

## Neighborhood Academy Training of Trainers Concept Paper

### Introduction and Definition

ICA's Neighborhood Academy program is designed to be sustainable through passing on training skills and curriculum to graduates from the program who show an aptitude for training and facilitating, and an interest in preparing more members of their community to affect change. Given participants' limited time to devote to fully preparing and understanding the dynamics involved in training people in facilitation methods and local community development theory, it is felt that an in-depth Training of Trainers program would assist and strengthen their ability to deliver the program.

### Relationship to Current Programs or Literature

The Neighborhood Academy is a 40 hour program designed to equip participants with tools for and skill in leading groups in a non-hierarchical manner, and to provide them with knowledge of the resources available in their community and the best way to utilize them to affect change. The program has been completed in ten communities and was often sponsored by a local school as a means to get more parents involved in decision making. In *Playing Their Parts: What Parents and Teachers Really Mean by Parental Involvement*, a report produced by Public Agenda in 1998, only 36% of parents surveyed said they would feel very comfortable helping to decide how to spend their school's money and only 19% of parents had actually done so. In comparison, 91% of parents said they would feel comfortable helping with school events like a career day or book sale. The Neighborhood Academy program is designed to respond to this need that parents and other community members feel they have to develop skills to be able to make decisions about their community. The program provides community members with the means to gain knowledge about their neighborhood and learn how to facilitate decision making processes. By encouraging and assisting local people to act as trainers, it is hoped that connections between community members will be fostered and that more people will feel encouraged to participate.

### Goals and Objectives

**Goal A:** To increase the number of community members who feel confident in training the Neighborhood Academy program

**Objective 1:** To train a minimum of ten people from local communities in Arizona and California through the Neighborhood Academy Training of Trainers (NA ToT) Program

**Objective 2:** To provide the opportunity for each participant to demonstrate and practice training at least one ToP® Group Facilitation Method

**Objective 3:** To train participants in general course set up including suitable space arrangements, group dynamics and timekeeping

**Goal B:** To strengthen participants' skills in training and facilitating groups.

**Objective 1:** To give participants insights into group dynamics including how to work with youth, adults and people from different cultures

**Objective 2:** To train participants in what it takes to be a competent facilitator and to recognize good facilitator style

**Objective 3:** To provide participants with information on different learning styles and how to adapt their training to accommodate these styles

**Goal C:** To expand participants' knowledge of local community development theory

**Objective 1:** To provide participants with information about Community Youth Development theory and practice

**Objective 2:** To provide participants with information about the theory and practice of Sustainable Community Development

**Objective 3:** To provide participants with the tools to train others in mapping and gridding their community

**Objective 4:** To provide participants with the tools to train others in local economic, social, cultural and political development

**Need for and significance of the project**

Participants in the Neighborhood Academy usually graduate from the program eager to recommend it to their neighbors, yet often there are insufficient funds to build on the momentum and repeat it within a short time period. By training local people as trainers, the Neighborhood Academy program can be replicated at reduced cost to the sponsoring organization and so become a sustainable factor in the community's development of local leaders.

**Outcomes** from the Neighborhood Academy Training of Trainers program will include:

**Outcome A:** An increase in the number of community members who feel confident in training the Neighborhood Academy program

**Outcome B:** The skill set of these local trainers in training and facilitating groups is expanded and improved.

**Outcome C:** Participants' knowledge of local community development theory expands and improves.

**Procedures to be used to accomplish the objectives**

Proposed Curriculum:

<b>Session 1</b>	<b>Session 2</b>	<b>Session 3</b>	<b>Session 4</b>	<b>Session 5</b>
<i>What does it take to be a facilitator?</i>	<i>Training the Methods Part I</i>	<i>Training the Methods Part III</i>	<i>Local Community Development I</i>	<i>Local Community Development III</i>
<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Introduction to NA ToT</li> <li>• Deciding on NA outcomes</li> <li>• Conversation on facilitator style</li> <li>• Facilitator competencies</li> </ul>	<ul style="list-style-type: none"> <li>• Conversation on methods for facilitating groups</li> <li>• Training the discussion method walkthrough</li> <li>• Training the workshop and action planning walkthroughs</li> <li>• Preparation for practice sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Conversation on facilitative vs. hierarchical leadership styles</li> <li>• Training facilitative and hierarchical leadership styles</li> <li>• Preparation for practice session</li> <li>• Practice III in small groups</li> </ul>	<ul style="list-style-type: none"> <li>• Conversation on local communities</li> <li>• Introduction to local community development curriculum</li> <li>• Mapping the community</li> <li>• Gridding the community</li> </ul>	<ul style="list-style-type: none"> <li>• Conversation on Sustainable Community Development practice</li> <li>• Practice I in small groups</li> <li>• Practice II in small groups</li> <li>• Reflection on practice groups</li> </ul>
<i>Working with different sets of people</i>	<i>Training the Methods Part II</i>	<i>Learning Styles</i>	<i>Local Community Development II</i>	<i>Evaluation and Graduation</i>
<ul style="list-style-type: none"> <li>• Working with people from different cultures</li> <li>• Working with people of different ages</li> <li>• Connecting with participants</li> <li>• Dealing with Translation</li> </ul>	<ul style="list-style-type: none"> <li>• Practice I in small groups</li> <li>• Practice II in small groups</li> <li>• Using group dynamics</li> <li>• Setting up the space</li> <li>• Keeping to time</li> <li>• Guiding participants in the right direction</li> </ul>	<ul style="list-style-type: none"> <li>• Reflection on practice groups</li> <li>• Leadership styles exercise</li> <li>• Learning styles exercise</li> <li>• Paying attention to different learning styles</li> </ul>	<ul style="list-style-type: none"> <li>• Training local Economic and Social Development theory</li> <li>• Training local Cultural and Political Development theory</li> <li>• Community Youth Development</li> </ul>	<ul style="list-style-type: none"> <li>• Other issues</li> <li>• Course evaluation</li> <li>• Closing celebration and Graduation</li> </ul>

To achieve the proposed objectives, the following steps will be taken:

**Step 1: Recruitment**

This Concept paper will be circulated among all current trainers of the Neighborhood Academy program for feedback. The ICA NA ToT design team will then spend three days in late April finalizing the curriculum and list of potential participants. Participants will then be invited to attend the training and appropriate dates will be proposed and confirmed by participants.

**Step 2: Curriculum design**

All members of the NA ToT design team will contribute to writing and/or translating the NA ToT curriculum. This includes completing procedures for trainers and creating all handouts to be included in the NA ToT Participant manual. One member of the team will be responsible for collating and editing these pieces and for producing the NA ToT participant manual and an accompanying NA ToT Trainers manual.

**Step 3: NA ToT**

Three days prior to the NA ToT, all members of the NA ToT training team will gather in Phoenix to prepare for the program. The proposed curriculum will then be implemented.

**Step 4: Evaluation**

Prior to the NA ToT, all participants will be required to complete an evaluation form rating their skill level in training the Neighborhood Academy. At the end of the NA ToT participants will then rate changes in their skill level and evaluate both the curriculum and training of the NA ToT. Upon completion of their training a subsequent Neighborhood Academy, all participants in the NA ToT will again rate their skill level in training the program and evaluate the training they received.

Typically community members leave programs with a new set of skills, yet it is unusual for those same members to be provided with the opportunity to train others in obtaining those skills. By providing graduates from the Neighborhood Academy program with this opportunity program delivery will become more sustainable as it will be less dependant on financial resources, more people in the neighborhood will be trained as local leaders, and community trainers will increase their personal skill set. The same training could be provided on a one-on-one technical assistance basis. However, training a number of community leaders at the same time fosters interchange between neighborhoods and is more time and therefore cost effective. In the future ICA hopes that the NA ToT will be offered on an annual basis, both to prepare community members as trainers and as a refresher for more experienced trainers. This will also enable ICA to guard the quality of NA curriculum delivery.

