The Constellation
Connecting Local Responses around the World

Annual Report 2019
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Review: Marlou de Rouw and Susan Koshy.
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Acronyms and Abbreviations

ACDIR Community Action for Integral Development in DR-Congo
AIDS Acquired Immune Deficiency Syndrome
ANM Auxiliary Nurse Midwives
ASHA Accredited Social Health Activist
AWW Anganwadi Workers
AYOYE ‘As You Open Your Eyes’ series on Local Response
CATCH Communities Acting Together to Control HIV
CLC Community Life Competence
CLCP Community Life Competence Process
C-NES Centre for North East Studies and Policy Research
DR-Congo Democratic Republic of Congo
GLF Global Learning Festival
HENU Health Nest Uganda
HGI Happy Green Islands
HIV Human Immunodeficiency Virus
HPP Humana People to People
Mamta-HIMC Mamta Health Institute for Mother & Child
NCD Non-Communicable Disease
NGO Non-Governmental Organization
PSG Patient Support Group
RDCCompétence République Démocratique du Congo Compétence, national support team of DR-Congo
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
VHAA Voluntary Health Association of Assam
1. Introduction

It is with great pleasure that I welcome you to the pages of our annual report of The Constellation. You will find many beautiful stories, hopes, successes and also many questions, new and old. More than ever, during this past year we have questioned our identity, our role and of course our actions.

More than ever, I see the merits of a dialogue based on our humanity and on openness to others in order to confront, in particular, identity, retrenchment and mistrust.

More than ever, our dream is relevant; and it is exciting to see that the path towards it is becoming richer and richer as the years go by.

The Constellation is increasingly positioning itself as a global organization at the service of a network of people, groups and organizations that share the same dream and values. We also share this very particular path of SALT that makes individuals and groups grow. Enriching, this path requires us all to constantly renew our efforts. The existence of the organization at the global level is essential to continue to stimulate and maintain the momentum of this network. Members of The Constellation act locally for global impact.

This report is only a snapshot of the activities undertaken by our members, but it shows how communities and groups benefit from these local responses. It cannot be exhaustive as many of us are too discreet about what they are doing. The As You Open Your Eyes series of films is a testimony to these actions that sometimes go unnoticed for a long time.

Beyond these testimonials, and the energy that flows from them, we must now all work together to diversify our communication to reach out locally and globally to new partners; whether they are allies who share our vision or financial partners who will support the dissemination of the SALT-CLCP approach in communities. These efforts are the responsibility of each one of us, in our respective contexts, in order to improve the visibility and credibility of our network and to participate in its sustainability. Attracting new partners who can ensure financial stability for The Constellation is a challenge we can all take up together! These partners exist, but they do not yet know us. Each of us, locally, can be the voice we need to open up these possibilities.

Our efforts in 2019 have consisted in aligning our organization with the values we promote: shared governance, increased participation of members, strengthened connections within the network... The “global” Constellation will only be maintained by building on a solid network of support teams whose willingness will be to share not only the experiences of local responses, but also the resources mobilized, thus allowing other communities and teams to move towards a shared dream. Such teams can only come into existence if members of The Constellation take the initiative. The setting up of local, national or regional support teams will contribute to the overall maintenance and development of the global network through (i) the mobilization of local resources, both financial and human, (ii) “technical” support to members or other local support teams and finally (iii) a contribution to communication and advocacy.

I dream of a day when The Constellation will be decentralized amongst local teams able to support each other. We will work towards this in the years to come; but for this your energy and commitment are needed more than ever.

By Luc Barriere-Constantin, Cofounder, President of the Board Committee and Voting Member, The Constellation.
15 Years!

2019 is a special year. The Constellation turned 15!

The parallel with turbulent adolescence years suits us well. While growing, we in The Constellation sometimes struggle with our identity (posing the ‘who are we?’ to ourselves), sometimes provoke (posing the ‘whose success is it?’ to others), sometimes feel insecure (‘are you sure?’ remains a good self-reflective question), we celebrate exuberantly when we come together. Like any teenager, we think we deserve more pocket money!

Many of us were 15 many years ago and we may remember the teenage sentiments. But when we look back at the pictures from the time when we were 15 years old, are we not surprised to see that beautiful, marvellous shining young person? And do we not regret that we were not aware of our unique beauty at the time but let the growing pains take over?

The 15-year-old Constellation is unique and beautiful as well. Unique in its experience, beautiful in the unity of its diverse people. And yes, we do deserve more pocket money 😊.

Here are 15 candles we blow in 2019:

1. We continue to nourish our dream: The dream for The Constellation is that in 2050 we will live in a world where communities take action based on their strengths to realise their dream.

2. We re-discovered who we are. In conversations with old and new members of The Constellation this is what we defined: The Constellation, a non-for-profit organization registered in Belgium, is serving a worldwide network of individuals, groups, communities and organizations. The Constellation connects those groups to learn and share about local experience, and for mutual support.

3. We move towards shared governance with a new, diverse Voting Member group and Board Committee in place.


5. We silently thanked the new director general of UNAIDS for her message ‘Communities make The Difference’ (thank you, that’s what we said 15 years ago, we have been working in the meantime if you don’t mind).

6. We included Nature in the ‘We’: as The Constellations movie ‘Waste Time’ was touring the world, we showed an alternative voice to the sometimes-harsh environmental dialogues, as the people from Saparua have taught us: we can all contribute our small doable action to the environmental crisis.

7. We harvested the lessons from SALT and CLCP in Assam, India.

8. We signed two new partnerships in The Netherlands that allow us to continue our work with refugees and neighbourhoods.

9. We smoothly moved to a new accounting software system.

10. Two episodes in the film series As You Open Your Eyes saw the light: ‘Waste Time’ and ‘Dare’.

11. We registered a new address for our office, here it is: The Constellation, Avenue de l’Europe 33, 7330 Saint-Ghislain, Belgium.

12. A new country team was born: Welcome, The Constellation – Switzerland.

13. We filmed the story of Khun Tew who turned her positive HIV status into an opportunity for herself and her community. (Stay tuned for its launch early 2020!)

14. 3,000 people all over the world heard about The Constellation and its work during 87 screenings of As You Open Your Eyes, 1,661 people read our monthly newsletter, 75 new blog posts were shared on our virtual platform.

15. The Kenya Competence Team prepared itself and is now confident enough to invite The Constellation to the Global Learning Festival when we can start travelling again.

Enjoy the reading of our annual report with many more sparkles to celebrate, from the organization and from the network.

And... about the pocket money: please support us, we need it and we deserve it. The Constellations donation account is: IBAN: BE62 0015 7904 9761 BIC: GEBABEBB

By Marlou de Rouw, Cofounder, Member of the Board Committee and Voting Member, The Constellation.
2. Who Are We?

The dream for The Constellation is that in 2050 we will live in a world where communities take action based on their strengths to realise their dream. The Constellation, a non-for-profit organisation registered in Belgium, is serving a worldwide network of individuals, groups, communities and organisations. The Constellation connects those groups to learn and share about local experience, and for mutual support.

Constellation members and partners have co-created and continue to develop the strength-based ‘SALT approach’ that leads to local ownership of problems and solutions. SALT is the acronym for Support, Appreciate, Learn and Transfer – our way of working. Those values, combined with the learning and action cycle called the Community Life Competence Process (CLCP), form a strong combination in support of people who want to take ownership of their own situation and the situation of those around them, be it with regard to health, sustainable development or living together peacefully.
The Constellation has facilitated local responses in more than 50 countries, through more than 100 partnerships with governments and national and international organizations.

Formed in 2005 to respond to the HIV/AIDS pandemic, The Constellation uses a strength-based methodology.

The Constellation also has year-long experience in working as an online organization, with collaborators in all continents and online platform for virtual training.
3. Theme of the Report

Uniting our strengths to generate energy and passion for movement towards The Constellation’s dream.
With this theme, we zoom in on effective actions in support of local response.

Friends of The Constellation who use the SALT approach have shared their activities in 2019 for this report. You will find below a summary of the different actions they consider effective in activating the potential of SALT and supporting local responses (link to their contribution).

Effective actions to support local response are built around a SALT dialogue driven by the common values of humanity and openness to others. Stakeholders draw energy and inspiration from this connection and sharing of experience. In this way, they overcome inward-looking attitudes, mistrust and passivity.

“Above all [...], the role that I see for every member of The Constellation is the practice of SALT, the sharing of our own personal transformations and the community stories that we are a part of, with whoever we are with. It is that which will keep SALT at the core of our work,” writes Ranganayaki Thangavelu. See p. 17.

Jean-Baby Fulama Zanzala of DR-Congo describes the SALT posture that encourages dialogue: “I call a lot on listening, on stimulating action through the appreciation of local potential by celebrating what is being done or was already done before my arrival, and I bring to the discussion, in a non-explicit way, through questioning, possible adaptations and improvements. Thus, at the end of the activity, innovations are the fruit of everyone’s efforts. The humanity imprinted through my SALT-inspired posture has also earned me maintaining contact with the members of the various stakeholders’ groups with whom I have worked [...].” See p. 45.

Synergy of action combined with SALT inspired posture

According to many teams, inclusion of all stakeholders in combination with the SALT posture is a key element to support local responses. Broadening the answer to the question “Who are we?” allows us to see the future more clearly.
Multiply the opportunities to meet people

Exchange festivals and meetings help to create links, connect local initiatives and create partnerships. Local teams multiply opportunities for dialogue that inspires and stimulates mutual learning.

In Burundi, Roots of Hope organises (1) events bringing together young people, the administration, religious denominations, the services of the Provincial Office of the Environment, Agriculture and Livestock, the schools of the commune, during which each group presents the contributions it is ready to provide and its expectations (the learning festival organised on the 29th of February 2018 led to a partnership with Send a Cow Burundi); (2) exchange visits for young people who are starting out with young people who have already developed their project; (3) regular SALT visits to support each individual, each group. See pp. 31-32.

BelCompetence underlines the importance of discovery and making links. The team creates new ways to meet each other. At the end of August 2019, the association organised a 3 days of cycling trip to meet people involved in transition to a more harmonious society. The hosts explained the joy that the visitors perceived at their home like this: “The care given to relationships seems to be inseparable from self-alignment and the profound meaning of action.” See pp. 27-28.

In neighbourhoods supported by Beyond Social Services for years, community competence is high. The members themselves organise meetings according to the needs: “Concerns were raised by mothers that they were unable to speak openly to their sons, and they needed support to address topics on sex, relationships, contraception and respect for girls. [...] Two male community workers engaged the youth and boys for an informal evening which then led to another gathering initiated by the boys.” See pp. 46-47.

Effective tools

Self-assessment is very popular with teams. “The facilitation of the self-assessment tool of the CLCP is an effective action in support of local response,” writes Autry Haynes, who is using it to facilitate a reflection on Reducing Emissions from Deforestation and Forest Degradation (REDD+) in Guyana. See p. 34.

In Assam, India, 20 villages have completed a second self-assessment and 6 villages in Udalguri are in their third self-assessment. Village Health, Sanitation and Nutrition Committees are now realising the effectiveness of repeating self-assessments (SA) to get a clear picture of progress. See pp. 22-23.

After Experience Reflection is another favourite tool that illustrates the shared pleasure of learning from action. This is one of the strengths of our approach.

RDCCompetence applied it at the association’s level: “To restructure and revitalise the association, we did a After Experience Reflection of the last three years, and we are looking for solutions to improve our associative life.” See p. 44.

Always looking for opportunities to improve the approach or combine it with others, teams are testing other tools. With the support of The Constellation, the Voluntary Health Association of Assam (VHAA) and the Centre for North East Studies and Policy Research (C-NES) in Assam have trained their facilitators in Outcome Harvesting: “An outcome is not a description of what you did, but about how another actor changed because of what you did.” See p. 21. Beyond implements community-based participatory research to help community members make informed decisions. See p. 47.
The dynamics put in place by the SALT-CLCP process

A dynamic develops between the different actors: communities, people trained in SALT facilitation, governments, local and international NGOs and local services.

In Assam, facilitators (1 per district) regularly visit families, health centres, childcare centres, schools, local associations and panchayats (local governments). They are helped by champions from the village who volunteer to stimulate community involvement. Engagement is supported by dialogue around self-assessment. Baharul Islam is the SALT facilitator in the Bongaigaon district: “With the SALT home visits, self-assessments and community meetings, people are now aware of their role and, as a result, they take part in any village level Government programme. This was not seen before SALT according to Purabi Das, the Tinkonia village ANM (health worker).” See pp. 22-23.

Another example of this dynamic that the SALT approach seeks to create between different actors in society is the contribution of The Constellation team in The Netherlands to (1) the facilitation of a local response by the inhabitants of Zeeburgereiland and IJburg to build connections in their neighbourhood and (2) the integration of refugees women in the city of Haarlemmermeer The Netherlands, in partnership with Implacement. Their programmes benefit from the training of SALT facilitators and methodological input (SALT & CLCP). Good practice in the integration of refugees will be incorporated into new legislation in 2021. See pp. 20 and 49-50.

Health Nest Uganda (HENU) helps older people to acquire more autonomy. « This method/approach [SALT-CLCP] has enabled the organization to grow from strengths to strengths for the last 12 years without any major funding for its activities. “With its way of working, HENU has convinced the government (publication of the Social Gerontology Manual in 2014) and local and international organizations. In 2019, “we accompanied older persons of Entebbe in transferring their way of working to older persons of Busukuma in Wakiso District where the project was being implemented.” See p. 52.

The training of facilitators makes it possible to implement new local responses.

In the fight against cardiovascular disease in India, health workers trained in SALT-CLCP motivate patient support groups (PSGs). Find out more about the Mamta Health Institute for Mother & Child (Mamta-HIMC)’s way of working p. 24.

