities, Tamarinier and Carre d’As, have completed dream building and began to implement action plans. LPDT introduced the approach to youths of the three communities;
- hosted a learning festival in partnership with Constellation and the Mauritius Council of Social Service (MACOSS) in April 2016.

During the Learning Festival held in Mauritius in April 2016, 30 foreigners from 13 countries took this opportunity to learn-and-share with Mauritian communities.

The post Learning Festival period witnessed continued transfer with Group A/Lacaz A, Anges du soleil, women of L’Escalier, Souliac and the community of African Township embarking on the CLCP process.

How different are we since we started this journey?
We have learned what our values are and who we are;
We are at peace with ourselves;
We have learned: how to manage our anger; how to realise our own dream;
how to bring family members together; that we have to make savings to achieve our dream
We have reduced our stress.

Reflection the women of L’Escalier, 21rst October 2016
Prepared by Autry Haynes
Joke and Birgitta have been exploring with a Dutch NGO on how to support the sustainable integration of refugees in their local neighbourhoods in the Haarlem region. They were very much inspired to do this after hearing the experiences from the ‘Et Après’ Community of Belgium, a group of former asylum seekers who used SALT since 2008 to take the lead on their own local integration. With the flood of people seeking asylum in the Netherlands, this seems to be a hot topic where SALT can really make a difference.

To transfer the Belgian success story and inspire our Dutch friends, Joke and Louis-Marie, from ‘Et Aprê’s, co-facilitated a special facilitators training: on how to use SALT for self-organisation and integration of immigrants. With the support of Birgitta, the facilitators visited a lot of impressive local initiatives in Amsterdam like Safe Haven where undocumented women can work towards their future, ‘We are here’ a grassroots initiative for assistance for and by refugees, Buurtzorg, a famous organisation for community health services that has self-directed teams (no managers), Syrian refugees (SYVNL) established in response to the Syrian crisis by a group of young Syrians living in the Netherlands, The World House where people without a staying permit can come for information, personal advice and to develop their own initiatives, and the Neighbourhood Cooperation (OHG). After a very inspiring weekend, the facilitators all went their own ways to do even more SALT visits together and applied SALT in their different contexts. Here some of their stories...

- **Facilitator Margriet** is exploring how to use SALT in a natural way to support wise people to join and give their wisdom in the region of Friesland.

- **Facilitators Els and Constance** are discovering new ways to create enthusiasm and commitment by integrating the dream and the After Experience Reflection in their work with appreciative inquiry. Constance says it works wonders when you let two teammates dream separately and then co-create practices. She also started to volunteer at one of the organisations we visited.

- **Facilitator Suse** is supporting members of a local platform to realise their dream of creating value together. By applying the CLC Process they now work together with less tension and more results.

- **Facilitator Birgitta** is applying SALT and CLCP on the island of Texel to inspire the board of a grassroots cooperation in (holistic) health care. The board wants to apply SALT in their dream building/action planning process to ensure: (1) a strong vision and solid collaboration within the board, and (2) to explore if the SALT approach can add value for the members of the cooperation. She asked the professionals to start by sharing a personal story about sickness and recovery.

- **Facilitators Joke and Birgitta** will accompany a group of refugees and their new neighbourhood for sustainable integration, while transferring in house at VluchtelingenWerk Nederland (the Dutch refugee council). These are just some examples... What is also very encouraging is that the Dutch facilitators are reaching out to connect with other countries. Facilitators Marlou, Rituu and Autry were all received at an international meetup for a round of SALTy stories sharing and, through personal friendships, we are exploring the possibility of organising a learning festival in February with Dutch and Belgium situated facilitators.

In a world where a lot of things happen over which we seem to have no control, SALT is bringing us together to share inspiring stories of what we CAN do and encourage each other to keep our dreams alive and work towards it. To say it with the words of facilitator Elif: “Changing the world may seem difficult, but it begins with one person.”

