

ItoPToT Report April 1996

The International *Technology of Participation* Training of Trainers
The Institute of Cultural Affairs USA, Western Regional Office
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The First International *Technology of Participation* Training of Trainers (ItoPToT) happened from September 21 -- October 19, 1995, with 20 participants from 13 countries. In just over twelve months, the Institute of Cultural Affairs (ICA) moved from a good idea in India of responding to a global need to the successful implementation of a complex operation. The 20 participants left with implementation plans for creating national systems of facilitation training for 13 national ICAs and for Agromart in Sri Lanka.

The People

Sixty percent of the participants were young. Two celebrated their 29th and 30th birthdays. Ten others were 38 years of age or less. Experience with the ICA ranged from 3 months for Renaud to 21 years for Hannerl. Puthrika who appeared to be a newcomer talked of being at ICA in Chicago in the late 1980s.



Back row from left: Franco Voli, Spain; Jan Kindel, USA; Gordon Harper, USA; Axel Backhaus, Germany; Sabine Winteler, Germany; John Oyler, USA; Ana Maria Urrutia, Chile; Eduard Christensen, Chile; Puthrika Moonesinghe, Sri Lanka; Renaud Houzeau, Belgium; Drazen Letica, Croatia; Marilyn Oyler, USA; Zlata Pavic, Croatia — *Middle row from left:* Shirley Heckman, USA; Catalina Quiroz, Peru/Spain; Rosemary Nwangwu, Nigeria; Florence Chikatula, Zambia; Hannerl Golda, Austria; Dina Raouf, Egypt; Meera Rajda, India; Joaquina Rodriguez Ruz, Guatemala; Aderoju Odunsi, Nigeria; Ruth Lukona, Zambia; Angelica Rodriguez, Chile/USA — *Front row from left:* Anna Stanley, USA/Belgium; Jim Wiegel, USA; Shankar Jadhav, India; Raul Jorquera, Chile/USA

The Program Design

RATIONAL OBJECTIVES — That participants leave with:

- A clear understanding of what works for people in the *Group Facilitation Methods (GFM)* course and how to make it work
- An operational image of the key elements of a *ToP* training system

EXPERIENTIAL OBJECTIVES — That participants leave with:

- A grasp of the power of their experience and skill filtered through the *GFM* course
- Deep commitment to train facilitators in *ToP* methods

INTENDED OUTCOMES —

- Participants leave with an initial plan for a national system, a set of *ToP* manuals, complete teaching notes, and practical confidence to begin offering *GFM*
- A minimum of six national *ToP* systems are initiated by the end of 1996

International <i>Technology of Participation</i> Training of Trainers (IToPToT) September 21 — October 18, 1995 Calendar						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		20 Participants Arrive	21 <i>ToP</i> System Orientation	22 Group Facilitation Methods	23 Celebration	24 Travel to Regions
25	26	27	28	29	30	1 Travel from Regions
Regional treks to Albuquerque, Dallas, Denver, Phoenix, Sacramento, San Luis (AZ), Seattle — to participate in public <i>Group Facilitation Methods</i> course, make documentation visits and participate in Member Meetings					Member Meetings	
2 Debrief Regional Treks	3 Practice in Guilds	4	5 <i>ToP</i> System Application	6 Annual National <i>ToP</i> Faculty Meeting →	7	8 <i>ToP</i> Faculty Celebration
9 Team Preparation	10 Practice Courses *see note below	11	12 Philosophy of Participation	13	14 Plan <i>ToP</i> Systems Cultural Celebration	15 Visit Grand Canyon
16 Participatory Strategic Planning	17	18 Plan for Next Steps Closing Celebration	19 Participants Leave			

*Participants were on facilitation teams for *GFM* courses held with San Diego Youth and Community Services, the New Mexico Indian Health Service, Guadalupe Teen Center, Neighborhood Youth Leaders in Tucson, and CESUES (Centro de Estudios Superiores Estado de Sonora, Mexico) in San Luis, Arizona

The Courses

- The participants each had four opportunities first to experience and then to practice teaching the foundational course in the *ToP* series – *Group Facilitation Methods (GFM)*.
- They took home recently revised Instructor’s Manuals for the three *ToP* courses: *GFM*, *Participatory Strategic Planning (PSP)* and *Philosophy of Participation (POP)*.
- The newly created *ToP* Systems Manual includes five sections — context, curriculum, trainers, marketing and coordination.
- Participants used the *ToP* system elements chart as a screen for assessing their national situations and for considering possible next steps.



