

EU/IBAR PACE PROGRAMME

REPORT ON THE

TEAM ENHANCEMENT WORKSHOP

HELD AT THE

**LENANA HOUSE TRAINING & CONFERENCE
CENTRE, NAIROBI**

ON

18th MARCH 2005

Facilitated by

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TABLE OF CONTENTS

Item	Page No
Table of Contents	2
Abbreviations and Acronyms & Acknowledgement	3
Executive Summary	4
1.0. BACKGROUND	5
2.0. OPENING REMARKS	5
3.0. WORKSHOP OVERALL OBJECTIVE	5
3.1. Specific Objectives	6
4.0. WORKSHOP METHODOLOGY	6
5.0. VENUE, TIMETABLE & AND PARTICIPANTS	6
6.0 WORKSHOP PROCEEDINGS	6
6.1. Participants Expectations	6
6.2. Team Characteristics	7
6.3. Issues of Concern	8
6.4. Strategies for Addressing the Issues of Concern	9
7.0. OVERALL RECOMMENMDATIONS	12
8.0 CLOSING REMARKS	13
Annex I. List of Participants	14
Annex II. The Time Table.	15
Annex III. The Interpersonal Collaboration Rainbow Colours Story	16

ABBREVIATIONS AND ACCRONYMS

AU	African Union
ASAP	As soon As Possible
EC	European Commission
HRM	Human Resource Management
HoU	Head of Unit
iesco	Innovative Enterprise Support Company Ltd
ICU	Information & Communication Unit
IBAR.	Inter-African Bureau of Animal Resource
PCU	Project Coordination Unit
PC	Project Coordination
SMART	Specific, Measurable, Achievable, Realistic, Timebound
TA	Technical Advisor
TOR	Terms of Reference
T.N.T	Titus Njau Toro
W.E.F	With Effect From

ACKNOWLEDGEMENT

The Facilitator Would Wish To Express His Deep Gratitude To The PACE Programme Team For The Confidence Entrusted To Him In Assisting The Programme Develop Team Enhancement Strategies. The Excellent Co-Operation Accorded By The Management Team During The Short Period Of The Workshop Preparation Is Highly Appreciated. The Workshop Would Not Have Realized Its Objective Without the Fully Participation of All in Attendance. The Objective Contributions by the Participants and Their Frankness on the Issues under Discussion Made the Workshop Specific Objectives Be Realized. I Have No Words To Express My Joy For Your Support. I Wish You The Best As You Translate The Developed Team Enhancement Strategies Into Activities Which, When Implemented, Will Make PACE A Sweet Home For All The Staff Members.

You Are A Great Family And Thank You Indeed.

EXECUTIVE SUMMARY

This report summarizes the proceedings and output of the Team Enhancement Workshop for the EU/IBAR PACE Programme held at the Lenana House Training & Conference Centre, Nairobi, Kenya on 18th March, 2005.

During the workshop issues of concern which hinder the smooth running of the Programme activities in view of interpersonal relations, team dynamics and operational procedures were addressed and ironed up.

The workshop enforced that the success of the Programme depends on concerted efforts between the management, technical experts and the support systems. Complementarity between these organs and sound inter-relationships at both organizational and personal levels energizes the process of realizing the anticipated impacts.

The workshop identified the underlying factor, which hinder teamwork and developed strategies to address them. It was underscored that it is a process to enhance team performance. As such, it was recommended that efforts be made to have a residential team enhancement retreat, to including the Bamako team, in the next quarter of the year. It was also recommended that the Advisory Committee be made aware of the efforts being made and the progress in addressing the Programme pre-conditions. Challenges were put forward for collective efforts in enhancing and maintaining the reactivated teamwork.

1.0. BACKGROUND

The PACE Programme is an EU funded project that started in 1999 and was anticipated to for a period of 5 years. The main objective of the Programme is control of rinderpest among other Epizootics in Africa's 32 countries.