Prepared by Joke D’haese, with inputs of Birgitta Schomaker
In Autumn 2016, Birgitta Schomaker, Suse Meffert (both from Amsterdam) and Anita Sheehan (from Brussels) joined the Triad Blended Learning programme with Autry Haynes and Celicia Theys. They finished the programme, but they continue to have regular triad Skype calls for continued learning and sharing.

I think SALT and CLCP may sometimes look (too) simple. Now I'm grasping more and more about the how and why of the way of working & the way of thinking by EXPERIENCING it in a small group as we take sufficient time to REFLECT on the experiences. It is much easier to adapt to individual learning styles and needs within the context of a TRIAD.

Blog of Birgitta Schomaker, 20 August 2016

Overall, I would like to thank the Constellation for providing this marvellous opportunity to deepen our practice in this format. I made two precious friends, learned a lot from them, and this exercise definitely helped me get a deeper understanding not only of the process, but also of the philosophy behind. [...] I also agree with Suse that the learning we gained in this process has been and continues to be of immeasurable value for all other aspects of our lives.

Anita Sheehan

How can you do dream building using less words and more body talk?

It was great fun to do this experiment and it lead to some deep sharing and understanding. Letting your body do the talking is so powerful!

Here you see our group dream of a community where it is nice to live, where we know and meet the neighbours (2 people on the right = enjoying tea on the street together like it is their shared living room), where we take care of the more vulnerable (2 people in the middle = kids playing with animals in the middle of the street), of our environment (green all around), where we greet each other and make plans together (3 people on the left), and welcome visitors in a way that demands respect.

What is your dream for your neighbourhood?

And how would you express that dream with your body?

Blog of Joke d’Haese, 1rst September 2016

First of all I'd like to say that I'm very grateful for the chance of following this program and this way of learning. When you first told us it would have an impact on our whole life, I could imagine... Now I know. The modules are very delicately composed and have a good balance between reading and hearing about experiences with CLCP in different communities on one hand, and having own experiences by walking through the modules. Also the balance between learning individually, in triad and in practice is useful.

Suse Meffert

SALT visits are sure something that had become part of my life. Like a natural movement. I visited different projects in Amsterdam (AZC, Riekerhaven, Vluchtlaan...) and also in Berlin (ESBZ, impact hub...). How great to learn in this way, doing visits with different people in different constellations.

While I'm still facilitating one of my 'practice' groups, learning a lot, I found it useful and valuable to combine the SALT/CLCP process with Deep Democracy. It works very well, can be great way to facilitate situations where tensions arise, for example with finding the practices or with the self-assessment. In the future, I will like to work on this combination and also share it. Doing the same in the deep democracy community.

This week, I got a question from a very different type of group to facilitate a SALT process. It's from a group of professional circus artists and they want to build a strong community. They are so different and they need to build on each other. I'm happy about this request and we talk about the possibilities now.

Suse Meffert, 7 December 2016

In Autumn 2016, Birgitta Schomaker, Suse Meffert (both from Amsterdam) and Anita Sheehan (from Brussels) joined the Triad Blended Learning programme with Autry Haynes and Celicia Theys. They finished the programme, but they continue to have regular triad Skype calls for continued learning and sharing.

I think SALT and CLCP may sometimes look (too) simple. Now I'm grasping more and more about the how and why of the way of working & the way of thinking by EXPERIENCING it in a small group as we take sufficient time to REFLECT on the experiences. It is much easier to adapt to individual learning styles and needs within the context of a TRIAD.

Blog of Birgitta Schomaker, 20 August 2016
DISTANCE SALT FACILITATION TRAINING FOR NGO MEMBERS

**Country:** Nicaragua  
**Partner:** Red Local de Salud  
**Support team:** Dolores Rey Novoa (France and Spain) and MariJo Vasquez (Spain)  
**Time frame:** February 2016 - August 2016

It took us some time but at last, Nicaragua opened doors to SALT and the CLCP in March 2016. In response to The Constellation’s initiative of developing of a more accessible format for the Blended Learning of SALT facilitation, the Red Local de Salud (Local Health Network) showed interest in participating in the course. The network selected a small group of people to be trained in the approach, so that they could apply it in their daily work and allow other members of the network to discover the approach.