The Regional Treks

Four days into the month, teams were sent on regional treks. At each location, a local team of trainers & other colleagues provided hospitality for the visitors, set up site visits, held a public *Group Facilitation Methods* course, and organized a gathering of ICA members & friends. The numbers of people involved are shown in the chart below.

Place	# on Team	# of Visits	# at Gathering	# at Courses
Albuquerque	2	3	12	15
Dallas	2	2	10	9
Denver	2	4	37	5
Phoenix w/ San Diego & Tucson	5	19	15	14
Sacramento	3	2	27	18
San Luis	2	7	69	15
Seattle	3	4	30	20
TOTALS	20	41	201	96

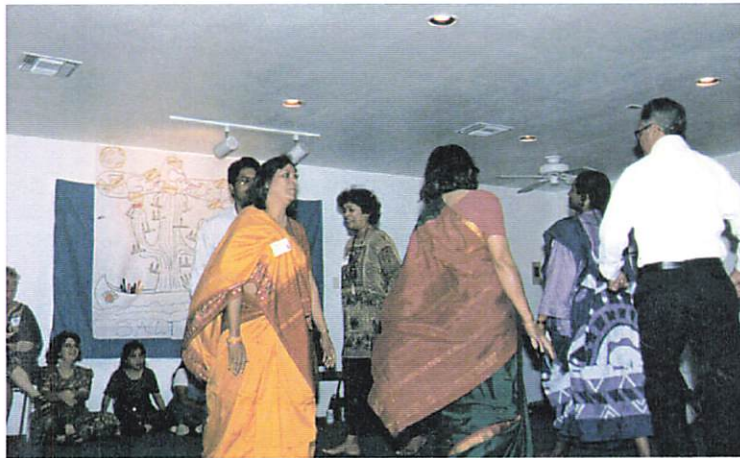
The National *ToP* Faculty Meeting

The 20 IToPToT participants were part of the fourth annual National *ToP* Faculty meeting held in Phoenix October 6-9, 1995. They joined 50 others representing the 180 *ToP* trainers. The meeting centered on marketing. Ray Caruso, President of the ICA USA Board of Directors and CEO of a marketing communications firm, facilitated a major session. A new foundation for thinking about what is required to deliver training in *ToP* methods developed out of the formal and informal interchange on curriculum, competencies and a great celebration.



The Celebrations

Nineteen families in Phoenix volunteered to host participants, helping to make the program financially viable. Many were at the Cultural Celebration.



At the closing celebration, the participants gave the staff a grand green dragon, a reminder of the quote used in one of the courses: "It is wise to include a dragon in your calculations if one lives in your neighborhood."

Sample Items from Implementation Plans

Near the end of the program, participants worked in national and continental groups to create plans for creating national systems in each country. Following are samples from their implementation plans.

