The original conception of CAMEL (the Uruguayan connection)

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1

CAMEL originates in Uruguay and I've got 6 or fewer minutes to explain the connection.

2

Uruguay is between Brazil and Argentina.

3

I’m half Uruguayan, though born outside London.

My mother left in 1946, 16 years after joining 80,000 others to watch Uruguay beat Argentina 4-2 in the first World Cup competition.

4

Meanwhile my uncles were growing up. Half Welsh; half Russian. My uncle Nick, in the middle, turned into…..

1948 Carreras de sortijas = “ring-racing”. *‘You ride at speed under a series of three arches under each of which is a ring threaded with a ribbon. You have to catch the ribbon with a small stick. It seems I missed all three as you don’t see any ribbons in my hand.’*

… a serious horseman… and

a farmer. I am wearing this shirt in solidarity with him.

Cattle figure prominently. (The per capita average meat consumption in Uruguay is said to be over 2kg per week…..)

1997 '*This a large area of Sorghum, on rented land North of Paysandu, has been grazed by cattle. It will grow again. The trees are "Algarrabos" – very hard, good for fence Posts.'* 8

Farms in Uruguay can be vast – the land is flat and thinly populated. This land Nick was renting during 1997, though….

9

Last year they had to abandon it owing to the 30 inches of rain that fell over a few days in May.

10

We'll now move South from Paysandu to Mercedes, on the banks of the Rio Negro, and to La Noria, a smallish farm owned by my uncle Nick and his sons, who live there, and which I visited in new year 1984/1985.

Five extracts from materials for a meeting in 1983 at the farm “La Noria”

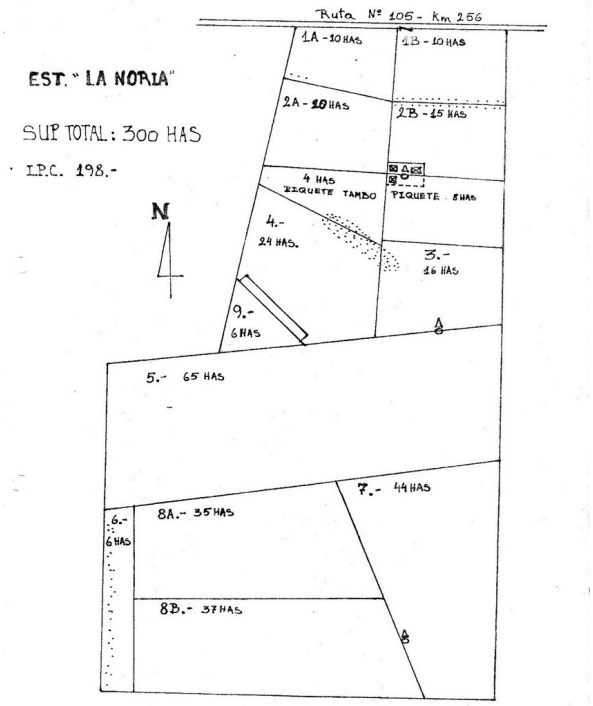
11

During the visit my uncle showed me a folder with notes from the “farmer’s club” he belonged to. This caught my attention, and stayed at the back of my mind. (At that time I was 26, employed in an FE college teaching and writing TUC courses for trade union representatives.

I was about to buy an Amstrad PCW, running Locomotive and Basic on CPM.

Of learning technology I knew nowt.

Here are some extracts from the folder.



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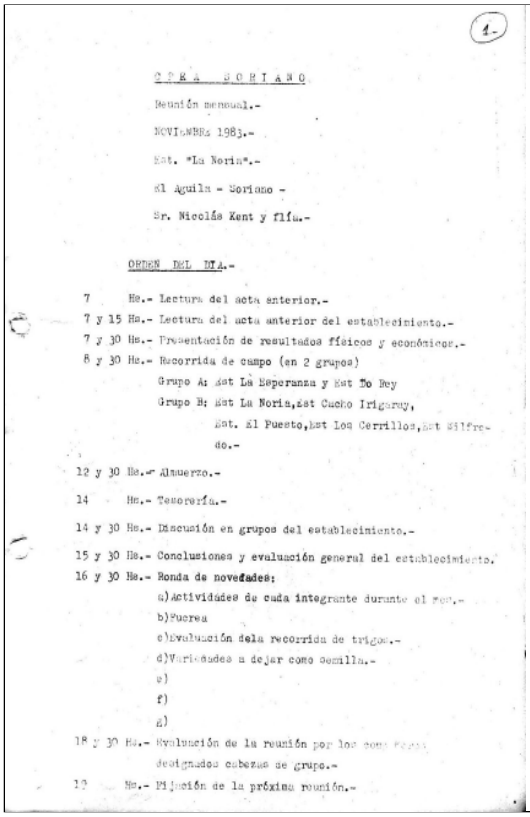
This is the layout of the fields at La Noria, with their size in hectares