During his internship on the HealthRise project with Mamta-HIMC in Shimla in 2018, Vishnu Gupta discovered SALT and is now training health workers in the SALT approach to stimulate community engagement for children’s health with the State Health Resource Centre (SHRC) in Chhattisgarh State. See p. 35.
Since the Pilot Project for the Democratisation of Health Care and Services in the Region in 2013, Taha Maatoug of the Sihatouna Association (Our Health) in Gafsa has not missed an opportunity to use the approach. In 2019, he trained 15 people to improve health care in Metlaoui (40 km from Gafsa). See p. 51.

This year, the facilitator of RDCCompétence, Marysha Shadie, was elected Chair of the International Council of Women (ICW) Central Africa Board of Directors for the 2019-2021 term: “SALT will be my most powerful weapon to carry this heavy responsibility.” See p. 44.

Evelyn Bacarra Tablante trained during the Aquatic Agricultural Systems (AAS) program in 2012-2013 is still applying the Community Life Competence Process to create communities with the Ministry of Science and Technology Region VIII (DOST VIII). “The communities dream, decide and plan. The government supports them if asked.” See p. 42. Same way of working for the association Action Communautaire pour le Développement Intégral en RDC (ACDIR) for the participatory budget of five communes in the town of Mbujimayi.

Local NGOs strategically deploy their activities with local and international partners. For ACDIR, these collaborations bring financial stability but also a connection with health centres and schools. ACDIR’s SALT action extends from these structures to the communities. See p. 43.

Accompaniment and networking of community members who facilitate a local response on a voluntary basis

“Appreciative listening to local story” is essential, as underlined by Affirm, international team of facilitators: “SALT should normally happen as a series of visits, not just one. Sustaining relationships of trust is a key co-factor in long term sustainability of local response.” As a facilitator from outside the community, “our best role is to connect, learn and enliven response, allowing ourselves to change.” Affirm observes the effects of this role, for example in Freetown, Sierra Leone: first year: rebuilding trust, second year: taking initiatives and then third year: transfer to other communities. See pp. 53-54.

Beyond in Singapore organises an end-of-year gathering for community facilitators to offer the opportunity to express their challenges: “With the airing of these views, and hearing from others in the group who had overcome similar issues, there was a deeper appreciation of the role they played. They also sought support from each other.” See pp. 46-47.

“Rome was not built in a day, and the same for community. Relationships grow with trust and are fostered through shared experiences [...]”
Ranganayaki Thangavelu
**Convincing key people** helps community facilitators. For example in Indonesia, Wiwin Winarni explains: “We have multiple skilled facilitators who are enthusiastic about SALT and CLCP, but we need to improve SALT transfer to Family Planning coordinators (in charge of the programme’s funds for a village).” See p. 38.

![Photo courtesy of IndoCompetence.](image)

**Organising SALT visits** gives communities the opportunity to share their progress. Interaction with the community with Michael Steffens who came to train the local NGOs in Outcome Harvesting has been very “stimulating and interactive”. This was the occasion for Michael Steffens “to understand the pulse of the community in the context of SALT.” See p. 21.

Jean-Louis Lamboray recommends to further reflect on the question of accompaniment and connection: “What can we do to (1) strengthen the links between the support team and people looking to adopt SALT and (2) connect those people with each other?” See p. 28.

And Kausar S. Khan highlights the challenge of integrating SALT concepts into the way NGOs, health workers and community volunteers think and work. See p. 40-41.

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**A network of individuals, groups, communities and organizations**

Some members of the network have organised themselves in teams, some local (country, region, village etc.), others organised around specific themes (e.g. non-communicable diseases), others yet who come together as co-facilitators/coaches for a specific partnership. Everyone contributes to The Constellation dream. Everyone has a mission to provide people with stories of other’s experiences and tools that can help them move forward. The network is a space for learning.

The shared governance of The Constellation (see p. 16-17) gives facilitators the opportunity to stimulate and maintain the dynamics of the network. This is an enriching role for the local team to which he or she belongs and improves inter-team communication. The Kenya Competence team is pleased to have one of its members on the board of The Constellation: “This presence of one of the members has strengthened Kenya Competence’s vigour for accompanying and scaling up.” See p. 39.

Organising SALT visits by facilitators from other local support teams is one way of advancing local responses on both sides. Wiwin Winarni from IndoCompetence went to Singapore to share her experience and meet Indonesian migrants living in the neighbourhoods supported by Beyond Social Services: “This was an added boost, as community workers learnt from Wiwin and also started community engagement around issues that community members wanted to focus on.” See p. 46. Wiwin, for her part, salutes the courage of migrant mothers and the work of Beyond to help them become more independent: “I feel that I have to visit them frequently to be recharged by their spirit and empowerment.”

She would like to share, collaborate and learn how to tackle the issue of teenage pregnancy.
Network members are promoting the SALT-CLCP approach.

As seen above, the partnerships developed by the local teams spread the SALT-CLCP approach. The Constellation in The Netherlands team has sown seeds through its work with the Dutch Refugee Council and the City of Amsterdam and this has led to new partnerships. See pp. 49-50.

Local teams and individuals convinced of the effectiveness of the approach take advantage of local and international conferences to share the approach. At the first Indonesian AIDS conference in Bandung, the head of the city’s AIDS Commission, the family planning officer and a researcher presented their work with SALT and the CLCP. Their conclusion: “People are more enthusiastic since they are seen as strengths, not targets or burdens of development.” See p. 38.

The Constellation-Switzerland participated in the impact event of the euforia organization. See p. 48.

The Constellation-France was invited to the Renaudot Institute’s Meetings which “promotes community approaches to health”. See p. 33.

Rituu B. Nanda shared the approach on multiple occasions in and out India, for instance, at a workshop on Citizen Science in The Hague and at the F3E (Evaluate, Exchange, Enlighten) Event held in Paris.

Teams are using the documentary series As You Open Your Eyes and the book What Makes Us Human? by Jean-Louis Lamboray to share the story and approach of people and communities in The Constellation.

The emergence of a collective narrative.

“We gather good examples of local responses from around the world, so that they can inspire and influence each other.” It is in this spirit that the As You Open Your Eyes team is producing its documentary series about local responses. See p.18. Philip Forth puts forward the idea of a collective reflection on what the series tells us about local response.

Financial resources available to move forward

Some teams find paid partnerships that bring them financial resources, others try to propose projects according to the affinities of the members, and still others operate fully on a voluntary basis. For example, RDCCompétence recently decided in 2019 that “All the members who work in the general assembly, the board of directors, the management committee and the local teams are volunteers.”

“Authentic human connection is what sustains local response.”
4. Activities of The Constellation

The making of this year’s theme
During their first meeting from the 7th to the 10th of March 2019 in Thailand, the voting members of The Constellation brainstormed to define their wishes for 2019. Their discussions led to Consolidating Strengths for Momentum, meaning working from existing strengths of members and our approach, and uniting those strengths to generate energy and passion for movement towards the dream of The Constellation.
They decided to work on four practices: We nurture our network for local responses; We become a voice for Local Responses; We have sustainable resources available to support the network and Care. Below is a summary of the activities for these practices.

We nurture our network for local responses

The goal of this practice is to create and develop connections between individuals, teams and organizations to learn, to share and to support each other.

The team consists of Autry Haynes, Eric Ngabala, Luc Barriere-Constantin, Marlou de Rouw, Meble Birengo (Single Person of Reference) and Nabaraj Adhikari.

The team implemented the following activities:

**A new activity: members orientation**
Three Zoom meetings were held across the third quarter for planning, but also as part of an orientation to new members (understanding of ways of working, engagement for portions of work, etc.).

**Board connections: Monday meetings**
Essential conversations to continuously touch base and clarify any emerging issues, to collectively understand the big picture of the organization’s progress, to give everyone the opportunity to share expectations, and for shared learning.

**Voting members connections**
Since 2018, there have been monthly or bi-monthly engagements for discussions around different topics or related to approval of the work plans and budgets. These meetings influence participation of the voting members but also provided an opportunity to learn on how to implement this better in the coming years. One voting member decided to resign, so the team consists of 12 with a balance of 6 men and 6 ladies.

**Members connections**
This activity was developed with the aim of ensuring that voting members connect better with members. In the debriefings in November and December, it was noted that some had had a great connection, and these conversations have potential. Challenges were time constraints for some members, and we need to think of opportunities to strengthen those connections.

In December 2019, The Constellation had 217 registered members, with 35 newcomers during the year.
Challenges
Stimulating the desire for change is not an easy task, but people will respond to invitations as, for instance, we experienced through the voting member discussions and conversations with members.

Lessons learnt 2019
- We need to continue nurturing our network for local responses. We must step out to do more and engage more.
- The review of the website and communication branding will be a strength for the network. It will help people to understand the core practices of The Constellation.
- We should work from our strengths: using the As You Open Your Eyes films as entry points, we can stimulate and expand local responses beyond bringing visibility to The Constellation.
- Conversations with members is a first step to help us understand each other and hear hopes and concerns.

Strategies for 2020
- The online viewing of As You Open Your Eyes with members from the network will be a strength in nurturing local responses. This should be included as part of the members and membership engagement.
- Monitoring & Evaluation is a necessary tool to be developed in order to assess our work by the end of 2020.
- Strategies for local support teams’ engagement and support are essential for keeping the network mobilised.
- Voting members and Board management and discussions will continue as these two teams provide a foundation and direction of The Constellation. They will be inspired by members and local support teams.

By Meble Birengo,
Board Member, The Constellation.

“With or without The Constellation knowing about their effort or not, communities have taken ownership and responsibility to engage in positive ways ‘local response’. This is the ‘network’ in action. We make every effort to keep track of what happens within the network because what the network does also contributes to The Constellation dream,” Autry Haynes.

The Constellation registered members and local support teams as of 31 December 2019

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<th>Number of registered members</th>
<th>Local support teams</th>
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By Meble Birengo,
Board Member, The Constellation.
### Distribution of members by continent

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Thank you for collaborating with The Constellation

We are grateful for the time and commitment that you have given to The Constellation, for local responses and inspiration from sharing them, for connections and partnerships and for your support to The Constellation approach and association. We especially thank the volunteers who, in 2019, developed The Constellation’s practices, proposals, strategic plan and communication strategy; advises; invitations and collaboration for events and publications; organising screening sessions of As You Open Your Eyes movies; IT support, website’s management, translation and revision of materials…

Thank you dear 2019 volunteers!

Anne Brouha, Alice Kuan, Anita Sheehan, Autry Haynes, Birgitta Schomaker, Bruno Patricio, Carmen Rivera, Francine Nghanhale, Happy Green Islands team (Anita, Brian, Elly, Els, Kees, Max and Patricia), iSiZ, J aime Saborio, J elena Milenkovic, J essica Buisan, J illada, J olanda Kirpensteijn, J osiane Echevarria, Karin Bleiweiss, Laurie Khochri, Lois Hutubessy, Loli Rey-Novoa, Luc Barrière-Constantin, Marij o Vazquez, Mary Hervé, Mary Shaddie, M eble Birengo, Noémí Hutubessy, Phil Forth, Ranganayaki Thangavelu, Roberta Santucci, Roger Sallantounga, Ruth Watson, Sirinate Piyajitpirat, Susan Koshy, Titima Wanwilaian, Usa Duongsaa, Wiwin Winarni and Xenia Orgielewski.

Carmen, J osiane and Marij o, why do you volunteer for The Constellation?

People in The Constellation inspire me. For me, it is very important to be connected to SALT practitioners – to know you (as for the people using SALT) are there! I have like-minded people around me where I live – but I move around a lot and the continued virtual connection is important to me. If I would not be connected to The Constellation something would be missing in my life. Helping out in the continuity of The Constellation is a pleasure for me.

Carmen Rivera

What motivates me first and foremost is the community approach. For a project to succeed, community members must participate in all stages of the project from its development to its implementation, starting from their dream. In short, to help communities find solutions to their problems and not to bring them ready-made solutions. Then I fully adhere to the values supported by The Constellation: SALT, non-judgment, listening, support, appreciation, solidarity, benevolence, fraternity...

Finally, as a retiree, to be able to continue to participate in actions of solidarity, to give meaning to my daily life by taking part in a process in which I believe, which I defend and which I hope to develop.

Josiane Echeverria

What I feel about volunteering in general is that it is a way to appreciate our own strengths by putting them at the service of our community. Volunteering is about generosity in regard to one’s own wealth, not only financial wealth but especially of time, skills, wisdom, presence… The richness of sharing your gifts for a common dream. And it is also an act of generosity on the side of those who joyfully receive. Volunteering at The Constellation has allowed me to contribute (even at a small level) to the progress toward our collective dream. It allowed me to appreciate what I can give, appreciate what others give, and also be appreciated by others. In many ways, volunteering is an expression of our SALT values.

Marij o Vazquez
The Journey to Shared Governance

Since 2015, The Constellation invested time and resources to put in place a governance of the network that is in line with SALT: connecting and empowering members to be actively involved in shaping the future of The Constellation.

“Everyone is thankful to the Indian, Mauritian, Ugandan and Indonesian teams for hosting Global Learning Festivals allowing face to face discussions that made significant progress.”

We now have (1) a formal Membership of The Constellation who selected (2) the 13 voting members that make up the Membership Assembly. This committee of decision makers coming from a diverse spectrum of the Constellation sanctioned (3) a new charter: https://www.communitylifecompetence.org/how-we-work.html set the direction to the implementation of the shared governance approach for the next three years, and, beginning of 2019, established (4) a new Board Committee. The latter’s role is to ensure that the work plan approved by the Membership Assembly is effectively implemented according to the principles of shared governance. The work plan aims at sustaining momentum towards The Constellation’s dream and is implemented by volunteers and consultants in (5) The Constellation Network. The committee develops and nurtures the capacity of the Network to support and facilitate community discussions, reflections, learning and action. The Constellation Network accompanies (6) Communities, Local Teams and other Groups in their journey to their dream. With the support of the committee, the network connects local responses around the world for learning and inspiration...