	ASSURING ONGOING DEVELOPMENT OF METHODS	BUILDING STAFF PROFESSIONALISM	PARTNERING FOR EFFECTIVE <i>ToP</i> DELIVERY
AUSTRIA/ GERMANY	Materials into German	Eight co-trainers and two more core group people found	Facilitate "platform NGO meeting" in Germany
BELGIUM	10 <i>GFM</i> courses on regular rhythm	Staff workshop on time use, intents, commitment	Quarterly mailing of brochure of courses offered
CHILE	Materials revised for local use	Office equipped; ICA in Chile officially registered	Marketing action plan; check with former project & program participants
CROATIA	Participant manual translated	Consider parallel activities to provide steady income	Facilitate guild workshop on marketing
EGYPT	Curriculum revised and field-tested	Current staff development system evaluated	Marketing study and strategy
EUROPE	Regular offerings of courses in the Netherlands and the United Kingdom	Semi-annual staff gatherings	Conversation on budget & <i>ToP</i> fee structure
GUATEMALA	Professional brochure available	Action plan on staff policy	Negotiate partnerships
INDIA	Translate into Marathi	Present <i>ToP</i> to partners	<i>GFM</i> with companies & villages
NIGERIA	Translate into three main Nigerian languages	Train core staff; spend regular time on marketing	Brief national board & hold workshop on goals & competencies
PERU			Proposal to ICA Japan to fund training of public teachers
SPAIN	Adapt <i>ToP</i> methods to different sectors	Recruit & train volunteers as <i>ToP</i> facilitators	Renew institutional & personal contacts
SRI LANKA	Start documenting in local language	Research e-mail	Hold Workshops with Agromart people
ZAMBIA	Develop marketing materials	Establish comprehensive staff training programme	African regional network

Key Challenges for Implementation

- Challenges named by more than one working group included:
- Adapting materials to local language and culture
- Creating quality marketing plans and delivery
- Clarifying legal situations and requirements
- Allocating time to train staff
- Motivating participation by staff and colleagues
- Utilizing international interchanges

Reports of what is happening

- The participant workbooks for the *Technology of Participation (ToP) Group Facilitation Methods (GFM)* course are now available in Arabic, British English, Chinese, Croatian, Dutch, French, German, Portuguese and Spanish, as well as in American English.
- Joaquina Rodriguez from Guatemala reports they have adapted the *GFM* to three days and did the course with community leadership and with professionals in Guatemala City.
- Reports from Nigeria by Rosemary Nwangwu and Aderoju Odunsi are that they redesigned brochures and are evolving new marketing skills. Training events happened in December and in March and are now scheduled every two months.
- Shankar Jadhav reports from Pune, India, that village leaders participated in a *GFM* course, that women and youth did strategic planning and that teachers have experienced more imaginal education training.
- Zlata Pavic and Susan Fertig-Dykes were faculty for a January 1996 *GFM* course for the International Refugee Committee (IRC) in Zagreb, Croatia, to be followed by *Participatory Strategic Planning (PSP)* with the same group. The 20 participants were project managers from different organizations, including psychiatrists and social work professionals with multiple degrees. They expanded the course to three days to allow time for translation. Their client, one of the participants said, "Everyone is coming to me and telling me this is the best training they've ever had — and they've all had a lot of training." Zlata translated the *GFM* workbook and IRC put it on computer. They have a course scheduled in Bosnia with the same organization.
- One of the regional treks went to San Luis on the Arizona/Mexico border and worked with people from CESUES - Centro de Estudios Superiores del Estado de Sonora. Since then, Raul Jorquera for the Social Change Partnerships team is negotiating a partnership with CESUES to do work with both students and faculty. Students are expected to do 500 hours of community service and the administration wants them to learn and use *ToP* methods.
- The ICA in Europe focused on *ToP* training at the European Interchange gathering on November 24-26 with the *Philosophy of Participation* course held the two days before. Names of faculty and registrars are in each manual of the various European languages. Europe's first *ToP* Trainers Meeting is scheduled for June 7-9, 1996.

Reports, continued

- Ruth Lukona and Florence Chikatula are busy in Zambia. In November, 15 ICA staff and four development officers from other non-profits participated in a three-day training in *ToP* methods. Sixteen facilitators took *ToP* training funded by Swedish International Development Authority for one week in January and two weeks in February and March. Training was for the Economic Expansion in Outlying Areas Project. In addition, they conducted two focused facilitation workshops for five days for Rural Project Committees. The next step in training for those in the November 1995 event is scheduled for April.