The Programme been extended for a period of two years till the end of October 2006 in order to achieve the articulated objectives that have not yet been reached in the past during of the initial implementation period.

During the formulation of the extension proposal, a number of conditions were proposed by the donor in an effort to supporting the programme's management structure as well as ensuring that the necessary capacity building strategies towards the Inter-African Bureau of Animal Resources (IBAR), the AU institution within which the project is residing and the programme implementation structures exists.

The period during which the extension proposals were being prepared and negotiated, brought delays in the implementation of the planned activities as well the meeting of the Programme financial responsibilities of which among them is the staff obligations. The said situation has been on for the last four (4) months. The four months period brought about a number of challenges among the staff members, which without their intensions, could have affected their mood of work.

It is within the above context that a team enhancement workshop was planned in order to restore some confidence among the staff as well as reactivating a conducive and productive working environment and encouraging further ownership in the team of the achievement of the envisaged objectives.

2.0. OPENING PRELIMINARIES

The workshop was officially opened by the PACE Coordinator, Dr. Rene Bessin. In his remarks, Rene welcomed the participants and said that it has always been his wish to have a sitting where all the team members of PACE, in and objective way, could discuss issues which enhance team performance.

He indicated that the workshop has come at an opportune time for a collective way of looking into team work challenges and develop strategies to address them, at this phase of the Programme.

The PACE Coordinator indicated that the workshop will be proceeded a team enhancement retreat to include the Bamako team.

3.0. WORKSHOP OVERALL OBJECTIVE.

To create a conducive environment in order to improve PACE implementation and achieve the objectives set out for the extension period of the programme.

3.1. Specific Objectives

It is anticipated that the below specific objectives will be realized.

- Restore confidence and enthusiasm towards the programme and take a collective stance on how to avoid disruptions of activities in the future.
- Increase staff ownership of the project and explore ways to become a “high performance project team”.
- Increase awareness about the (pre) conditions and remaining objectives to be achieved.

4.0. WORKSHOP METHODOLOGY

A participatory approach was applied during the workshop. This included group works which were proceeded by group presentations and plenary discussions to gain consensus on issues agreed on and the actions to be taken up for subsequent implementation.

Open and user-friendly communication channels were applied and encouraged to the maintained during and after the workshop.

Group Dynamics session was applied to maintain jovial workshop atmosphere.

5.0. VENUE, TIMETABLE & AND PARTICIPANTS.

The workshop was held at the Lenana House Training & Conference Centre, Nairobi, Kenya on the 18th March, 2005. Seventeen (17) participants from the Nairobi Office were in attendance. The list of participants and timetable are attached in this report as *Annex I & II* respectively.

A specialist in Enterprise Development & Project Management, Mr. T.N.T Muchirah facilitated the workshop and the proceedings documented by Ms. Jacky Gathoni.

6.0. WORKSHOP PROCEEDINGS

6.1. PARTICIPANTS EXPECTATIONS

The participants reflected on the below as their workshop expectations.

- To achieve colleague harmony in the organization.
- To better communication in the organization.
- There should be a better work ethics among us.
- There should be a better a working environment.
- Expect the management to improve.

- To have a way forward.
- To have a manner of sharing information.
- To have a complete change of attitude in the management.
- There should be a positive attitude in working.
- There should be a clear understanding of each others capacity and capabilities.
- Have a way to create confidence in working for and in PACE.
- To create a team spirit.
- To accomplish and implement the laid out the laid out objectives.
- Identification of the issues of concern of the organization.
- To have strategies in resolving the issues of concerns.
- Commitment to assist each other.
- Transparency in the future of the management.
- To achieve unity, more cohesive and understanding among all staff members.
- To develop strategies for team building and team spirit.
- Harmonization of views on working environment.
- To better understanding of many things.
- To think a lot.
- Contribute something.
- We all decide to go for a cold beer.
- Starting a new period of the project.
- Leave early, don't want to work tomorrow.
- Have someone in place to make sure this spirit continue.
- Have good tea and lunch.
- Have many more meetings of this nature.

