

Institute of Cultural Affairs International

# Winds and Waves

Vol. 3 No. 1 April 2013

ICA: NEW DIRECTIONS 2013

## Also Inside

ICA GreenRise  
Uptown Building

Courage to Lead  
Award

ICA International - Regional  
Virtual Meetings Report

The Triangles  
make Waves

and more...

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## Winds and Waves

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### Co-Editors

John Miesen (Australia)  
email: [johnmiesenhomes@optusnet.com.au](mailto:johnmiesenhomes@optusnet.com.au)  
Dharmalingam Vinasithamby (Malaysia)  
email: [dvinasithamby@yahoo.com](mailto:dvinasithamby@yahoo.com)

### Internet Format Design

Peter Ellins (Canada)  
email: [peter@ellins.ca](mailto:peter@ellins.ca)

### Content Coordinator

Robyn Hutchinson (Australia)  
email: [rjhutchinson@optusnet.com.au](mailto:rjhutchinson@optusnet.com.au)

Content submissions are most appreciated. Please include any (print quality) photos or graphics with your submission as attachments to your email. Text files should be in Word.

### Regional Content Assistants

Isabel de la Maza (Chile)  
Catalina Quiroz Niño & Fernando Garcia Adrianzén (Spain)  
Seva Gandhi (USA)  
Voice Vingo (Zambia)  
Gerald Gomani (Zimbabwe)

### Proofreader (English)

Julie Miesen (Australia)

Correspondence – Please direct all magazine correspondence to one of the following:

Content Coordinator  
Robyn Hutchinson  
(Australia)  
email: [rjhutchinson@optusnet.com.au](mailto:rjhutchinson@optusnet.com.au)

Co-Editor  
John Miesen  
(Australia)  
email: [johnmiesenhomes@optusnet.com.au](mailto:johnmiesenhomes@optusnet.com.au)

Letters to the Editor  
Dharmalingam  
Vinasithamby (Malaysia)  
email: [dvinasithamby@yahoo.com](mailto:dvinasithamby@yahoo.com)

ICA International  
President  
Martin Gilbraith  
email: [president@ica-international.org](mailto:president@ica-international.org)



## From the President

Dear friends and colleagues,

Welcome to this new issue of Winds & Waves, the online magazine of ICA International, on the theme of change and new directions.

Inside you will find stories of some of the change that ICAs around the world are enabling in the communities and organisations that they work with, including in the USA, Spain, Ukraine, India, Guatemala and Chile. Also you will find stories of some of the change that ICAs themselves are undertaking within their own organisations, including in Togo, the UK and Peru. You will also find news, reviews and feature articles, including from the new book of long-time ICA colleague Jean Houston. I hope you will find plenty to interest you, and to spark ideas for your own work and change in your own locations and in collaboration with others elsewhere. I am grateful to the virtual global editorial team, and to all of our contributors, for so generously sharing their time, expertise, experience and ideas with us all.

ICA International is itself entering a period of significant change and development, with a new global Board in place since January and a new business plan for the new year. I am grateful also to my predecessor as President Larry Philbrook of ICA Taiwan, and to other ICAI Board members past and present, for volunteering their time and leadership to help to shape and guide the development of our global network. As a result of their sound management and leadership over the past years, the ICAI Board has been able to engage with members and colleagues over recent months to develop ambitious plans for strengthening and growing the

ICA worldwide network this year. You will find news of these developments also inside, and the Board would welcome your questions and feedback, and most of all your involvement.

Since my own ICA work has been mostly focused on the UK context in recent years, it has been exciting and energising for me to reconnect and re-engage internationally with ICA colleagues more in this new role, especially when I have had the opportunity to do so face to face - at the ICA global conference in Kathmandu last October, and at the ICA European Interchange in Paris in March (see page 8). Our virtual connections are also growing ever stronger. Our first online regional gatherings of the global network this year in March were also a real highlight for me (page 34). Do please join us for the next regional gatherings in July.

The role of ICAI in the ICA global network is to facilitate and communicate 'peer to peer' support and collaboration among ICAs and ICA colleagues - in pursuit of our shared mission "to empower, through methods and values, an authentic and sustainable transformation of individuals, communities and organizations." I hope that this magazine may do something to help strengthen your international connections and collaborations. Please do let us know how it does, and how it might better do so.

Martin Gilbraith, ICAI President  
London

### Editors' Note

Dear Readers,

Welcome to this edition of 'Winds and Waves' – the Institute of Cultural Affairs International magazine.

This first issue of the magazine for 2013 incorporates one of three Themes the Editorial Team nominated for the year: "ICA: New Directions for 2013".

The August issue will highlight "Edge Thinking in Human Development" and the December issue will focus on "Project Sustainability".

If you have an article relating to either theme for the August or December issues of 'Winds and Waves' please contact – Content Coordinator, Robyn Hutchinson – email: [rjhutchinson@optusnet.com.au](mailto:rjhutchinson@optusnet.com.au) regarding your submission.

In this issue we continue to share Learnings, News and Reports from across the global community of ICA and hope you find them of value.

Your contributions to the content of 'Winds and Waves' ensure it continues to be informative, supportive and enjoyable.

Co-Editors John Miesen and Dharmalingam Vinasithamby

# ICA Holding together a global network

By Dharmalingam  
Vinasithamby

The Institute of Cultural Affairs International is the hub of a wheel of organisations spanning all continents of the globe. Its aim is to help its members support participatory and sustainable global human development. Members, national bodies that evolved from what was once a single entity called the Institute of Cultural Affairs (ICA), aim to provide methods and values for the authentic and sustainable transformation of individuals, communities and organizations.

Although these ICAs are autonomous units, they use a common brand of methods, logos and language. Each unit is a registered organisation run by a board comprised of a majority of people who do not gain financially from the ICA. To qualify to be part of the ICAI, each ICA must be actively involved in projects and services that meet

national needs and provide support for the international work of the ICA.

Current members are Bospo Bosnia, ICA Australia, ICA Bangladesh, ICA Belgium, ICA Canada, ICA Chile, ICA Guatemala, ICA India, ICA Japan, ICA Kenya, ICA Nepal, ICA Peru, ICA Taiwan, ICA Uganda, ICA USA, ICA Zimbabwe, ICA Cote D'Ivoire, ICA MENA (Egypt), ICA Nigeria (NIRADO), ICA South Africa, ICA Tajikistan, ICA Tanzania and OPAD Zambia.

Besides these statutory members, ICAI has associate, non-voting member organisations as well. They are ICA: UK, ICA Associates Canada, Leadership Inc. China, Lens International Malaysia, and ICA Ukraine.

ICAs support each other using a decentralised "peer to peer" approach,

helping each other with program support, training and even funding. This allows the ICAI to be a fairly slim and trim body without the need for a big budget. Among its tasks is help expand the reach of ICA publications like Global Buzz and Winds & Waves; and maintain links with UN agencies such as UNICEF and ECOSOC (Economic and Social Council), and other international groups such as CIVICUS.

ICAI is currently led by President Martin Gilbraith (UK/Belgium). He is assisted by a secretary, Staci Kentish (Canada); and a treasurer, Shankar Jadhav (India). There are four vice-presidents, Isabel De La Maza (Chile) for the Americas; Gerald Gomani (Zimbabwe) for Africa, MENA & Europe; Krishna Shrestha (Australia) for Asia & Pacific; and Seva Gandhi (USA) for communications. □

## ICAI Strategic Priorities for 2013 and 2014

December 17th 2012 Global Assembly

By means of ICAI's decentralised "peer to peer" approach.

*The following information is taken from the Institute of Cultural Affairs International Business Plan 2013-2014.*

1. Support and encourage existing and emerging ICAs to achieve and maintain statutory membership where possible, otherwise associate
2. Develop, maintain and promote effective means for online networking and collaboration among members and colleagues, synchronous and asynchronous
3. Facilitate peer to peer support and collaboration among members, including face-to-face networking, staff,

programme and curriculum development, resource mobilization and institutional sustainability

4. Oversee and support global initiatives of members, eg: global conferencing, ToP worldwide expansion, journal and policy advocacy

5. Focus the messages and expand the reach of internal and external publications including website, Global Buzz and Winds and Waves

6. Renew and maintain global relationships on behalf of members, eg: UNICEF, ECOSOC, CIVICUS

7. Clarify and strengthen inclusive ICAI governance and operations - inclusive relative to geography, language, age, technology etc.

8. Engage members and colleagues to develop longer-term vision and strategy for global ICA movement and ICAI.

**President - Martin Gilbraith** (UK/Belgium) – Strategic priorities for the coming 2 years

- Demonstrate ICAI values, encourage and support ICAs to do so
- Invite ICAs to lead on peer-to-peer support in priority areas arising from Nargarkot gathering, eg: mentoring and volunteering (elders and others), conference streams, ToP worldwide expansion, funding support
- Establish simple framework for members to collaborate on research and develop ICAI policy positions, eg for UN consultations

- Partner with eg: IAF/IofC to offer public webinars for staff development, networking and showcasing expertise

- Report regularly (monthly?) to members

**Secretary - Staci Kentish** (Canada) – Strategic priorities for the coming 2 years

- Maintain the legal status, tax exemption status, etc
- Lead in establishing and maintaining effective governance practices, including online team working skills and support
- Clarify and communicate membership status of all organisations acting as ICAs, and encourage and support them to be members (preferably statutory) through annual membership survey

*(Continues page 31)*

# The People of the Question

By Larry  
Philbrook

These questions are important as we transit from generation to generation as ICA. Last year at the global conference in Kathmandu, I was proud of the young and old participating in our work and in our reflection. We had people from age 5 to 85, some who had been a part of the organization since the earliest days and others who showed up after seeing the conference notice on a website.

So what is ICA about? A facilitation group, an NGO or community development group, an environmental group or ...?

In our dialogue work in Taiwan, we recommend speaking from "I" so that others have the choice of accepting whether what is said also represents them. In ICA, we have traditionally used exactly the opposite, since we intended to stand as "we". For the following comments I will speak as I.

I have always assumed three things about my work as ICA:

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*Larry Philbrook is Immediate Past President: ICA International and a member of ICA: Taiwan.*

*The edge of the ICA:*

*What is now being called for?*

*What is the edge of our work?*

*What does it mean to be spirit driven?*

- 1 I intend to be of service to the global/ social/personal contradictions as I perceive them.
- 2 I am about contextual re-education, social or structural reformulation and spiritual re-motivation
- 3 I am part of a research, training and demonstration community which continually revises its task based on where its exploration takes us/me.