Plans for follow-up

Based on participant evaluations and feedback during the first few months after the 1995 program, the following four follow-up strategies have been identified:

#1 - ONGOING DOCUMENTATION & INTERCHANGE

Keystone event:

- Session at September 1996 Conference of the Institute of Cultural Affairs International (ICAI) in Cairo, Egypt, to share learnings and plan future collaboration

Additional features:

- Centralized database to track growth of national systems and program activity
- Creating and maintaining a process for measuring the impact of the training in the different countries
- Quarterly compilation and distribution of statistics, stories, articles, and marketing materials

#2 - INTERNATIONAL *ToP* FELLOW PROGRAM

Pilot:

- Six- or three-month fellowships for key emerging faculty from four countries -- two Spanish-speaking & two English-speaking

Features:

- Common time-frame to facilitate orientation, program-specific training, and interchange among the fellows
- Emphasis on hands-on practice with existing Social Change Partnerships in the western USA
- Participation with national *ToP* faculty and ongoing Fast-Track Training Program
- Focus on training with sectors most applicable to countries involved (i.e., local communities, education, NGO/non-profit, government, business, etc.)
- Application process to focus on 13 countries in I**ToP**ToT-I (to develop faculty teams)
- Participants responsible for own travel to and from Phoenix

#3 - MENTORING TREKS

Pilot:

- Three one-month treks, perhaps at the same time, one each to a country in:
 - 1) Latin America,
 - 2) Africa/Middle East
 - 3) Asia/Pacific
- The 13 ICAs in countries that send participants to IToPToT-I will be invited to apply -- from which three will be selected

Application nations must have in place:

- Commitment of a team of three to five people willing to devote the full month to becoming the ICA ToP Training Core Team for the country
- At least three courses set up ahead of time as pilot -- in English unless it is in a Spanish-speaking country
- Ability to cover all local costs in-country for the month

Goals:

- Core ToP faculty of three-five people confident and prepared to be the Training Core Team
- Business and marketing plan for the country
- Personal development plans for faculty members

#4 - IToPToT-II (APRIL-MAY 1997)

Description:

Repeat of IToPToT-I of fall 1995 for additional countries and additional people from countries participating in the 1995 event

Changes — in response to participant evaluations:

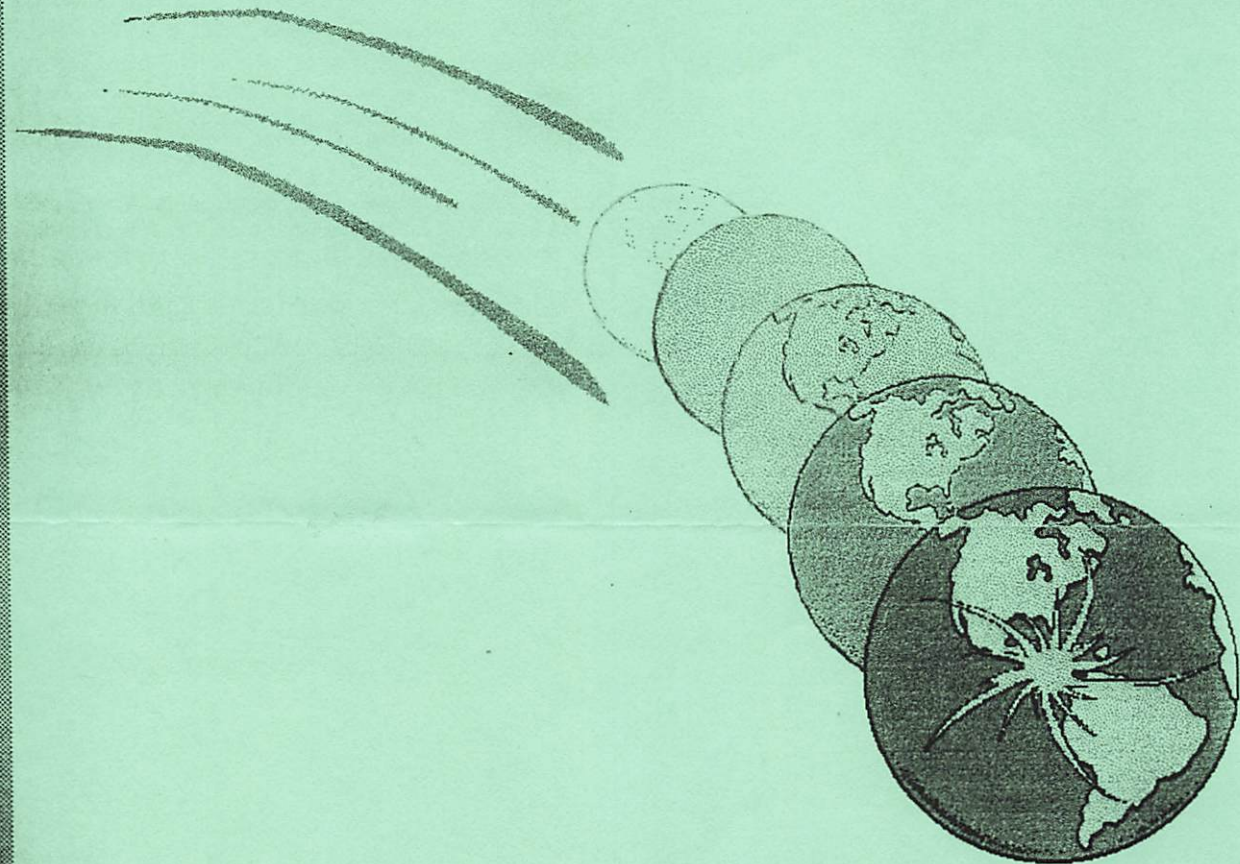
- Five weeks instead of four to allow for more informal interaction and networking and some space between events in the training construct
- Centralized lodging arrangements (for same reasons as above)



The International *Technology of Participation* Training of Trainers (IToPToT)

"Training that Transforms the World"

May 6th - June 10th, 1997



**THE INTERNATIONAL TECHNOLOGY OF PARTICIPATION
TRAINING OF TRAINERS (ITOPTOT)
MAY 6 -- JUNE 10, 1997
"TRAINING THAT TRANSFORMS THE WORLD"**

HISTORY AND GOALS OF THE INSTITUTE OF CULTURAL AFFAIRS

The Institute of Cultural Affairs (ICA) is a 501(c)(3) non-profit organization promoting social innovation through participation and community building. Human freedom, no matter where you live, is the ability to make decisions about your own life. By training people in participatory methods, the ICA provides them with both the tools and the motivation to use these tools to become more self-reliant. The ICA trains individuals and groups how to involve people in consensus-based decision making and team building in their organizations and neighborhoods. As a result, many people who care are better equipped to create positive change where they live and work. This means better schools, neighborhoods, work-places and services that are designed and implemented with participation of the people they affect.

- ◆ Jess Sixkiller, Former Director, ACTION, Phoenix, Arizona: *"Envision a community where group decision making is the rule, not the exception. ICA has the methods and training techniques to make it a reality in your community."*
- ◆ Peter Laux, Manager of Total Quality Development & Training, Corporate Staff, Texas Instruments: *"Successful leaders need to feel comfortable with participation because involvement builds the commitment that leads to competitive results. This approach has been so productive here that two of us are booked full-time 8 weeks in advance. We've also trained over 200 managers and key players in the ToP methods. These people are sought after for their skills rather than their positions of power."*

DEVELOPMENT OF THE TECHNOLOGY OF PARTICIPATION (TOP) TRAINING SYSTEM

The creation of the *Technology of Participation (ToP)* series began in 1986. During that year, six sessions of the introductory course called Group Facilitation Methods were held with 50 graduates. By the end of 1996, over 10,000 people in the U.S.A. had been equipped with *ToP* methods. Currently, 195 faculty are teaching *ToP* courses.