1.-

C R E A S O R I A N O

Reunión mensual.-

NOVIEMBRE 1983.-

Est. "La Noria".-

El Aguila - Soriano -

Sr. Nicolás Kent y flía.-

ORDEN DEL DIA.-

7 Hs.- Lectura del acta anterior.-
7 y 15 Hs.- Lectura del acta anterior del establecimiento.-
7 y 30 Hs.- Presentación de resultados físicos y económicos.-
8 y 30 Hs.- Recorrida de campo (en 2 grupos)
Grupo A: Est La Esperanza y Est To Rey
Grupo B: Est La Noria, Est Cucho Irigaray,
Est. El Puesto, Est Los Cerrillos, Est Alfredo.-
12 y 30 Hs.- Almuerzo.-
14 Hs.- Tesorería.-
14 y 30 Hs.- Ejecución en grupos del establecimiento.-
15 y 30 Hs.- Conclusiones y evaluación general del establecimiento.
16 y 30 Hs.- Ronda de novedades:
a) Actividades de cada integrante durante el mes.-
b) Fucrea
c) Evaluación de la recorrida de trigos.-
d) Variedades a dejar como semilla.-
e)
f)
g)
18 y 30 Hs.- Evaluación de la reunión por los como fueron designados cabezas de grupo.-
19 Hs.- Fijación de la próxima reunión.-

Centro Regional Experimental Agricola Soriano
Monthly meeting November 1983 at Estancia 'La Noria', El Aguila, Soriano
Nicolas Kent and family

Agenda

7.00 hrs Minutes of last meeting of group
7.15 Minutes of last meeting of establishment
7.30 Presentation of economic and physical results
8.30 Inspection of the camp in two groups, A & B
12.30 Lunch
14.00 Treasurer's report
14.30 Discussion in groups
15.30 Conclusions and general evaluation of the establishment
16.30 AOB
(a) Activities of each member during the month
(b) Fucrea (Uruguayan Federation of Crea)
(c) Evaluation of the wheat inspection
(d) Varieties to leave as seed
18.30 Evaluation of the meeting by those designated as group heads
19.00 Date of next meeting

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This is the Agenda for a one day meeting of the self help group.

Longer meetings than we are accustomed to.

“Camp” means farm.

USO ACTUAL DEL SUELO.-

Trigo	868 has		
Cebada cervecera	180 has		
Avena	25 has		
Area agrícola	1.073 has		67%
PP 2º año	60 has	28%	
PP 3º año	72 has		
PP 4to año	15 has		
Avena past-grano	10 has		
CN	366 has		
Area ganadera	523 has		33%
Total superficie útil	1.596 has		100%

Stock ganadero y DOTACI ON/-

Vacunos (Est.La Esperanza)

3	Vacas de invernada	3 U.G.
109	Vaquillonas (1-2 años)	76,3
5	Novillos (1-2 años)	3
3	Vacas de cría	3
9	Terneros/as	3,6
129		88,9
	Lanares.-	
957	Ovejas de cría	239,2
28	Borregas 2D	5
558	Corderos señalados	55,8
1.543		300 ,0
14	Yeguarizos	16, 8
	Total U,G, La Esperanza	405, 7
	Dotación : 1,13 U.G./ha S.P.	

Nota: La majada estuvo desde el 1/3 en este campo. El total de corderos señalados fue de 788, sobre 1.068 ovejas ... y 1.029 contadas a la señalada (% de señalada 74%) - Corderos orejanos muertos : 58 (% parición: 79%).-

Cattle stock and endowment

Bovines

3 winter season cows
109 heifers (1-2 years)
5 steers do
3 breeding cows
9 calves
Total 129

Sheep

957 breeding sheep
28 young sheep
558 branded lambs
Total 1543

14 horses, mares and foals

Note

The flock has been in this camp since 1 March. The total of branded lambs was 788, out of 1068 sheep .... And 1029 counted at the time of branding (% of branding 74).... dead:58 (% of parturition 79).