## What is the uniqueness of ICA?

One of our colleagues once described us as the "People of the Question" – we were not focused on the answer as much as the exploration. Our strategy may change but the focus does not. Another way to say this is that facilitation and community development are strategies, not the purpose of ICA. ICA is always asking what is called for here and now. We look for approaches that work toward a new tomorrow, while knowing that tomorrow we will ask again. We are always challenging past patterns as not necessarily being the future ones. As we build the future, the past is significant but not defining. Our past is our legacy but to build the future requires us to continually re-frame the past, present and future based on the new perspectives we discover.

## What difference does this make to my task?

- I started a project recently in Europe and I asked, why me? The answer was three fold:
    - (a) You pay attention to us and tailor your work to this organization and group of people
    - (b) You have worked with us for a long time and never look at anything without looking at the comprehensive and systemic perspective
    - (c) Because of your work with both organizations and community you seem more grounded in reality. Is that the uniqueness?
  - When I (and other colleagues) facilitate with other methods, e.g. Open Space, Appreciative Inquiry or World Café, people tell me it is different, more open to the group, or even that I bring a spirit or presence to it. Is that the uniqueness?
  - Last year in our work with the Profound Journey Dialogue, the question was "what does it mean to live between The No Longer and the Not Yet?" What does it mean to recognize that every decision and action I take I am not sure of the consequences until later? That
- (Continues ►)*

(Continued ▼)

I am always operating from hope but never certainty, faith aligned with my perception of service and mission. Is this perception or stance the uniqueness?

- Recently I was in Shanghai facilitating a group of trainee facilitators and we designed an ORID reflection. In the process, the group went far deeper than we had planned even though all the questions had not even been asked. In the reflection we shared the original design, the actual questions, and the group's reflection. A few people in the group were confused that the facilitator did it "wrong" by not having asked all the questions. I always facilitate knowing that the methods are a doorway to spirit, but that to "facilitate what is happening" I have to let even those methods go in order to be open, to honour every moment and be respectful of every person. Is that the uniqueness?
- A colleague in Taiwan once said that ICA loves us more than we love ourselves. Is that the uniqueness?
- Almost 20 years ago in Taiwan we invited Jean Houston to come and do a week of work with us. Then we invited the foundation for community

encouragement (M.Scott Peck), got involved with healing work like Reiki and Holographic repatterning, and more recently dreamworks. These are all "peripheral" to more clearly focused areas of research like other facilitation methods and coaching. My colleagues are exploring constantly for avenues that give us access. This diverse community all exploring yet all striving to stay connected in diverse ways; is that the uniqueness?

- In every program I do I offer anyone whatever support they need, including my materials. I am currently in a quandary: my colleagues want me to protect our intellectual property rights in China. I do not feel that protection is the right way to go yet I do not want my colleagues to suffer. An old story in ICA was "We don't have competition by definition; if someone else can do better what we have been doing, we need to stand back from that and explore the next wave." I believe the willingness to share all we know with others, understanding that only by truly sharing can we receive the wisdom of others is important, but is that the uniqueness?

My colleague Dick West has a review of a book called *The Shift Age* in this issue

of *W&W* (see page 11). Its author David Houle describes the next 10 years as the years of transformation. He writes that the speed of change will be so rapid that every year will be like every decade in the last century.

## What is the question that needs to be asked in 2013?

The questions I am trying to answer with my life right now are:

- How do we/I promote spirit-based/transformational facilitation, particularly in Greater China?
- How do we/I call forth the next generation of spirit people whether they choose the ICA vehicle or some other?
- How do I continue learning, integrating and sharing while dealing with my economic realities?

My answer to what makes us unique is that we remain the people of the question, the people who put effectiveness and exploration before form. By the time the form is final we will have moved on to the next question. □

# ICA Canada takes up the challenge

By Nan Hudson

Here in Canada, winter is almost behind us, and we are very ready for spring!

Our organization has been engaged through the last several months in a strategic planning process, which is nearing completion hopefully by the time of our AGM in May. It has been an opportunity for our Board and Staff to envision the future for the next few years. There is affirmation for continued engagement in communities both locally and in Africa.

The economic context here in Canada is challenging. That has meant that a

*Nan Hudson is Executive Director, ICA Canada*

lot of effort has gone into fundraising and friend-raising over the past several months. We held a major event two weeks ago in which we presented First Nations Actor, Singer and Activist Tom Jackson with the ICA Canada Courage to Lead Award (see page 27). It was well-attended by people both familiar and new to us.

Our work in collaboration with Save the Children Canada and Mishko Bimaadziwin in promoting the learning and reclamation of First Nations languages continues, with the pilot year coming to a close with positive results. Four communities will have been reached, and it is our hope to expand this work over the coming year.

We are preparing to send a team next month to Tanzania and Kenya to begin the replication work of our shared approach on HIV. This will be led by a team from Il Ngwesi, Kenya, and will be working with community projects of the Southern Africa AIDS Trust.

Over the past year, we began a pilot program that brought together community workers to train them in ICA methodologies and create networks of sharing, support, and collaboration. We hope to expand it this year.

All of our programs contain values and lessons articulated in our book, *The Courage to Lead*, which came out in its second edition last year. □

# Paris get-together for ICA in Europe



Paris viewed from Eiffel Tower, level 1.

## By Martin Gilbraith in London

The annual ICA European Interchange is an informal face-to-face gathering for networking and mutual support, open to everyone with an interest in ICA in Europe. A total of 14 people from six countries participated in this year's event, held from March 15-17 in Paris.

The gathering was hosted and led this year by Lan Levy, ToP facilitator of [www.coactiv.fr](http://www.coactiv.fr), in her office in central Paris. Lan also kept us well fuelled with café, croissant and pain au chocolat! Also from Paris were Lorraine Margherita, Pascal Dubois and Marc Enguise, recent graduates of Lan's ToP training courses and members of her local facilitation community of practice. From Luxembourg was Elisabeth Wille, long-time Associate of ICA Belgium. From ICA Spain were Catalina Quiroz and Iman Moutaouakil. From ICA:UK were Alan, Shelley and Oliver Heckman, plus Derek McAuley and me (mostly this time from ICA International). Joining us briefly by Skype were John Miesen of ICA Australia and Linda Starodub in Austria.

We shared introductions and reports on our last interchange in Vienna and on the ICAI global conference and meetings in Nepal last October. In sharing reports on our ICAs

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*Martin Gilbraith is President: ICA International.*

and our own activities we noted many instances of beneficial past collaboration and mutual support, arising from previous interchanges and otherwise. Among these were two joint EU-funded 5-day courses of ICA:UK and ICA Spain in the past year. After attending last year's interchange and one of these courses, former ICA Croatia director Zlata Pavic has now begun work to re-activate ICA Croatia. Michael & Mia of ICA Germany had facilitated strategic planning with ICA Netherlands, which has ToP courses now coming up in April. Larry Philbrook of ICA Taiwan had led ToP courses in Paris with Lan, and will lead an Imaginal Learning course in Paris in June. I reported on my own collaboration with ICA Ukraine and ICA Tajikistan, in preparation for my ToP training at the IAF Russia conference in Moscow in April.

We looked in some depth at ToP training materials used in France and the UK, and how ToP had been applied to religious diversity training by ICA Spain in its EU-funded Belieforama project. We were excited to learn of Elisabeth's work with EU institutions in Brussels and Luxembourg, and the opportunities she sees emerging there. We looked at the ICA International 2013-14 business plan that I had circulated globally a few days before, and reflected on the state and direction of our global ICA network and the role of Europe in it. We shared our own involvement and

experience with IAF (the International Association of Facilitators), and our aspirations for that. We also enjoyed snails, tripe and other classic French dishes at dinner at a delightful local restaurant next to Lan's apartment! Most of all, we drew from all of these discussions to identify numerous opportunities for further practical collaboration and mutual support.

A key thrust of our plans for future collaboration is to revisit previous plans for a European international ToP training of trainers programme, informed by our now greater experience of successful fundraising from the EU for such work. We agreed to share and publicise our own and each other's training schedules and training of trainer opportunities. We agreed to explore ways to engage further with ICAI, and with IAF, and to collaborate to deepen our understanding of ICA and ICA methods beyond ToP – for example by means of an online Courage To Lead study group. We agreed to use the longstanding ICA Europe yahoogroup as a means of communication and a forum for exchange, so as engage other ICA colleagues in Europe and beyond who were not present in Paris.

Although fewer ICAs were directly represented at this year's interchange than in recent years, I was excited by how the gathering seems to draw in new and

*(Continues ►)*

(Continued ▼)

returning people each year – and how each year we hear of more collaboration and support going on, and even greater appetite for more in the future.

A key insight for me as ICAI President came in a side discussion with one of our new Paris colleagues, who seemed intrigued by what they learned of ICA. I had briefly explained our historic global mission, and our name the Institute of Cultural Affairs, in relation to ICA's Social Process Triangles model – as seeking to bring balance to the social process by strengthening the cultural, meaning-giving dynamic in society. We had earlier been reflecting that perhaps too much of our attention, together in Paris and more broadly, was at the level of the business of facilitation and facilitation training rather than at the deeper level of mission, values and spirit. It occurred to me that in our own global network we might well conclude that we have allowed our economic dynamic to become dominant, the political to be allied to the economic, and the cultural to be collapsed. In contrast I suspect that in the 1970s and 80s, at the height of ICA's global reach, we might conclude that the cultural dynamic was dominant and the economic collapsed in relation to it. In recent years at the global level we have necessarily devoted much of our collective attention to the economic and political dynamics of our international network, and there remains much to be done to put these on a strong and sustainable footing. If we are to collaborate and support each other to have an impact at the global level, however, it will be the cultural dynamic that mobilises and sustains us in doing so. Details of ICA's Social Process triangles can be found in ICA Canada's 'The Courage To Lead' [here](#).

We were all asked to write a few lines of text for *Winds & Waves* before we closed the meeting. Reflections included:

- *Good time together, Stronger connection with ICA Europe. Practical actions to take forward. Thank you for coming!* – Lan, Paris
- *Saturday I went to Paris and participated in part of the European Interchange. It*



Lan Levy shares her GFM leadership style graphics.



Oliver Heckman shares his drawing of the Eiffel Tower.