*Red Nicaragüense por la Democracia y el Desarrollo Local* (Red Local) is an umbrella organisation that shelters a group of organisations from all over the country (among which the Centro de Estudios y Promoción Social (CEPS), the Instituto De Liderazgo De Las Segovias (ILLS) and Fundemuni, that participated in the training) with the objective of ‘contributing to strengthen local democracy and inclusive, equal development’ through their work in communities in various spheres of life.

Over several months, Johanna Salazar, Mijali Lau, Carla Padilla, José Miguel Izaguirrez and Ana Patricia Martínez met periodically with The Constellation facilitators Dolores Rey and MariJo Vázquez to work together through the course scheduled sessions so as to go deeper in the understanding of what SALT is and how to integrate the steps of CLCP in their daily life and in their work with communities.

“*We need to get rid of prejudices in order to learn from other people, appreciate their experiences. People are more knowledgeable on certain issues than many with university degrees, and it is necessary to come to acknowledge and appreciate that knowledge.*” *Johanna, Red Local*

**CEPS** is an organisation with human and technical capacities to influence Nicaraguan society by strengthening civil society, contributing to improve life conditions of excluded populations, and facilitating the building of self-management skills.

**ILLS** is a Nicaraguan community based organisation committed to work for those excluded from society. The aim of the organisation is to promote the development of individual and collective prominence for society transformation.

**Fundemuni** carries on processes of citizenship building through knowledge management, promotion of active citizen participation, social audit and participatory budgeting applying a gender and rights perspective.

*Prepared by Dolores Rey Novoa and MariJo Vázquez*
CELEBRATING THE LOCAL RESPONSE AS AN IMPORTANT RESOURCE FOR THE COMMUNITY

Organisation: Beyond Social Services
Country: Singapore
First activities with SALT and CLCP: 2012

Our Reflection: Everything has a life span. All groups and their endeavours who wish to remain relevant would do well to picture themselves within a life cycle from inception to closing. Stages in between would be development, maturity and redefining relevance. We felt that the local response in the 5 different neighbourhoods we operate had matured somewhat and we needed to refresh the situation to stall off decline and closing. We are glad to see that by doing so, the number of residents who were willing to assume responsibility and leadership for endeavours in their neighbourhood increased slightly to 133 from 124 this time last year.

Our Efforts
1. Facilitating Neighbourhood General Meetings
We supported each neighbourhood to organise a general meeting which exhibited the work of their local response over the past 3 years. This work was presented through briefs of past activities, photographs and profiles of local leaders. Posters as well as short video clips were presented by the local response team and in the spirit of a celebration, food and drinks were served. The meeting proper was a conversation that surfaced current concerns and possible action steps.

2. Compiling Neighbourhood Reports
The information collated for these meetings were gathered into Neighbourhood Reports with a view of residents receiving a copy to remind them of their collective achievements. Though completed, we received feedback that the initial designs would not go down well. As we wanted it to be a document that the neighbourhood would be proud of, we are currently redesigning them with the help of volunteers.

3. Affirming Local Response
When we learnt that the President’s Volunteerism & Philanthropy Awards were inviting nominations, we worked with our local response to put in an application for the Kampong (Community) Spirit Award. None of the 5 neighbourhoods won but we believe that the process of applying reinforced the sense of pride and confidence that strengthens local response.

4. Linking Local Responses
With the local response in each neighbourhood confident and proud of their achievements, we thought it was timely to introduce them to each other. We held a gathering and explained that coming together was an opportunity to build new friendships where people learnt together and inspired each other. This was well received and members requested for opportunities to develop and learn skills that would help them carry out the work in their neighbourhoods.

