

Practice Insights

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WITHOUT COMMUNITY DEVELOPMENT
THERE IS NO SUSTAINABLE DEVELOPMENT



About IACD

IACD is a global network of community development organisations, practitioners, researchers, activists and policy makers who are committed to issues of social justice.

What do we do?

IACD links people to each other. We facilitate learning and practice exchange, both virtually and face-to-face. We work with partners to deliver regional, national and international events, study visits and conferences. We document the work that our members are doing around the world by collecting case studies, tools and materials on community development, and sharing these through our website, publications and ebulletins. We carry out research projects, drawing on international experience.

IACD aims to give its members a voice at the global level, advocating for community development principles and practice in international forums and consultations. IACD has consultative status with the UN and its agencies.

Contributing articles

Our international Practice Insights publications are issued twice a year, each one focusing on a particular theme of relevance to community development. If you would like further information or to contribute to future editions, please contact charlie.mcconnell@iacdglobal.org

Alternatively, IACD members are welcome at any time to contribute news items, research, case studies or other materials to our regular ebulletins and to the IACD website.

Join us

For full details and to join, go to www.iacdglobal.org/join-us.

Benefits of membership include:

- Regular ebulletins and email updates
- Access to restricted areas of the IACD website, with opportunities for learning and practice exchange
- Opportunities to participate in study visits and other face-to-face learning events
- Discounted rates at IACD conferences
- Discounted subscriptions to the Community Development Journal
- Opportunities to share your work and experiences with a global audience, through our website, ebulletins, newsletters and other publications

Members also have the opportunity to nominate themselves or others to serve on the IACD Board of Directors. Our next Annual General Meeting will take place in July 2016. For more details please contact Charlie McConnell, IACD President – charlie.mcconnell@iacdglobal.org

www.iacdglobal.org

The views expressed in this publication are primarily those of the respective authors and not necessarily those of IACD

Editorial

Charlie McConnell

The first six months of 2016 has been an incredibly busy period for our volunteer-led association and let me first apologise to readers of *Practice Insights* magazine for the delay in the publication of this issue. We had changeover at our head office in Scotland, with the departure of our two part time staff, Anna Chworow and Jackie Arreaza, and the appointment of Colm Munday. This meant that our volunteer Board had to step up to the mark, committing even more time to planning our biennial international conference to be held in America in July, to organising our *Practice Exchange* programme and India Roundtable, to developing the *Global Community Development Exchange* repository (to be launched later this year), and to enhancing our profile at the UN.

This delay, however, has allowed us to include a feature on our international *Practice Exchange* programme to India and Nepal held in March. Participants met with practitioners coping with the aftermath of the terrible earthquake in Nepal. And barely a month after the group left India, some of the communities visited were hit by extensive forest fires, the result of years of drought in the northern regions. These demonstrate so clearly the vulnerability of many communities to natural and man-made disasters. And of why the building of resilience, the theme of *Practice Insights* Issue 3, must be at the top of the agenda for community development work. In India we also organised a Roundtable conference for Indian and other members from around the world, on the implications of the recently adopted Sustainable Development Goals (SDGs) for community development work.

Our partnership with the US *Community Development Society* (CDS) in organising this year's international conference also focusses upon the SDGs. This will be the largest gathering of community developers from around the world examining the implications of the SDGs and the issue of the sustainability. Let me take the opportunity in this issue of warmly welcoming all participants to the conference. At the time of writing we have had over 150 confirmed presentations from practitioners, academics and others working in our field, together with keynote presentations from governmental, philanthropic and business sectors and the World Bank. The next issue of *Practice Insights* will include papers from the conference.

This issue also includes articles from Europe, China, Oceania and North

America. Stuart Hashagen reflects upon the first twenty five years of the work of the *European Community Development Network*. The European Union is currently facing an existential crisis with the re-emergence of xenophobic political parties across the continent and the fracturing of the EU with the probably departure of my own country Britain (although perhaps not Scotland where IACD's HQ is based!).

The tragic conflicts in the Middle East and North Africa, together with eight years of austerity policies, have left millions of the poorest across Europe and on its borders hugely vulnerable. Expenditure across Europe has reduced significantly for domestic community development programmes in all countries, although the EU remains collectively the largest funder of overseas international development work. I recall well the hope and optimism I felt for the new Europe in 1989 as I climbed the Berlin Wall. And then later in 2004 when we published the *Budapest Declaration*, www.iacdglobal.org/publications-and-resources/conference-reports/budapest-declaration, to coincide with most of the central European countries joining the EU.

Alongside the challenges of climate change, xenophobia and austerity, longstanding inequalities go on across the world. The articles by Kala Lawson-McGhee on *Accessibility: The Social Change Movement of the C21* and by Jill Bedford and Holly Scheib, on *Women, Leadership and Power*, highlight community development in relation to the empowerment of people with disabilities and of women. KK Fung's article on *Community Economic Development* in Hong Kong, also focusses upon community development work with women, in response to the increasing severity of poverty and to political change as Hong Kong becomes more closely integrated within China. Whilst Paul Lachapelle's article looks at the history of the *United States Land Grant University System*, set against the context of huge changes impacting upon rural America and the support role of Community Development Extension Professionals.

It is against these decades of change and challenge for community development practice that we include the two 'reflection' pieces, by Fiona Ballantyne and Mark Langdon on *Community Development in Scotland: Have We Lost Our Way* and, by Randy Adams – *Am I Willing To Be Changed?* Both question our practice as community developers and development agencies. Fiona and Mark's work in the West of Scotland, where public investment in community development was at one time the largest in Europe by a municipal authority, has seen the building of stronger communities, but high levels of poverty and

inequality remain and are growing. While Randy Adams, our retiring Vice President, looks back on over 50 years of a career of work in community development, ending with that ever inspiring quote by Lilia Watson "If you have come to help, stay home. If you have come because your liberation is bound up with ours, then let us work together."

This issue marks the end of my period of office as President of IACD and of 18 years as a Board member (1989-2004 and 2013-2016). I joined IACD in the mid 1970s when teaching community development. In those days the association published its own journal *Comm*. This was an invaluable resource for teaching and learning about community development around the world. In 1989 I first joined the IACD Board and several years later instigated its move of HQ to Scotland. I was involved in forging our special link with the *Community Development Journal* and with several national and regional community development networks around the world, including the US *Community Development Society* and the *European Community Development Network*.

I remain a strong believer that our association's strength must be built upon having close antennae with national and regional networks across the world, upon the bridge between practice and academia through our links with CD Journals and magazines and, the providers of professional community development education and training. One of my priorities as President has been for the association to be more supportive to community development teachers and students, as the latter seek to enter a career in development work, together with the various bodies around the world that set and validate professional standards and training programmes. And it is here that huge thanks go to Oceania Director, John Stansfield, for taking forward the creation of the *Global Community Development Exchange*. Together we form the architecture of support for our discipline. Although fragile at best and non-existent in many part of the world, there has never more been a time when we must be supporting ourselves as a professional discipline, improving our continuous professional development and highlighting to others more clearly what it is that we do.

As I stand down as President this July, it gives me huge pleasure to be handing the baton over to Paul Lachapelle, our first American President since the 1960s. With huge thanks to the many IACD friends and colleagues with whom I have worked around the world.

Charlie McConnell
IACD President

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The European Community Development Network reaches 25!

Stuart Hashagen

In April 2016, members of the European Community Development Network (EuCDN) got together in Budapest, Hungary to celebrate 25 years of collaboration and learning exchange. The following thoughts are drawn from members’ contributions to a forthcoming review of work of the network, formerly known as the Combined European Bureau for Social Development.