*was really a very inspiring day, lots of interesting projects and nice to meet people from UK, Spain and France. Quite a lot is actually happening in France, very interesting!* – Elisabeth, Luxembourg

- *First, I'm very glad and pleased to be in my first ICA European Interchange. It was exciting and very interesting, gathering where we could know about each other in a personal and professional level. The most exciting point is that we created a great network in order to collaborate and participate all together. There were a lot of new ideas and projects that were born in this gathering! I'm looking forward to start co-operation with all ICA members – Iman, ICA Spain*
- *As a recent ToP student/trainee, I was invited to join the participants of the ICA European Interchange meeting for the 3<sup>rd</sup> and last day. I was happy to hear what other chapters of ICA in Europe are up to, and to learn more about the story of the organisation, its mission and values. It was great being part of the conversation about the ways ICAs could co-operate. We came up with practical ideas. I'm looking forward to sharing more ideas and insights with other ICA members throughout Europe – Lorraine, Paris*
- *We had fun hanging out, building and sustaining relationships. We learned from and were inspired by each other. We made practical and realistic plans to keep doing things together and supporting each other – Alan, ICA:UK*
- *It has been a very inspiring Paris gathering. Key information shared and reviewed for well-informed future*

*decisions on a European and international level. Key questions raised about our mission and values beside the added value of ToP in our network. Great step in having ICAI's 'Plan de Trabajo' in different languages! Very nice having French colleagues joining on Sunday and letting all of us refresh and learn more about ICA and our history – Catalina, ICA Spain*

- *It was very interesting to see so much enthusiasm for learning and exchange in Europe for ICA values and ToP methods. Nice to see concrete actions coming out of three days of talking!* – Shelley, ICA:UK
- *A very positive and action-oriented ICA Europe gathering in Paris. Good to meet new people and look to the future – Derek, ICA:UK*
- *A great day with wide open minds and ideas to contribute to an enthusiastic human-oriented project! With enthusiastic people and a lot of energy J Big action plan and quite exciting possibilities*
- *Meeting nice people. Impressed by the process to handle the implementation part of the meeting. Long way to go...*

Many thanks indeed to Lan and everyone for a great event!

Anyone wishing to connect with the ICA European network is invited to email [ICAEurope-subscribe@yahoogroups.com](mailto:ICAEurope-subscribe@yahoogroups.com). □

# Turning point in Togo with community schools

By Jonathan Dudding

*In 2011 ICA:UK and ICA Togo received a grant from the UK Government to support the development of community schools in Zio District, in the nation of Togo, West Africa. This article describes the intervention and its achievements, but raises the question of how to continue the programme in the light of recent changes in the Government of Togo's policy.*

## The Origins of the Project

At the end of 2008, the Ministry of Education in Togo estimated that, in order for them to meet their pledge to make primary education universal by the year 2015 (as part of the Millennium Development Goals), the Government needed to recruit more than 3,000 new teachers, build more than 5,000 new classrooms, provide almost 100,000 school benches, and purchase hundreds of thousands of new textbooks. Although it has made some progress in addressing

these shortfalls, the absence of government leadership and resources led community members to organise themselves to ensure their children get at least some primary education. While such initiatives are to be applauded, however, seldom do communities have sufficient resources to ensure that the schools can support themselves, nor are the volunteer teachers always able to provide the sort of quality of education that parents expect.

It was to assist communities in these areas that this project was designed and

developed. ICA Togo, working closely with the Regional Office of Education in Primary Schools based in Tsévié (the capital of Zio District) designed a project to improve education in 8 rural community schools. The project involved provision of teaching and learning materials and the training of volunteer teachers. Acquiring more skills would enable them to make school more interesting and attractive for pupils. Governance and management would be enhanced through the training of Parents' Associations, and the status of women and girls strengthened through awareness-raising on gender issues. In addition, income generating projects yielding both short-term and long-term income would be established for the benefit of the schools and teachers. The improved schools would, in turn, contribute towards improved literacy in the communities and facilitate future development initiatives.

## Progress so far

Since the project started in August 2011, the main activities have been the distribution of books and other learning materials to the eight schools involved; training of teachers, parents and community members on gender issues; training of the parent-teacher association on resource mobilisation; training and establishment of tree nurseries as income generation projects for the schools; and training of volunteer teachers in animal husbandry. With the project ending in July 2013, we are pleased that most of the planned activities have been successfully completed and we are already beginning to see the following results emerging:

1. Deeper collaboration and recognition of ICA Togo and the programme by the Togolese Ministry of Education. While regional officials have been involved in the project from its early stages, there was no recognition at the national level. This has not had a negative impact on the project

(Continues ►)



Jonathan Dudding is Interim Director, ICA:UK

*Children from Atiho village in their classroom – the leaf roofs are often ineffective in the rainy season.*

(Continued ▼)

to date, but it now enables regional and local officials to participate and contribute more fully to the project knowing their superiors have approved it. During a recent visit to Togo, I saw the Chief Secretary (the most senior civil servant) in the Ministry of Education who was keen to hear about the progress of the project and to share the Government's thinking on the way forward.

2. Recognition by the teachers and communities that the project is valuable, partly evidenced by direct feedback after training and provision of books/materials, and partly by an increase in the numbers of children attending the 8 schools (from 800 to 969).
3. According to headmasters, the teaching of volunteer teachers has improved as a result of the training they received
4. Communities have continued to demonstrate their commitment to the schools; the programme has contributed to an increased sense of ownership and stronger relationships between the community and the schools
5. Both short and long term income generating projects have been established and, while none have started yielding income yet, they are on track to do so.

Inevitably there have been challenges in the project, including theft of some goats from the volunteer teachers' homes, drought affecting the teak seeds/seedlings and, at a different level, the deeply entrenched attitudes and behaviours concerning the



*Distribution of books in Bagoukopé village – each school has established a system for making sure the books are kept safely.*

roles of men and women in the villages, and the bias against both girls attending schools and women as teachers. Some progress has been made, with the number of girls enrolled increasing and some female volunteers able to teach, but it is clear that there is still some way to go towards greater gender equity.

### Where next?

When this project was conceived, the thinking was that these eight villages included in the programme would be a starting point, and that the approach, if it proved effective, could be replicated in other parts of Togo and in other countries. While the latter remains a possibility (in Uganda, for example, there is a similar situation where communities are starting to establish their own schools), the situation in Togo is now changing. The Government has decided to take over all existing community schools on January next year, thereby taking responsibility for all aspects of the schools. While in principle this move is welcome (and we have been at pains to include

the Ministry of Education in the project so that the school curriculum ties in with the mainstream curriculum, the teaching staff are subject to the same standards as applied elsewhere, and the schools' sustainability is more assured) there are big questions as to whether the Government has the resources to implement such a policy and whether, as a result, these schools will be able to continue. Already we can see signs that communities' behaviour is changing. In one village they were asking why they should work hard to construct better classrooms for the school when the Government would be able to build new classrooms next year. Equally, volunteer teachers are increasingly worried that when the Government does take over, there might be no posts for those without the official qualifications.

The project now needs to consider how best to continue. Many donors are reluctant to support projects which fill the gaps in Government-run services. The idea of supporting a community school, in this context, is exciting because it supports an initiative of a community to improve the life chances of their children. Once that school is taken under the Government's wing, however, then probably the main funders will be those multi- and bi-lateral donors already working through the Ministry of Education.

While supporting schools is important, and the likelihood is that they will continue to need support even if the Government does take over, there are plenty of other needs in the communities which should be addressed when we think of this in terms of community development. In my recent visit, we discussed needs with the community members, and many talked of issues related to income generation, water and sanitation, and environmental issues.

It is the latter that will probably inform the way forward for this project. By strengthening the community schools and using them as an entry point into the wider community, ICA Togo has established its credibility and built relationships with the local leadership. It is now well placed to build on that platform of mutual trust and respect to support the communities to develop in other areas and to continue to include the schools in the activities as an integral part of the community. □

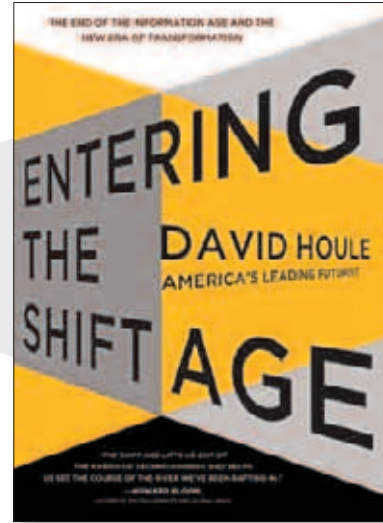


*Training of volunteer teachers – supervised by Ministry officials and ICA Togo volunteers.*

# Letting go of our legacies

## BOOK REVIEW Entering the Shift Age by David Houle

Reviewed by Richard West



I find this book has been a great help in understanding the almost indescribable transformation we are experiencing. I will share here some images and impressions.

David Houle calls himself a futurist. I like that about him, also his clarity that the rate of change is happening so fast that letting go of the past to embrace the future is going to be more difficult, the earlier the year in which we were born. He suggests that the “Digital Natives”, those born into a “screen environment” from 1997 onwards will have a great edge and will increasingly take power.

It seems to me that each of us who aren’t resisting reality is a “sort-of” futurist. Doesn’t that come with being profoundly human? Doesn’t every decision I make have some element of anticipation that what I am thinking and doing enhances or detracts from my future possibility.

A futurist provides images that can help turn uncertainty into possibility. Houle’s writing suggests to me that we are best served by looking at what is happening, and then try making sense of it in order to reach clearer, future-based projections.

David Houle does a heroic and helpful job of recapping the past, pointing to the danger of “legacy thinking” which “imprisons our thoughts regarding the unfolding future”. He defines legacy thinking as viewing the present and future through thoughts from the past.

Some of the images he offers are:

- The metaphor of an earthquake, which in its impact may cause “Innovation Fatigue”.

*Richard West is a member of ICA Taiwan*

- Consciousness will define the Shift Age – shifting from information to context.
- Three major forces are simultaneously creating and shaping the Shift Age:
  - The Flow to Global: The Nation-State becoming an anachronism
  - The Flow to the Individual: The transfer of power from large groups to each person
  - Accelerating Electronic Consciousness: Eliminates time and distance from human communication
- Gatekeepers are disappearing; disintermediation and the Internet are reorganizing the economic landscape
- We see the world through the apps we select for our smart phones and tablets. Each of us is in control...
- We now have two realities we live in: real or physical reality and new screen reality
- He raises a helpful question. “Are corporations a twentieth-century business model that no longer works in the twenty-first century?”
- Design is ascendant: of objects, systems, ecosystems, mega-cities and lives.
- Right now we can and do exercise our individual power on a global scale. This reality simply did not exist until the Shift Age.
- We have increasingly become able to shape our identities around our own individuality, rather than subsuming it into larger organizations such as unions, country clubs, companies, etc. This releases an empowering sense of self-determination, self-definition and self-identification.