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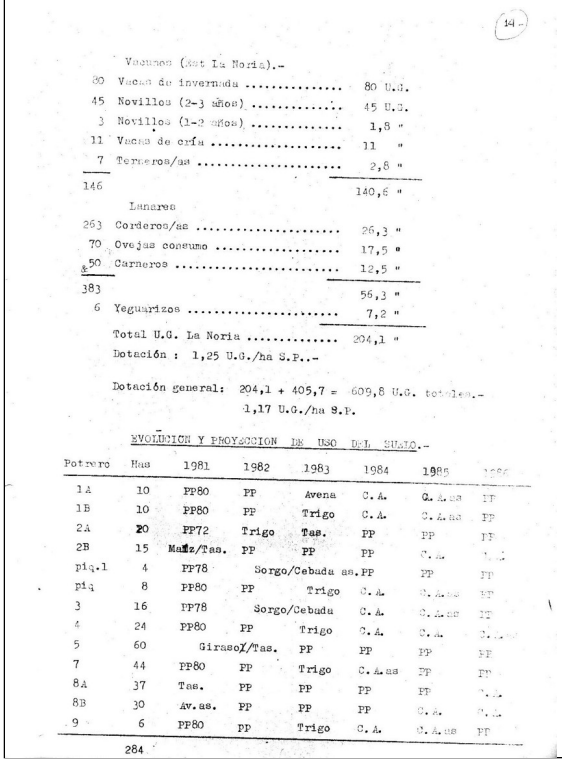
The expert facilitation was by a paid agricultural engineer, who prepared the Agenda and the "audit" documents, and decided on the small group discussion questions.

The next couple of slides are of documents prepared by the facilitator.



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Vacunos (Est La Noria).-

80	Vacas de invernada	80 U.G.
45	Novillos (2-3 años)	45 U.G.
3	Novillos (1-2 años)	1,8 "
11	Vacas de cría	11 "
7	Terneros/as	2,8 "
146		140,6 "

Lanares

263	Corderos/as	26,3 "
70	Ovejas consumo	17,5 "
50	Carneros	12,5 "
383		56,3 "
6	Yeguarizos	7,2 "
	Total U.G. La Noria	204,1 "

Dotación : 1,25 U.G./ha S.P..-

Dotación general: 204,1 + 405,7 = 609,8 U.G. totales.-
1,17 U.G./ha S.P.

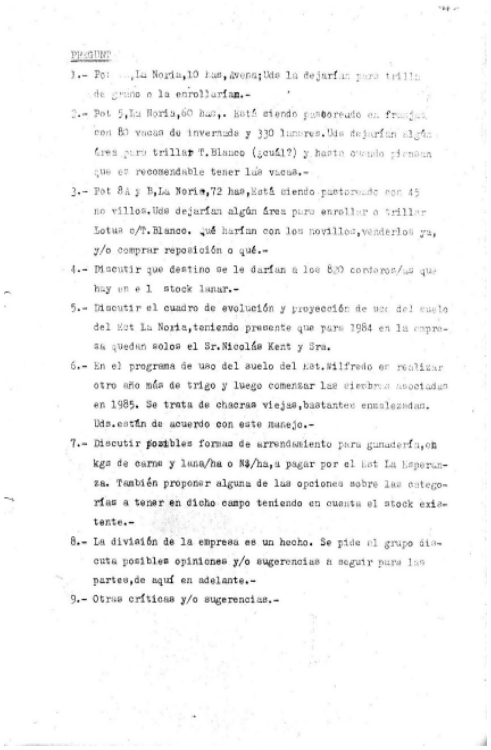
EVOLUCION Y PROYECCION DE USO DEL SUELO.-

Potrero	Has	1981	1982	1983	1984	1985	1986
1A	10	PP80	PP	Avena	C.A.	C.A.as	PP
1B	10	PP80	PP	Trigo	C.A.	C.A.as	PP
2A	20	PP72	Trigo	Tas.	PP	PP	PP
2B	15	Maíz/Tas.	PP	PP	PP	C.A.	C.A.
piq.1	4	PP78	Sorgo/Cebada as.		PP	PP	PP
piq	8	PP80	PP	Trigo	C.A.	C.A.as	PP
3	16	PP78	Sorgo/Cebada		C.A.	C.A.as	PP
4	24	PP80	PP	Trigo	C.A.	C.A.	C.A.
5	60	Girasol/Tas.		PP	PP	PP	PP
7	44	PP80	PP	Trigo	C.A.as	PP	PP
8A	37	Tas.	PP	PP	PP	PP	C.A.
8B	30	Av.as.	PP	PP	PP	C.A.	C.A.
9	6	PP80	PP	Trigo	C.A.	C.A.as	PP
	284						

Rubric for the table

Evolution and projection of the use of the land giving size of fields and crops grown from 1981 to 1985 in rotation: wheat, sunflower, sorghum, oats, barley, maize.