6.2. TEAM CHARACTERISTICS

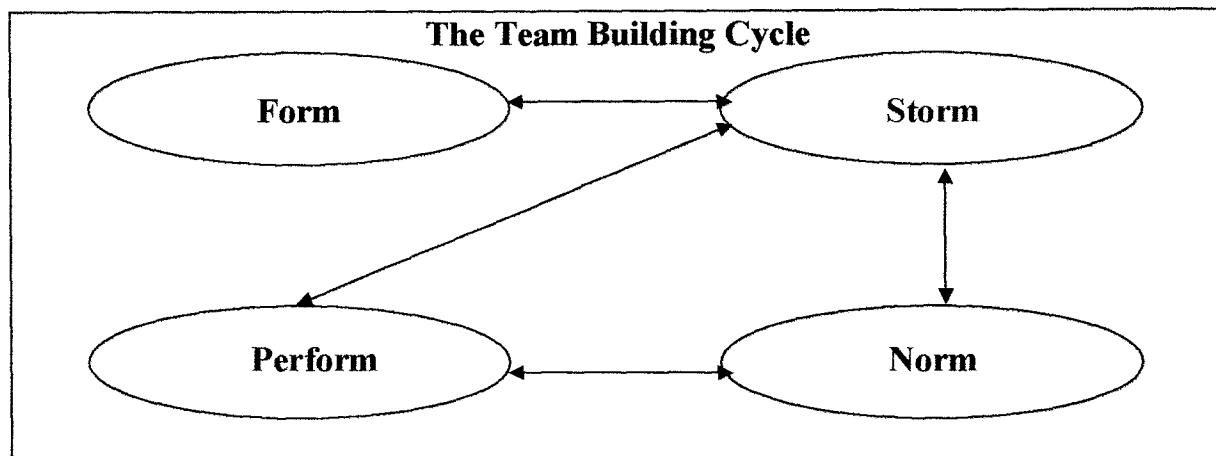
The facilitator guided the participants in understanding the group/team formation and dynamics. Below are the four group stages of operations, which define group characteristic.

- | | |
|--|--|
| I. Form Stage: -
(Orientation) | A group gets formed by design, default or otherwise |
| II. Storm Stage: -
(Perturbation) | The members realises that their expectations are not being met, hence a storm arises. |
| III. Norm Stage: -
(Regulation) | Rules, benefits, rule and scope of operations pelt out; harmonised expectation hence normalisation |
| IV. Perform Stage:
(Performance) | After normalisation performance s are realized. |

The most challenging stage of any team is the storm stage. Most teams do not survive the storm stage. Whereas this is the most critical stage for any team, the moment team succeed through the stage, their performance is enhances and the team remain more cohesive and focused to its objectives.

The Storm stage is a very important stage of any team.

It is recommended that teams take shortest time storming to allow moving next to normalising and the get soonest back to performing. The participants were asked to be always aware of their team storm stage to avoid extended conflicts.



6.3. ISSUES OF CONCERN

The participants, in groups, brought out the below issues of concern which hinder teamwork and hence the implementations of the Programme activities.

Group I	Group II
<ul style="list-style-type: none"> ➤ Lack of clarity:- SMART approach in the initial Programme design. ➤ Management. <ul style="list-style-type: none"> - External interference. - Capacity/structure/ systems. - Project financing/ EC systems. ➤ Staff issues. <ul style="list-style-type: none"> - Trust. - Double standard treatment. - Lack of recognition of achievements. - Capacity issues/tools. - Remunerations. 	<ul style="list-style-type: none"> ➤ Weak office management structures & systems. ➤ Criticism. ➤ Lack of communication. ➤ Poor Personal interests. ➤ Poor inter- relations with other projects. ➤ Donor interference. ➤ Burdening work loads. ➤ Inadequate identification of proper dealers. ➤ How to manage other workers. ➤ Undermining each other. ➤ The right of under stating rules and regulations.