His implications are stimulating and challenging. I find myself relatively comfortable with the Flow to the Global and even more in tune with the Flow to the Individual, but putting up some resistance to getting into the Electronic Flow. My way of acting this out is using my iPhone only as a tool for me to call and text others, leaving out a host of possible apps as well as excluding myself from Facebook, Twitter, even backing away from Linked In. I have lived through several generations. However, I might still be around for another generation or two, so I will go back to the highlights on my Kindle several times to take it in and allow my colleagues to point out where I’m still indulging in “legacy thinking” including some Great Depression thinking, WW-II thinking, etc. I don’t think anyone believes me when I say I remember when there was no such thing as plastic, let alone TV. I enjoy reflecting over the eras I have lived through and happily turn my attention again to the present and to glimpses of the possible future.

The earthquake is ongoing. The Shift is. Maybe I could create some Shift images of my own... ☐

# Success raises new challenges for ICA-Peru

By Ken Hamje

This year the ICA-Peru team is focused on creating demonstration communities of effective Community Self-Development (Auto-Desarrollo Comunitario) in 10 Regions all across the high Sierra of Peru. What does that look like? In about 100 communities there will be a new team of 5 -10 trained facilitators with practical experience and skills to guide the sustainable development of their communities. Mostly they will not be political or official leaders, but rather grassroots people who have been accepted by their communities as exemplars of effective family living. Wouldn't you like to have a team like that in your community?

Some people ask us "How did the ICA-Peru team get to this stage of service?"

Since ICA entered Peru in 1979 its focus has been to preserve the vital and lively culture of the rural communities, especially in the high Sierra mountains where a third of the Peruvian population still lives. Over the years, the local staff has emerged as confident teachers and leaders, and the Training Center in Azpitia has become known as a place where lives were changed. But how do you take this practical experience and message across the Sierra where it is so crucially needed?

Originally we gained some basic support for our work through donations but new government regulations in the 1990s put an end to most forms of donations. Getting international grants became increasingly competitive and they were

*Ken Hamje is a member of ICA Peru*



*A group of 30 new leaders completing a 3-hour course where they learn to make yogurt as a local informal industry.*

rarely attuned to our integral and self-led approach to community development. Then as the government pushed for corporate social responsibility funding by major corporations, it opened up a source to fund most of our work. Further, we discovered that when extractive industries entered a rural area, the disorientation they caused in the local culture was fertile ground for bringing about creative change for a new future for the families and their communities.

Now after six years of using corporate social responsibility funding, we are getting more demands for our services than we can handle – a place we never expected to be! While we are delighted with our new acceptance, we have to grow to meet the challenge while preserving the values of our ICA team culture. In this age of individualism, the expansion and formation of our service team is our challenge for 2013 – one calling for new creativity and collegiality.

But how do you do staff formation when program demands have your people scattered to the four winds most of the time? Our teams of two, always made up of a man and a woman, go into the field for 10 – 12 days, usually working in extreme climates at around 4,000 metres altitude, mostly in isolation with only periodic access to a cell phone signal. The team must have a mix of skills as it coaches new local

leaders in tasks ranging from presenting community forums, vision workshops and practical demonstrations; inoculating livestock; making yogurt; preparing organic fertilizer; to baking cakes with local grains. To be effective, team members need to be hearty self-starters. Often one member needs to know a native language like Quechua. And on top of this we need to prepare the teams with ICA methods skills and our style of team work and mutual respect. We do as much of this formation as possible around the collegium table, but we are now experimenting with 4 teams of 5 members each to provide more one-on-one training and support.

Is it any wonder that we find ourselves challenged as we respond to the success that we created in attracting more clients? What a nice problem to have! We're excited about where 2013 will take us! □



*The Azpitia Training Center where 30 leaders are trained in a 3-week program every month.*

*Following a change in leadership, ICA:UK embarked on a process of change in September 2012. This article describes the process to date, outlines the key ideas emerging, and what is coming next.*

## Transition time for ICA:UK

By Jonathan Dudding

In September 2012, ICA:UK began a transition with the departure of Martin Gilbraith, who had been with ICA:UK since its inception and Chief Executive since January 2010. In addition to Martin's departure, the desire for change was fuelled by two other factors. These were the recruitment of six new Trustees to the ICA:UK Board in January 2012, bringing fresh impetus and ideas to the governance of the organisation, and a growing recognition that our current approach, while enabling us to survive, was not achieving the sort of change and impact that we wanted.

### The process so far...

A meeting between ICA:UK Board members and the staff in September 2012 reviewed our current situation and set the context for a longer process to determine our future direction. We identified that in the short term (i.e. up until our annual meeting scheduled for January 2013) we wanted to take time to:

- focus on identifying and making the most of existing opportunities with associates, the broader network and potential alliances
- readjust the wording of our mission and vision statements to strengthen our focus and clarify the difference we want to make, noting that our mission statement is a communication tool as well as an internal guide
- maintain a focus on our continued survival
- completely revitalise and refresh our business model, requiring it to be practical, sustainable, inspiring, innovative and re-asserting our role as social pioneers

We recognised that in the longer term, such a process would mean:

1. Reviewing our offer, adapting existing and developing new products
2. Taking a reinvigorated partnership approach to identifying needs and delivering to meet those needs, whilst not losing sight of our financial imperatives
3. Concentrating more on monitoring our impact and finding new and innovative ways of working and sharing our results

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*Jonathan Dudding is Interim Director, ICA:UK*

With this context in mind, staff members were asked to manage the organisation for an interim period, and a document was circulated to our wider network seeking their views and ideas. Over the following weeks we received responses from around 30 people (about 30% of our membership), some of whom responded without further prompting, while we followed up others whose opinions we particularly wanted to hear. Both Board and staff members were involved in one-to-one conversations with many of the respondents.

From these conversations there emerged a strong sense of consensus over our future direction, both in the sense that ICA:UK needed to change, and in what that change needs to embrace. The key message from the consultation was that for many of the respondents ICA has made a profound difference to their lives (professional and/or personal) and that at the heart of ICA there is something of real value, importance and relevance (in terms of people, values, philosophy and methods) which continues to attract people and to keep them engaged. At the same time, however, there was strong feeling that ICA:UK has yet to fully capitalise on the wealth that we have, and that we need to re-assert ourselves as social pioneers at the cutting edge of practice and thinking.

In response to this message and the many rich and provocative ideas that accompanied it, the staff and Board developed a second paper, outlining our ideas for the future of ICA:UK and how it might best play the role that the network was clearly demanding of it. This was circulated prior to the annual meeting in January 2013, and then discussed by the 18 participants who came to the meeting. From that meeting emerged a clear and unambiguous direction that was immediately endorsed by the ICA:UK Board at a meeting held the same day. (see Box, page 14).

### What does this mean for us?

With clarity at the level of mission and strategy, we are now working through what it means for us and for the organisation. Table One sets out the changes we envisage for our approach and priorities. We need to develop a new business model which will enable the new enterprise to work financially. We still see ourselves "in transition" and, until the new business model is developed and implemented, we will continue to fulfil the dual roles of ensuring the organisation survives and introducing strategic change. We will know we have arrived somewhere new when those two themes merge into one.

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## What have we learnt from this process so far?

1. The importance of (re) engaging the wider ICA:UK network in the deliberations about the new direction. For some time we have not been as effective as we could have been in maintaining and strengthening the relationship with our Associates and network members, so we took this opportunity to re-engage with them and involve them in determining our future. This has led to wider ownership of the results and has led to a broader cross-section of members contacting us and expressing their support for the new direction.
2. The positive effect of timely, concise documentation. Much of the communication about our new direction has been via email. We have been careful not to overwhelm people with information, but equally to say enough to keep people on board and to make explicit what we are asking of them. At least part of the feedback has focused on how much people welcome the clear, concise nature of the documents.
3. Our decision to focus on the notion of a “culture of participation” has enabled us to articulate much more clearly what it is we do and why. Concentrating on such a cause brings both greater clarity and enables people to relate more easily to us and the work we do.

4. This is not a quick process! Clarifying our future direction is one thing, working to turn it into reality while continuing to generate sufficient income to survive, is another. This is the stage we are at now, and while we feel that we have made great progress at some level, we also recognise that there is still much work to be done.

## What next?

Over the coming months we will be clarifying where we can begin to make changes and what needs to be put in place now in order to support further change in the future. As an example, we have already begun delegating more delivery to Associates but we realise that to do this on a larger scale will require more streamlined and effective ways of building and maintaining our Associates network. Currently the pool is too small for the amount of work we would like to pass over. Similarly, we also need to review our own roles in all of this. Are we, the current staff members, the right people to take the organisation forward into its new incarnation?

Lots of questions, lots of work, but what is exciting is the sense that we have a lot of people with us on this journey, people who care deeply about ICA and its future in the UK, and who are clear on the sort of organisation they want. We don't yet know exactly what ICA:UK will look like in a few years, but whatever it is, we can be confident that through this group, the spirit, values and work of ICA will continue.

## Our new direction

1. Our vision is of a just and sustainable world for all
2. **Within this, our focus is on developing and sustaining a Culture of Participation**

For us, a **culture of participation** is characterised by:

People's voices being heard, differences in people and ideas being both respected and valued, meaningful conversations being held, and plans being informed by different perspectives and owned more widely. Rights are upheld, teamwork is valued.

Informed choice of the appropriate level of participation in any given situation

The concept being applied at different levels— whether it is the team leader looking to build the team, the chief executive seeking to improve workplace wellbeing, the local authority wanting more meaningful involvement of the community or service users, the membership director wanting to engage with members more effectively

3. **ICA:UK will maximise its contribution to developing and sustaining such a culture by:**

- Reflecting and practising our values in our structure and our work
- Developing the skills and knowledge to enable widespread understanding and effective use of facilitation methods and skills
- Informing and encouraging the behaviours and attitudes which recognise and value participation amongst the people

who use, experience, commission and promote facilitation methods

- Continuing to research and develop effective methods, including the development of new approaches, the introduction of facilitation into new fields, and gathering and disseminating evidence of the methods' effectiveness
- Working with others to develop a conducive environment developed at the national/international level which, through policy, supports effective practice

4. **We will do this by mobilising, strengthening and coordinating four key groups of people and the relationships between them:**

- The network of people who have been through ICA training courses and/or been exposed to ICA's methods and approach in other ways
- The group of ToP trainers and ICA facilitators who have developed their skills and experience to the point where they can train others and be relied on to demonstrate effective facilitation
- ICA:UK staff and Board members who will coordinate and support our collective efforts
- Partner organisations and individuals who are outside the ICA:UK network (which would consist of the first three groups) but who work with us to help build a culture of participation in (e.g.) their own organisations and/or their own sectors

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# ICA Nepal revisits its plans after the global conference

By Tatwa P.Timsina

After the Global Conference on Human Development late last year, ICA Nepal decided to refocus its activities in some new areas and developed a three year plan for 2013 to 2015.