**Membership Assembly:** Autry Haynes (Guyana, p. 34), Blaise Sedoh (Togo), Claire Campbell (Australia), Dolores (Loli) Rey Novoa (France, Spain, p. 33 and 48), Eric Ngabala (DR-Congo), Ibrahim Kamara (Sierra Leone, Liberia), Luc Barriere-Constantin (France, p. 2, 33 and 48), Marlou de Rouw (France, The Netherlands, p. 3, 33, 48 et 49), Mohamed Rafique (India, p.36), Ranganayaki Thangavelu (Singapore, p.17 and 46), Santatra Iharisoa (Madagascar) and Usa Duongsaa (USA, Thailand).

**Board Committee:** Autry Haynes (Guyana), Dolores Rey Novoa (Spain, France), Eric Uwintwaza (Burundi), Luc Barriere-Constantin (France), Marlou de Rouw (France, The Netherlands), Meble Birengo (Kenya, p. 13 and 39), Nabaraj Adhikari (Nepal) and Valens Nkurikiyinka (Rwanda).

**With the support of many The Constellation members and volunteers**
I have known The Constellation’s work since 2012 through various Global Learning Festivals attended over the years, meeting communities in Uganda, Thailand, Indonesia and Singapore, and as a staff member of Beyond Social Services, a community-based agency in Singapore. I have also been following the examples shared by members from so many countries on the online platforms and WhatsApp groups. The stories of local response never cease to amaze me – the resilience, passion, and efforts in each endeavour around the globe is a stellar example of the spirit of SALT.

Only when I was invited to become a voting member did I begin to understand the workings of The Constellation as an entity. Before the official role, I was also involved in a year-long effort with many of the other members to define what shared governance would look like. We got on numerous Skype calls, in small groups, and discussed different aspects of shaping The Constellation to be an organization firmly rooted in shared governance.

I officially joined the team towards the end of 2018, and we met face to face in early 2019 to consolidate the discussions and learnings over the year. The following statements became the driving force for our discussions:

• We become an example of local response;
• We become a voice for local response;
• We nurture our network for local response;
• We have sustainable resources available to support the network.

The work has since been about how we can operationalize the above to involve and include participation of the local response teams around the globe and the important administrative details of registration, Board formation, workplan and budget.

Through the year, the following areas needed more attention:

**Different models of operations**

Voting members who come from different countries have different experiences of governance, and each brought his or her strength to the conversation. We were able to come to a common consensus through in depth discussions and sharing. It was not always easy but the constant practice of SALT as well as the experience of older members carried us along.

**Resources available for the work**

Resources remain a challenge and the need to grow paid partnerships is an urgent and important task for the board, voting members and all members of The Constellation

**Keeping in contact with local response teams**

Shaping a method of contact and communication so that all members can reach out to others in their network is also an ongoing task. We need to gather good examples of local response around the world, and also inspire and influence each other.

**Coordination among all the voting members and the board members**

Time differences are difficult, and Meble coordinates two meetings monthly, so we can get everyone’s input.

**Technology vs Human contact**

While it will be ideal to meet in person at least once a year, our resources do not allow it, and we will continue to meet online.

Above all that’s listed, the role that I see for every member of The Constellation is the practice of SALT, the sharing of our own personal transformations and the community stories that we are a part of, with whoever we are with. It is that which will keep SALT at the core of our work.

Shared Governance is an ongoing endeavour and is everyone’s responsibility.

By Ranganayaki Thangavelu, Voting Member, The Constellation.
The Constellation team working on making the voices of local responses heard looks back at an intensive and joyful year. Together with the talented movie makers of Visual Development, we produced two more episodes of the As You Open Your Eyes series and we filmed another one. The episodes focus on people who have, as a group, made the decision to take action where they live and work, in order to make a desired change. Four episodes are now touring at small and bigger events thanks to many individuals and teams in The Constellation. The screenings are outstanding opportunities for conversations and activities that stimulate thinking about what people in the audience can do to bring change in their lives.

Celebrations also with regard to the spread of the story of people and groups of The Constellation and SALT as a mindset: the book What Makes Us Human? written by Jean-Louis Lamboray was translated in 2019 in Thai and Arab!

As You Open Your Eyes episodes touring the world, demonstrating what people can do where they live and work

“If not us, who else?” sings the sensitive voice of the Kewang Uncle Eli. His song reached over 1,100 people in 2019, young and old, in cinemas, schools and neighbourhood centres. With his song, he touches on the heart of local responses, in The Constellation’s movie production Waste Time. The people from the Indonesian island Saparua take ownership of the issue of waste by contributing their own skills to the shared dream of living on a Happy and Green island. In the movie, we learn how, while working on the lifesaving environmental issues, the communities also progress on issues such as peace, family income and alcohol abuse.

The documentary was launched on the 5th of June, World environment day, in 5 places: Saparua (Indonesia), Amsterdam (The Netherlands), Brussels (Belgium), Geneva (Switzerland) and Redmond (USA). With intensive support of the people from the Happy Green Islands Foundation (thank you Ellie, Kees, Max, Patricia, Anita, Brian, Els, Frans) and other volunteers (thank you Lois, Laurie, Ruth, Usa, Autry, Meble, Birgitta, iSiZ, Jolanda, Loli, Luc, Noémi, Chiara, Roberta, Ranga, Xenia… ), the message of Waste Time reached 23 more events, mostly combined with SALTy conversations about what we can do in our context, and sometimes with SALT-CLCP exercises. Waste Time was also the invitation for an important meeting with private sector, NGOs and education institutes organised by Happy Green Island, The Constellation and Tauw.

Screenings of this episode are still in high demand for 2020, especially in schools. “Tentare Tentara,” sings Lorenzo in a touching Italian: “Try, try... but it is always through work and commitment that you will make your dreams come true.” His song and the experience of Lorenzo and his friends are central in the latest episode of As You Open Your Eyes, called DARE. The SALT journey is not a smooth one for the people in DARE, as they try to demonstrate a different way of living together in the wealthy, individualistic Geneva area. The movie was launched in December, as usual in the movie theatre De Uitkijk in Amsterdam. In 2020, we will be sharing the movie with members of The Constellation first and after that the touring will start.

Dancing Jajas, with the beautiful lesson from Cossi: “Love, care, comfort and respect. Once you do that for elderly people, you live for longer and longer and longer!” and The Match Of Our Lives, where the young girl Aurianne encourages us all: “What I want to say is that those people who have a dream, even a child, if they have a dream, they must not give up. Persevere and you will succeed,” continued to spread their messages during several screening sessions in 2019.

All four documentaries are part of The Constellations film series called As You Open Your Eyes. Dancing Jajas, The Match of Our Lives and Waste Time are available online at http://www.asyouopenyoureyes.com

The film series is paid for thanks to financial contributions from The Trust, Triodos Foundation and many individuals. Help fund the production and distribution of two more episodes in 2020 on https://chuffed.org/project/giving-up-waste

By Marlou de Rouw, Board and Voting Member, The Constellation.
Partnerships and trainings

In 2019, we had one ongoing partnership and we have launched four.

1. Training for social entrepreneurs in Singapore

On the 23rd and 24th of February 2019, Jean-Louis Lamboray, Ranganayaki Thangavelu, Sirinate Piyajitpirat, Veronique Bikkembergs and Wiwin Winarni lead a second session of SALT transfer with 35 "A Good Conversation" participants, an activity of "A Good Space" supported by the National Volunteer and Philanthropy Centre (NVPC).

The overall programme objectives were: (1) Participants come together to build a common dream, appreciate and build on each other’s strengths to progress towards their dream (2) Participants transfer the CLCP into their own communities for social good. “Ten interesting practices emerged, and most importantly, the participants will make SALT visits together in their different contexts.”

Photos courtesy of Vincent Ng.

2. All Women Aboard

A process in the town of Haarlemmermeer, The Netherlands, where women newcomers are supported in finding work in their new country. Implacement is the local partner, with Birgitta Schomaker, from November 2019 to November 2020.

When research showed that refugee women who arrived in The Netherlands as a result of family reunification did not benefit from local services for refugee integration, the Dutch Ministry of Social Affairs decided to fund pilot projects specifically for them. The purpose of these projects is to identify good practices in assisting married refugee women in making a new home in The Netherlands. A new and hopeful beginning not just for their partner and their children (which is usually their first concern and focus), but also for themselves. Using SALT and CLCP, women will explore and pursue their dreams for a happy family life, as well as fulfillment in other areas of their lives (work, education, recreation, personal health, etc.). We will form small support groups of approximately 10 participants who will go on a one-year journey together to envision their future possibilities, plan actions and implement their plans through mutual support and networking. The Constellation’s contribution is to train a pool of Dutch women and refugee women to become SALT facilitators, and to offer methodological (SALT & CLCP) input to the program.

When this project is successful, the Dutch Ministry of Social Affairs will integrate the good practices into new laws on participation of refugees in 2021. How exciting would it be, if the SALT approach is adopted nationwide!
3. Outcome Harvesting Evaluation among communities in Assam

The Outcome Harvesting (OH) Workshop was conducted in two phases: from the 22nd to the 26th of July 2019 and from the 2nd to the 6th of December 2019. Michael Steffens was the principal resource person who very methodically oriented the SALT team from Bongaigaon, Kamrup and Udalguri. Rituu B. Nanda attended the program as an observer.

Key objectives were:
- An understanding of the key concepts, steps and principles used in OH;
- Consolidated learning through practical exercises by exploring background and origin of OH;
- Appreciation that OH needs to be adapted;
- Identification of the way a SALT team could use OH to enhance learning and accountability;
- Design the OH of SALT-CLCP in Assam

The key message was that “an outcome is not a description of what you did, but how another actor changed because of what you did”. Though it was very loaded, the overall learning experience by the team was great and the team is grateful to Michael Steffens for sharing such a useful process.

Field visits were made on the 3rd of December to Saikiapara village and, on the 4th of December to Uttarbordol and Hiragata villages. The team was composed of Michael Steffens, Rituu Nanda, Jyotika Baruah and Santu Das for Udalguri, and Michael Steffens, Rituu Nanda, Ruchira Neog and Raju Roy for Kamrup District.

Michael Steffens conducted Focus Groups Discussions with the community (cross section of stakeholders of SALT-CLCP exercise) in all three villages. Interaction with the community was very stimulating and interactive. It was demonstrated to the team how to capture outcome indicators and we were surprised and satisfied to be able to document quite a few outcomes. This first-hand experience was good for Michael Steffens to understand the pulse of the community in the context of SALT.

The next two days were dedicated to practices to prepare outcome statements as per prescribed format. We dealt in depth with OH statements. Do’s and Don’ts in formulating OH statements, significance, contribution, substantiation etc. were. An OH design and timeline has been finalised and shared.
4. Assam documentation phase

Assam documentation phase by the Voluntary Health Association of Assam and the Centre for North East Studies and Policy Research with Rituu B. Nanda, Philip Forth and Luc Barriere-Constantin between the 31st June 2019 and the 31st of May 2020. Documentation of the activities and results achieved by local communities with the SALT-CLCP approach, following the two first phases of implementation in the region.

With support of The Constellation, in 2019, the Voluntary Health Association of Assam (VHAA) pursued facilitating the process in a mix of 20 best-performing and low-performing villages in ownership on health. One SALT facilitator has been assigned in each district: Raju Roy in Kamrup Rural and Santu Das Udalguri. They guide communities so that their achievements get scaled up further as well as ownership for sustained local responses which is the main mandate of SALT & CLCP. Strategies and activities chalked out in the previous year were retained mostly with an additional provision of two Outcome Harvesting Workshops.

Key activities accomplished so far are as follows...

On an average, 15-20 households/per months have been visited by facilitators and especially SALT champions of respective villages to follow up immunisation, school attendance practices, etc. Linkages with frontline workers in all villages have been maintained and they realise the value of CLCP. “ASHA/AWW [health workers] from Saikiapara stated that they are now convinced that SALT-CLCP is a very effective process for community engagement and specially acknowledged the dedicated support of champions.” Also, the facilitators attended 3-4 Village Health Nutrition Day sessions per month. This helped to strengthen the linkage.

Another significant progress is empowerment of Village Health Sanitation and Nutrition Committees (VHSNCs) through CLCP. Facilitators have been consistently following up with presidents of 2-4 VHSNC in both the districts.

Now community members know that repeating Self-Assessment provides them a clear picture of the progress they have made.

For instance, Self-Assessment in Shantipur village has shown that they have made good progress in immunisation coverage but not much progress in case of early marriage. Second round of Self-Assessment has been completed in all 20 villages and the third round has been completed in 6 villages in Udalguri. A total of 24-30 cleanliness drives carried out i.e. every two months per village. Bamboo dustbins have been placed by the community at public places. This is a very good evidence of community ownership towards keeping their villages clean. Capacitated School Management Committees (SMC) in Hiragata (Kamrup) and Tarabari (Udalguri) have made arrangements for safe drinking water and bamboo fencing of school compound, respectively. Facilitators are now following up with other SMCs. SMCs have invited them to facilitate action planning which is a good indicator of generation of community responses through SALT.

Active facilitation by facilitators have resulted in active response by the community, especially women in Saikiapara, Anadhowapara, Hirajani and Nadia villages in terms of donating vegetables and fruits for Hot Cook Meal at Anganwadi centres. SALT facilitator in Udalguri shared knowledge and experience of SALT with the Poshan team at the District level Nutrition Awareness meeting. Facilitators have been doing regular follow up either through visits or phone calls with community/champions to take stock of their action. During such follow up, it was found that all households in Uttarbordol now use sand filters to purify water while in Kadamguri village no household practices open defecation.