5. Positioning Local Response as an Important Community Resource
In supporting families faced with challenges such as the lack of employment, parent-child conflicts, unplanned pregnancies and such, we have called upon members of our local response to advocate for the importance of support from extended family, friends and volunteers from the larger community. By sharing the stories of mutual help as well as their own experiences, the local response provided an assuring and trustworthy presence that encouraged families in difficulties to accept support from their community.

Conclusion: The narrative that a community is important for our well-being must be constantly nurtured thoughtfully if communities are to inspire positive change. In this light, the local response must be the basic building block and resource for the strengthening of this narrative as well as for any action or plans to be relevant and sustainable. This year, SALT was for us about Strengthening the Local Responses by Appreciating and Acknowledging their successes. It was also about Linking people together in a mutual learning environment that encouraged the Transfer of knowledge and learnings.

Although our local response in different neighbourhoods achieved success in their work plans, we have come to see that local response is a fragile notion that needs to be safeguarded and nurtured. As facilitators, we are guardians of an environment that encourages the ongoing development of local response and mindful observers of its life cycle. Redefining relevance when needed refreshes the local response and keeps it developing. As such maturity, does not lead to decline but to a humble acknowledgment for change and renewal.

Prepared by Gerard Ee
Community Life Competence Process has recently been introduced in Kibaha, Tanzania. Through CLCP, we believe in local responses and that communities can act to reach their dream when they take ownership.

In Tanzania, CLCP has been operating under the assistance of HelpAge International. HelpAge, through working with implementing partners, has been able to design and come up with a programme of “Afya Kibaha 2025”. In this programme, different communities in the Kibaha region have been trained on how best they can plan to improve on their living conditions and live healthy lives by 2025.

WHY IS CLCP THE BEST PRACTICE?
CLCP helps communities change for themselves. CLCP is the best practice because it gives chances and opportunities to locals by making them believe in the inner strengths that they have in solving and making things happen for themselves by themselves.

CLCP is the best practice because it sharpens people’s minds and makes them realise who they are and what they can do for themselves without entirely depending on other people. The practice widens people’s perspective on human power and resources that they have.

Through the SALT process communities have been stimulated in identifying their own problems and finding solutions on how to solve them. With the process, we further appreciate and listen to locals, and this makes them feel good. Facilitators are able to discover and reveal strengths which communities themselves might not realise that they have.

WHAT WAS TRANSFERRED?
The CLCP Programme, through its facilitators, has been able to transfer knowledge and experience into different communities. The SALT approach has helped facilitators realise that people in communities are unique and have inner strengths that force them to take action.

Since the induction of the programme, communities have set examples by making sure that they are living healthy. Different families have vegetable gardens around their homes. People make regular visits to health clinics to check on their health.

WHAT HAS KIBAHA LEARNED FROM CLCP?
The CLCP approach helps communities to learn and take actions to address the different challenges that it faces. CLCP is an effective approach that guides members in a community to develop their own dream and be part of it.

Page prepared by Judith Bagachwa
In 2016, the SALT approach continued its way, step by step, in our International Association of Charities (AIC) network [founded in 1617 by St. Vincent de Paul, the network is made up of more than 150,000 volunteers in Africa, Latin America, Asia, Europe and USA].

- In our daily work at the AIC Secretariat, we try to appreciate and value the strengths of the local volunteers with whom we are in contact by e-mail. It is not always easy to adopt this attitude - to detect the positive and the strengths of others - but this way of working is close to our heart.

- With national AIC associations, during field visits, we experimented the SALT approach with each time a lot of enthusiasm: in Cameroon in January 2016, in the Philippines in April 2016, in Italy in April 2016, in the Dominican Republic in October 2016.

- In October 2016, we met with the Local Committee for the Promotion of Health in Redon, France, and demonstrated our experience of the SALT process. A nice opportunity to exchange with another type of network in France and interesting contacts with members of the Global Support Team (See p. 22).

- We contacted 2 student interns for Constellation who are doing a study on the practice of SALT: we send them our training booklet which describes our experience and exchanged emails.