Last year, apart from conducting series of training and launching community development projects, ICA Nepal was busy with conference related activities. It also implemented community development projects in Far West Nepal, and launched Social Artistry activities, school support and research.

In the coming year, as before, our focus will be on human development initiatives, training and facilitation and research and development. The key action areas are as follows:

## 1. Human development initiatives

A series of initiatives will be implemented and existing projects expanded to other areas. At present, we are working with Misereor and Rotary Clubs. We want to expand our relationship to other organizations as well. We will also implement a number of self-supported projects. The following activities will be conducted under this initiative:

- **Education** – Literacy promotion to higher level academic work. Through the ‘School Support Programme for Destitute Children,’ ICA Nepal is generating support for education, accommodation and other needs. So far, around 40 children are getting full support for their education and accommodation.
- **Implementing Conference Recommendations** – ICA Nepal will focus on these and also encourage other organizations to implement them in their areas.
- **Promoting Technology to the Poor Community** – we help local community groups such as women’s groups, cooperative groups and youth groups use simple technologies in production activities and link technology providers to the local community.
- **Mobilising Volunteers for Development** – ICA Nepal has sent national and international volunteers to work in various development activities through ICA networks in other countries and other organizations. It helps place prospective volunteers and supports them while they are here.

## 2. Training and Facilitation

- **Expanding ToP at all levels of Society** – we promote Technology of Participation (ToP) in Nepal through training and facilitation work. We help local communities practise facilitation and develop and implement strategic plans.
- **Social Artistry Leadership Development Program** – This is being implemented jointly with the Jean Houston Foundation all over Nepal.
- **Leadership Development on Entrepreneurship** – ICA Nepal is working with cooperatives and other self-help groups in this area. We feel it is time to go beyond simply disseminating awareness messages and are encouraging them to carry out entrepreneurial activities to improve their socio-economic status.

## 3. Research and Development

**Promoting Advanced Research** – We help university lecturers acquire skills in research methodology, access to technology and references for academic enhancement. We also support scholars who wish to pursue higher level research.

**Implementing CSI for Civil Society Development** – Jointly with CIVICUS, ICA Nepal has started ‘Civil Society Index’ work in Nepal. Through CSI, we encourage other civil society organizations to practise leadership skills and improve their organization. □

(Continued from page 14 ▼)

## What needs to change?

From emphasis on...	To emphasis on...
Social enterprise (organisation)	Social movement (a cause)
Selling services	Developing more and diverse income streams
Delivery of services	Enabling others to deliver services
A small “we” (ICA:UK staff and Board)	A bigger “we” (the ICA network)
Surviving	Making a difference
What we offer	What people need
Sector/geography/target group specific	Cross-sectoral/cross geographical/focus on an idea, not a group of people
Relying on well-established methods	Research and innovation into new applications, new adaptations, new tools
Short-term interventions	Longer term programmes
Ad-hoc recording of impact	More rigorous recording of impact



# ICA International online regional gatherings

## By Martin Gilbraith in London

ICA International is the international body for the global network of the Institute of Cultural Affairs, with member organisations and related organisations and groups in over 40 countries worldwide. Increasingly online gatherings are playing a key role in facilitating peer to peer support and collaboration among ICAs and ICA colleagues, within and across regions. ICAI convenes online regional gatherings three times per year, for three regional time zone groups – Asia/Pacific, the Americas, and Europe/MENA/Africa.

These regional gatherings are open to all ICA members, staff and volunteers worldwide, and people are welcome to attend another region's gathering if they cannot attend their own. The first gatherings of 2013 were held March 25 & 26, and attracted 25 people from 17 countries.

The aims of the gatherings are to connect ICAs and ICA colleagues with each other, and help to build & strengthen relationships between them; to share information and facilitate peer-to-peer support and collaboration among ICAs and ICA colleagues; and to hold ICAI accountable to its members, and seek input & support to strengthen our global network and advance our global mission.

The agenda this time included introductions, activity reports with questions and discussion, a brief review of the new 2013-14 ICAI business plan and a preview of draft plans for a global ICA network survey, and a closing reflection.

Topics of discussion emerging from the reports shared this time included:

- New groups emerging in France and Colombia, and ICAs re-emerging in Guatemala, Croatia and Brazil
- Peer to peer support & collaboration between UK & Spain, Taiwan & France, Japan & India, Tanzania & Canada, Cote D'Ivoire & Japan, Taiwan & China, Chile & Colombia, Guatemala & Chile, UK & Togo, Brazil & Colombia...
- New projects and achievements in Ukraine, Spain, Kenya, Zimbabwe, USA, Nepal, Peru, Guatemala...

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*Martin Gilbraith is President of ICA International*

- The face-to-face annual ICA European interchange held in Paris earlier in March
- Translation of curriculum and materials into French and Russian
- The impact of financial constraints on programmes and operating structures, and the challenge of sustaining core funding & sales of services
- Challenges of defining and communicating identity, mission & strategy, sustaining focus on both local and global priorities and managing skills development & transition of people
- Developing relations between ICA and IAF
- Global co-ordination on ToP facilitation and training, as more and more markets overlap
- A proposed new ICA Americas network for sustainable development
- Proposals for international ToP facilitation training of training initiatives in Europe and in Latin America
- Confirmation that ICAI's UN consultative status remains valid with ECOSOC, FAO and UNESCO
- Draft plans and questions for a thorough survey of the global ICA network, to gather & share basic information as a platform for expanding peer to peer support & collaboration

Reflections from those participating in the gatherings included:

- Very good facilitation
- Great conversations before and during the call
- Ran smoothly – a good survey of what others are doing at their ICAs
- Appreciated quick introductions with what people are currently doing/thinking about
- Great to connect with you all
- The ICAI business plan is broad enough ,and yet specific enough to measure what you plan to be doing
- Great UN status report and actions already moved forward
- Adobe Connect is excellent

- Great to hear what is going on, and to think about potential partnerships
- Great to talk, listen and exchange ideas
- The technology is great and ever easier to use. VERY well organized meeting!
- It would be nice to have more present, especially from other countries – please all invite others to join next time!
- Maybe a little more next time on brainstorming regional activities– what are clear regional next steps?
- Need to look at topics across the regions as well as within regions – host meetings on ToP expansion, IToPToT etc.
- Please all continue to connect with each other between meetings
- THANK YOU all, good night, hasta luego!

A full transcript of the gatherings has been circulated – please ask if you'd like a copy. You can also watch & listen to the full recordings of the three meetings online by following the links below. They are each around an hour long, but you can fast forward, rewind and navigate from section to section as you wish:

- Africa, MENA, Europe – <http://top.adobeconnect.com/p23wklf9bl6/>
- Asia Pacific – <http://top.adobeconnect.com/p1sk80svh0i/>
- Americas – <http://top.adobeconnect.com/p18plzcsj4b>

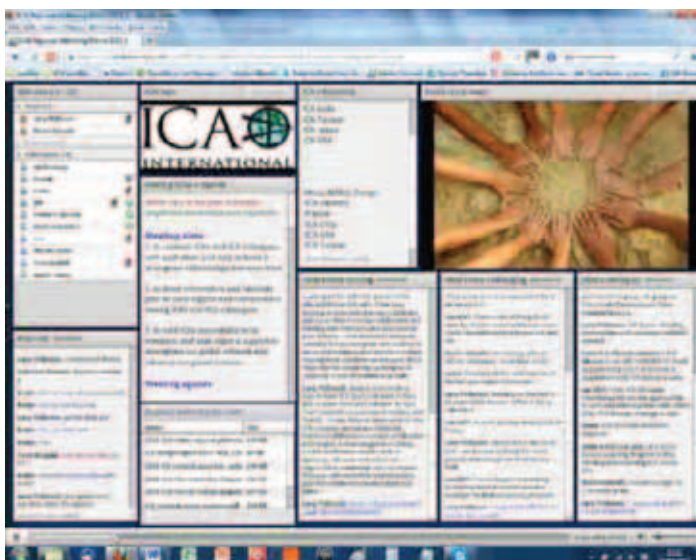
The gatherings also provide a valuable opportunity for us all to develop our expertise in virtual meetings and virtual facilitation, to the benefit of our work with clients and partners as well as with

*Below and left: Screen Shots from the sessions show the variety of interactive components available to facilitators and participants to use during their on-line conference.*

each other. They are held using Adobe Connect online meeting software, which has been adopted as the platform of choice for many virtual ToP facilitators. Each meeting is preceded by some time for orientation to the technology for newcomers, and for additional technical support for those that need it.

ICAI is grateful for the technical support volunteered by the US-based Sisters of Virtual Facilitation in developing and hosting these gatherings over recent years. The online training in virtual ToP facilitation offered by ICA USA (the 'bootcamp') is highly recommended for anyone interested in a more thorough grounding in the tools and skills – details are at [www.ica-usa.org](http://www.ica-usa.org).

If you weren't able to join the March gatherings, please do look out for the next in July and try to join us then. Please also let me or another ICAI Board member know if there is anything that we can do to make these online regional gatherings more valuable and accessible to you. ☐



# ICAs of America unite for sustainable development

By Isabel de la Maza

There are many questions locally and globally about sustainable development. We, in our countries with big corporations and multinational companies, use water, cut down forests, and set up thermoelectric and hydroelectric plants for energy. Who benefits? What are the consequences regarding the planet's resources? How can we reflect collectively the kind of quality of life we want? How do we think about the kind of development that respects our environment and its living beings? How do we work and grow economically without intervening so heavily in our environment? How can we reflect a simpler lifestyle without the mindless consumerism? How do we create a collective consciousness about environmental issues? How do we get entrepreneurs to favour sustainable development? How do we engage the wider community in sustainable development?

As Vice President of the Americas, I started to look for Latin American allies who shared these values, and developed community activities and training related to sustainable development. We met trusted friends and committed ourselves to the task in Colombia, Guatemala, Brazil, Ecuador, Bolivia, and Chile. After the ICA International Conference in Nepal last year, we found sustainable development to be the theme that allows the ICAs of America (North, Central and South America) to connect and collaborate. After our regional ICA International meeting on March 26<sup>th</sup> this year, we decided it would be a good idea to establish an American Network for Sustainable Development.