In 1990 when the network was launched at a European conference in the UK, the fall of the Berlin wall and the successful reunification of Germany and the transformation of the Central, Eastern European states gave the post-war European project new life. Civil society movements had a key role in these changes. There was a sense of hope in the possibility of a “New Europe”, where social rights would merge with economic rights, where local, regional, national and European borders would blend together, and where equality would be embedded in public policy.

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The social activists, who founded the European community development network, knew that governments and public policy cannot generate the participation of citizens in this New Europe without social and economic development in local communities. They saw the threat of “Fortress Europe”

where the rich get richer on globally generated wealth and the poor get poorer as local economies fail. In the early 1990s it was already clear that policies, which breed insecurity and exclusion, also breed criminalisation and right wing radicalisation at local and regional level.

The founding members of the network knew then that social inclusion needs a “bottom-up” perspective and cooperation across boundaries and borders. There was an emphasis on the social economy where wealth is generated locally and local communities both benefit and participate. The initial idea was to have a trading organisation that would facilitate joint projects and applications in the European context.

From the mid-1990s CEBSD began to develop more as a network and started to organise more systematic contacts and exchanges between national community work organisations. It also sought to promote community development at the European level; to create learning opportunities for participating institutes and their staff members as well as assess whether or not it would be possible to obtain funding for common projects.

During our intensive and eventful meetings, study visits, conferences and joint projects we all have discovered something important about the other’s work, which we could then apply in our own environment and circumstances. For the Hungarian network member the way in which people treat each other in Europe was an attractive example – freedom, democracy and self-consciousness were present in every contact made.

We are continuously learning what the culture of democracy means in the

family, at work, on the street, while shopping or going about our business, or when representing local issues in local social and public life and participating in decision-making. Democracy is an incredibly rich terrain for analysis as a way of life, a form of social partnership, a way of working, or as an area of policy.

Community development workers, managers and trainers were able to learn about different models and practice of community development. The word ‘information’ is too limited a description of the process of learning and sharing between the representatives who were closely involved with CEBSD and of the communications between those representatives and community development workers and others in their own countries. The process was also about beginning to understand the political and social contexts in which CD was operating, about engaging with the textures of peoples’ neighbourhoods and the ways in which local people might act together. Above all, it was about the experience of beginning to get close to the hopes and realities of individuals committed to understanding and pushing forward CD.

The model underlined the importance given to staying close to community development practice, to observe the experiences of local people – some of them often living in very difficult social and material conditions – and to seek to understand the community development response: what was the underlying strategy? What human and financial resources were available to support community development? What were the skills and knowledge being used by community development workers? And what training opportunities were there? Often, when we discussed these question with local and regional



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community development organisations we were told how helpful our observations had been to projects.

From a degree of proximity to practice and from discussion and analysis of what CEBSD representatives saw and heard, attempts were made to identify key ideas – theories – about community development. EuCDN was – and is – in a position to do this in the European

context, to make sense of what the key elements of community development are across several countries.

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In the next decade there are five key interrelated challenges that Europe must address more energetically and about which community development workers have something really important to say. These are:

- first, the persistence of poverty, social exclusion and growing inequality and the need to build more inclusive societies;
- second, the migration crisis and the need to ensure effective policies and programmes for integration and empowerment for migrants and refugees;
- third, the growth of racism and xenophobia and the need to more effectively ensure equality for all people and diverse groups in our societies and to recognise and celebrate difference and diversity;
- fourth, the democratic deficit at the heart of Europe where by those affected by issues feel they have no say in the policies and programmes that

- affect them; and
- fifth, the environmental crisis and the need to connect environmental and social justice issues in building a sustainable and fair future.

As well as continuing to promote exchange and learning between community development practitioners and as well as ensuring that a community development voice is heard on these key issues at European level, the European Community Development Network can do more. It can also play a key role into the future in helping to build a progressive movement for change that is built from the struggles for a better future at local level into national, European and international movements.

The full review of the work EuCDN over the past 25 years will be published in the summer – it will include up to 25 case studies of the impact of community development as well as more reflections and more consideration of the challenges ahead. Keep an eye on the website at eucdn.net or become our friend on Facebook to keep in touch.

Article by Stuart Hashagen. Chair European Union Community Development Network



Accessibility: the social change movement of the 21st Century?

Qiuqing Wong

Imagine a world where every person, building and community is truly accessible! A world where we can go anywhere without barriers and limitations, where people believe in the value and contribution that all people can make, and where each one of us, whether we have a disability or not, has the courage and confidence to achieve our potential.

Accessibility, according to Be. Accessible, is more than just removing barriers for the one in four of us who lives with a disability. It's about creating a society where possibility, generosity and accessibility are in abundance.

For the past five years, the Be. Institute, led by Minnie Baragwanath, has worked with hundreds of businesses, organisations and leaders, big and small, individually and collaboratively, to grow a more accessible world. Be. acknowledges that every person has a part to play in the creation of accessibility regardless of how big or small the change. "New Zealanders are by nature inclusive and socially aware, and we are seeking to build on this through specific practices in our programmes. Our view is that if we get it right for disabled people, we get it right for all people" – Minnie Baragwanath, CEO, Be. Institute.



Minnie Baragwanath

In New Zealand, more than 800,000 people live with a disability of some kind. Add to this older people who acquire impairments as they age, as well as parents with young children, people with temporary injuries or illnesses, and visitors from overseas who may have limited understanding of the English language and the Kiwi culture, and we have possibly the fastest growing consumer group on the planet. Be. calls

this the "access customer" group – the group for whom greater access means the ability to engage with, use, participate in, and belong to, the world around us.

"Language plays an important role in creating social change. Be. has coined the terms "access customers", "access employees", "access tourism" and the "access economy". The purpose of these phrases is to reframe how we think about people with access needs – rather than being a cost to our economy and society, we invite others to see the value and contribution that this group makes".

The spending power of this group is significant both socially and economically and points to a valid case for change. Good access means customers are able to spend easily, businesses earn more, and economies are healthier leading to greater wellbeing for all. The economic power of the access economy is a positive force for the access community, creating a kind of "financial self-identification" and a way to define and value the economic contribution we all make to society.

Be. takes a strengths-based approach to its work and has developed a holistic programme that allows any business or organisation to understand its level of current accessibility, to develop pathways to improving this and to then find innovative ways to create change. Be.'s unique assessment programme addresses the physical aspects of the business or organisation as well as levels of accessible customer service, organisational culture, employment and willingness of leadership teams to embrace change.

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To complement the creation of an accessible world, is the equally important role that access leaders have in shaping culture, society and attitudes. Be. has developed a unique and intensive leadership programme to provide up to 20 individuals with experience of disability the opportunity to develop their leadership potential over one year. To date 80 Be. leaders have graduated from the Be. Leadership programme.

With around 60% of access employees either unemployed or under-employed, Be. is also working with young, skilled professionals to match them with leading accessible employers who are passionate about growing a diverse workforce. "All people in this country have a right to achieve to their potential. And we as a country will not achieve to our potential, until and unless they can", John Allen, Chair Be. Institute.



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Be. recently captured its first four years in a 37 minute documentary film entitled 'To. Be. Me. – the Social Movement of the 21st Century'. To. Be. Me. follows the journey of Minnie and her team on their mission to create the most accessible place to be in the world. Today, it has emerged as a remarkable demonstration of courage and hope that opens up a future of endless possibilities. If you want

to know more about it, click here to view the trailer or click here to view the film. If you would like to know how you could get involved with Be., we invite you to visit the Be. website and to take action by visiting www.theinvitation/take-action/ where you can find a list of small access actions you can do today. Imagine if we all did just ONE thing to make our home, workplace or

community more accessible? Just imagine what a fabulous world this would Be.