- ◆ David Wayne, Former Director of the Leadership Academy of the Arizona Department of Education: *"ICA's Facilitation Methods workshop provided an elegant but easily applied technology to help empower our faculty. Feedback from school principals and teachers has been uniformly positive."*

The ICAs in other countries were created as an extension of the work of the ICA beginning in the early 1960s in inner city Chicago. In the late 1960s, the ICA began local community development

work which spread to over 1000 human development projects in more than 30 countries around the world. *ToP* methods were developed and refined in these communities. For example, people in war-torn Croatia are learning to use democratic decision-making in their communities.

- ♦ Mladen Majetic is a Croatian who lives in Slavonski Brod. His town is divided by a river and two opposing groups who have been at war for years. Mladen took a facilitation training course in Zagreb. A week after he took the course, he used his new training skills to create "the best staff meeting ever" for his physical therapy group working with war refugees and displaced people.
- ♦ Three participants from Save the Children came to the same training course. Within their organization, they started demonstrating methods they learned for those who had not attended the workshop. They also facilitated planning projects and did a workshop to reorder their organization's training priorities.

This training course in Zagreb, Croatia, was Group Facilitation Methods, the foundation of the *Technology of Participation (ToP)* system now being initiated in a dozen other countries. The reports from the recent Croatian graduates mentioned above are not earth-shaking, but they are typical of the kind of thing participants are immediately able to do after two days of training.

All the participants in the Zagreb course came from non-governmental organizations (NGOs) who provide emergency help to trauma cases and war crime victims. They wanted tools and skills that would engage their clients in figuring out solutions to their own problems and help them find the courage to implement the solutions. These service providers know that when people affected by decisions play an active part in making those decisions, they are more committed to carrying them out.

RESULTS OF THE PILOT INTERNATIONAL TRAINING IN 1995

At an international conference in 1994, a presentation was made about the *ToP* training system. People from several ICAs express strong interest in developing *ToP* training systems in their countries similar to the one in the U.S.A. As a result, the first International *Technology of Participation* Training of Trainers (*IToPToT-95*) was organized with 20 participants from 13 countries -- Austria, Belgium, Chile, Croatia, Egypt, Germany, Guatemala, India, Nigeria, Peru, Spain, Sri Lanka, and Zambia. This intensive, month-long training was held in the fall of 1995 to help the leadership of indigenous ICAs learn and to make plans for creating and implementing a *ToP* training system appropriate to their own nations.

International participants gained an in-depth familiarity with *ToP* courses through hands-on opportunities. They also developed plans for their own national systems and for continental and international networks for collaboration across diverse cultures. They learned the elements and operation of the *ToP* training system which includes

- ♦ Marketing,
- ♦ Facilitator competencies,
- ♦ Quality control,
- ♦ Documentation and tracking,
- ♦ New course creation and
- ♦ Faculty development.

IToPToT-95 provided participants with tools to multiply their effectiveness in community and organizational development activities, in building a civil society and in building their capacity for entrepreneurial activities so they can reduce their organization's dependence on grants.

Participants left the event with:

- ♦ A set of *ToP* manuals,
- ♦ Complete teaching notes,
- ♦ Practical confidence and plans to begin offering Group Facilitation Methods in public courses, and to launch a *ToP* training system in each of their nations.

Participants brought benefit also to low-income community groups in the U.S.A. by providing *pro bono* facilitation of special training events for leaders of groups that were unable to afford such courses. Courses were held with San Diego Youth and Community Services, the New Mexico Indian Health Service, Guadalupe Teen Center, Neighborhood Youth Leaders in Tucson, and CESUES (Centro de Estudios Superiores Estado de Sonora, Mexico) in San Luis, Arizona.

The 20 people from 13 countries who participated in the first International *Technology of Participation* Training of Trainers (*IToPToT-95*) have many stories to tell about how they are getting the *ToP* training system started in their countries.