<ul style="list-style-type: none"> - Working environment. <p>➤ Communication and Transparency.</p> <ul style="list-style-type: none"> - Internal (Nairobi). - Inter-regional (Nairobi - Bamako). - PACE –AU/IBAR. -Countries. -Partners. 	<p>Group III</p> <p>➤ PACE Program; Has not been able to develop at the same pace as the changes being experienced at the broader level e.g. EC, NAO and other countries.</p> <p>➤ Time frame: Though we have achieved very positive results, we have been behind schedule.</p> <p>➤ Personal and professional behaviour not to the expected standards.</p>
<p>Group IV</p> <p>➤ Communication between staff and the management.</p> <p>➤ Project management capacity.</p> <p>➤ Team spirit / motivation.</p> <p>➤ Transparency/ trust / durable standards.</p> <p>➤ Relationship with the donors.</p> <p>➤ Relationship with AU/ IBAR and other projects.</p> <p>➤ Internal management systems.</p> <p>➤ Use of PACE resources by others.</p> <p>➤ Restrictive regulations.</p> <p>➤ Confusion of the laid regulations.</p> <p>➤ Micro management by donor.</p> <p>➤ No clear job description.</p> <p>➤ Poor monitoring and evaluation structures.</p> <p>➤ Poor promotion of marketing structure.</p> <p>➤ Weak “confidence” to defend our own approaches as PACE.</p> <p>➤ Staff welfare association- no HRM function.</p> <p>➤ Management is not people friendly- managing selfishness.</p>	<p>Group V</p> <p>➤ Information network and communication.</p> <ul style="list-style-type: none"> - Lack of under standing of the rules and regulations. - Use of different rules and regulations for local and international staff. - Lack of good relation between the donor and implementing partner. <p>➤ Finances:</p> <ul style="list-style-type: none"> - Micro- management by the donor. - Adjustment in the exchange rates (salaries). - No clear rules to be followed. - <p>➤ Management:</p> <ul style="list-style-type: none"> - Technical management. - Administrative management. - Financial management.

6.4. STRATEGIES FOR ADDRESSING THE ISSUES OF CONCERN.

The raised Issues of Concern were clustered and in three groups, the participants developed the strategies of addressing them for the overall objective of creating a conducive work environment.

Outputs on Major Issues of Concern	Action to be taken	Actor(s)	Time Frame
1.0. Team Spirit enhanced.	➤ Hold team building workshop.	PCU	2 nd Week April 2005
	➤ Have daily tea/coffee breaks with all staff.	All Staff	Mid June/2005
	➤ Undertake “Get Together” around major holidays and or both national and international events.	PCU & HoUs All Staff	Continuous.
	➤ Reallocation all the Programme offices to 6 th floor of Maendeleo House.	PCO & HoUs	At least by end of April 2005