Qiuqing Wong is the Campaign Director for the Be. Institute and a Co-Director of BORDERLESS, a Social Change Agency dedicated to inspiring positive change through commercials, films and creative campaigns.
qiuqing@borderlessproductions.com

In New Delhi in March 2016, the IACD Board approved the association's four year plan 2016-20

This plan is the result of three months consultation with IACD members. The Board, with members' endorsement, has decided to focus much of our work over the coming period upon supporting members and the community development world in addressing the challenges and opportunities presented by the United Nation's Sustainable Development Goals (SDGs). Please see the IACD website for the four year plan in full www.iacdglobal.org/about/strategic-plan-2016-2020

THE NOVEMBER 2016 ISSUE OF PRACTICE INSIGHTS WILL BE SPECIAL ON COMMUNITY DEVELOPMENT AND THE SUSTAINABLE DEVELOPMENT GOALS



f Find us on Facebook

We are currently reviewing how best to update IACD members

We want to provide you with contemporary news and information about what is happening in the world of community development on a more regular basis. Since April 2016 we have been utilising our main Facebook Page much more, to post daily updates on events, resources and news. We have been covering news from Alaska to Mongolia, Hungary to Brazil, from the United Nations to the smallest grassroots community development agency. If you have not yet looked at the IACD Facebook Page, please do.

facebook.com/IACDglobal/

Women, leadership and power; equalities, social justice and community development

Jill Bedford and Holly Scheib

This workshop, facilitated by changes/Working for Change hoped to develop some of the themes that emerged from **changes'** workshop at the prior IACD Lisbon conference, where the focus was on women and transformational leadership.^[1]

At the IACD Glasgow conference, we sought to create a vibrant space to encourage challenging and insightful conversations around women, leadership and power. We planned for group discussion, versus lecture, and ambitiously sought to address these complex questions and ideas in our brief 90 minute session. To facilitate group discussion, we split participants into groups using fruit – pomegranates, pineapples, and grapes.

changes were pleased to support the attendance of six women at the conference from the cohort of women from the African Diaspora they were working with at the time around leadership.^[2] We were excited for opportunities to have discussions around power, leadership and change; benefitting women looking to develop their leadership confidence and become more active in community, public or global life. This seemed assured, as the discussions in the leadership programme were directly related to the theme for day two of conference – **harnessing the wealth of communities**. This theme complimented our collaborative efforts with our Diaspora leadership programme, offering opportunities to share experiences in the journeys and challenges faced around leadership for self, family, community and wider society. Traditionally, the assumed identity of a 'leader' is male, therefore, there are important discussions around gender and power that must accompany a process of women recognizing themselves, and being recognized as leaders (hence the term "transformative" in our session). Freeing up the wealth that women offer their communities requires these complex discussions of gender, power, and leadership, and we focused on these ideas during our session.

A participant in the session, Lucy Mayes of Heart Works Australia, wrote a blog entry about the workshop for the September edition of the Australian Journal of Community Development. More pointedly, we were interested in how Lucy described the discussions in the session, and the way she highlighted the visions participants had vis-à-vis the potential contributions the increased involvement of women could bring to community development:

Normative behaviour extends into issues of sexuality, race, class, and nationality. The concept of "intersectionality" describes the dynamic that individuals may experience multiple differences that define them in cultural or social categories that are non-normative, or out of step with the most valued traits.

So what, in the opinion of the pomegranates, would it look like in a world where women aren't valued, equal and valuing themselves? It didn't, as you would know, take too much imagination (please note, these lists came out of a five minute brainstorm with a small group of people and are only scratching the surface of where these excellent

questions might take us). There would, we decided, be: breakdown of family units; family violence; stagnant development; loss of skills to society; compromised mental health, spiritual health, general health and children's health; lack of representation and democratic deficit; and disempowered communities. One comedian added that nothing at all would happen.

And if we (women) were more involved in creating the wealth, what might that look like? We decided there would be: more checks and balances in the system; more focus on social justice, social services, human rights and environmental protection; families and communities would be healthier physically, emotionally and spiritually; there would be more diverse economies and increased family income; balanced leadership and increased collaborative decision making; women and children would be safer; compassion and sensitivity would be given higher value; we would enjoy a more holistic world; there would be better emotional health for both men and women; and there would be a better balance between the domestic economy and the wealth economy.

Lucy speaks to the negative ways our gendered binary plays out in community development. When one gender is pushed to an extreme, limited in how it may be expressed, the other side of that binary system is equally limited: the more women's gendered expectations (beauty, servitude, passive behaviour) are narrowed, the more men's oppositional gendered expectations (masculine appearance, dominance, active leadership) are narrowed as well. In terms of leadership, the more men are pushed into the limelight as leaders, and their gendered traits valued as

conditions of leadership, the more women are pushed out, and devalued when they adopt leadership behaviours.

It is in these ways that gender is shaped by our daily interactions, creating the context for how women, girls, men, and boys live their lives. Strict gendered expectations limit the expressions for everyone. Women may be left out of leadership decision-making, their needs unacknowledged. Men who do not adopt masculine behaviour, or who show more passive traits may be limited in their communities as well. Cultural assumptions of who is a leader, and whose voices are important to be considered, are formed with notions of gender normative behaviour.

It is in these ways that gender is shaped by our daily interactions, creating the context for how women, girls, men, and boys live their lives. Strict gendered expectations limit the expressions for everyone.

Normative behaviour extends into issues of sexuality, race, class, and nationality. The concept of "intersectionality" describes the dynamic that individuals may experience multiple differences that define them in cultural or social categories that are non-normative, or

out of step with the most valued traits. This could include people of colour in a society dominated by white leaders, or being lesbian, gay, bisexual, or transsexual in a world defined by hetero-normativity (the assumption that all people couple with only differently sexed partners). Minority religious practices may also be a contributor to issues of intersectionality, as a factor for exclusion, repression, or marginalization in economy, society, or community life. As practitioners and academics in community development, the heart of our work is to recognize those differences and work toward equality, as our field understands that societies are enriched by our differences. This is the backbone of social justice.

Developing leaders, then, becomes a process of social change – addressing social roles, conducting social activities. Leadership is not something you do by yourself – it is essentially social and interpersonal. Creating leaders means working with people to identify their differences, honour their experiences, and teach self-awareness that allows for growth beyond social norms and expectations. Enacting leadership within communities is a process of challenging individual view of the self, challenging other's views, as well as challenging social views of what defines a leader. These are all foundational to creating a context for change.

To create the conditions needed to harness the potential wealth women bring to communities and society, there is a need for individual, community and institutional responses; we have to question how we think, what we think and what we do. We all have roles to

play where we can start to do things differently; in our families, community organisations and in wider institutions.

We are eager to continue these conversations by asking, how can we:

- Engage men and women in these conversations
- Challenge media representation of women
- Look for alternative positive role models of active influential women
- Encourage collaboration between men and women
- Question structures that favour a 'male style' of working
- Explore solutions and conversational styles together
- Offer childcare and avoid token women at the table

Further, we are looking to how we can have these conversations and push these important and critical issues of gender and difference using community development processes.

Co-authorship of this piece by: Jill Bedford, Director changesuk

Holly Scheib, PhD MPH MSW, Director, Sage Consulting, USA

...with timely contribution from Lucy Mayes, Heart Works, Australia

[1] We aim to increase the pool of women who make a pivotal difference; women who influence change as well as inspire and support others to find their 'leader within'. www.iacdglobal.org/publications-and-resources/conference-reports/lisbon-papers

[2] Funded through Common Ground Initiative www.gov.uk/international-development-funding/common-ground-initiative-cgi

The Community Development Society (CDS) and International Association for Community Development (IACD) International Conference 2016

Sustaining Community Change:

Building Local Capacity To Sustain Community Development Initiatives – International Community Development Conference.

