
A SALTY LPDT

Human Capacity Development using SALT

Manual of the SALT Training at Le Pont du Tamarinier, August 2015



Introduction

Le Pont du Tamarinier is an 'equal opportunity for people' NGO operating in the Rivière Noir district. The focus is two-tiered, first is to support the acquisition of houses as the step towards having a home and second mobilisation of the people within the community to address their social threats to reduce risk and vulnerability of families especially youths. The goal is social and economic inclusion into society.

The first of the two phased approach is achieved mostly with government's support as part of a national programme. The second and probably most challenging is community mobilisation as local response to perceived marginalisation and reduce vulnerabilities is intended to be achieved with support from Corporate Social Responsibility funding.



On learning about SALT, the NGO wanted to taste SALT. This opportunity became possible at the invitation of Constellation during its engagement with the Drug Platform in Mauritius during a SALT visit of Etoile D'Esperance to Lalmattie. That experience resulted in the decision to engage communities LPDT works with using SALT. The inspiration went further to build the capacity of its human capital with the 'spirit' of SALT, resulting in this learning experience over three days. The dream was to cultivate the 'spirit' of SALT of staff and some members of the three communities, mostly youth.

This aim of this manual is for these new facilitators to refer to in case of need. The summary helps to remind of what they have learned during the training, and to help future facilitators.

Summary

Reminders:

- What is a salty way of thinking and way of working?
- How to distinguish an Expert from a Facilitator?
- How to cultivate SALT facilitation skills?
 - ❖ Are we human?
 - ❖ Ready pull!
 - ❖ Concerns and Hopes
 - ❖ Self-Assessment
 - ❖ After Experience Reflection
- How to identify strengths?
- How to build a community's dream?
- How to actually create the vision?
- How to identify the stepping stones towards the dream?
- How to proceed with the Self Assessment?
- How to accomplish SMART actions?
- How to reflect back on what we learned as facilitators?

Tools:

- Exercises to reflect on the previous day.
- Appendix
 - ❖ The Story of John and his bicycle
 - ❖ Self-Assessment framework

Change is inevitable in the socio-political and corporate world. This is so because of the dynamic nature of society and communities. Changes that are meaningful however are those in which human capital has a conscious role or involvement with, and that can be measured. The inevitable change takes place consciously or unconsciously. While we cannot change communities we can stimulate change by stimulating local response based on strengths, mostly of the human capital strengths. Facilitation of SALT with communities, therefore seeks to stimulate and accompany the community as it goes on the path to ownership of its own challenges. When that community takes ownership of its challenges it faces, it is on the road to sustainable change.

In the process, we accompany the community as it:

- takes action based on its strengths to realise its dream.
- learns from its experience on its journey to its dream.
- inspires others, and is inspired by others, when it connects to learn to share.

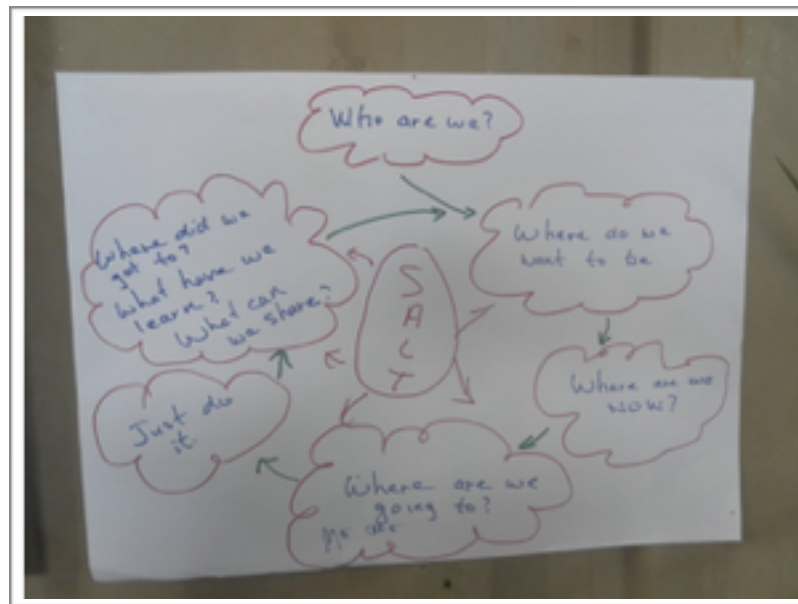
The role of the Constellation as it accompanies the human capital of communities on their path to ownership:

- we develop and nurture the human capacity to facilitate community discussion, reflection, learning and action.
- we accompany human capital on their journey to their dream.
- we connect communities to their peers locally, regionally, nationally and globally.