	<ul style="list-style-type: none"> ➤ Exchange of postcards during staff anniversaries like birth days. ➤ Take any availing opportunity to encourage group involvement in social matters. 	Secretaries	Starting April 2005
		HoUs	Starting April 2005
2.0 Staff Motivation, Recognition and Remuneration approaches developed.	<ul style="list-style-type: none"> ➤ Pay the pending salaries and gratuities. ➤ Review & implement the Staff TORS in line with the AU Staff regulations and rules. ➤ Give Letter of Recognition for excellent work achievements and award bonuses, etc. ➤ Apply collective decision making on staff matters. ➤ Staff to focus on the Programme benefits beyond their own (Employer's interest to override those of the individuals) ➤ All staff members to interpret their revised TOR and implement them accordingly. 	PCU	Before end of April 05
		PCU	April 05
		PCU	As appropriate and at the end of the year.
		PCU & HoUs	Continuous starting April.
		All staff	Continuous starting at the end of the workshop.
		All Staff Members	Continuous starting end of April.
3.0. The Management Approaches made more transparent on all Programme matters including staff issues.	<ul style="list-style-type: none"> ➤ Create awareness among staff on the Programme refunding pre-condition. ➤ Take steps towards fulfilling the pre-condition. ➤ Implement the revised manual of procedure. ➤ Enhance the currently applied collective decision approaches. ➤ Make operations monitoring part of Management meetings. 	PCU	2 nd Week April, 2005
		PCU	Mid- April, 2005
		PCU	End of April, 2005
		PCU & HoUs	Starting April 2005.
		PCU & HoUs	Continuous starting end of April.
4.0. Trust among all the players (Staff & Partners) enhanced.	<ul style="list-style-type: none"> ➤ Continuously promote openness & frankness at all levels of the Programme implementation. 	All players including the Support structures.	Continuous starting end of April.
5.0. Management Support Systems including Mailing & Mission's preparations strengthened.	<ul style="list-style-type: none"> ➤ Centralize systematic Approach on:- <ul style="list-style-type: none"> - Tickets purchases, - vehicle repairs / maintenances - Administration of travel logistics - Missions' Feedback - Mission calendar / Planning. - Mailing. - Stationary procurements. - Meeting scheduling & - The Programme Inventory. 	PCU / HoUs Support Structures.	ASAP w.e.f 31 st May 05

6.0. Staff Performance Appraisal systems and structures developed and institutionalized.	<ul style="list-style-type: none"> ➤ Develop and implement Staff Performance Appraisal Systems & Structures. ➤ Communicate to staff the objectives / benefits of the appraisal. ➤ Reorganize the operational structure with respect to the staff identified capabilities. 	PCU & HoUs HoUs HoUs	By at least 31st May 05. At least by Mid May 05
7.0. The Programme Monitoring & Evaluation Systems & Structures Enhanced.	<ul style="list-style-type: none"> ➤ Standardized and institutionalize TA / Missions' & Technical Reports into a Logical Framework. ➤ Disseminate the M&E findings to all Partners regularly. 	HoUs, ICU & the PC ICU	By at least 31 st May 05 On monthly basis starting end of April 05
8.0. Human Resource Management Functions developed and Institutionalized.	<ul style="list-style-type: none"> ➤ Created and implement a Human Resource Management function within the Programme. 	Programme Coordinator	By the 31st May 05
9.0. Communications at all levels between the Programme Partners Improved.	<ul style="list-style-type: none"> ➤ Develop Project Communication Guidelines (A Communication Logical Framework Manual). 	Project Coordination (PC)	End of May 2005
9.1. Between AU/IBAR and Donors.	<ul style="list-style-type: none"> ➤ Monthly Reports captured in a logical framework be prepared and disseminated. ➤ Feedback on the reports be sort and opinions, comments and or recommendations be programmed for implementation. 	AU/IBAR, PC & HoUs	Continuous (ASAP) 31/05/05
9.2. Between the Programme and Other Projects	<ul style="list-style-type: none"> ➤ Establish Formal Monthly Communication Strategy with the ECA. ➤ Set Standards between both parties. 	PC & ICU PCU	Continuous (ASAP) “
9.3. Between PACE & the Public	<ul style="list-style-type: none"> ➤ Improve the Programme visibility in the public through Mass Media. ➤ Document and dissemination through Mass Media the Programme “Best Practices and innovations” on animal disease control and cure. 	PCU & ICU	Continuous (ASAP)
9.4. Between Nairobi & Bamako	<ul style="list-style-type: none"> ➤ Though communication between the two is good and should be encouraged, a standard format should be formulated for any upcoming 	HoUs & ICU	Continuous (ASAP)