Event Date: July 24 – 27, 2016

Location: Minneapolis USA



Registration open until the conference date. Please see our website for details. www.iacdglobal.org

Sustainable Communities: The IACD 2016 Practice Exchange

As part of our continuing professional development support for members, IACD organizes Practice Exchanges to different part of the world. Practice Exchanges are an opportunity for a small group of community developers from different countries to join together in visiting community development in practice.



Our 2016 Practice Exchange returned to India, following the highly successful trip four years earlier to Southern India. This year our focus was upon community development practice as it was addressing sustainable development in Northern India. Our partner was the Pan Himalayan Grassroots Development Foundation. 18 Community development practitioners, policy makers and academics from nine different countries embarked on a two week journey, exploring and sharing practice, knowledge, and engaging in dialogue amongst India’s rural and urban communities.

We started our trip with an IACD India round table mini-conference together, where we were joined by over 40 IACD India members, held at the India International Centre in New Delhi. Here we focused upon the implications for community development of the United Nations Sustainable Development Goals (SDGs). We heard presentations from some senior leaders from Indian civil society organisations including C.K.Ganguly, CEO of the Timbaktu

Collective, Sohini Bhattacharya, Vice president, Breakthrough, India, Manas Satpathy, Executive Director, PRADAN, Mathew Cherian, Chairman, Voluntary Agency Network of India(VANI), Radhika Mathur, Program officer- SDGs, National Foundation of India (NFI) and Jyotsna Lall, Director Programs – AKTC- Aga Khan Foundation.

The round table was a wonderful opportunity to engage with Indian IACD members on a policy priority for the association. We shall be running further CD and SDG round table mini-conferences in different global regions during the year. It also provided for the Practice Exchange participants a key insight into the national challenges in India.

With the SDGs as the continual thread, the Practice Exchange took the group from New Delhi, to Ranikhet in the foothills of the Himalayas, finishing the trip in Jaipur, Rajasthan, India’s ‘Pink City’. The diverse schedule featured a wide range of project visits and ensured that there were opportunities to engage in dialogue with small grassroots community organisations through to larger NGOs.

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Day 1-3 New Delhi	UN Sustainable Development Goals Roundtable: The role of community development in the implementation of SDGs. Visit to; Aga Khan Development Network Trust for Culture: Nizamuddin Basti Urban Renewal Project Community projects, Old Dehli
Day 4-7 Ranikhet, Uttarakhand	Visits to; Pan Himalayan Grassroots Development Foundation www.grassrootsindia.com Holistic mountain development program, focusing on community-driven ecological restoration activities along with interventions in water, energy, food security and livelihood opportunities. Community projects and Self Help Groups, Uttarakhand Umang: Producer’s company Collective of self Help groups and producer-shareholders in the Himalya, promoting sustainable livelihoods. AaroHi (www.aaroHi.org) A not-for-profit grassroots organisation, committed to creating development opportunities for rural Himalayan communities through quality healthcare and education, enterprise promotion, sustainable natural resource use, and the revival of traditional culture
Day 8-10 Jaipur, Rajasthan	Visit to; Centre for Community Economics and Development Consultants Society CECOEDECON (www.cecoedecon.org.in) One of Rajasthan’s leading civil society organisations, working towards promoting inclusion and making communities resilient through innovative interventions ranging from natural resource management, creating sustainable rural livelihoods and human rights approaches Community projects and Self Help Groups, Rajasthan



Participants' reflections:

The international professional development experience of a lifetime

Put 18 Community Development specialists on a train together in India and you have much more than a mobile party. You have the international professional development experience of a lifetime. Our hosts Anita and Kalyan Paul founded and co-lead the Pan Himalayan Grassroots Development Foundation- an inspiring organisation with a real depth of community development experience and innovation. This includes the house of Umang, its fair trade enterprise and store.

The foundation also has a very advanced understanding of mountain ecology informing both its community forestry and sustainable agriculture efforts to improve livelihoods, nutrition, food security and environmental protection. Of particular interest to me was their small scale bio-gas plants. These units – despite being an advanced technology-

are still able to be managed and maintained in the village and produce clean gas, saving trees and improving the health of users.

Overall, the trip left me with an appreciation of how much more we need to learn and do to incorporate the SDGs into CD. It also highlighted the tremendous potential of using these goals as a framework for collaboration across civil society and with the state and private sectors. If you ever have the opportunity to participate in an IACD practice exchange grab it with both hands. I am sure my colleagues will agree, we shared a rich and refreshing experience that will inform our planning and shape our future practice.



John Stansfield, Senior Lecturer in Community Development, Unitec Institute of Technology, New Zealand

More observations from John will be published in the next issue of Whanake: The Pacific Journal of Community Development

Empowering communities for sustainable outcomes

In Kenya, I manage projects involving construction of water and sewerage facilities, like dams, water pans, and water & sewer treatment plants. I also work with rural communities assisting them to develop small community water projects.

India is famed to have best innovation in provision of sanitation services to the poor and I was keen to witness a few projects of this nature, among others. Highlights of the Practice Exchange included the visits to Water and Sanitation projects, where the promotion of appropriate technology and empowerment of communities to operate and maintain facilities resulted in

sustainable outcomes, and the focus on Sustainable Livelihoods – using a holistic development approach that combines eco-restoration, sustainable farming practices and innovative micro-enterprise.

Practice Exchange was an eye opener especially on issues surrounding Global Warming and SDGs. Through the round-table discussions and reflection sessions, I realized the importance of ensuring SDGs are articulated and addressed in my organization's interventions and reporting processes.

Moving forward, some key lessons learned include:

- Empowerment of women contributes immensely to success of projects implemented at community level.
- We need to value and harness local knowledge for success of community projects.
- Practice Exchange must be promoted amongst community projects locally
- Most importantly, inspire people to work with the heart!

Simon Mwaniki, Project Manager, Athi Water Services Board, Kenya



The water pump project, Uttarakhand



Simon Mwaniki

Women leading the change



Clare MacGillivray, Self Help Group Uttarakhand

The practice exchange programme in India was a real opportunity to think about my place in the world. I learned that that climate change really is affecting people now. It is affecting the most vulnerable people in the most vulnerable environments. Communities in India are taking action to counter its adverse effects with brilliant reforestation, hydrology and biomass fuel projects.

I noticed that women are leading the change in communities. They are being well supported to get started and the self-help model is strong, building resilience and making positive change for whole communities. This

progressive realisation of human rights for women is key for contributing to the SDGs locally and globally.

I rediscovered that we must come to our work with heart. Bringing our whole selves to our community development practice. Believing in people. Believing in change and believing in the power of the collective. It only takes a few passionate people to make real change happen and if their action is taken with heart... anything is possible. I feel renewed.

Clare MacGillivray, Development Coordinator for Edinburgh Tenants Federation, Scotland

Clearing the path for Self Help

The common theme for all of the places we visited was 'self-help'. While this was the actual name of many of the women's groups we met (self-help groups), more importantly, all of the communities we visited seemed to have figured out a way to help themselves by thinking creatively and using their existing resources to expand their economic base. This is the essence of community development. Often, as 'outsiders', we believe we can (or should) solve other people's problems and, of course, there is a place for volunteering and helping out when necessary, but I think what I learned most from this experience is that people are mostly capable of taking care of themselves if the path is cleared for them to do so.

Stephanie Davison, Programme coordinator, Montana State University, USA.



Stephanie Davison, Self Help Group Rajasthan

Learning from the Indian experience



Anita Paul and Mini Bedi

Programme content aimed to provide exposure to sustainable grassroots Community Development initiatives which have a strong focus on 'Self Help' and 'Leadership'.