### Applicant Qualifications

ICA has been training community members in facilitation methods and curriculum design for over 40 years. The NA ToT design and training team will consist of the following program staff:

#### Raúl Jorquera, Director of Spanish Programs

Mr Jorquera has over 30 years of experience with ICA and has worked intensively with communities in the USA, Brazil, Peru and Chile. He is fluent in both English and Spanish and specializes in making complex curriculum easily understandable.

*Venezuela, Bolivia, Guatemala, Mexico*

#### Maria Muñoz, Spanish Community Programs Coordinator

Ms Muñoz has worked with communities all over Phoenix as both an organizer, translator, facilitator and trainer. She is fluent in both English and Spanish and specializes in facilitating interchange between people of different ages and cultures.

#### Anne Wilshin, Neighborhood Academy Coordinator

Ms Wilshin has worked in communities in the UK, Arizona and California and has trained young people in facilitation and community development in the USA, the Netherlands and the UK. She is fluent in English and proficient in Spanish, and specializes in adapting training curriculum to accommodate various learning styles.

### Estimate of Funds Required

Item	Cost (\$)
Initial Curriculum Design: 3 days x 3 trainers x \$250/day	2250
Inviting and confirming participants: 1 day x 1 trainer x \$250/day	250
Writing the curriculum: 4 days x 3 trainers x \$250/day	3000
Collating and editing NA ToT trainer and participant manuals: 3 days x 1 trainer x \$250/day	750
3 x NA ToT Trainers manuals x \$75/manual	225
15 x NA ToT Participants manuals x \$30/manual	450
15 x NA Trainers manuals x \$100/manual	1500
NA TOT: 8 days x 3 trainers x \$250/day	6000
Materials for NA ToT	300
Snacks for NA ToT	300
Evaluation of program: 3 days x 1 trainer x \$250/day	750
<b>Total</b>	<b>15775</b>

## NA TOT SESSION PLAN TEMPLATE

<b>Session Title:</b>		
<b>Date:</b> July 13	<b>Facilitator:</b> Anne	
<b>Duration:</b> 3 hours		
<b>Session Aim:</b>		
<p><i>At the end of Friday's session participants will have a clear picture of what being a "trainer" means.</i></p> <p><i>And how to be a trainer of the ORID/Focus Conversation</i></p> <ul style="list-style-type: none"> <li>• Clear understanding of ORID steps</li> <li>• See how to train others on use of ORID</li> <li>• See different ways of use of ORID</li> </ul>		
<b>Context:</b>		
<p>Participants have learned what it takes to facilitate the GFM last week you practiced how to be a facilitator, and keys to be an effective facilitator, like stay neutral, do not come with a personal agenda, etc. etc..</p> <p>Tonight you will learn how to train the ORID so tonight for the most part you will be wearing the hat of trainer, and will practice being the trainer of the ORID.</p> <p>Tomorrow you will learn to be the trainer of the workshop and Action Planning</p>		
<b>Session Objectives:</b> <i>By the end of the session participants will:</i>		
<p><i>Have a clear picture of the difference of being a Facilitator vs being a Trainer</i></p> <p><i>As well as they will be ready to train the ORID method with minimal support</i></p> <p><i>Participants knowledge and confidence on the methods will improve, after they have the opportunity to practice during the evening.</i></p>		
<b>Materials:</b>		
Sticky wall, Doll Cards Cards for the exercises	Markers, Half sheets Flip charts	Post it notes Pens/pencils

### **Session Outline**

Review agenda for the evening.

*So ... last week you practiced being a facilitator, this evening you will be practicing to be a trainer, of the focus conversation method. Review agenda for the night, and move into the opening Conversation.*

*Keep in mind that being a facilitator is very different then being a trainer, can anyone tell us why is it different?*

### **HINTS & TIPS**

*At the end of the session, make a few notes for yourself and for future trainers, answering questions like these*

- *What worked particularly well?*
- *Where were the participants particularly engaged?*
- *What was critical for this session when you ran it?*
- *What didn't go well?*
- *What could be done differently next time?*

# The Neighborhood Academy

## The Neighborhood Academy Training of Trainers

- ☉ Interested in increasing your skills as a facilitator?
- ☉ Want to get more of your neighbors involved in the community?
- ☉ Eager to meet and learn from other people working in communities around Phoenix?