The goal is to stimulate the 'spirit' of SALT with you. We emphasise that SALT has to do with you inculcating SALT as a natural part of you as a person and that you in-turn seek to transform communities around local response. The effort therefore focuses on the following:

What is a salty way of thinking/working?

SALT is the way of facilitating a community life competence process. The principle of SALT is to stimulate a different way of thinking leading to a different way of working, so that communities engage in 'community conversations' on local response using their strengths to address common concerns and accomplishing a common dream. SALT, however begins with us, the facilitator of the process of behaviour change.



How to distinguish an Expert from a Facilitator?

In the dynamic world we refer to above, we are accustomed to be recipient of 'hand-downs' from authorities to solve our problems and challenges, mainly because we perceive that they have the experts to resolve our problems. As we inculcate the 'spirit' of SALT we hope to change that perspective. Consider this difference from being an expert to being a Facilitator:

From Expert	To Facilitator
We believe in our own expertise	We believe in people's strength to respond
We respond to needs	We reveal strengths
You have a problem. Here is how to solve it.	Together, we have solutions
We mobilize expertise	We connect you with others
We instruct and we advise.	We learn and we share.

How to cultivate SALT facilitation skills?

Are we human?

The Are we human question seeks to stimulate the community members towards looking at each other as humans and as they discuss the reasons for being human, develop the understanding that we be impartial with respect to our commonalities. Once we agree that we are humans with characteristics as discussed, we go through the 'learning experience' with this perspective.

Ready pull!

The idea of this exercise was to stimulate a mindset that would relax the students and make them comfortable to accomplish the intended purpose. An exercise where participants were placed into groups and given a piece of paper [large enough for each group member to be able to have a hold on]. Each member of the group was required to have a hold on the paper and the Facilitator indicates when they should ALL pull on the paper. This action is done 2-3 times, using the largest piece of paper after tearing it apart from pulling the previous time. Then the BIG REQUEST! Kindly put the pieces back together! Members of each team work to put the pieces together to form the whole piece in the original state. The team that makes the best fit wins. A discussion ensued to ascertain what contributed to the group's success. The reasons for the win constitute the strengths of the group. While the reasons for the other team not being successful would also highlight some strengths of that group, as well. The MAJOR lesson however is that as a group of human being we can work together as a TEAM.



Concerns and Hopes

Each participant is given a heart-shaped piece of paper and asked to write a concern and hope with respect to themselves, their family and community. In doing so, they were stimulated to reflect on the figurative heart of the person they were and that the figurative heart was the seat of motivation. Expressions of a concern or hope is presented hereunder.



Self-Assessment

We use a tool called the Self Assessment to get a good understanding of our current position with respect to our challenge. When we understand where we are now and where we want to be, we can think about the action that we can take that will move us in the right direction.

The important thing about a Self Assessment is that it is a SELF Assessment. This is not about an expert who comes from outside to assess the community and advise of weaknesses and strengths.

Nobody knows more about a community than the members of the community itself. A community is usually well aware of its weaknesses. More often, what is missing is a discussion of the challenges by the whole community. The Self Assessment methodology opens up the possibility of a communal discussion and the challenge for the facilitator is to support the community as it goes through that discussion.



After Experience Reflection

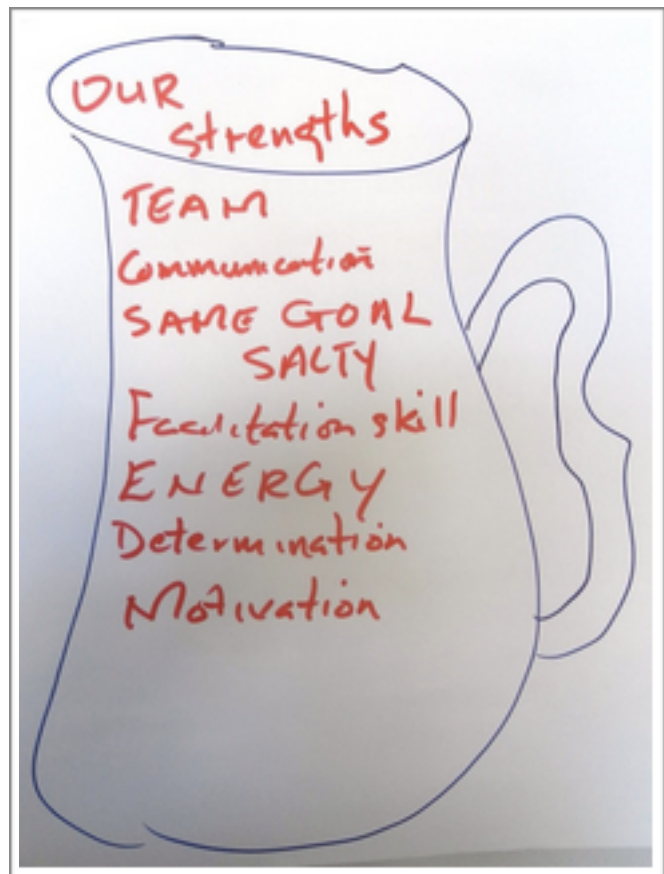
The After Experience Reflection (AER) provides the opportunity for an individual or a group to reflect on their performance IMMEDIATELY after ANY activity. At an AER the group considers 4 questions: What was supposed to happen? What actually happen? What was the difference? And What could we do better the next time?