- We are preparing a SALT workshop in Louvain-La-Neuve (LLN), Belgium, for the 'Tour des cafés' 2017. These are debates organised in public and convivial places, an initiative led by the Maison du Développement Durable in LLN, the Centre d’Education et de formation en Alternance and the municipality of Ottignies-LLN. In 2017, the central theme of the meetings will be "the Transition Society Movement". The AIC in collaboration with another ASBL, Habitat et participation, will organise a workshop on the SALT approach linked to Transition on 24 January 2017. An opportunity to link SALT to the Transition Movement and to make the method known to the public of LLN.

The most difficult part is to move from expert to facilitator and, rather than give our solutions, seek strengths and convey confidence. This method can help us, but we should start by applying it to our team meetings. I will try to convey to my team this new style of service and the enthusiasm and strength that I have received.

Volunteer of the region of Liguria (AIC Italy) who participated in a regional training day on the theme "Growing together by valuing our strengths."

You shared with us so naturally and simply about the method, showing us that it is possible to use it in many different places, in many different circumstances, including with a board of directors. I also find it very interesting that you have gone so far as to produce, distribute and use your own document.

Member of the Local Committee for the Promotion of Health in Redon, France.
Every year, “The Constellation” provides an important platform and opportunity for people to become a star of the constellation and spark the light. In 2016, The Constellation provided such platforms to 8 young and energetic people who are passionate about the CLCP and the SALT approach. Convinced that we can reach our dream if we make a journey where we learn and grow together, The Constellation welcomes interns as a part of the family. The interns were involved in various programs and projects of The Constellation around the world and, as they come from different backgrounds and training, they brought their knowledge while developing new insights regarding the issue of their interest.

Here are some experiences of our interns in their own words.

My internship dealt with the benefits and limitations of applying CLCP/SALT in a Dutch public health context. I pitched CLCP/SALT to employees of the Dutch municipal health services (GGD) involved with health promotion. Afterwards, their impressions on CLCP/SALT as a tool for health promotion were explored and the possible use of CLCP/SALT within the GGD was discussed. “What I appreciated most about my internship was the way me and my fellow interns were welcomed within the network of Constellation members, and the genuine interest people took in our progress. Starting with our meeting with the global support team in Brussels, there were a lot of people we could connect with.” – Kasper Moes

During our month of internship, we (Eden Benat, Loïs Hutubessy and Vittoria Dentes) were in Maluku, Indonesia. We engaged as a team of facilitators that fell under the organisations Green Moluccas, The Constellation and Ouw Bersih. The project focused on problems surrounding the absence of a waste management on the island of Saparua. The approach consisted of sparking conversations around this topic with three different local communities: primary schools in Ouw, the youth of the church of Ihamahu and a collective of farmers from Haria. This meant that we systematically and purposefully reflected in groups on what we, as citizens, can adapt in our behaviours in order to improve the situation. “Thanks to community-based (bottom-up) approach, adopted by The Constellation, I had the opportunity to deeply immerse into the culture of the place where I was working. Indeed, working as an “insider” for the community is a unique learning opportunity that constituted for me a great step for my personal development.” – Vittoria Dentes

“I truly appreciated to share real life experiences and emotions with Mauritians, and I appreciated the opportunity to be involved in project management.” – Aurelie Blanc

As a part of my internship, I am currently coordinating the Global Support Team survey which aims to understand the relationship between various country and thematic teams around the world to achieve The Constellation’s dream. In addition, I get opportunity to be part of various activities such as project proposal writing, donor mapping et cetera. “I appreciate the support and guidance provided by the Global Support Team. Most importantly, I admire the fact that GST always make me feel that I am part of the GST not only an intern.” – Nabaraj Adhikari

Prepared by Nabaraj Adhikari
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 find out more? Please contact Marlou:
marlou@communitylifecompétence.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.communitylifecompétence.org/en/103-contribute-money