	<ul style="list-style-type: none"> ➤ operation issues. ➤ Budget responsibilities (Budget Work plan) and the Pre-conditions information should form part of the communications between the two Programme organs. 		
9.5. Between PCU and the National Programmes	<ul style="list-style-type: none"> ➤ Responsibilities & Co-ordinations should be improved through the reporting logical framework to be developed. ➤ The established Information & Communication Unit (ICU) should be functionalized. ➤ Budget responsibilities (Budget Work plan) and the Pre-conditions information should form part of the communications between the two Programme organs. 	PCU & HoUs PCU & HoUs	Starting April 05 ASAP Starting April 05
9.6. Between the PCU (Management) and the Supports Staff.	<ul style="list-style-type: none"> ➤ Disseminate a summary of the Management Meeting Minutes on issues which are deemed important to all members of staff through Internal Memos. ➤ Develop a strategy for collecting and addressing staff matters. 	ICU / HoUs PCU	As from after the next PCU meeting. By end of April 05
10.0. Knowledge Management in the Programme Enhanced.	<ul style="list-style-type: none"> ➤ Develop Bulletin Board. ➤ Undertake Workshops, Meetings and Study Tours meant for knowledge management. ➤ Document and disseminate "Best Practices & Innovations" on achievements within and without the Programme. ➤ Up date the PACE Website. 	ICU, HoUs & PC	Starting April 05

7.0. OVERALL RECOMMENDATIONS

- 7.1. Inform the upcoming Advisory Committee Meeting of the deliberations and outputs of the workshop. It was proposed that a caption of the workshop be prepared and attached to the Advisory Committee Members information wallet during the meeting.
- 7.2. A residential Team Development Retreat for both Nairobi and Bamako teams be undertaken in the next quarter of the year.

- 7.3. All the deliberations and recommendations of the workshop should form an agenda of the management team meeting in the next weeks. Issues of concern identified during the workshop should be programmed by the management team for implementation.
- 7.4. All the issues of concern identified and recommendations arrived at should be implemented in a collective and team manner, everybody in the team has a role to play in enhancing and maintaining the team spirit.
- 7.5. Due to the current workload, some of the developed strategic activities could be assigned external consultants; one of such is the staff performance appraisal.
- 7.6. The inclusion of the Heads of Units (HoUs) in the management team was praised and recommended to be formalized in the Programme Structure. It was observed that the team, which is structured to be meeting weekly, deliberates on the Programme's management and technical agendas.

8.0. CLOSING REMARKS

A random sample of the participants indicated that the workshop objective was achieved. This was taken as a reflection of the day's deliberations evaluation.

The results of the "Secret Admirers Game", which was administered at the start of the workshop in efforts to facilitated participants cohesion, were discussed which created a big laughter as the ending note. The facilitator finally took the participants through the interpersonal collaboration colours of the Rainbow Story, attached in this report as annex III.

The workshop ended at a high note with all the participants expressing an immediately and urgently need to implement the developed strategies in efforts to maintaining the created conducive work environment.

ANNEX I.

LIST OF PARTICIPANTS.

S.NO.	NAME	DESIGNATION
1	Shadra Zaid	Secretary
2	Vincent Ooko	Messenger
3	Sammy Mwirigi	Desktop Publisher
4	Milka Musoke	Secretary
5	Dr. Bidgeh Kebkiba	Head of Epiolomiology. Unit
6	Stephen Kahura	Driver
7	Dr. Andrea Massarelli	Regional TA for Eastern Africa
8	Electa Obura	Bilingual Secretary
9	Dominic Kiarie	Accountant
10	Berhanu Bedane	Head of Data Management Unit
11	Richard Kock	PEU – Wildlife Specialist
12	Rosemary Muriungi	Head of Administrative Support Unit
13	Charles Mwangi	LAN Administrator
14	Tambi Emmanuel	Livestock Coordinator
15	Rene Bessin	PACE Coordinator
16	Alex Saelaert	Finance Manager
17	Moses Juma	Messenger
18	T.N.T. Muchirah	Facilitator
19	Jacky Gathoni	Documentarist.

ANNEX II.