In the last six months, 36 monthly community level meetings were attended by facilitators. Facilitator in Udalguri sensitised the community about the importance of child growth monitoring and its relation to nutrition. Now mothers’ groups in 5 anganwadi centres are supporting anganwadi workers regularly. Champions in Chillabandha village transfer the experience of SALT-CLCP to village organization forum of self-help groups and this intra village transfer of knowledge is a very good achievement.
Baharul Islam is the SALT facilitator for the Centre for North East Studies and Policy Research (C-NES) in Bongaigaon district:

"With the SALT home visits, self-assessments and community meetings, people are now aware of their role and, as a result, they take part in any village level Government programme. This was not seen before SALT according to Purabi Das, the Tinkonia village ANM (health worker)."

In the photo, a father is discussing immunisation schedules with the Auxiliary Nurse Midwife in Kerkhabari village. When facilitator Baharul Islam asked him why he came with his wife, he replied: “It is not only the responsibility of the mother; it is for both family members.” In Bongaigaon district, 12 villages out of 30 say fathers sometimes accompany their children for vaccination (level 3 of the auto-evaluation) compared with 3 villages the year before. Photo courtesy of Baharul Islam.

The 2nd of September, Baharul and a SALT champion met a multipurpose worker of Bashbari, who asked if SALT gave any kind of materials facilities for the community. “I told him that no facilities were given by SALT to communities. SALT is a way for the community to fulfil their dream by their own actions. He replied that he realises that SALT is a valuable process.”
5. Medtronic Transition Grant research study.

Evaluation of the impact and sustainability of SALT-CLCP through a case-control study for Non-Communicable Diseases (Diabetes & Hypertension) in Shimla & Udaipur between June 2019 and May 2020. The Mamta Health Institute for Mother & Child is the local partner with Rituu B. Nanda, Loli Rey and Luc Barriere-Constantin.

In a partnership with The Constellation, the Mamta Health Institute for Mother & Child (HIMC) adopted SALT-CLCP for a patient centric approach for diabetes & hypertension.

Intervention area: Sunni and Theog blocks, Shimla district, Himachal Pradesh.

Estimate number of communities who applied SALT-CLCP in 2019: 38 villages

Stakeholders involved*: 297

Number of patients: 314

Number of Patient Support Groups (PSGs) formed: 36

Number of people trained on the approach: 50 frontline health workers

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**Actions Taken by Community after SALT-CLCP visits:**

**Related to Diabetes and Hypertension:**
- PSG members are organizing screening camps in the villages.
- PRIIs are arranging health talks in their Gram Sabha (village assembly) for awareness among the community on NCDs.
- On Village Health Nutrition Day, stakeholders are organizing health camps.
- Patients are doing regular walk, yoga and exercise along with their families.
- Patients started planting organic vegetables at their homes.
- Wine shops in two villages were shut down.

**Clean Environment:**
- PRIIs installed dustbins at public places in their areas and communities started using them.
- Stakeholders began to clean their areas every Sunday.

**Plantation:**
- Demand was given to the forest department for providing saplings.
- Community members planted these saplings in their village.

**Outdoor Games:**
- Families encourage children to play outdoor games instead of using mobile/computer games.

**CATEGORIES OF RESPONSE:**

**Organizational Response:**
- We go to listen, learn and build trust with communities.
- We are looking for strengths within the community.

**Families & Neighborhoods:**
- Youth started taking ownership.
- Family takes charge of giving timely medication to patients.
- Family members started accompanying patients for check-ups.
- Request for group/community meetings at school to reach adolescents.
- Increase demand for information on diabetes and hypertension.
- Champions/volunteers engaging in transferring the SALT approach to other communities.
- Most communities have realised that they have the strength in unity to work for the overall development and have started taking action on other practices.

**Health Workers:**
- Inviting SALT teams to have meetings.
- Screening and regular follow-up visits increased.
- ASHAs/ANMs actively started motivating the community and patients to come for regular check-up.
- They have also started facilitation along with outreach workers.

By Harsha Tomar.

*Panchayati Raj institutions (PRIIs), women groups, patient support groups (PSGs), Anganwadi Workers (AWWs), Auxiliary Nurse Midwives (ANMs), Accredited Social Health Activist (ASHAs), youth clubs.
Financial resources to support the network

**Partnerships and trainings**
The Constellation has earned 28,433.96 € with partnerships and trainings.

**Donations**
To save The Constellation from bankruptcy at the end of 2014, the Trust for Local Response began supporting the association. The Trust is phasing out its financial support by 20% each year, over the course of five years beginning in 2020:

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</table>

The Constellation received 1,675 € in donations from our members and 450 € through crowdfunding. See our platform here: https://www.pifworld.com/nl/nonprofits/coAe5Km8LvU/the-constellation

Our heartfelt thanks to Mr Crutzen who, for more than 8 years, has been making a monthly donation of 10 Euros to The Constellation.

**Book and films**

**Our expenses:**
Our expenses covering consultants work, project coaching days, travel, communication and office supplies amount to 229,534.35 €.

**Online SALT Programme**
Rituu and Birgitta ran an Online SALT Programme in 2018 and 2019 with 3 participants.

The online training programme will be used in the context of our partnership with Mahidol University Thailand in 2020.

**Volunteering**
During the second semester of 2019, 613 days of work have been served of which 218 are voluntary

**M&E frameworks discussions**
This will be a continued activity for 2020. The intention is to ensure that our activities across the organization are measured and monitored. The organization with its limited funding should invest more in ensuring that there is accountability but also developed indicators for our work in terms of success, or areas of improvement.
Some thoughts about Measurement, Evaluation, Monitoring and Assessment

The big question
Jeffrey Sachs is one of the world’s leading experts on economic development and the fight against poverty (Wikipedia). He is very clear that he knows what needs to be done to end poverty in this world. He has written a book called ‘The End of Poverty’ with a subtitle ‘How we can make it happen in our lifetime’.

William Easterly is only slightly less distinguished than Jeffrey Sachs and he has written a book called ‘The White Man’s Burden’ with the subtitle ‘Why the West’s efforts to aid the rest have done so much ill and so little good’.

The debate between Sachs and Easterly is longstanding and it is not going to be resolved anytime soon. It is clear that there is no consensus on how to solve the ‘problem of poverty’. There is no theory that says that this is THE way to solve a problem, and probably there never will be. As a result of this dilemma, it is likely that there will always be calls to demonstrate that a particular way works.

It feels to me that this ‘conflict’ is at the heart of the seemingly endless drive to measure, to evaluate, to monitor and to assess. The industry of ‘development’ has created ever more complex, and expensive, methodologies to ensure that money is spent effectively.

Organizations like The Constellation need to understand the challenges around the questions of effectiveness and efficiency and to explore how to best address them. This exploration is a work in progress for The Constellation.

The small question
It is a pity that many of us feel daunted at the challenge of effectiveness and efficiency because, at an individual and community level, the value of understanding the effectiveness and efficiency of the actions that we take in service of Local Response is very clear and straightforward.

If we are to learn from our experience, then it is necessary to look at the results of our actions and to decide whether those actions were worthwhile and how we can make improvements in the future. When we learn from our experiences, we provide the basis for moving forwards.

When we are responsible for our own actions, we don’t have to convince others of their effectiveness or efficiency. However, we do need to recognise two inevitable problems with measuring our own progress. The first is the difference between causation and correlation. Just because two events are related in time does not mean that one of them causes the other. (Just because the sun rises when I get up in the morning, does not mean that I cause the sun to rise.) The second is our bias: if we have made a significant effort to achieve a result, then it is very easy for us to allocate symptoms of success to our own actions and to allocate symptoms of failure to other causes. Put simply, we are biased in our own favour.

Learning from our own experience is not as simple as we may like it to be. We have to work at it.

The Constellation in 2020
This note has tried to explain why we might be interested in understanding the consequences of the actions that we take and why it is not as easy to understand those consequences as we might like to think. In the Constellation Annual Report for 2020, we intend to explore how we are working on this issue and the progress we are making and the problems we are finding.

By Philip Forth.
5. SALT-CLCP Activities Around the World

This part of the report presents a country-wise brief of the SALT-CLCP activities carried out individually or in teams in 2018, or by organizations, institutions, governments to facilitate Local Responses and the ownership by the communities of their future. Initiatives allowed them to move forward courageously for the realisation of their common dream despite the obstacles encountered.

During our general meeting in January 2019, we started from the observation that our facilitators could not earn a living from facilitation. To eliminate this constraint, we recruited two consultants to help us co-build projects to submit to donors. Three successive workshops led to the drafting of a dossier written in a language accessible to donors and three axes of projects: schools, learning festivals, and internal and external communication. This idea was not pursued; quite simply, we responded to the opportunities available to us. Thus, we responded to the invitation of a kindergarten, we organised three days by bike to exchange with initiators of the ecological transition, and, in September, we secured the part-time services of Julie Galand who boosted all our communication platforms. The following questions arise: How can we travel together on the road of opportunities offered by our meetings? How can we strengthen our capacity to connect with those who are ready to receive us to walk together towards a common dream?

2019 was also an opportunity to put into words the crisis that we all seek to overcome: the Cartesian view of a world that would be a clock whose clockmaker would be humans no longer satisfies us, especially since this view was gradually put to the service of money as supreme value. In this world where we are looking for meaning, we aspire to live in harmony with our inner selves, with others and with nature. We are not dreaming of a return to nature where all technology would be banned, but rather seek to reconcile technique with nature. A world where, in a way, the machine and the lotus would go well together...

This reconciliation can only be done by human beings acting locally to overcome the challenges they face. So, at the beginning of 2020, how can we make BelCompetence play its role in transforming our country in this world of which we dream, but whose contours we do not know? Obviously, by doing everything so that BelCompetence is an embodiment of the transformation to which we aspire. What can we do to make us a living organization, the cell of this world body which is undergoing metamorphosis? The living world can inspire us.
First, the living cell is provided with an envelope, capable of exchanges with the outside world. Since the start of BelCompetence, we have sought to focus our attention both on our “core” (our support team) and our “envelope”, made up of those who are looking to adopt SALT and who need the support of other people to progress. What can we do to (1) strengthen the links between the support team and people looking to adopt SALT and (2) connect those people with each other?

Then, the living cell is capable of adaptation. Without this adaptation the cell freezes and dies. The same is true for SALT and CLCP. If we carry out our approach in a mechanical way, we risk constraining, rather than favouring, the transformations to which we aspire. It is the systematic process of action-based learning that is the strength of our approach. What can we do to ensure that our systematic exploration of SALT and CLCP based on our individual and collective experiences best promotes our individual, collective and societal metamorphosis?

Then the cell is an open system. It is the continuous absorption of energy that allows it to live and evolve. In the same way, BelCompetence lives to the extent that it draws its energy from the deep connection between its members and with others it meets along the way. The condition seems to be our fundamental attitude of deep connection to self and others, this attitude we call SALT. What can we do so that our practice of SALT becomes natural in all circumstances?

As the cell reproduces itself, BelCompetence seeks to reproduce itself. We aspire for new cells to be born, not identically, but through the pooling of each person’s gifts. Thus, the transfer of our approach does not consist in training in a mechanics of change, but in the sharing of experience between humans who share the same fundamental aspiration for a meaningful life. From this point of view, the titles of coaches and facilitators do not reflect the fundamental idea of sharing experience aimed at reproducing and strengthening living cells that would constitute the social body in transformation. There is a great risk of erecting another category of experts who are unaware of the richness of the human experience of the participants "in training". Should we replace the words "training, facilitator, facilitator and coach"? If so, can we draw inspiration from the living world to find words closer to our intention and practice?

The cell cannot live on itself. It exchanges information and resources with other cells. Sometimes it even makes structural connections. A multicellular organism is born. From these exchanges is born a history, a consciousness. If our collective experience within Constellation gives us indications on the approach to follow, we are not alone. Edgar Morin in ‘L’éloge de la Métamorphose’:

“These initiatives do not know each other, no administration counts them, no party is aware of them. But they are the breeding ground of the future. It is a question of recognising them, listing them, collating them, cataloguing them, and conjugating them into a plurality of reform paths. It is these multiple paths which, by developing together, will be able to combine to form the new path, which would lead us towards the still invisible and inconceivable metamorphosis. In order to elaborate the paths that will join together in the Path, we must free ourselves from the limited alternatives to which the world of hegemonic knowledge and thought forces us. Thus, it is necessary to globalise and de-globalize, grow and ease off, develop and envelop at the same time.”

How can we contribute to the collective awareness of the planetary transformation to which we aspire? How can we open up the space and what process should we adopt so that from our experiences of individual and collective transformations emerge the collective narrative of our metamorphosis?

A warm hello from BelCompetence, Constellation in Belgium!

By Jean-Louis Lamboray.
First of its kind in Botswana, a community driven, strength-based approach for an effective response to HIV and malaria at the national agenda. It is facilitated by Humana People to People (HPP).

The Constellation supported the National AIDS Coordinating Agency (NACA) of Botswana and UNAIDS to develop the capacity for facilitation of SALT-CLCP in 2015 and brought a refresher course in 2017 with HPP.

Through the approach, HPP/Community Facilitators assist the communities to:
- Reignite the spirit of volunteerism;
- Facilitate community-initiated actions based on their assessment, prioritization of challenges and internal strengths;
- Use the existing community structures and resources;
- Track and measure results at community level.

“The community of Mababe is depressed, there are no employment opportunities, so people are not doing anything, and it is not good for them. The CATTEM model will stimulate them.” Village Development Committee Secretary, Mababe.

“I want to own the model and eliminate malaria in our community. We are learning so much this week that we did not know before.” Kgosi (traditional leader) Mababe.
Effective actions in support of local response address “the inherent paradox of the bottom-up community led initiatives being implemented by a mandate coming from the top-down” by developing good relationships:

Household SALT visits are the most crucial part of the approach, as they bring community facilitators, DiKgosi and community members closer together, improving their understanding of each other and preparing them for looking at inner strengths and working as a community. These visits are implemented throughout the process. Reaching people in their comfort zones is essential.