To really understand Self Help Community Development sustainable processes can be a challenge in India as it is a large and diverse country. Therefore it was difficult to build the broader perspective of the participants to get the message across. What is heartening is that despite these constraints we all settled on the Community Development journey together in India and all came out as more knowledgeable experts.

Apart from the content of the programme, India itself is an experience – the accommodation, the food, the train

rides, and the toilets were all new experiences. We had cultural breaks and the participants enjoyed the Indian Shopping experience too.

There is a lot that participants learned from the Indian practice exchange which I hope will be used and reflected in practice and teaching, particularly regarding Community Development and community mobilisation.

IACD is an excellent membership based network which can help add value to International Community Development processes and frameworks.

Mini Bedi, Development Support Team NGO, Pune, India

Himalayas to the Highlands



Andrew Anderson

It was a marvellous experience. It struck me early on that fundamentally community development projects which we observed in India and are involved with in Scotland require the same core principles to be followed – building capacity, empowering the local community and supporting long term survival through development of social enterprise. The great difference is that while in Scotland we are aiming to improve quality of life and opportunities in communities, in India the work we saw is making changes to improve basic health and survival.

The contrasting problems in urban and rural areas were of great interest. The extreme poverty witnessed in for example Nizamuddin Basti is of a different order to what I have seen in Scotland. I was more at home in the rural areas, and impressed by the positive impact of the projects we visited. I felt that they should be adopted at National level as innovative models of development to contribute to population retention and sustainability of rural areas. The impact of that would be felt in the cities by reducing rural – urban migration. A rural solution to an urban problem?

Andrew Anderson, Head of Partnerships, Highlands and Islands Enterprise, Scotland

Our mountains have been up in flames for over a week now. These fires have been extremely bad and probably the extent of damage has been so significant that some changes may take place regarding management of forests.

Would you believe that the commons being protected by the self help groups (all women) are the only forests which did not burn!! Women have been



?????

stamping out fires and maintaining fire lines since February, but these groups are unsung... we need to bring more focus on their efforts. We contacted NDTV, a leading TV channel here in India, to focus on this sad event and must say they did a great job by focusing prime time television on this event, with other news channels following in their wake. Any support is welcome!

Kalyan and Anita Paul, Co-Directors, Pan Himalayan Grassroots Development Foundation, India

Finding ourselves a new community of practice



Holly Notcutt UK and Marisa De Andrade South Africa

To be amongst such a wide group of community development thinkers and practitioners was educational, nourishing and (most importantly!) a lot of fun. Spending 10 days with such a diverse group of people who shared a dedication to Community Development work was a real privilege, allowing us to extend our learning and reflections from the daytime visits, through to the trains, tuk-tuks and dinner tables. I entered the trip thinking that all the learning would be from and amongst

Indian colleagues, but the IACD Practice Exchange delegation provided an extra dimension that I had not properly anticipated, adding a varied set of Community Development focused minds and thoughts to stretch and heighten the experience. To hijack a lovely quote, in our sameness we connected and through our differences we grew. **Holly Notcutt, Community Development Manager, Great Yarmouth Borough Council, England**

If you would like to contribute to the foundation’s relief fund, please visit the website www.grassrootsindia.com

Stories gathered from communities throughout the 2016 Practice Exchange in India were a continual reminder of how critical community based groups are to creating sustainable communities and livelihoods. Moving beyond a group’s specific goal and the positive impact they can have when developing a particular project, the wider benefits of community, camaraderie, self-help and collective action for challenging power and injustice were constantly reinforced.

Community groups are often small with their objectives seemingly narrow, but their strengths frequently result in wide, often unexpected and sometimes life changing positive benefits to individuals and communities. It always starts with a small group of people.

The IACD Practice exchanges provide a unique opportunity for our international Community of Practice to learn, share, explore and reflect. This year’s Practice Exchange was no exception, as the reflections show. We look forward to shaping and planning the next trip!

Join us!

Would you like to participate in the next IACD Practice Exchange? Are you interested in collaborating with us as a National host? Why not sign up to IACD as a member and join Practice Exchange Planning Committee?

For more information and to become an IACD member, contact membership@iacdglobal.org

Holly Notcutt, One line bio?



The View from Nepal 2016

A number of participants from the India Practice Exchange went on to spend time visiting projects and local communities in Nepal. Here, IACD President Elect, Paul Lachapelle and Marisa de Andrade reflect on their experiences.



The IACD Nepal Community Development Study Tour immediately followed the India Practice Exchange on March 22, 2016. The tour commenced in Kathmandu with 6 participants. We began the 6-day tour on the Holi Festival, a raucous celebration known as the festival of colors, and was led by our tour guide Yogendra (Yogi) Kayastha who worked tirelessly to coordinate our entire trip. We began with a meeting with Dr. Govinda Pokharel, CEO of the government’s Earthquake Reconstruction Division who shared with us the progress and many challenges in the aftermath of the 7.8M earthquake that struck Nepal April 25, 2015 resulting in over 8,000 fatalities, 21,000 injuries and hundreds of thousands of people made

homeless with entire villages flattened. We next toured the Buddhist temple Swayambhunath followed by a visit to Patan Durbur Square and discussed tourism and the effects the earthquake has had on tourist visitation and revenue.

Our second day brought us to the ancient Newar city of Bhaktapur where we witnessed the devastating effects of the earthquake on the houses and temples. We next toured the Women’s Foundation, an inspiring organization run by Renu Sharma helping women and children in Nepal who are victims of violence, abuse and poverty. We were greeted by 100 orphaned children who welcomed us with song and dance – a poignant reminder of the love and compassion that exists even in

extreme destitution! We concluded the day with an evening at Boudhanath Temple where we witnessed hundreds of Buddhist devotees circumambulating the temple lit by thousands of butter lamps along the path. Our next day found us touring youth-related organizations with visits to 4-H Nepal and Environmental Camps for Conservation Awareness. We concluded the day with a stop at Daayitwa, a new organization working to build a movement of young leaders who are guided by shared values of collaborating, innovating, and serving in Nepal.

On our fourth day, we visited the Sewa Kendra Leprosy Clinic and Boudha Ashram Nursing Home and met with Dr. Hira Pradhan and her staff to learn about their community work and discuss their views on leadership styles. We also had a chance to visit Pashupatinath Temple before leaving for 2-nights at the Balthali Village Resort a 2 hour drive from Kathmandu. For our final days, we visited the Namobuddha monastery and hiked through local orange orchards and discussed the challenges and qualities of rural Nepalese life. The IACD Nepal Community Development Study Tour provided an opportunity for IACD members to witness, experience, engage, and interact with colleagues in Nepal and foster mutual learning and understanding; it was truly an inspiring and motivating tour by making the world just a little smaller through new friendships and contacts.

Paul Lachapelle, Associate Professor, Department of Political Science, Montana State University, USA



Marissa and Stephanie

Community Development in Scotland: have we lost our way?

Fiona Ballantyne and Mark Langdon.

There are many excellent examples across Scotland of communities being supported by community development (CD) practitioners to address local needs and build community strengths. However the Scottish Community Development Network (SCDN) would suggest that there is less evidence of work that helps communities to analyse, understand and address the root causes of the issues that they are working on.

The SCDN 2015 annual conference: Revolution or Bust: How can CD reclaim value based practice? , provided an opportunity for over 90 participants to consider the findings of our engagement report “Community Development in Scotland: the Reality Behind the Rhetoric”.(SCDN 2015). There was unanimous agreement from those in attendance that there was a need for SCDN to promote value based CD practice at national and local level.