**Then, come and participate in the first Neighborhood Academy Training of Trainers program and learn how you can pass on what you learnt to other aspiring leaders in your community!**

**The Neighborhood Academy Training of Trainers is a bi-lingual program for youth and adults who want to encourage and support more local leaders in their community.**

### **Who is the program for?**

Anybody who has graduated from the Neighborhood Academy program, of any age and culture, and who is interested in expanding the number of local leaders in their community

### **When will the training take place?**

The Neighborhood Academy Training of Trainers will take place over three weekends during June and July. All sessions will be held at ICA, 4220 N 25th Street, Phoenix AZ 85016.

Session 1—Being a Facilitator

Friday 28 June, 6-9pm and Saturday 29 June, 9am—3pm

Session 2—Being a Trainer

Friday 12 July, 6-9pm and Saturday 13 July, 9am—3pm

Session 3—Being an Expert on your Community

Friday 26 July, 6-9pm and Saturday 27 July, 9am –3pm

### **What will I learn?**

You will improve upon the facilitation and leadership skills you learnt in the Neighborhood Academy, practice your training skills in a safe and supportive environment with plenty of feedback from ICA trainers and learn more about Community Development. At the end of the program you will be ready to co-train a Neighborhood Academy in your community.

Register now before the course is full! Fill out the form below and return it to Maria Munoz at ICA today.  
For more information, please call Maria at 602-955-4811



Yes, I am interested in participating in the Neighborhood Academy Training of Trainers!  
Si, estoy interesado(a) en el Entrenamiento de Entrenadores de la Academia Comunitaria!

Name/Nombre: \_\_\_\_\_

Address/Direccion: \_\_\_\_\_

Phone Number/Numero de Telefono: \_\_\_\_\_

Preferred Language/Idioma Preferido: \_\_\_\_\_

Child care needed / Necesita cuidado de ninos.....#.... \_\_\_\_\_

→ recruitment  
 → curriculum design  
 AW

Neighborhood Academy Training of Trainers Curriculum

RJ

MM

Being a Facilitator			Being a Trainer			Being a Community Development Expert(?)		
I	II	III	I 4	II 5	III 6	I 7	II 8	III 9
						Knowing my Community	Framework	Getting people involved
Introductions and expectations (C, 30 mins)	Practice facilitating methods (Prac, 2 hrs)	Practice facilitation methods (Prac, 2 hrs)	Reflection on facilitating methods (C, 30 mins)	ORID walkthrough demo (Pres, 1 hr)	Demo of Action Planning method walkthrough (Pres, 30 mins)	Opening Conversation (something about communities) (C, 30 mins)	How organize an effective local group (C, M)	Community Town meetings (Pres, 1 hr, M)
Wall of Wonder (W, 45-60 mins) ★	How to run powerful meetings (Pres, 30 mins, M) ★	Facilitating diversity – cultures, age, languages etc. (Pres, 1 hr, M) ★	Demo of workshop method walkthrough (Prac, 2 hrs)	ORID walkthrough prep & practice (Prac, 2 hrs)	Practice of Action Planning method walkthrough (Prac, 90 mins)	Mapping and gridding (Pres & Activity, 90 mins)	Integrated Local Community Development (Pres, 3 hrs)	Community structure-participation (Pres, 45 mins, M)
Hierarchical vs. facilitative leadership (Pres, 30 mins) ★	Deciding on the method to use and other tools (Pres, 30 mins, M) ★	Community Youth Development (Pres, M) ★	Practice of workshop method walkthrough (Prac, 2 hrs)		Impact of training conversation (C, 15 mins)	Circles of Involvement (Pres & Activity, 1 hr)		Evaluation & calendar (Activity, 75 mins, M)
Facilitator competencies (Pres, 30 mins, M) ★	Intentional space (Activity, M) ★				Trainers' competencies (Pres, 15 mins, M)			
Facilitator style (Pres, 30 mins)	Using group dynamics (Activity, M) ★							