During 2011 to 2012, I had begun establishing some conventions and forming some inter-country teams to work with communities in Colombia. We helped to look for ToP facilitators from the ICA to work with communities in Brazil. We also began a dialogue with North America to institute a voluntary exchange program between ICAs. We visited Ecuador and Bolivia looking for other organizations working on sustainable

development. We found project managers and consultants linked to the Dutch organization Hivos working on this theme.

At the regional meeting in March, participants said we should meet on the issue of sustainable development to create a common vision and a plan. We thought of an initial activity: Spanish facilitators skilled in ICA ToP methodology to address community work in environmental service projects.

For many of us, caring for the planet is urgent. Collaborative work among peers can help advance the issue of sustainable development in our Americas Region. We are also open to exchange with other regions.

## TRADUCCIÓN A ESPAÑOL

### “La conexión ICA Internacional en la Región Americana”

Surgen muchos cuestionamientos tanto local como globalmente frente a lo que está pasando en cuanto a Desarrollo Sostenible en el mundo, vemos grandes consorcios, empresas multinacionales rápidamente instalándose, requiriendo agua, cortando bosques, e instalando empresas termoeléctricas e hidroeléctricas para obtener energía. ¿A quien estamos beneficiando?, ¿cuáles serán las consecuencias a la larga? ¿cómo lograr ir reflexionando colectivamente el tipo de calidad de vida que queremos?, ¿cómo reflexionar sobre el tipo de desarrollo más respetuoso de nuestro medio ambiente y sus seres vivos? ¿Cómo trabajar, crecer económicamente sin intervenir tan fuertemente en nuestro medio ambiente? ¿Cómo lograr que se reflexione frente a un estilo de vida más sencillo y sin el loco consumismo sin sentido? ¿Cómo crear conciencia colectiva frente al tema medioambiental?

¿Cómo comprometer a los Empresarios con el desarrollo sostenible? ¿Cómo comprometer a la comunidad en general con el desarrollo sostenible?

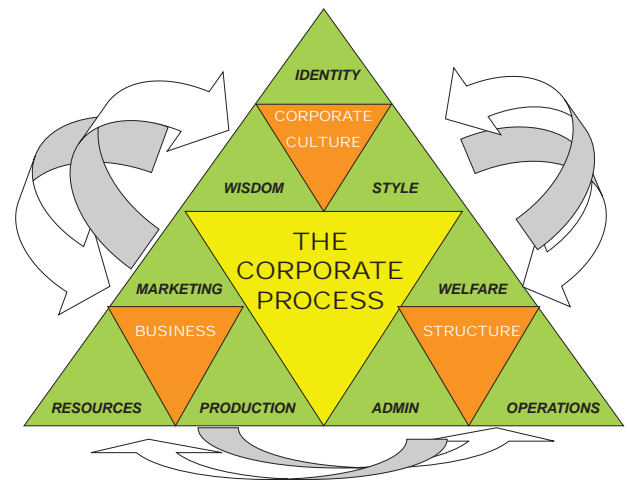
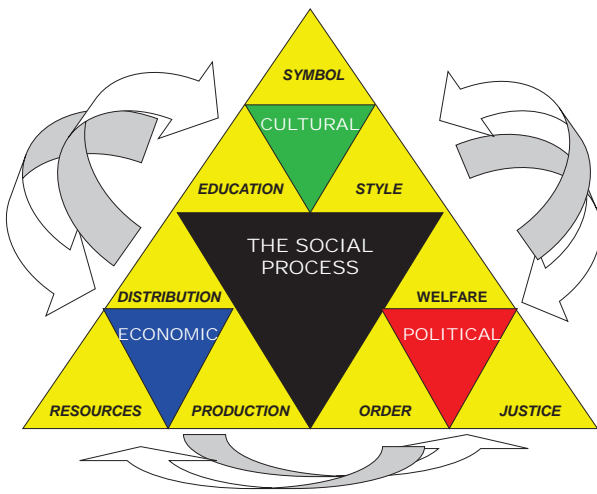
Cómo Vice Presidenta para las Americas de ICA Internacional comencé buscando algunos aliados latinoamericanos, que compartieran

este tipo de valores, que desarrollaran actividades comunitarias y de capacitación participativa a nivel local asociada al desarrollo sostenible. Nos encontramos con amigos confiables y comprometidos con la tarea en Colombia, en Guatemala, en Brasil, en Ecuador, en Bolivia, y Chile. También después de nuestra Conferencia de ICA Internacional en Nepal 2012 pudimos comprobar que en los ICAs de América (Norte, Centro y Sud America) que este es el tema que nos permite conectarnos y colaborar mutuamente. Después de nuestra reunión Regional de Marzo 2013 lo pudimos comprobar y que sería buena idea establecer una Red Americana de organizaciones ICA por un Desarrollo Sostenible.

Yo como encargada de los ICA latinos comencé un trabajo desde el 2011-2012 que consistía en incursionar a través de pequeñas experiencias estableciendo algunos convenios y formando algunos equipos interpaíses para trabajar con comunidades en Colombia. También hemos apoyado a buscar facilitadores en metodología ToP del Instituto de Asuntos Culturales ICA para continuar el trabajo en comunidades en Brazil. También ha comenzado un diálogo con Norte America para instalar un intercambio de voluntarios entre ICAs en América. Hemos visitado Ecuador y Bolivia buscando otras organizaciones que trabajan el desarrollo sostenible, nos encontramos con encargados de proyectos y consultores que trabajan este mismo tema asociados a la organización Holandesa HIVOS.

Los participantes de la Reunión Regional Americana de ICA Internacional del 26 de Marzo 2013 declaran la necesidad de reunirnos en torno al tema del desarrollo sostenible y buscar una visión común, planificar participativamente y definir cuales serían las direcciones a seguir y sus actividades, hemos pensado en una primera tarea: capacitación internacional en español de facilitadores en Metodología ToP de ICA para enfrentar el trabajo comunitario en proyectos de servicios medioambientales.

Podemos y queremos declarar que para muchos de nosotros el cuidado del Planeta es urgente y nos convoca con pasión y prioridad. El trabajo colaborativo entre pares, empezará en esta Región paso a paso enmarcado en buscar actividades que vayan configurando un camino a seguir para avanzar en el tema del desarrollo sostenible en nuestra Región Americana, así mismo estamos abiertos a un intercambio con otras Regiones. □



## The Triangles make Waves

*The author uses the Social Process Triangle as a major resource in a course leading to a Masters of International Management degree through the University of Maryland University College.*

### By John Epps

The ICA's Social Process and Corporate Process Models, often called triangles, are making waves in the academic world. They provide the basis for graduate management courses offered on-line through the University of Maryland University College, where I've been teaching for more than a decade. Many students of the online courses are scattered around the world and are finding the models provide a new perspective.

When the ICA colleagues and staff developed the triangles in 1971-1972, we understood them to be tools for identifying ways of effectively catalyzing social change. Today they're having a wider application than we imagined. They're becoming a standard tool for businesses intending to operate globally. Graduate students in management studies are finding them indispensable.

One course, "Managing Country Risk," requires teams of students to identify risks facing a domestic firm operating outside its "home" country, a common feature of today's globalized business environment. They're assigned to analyze both the company and the country to see where

*John Epps is Adjunct Associate Professor, University of Maryland University College, Kuala Lumpur and Denver.*

there are "fits" and "misfits" (risks). The triangles have proven to be an invaluable tool for accomplishing this task. As one student says:

*The Social Process Triangle and the Corporate Process Triangle delineate the dynamics of any social unit by providing a framework for a diligent analysis of social problems and issues and to discern opportunities for change. In my opinion, the SPT and the CPT are vital tools for appraising the climate for business and for assessing the capability of organizations to respond to changing climates. Both topics offer management a useful tool for understanding the process of strategic management.*

It's not that there are no other business analysis tools: in fact there are many. But none has the comprehensive and relational nature of the Social and Corporate Process Triangles.

Clancy Mann, (Professor and Executive Director, Institute for Global Management, University of Maryland University College) more than anyone else, has done outstanding work in developing the triangles for use in profiling nations and corporations. His introduction to the Social Process Triangle in *Bending History II: Social Reformulation Towards a New*

*Social Vehicle*, pp. 101-127, is an excellent explanation of the triangle and its use. He has further refined it to be used in profiling a country.

If the response of students (working adults) is any indication, this model has the potential of becoming a standard for global businesses. Other models focus on one or another of the processes, but none shows them all in their appropriate relations. And all too often companies overlook the cultural dynamics and the role they play in determining the response to an enterprise. As other students commented,

*"The Social Process Triangle (SPT) and its complementing Corporate Process Triangle are brilliant. What catches my attention about both graphics is the simplicity in which Dr. Mann is able to show to connectedness of the nine practical benchmarks for assessing a country's business environment."*

*"I find that the social process and corporate process triangles are excellent tools in doing a firm and country analysis. These models help to breakdown elements important for a firm to consider when making decisions."*

I've been teaching this course for 10 years now and have introduced more than 300

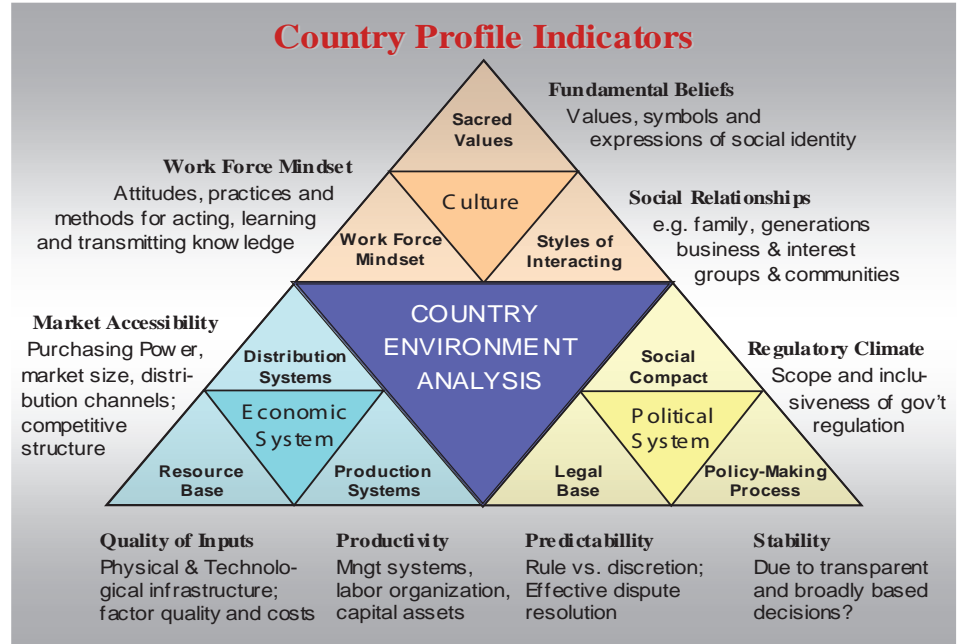
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students to the triangles. Clancy has been at it even longer. We're hoping this will help to provide a more comprehensive viewpoint to the leaders of business in the future.