DATE: - 18TH MARCH, 2005

DAY: - FRIDAY

TIME	ACTIVITY	ACTORS
08.00 – 09.00 Hrs	Breakfast and Climate Setting	Centre Management Facilitator
08.45 – 09.35 Hrs	Opening Session <ul style="list-style-type: none"> ➤ Introductions ➤ Levelling of Expectations ➤ Opening Remarks <ul style="list-style-type: none"> ✓ Workshop Rationale and Objectives 	Participants Facilitator Head of Programme
09.35 – 10.35 Hrs	<ul style="list-style-type: none"> ➤ Group Dynamics Session. ➤ Clustering of Issues of Concern in Programme Implementation 	Facilitator Participants
10.35 – 10.55 Hrs	Tea Break	Centre Management
10.55 - 11.55 Hrs	Group Work On The Issues of Concern & Plenary Session	Facilitator Participants
11.55 – 13.00 Hrs	Presentations of Group Work & Plenary Session	Facilitator Participants
13.00 – 14.00 Hrs	Lunch Break	Centre Management
14.00 – 15.30 Hrs	Develop Strategies For Addressing Issues of Concern	Participants Facilitator
15.30 – 15.45 Hrs	Coffee/Tea Break	Centre Management
15.45 – 16.30 Hrs	<ul style="list-style-type: none"> ➤ Overall Recommendations ➤ Consolidation of The Way Forward 	Participants Facilitator
16.30 – 17.00 Hrs	<ul style="list-style-type: none"> ➤ Workshop Evaluation ➤ Closing Session 	Participants Facilitator

NB//. For the purpose of realizing the objective of the Workshop, the programme will be kept flexible and managed in a process manner.

ANNEX III.

INTERPERSONAL COLLABORATION IS SUMMARISED BY THE STORY OF THE RAINBOW COLOURS

Once upon a time, all the colours in the world started to quarrel; each claimed that she was the best, the most important, the most useful, the favourite;

Green Said:

“Clearly I am the most important. I am the sign of life and hope. I was chosen for grass, trees, and leaves, without me all the animals would die. Look out over the countryside and you will see that I am in the Majority.”

Blue Interrupted:

“You only think about the earth, but consider the sky and the sea. It is the water that is the basis of life and this is drawn up by the clouds from the blue sea. The sky gives space and serenity. Without my peace you would all be nothing but busy bodies.”

Yellow Chuckled:

“You are all so serious. I bring laughter, gaiety and warmth into the world. The sun is yellow, the moon is yellow, and the stars are yellow. Every time you look at sunflower the whole world starts to smile. Without me there would be no fun”.

Orange started next to blow her own trumpet:

“I am the colour of health and strength. I may be scarce, but I am precious for I serve the inner needs of human life. I carry all the most important vitamins. Think of carrots, pumpkins, oranges, mangoes and papaws. I don’t hang around all the time, but when I fill the sky at sunrise or sunset, my beauty is so striking that no one gives any thought to any of you”.

Red couldn’t stand it any longer:

She shouted! “I am the ruler of you all: blood, life’s blood. I am willing to fight for a course. I bring fire in the blood. Without me the earth would be empty as the moon. I am the colour of passion and of love; the red rose, poinsettia and pony”.

Purple rose to her full height.

She was very tall; and she spoke with great pomp: “I am the colour of royalty and power. Kings, chief, bishops have always chosen me for I am a sign of authority and wisdom. People do not question me – they listen and obey”.

Indigo spoke much more quietly than all others, but just as determinedly:

“Think of me. I am the colour of silence. You hardly notice me, but without me, you all become superficial. I represent thought and reflection, twilight and deep waters. You need me for balance and contrast, for prayer and inner peace”.

And so colours went on boasting, each convinced that they were the best. Their quarrelling became louder. Suddenly there was a startling flash of brilliant white lightning; thunder roared and boomed. Rain started to pour down relentlessly. The colours all crouched down in fear, drawing close to one another for comfort forming a beautiful RAINBOW.

“We need one another, after all,” the colours said.