The origins of the After Experience Reflection was developed by the United States Army and they have been using it for many years.

How to identify strengths?

Community Life Competence is strength-based process where communities utilise their strengths to build on while addressing common concerns. It also contributes to communities thinking positively as they identify ways of working differently to achieve common dreams.

The members of a community are placed into groups and asked to select a clipping from a set of clippings displayed on the floor. In each group they are asked to discuss the picture and identify the strengths they discern from the clipping. Having done this for two to three times, the members of the community are asked to internalise the process and identify the strengths they possess as a community.



How to build a community's dream?

The dream building exercise began with the question of participants to reflect on a particular dream they have experienced or are experiencing and what about that dream they would like to share? There were three reflections:[1] "My dream is real but it will require effort of me to accomplish it;" [2] "Having a dream requires that I have

to have a good plan to accomplish it;" and [3] "A realistic dream means you have to make many small steps to accomplish it."

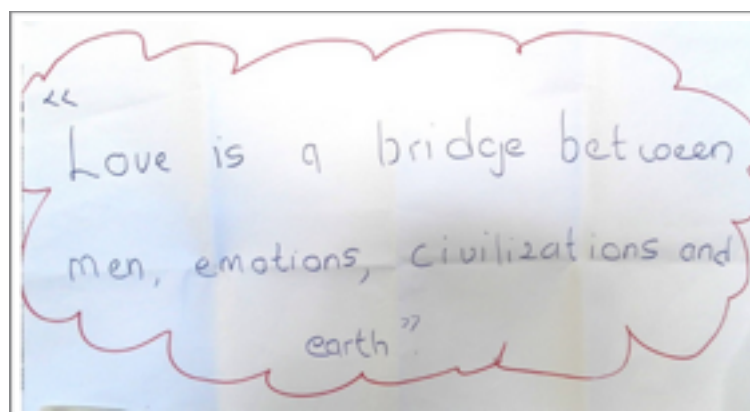
A dream provides a picture of a desired future. What a community wants to be.. It also represents a unique gift as a human, our ability to form mental pictures. The mental picture of where we want to be allows us to make wise plans, and look forward to good things. It is our motivation.

A dream, therefore stimulates different way of working....The envisioning exercise seeks to stimulate participants to dream about a future state where all concerns are being addressed and all hopes accomplished. It was described as a state that is not perfect but where the community can be competent with coping with life's challenges that threaten them. The dream building process included individual dream, then a group dream, each participants share the individual dream which was merged into a common group dream presented in drawing.



How to actually create the vision?

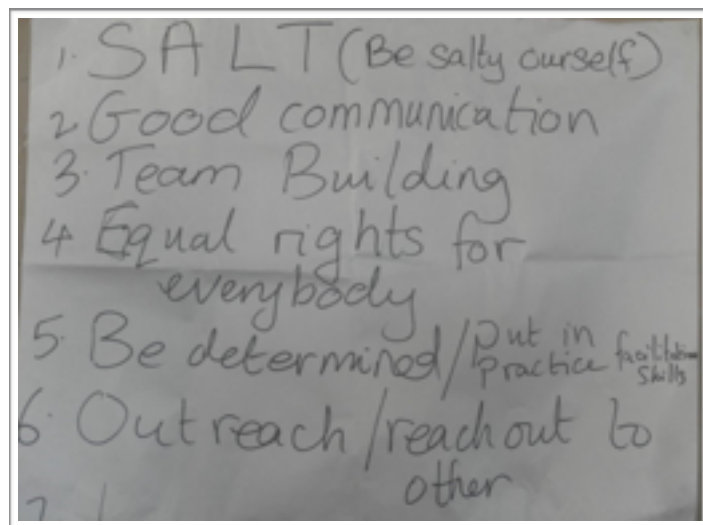
Following, further community conversation a community vision is created: This is accomplished by merging the similarities of group dreams and include what was different but important.