In the process of compiling the ‘Reality Behind the Rhetoric’ report SCDN had engaged with 356 CD practitioners from 25 of the 32 local authority areas in Scotland, working (paid or unpaid) within a broad range of public and voluntary agencies and community organisations.

Across all of our engagements most practitioners reported they were operating within a top down environment, with externally determined outcomes and short timescales for CD interventions. They reported that there was little space to nurture independent community activity or to analyse implications of decisions, programmes or policy directives and that grass roots holistic approaches are rare.

Practitioners felt that their CD skills were underutilised, with key processes missing and that they are often hampered in their roles by anxiety of inappropriate censure, exacerbated by increasing job insecurity. In addition, practitioners felt that there is a general lack of understanding of the complex skills involved in community development practice. Practitioners feel undervalued, under-resourced and over stretched.

SCDN would add that the current context in Scotland also evidences that CD has been sliced and diced into bit parts, colonised by agency agendas and sanitised to such an extent that “CD Lite”, is now the predominant practice, with core values and principles, whilst practiced by many individuals, were being cast aside as the result of successive policy and managerial changes, thus leaving value based CD practice somewhere in the background of our collective consciousness.

“Practitioners felt that their CD skills are underutilised, with key processes missing and that they are often hampered in their roles by anxiety of inappropriate censure, exacerbated by increasing job insecurity. In addition, practitioners feel that there is a general lack of understanding of the complex skills involved in community development practice. Practitioners feel undervalued, under-resourced and over stretched”.

Many SCDN members feel that the impact of much of our current “CDlite” practice context is that communities are now less equipped to really understand the root causes of the disadvantage, social injustice and inequalities they live with. “...This at a time when ideas of democracy and equality are increasingly being eroded by wide scale neoliberal hegemony.” (Moir and Crowther 2014)

We would raise the question: To what extent, within this context, can

communities work collectively to achieve sustainable, positive change? SCDN would assert that only by reclaiming our values, can we help communities to organise to achieve positive sustainable change and to challenge the predominant neoliberal agenda.

To allow a critical discourse of community development practice to be meaningful, it is necessary, in the current context more than ever, to define our terms. As Tom Slater points out in his excellent article, “The Myth of Broken Britain”, we live in a time when Agnotolgy (the production of ignorance) has rarely been more widely practiced. The case in point for Slater is evident in Sir Iain Duncan Smith’s, Centre for Social Justice: a right wing think tank devoted to blaming the poor for their woes and proscribing short sharp shocks in the form of benefit sanctions as the antidote to people living lives plagued by debt and relationship breakdown.

In a recent briefing paper: *Community Development in Contradictory Times: Looking Beyond Asset-Based Community Development in Scotland?* Emejulu and MacLeod assert that “Community development spaces that defend and advance citizenship rights do not happen by accident. Critical community development spaces must be intentionally designed to foster debate, develop community leadership, strategise action and endure inevitable defeats. A community development process that creates this kind of space with and for citizens can help to meaningfully transform the relationship between citizens and the state.”

Those of you reading this article might remember a day when community development was founded on resistance not resilience. SCDN would suggest that it is difficult if not impossible to practice community development without engagement with root causes and awareness of the wider social, economic and political contexts within which we work. Therefore SCDN will raise the profile of value based community development and continue to provide opportunities for CD practitioners to network, share ideas, knowledge and



SCDN Board Members David Taylor, Fiona Ballantyne and Mark Langdon with SCDN Consultant Susan Campbell

“Community development practice also seems to have lost its way in relation to the politically awakened population in Scotland”.

experience, and develop confidence in empowering practice.

Community development practice also seems to have lost its way in relation to the politically awakened population in Scotland. The level of discussion, debate and political engagement of Scottish people, in the build up to the independence referendum of 2014, was unprecedented. The subsequent huge increase in voting and the fundamental shift in political allegiances in the UK general elections in May 2015 demonstrated the potential that exists to work with communities to challenge a ‘business as usual’ approach to politics and policies.

Have we also lost our way in relation to current policy priorities in Scotland? Scottish Government has up to the election of May 2016 arguably developed a stronger focus on social justice and addressing inequalities. Current policy and statutory drivers, including the Community Empowerment (Scotland) Act 2015 and the report by the Commission on Strengthening Local Democracy, potentially provide a critical role for community development practitioners. And yet, grass roots CD practitioners indicate practice environments where there is little space to work with communities to challenge power imbalances, social injustice, inequality and structural disadvantage.

SCDN welcomes the renewed interest in community development within Scottish Government and welcomes the opportunity to work with our CD partners, our communities and with governmental and non-governmental agencies, to clarify the key role that CD could play in animating social justice aspirations and addressing social inequality. We recognise that there exists significant opportunity in Scotland to rediscover the critical and creative form of community development practice. Seizing this opportunity offers the further potential of our small, but feisty country inspiring our friends across the globe.

SCDN will, in the coming years, commit to working with our partners local and internationally to help CD practice in Scotland and the UK chart a way back to its roots, through promoting value based practice with government agencies, funders and CD practitioners themselves and by continuing to provide opportunities for CD practitioners to develop their knowledge and confidence as skilled practitioners.

SCDN will proactively seek out opportunities to develop awareness and practice of critical pedagogy. It will endeavour to form inter disciplinary alliances across fields of academic practice and always look to connect these networks to communities of theme and place who are integral to any

meaningful progress towards greater levels of social justice.

SCDN believe that community development is at its heart an intrinsically global practice. In our journey back to the well spring of our values we call on our sisters and brothers across the globe to walk shoulder to shoulder with us on our journey. We know the journey is challenging and the road long and we know, “There is no path: the path is made by walking.”

Fiona Ballantyne and Mark Langdon.
Scottish Community Development Network: supporting people who support communities in Scotland www.scdn.org.uk

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Am I willing to be changed?

Randy Adams

As I am retiring and stepping down from the Board of IACD, I was asked to share first as a practitioner and then as an academic, a few critical things about the theory and practice of community development that I have learned over my career.

I remember a joke from years ago asking the question, “How many people does it take to change a light bulb?” The answer was, “One, but only if the bulb needs (or wants) changing!” I would suggest, more seriously, that the same is true for people, groups, and “communities.” (For the following essay, “communities” will include “communities of practice” and/or “geographic communities” – local, national, and international.) More importantly, I think it is also true of those academics, practitioners, and/or community leaders whose profession entails the “changing of others.” We too need to be willing to change the way we work as we learn from our experiences and from what others have learned.

In brief, I hope to share a few stories with you of events that “changed” my way of thinking about the “profession” that became my career and how it affected the way I worked.

First of all, the most fascinating thing about the field of community development is that you get to meet so many unique, engaged, and interesting people. I’ve had the opportunity to work with people in over 40 countries. Their countries’ history, culture, and vision of a quality of life always opened new possibilities of how to solve problems that I could share with others working toward similar interests. For me the quote that sums this up...

*“Oh, a sleeping drunkard
Up in Central Park,
And a lion-hunter
In the jungle dark,
And a Chinese dentist,
And a British queen-
All fit together
In the same machine,
Nice, nice, very nice;
Nice, nice, very nice;
Nice, nice, very nice-
So many different people in the same
device”*

Cat’s Cradle, Kurt Vonnegut, Jr.
How has my preparation and work affected the way I have and continue to change over time?
“Know thyself” – Delphic maxim

Theory and Practice

While I was still in university studying physics, my own country was going through a cultural and civil rights revolution. In my case, as a way to effect change, I worked in tutorial centers helping middle school children from low income families with their studies. In the evenings I facilitated discussion classes in the black or African-American community about the United States Constitution and Bill of Rights as part of a program called “Freedom Schools.”