Inclusion, close collaboration, step by step consultation and information sharing are essential to let communities lead from the start. Dikgosi and Village Development Committees are invited in the introductory meetings.

Collaboration with different partners working in the community strengthens understanding around needs and functioning, improves implementation of services and activities, reduces duplication and furthers follow-up by the community.

Trainings include all stakeholders, for example: DiKgosi, Village Development Committee, District Health Management Team, Police, Village Health Committee, Court Clerk, Social Workers, Community Based Organizations and Facilitators selected in the community.

All participants use SALT role play to learn:

i. **Effective communication**: ability to clearly introduce themselves and articulate the purpose of the discussion and SALT process;

ii. **Effective facilitation**: ability to inspire and stimulate the community members;

iii. **Tone of presenting**: ability to establish a comfortable and inclusive tone in the community where everyone feels heard.

Building trust through meaningful conversations on internal strengths and **appreciation of community’s knowledge** around malaria and health issues. This process however needs time, **accepting community-pace** and support from higher level throughout.

Coordination and delegation is essential in community mobilisation. **Letting go of power** enables good progress within the district.

Other actions stimulating local responses:

Community ownership of assessment of local situation, identification of solutions and planning improves health outcomes. Communities must be given the opportunity to express their capacity by allowing them to lead all activities within their villages.

Communities showcase action plans and results in a visible way: billboards, social media platforms, pamphlets, regular meetings, etc.

Regular visits from people outside the community (HPP) is encouraging.

Stimulating moment par excellence, the knowledge fair is planned from the start.

Planning well ahead is of course effective in general.

Some general results:

Communities appreciate the raising spirit of oneness and unity.

Trust of the medical system spread through peer communication. There is increased demand for health services.

Defeating one obstacle gives courage to overcome other issues.

A Kgosi shares his appreciation of CATCH:

“It was not easy, but because of community engagement, working together, we saw change. We organized different activities including wellness days where testing for many illnesses was offered, and people participated during such events, where some were diagnosed with some of the diseases and were able to be treated on time. As I speak, there is a great improvement as far as new HIV infection cases are concerned. We have addressed HIV and it is no longer a threat in our community. Those who are diagnosed with HIV are taken into treatment and are now able to open up about their HIV status. We are now facing the issue of non-communicable diseases, which are also now on our agenda to try and combat together as a community.”

Extracts from HPP reports.

Photos courtesy of Humana People to People.

See also the article: Four principles of community-based primary health care: support, appreciate, learn/listen, transfer (SALT), Marilou de Rouw, Alice Kuan, Philip Forth, Rituu B. Nanda, and Luc Barrière Constantin.
Since 2014, Roots of Hope stimulates youth entrepreneurship by combining the SALT-CLCP approach, training on entrepreneurship and hands-on training in income-generating activities. An effective way of supporting local responses as young people gain self-confidence and save for a long-term project that meets their aspirations, local opportunities and community needs.

The knowledge fair that Roots of Hope organised on the 29th of February 2018 with funding from the Roi Baudouin Foundation has been the opportunity for a representative of ‘Send a Cow Burundi’ to appreciate the organization’s activities. He proposed a partnership for a ‘Youth Enterprise Agribusiness Stimulation’ (YEAST) project in the province of rural Bujumbura. The YEAST project concerns 371 unemployed young people (143 women and 228 men) in 4 sectors of the Mubimbi commune and 6 sectors of the Mutimbuzi commune.

In exchange for capital to launch their projects, they organise themselves to take up community challenges, for example:

- The young people of Maramvya are tackling the fight against malaria by plugging up stagnant water holes, and they build a culvert on the path from their neighbourhood to the rice fields. Following heavy rains, the construction was damaged, but immediately repaired by the young people, proof of their ownership.
- The young people of Rubirizi are working on the sanitation of their neighbourhood by cleaning the gutters (already 2700 m!) and planting grass, flowers and trees.
- The young people of Buhanda made a wooden culvert on a river to allow passage.

Activities planned for the year 2020 include planting fruit trees and addressing the issue of school dropouts.

To promote the integration of youth, we organised a meeting between their representatives and leaders of their communities. This activity was very beneficial for both groups, and we noted 4 points:

- The youth of the YEAST project expressed their hope for sustainable development and their need for support to achieve their dreams;
- The partners asked for their involvement in the development of their locality and the YEAST youth project agreed;
- The expectations of the young people were met by the local partners;
- The local leaders agreed to accompany these young people for a harmonious development, so that they become leaders of their little brothers and sisters, and of their communities.

Thanks to the SALT visits of encouragement and to coaching, 242 out of 371 young people (65.23%) are implementing Small Feasible Actions (SFAs). We trained 5 new facilitators in the SALT-CLCP approach and supported community facilitators in Rutegama, Mbuye, Ndava and Giheta in the creation of savings and credit groups.
“I am who I am today thanks to the approach, and this has become my daily job. I live the approach, I practice the approach, I diffuse the approach and I decentralise the approach. I am proud to be asked everywhere to facilitate the approach in various sectors. Long live SALT!” says Jean Marie Vianney Havyarimana.

**Cultivation of corn and peanuts, each according to his or her passion**

After the trainings, Mertus went directly into various agricultural and breeding activities (tomatoes, corn, peas, using organic fertilizer). He also studied how to produce more cassava based on information received from the young people of Rutegama during learning visits YEAST youths made to the youths of the ‘Café as a Motor for Local Development’ project (see the 2018 Constellation report, pp.15-16).

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### Challenges / Solutions

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<thead>
<tr>
<th>No</th>
<th>Challenges</th>
<th>Solutions</th>
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<tbody>
<tr>
<td>1</td>
<td>Land exigency</td>
<td>Explore the availability of land for rent. Organise exchange meetings between young people, parents, administrators and local partners.</td>
</tr>
<tr>
<td>2</td>
<td>Insufficient start-up capital for youth projects</td>
<td>Carry out integration SFAs or create ‘Village Saving and Loan Associations’ (VSLAs). Apply for microcredits.</td>
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<td>3</td>
<td>Low intervention of NGOs in supporting the development of youth initiatives</td>
<td>Increase the number of projects in support of youth initiatives. Organise exchanges with NGOs and local partners to discuss these topics.</td>
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<tr>
<td>4</td>
<td>Low contribution in the framework of community development</td>
<td>Identification of community challenges by the youth themselves, Elaboration of action plans to contribute to the development of their communities, Identify the equipment, Select the people responsible for these activities.</td>
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<td>5</td>
<td>Early and unwanted pregnancies</td>
<td>Planning a sexual and reproductive health training.</td>
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<tr>
<td>6</td>
<td>Rural exodus and displacement to foreign countries</td>
<td>Organise exchanges on the advantages and disadvantages of rural exodus and migratory movements.</td>
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By Jean Isidore Nshimirimana.
Active since 2015, The Constellation-France has been invited to the Renaudot Institute seminars in Rennes, the 13th and 14th of June. The Institute organises these seminars as part of its mission: “Promoting community health initiatives.”

Josiane Echeverria, Loli Rey Novoa and Luc Barriere-Constantin, with the support of MariJo Vazquez, introduced the experience of Redon with the help of the Mutuelle des Pays de Vilaine (see the The Constellation 2016 Report, p. 24), as well as the experience of the Regional Trust Project in Guinea and Liberia (see the The Constellation 2017 Report, pp. 55-56).

During the plenary sessions and corridor interactions, we were able to capture the attention of participants from different regions of France and Mayotte. Naturally, many of the participants came from the Ecole des Hautes Etudes en Santé Publique (EHESP) in Rennes, some of whom already had an "academic" knowledge of SALT. It seems that the approach is mentioned—if not taught—in the curriculum of the EHESP.

In general, the discussions were very positive; the information and explanations we gave in the various forums were very well received. So much so that we were invited to participate, in the aftermath of the Seminars, in a meeting aimed at reconstituting a support network for community health centres in French-speaking Africa, with a focus on greater involvement of the population. Participants were very interested in The Constellation’s Learning Festivals and in the Global Learning Festival in Uganda.

On the 5th and the 6th of April, the first Knowledge Fair was held in Briançon. Organised by The Constellation in partnership with the Association for Socio-Cultural Development of Briançonnais (ADSCB).

The participants focused on two themes that they identified as priorities:
- How to generate shared leadership within our associations? For instance, by learning from each other.
- How to de-compartmentalise in a way that we can support and inspire each other (internally and externally)? For instance, by creating a database of the competences available in the various groups.

To start the Festival, the participants viewed ‘Dancing Jajas’, the first episode of the ‘As You Open Your Eyes’ documentary series: "It is the joy of the Jajas that I think is necessary in our organization," said one of them.
Guyana, in the south American continent, with just about 85% forest cover of its land mass, has adopted the Reducing Emissions from Deforestation and Forest Degradation (REDD+) trajectory as part of the country’s climate adaptation, mitigation and green economy strategy.

During the period 2016 to 2019, the REDD+ programme was in a ‘readiness phase’. The major focus of this phase is to inform people about REDD+ so that they can make informed decisions. One specific activity of this phase was the institutional strengthening and capacity building of indigenous and forest dependent communities. The indigenous community (10% of Guyana’s 800,000 population) prides itself as being the guardian of the forested area.

The facilitation of the self-assessment tool of the CLCP is an effective action in support of local response. It was used to engage this community, helping them to decide, based on the knowledge they were gaining from the REDD+ activity, what would a level 5 be like or what outcome would they like to achieve? In what way would they benefit optimally from the carbon benefit sharing mechanism of REDD+? Then, where are we now with respect to the outcome and what can we do to achieve that outcome?

There were five indigenous peoples organizations involved in the process including the National Toshaos Congress, a constitutional umbrella body of twenty members representative of all ten administrative regions of Guyana, and the North Rupununi District Development Board, representing 20 indigenous villages who depend on one million hectares of forest allocated to the world to do research on climate change and mitigation. This model started in 1998 and is now used as a reference of how alternative livelihoods and lives could be accomplished while preserving and protecting our forests.

By Autry Haynes, Board and Voting Member, The Constellation.
INDIA, Chhattisgarh

The State Health Resource Centre (SHRC) of Chhattisgarh provides additional technical support to the State’s Department of Health and Family Welfare to improve access, quality and equity of the public health system. The vision and mission of SHRC is to facilitate the attainment of ‘Peoples health in Peoples hands’.

Background: Chhattisgarh today faces multiple health challenges. One of the biggest is a shortage of physicians to work in rural areas. The maternal and infant mortality is high. The activity conducted to prevent maternal and infant mortality is yet to attain national standards. Malaria remains a killer disease.

Activity report on the project: “A community-based approach to improve Antenatal Care (ANC) & Immunization in Dantewada, a tribal district of Chhattisgarh.” Community engagement to improve Antenatal Care (ANC) and immunization services in sub health centres in Block Geedam in Dantewada district is progressing well. First round of training on SALT-CLCP was held in October 2019. A total of 42 Auxiliary Nurse Midwifery (ANMs), 20 Multi-Purpose Health Workers (MPWs), 2 medical officers, 2 consultants and 3 community mobilisers (health workers) attended the training.

In the block, there are 46 villages under 22 Sub Health Centres. Step 1 of SALT-CLCP was conducted in 25 villages. SALT sessions were held during home visits and group meetings with patient support groups, in antenatal clinics and during immunization sessions with pregnant women and postnatal mothers, and on Village Health Nutrition Day. Every day, community mobilisers conduct a SALT session on immunization and ANC. Also, a few health workers conducted SALT sessions at school, and, currently, some MPWs are conducting these sessions in the fields.

How I was convinced by the impact of SALT: I discovered SALT during my internship on the HealthRise Project with Mamta-HIMC in Shimla (see The Constellation report 2018, p.28). I feel that the SALT approach is the best way to empower the community. It is about knowing our inner strengths to empower ourselves.

In October 2018, I joined SHRC and its Mission Statement gave me goals to do something for the community, so I brought the SALT concepts to apply in the above project.

I would like to share a story from Kekrakholi village in Magarload, Dhamtari district, Chhattisgarh. After an NCDs health check-up camp that we organised, we conducted a SALT meeting with a group of people from the village (members of a youth group, village leader, SHG group and patients). Their common dream was to have a tower for mobile phone network in the village, to make it easy to transfer and share information. After the SALT session, the group decided to write a letter to the District Collector, and, after one week, a few members went to his office and submitted their demand letter.

“The thing is that SALT can create unity in a group and stimulate immediate action.”

I thank Dr Gaurav Sethi, Rituu B. Nanda, Dr Manisha Bhatia and Mamta team who gave me a chance to work with the community and learn steps of SALT-CLCP.

By Vishnu Gupta.
INDIA, Kerala

CLCP in India Hypertension Control initiative (IHCI)


The primary goal is to reduce morbidity and mortality due to Cardio-Vascular Diseases (CVDs), the leading cause of death in India, by improving the control of high blood pressure, which is a leading risk factor for CVDs among adults.

I oversee the IHCI project as WHO’s Cardio-Vascular Health Officer for Wayanad District in Kerala. My aim is to see control rates for hypertension go up from the present 30% in the Government Hospitals after a year of implementing IHCI, to about 50% in the next two years.

I am assisted by my Senior Treatment Supervisor Mr Afsal. We constantly liaise with the District Health authorities in order that the Government Hospital and Field Health Staff take ownership of the tasks of IHCI. Moreover, we work in tandem with the various other social development projects of the Government system like the Integrated Tribal Development Project (ITDP), as Tribal folk constitute 22% of the population of Wayanad; Integrated Child Development Scheme (ICDS) as most Community meetings take place in the Anganwadi, where the Anganwadi Teacher and Helper also play the role of Community facilitators; the Local Self Governance Department (LSGD) for all community development is orchestrated by this powerful body; as well as with quasi-governmental ones like Kudumbashree, which is a state-wide association of women workers with units in every ward; and with other local NGOs especially when working in rural communities. Thus, in community meetings, representatives from all these bodies are invited, to get as true a representation or cross-section of all the programs existing in the community as possible.