15



PREGUNT

1.- Pot ..,La Noria,10 has,Avena;Uds la dejarían para trilla de grano o la enrollarían.-

2.- Pot 5,La Noria,60 has,. Está siendo pastoreado en franjas con 80 vacas de invernada y 330 lanares.Uds dejarían algún área para trillar T.Blanco (¿cuál?) y hasta cuando piensan que es recomendable tener las vacas.-

3.- Pot 8A y B,La Noria,72 has,Está siendo pastoreado con 45 novillos.Uds dejarían algún área para enrollar o trillar Lotus c/T.Blanco. ¿qué harían con los novillos,venderlos ya, y/o comprar reposición o qué.-

4.- Discutir que destino se le darían a los 800 corderos/as que hay en el stock lanar.-

5.- Discutir el cuadro de evolución y proyección de uso del suelo del Est La Noria,teniendo presente que para 1984 en la empresa quedan solos el Sr.Nicolás Kent y Sra.

6.- En el programa de uso del suelo del Est.Wilfredo se realizar otro año más de trigo y luego comenzar las siembras asociadas en 1985. Se trata de chacras viejas,bastantes enmalezadas. Uds.están de acuerdo con este manejo.-

7.- Discutir posibles formas de arrendamiento para ganadería,en kgs de carne y lana/ha o N$/ha,a pagar por el Est La Esperanza. También proponer alguna de las opciones sobre las categorías a tener en dicho campo teniendo en cuenta el stock existente.-

8.- La división de la empresa es un hecho. Se pide el grupo discuta posibles opiniones y/o sugerencias a seguir para las partes,de aquí en adelante.-

9.- Otras críticas y/o sugerencias.-

Questions (for discussion in groups – some samples)

3 Fields 8A and B at La Noria, 72 hectares, are being grazed by 45 steers. Would you leave some area for making hay rolls (bundles weighing 400 kg) of white clover, or threshing. What would you do with the steers: sell them and/or buy replacements or what?

8. The splitting up of the enterprise has already been done. The group is asked for their opinion and suggestions to be followed by the three parties in the future.

A couple of small group responses to q 3

8B leave for harvest the side of the hill which gives on to the willows. 8A form hay rolls in zones which have fewer thistles growing
Sell the steers now and replace

Nothing was said about threshing and hay-Making.It is considered that 25 steers should be sold, replacing them before doing so, and the rest to be sold ...[can't read this]

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Now a set of discussion questions, with two groups' responses to one of them

Key features of process

- Planned collaboratively
- Documented before and after
- Focused on things which matter
- Expertly facilitated
- Strong emphasis on tacit knowledge and making it explicit

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Highlight the points in the slide

20 years later, the work of the farmer's self help group came to the front of my mind when meeting Gill Ferrell now Director of JISCinfonet and casting round for the subject matter of a JISCinfonet/ALT bid to the HEFCE Leadership, Governance and Management Fund.

Maybe……

Learning technology is at the boundary of technology and learning.

(You know you are a learning technologist when teaching and learning people treat you as a technical person, and when ICT people treat you as a teaching and learning person.)

Effective deployment of LT depends on lots of tacit knowledge.

Endnote

Email from Nicholas Kent – 6/6/2006. Una vez al año se hacia una reunion en algun balneario o algo por el estilo con yodas las familias. Otro punto era que se insistia que la reunion era a (calzon quitao) quire decir que tenes que poner todas las cartas sobre la mesa (no esconder nada) muchas veces requeriamos la presencia de la señora para ver que opinion tenia ella. Los cabezas de grupo al final de la reunion exponian todo lo que su grupo recomendaba y a veces unas verdades o criticas que dolian mucho y era esto que me parece que ayudo a muchos a ver la realidad.

- Once a year there was a meeting at a swimming spot or place of that kind, with all the families.
- Another point was the insistence that the meeting should be “with underpants removed” which means that you have to put all your cards on the table and hide nothing, and often we required the presence of the wife to sound out her views.
- At the end of the meeting the leaders of the group reported on all their group recommendations and sometimes there emerged some truths or criticisms which were very painful, and this is what I think helped many to come to terms with reality.

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Two years ago, I asked my uncle what was the main thing he learnt about processes of this kind. A couple of days later he emailed me. Google Translator was little help, though it has got quite a bit better since then. Nick’s sister Tanya, back in Sheffield, was more helpful……

What does the CAMEL method involve

1. Ensure that you spend social time that has nothing to do with the job in hand.

2. Put all your cards on the table.

3. Apply friendly candour.

In our world of being business-like, of formal returns, audit, of ranking, we tend to be unaccustomed to these three approaches, though at another level all they are is a statement of the obvious.

Now I hand over to Gill Ferrell, Director of JISCinfonet