How to identify the stepping stones towards the dream?

In the reflection shared above on a dream, we learn that it requires of us making steps towards the dream. These can be referred to as 'stepping stones' towards the dream. In the SALT language we call these practices or competencies which are placed in the Self-Assessment framework and on which communities measure itself and develop action plans from.

Participants are placed into groups to reflect on the common dream and to list the big "stepping stones" required to accomplish the dream. Each group presents its list of stepping stones which are merged based on similarities and major important differences into a common list. Merging the lists of group practices requires team effort. The common list of "stepping stones" are known as practices or competencies:



How to proceed with the Self-Assessment?

The completed self-assessment indicates where we want to be, and the gaps we need to fill in.



How to accomplish SMART actions?

The story of John and his bicycle used as inspiration to develop SMART actions to accompany communities towards their common dreams; *Appendix 1*.



How to reflect back on what we learned as facilitators?

After implementing our action plan for a period we do reflection on the following questions:

- Where did we get to?
- What did we learn?
- What can we share with others?

Exercises on how to reflect back on the previous day

Weather inside and reflection on the first engagement

Participants take a moment to reconnect to the experiences of the previous day. While the explain how they feel inside at the moment, what did resonate with them since the first engagement with SALT activities. Participants are encouraged to do so voluntarily.

Rope Reflection

We are connected to each other on a human level by the 'rope'. As the ball of rope is passed to a person, the dander of the rope express an appreciation of the person the rope is handed to. The expression of appreciation was related to an observation of the participant over the three days of interaction as they cultivate the spirit of SALT, together.



Appendix

The story of John and his bicycle

One day there was a very poor boy, called John, who had a dream of owning and riding his own bicycle. He worked very hard in his spare time to save money and eventually bought his dream bike. But the problem was that he did not know how to ride a bicycle.

So he went to Andrew, his friend.

Andrew my friend, can you teach me to ride on my bike?

Sure, said Andrew. Just get on the bike and do as I say. First, you sit on the seat, then you hold the handles like this, then this, that and the otherCome on, John, you can do it. Go John, go!

And John was very excited about the advice and he trusted Andrew. He did everything just as Andrew said. John did not get very far. He fell very hard and got badly bruised.

Andrew, I'll never trust you again. You don't know anything about teaching me how to ride my own bike!

So, John went to Phillip.

Phillip my friend, can you teach me to ride on my bike?

Sure, said Phillip. Just watch me and do exactly as I do, OK? And Phillip got on the bike and rode happily, even letting go of the handles.

Do you see John? It's very easy. You can't go wrong. Just do as I did!

And John full of excitement got on his bike - again with disastrous consequences. Furious he dusted himself off and dabbed in blood from his bruises. Phillip, how could you do this to me?

But John, I told you and showed you, said Phillip. I can't help it!

Even more desperate John now went Peter. Peter, I don't even know whether I have the courage to try again, but can you help to ride my own bike?

Sure said Peter. Let me hold your bite for you while you mount it. Are you comfortable? Do not panic! I will not let you fall, and I will walk beside you, but you have to peddle the bike! I cannot do it for you. And as John swerved and struggled, Peter was holding on to the seat behind John – braking when John went too fast, and supporting when John leaned over to one side.

It was hard work for Peter, and John grew in confidence. At one stage John looked over his shoulder and saw Peter standing 100 yards behind him on the roadside.

And John smiled. Peter, you are a true friend. I can now ride my bike.....

Self-Assessment framework

Levels Practices/	Level 1 We are aware of this practice.	Level 2 We have the knowledge to act	Level 3 We act sometimes	Level 4 We act regularly and systematically	Level 5 We act naturally
Stimulate/support					We stimulate and support people around us all the time: we become a source of stimulation
Appreciate					We appreciate people around us and say it to them
Learn					We learn from every interaction with others
Listen					We listen carefully to people without interrupting them; We practice "active listening"
Link					We connect people to others all the time We actively search for connections to be made
Team					We always work in team and practice SALT with our team mates
Transfer					We act differently because we transfer lessons learned to our own environment after every interaction