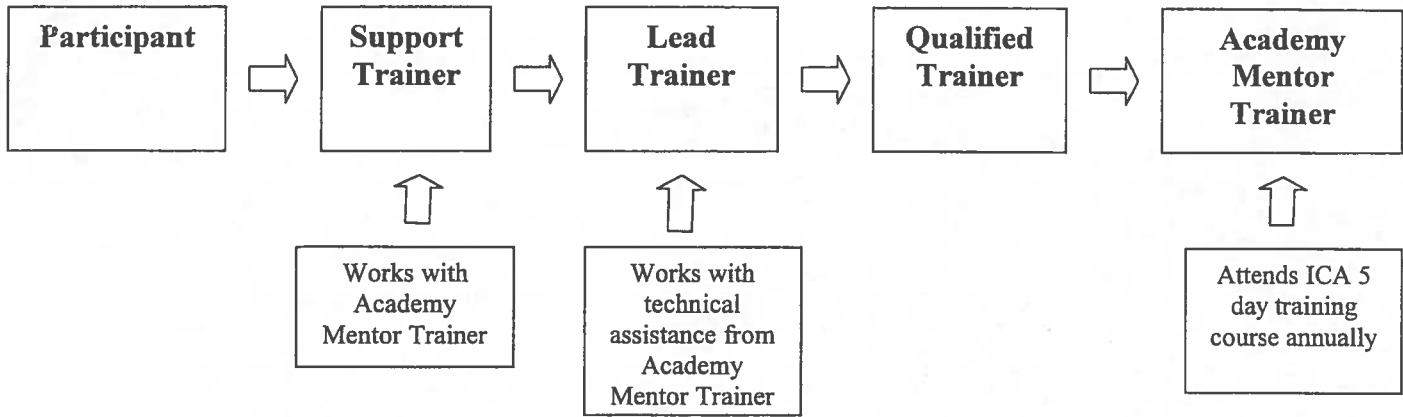
keys to having a powerful Academy.

- Documentation
- Facilitation
- Spirit
- maintaining relation w/ partners + community

- Setting up program + space
- provide coaching + support



## JOURNEY TO BECOME NEIGHBORHOOD ACADEMY TRAINER



**\* An Academy Mentor Trainer must assess the trainee before s/he can move on to the next level\***

### Requirements

#### **Support Trainer**

- Has fully participated in previous Neighborhood Academy
- Demonstrates competence with ICA's Group Facilitation Methods
- Has experience of using the methods outside the Neighborhood Academy

#### **Lead Trainer**

- Has experience as a Support Trainer
- Has experienced every session of the Neighborhood Academy
- Has attended a public ICA course in Group Facilitation Methods
- Demonstrates a comprehensive understanding of the methods
- Has attended sessions of a Neighborhood Academy held in a different neighborhood (if possible)

#### **Qualified Trainer**

- Has played a Lead Trainer role during at least two Neighborhood Academies
- Has experience using ICA's Group Facilitation methods outside the Neighborhood Academy Program
- Demonstrates a strong commitment to promoting the program
- Has facilitated a Neighborhood Academy in more than one neighborhood
- Has some experience with Neighborhood Academy curriculum design

- Demonstrates a clear understanding of participation and ICA methods

### ***Guidelines for Qualified Trainers***

- Qualified Trainers can facilitate the Neighborhood Academy in their own neighborhood without support or technical assistance from an ICA trainer.
- If they do facilitate the program outside their own neighborhood or the organization that they work for, they are required to invite an ICA trainer to co-facilitate.
- Qualified Trainers are authorized to purchase both participant and facilitator manuals from ICA. All manuals are copyright to ICA and cannot be photocopied.
- At the end of each Neighborhood Academy, Qualified Trainers must submit a written report on the training to ICA including curriculum, participant information, details on the community event organized and outcomes achieved.

### **Academy Mentor Trainer**

- Fulfills all the criteria of a Qualified Trainer, plus:
- Is willing and able to coach and provide Technical Assistance for new Academies, and
- Has the authority to assess people on their journey to becoming trainers of the Neighborhood Academy program
- Attends annual five day intensive training course

NB. ICA reserves the right to remove these privileges from an Academy Mentor Trainer at any time if they feel that the person is violating the authority given to them.