How do we help these incredible tools to gain further acceptance and use?

ICA Canada has used them in working with clients and will be happy to provide further information. We have introduced them to the ToP® Network in the USA in a 6-session part-virtual course in 2011. ToP® facilitators who had little familiarity with ICA were pleased to find these tools as useful additions to their repertoire. The triangles are probably not useful for "teaching" to companies or organizations with whom we facilitate. But they are useful background materials and can serve as comprehensive checklists to organize reflections on trends, issues, and strategies. Meanwhile in academia, Clancy and I are promoting their use by the next generation of managers, and welcome your collaboration. □



Clarence Mann, "Managing Country Risk" in *Borderless Business: Managing the Far-Flung Enterprise* (Wesport: Praeger Publishing, 2006) p. 177.

For more information, contact:

John Epps: [jlepps@pc.jaring.my](mailto:jlepps@pc.jaring.my)

Clancy Mann: [clarence.mann@umuc.edu](mailto:clarence.mann@umuc.edu)

# Helping humanity find its way home

## BOOK REVIEW

### So Far From Home Lost and Found in our Brave New World

by Margaret J. Wheatley

Berrett-Koehler Publishers, 2012

#### Reviewed by Joyce Marshall

I have not read anything with which I resonate more strongly than this book. Drawing on her work with systems, Wheatley lays out the elements of the world we now live in – robber barons, millions oppressed, ideological dumbing down, manufactured selves, consumerism,

*Joyce Marshall is an ICA colleague.*



distraction, etc. – and how these elements interact, resulting in humanity being Lost.

The first step toward being Found is to recognize how profoundly we are Lost. To motivate ourselves by the outcomes we hope to achieve is not appropriate. That kind of hope is the flip side of fear. But there is a different kind of hope – that we will BE hope, be warriors of the spirit.

This requires looking directly into the darkness of our times and being brave and decent human beings who face deeply challenging circumstances. As Wendell Berry put it: "No matter how bad things get, a person of

good will and some ability can always do something to make it a little better."

Maybe our work won't be different from what we are now doing, but the context shifts. Expectations and attitudes shift. One aspect of that spirit is avoiding getting caught up in outrage and righteous anger.

The truer feeling is being overwhelmed with grief. Allowing ourselves to experience our grief will leave us with greater clarity about how to respond.

Wheatley, articulating what I have been sensing for some years now, clarifies a context that I have fuzzily tried to talk about. Her mentors are Chogyam Trungpa and Pema Chodron, and though they are Buddhist, I am happy to follow her call to arms and become a Christian spirit warrior. I would like for all my friends and colleagues whose vocation is serving the world to read this book – yesterday. □

*This review first appeared in the "Realistic Living Journal", November 2012 issue.*

## Book Excerpt

## THE WIZARD OF US



The following is an excerpt from Jean Houston's introduction to her book, *The Wizard of Us*, in which she recalls a trip she took with a small team sponsored by The Institute of Cultural Affairs.

### By Jean Houston

Some years ago, I was sent to Taiwan on a traveling seminar with a small team sponsored by The Institute of Cultural Affairs International. We were to study the island nation's remote peoples and explore areas that few urban Taiwanese and even fewer tourists ever got to see. Surrounded by mountains, we were caught one night in a raging typhoon that seemed endless. We huddled on the slate floor of an aboriginal temple while rain dripped onto our faces through cracks in the stone roof. Great sheets of water fell from an infinite sky that had become an ocean. Lightning illuminated

#### About the Author

Jean Houston is a visionary thinker, teacher, and philosopher who pioneered the Human Potential Movement and established the Social Artistry leadership model that she used in her work. She is the author of nearly thirty books. Learn more at [www.JeanHouston.org](http://www.JeanHouston.org).

the dark temple every few seconds, allowing glimpses of what appeared to be shrunken heads hanging from the ceiling. (In fact, that's exactly what they were: shrunken heads.) Another flash, and a carved effigy of an ancestor loomed out of nowhere. Yet another blast of light, and a mask of demon power grimaced against the night.

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**“Answer the call to  
transform yourself and your  
world.”**

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My stomach was heavy with gristly snake meat. It was swimming in gluey poi paste that had been wrapped in a steamed banana leaf. The dish had been part of the festival dinner kindly offered to us by our hosts, members of the Hakka aboriginal village. They regaled us with songs and dances reminiscent of the Polynesian culture from which they were descended before coming to live in the center of Taiwan a thousand years before.

Having sought refuge with us, they explained the shrunken heads: “Oh, those are souvenirs of earlier days when we were headhunters.” The last head had been acquired in World War II when a

poor Japanese soldier stumbled upon their encampment, to his everlasting regret.

Incessant rain pelted the roof. In the midst of Nature's fireworks, our host declared that there was no point in trying to sleep. His grandmother, a spiritual leader of the community, sat beside him. She was a tiny woman, probably close to ninety, and a formidable presence. Her quick, little hands worked away at some beaded handicraft while her grandson translated her remarks.

“Bring in the teapot,” she ordered. “This is a night for stories.” She turned her matriarchal eye on me, and she commanded, “You must tell us a story from your own land.”

“Uh, what kind of story would you like me to tell?” I was nervous. I could not imagine an American saga that would have any relevance to these people.

### The Importance of Myth

The elder conferred with her relatives. At that moment the storm got wilder. Battering rain pushed the door open, drenching those sitting near the threshold. The matriarch cackled and said, “Tell us a story about typhoons and doors that open into other worlds.” Or such was the gist of

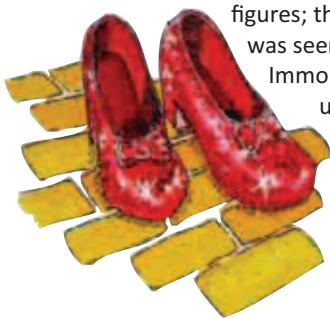
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the translation. I cast about in my mental library for storms and doors. With a lifetime of reading and listening to stories and myths, I found there was much from which to choose.

Just then the lightning poured forth a mighty jolt of voltage, turning Grandma into the incarnation of Mama Wizard, Mama Magus, Mama Magician. Lit up, she was the very model of an Asian Hecate, a Wizard of the East. Of course, that was it! "I will tell you the story of The Wizard of Oz," I announced. "The movie version," I added, for the benefit of my American companions.

Through the lightning-spattered night, drawn together against the storm, they listened, the Americans reverent before a core story of their culture, interrupting only to sing a song from the movie, the Taiwanese and the aboriginal folks adding commentary throughout. They seemed to find many correspondences between their own ancient tales and the one I was telling. Witches, good and bad, were well-known



**"There's no place like home."**

figures; the Wizard was seen as a Taoist Immortal who flew up to heaven in some magical contrivance. The lion became a dragon, and the scarecrow was assimilated into the favorite folk hero known as Monkey, while little Dorothy carried overtones of Kwan Yin.

When I finally drew to a close, intoning the great words of benediction: "There's no place like home", the old woman bit the thread of her beadwork, thus bringing it to a close also. Outside, Nature was silent. The windowless room was so dark we could not tell whether it was day or night. Like Dorothy, we moved to the door to see where the house had landed. And when we opened the door, we did not see rain. Blazing technicolor greeted our eyes—just like in the movie; a rendezvous of rainbows, dripping palettes of color from every tree, a world made of myth and magic. Next to me, a young member of the community

attempted a little English. "There's no place like home," she said.

"There's no place like home." What a charged and mythic phrase, innocent on the surface, but a continent loaded with possibilities when we dive deeper. "Home" is a return to what we really are—our code, our seeding, our potential destiny. How do we get there? What roads do we follow? Who has the map?

All of these codes and roads and maps are contained in the world's myths—the great stories of heroic adventures, blessed blunders, and the circle within the circles—that guides us through the maze so that we may find the deeper meaning of our lives. Myths give us the security of place and of our capacity to survive, to surmount evil, to trust in our enormous untapped potentials. They reveal to us the multidimensional universe that lies within each of us.

Let us consider the importance of The Wizard of Oz as a secular risen myth of North American culture and as one that has important things to tell us about our relationship to the world and our place in it. Since most people know the story in its movie form, not in its original form as the book by L. Frank Baum, I will deal largely with the movie.

Many difficulties occurred during the movie's production, including quarrels and firings and utter chaos. Margaret Hamilton as the Wicked Witch caught fire in the second take of her fiery exit from Munchkinland, and the Munchkins made rude passes at Judy Garland. Even little Terri, the dog who played Toto, caused a complete stoppage of the production when he had a nervous breakdown (and who could blame him? You've seen those flying monkeys!) But in spite of all of this, the film emerged as a pure, deep, and glorious evocation of a great story greatly told. It is a true work of art. And just as great myth is authorless, rising out of the collective unconsciousness, so the film version of The Wizard of Oz, with its many attempts at authorship, remains, finally, without a single author. □

*This excerpt first reprinted with permission from [The Wizard of Us: Transformational Lessons from Oz](http://www.utne.com/mind-body/understanding-the-human-condition-ze0z1303zsch.aspx) by Jean Houston, published by Atria Books/Beyond Words, 2012 at <http://www.utne.com/mind-body/understanding-the-human-condition-ze0z1303zsch.aspx>*

## A Poem

Presence.  
 Inter-being is the space  
 that connects and threads.  
 The earth speaks.  
 The soul trembles, walking blind  
 in the dark.  
 Terrifying, the step of conquering  
 fear.  
 Weeds grow beneath my feet  
 whenever doubt clouds my mind.  
 Patience.  
 The path is walking me,  
 I surrender ego to the inner light.  
 Hour after hour beats and time  
 loses its hold.  
 Choice disintegrates when nature  
 is in place.  
 Custodian of the earth and sea,  
 heritage of the gods, trampled by  
 outer growth.  
 Separation from nature makes  
 one an exile  
 from one's true Self.  
 Lent.  
 From dust to dust.  
 the call of darkness,  
 awaits us all  
 when the light of our life  
 turns grey before time.  
 The walk is tough,  
 the road rocky,  
 My feet weary, I hardly see  
 glimpses of my destiny.  
 But for the winged dreams of  
 lofty soul,  
 But for faith that needs to be  
 nourished,  
 I would have turned around.