- ♦ Zlata Pavic of ICA Croatia wrote: "It was encouraging to realize how much we (international participants) have in common in spite of other significant cultural differences. ... I find the *ToP* system very appropriate for Croatia and other countries of this region. A particular challenge for the implementation of the *ToP* system for me is connected with the post-war situation and the need to overcome the hostilities and help people build the bridges of trust and friendship that were destroyed during the war."
- ♦ Anna Maria Urrutia and Eduardo Christensen of ICA Chile are now officially approved to provide training in participatory methods to government agencies. In 1996 they held 6 courses of Group Facilitation Methods with 80 graduates.

- ♦ Dina Raouf of ICA Egypt facilitated an NGO Symposium on Women's Issues funded by the Dutch Embassy in Cairo. One issue was how to prevent the continuing tradition of female circumcision in Egypt. Some of the symposium participants received further training so they can guide the implementation of the actions planned in the symposium.
- ♦ European participants translated the Group Facilitation Methods workbook into British English, Croatian, Dutch, French, and German. At one of their network meetings, the European ICA trainers also decided to use a common format for the Group Facilitation Methods workbook to emphasize their belonging to the emerging European *ToP* training system. In May 1996, 13 *ToP* trainers from 6 European countries met to share the results of their *ToP* training activities. Renaud Houzeau and Anna Stanley of ICA Belgium are busy building a multilingual staff and introducing *ToP* at places such as the University of Nijmegen in the Netherlands.
- ♦ Rosemary Nwangwu and Aderoju Odunsi, both members of the Board of Directors of ICA in Nigeria, are working on translating the Group Facilitation Methods workbook into the three major Nigerian languages. In the meanwhile, they are leading the courses with translation into the regional languages and dialects where the trainings are held.

PLAN FOR 1997 INTERNATIONAL TRAINING

IToPToT-95 was a successful event. As a result, at the 1996 conference of the Institute of Cultural Affairs International (ICAI) held in Egypt, participants from the countries involved in *IToPToT-95* and from other countries were excited to hear that the international training is scheduled again in Phoenix May 6 - June 10, 1997. People from ICAs in Bosnia-Herzegovina, Chile, Cote D'Ivoire, Egypt, Guatemala, India, Japan, Kenya, the Netherlands, Nigeria, Peru, Tanzania, Uganda, United Kingdom, and Zambia are interested in attending. Participants pay their own travel to and from Phoenix.

For more information, contact




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IToPToT- 97 May 6 – June 10, 1997

The International *Technology of Participation* Training of Trainers – 97

Proposed Calendar (2/97)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	6 Participants Arrive	7 Orientation to IToPToT	8 ToP System Orientation	9 DEMONSTRATION GROUP FACILITATION METHODS COURSE	10 Celebration	11 Time OFF
12 Travel to Regions	13-17 REGIONAL TREKS -- Albuquerque, Chicago, Dallas, Phoenix, San Diego, San Francisco, San Luis (Mexico) & Seattle Participate in public <i>Group Facilitation Methods</i> course; Visit ToP trainers and users to document ways they use ToP					18 Travel from Regions
19 Time OFF	20 Debrief Regional Treks	21-22 Practice in Guilds		23-24 PHILOSOPHY OF PARTICIPATION COURSE		25 Time OFF
26 Time OFF (Memorial Day)	27	28 Prepare for and travel to course sites	29 Teaching actual courses with local low-income groups	30	31 Debrief Practice Courses	1 Time OFF
2-3 PARTICIPATORY STRATEGIC PLANNING COURSE		4 Evaluate Potential for National ToP Systems	5 Adult Learning and Presentation Methods	6	7 National ToP Systems Planning Cultural Celebration	8 Time OFF
9 APPLICATION DESIGN LAB	10 Finalize Continental and National Planning Closing Celebration		 <p>4220 North 25th Street • Phoenix, AZ 85016 Phone 1-602/955-4811 • 1-800-742-4032 Fax 1-602/954-0563 • E-mail: icaphoenix@igc.apc.org Website: http://www.ica-usa.org</p> 