After one evening session, a young, single mother came up to me and said, “All of these lessons are quite interesting. However, I was wondering, do you think you could help us get our garbage picked-up?” What she was asking was for simple social justice, equity, and dignity. Why can’t we be treated and serviced as other citizens. It made me understand that words must be followed with action, a lesson I relearned again some years later working within a Paulo Freirian praxis approach to small group education and civic action.

“In theory, theory and practice are the same. In practice, they are not” – Anonymous

Control of Knowledge

During my first foray into international development, I met another foreign consultant who said, “We don’t accept consultants in my country!” “Oh,” I said, “Why not?” Basically, the ensuing conversation followed along the lines that many well-intentioned people who are asked to advise others follows thinking that they understand, in a very short period of time, the context, resources, and leadership present in a community or country they are visiting. Based on their perceived need consultants provide them information and advice from their own learning and experiences. However, selecting only what you think is appropriate rather than providing the recipients options from which to select what they think they need to know, given that they have to live with the final decision, is much more appropriate.

Share all you know, not just what you think others need to know!

Listening

Very early in my career I was asked to work in a community to see what could be done to improve some aspect of the community. During the first days of visiting the community “I saw” an immediate “need” to repair the dirt road running through the community. The road was a major transport byway for all of the goods and products of the community to reach market. When I broached the subject, there was little interest in engaging in the project. Rather, they wanted to build a wall around the cemetery. Luckily, I have also been quite fortunate to have people who would always be willing to privately and politely help me understand why some of my ideas weren’t viable and had constraints or challenges of which I was unaware.

I always appreciated that because it opened my way of thinking and approaching community engagement to include understanding the implications of historical context for current or future activities. Listening is probably the most important tool a community practitioner can have! In this case, all of the land in the village was owned by a large landowner, including the roads, schools, and community facilities. The workers owned nothing other than the (their) cemetery. Hence, I worked with the community to develop skills to build their wall – with the hope that they could also apply such skills in the future to other development projects meaningful to them.

“You think that because you understand “one” that you must understand “two” because one and one make two. But you forget that you must also understand ‘and.’”

Sufi saying, quoted in D. Meadows, Thinking in Systems

Catalytic Effects of Facilitated Communication

One of the techniques I have come to appreciate is pictorial descriptions of meetings, activities, communities as a complement to the written and spoken word. My team once engaged a community to draw up a pictorial representation of their community. We



Business Development Project Review – Ukraine

divided the community into men, women, boys, and girls. As one might expect, the results were quite different among the groups, each focusing on their own areas of interest within the community. However, putting them together in a group meeting allowed each group to see the others’ interests and helped form the platform for a general dialogue on changes within and across the community.

Also interesting was that we had the boys and girls create a week’s schedule of activities. In sharing their schedules, the boys noted how much more work the girls did than they were “unaware of,” or at least underappreciated before seeing it in black and white. The boys’ response was, “Now we know why you are so tired in school! We would like to take on some of your responsibilities to help you out!” While this spontaneous response was not expected, it was quite welcome. As people see things anew and communicate among themselves, change happens!

Resistance to Change

It is a “known” fact that rural people in general, and farmers in particular, are “resistant to change.” I had the good fortune to work with a colleague who showed me how such a myth missed a more nuanced understanding of what change means and other ways to approach it. We were tasked with assisting farmers switch from growing one crop to another. Theoretically, the second crop had lower production costs and higher profits. So why wouldn’t everyone want to make the change. In this case, we were working with subsistence farmers barely surviving on what they were able to produce. They knew very well how to produce their usual crop. They had no confidence with the alternative.

My colleague would pay them the profit,

up front, that they would have made with the crop they knew how to grow, then he patiently worked with them in the fields providing oversight as they learned, practically, how to grow the alternative crop. By the end of the season the farmers had experientially learned how to grow the new crop and had a real life example of the cost/benefit for them to grow the crop on their own the following season. A subsistence farmer cannot afford “risk” unlike a farmer who has discretionary resources and the ability to pilot new ideas. It is not a resistance to change, but a realistic assessment that change that fails may be fatal.

“Change happens at the speed of trust.”
Steve Covey

People and communities can SPEAK for themselves

For me, the capacity development process is one which provides information, training, and technical assistance to individuals, organizations, and communities to give them the knowledge, skills and motivational attitudes needed to help them develop the competence to make better decisions about issues affecting their lives. In essence, the process helps individuals, organizations, and communities learn how to SPEAK for themselves through involvement in concrete activities to improve health, enhance education, and promote socio-economic development within their evolving cultural context.

For an individual, organization, or community to **SPEAK** for itself, the following elements are necessary: **Knowledge, Skills, and Attitude**. Once the basic knowledge, skills and attitude are incorporated into our learning, however, there are two additional steps for capacity building that are necessary. The first is

continued practice with technical assistance support to gain a level of experience to make capacity building self-perpetuating; the second is the transfer of experience from one arena into other areas of community development interest: Practice and Experience.

In **SPEAKing** for themselves, communities build **competence** to address not only their needs but also other health and environmental issues affecting their overall quality of life. As competence is enhanced and expanded, communities gain **confidence** in their own competence to then **commit** to the implementation of the local solutions they develop to meet their needs and build their assets.

The Profession of Community Organizing/ Development

Above all, what I have learned is that we are all organizers and doers to some degree. The difference between a “professional” and a lay person or community leader is that the professional has learned about the history of various schools of thought on the subject matter, a variety of research methods, and a tool box of organizing techniques. A good professional, simply shares that knowledge and skill as well as their experience with those engaged in their own individual and community development activities to assist them in achieving what they want to improve their quality of life. We learn together... and change together!

“If you have come to help, stay home. If you have come because your liberation is bound up with ours, then let us work together.” – Lilia Watson

Randy Adams is the Vice President of IACD and retires in July 2016. Randy was also a former President of the USA Community Development Society.

Community Development through the United States Land Grant University System: The National Association of Community Development Extension Professionals

Paul Lachapelle

The United States has a system of “land-grant” universities created through a series of federal congressional acts starting in 1862. These acts funded universities by granting federally-controlled land to individual states for them to use and raise funds to establish and endow “land-grant” institutions. As a response to the industrial revolution, the original intent of these institutions was to focus on the teaching of practical agriculture, science, military science, engineering, and classical studies. While most land-grant institutions became large public universities that today offer a full spectrum of educational opportunities, some land-grant colleges have become private schools, including Cornell University and the Massachusetts Institute of Technology.

The U.S. Cooperative Extension Service (or simply ‘Extension’) has just celebrated its centennial and was created as a way to “extend” the resources of land-grant institutions to rural community members. Created in 1914 as a response to rural needs in the United States, Extension is a publically-funded university system that provides education and research to citizens who are not traditional campus-based students. Extension faculty work in the four areas of agriculture and natural resources, youth development, family and consumer sciences and community development.

Extension community development became part of the work of the Cooperative Extension Service in the mid-1950s, but the origin of many community development programs began



with the creation of Extension. Additional funding and legislative language addressed the need to provide research and education to help supplement farm income by strengthening and expanding agri-related industries and economic opportunities and hire rural educators (termed “development agents”). The intent was that these agents would live in communities across each state and work directly with citizens on applied research and educational activities. Today, funds are provided on a formula basis to state land-grant institutions for extension projects related to a host of community and economic development-related work. For more on the history and contemporary issues associated with the Extension community development, see an excellent

article by Bo Beaulieu and Sam Cordes in a 2014 article of the Journal of Extension: www.joe.org/joe/2014october/comm1.php

Each of the four program areas in Extension have their own national association and for community development faculty, that is the National Association of Community Development Extension Professionals, or NACDEP (www.nacdep.net). NACDEP is “an organization dedicated to improving the visibility, coordination, professional status and resource base of community and economic development Extension programs and professionals.” With its first national conference held in 2005, the association has grown to over 325 members representing nearly every state.