Accordingly, in 2019, we managed to train all the health staff in the 37 Government Health Facilities existing in Wayanad. However, we soon found out that control of hypertension depends much on reducing the default rate of the patients. Defaulters are defined as those not having stepped into the hospital even once in a continuous three-month period. Consequently, I facilitated CLCP to establish one demo Patient Support Group (PSG) in one of the wards under each of these 37 facilities. Thus, CLCP demo of PSG takes place in 37 communities or wards, out of a total 520 wards in Wayanad. Rafique emphasizes that the ASHAs [health workers] of all the wards attend the demo in their facility in order to transfer CLCP to their respective wards. Thus, the idea is that, once members of a ward or community set up the PSG, they take responsibility for monitoring the patient visiting the hospital, as well as ensuring that the patient follows the correct practices that ensures reduction of lifestyle diseases, and thereby better health and quality of life.

However, this is easier said than done. For the challenges are:

a) Most backward district in the state in terms of development, health indicators, literacy, infrastructure, economy, and so is an “Aspirational District”. Thus, ranked 135 in the national aspirational district list.

b) Tribal folk constitute 22% of the population. For details on the four kinds of tribes that inhabit Wayanad, see: https://www.wayanad.com/pages/tribes-in-wayanad

c) Being a landlocked hill district, Wayanad is most prone to floods and landslides and is accessible only by road. Thus, it is cut off from the state during inclement weather, when the main arterial roads are blocked by landslides or are flooded. Accordingly, I am working with the 24-Hour Rescue Coordinating Team based in the District Headquarters and developing a proposal for the district’s maiden airlift.

But the challenges have only convinced me that a holistically competent community alone has the answers to all these challenges. Thus, along with me the communities! Finally, only CLCP can transform any community into a competent one!

By M. E. Rafique,
Voting Member, The Constellation.
Happy Green Islands (HGI) supports and connects communities in the Moluccan Islands that are responding to the challenges they are facing, with focus on the waste problem.

By linking the goals of different stakeholders to each other new ideas arise and effective measures are taken. Parties learn from each other by constantly evaluating and adjusting. This has been demonstrated over the past 4 years.

Examples:
The Maluku Protestant Church (GMP) of the Lease Islands now uses reusable glasses and cups in meetings and gatherings.

Cooperation between church, educational institutions and local authorities allowed the decision to devote one of the 4 Ibadas (religious services) per month to socially desirable actions. GPM, Pattimura University and HGI advocate the use of organic waste. Composting is not an integral part of local customs. Using organic waste offers good opportunities for ecological horticulture and therefore improvement of the food chain on the island. Students, teachers and their administrators show motivation to work towards a sustainable and healthy Moluccas that also offers opportunities for future generations.

We have collaboration opportunities with Pattimura University of Ambon; the Indonesian Institute of Sciences (LIPI), the Technical Implementation Unit of the Education Office, vocational high schools, Public health centres and the hospital in Saparua.

HGI believes it is important to pay attention to strengthening identity and pride in Moluccan culture and local wisdom. HGI sought for local resources of information on waste management. Uncle Eli Kissya, head of the kewangs of Haruku (kewangs are also called the police of the forest; they are responsible for the care of the living environment in general), inspired us to look carefully at the ancient and traditional wisdom and skills. Moluccan adat and traditions ultimately formed the basis of our education program that was presented in March 2019 to all school heads in Saparua and the staff of GPM’s Sunday School. It has since been introduced at 5 schools in Saparua.

The use of rattan ‘timbils’ as a replacement for plastic waste baskets is another example. Strengthening the local economy is a pleasant side effect. It generates positive attention and respect for traditional skills. We cannot go back to the past, but we can draw lessons from it that will help us move towards a sustainable future.

We are happy to see the inspiration from Saparua travel to many places through the movie WASTE TIME (see p. 19).

By Kees Lafeber.

Find out more here: https://www.communitylifecompetence.org/happy-green-islands.html and https://asyouopenyoureyes.com/indonesia
Using the AIDS Competence Process between 2006 and 2012, IndoCompetence has learned to support Local Responses. Activities resumed in 2018 with SALT trainings for family planning service activities and the organization of the Global Learning Festival in Bandung.

**Family Planning**

Family Planning (FP) teams in West Java Province are facilitating SALT to stimulate FP reflections and participation in the social and economic family support initiatives of the village. This is under the ‘Kampung Keluarga Berencana’ (‘Village Family Planning’) programme on poverty alleviation. “Elma, the Provincial Senior Manager, found that FP workers needed spirit. And she believes SALT can be an answer,” says Wiwin Winarni who adds: “We have multiple skilled facilitators who are enthusiastic about SALT and CLCP, but we need to improve SALT transfer to FP coordinators (in charge of the programme’s funds for a village).”

Wiwin Winarni shares the process’ progresses, difficulties and fun, After Experience Reflections, and the story of how Elma and IndoCompetence are promoting SALT and CLCP here:  
https://aidscompetence.ning.com/profiles/blogs/salt-s-effect-on-kampong-kb-family-planning-village-indonesia  

**Sharing SALT-CLCP experiences during the first Indonesian Aids Conference in Bandung**

In a satellite session at the conference, the 29th of November 2019, Sis, head of Bandung City Aids’s Commission, Eva, family planning field worker and Linda, researcher, shared their work with SALT and CLCP: “People are more enthusiastic since they are seen as strengths, not targets or burdens of development.” IndoCompetence work with family planning was acknowledged, and Widad and Wiwin made promising contacts. They also shared the book ‘What Makes Us Human?’ of Jean-Louis Lamboray: https://what-makes-us-human.com/home/.

Wiwin emphasised “the need to be independent and maximising links between us to magnify communities work.” “We need to rely on human strengths that are everlasting rather than on any donor support. It is about time.”

Find out more in Wiwin’s blog:  

**One year after hosting the Global Learning Festival...**

The IndoCompetence team got together to reflect on its impact on their lives:  
THE CONSTELLATION KENYA

Kenya Competence Team

Reflecting on 2019

The Kenya Competence team, currently with 14 core team members from Western, Nyanza, Nairobi and Eastern parts of the country, have met four times in the year 2019. The meetings have been part of the re-organization and re-thinking on the structure, visioning and alignment of ways of working based on ‘where we are’ and ‘who we are’. There have been changes in the team with the shift of the Trustees and older members, but newer faces have joined the team. It is the way of thinking and practice of SALT-CLCP that continues to ignite and stimulate the connections between the members of the team.

It has been a strength to have a member of Kenya Competence as a member of the Board Committee of The Constellation and facilitator of the voting members engagement process. This presence of one of the members has strengthened Kenya Competence’s vigour for accompanying and scaling up. Although it has been challenging to be in process together, the few times the team met were focused and generated clear pathways for progress of the team.

The mandate of the team has been to synthesise learning as it restructures through SALT visits, review of documents, and strategically planning for 2020.

Global Learning Festival 2021 in Kenya!

One of our objectives for 2021 is to enhance and stimulate local responses through the As You Open Your Eyes documentaries and through hosting the Global Learning Festival with the theme of ‘anchors for sustainable local response’.


From left to right: Samanthary Embukane, Margaret Kihato, Meble Birengo, Joseph Kimweli, Margaret Mudumbi, Serah Sammy and Zablon Lordy.
The SALT approach is an integral part of the Community Engagement Centre (CEC) of Indus Health Network. It is one of the streams for community engagement used by:

2. Bilquees Idress, CEC. She is being mentored by KSK.
3. Mehek Ali, CEC. She took the online course of The Constellation, and then conducted a 4 days’ workshop with the staff of CEC.
4. Community Health Workers (CHWs) of CEC, Karachi. They work in 10 sites in Sindh and lower Punjab (2 provinces of Pakistan).

CHALLENGES

1. How to build capacity of CHWs in their use of SALT? Currently they use it through 4 steps; and stories are collected from communities. The conceptual sub-text of SALT, it appears, is not fully grasped.
2. How is the core SALT team of three in CEC to improve their capacity/competencies?
3. How to capture the impact of SALT on communities and the CHWs?
4. How to build SALT volunteers from the communities? What are the competencies that need to be built?

DEVELOPING A NETWORK

I shared Jean-Louis Lamboray’s book ‘What Makes Us Human?’ with a founder of the organization called Rozan. She has all the staff members read it. Next time I am in Islamabad, I am going to introduce SALT steps with the organization.

In Pakistan, we now have 3 organizations connected with SALT -- namely, Community Engagement Centre (where I am located); Omar Asghar Khan Foundation which has used SALT with some communities in their work area, and Rozan. I hope to develop a SALT network with them.
## OVERVIEW OF USE OF SALT IN PAKISTAN IN 2019

<table>
<thead>
<tr>
<th>#</th>
<th>Sites where SALT was introduced</th>
<th># persons</th>
<th>Purpose</th>
<th>SALT components</th>
<th>Follow up</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Two community groups in Chitral; Northern Areas</td>
<td>10 women; 24 women &amp; men</td>
<td>Discuss community’s role in suicide prevention</td>
<td>Four components</td>
<td>No follow-up yet. This experience is being written up to raise funds for this work.</td>
</tr>
<tr>
<td>2</td>
<td>Village group in Ghizar, Northern Areas</td>
<td>50 women &amp; men</td>
<td>To be used with rural communities with whom the organization works.</td>
<td>Four components</td>
<td>A review of SALT experience took place. Generally, it was found to create better relationships between communities and outside facilitators.</td>
</tr>
<tr>
<td>3</td>
<td>Ghizar Town.</td>
<td>40</td>
<td>To stimulate communities to identify actions for their common problems.</td>
<td>Four components</td>
<td>Communities identified 11 actions, two of them were provided to 2 basic health units in their area. One group began a program against drug use.</td>
</tr>
<tr>
<td>4</td>
<td>Entire staff of an organization working in Khayber Pakhtoonkhwa province.</td>
<td>20 + women &amp; men</td>
<td>To stimulate them for use with schoolgirls.</td>
<td>Four Components</td>
<td>No follow up</td>
</tr>
<tr>
<td>5</td>
<td>From 18 villages of Mirpur Sakro Taluka Thatta, Sindh</td>
<td>Over 100 persons. Also, a group of 20 women.</td>
<td>Draw attention to building community competencies</td>
<td>Workshop report available</td>
<td>Attempts are being made to see how effectiveness of SALT can be captured and integrated in an information system that is being developed.</td>
</tr>
<tr>
<td>6</td>
<td>Teachers of a program for girls of class 8 and 9</td>
<td>20</td>
<td>To stimulate them for use with schoolgirls.</td>
<td>Four Components</td>
<td>No follow up</td>
</tr>
<tr>
<td>7</td>
<td>Member of CEC took The Constellation’s online course &amp; then conducted a five days’ workshop for the staff.</td>
<td>12</td>
<td>To stimulate communities for addressing their common problems.</td>
<td>Workshop report available</td>
<td>No follow up</td>
</tr>
<tr>
<td>8</td>
<td>Use in over 50 villages in 9 sites of CEC</td>
<td>More than 100</td>
<td>Stimulate communities for addressing their common problems.</td>
<td>Dream exercise is being skipped</td>
<td>No follow up</td>
</tr>
</tbody>
</table>
PHILIPPINES

The Department of Science and Technology Region VIII (DOST VIII) sets an example of leadership that conceive communities as key actors.

During 2012-2013, The Constellation worked with the WorldFish Centre on Aquatic Agricultural Systems (AAS). Find out more in The Constellation 2013 Report, pp. 23-24. Evelyn Bacarra Tablante was one of the local facilitators under the AAS programme. She is still applying the CLCP for community building with DOST.

https://mcusercontent.com/4877a1e8f3470559c21b77fbc/files/d2e77bd8-216b-4b46-9f77-51ab548ebfd6/Constellation_Report_2013_English.01.pdf

"DOST VIII facilitates the Community Life Competence Process (CLCP) to ensure that DOST’s assistance will have an impact in the communities.” The communities dream, decide and plan. The government supports them if asked.


A win-win way of working.
Beginning in February 2019, ACDIR organised formative work sessions in the town of Mbujimayi, Kasai Oriental province. At the end of these working sessions, 10 members of ACDIR were trained in SALT as well as in the Dynamique Communautaire Multisectorielle (DCM). The DMC makes it possible to organise and structure the members of a community from the street to the province. Once we have succeeded in bringing together representatives of the inhabitants of a street, cell, neighbourhood, city and province from different sectors, NGOs and other community leaders, we finally bring the SALT process to it in order to accompany the members of the different groups to build their visions, self-evaluate themselves, plan the actions to be carried out to achieve their visions. The DMC is used in collaboration with the Government and other partners.

To carry out its activities, ACDIR has worked in partnership with the following organizations:

- With the Centre d’Etudes et de Formation Populaires pour les Droits de l’Homme (CEFOP/DH), a local partner that supports us in the accompaniment of the commune of Dibindi (one of the five communes of the city of Mbujimayi) for the elaboration and implementation of its mission statement and participatory budget. This is where we involve SALT in helping the political-administrative authority to take into account the priority needs expressed by the population, for their achievements with the help of the available means.

- DAI, with the support of the United States Agency for International Development (USAID), supports us in the accompaniment of the Sankayi health center and the Luabanya school located in the commune of Dibindi. In this pilot project, our action extends from these structures to the community through the Health Development Committee (CODESA) of the Sankayi Health Centre and the Partnership Committee (COPA) of the Luabanya School. ACDIR has facilitated the development of their Action Plans and is currently accompanying them in their implementation by integrating the aspect of Social Accountability through Citizen Control. As a result of this support, 53 people followed the SALT process.