Purpose of NACDEP

NACDEP has several objectives:

- To bring community and economic development extension professionals together to discuss issues, needs and opportunities of mutual interest; and to facilitate information sharing.
- To promote cooperation on community development issues and educational and training efforts between the various states and regions, as well as between governmental agencies, private community development groups, related organizations and other community development professionals.
- To discuss, develop, sponsor, and promote educational and training programs and activities that advance sound community development practices.
- To provide support and promote activities and programs at the national level that advance community and economic development, education, training, and diversity in the work force.
- To advance the professional status of community and economic development extension professionals by encouraging professional self-improvement.
- To strengthen communication with Extension Administration.
- To see expanded investments in applied social science research that is critical to the generation of knowledge needed to undergird the development of timely, high priority Extension community development education programs.
- To promote the importance of community and economic development through education, advocacy, and coordination within the land grant system.

View the NACDEP governing documents at: www.nacdep.net/document-library

Extension faculty in community development that are campus-based at the land grant uunivesisty are termed “specialists” and usually have responsibilities across an entire state. Extension agents are usually based in counties (a unit of local government larger than a municipality) and have responsibilities across multiple communities. While the focus of extension community development has traditionally been rural and focused on value added agriculture, new and innovative programming is becoming standard across the land grant system. For example, there are now robust programming in urban community development, broad band communications, poverty and leadership, community philanthropy, community responses to climate change, Native American health disparities, to name but a few. In short, extension agents and specialists usually have wide latitude to design and implement program to a range or pressing needs they assess or anticipate regarding their local or regional contexts.

States can also have their own affiliate associations. There are currently six state affiliate associations to NACDEP (see

www.nacdep.net/state-chapters). Montana has formed the Montana Association for Community Development Extension Professionals (MACDEP) that holds annual business meetings and professional development opportunities (see <http://msucommunitydevelopment.org/MACDEP/>). The state membership communicates via a monthly e-newsletter (<http://msucommunitydevelopment.org/macdep/newsletters.html>); anyone can subscribe to the monthly e-news by sending a request to commdev@montana.edu.

NACDEP is intended primarily as the organizational vehicle by which those

While the focus of extension community development has traditionally been rural and focused on value added agriculture, new and innovative programming is becoming standard across the land grant system.

working in Extension can strengthen rural community and economic development programs. NACDEP’s 2017 conference will be held in Big Sky, Montana, USA June 11-14 and is being co-sponsored by the US-based Community Development Society. IACD will be supporting this event with an exhibition and presentation about the association’s work. More information about the 2017 conference can be found at: www.2017cds-nacdep.org/.

Paul Lachapelle, is IACD’s North American Director and from July 2016 IACD’s President.



Community economic development in Hong Kong: A snapshot

Kwok Kin Fung



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In Hong Kong, community development continues to flourish after the handover of political sovereignty from Britain to China in 1997. There are organizations and community workers who have been committed to developing strategies of community development in order to strengthen the capacity of communities in response to deteriorating quality of living and social disintegration. There has been a widening gap in income, increasing severity of poverty and inter-class, group and political conflicts in the local context. Among the strategies, community economic development has been gathering momentum in the past two decades as evidenced in the rising number of social service and community organizations delivering community economic development projects.

Community economic development projects are gendered with the greatest majority of them mobilizing the participation of low-income women by tapping their skills which are no longer marketable after economic restructuring when factories were moved away from

Hong Kong. Also, informal job opportunities to provide care have been diminishing when social services become more institutionalized. An example of these projects committed by a local community development organizations is shared briefly in the below.

The Concerning CSSA & Low Income Alliance is a community development organization that was established in 1998. This was in response to the comprehensive review of social assistance policies initiated by the new government resulting in significant changes in the philosophy, goals and implementation of the policies informed by neo-liberalism. In addition to policy advocacy on areas including housing, income support and labor protection, the Coalition also launched community projects to tackle poverty issues particular in Tin Shui Wai. The Tin Shui Wai community is targeted not only because it is a remote urban community characterized by high concentration of low-income groups, migrants from mainland China and South Asian racial groups, but more, there has been a serious lack of employment opportunities due to

poor urban planning, and living cost is high due to the monopolization of big business corporations in operating food markets and supermarkets.

Community workers of the Coalition first explored with the low income women residing in the community about the possibilities to create income generating opportunities in the form of informal economy and it led to the start of the project 'Women's Work in Tin Shui Wai (WWTWSW).

In the past few years, economic activities organized by WWTWSW included group purchase, street markets, selling organic vegetables and producing healthy food products. These activates are new to the community and are considered innovative in the Hong Kong context. They are organized by the women for themselves and the community. The process has also demonstrated how bottom-up participation can effectively assess needs and develop strategies. Community economic development, to these community workers and women, is both a means and an ends. It provides

opportunities for women to generate meager income, to gain access to quality food/products which cannot be afforded otherwise, and in the process, to connect with others in the community to promote mutual understanding. The project has also been organizing residents to advocate for changes in social policies and urban planning that determine the future land use in the community. In this way, both consensus and conflict approaches are employed.

'The project has also been organizing residents to advocate for changes in social policies and urban planning that determine the future land use in the community. In this way, both consensus and conflict approaches are employed'.

Tracing the root of the problem of high pricing of food and other daily necessities in the monopolization by big business groups, the project is also promoting ideas of alternative/informal economy by making bulk purchase directly from retailers or even producers, organizing street markets for second hand exchange of goods and selling of home/handmade products. Ideas of green and environmental protection are promoted. Production of healthy and quality food by women who have the knowledge and skills in making traditional food such as 'sticky rice dumplings', 'tulip cakes' and spicy sources for cooking has been encouraging. It not only recognizes their abilities but promotes the culture that honors traditional wisdom. Community economic development requires support from the government in laws and policies, for example, by lessening control on street markets and registration of cooperatives.

Promoting community economic development is also an objective of the Community Development Alliance which celebrated its 10th Anniversary in 2015. The Community Development Alliance was formed after many community workers stood against government's initial



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move to merge government funded community centres with family service centres in 2003.

'The Community Development Alliance was formed after many community workers stood against government's initial move to merge government funded community centres with family service centres in 2003'.

During the past decade, the Alliance has been committed to two missions but not exclusively to defend public resources for community development and to seek for new possibilities in community development directions and strategies. The second mission has led the Alliance to develop community projects in two remote urban communities, that is, Tin Shui Wai and Tung Chung respectively in the past few years. Street markets for venders in Tin Shui Wai have drawn the attention of community workers when the project first

started. The venders who were residents of the community have been organizing their street market that operated very early in the morning and finished before business hour of government offices starts naming it the 'skylight market'. The market was not allowed to continue when it drew increasing number of visitors and media attention.

The need to provide necessary infrastructure for informal economy and opportunities for street venders to survive has become the core concern of community workers and the venders. They have launched a series of community actions in the past three years to express views on town planning, district management and strategies to facilitate the development of street markets/bazaars. In May-June 2016, the first Hong Kong Bazaar Festival was organized with street venders in different localities operating markets for a definite period of time. The Festival targeted at arousing public concern on the domination of shopping centres/malls in Hong Kong which has resulted in diminishing space for small shops and hawkers to survive, and the drastic rise in rents that leads to surging living cost for the low-income communities. It also represents the joint effort and commitment of many local community organizations in engaging in a social movement that challenges the dominant model of economy and policy making and calling for participation to connect and empower.

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Registered in Scotland as a charity, number SC 036090

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