- Vitamin Angel, a strategic partnership with the perspective of collaborating with health centres in the management and development of their structures.

Through our different activities, we have trained 10 people in the SALT approach. Today, they accompany 53 people who implement local responses with SALT and the CLC process in 5 communities.

In short, what remains effective through our SALT accompaniment and the CLC process in the communities is the transfer of competence in development activities. CODESA Sankayi has benefited from SALT and has talked to CODESA Chrétien about it. As a result, we have already received an invitation from CODESA Chrétien to accompany them to build their dream.

Thérèse Nyemba Bafuafua.

CODESA Sankayi during the Action Plan development session.
To restructure and revitalise the association, we did a After Experience Reflection of the last three years, and we are looking for solutions to improve our associative life. Two practices seem essential to us:

- Revitalise the ‘concertations’ [local teams of facilitators]. We will discuss with them the vision and objectives of RDCCompétence. We propose the following projects: making the family code known and understood, fight against child marriage and gender-based violence.

- Work with volunteer facilitators. All the members who work in the general assembly, the board of directors, the management committee and the local teams are volunteers.

We also propose the following:

- Strengthen legal texts and make them applicable;
- Introduce projects to all members (interested or not);
- Make public all information pertaining to the projects and especially the budget;
- Publish an activity report including our budget;
- Set up a support and reporting team.

Since the end of 2018, Elengi Batamba and Nathalie Yoka Mbombo manage RDCCompétence. Junior Kalonji has an advisory role within our administration.

RDCCompétence has implemented the project ACCELERE of Chemonics International in the Mbuji-Mayi region from the 14th of August 2018 to the 14th of August 2019. The idea is to help parents develop income-generating activities to keep children in school. No mention of SALT in the final report of the project as deplored by Blaise Kizolele: “For us, SALT was the way of working, but for the project, it was necessary to respect the requirements of the partner.”

The team replied to a UNICEF and Government proposal for 2020-2024.

Facilitator with RDCCompétence, Marysha Shadie was unanimously elected Regional Chair of the International Council of Women (ICW) for Central Africa for the 2019-2021 mandate: “SALT will be my most powerful weapon to carry this heavy responsibility. [...] I have planned to accompany each country member (Cameroon, Gabon, Republic of Congo-Brazzaville, Democratic Republic of Congo, Central African Republic and Chad) to formulate its dream, to auto-evaluate and plan activities which we will help to follow-up and evaluate, measuring progress and adapting the response. And it is based on that that I will also auto-evaluate to see whether my mandate has been a success.”

Find out more about RDCCompétence here: https://www.communitylifecompetence.org/rdccompetence.html.
Experience in the field of immunisation against Poliomyelitis

Since 2017, I have been using my experience with SALT and the CLCP to benefit the implementation of the UNICEF programme with the Government of DR-Congo, particularly in relation to stopping the circulation and transmission of the reconverted Poliovirus type 2 (cVDPV2). I have supported the Likasi branch of the Expanded Programme on Immunisation (EPI) (all 8 health zones in 2017, then focusing on Mitwaba in 2018) and the Lubumbashi EPI branch (Kasenga health zone in 2018).

A unique experience during which I am confronted to manage two positions: expert in communication for development (C4D) and facilitator of local responses through the SALT approach.

I call a lot on listening, on stimulating action through the appreciation of local potential by celebrating what is being done or was already done before my arrival, and I bring to the discussion, in a non-explicit way, through questioning, possible adaptations and improvements. Thus, at the end of the activity, innovations are the fruit of everyone’s efforts.

The humanity imprinted through my SALT-inspired posture has also earned me maintaining contact with the members of the various stakeholders’ groups with whom I have worked, punctuated by several moving messages of recognition for stimulating their action.

The synergy of actions between political, administrative and religious authorities, traditional chiefs, community leaders and community outreach workers has led to an improvement in local participation and greater responsibility on the part of parents and guardians.

I must confess that I have relied heavily on my two previous experiences with The Constellation in the area of immunization against Poliomyelitis:

| Community Management of Comprehensive Immunisation in Tanganyika/Katanga between 2012 and 2013 with RDCCompétence-The Constellation/UNICEF-CDC Atlanta. See The Constellation Report 2013, pp. 18-19. | Implementation of a comprehensive strategy to boost the results of both routine immunisation (at health centres), mass immunisation (campaign) and key family practices by stimulating local facilitators to conduct open community dialogues. That is, touching on several aspects at the same time while reframing towards the essential points. In their action plans, the community representatives were able to identify several mobilisation approaches that could be used to spur collective action. |
| Harmonization of Community Dialogue in Madagascar in 2015 in support of the campaign against Poliomyelitis. See The Constellation Report 2015, p.36. | Symbiosis of the achievements of several community animation approaches found in the field. Flexibility in the adaptation of the final proposals, known as harmonised proposals. |

Results:

After cases of rejections of their mass vaccination results, two health zones have reached the required level for the quality indicators of vaccination coverage (improved mapping of refusal and resistance to vaccination, then reaching target children in hard-to-reach populations) and quantity (good vaccination coverage: between 95 and 100%). Between 98.6% and 100% of children aged 0-59 months were recovered from immunization in hard-to-reach populations and in refractory groups.

“Today the entire population of the health zone is adhering to routine immunisation activities. Since the beginning of Jean-Baby Fulama’s support at the end of 2017, we remain in contact for any support or technical advice.” John Tshingambo Tshibwila, Chief Medical Officer of the Mitwaba Health Zone, Likasi EPI branch, Haut-Katanga province.

By Jean-Baby Fulama Zanzala.
Through the extended The Constellation networks, we had support from Wiwin Winarni from IndoCompetence who came to Singapore to share her experience and meet the migrant Indonesians in the communities. This was an added boost, as community workers learnt from Wiwin and also started community engagement around issues that community members wanted to focus on.

Match of Our Lives was screened in late October for community partners and volunteers. The discussion ensuing included a parent volunteer sharing about his role in starting a soccer group in his neighbourhood. The Q&A was facilitated by Marlou who was in Singapore.

Here are a few examples of activities in the neighbourhoods that focused on local response:

**Bros and Briyani: Conversation among Young Men**

Concerns were raised by mothers that they were unable to speak openly to their sons, and they needed support to address topics on sex, relationships, contraception and respect for girls. This had come up during informal conversations a few times. Two male community workers engaged the youth and boys for an informal evening which then led to another gathering initiated by the boys. The community conversation created a platform for the young men to feel safe to speak openly, trust each other, and learn from each other. The opinions were varied and brought about deeper sharing from everyone.

The session started with a warm-up game and introductions which reduced the tension and discomfort. The conversation deepened as the youth participated in a role-play scenario about two individuals who are discussing safe sex as they cannot afford condoms. This scenario became a stimulus for the participants to share their personal experience and values about sex and condoms. They brought up all the different reasons why the characters did not want to use a condom. Different views expressed included shame in buying condoms, condoms are expensive, partner will not get pregnant if it is the first time, using condoms means partners distrust each other, a baby is a gift from God, I am disease free so why should I use a condom, and so on. They shared their experiences and cleared each other’s misconceptions around condom use, sexually transmitted diseases and HIV.

The youths shared what they learnt from the conversation over a meal of briyani that day – our youth aptly concluded: “Having sex is free. But everything else is not free. Condoms. Babies. Responsibilities. They all come at a cost. Having a baby is a big commitment and being a father is a big responsibility.”

**Year-end gathering for neighbourhood community leaders:**

Community members from different neighbourhoods in Singapore who have been contributing their strengths, talents, friendship and leadership to support and strengthen the relationship in their community came together at the year end to celebrate and share their stories.
It was heartening to see more than 50 people coming together to share their challenges, success and their values of being a volunteer in their community. Each of them had led several community projects in their housing cluster, and in the process formed a strong bond with each other. Through a series of games and activities, each of the community leaders shared their experiences of the year and joined discussions to address difficult and controversial issues they had faced.

It was apparent that the connection and familiarity among the various groups, who rarely get a chance to meet as they come from different localities, was strong. They rallied around their common interest of supporting their neighbours and caring for their children.

During an activity titled the Silent Statement, where participants are asked to agree, disagree or remain neutral on controversial statements, it became evident that there were similar challenges that different communities faced. For example, a few members felt that their neighbours were jealous of them or that they were unappreciated by them despite the efforts that they took to support them. There were some misgivings on how much and how long they could step forward to support and participate in being an influencer in their own community. With the airing of these views, and hearing from others in the group who had overcome similar issues, there was a deeper appreciation of the role they played. They also sought support from each other.

The evening ended with plans being made for small group gatherings to gain support from each other in the coming year.

Understanding health concerns through participatory research

We started a new project to understand the health concerns of those living in lower income backgrounds. With a Community Based Participatory Research (CBPR) approach, community members are trained to be interviewers, and work alongside volunteers to engage their neighbours. The process creates greater involvement and action, and as the data is collated, community members can decide on what they want to act on first. We took this approach to build the community and partnership capacity in the neighbourhood. The two-year study is in its first phase in one neighbourhood and will be replicated in other neighbourhoods at a later stage.

By Ranganayaki Thangavelu, Voting Member, The Constellation.
The members of the association are: Luc Barrière-Constantin (President), Jessica Buisan Rey (Treasurer), Simone Reeves (Secretary), Daria Busset, Dolores Rey Novoa, Jaime Saborio, Jelena Milenkovic, Marlou de Rouw, Naima Zerouali, Rachel Hoseinnisbet, Roger Sallantounga, Santatra Iharisoa Rajaonariveloh and Veerle van Wauwe.

Activities:

Trainings on the SALT approach, focusing on the environment on the 16th of November 2019, the 7th of December 2019 and the 11th of January 2020, each Saturday devoted to two steps of the CLCP cycle. A SALT visit preceded the trainings, on the 4th of October 2019, to make it possible for participants to experience our way of working. We visited La Manivelle, a local association which stimulates local exchanges and promotes responsible behaviour with regard to the environment. One of the main strengths highlighted during this visit was their ability to dare and believe in their dream in collaboration with other local actors.

Workshop to reflect on communication strategy the 8th and 9th of November 2019 in Péron (France).

Participation in the impl!act event of the organization euforia the 13th to the 16th of February 2019; the goal of the event was to stimulate the emergence of social and environmental projects to be implemented locally. The collaboration with this organization led to the development of a combined methodology to be used to facilitate the mobilisation and integration of refugee groups in Switzerland. Find out more here:

Activities linked to the ‘Waste Time’ documentary: we participated in the international launch of this ‘As You Open Your Eyes’ episode on 5th June, by organising an event in Geneva. A second screening combined with a discussion on the theme took place in Lausanne the 22nd of August 2019.
SALT in THE NETHERLANDS

2019: pieces coming together

'SALT in The Netherlands' gathers an informal group of facilitators who use SALT-CLCP and complementary methods to stimulate and initiate local activities with the aim to contribute to a more connected society. 2019 has been a year where people and processes started coming together. Where in the past few years seeds were sown thanks to our partnerships with the Dutch Refugee Council and the City of Amsterdam, towards the end of the year, some flowers started sprouting. Beside growing the visibility of SALT-CLCP and The Constellation in various events, this resulted in formal partnerships with Implacement, for the accompaniment of refugee women and with the Municipality of Amsterdam for training and accompaniment of SALT facilitators in the eastern district of Amsterdam (Zeeburgereiland and IJburg).

Refugee women – See partnerships and trainings, p. 20.

Zeeburgereiland – 2019 started with a series of connecting SALT meetings in the eastern district of Amsterdam. This was a reply to the need expressed in prior projects to stimulate more contact between neighbours in a brand-new neighbourhood. A neighbourhood where interconnectedness between old and new Amsterdam people, people with a refugee history, people from different cultural backgrounds, the young and the elderly is still missing. In the summer of 2019, an active group of neighbours (a collective called 'ZeeburgConnect') started CLCP with formulating a shared dream: “In 2025, Zeeburgereiland is going to be the happiest neighbourhood of Amsterdam.” At different times, wishes were picked up from the neighbourhood and the need for more connecting/green/playful outdoor locations where residents can meet each other was expressed. From 2020, the happiness research of ZeeburgConnect will continue by the development of activities and projects for more residents’ happiness in the neighbourhood. One of the new projects is a nostalgia square with a fountain that will serve as a meeting place, developed by a Syrian and Dutch neighbour. Another project in 2019 (as a result of a prior SALT project ‘Common Ground’ in 2018) is Vrouwencafé. A women’s empowerment project that stimulates and strengthens the network of women in Zeeburgereiland and IJburg. The women’s group formulated a shared dream: "It is 2040 and we have taken steps and achieved our individual goals and dreams. We have contributed to a beautiful and healthy world." The women investigated whether they could own their own meeting place and succeeded: In the summer of 2020, they will receive their own location in Zeeburgereiland, De Sluisbuurt.

SALT training – Through the various events in The Netherlands individuals got inspired and wanted to experience the SALT approach. iSiZ, Yezeed and Marlou took a small group through a 3 days SALT-CLCP process for a green living environment. Highlights were the SALT visit to Haak In, and the exchanges at SET and TEX as examples of local responses to waste. “This was a spa for the soul,” commented one of the participants.

SET in Amsterdam has hosted a few SALT events that linked the young habitants of Dutch and refugee backgrounds with local initiatives in Amsterdam and the world. Thank you SET team! Mireille and Jeske, who are facilitating connections in SET with SALT and other methods, received appreciation for their work when they won the second prize as ‘IJburger of the year’.
The future - 2020 starts with positive energy and an energetic team of SALT facilitators looking forward to the SALTy processes and celebrations. The learning festival in Zeeburgereiland and IJburg at the end of the year will be a highlight.

By Marlou de Rouw, Board and Voting Member, The Constellation

As You Open Your Eyes and collaboration with the Happy Green Island team – Also, in 2019, Amsterdam has been the recurrent host of premieres of two new episodes of The Constellation’s film project: As You Open Your Eyes. Movie theatre De Uitkijk brought together a total of 185 spectators during 3 events. The Happy Green Islands team (see p. 37), Birgitta, iSiZ, Jolanda, Lois and Marlou have been taking the opportunity in 14 other events last year to show an As You Open Your Eyes episode in several places in The Netherlands as a trigger to new SALT conversations and local activities.

Another highlight in the collaboration with the Happy Green Island team was participating in preparations and facilitation of a day with private sector, organizations and educational institutes on solutions for waste on small islands.

SALT weekend in Amsterdam the 22nd to the 23th of November. Photo courtesy of Yezeed.
TUNISIA, GAFSA

Sihatouna (Our Health) Association

In 2019, I trained 15 people as part of a project to promote the quality of primary healthcare in the health district of Metlaoui (40 km from Gafsa). I was contacted by the health officials of this district, and they told me of their willingness to put in place an action plan to promote the quality of health care and improve indicators in their locality. As this initiative can only be achieved if health workers are involved, I found it essential that they be introduced to SALT.

Although it is a little early to assess the impact of this training on the beneficiaries and their families, the appreciation of the participants was positive. SALT enabled them to redefine and rediscover their role as health providers and the status of the beneficiaries.

By Taha Maatoug.

Taha discovered the SALT approach during the Pilot Project to Democratise Health Care and Services in the Gafsa Region of Tunisia carried out by Médecins du Monde Belgium. Find out more in the 2013 The Constellation Report, pp. 24-25.

https://mcusercontent.com/4877a1e483470539c21b777bc/files/d2e77bd8-216b-4b46-9ff7-51ab548ebfd6/Constellation_Report_2013_English.01.pdf
UGANDA

Health Nest Uganda (HENU)

Our NGO that uses SALT-CLCP in its way of working with Older Persons and communities. This method/approach has enabled the organization to grow from strengths to strengths for the last 12 years without any major funding for its activities.

This unique way of working has attracted attention of other players like the Infectious Diseases Institute (IDI), a registered not-for-profit organization owned by Makerere University, and funded by both public and private resources. IDI invited HENU to collaborate in the implementation of a project titled “Pictures of Aging in Uganda: A partnership to explore demographics, phenotype and self-perception in a community of older people”. HENU was tasked with stimulating Older Persons within the project area to realise their strengths as leaders in addressing their own issues. The wisdom behind this is to leave a strong and united community of older persons going on their issues together even when the project is finished. In our role as an organization, we accompanied older persons of Entebbe in transferring their way of working to older persons of Busukuma in Wakiso District where the project was being implemented.

The learning on both sides was prodigious. We learnt that Older Persons from Busukuma know how to make briquettes, are stupendous artists, designers and organisers who just needed a spark of stimulation.

The formal collaboration ran from the 1st June 2018 to the 31st November 2019 while the informal partnerships between two communities of older persons continues.

Presently, Older Persons of Busukuma have moved from one village to 5 villages and have formed 5 groups depending on talent and challenges they are facing. They have gained political and community recognition which in a way eases resource mobilisation.

By Arthur Namara.

Mbabazi Cossy, an Older Person from Katabi Group of Entebbe, sharing her knowledge and experience with Older Persons of Busukuma.
AFFIRM is a small international team of experienced facilitators committed to nurturing the link between local community neighbourhood response and systems change. SALT is the team’s way of working. Critical skills are strategic questioning and active relational listening. As outsiders our best role is to connect, learn and enliven response, allowing ourselves to change.

There are globally relevant patterns of response, within and across cultures and language groups. In the following, we will highlight these patterns in responses from engaged neighbourhoods, homes and centres, recorded by Affirm in 2019.

Local community movement of families and connected neighbours happens consistently when appreciative listening to local story happens.

In Freetown, Sierra Leone, Health Communication Resources, a team of 40 people from 3 communities of the city, have been doing SALT practice every two weeks for three years, following the Ebola epidemic. Their project is called ‘Amplifying Voices through SALT (AVS)’, reflecting the host role of a local radio station, called BBN. In the first year, we saw trust recovery in families and neighbourhoods; in the second year, at least one specific health initiative emerged in the three communities; and, by the third year, transfer to other communities had happened, so that 7 large communities are now actively engaged, each with a recognisable indicator of progress. For example, after the mudslide in Motomeh, resolution of grief and reduction of competition for commodities are two indicators of progress.

Organizational adaptation is associated with a sense of personal release within project people and support groups.

Affirm had a shared learning about going beyond ‘normal’ project culture with the Cedar Fund team based in Hong Kong.

Cedar Fund team with local partners in Sodo, Ethiopia. Photo courtesy of Affirm.
The teams had conversations with local communities on both sides of the Myanmar/Thailand border, with reflection about their responses to painful separations of family members, associated with drug use, HIV, and sex work related ‘slavery’. A member of the visiting group who has long project experience reflected: “…It is very simple and very good… One positive aspect is that the project was followed up without actually feeling like someone was… judging the project process.”

Pui-shan visited India immediately after the Thai/Myanmar experience. She says: “This time, I have been wearing the SALT glasses the whole time. We are all reserved in appreciating people, yet we all witness God’s miracles when practising it. I am learning the appreciation mindset.”

With the Cedar Fund team, we also stimulate SALT practice in the southern regions of Sidama and Walaita in Ethiopia. Each location represents large church and community development networks. Reconciling local connections emerged through SALT practice, involving local stigmatized families, program officers, self-support groups, and local churches, despite political instability.

With SALT, the three circles of home, neighbourhood, and programme centre can and must intersect. When that happens, we know the answers to the question ‘Who am I?’ and we see the future more clearly.

Affim has a longstanding partnership with the Salvation Army.

The team brought a fourth and a fifth workshop to local Salvation Army teams in Italy. Overall, we see a pattern of confidence development as experience grows, better neighbourhood relationships, and the emergence of facilitation capacity in some of the local teammates.

Pottsville, Pennsylvania, USA, was the location for a SALT workshop in April, with a follow up visit in September. The initial response was illuminating for the local Salvation Army group, and they applied the SALT approach to many situations in the next weeks. “Our whole approach has been influenced a lot,” says Brad Harris who is ‘in-charge’. The team there has noticed a rapid growth in their youth program between April and September, with over 40 local youth participating, most from the nearby neighbourhoods.

In The Netherlands, an annual orientation course in late August for Salvation Army employees in Europe included SALT. Despite the constraint of doing an interactive process indoors, the response was vigorous and focused. For a similar situation in the future, we would set up SALT visits with hotel staff, and near neighbourhood, to help embed more concretely the strategic questioning and active relational listening.

With Hannelise Tvedt, Salvation Army leader in The Netherlands, we met two Roma communities located in Bratislava, Slovakia. A compelling moment was a short situational depiction in the street, reflecting what we had all learned. The local Roma families, the neighbours, the Salvation Army kindergarten and church, and State policy people were represented. Bridges for conversation to help reduce conflict were imagined.

Soon after, the State Ministry for Education officially registered the Salvation Army kindergarten. The uprising of mutual respect happened, after it became clear that an effort is being made by Salvation Army to facilitate reconciliation, rather than just fix things through services.

SALT should normally happen as a series of visits, not just one. Sustaining relationships of trust is a key co-factor in long term sustainability of local response. That means going back.

GLoCon (global local community conversation) involves continued learning and sharing with communities visited by AFFIRM since 1990. We documented 39 stories from 20 countries in 2012. These stories plus some others are included in a book called ‘Walking With Communities’ that will be published in 2020. Four stories are told in the film, ‘Together-a journey of neighbourhood conversations’. We visited Sri Lanka this year. We reconnected with seven communities around the Hikkadua area, affected by the tsunami of the 26th of December 2004. Resilience is now a consistent pattern, shown by sustained neighbourhood ‘togetherness’, evolution and adaptation of income generating initiatives, interfaith trust and local collaboration, and invitations to return.

Spiritual freedom emerges as an interwoven element. It is all about reconciliation, ultimately.

By Ian Campbell, http://www.affirmfacilitators.org/
Annex: Publications on our online platform

You will find below a list of SALT-CLCP facilitators and their experience of 2019. You can contact them in our Online Community: https://aidscompetence.ning.com/profiles/members/.

BELGIUM

BURUNDI
Photos: https://aidscompetence.ning.com/profiles/blogs/le-chemin-vers-la-r-conciliation-au-burundi-1
My most sincere Acknowledgements, https://aidscompetence.ning.com/profiles/blogs/my-most-sincere-acknowledgements

FRANCE
Laurie Khorchi, Un festival d’échange local - Une opportunité de décloisonner les collectifs et renforcer nos compétences, https://aidscompetence.ning.com/profiles/blogs/un-festival-d-change-local-une-opportunit-de-d-cloisonner-les
Luc Barriere-Constantin, First steps of a fruitful collaboration with our partner euforia, https://aidscompetence.ning.com/profiles/blogs/premiers-pas-d-une-collaboration-productive-avec-notre-partenaire

GUYANA
Autry Haynes,
SALT as a bottom-up approach - Study of Kasper Moes, https://aidscompetence.ning.com/profiles/blogs/salt-as-a-bottom-up-approach-study-of-kasper-moes

INDIA
Baharul Islam,
Are we drinking properly filtered water?
https://aidscompetence.ning.com/profiles/blogs/are-we-drinking-properly-filtered-water

**Bono Sen,**
From What is Wrong to What is Strong, https://aidscompetence.ning.com/profiles/blogs/from-what-is-wrong-to-what-is-strong

**Rekharani Sharma,**

**Gaurav Sethi,** Community Youth: I’ll give you evidence of community response to immunization - Assam, India,

**Mantu Boro,** Communities ask for immunization card in their own language!

**Raju Roy,** Community member tracks immunisation drop outs in nearby Brick kiln,

**Rituu B Nanda,**
Communities are not just 'data gatherers'! https://aidscompetence.ning.com/profiles/blogs/true-engagement-of-citizens-in-evidence-generation
From checklists to process, https://aidscompetence.ning.com/profiles/blogs/from-checklists-to-process
We knew we had problems but not the extent,
https://aidscompetence.ning.com/profiles/blogs/we-knew-we-had-problems-but-not-the-extent
‘Ownership’ of evaluation & evaluative mindset in communities – key to achieving the goal of No one left behind,
https://aidscompetence.ning.com/profiles/blogs/ownership-of-evaluation-evaluative-mindset-in-communities-key-to-
When we changed our way of working to SALT, community began to take responsibility of its health,

**Santu Das,** Community members support each other for immunisation,
https://aidscompetence.ning.com/profiles/blogs/community-members-support-each-other-for-immunisation
Shobhit Dubey,
Video interview of Outreach worker from Catholic Health Foundation of India (CHAI), From a sceptic to champion of SALT, https://aidscompetence.ning.com/profiles/blogs/salt-makes-solutions-of-community-problems-community-stimulates
Patient Support Groups- No one is a teacher, https://aidscompetence.ning.com/profiles/blogs/patient-support-groups-no-one-is-a-teacher

Trailakya Das, Local government bodies become active & take action on health,

Vishnu Gupta, Video interview of Virender Thakur from NGO Mamta, Patients as well as health worker take responsibility for their own health

Virender Thakur, Village re-starts cleaning up the village water source & continues after project ended,
https://aidscompetence.ning.com/profiles/blogs/village-re-starts-cleaning-up-the-village-water-source-amp

INDONESIA
Wiwin Winarni,
SALT’s Effect on Kampong KB (Family Planning Village) - Indonesia #part1,
https://aidscompetence.ning.com/profiles/blogs/salt-s-effect-on-kampong-kb-family-planning-village-indonesia
SALT’s Effect on Kampong KB (Family Planning Village) - After Activity Reflection - Indonesia #part2,
What Family Planning Board Officer’s think about SALT - SAL T’s influencing FP Program Indonesia -#3,
One Year after #GLF2018 Bandung - Indonesia #1, https://aidscompetence.ning.com/profiles/blogs/one-year-after-glfl2018-bandung-indonesia-1

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Evelyn Bacarra Tablante,
Community action after community dream on vocational skills in Philippines,
CLCP makes sure government funds are not wasted, https://aidscompetence.ning.com/profiles/blogs/clcp-makes-sure-government-funds-are-not-wasted

THAILAND
Sirinate Piyajitpirat, Photo album of the week-end, https://aidscompetence.ning.com/photo/albums/singapore-part-2-photos
THE NETHERLANDS

Margot,
What has helped to arrive at these conclusions? https://aidscompetence.ning.com/profiles/blogs/what-has-helped-to-arrive-at-these-conclusions

Birgitta Schomaker,
The desire to connect is more powerful… https://aidscompetence.ning.com/profiles/blogs/believe-in-your-dream
“Yes, that’s your opinion; but what would be an example?” - deepening SALT by storytelling, https://aidscompetence.ning.com/profiles/blogs/yes-that-s-your-opinion-but-what-would-be-an-example-deepening

SINGAPORE

Gerard Ee, Dreaming of the neighbourhood we want, https://aidscompetence.ning.com/profiles/blogs/dreaming-of-the-neighbourhood-we-want

SPAIN


ZIMBABWE

An invitation

If you too dream of a world where communities take action to fulfil their vision of a better future and connect to each other to learn and share, let’s move forward together!

To become a member of The Constellation:
https://www.communitylifecompetence.org/become-a-member.html

To apply the life competence process in your own community:
https://www.communitylifecompetence.org/training.html

To share your story:
https://aidscompetence.ning.com

To contribute financially to the projects and communities in The Constellation:
https://www.communitylifecompetence.org/contribute-money.html

Call upon the services of The Constellation to build resilience in your team or community:
contact constellation@communitylifecompetence.org