Written by ICA Colleague  
 Deborah Ruiz Wall  
 Easter 2013

# Enlivening meetings with focused conversations



## By Vladimir Salamatov

The Focused Conversation Method is part of a list of several methods for structured discussion concerning problems and decision-making. It is the core of the Technology of Participation (ToP), developed by the Institute of Cultural Affairs during the process of solving a wide range of socially important problems in different countries over about 40 years.

The method of Focused Conversation carries people through certain phases of reflection and allows the wisdom of individual and group experience to emerge. It uses questions that explore four levels of thinking:

- 1) objective level of thinking – questions about facts and external reality;
- 2) reflective level of thinking – questions to identify direct human response to data and circumstances, internal reactions, sometimes emotions or feelings, hidden images and associations connected with the facts. We experience an internal response when we encounter external reality (data, objective world);
- 3) interpretive level of thinking – questions to identify the meaning, significance, value and effect;
- 4) decisional level of thinking – questions to identify solutions, to complete the conversation and to provide the group an opportunity to define the future.

During the conversation/discussion, the more objective questions are raised initially. They ask: what is the data? These are followed by reflections – personal reactions, internal responses, feelings or/and associations. The follow-up interpretive questions move to a deeper level of understanding, learning, and semantic options. Questions about decision making “And what’s next?” identify consequences, solutions and next steps.

*Vladimir Salamatov is a professor at the National Academy of Public Administration, Ukraine, and a member of ICA: Ukraine.*

These four levels of reflection set the format or pattern for different conversations when there is a necessity for decision making.

Let’s imagine what may happen if we use the Focused Conversation Method instead of the boring meetings of public commissions, government agencies or even parliament where a speaker from the podium delivers a speech about decisions “proposed/made by somebody somewhere” followed by questions and answers and more or less obvious propositions. The total atmosphere will change, if after the main report the audience gathers in a few groups to discuss the report for 15 to 20 minutes (preferably with the help of experienced facilitators) using the following questions:

### Objective questions:

- 1) What words or phrases from the report do you remember?
- 2) What were the key report ideas?

### Reflective questions:

- 1) What surprised you?
- 2) What was most interesting in the report for you?

### Interpretive questions:

- 1) What was it all about? What was discussed?
- 2) What issues were actualized for you as a result of this report?
- 3) What deeper questions should be put to the speaker or considered by us in our activity?

### Questions regarding decision-making:

- 1) What decisions could be made on these issues? What is needed for this?
- 2) What could be started? What might be the first step?

Then each group will present its understanding, findings and action plans. In this way, the entire audience will be involved in developing solutions and will be much better focused on action implementation.

There are many advantages of using the Focused Conversation Method at the workplace:

- It is universal – the Focused Conversation works both in a group of strangers and in a group of colleagues long known to each other. It can be used with people with different experiences or age, as well as in homogeneous groups.
- It is a handy tool for focusing people’s attention on a specific topic long enough to determine the right direction. This type of focus saves time and psychological energy.
- This process helps to move away from politicizing and power games. It encourages people to be more creative instead of just criticizing.
- It promotes real listening; participants don’t have to shout and argue in order to be heard.
- It limits negative thinking; each comment or opinion during a session is heard, recorded and discussed, nobody is pushed away.
- The structured thinking process prevents aimless conversations. The disciplined group thinking process saves time by reducing the length of meetings.
- It allows people to be honest. They will say what they actually think and feel when they know their answers will be accepted just like everyone else’s. The experience of such honesty inspires and refreshes participants often. □

*This article is an extract from a larger piece. For further information please contact Vladimir – e-mail: [v.salamatov@fulbrightmail.org](mailto:v.salamatov@fulbrightmail.org)*

#### Literature Used:

1. Active Participation Methods. Level One: A Training Seminar in Group Facilitation. Methods and Techniques. – ICA-Ukraine, 2013.
2. The Art of Focused Conversation: 100 ways to access group wisdom in the workplace / General Editor: Brian Stanfield. – The Canadian Institute of Cultural Affairs, 2000.

# Chicago welcomes Kemper into its green fold



*ICA GreenRise Uptown signage on the back wall, viewed from the CTA Lawrence Street Station platform.*

## By Terry Bergdall

The ICA GreenRise Uptown Building – which many people remember as Kemper – is now part of the Chicago Retrofit Commercial Building Initiative. Its aim is to encourage operators of buildings on the list to cut their energy use by at least 20 per cent over the next five years, in a bid to make Chicago more competitive, livable, and sustainable. Five categories of buildings are involved: commercial offices; hotels; non-profit sector; residential and nonprofit; and cultural institutions.

When Mayor Rahm Emanuel announced on March 6th that 18 more buildings would be added to the list, he included GreenRise as the first from the non-profit sector category (see the City's press release at [http://www.cityofchicago.org/city/en/depts/mayor/press\\_room/press\\_releases/2013/march\\_2013/mayor\\_emanuel\\_retrofitchicagocommercialbuildingsinitiat.html](http://www.cityofchicago.org/city/en/depts/mayor/press_room/press_releases/2013/march_2013/mayor_emanuel_retrofitchicagocommercialbuildingsinitiat.html)).

This is a highly symbolic development for ICA-USA, recognizing its desire to create a green culture within its building. Implications include *pro bono* from the City on practical projects like the establishment of a sophisticated monitoring system for the upcoming installation of solar panels

*Terry Bergdall is a member of ICA:USA*

on the roof. The City also views GreenRise as a pilot for other nonprofit organizations. This complements ICA-USA's plans to highlight the building within its Accelerate 77 (A77) programme across the city's neighbourhoods. Both GreenRise and A77 are points of engagement for students in ICA-USA's Service Learning programme with universities.

The synergy of GreenRise, Accelerate 77 and university partnerships advance ICA-USA's strategy of becoming a high-profile,

reputable and nonprofit player in the city where it is headquartered. This is crucial for building a durable institutional home so that national and international programmes of transformative change can continue far into the future, and strengthen the organization's ability to work with its partners at ICA-International. □



*ICA GreenRise Uptown, previously known to many ICA colleagues as Kemper.*

# ICA helps shine the light on people-centred economy

## By Catalina Quiroz Nino

People-centred ways of managing the economy should be part of higher education, say researchers at Britain's York St John University. They are leading a three-year study to understand "social economy" and promote it within higher education curricula.

Among their partners is the ICA network in Spain, Canada and Nepal. In particular, ICA Spain helped them develop the concept for the study and make links with the University San Antonio Abad del Cusco, Peru, which is now co-funding the project. ICA Spain also hopes to share the ToP methodology for use in the study. For further details, please visit [www.yorks.ac.uk/socialeconomy](http://www.yorks.ac.uk/socialeconomy)

**Catalina Quiroz Nino is a member of ICA: Spain**

The university's senior lecturer Margaret Meredith and visiting fellow Catalina Quiroz, who are coordinating the project, said:

"People are now questioning the values implicit in a system which seeks profit at all costs. Higher Education needs to equip students with a broader vision and the tools to analyse a variety of ways in which the economy might work more effectively and for the common good and creation of sustainable wealth. We believe that the social economy warrants higher exposure in our universities and should be studied alongside other economic models."

The Social Economy project has been awarded a grant of €335,000 from the European Union's Erasmus Mundus programme. Besides the University of San Antonio Abad del Cusco, other partners

include the Centre for African Studies at the University of Oporto, Portugal; Mondragon University, Spain; and other associate universities across the world.

A main part of the project is a comprehensive survey, to be launched in May 2013, and open to all those working in the social economy worldwide. The findings will inform a reference handbook, which will advise on European HE curriculum design. □

To "friend" the project and support its aim of changing how economics and business are taught and practised, please sign up at: <http://www.yorks.ac.uk/erasmus-mundus/social-economy/get-involved.aspx>

You can also post comments on its blog: <http://blog.yorks.ac.uk/socialeconomy/>

# ICA Associates Canada looks back at 2012

## By Bill Staples

We worked with eight First Nations (indigenous groups) in 2012, as many of them had to get their act together to negotiate treaties or get funding from the Canadian Government. Some First Nations treaties cover areas the size of small European Nations.

Three universities engaged us in strategic or integrated resource management planning. The dean of one university went to the IAF Conference in Halifax (ICA Associates Inc was the main sponsor) to present a case study on the university's participatory strategic planning. Altogether there were 50 consulting engagements in 2012.

In 2012, we did our first two test runs of an online Group Facilitation course which

*Bill Staples is a member of ICA Associates: Canada*

was well received. ICA Associates held 41 public courses for 348 people. There were also about half as many in-house courses, primarily for government and insurance companies. We have redesigned most of our Training Manuals. They are now in full colour with photos and graphics to illustrate the courses. We also did a full colour catalogue of courses (it can be downloaded from [http://ica-associates.ca/about/download.php?f=51afkbleffrnrcv\\_i3qdiemqa5ICATrainingCatalogueSep2012.pdf](http://ica-associates.ca/about/download.php?f=51afkbleffrnrcv_i3qdiemqa5ICATrainingCatalogueSep2012.pdf)). More and more people are registering online from Google searches, instead of from the catalogue.

About half of our ICA Professional Facilitator Program graduates go on to get their CPF from IAF, and they all pass. ICA Associates has three IAF assessors on staff, but they cannot assess any of those people. We hired three new staff this year; all women aged 25 to 35. This has shifted

the energy in our office. We published "Transformational Strategy: Facilitation of ToP Participatory Planning" by Bill Staples and "Creating Community" by George West. Both books are available online at <http://iuniverse.com>

We provided leadership for the Community Development Stream at the ICAI Conference in Nepal and did a free pre-conference course "Meetings That Work." The Community Development Matrix is now fully up and running. Check it out at <http://top-global.org>

ICA Associates decided not to ask ICAI to pay back the loan of \$40,000 taken in 2010. Instead, we will write it off as an expense over several years. ICA Associates is committed to global structures and conventions created by ICAI, and is working in peer-to-peer relationships with ICAs in several nations. □

## WOMEN'S EMPOWERMENT – INDIA

# Where women's work brings home the money



Women selling their products such as masala, snacks, hand pounded rice etc. at the exhibition in Pune.

### By Shankar Jadhav

Women mainly do house work, taking care of children, cooking, managing the house and supporting men in farming work. This work requires great skill and is something that men cannot do. But it is not valued because it does not bring in money. As a result, women are not treated equally with men. They are secondary in the family and community.

To deal with this situation, we decided to empower women by giving them skills that could help them earn. Various skills training were given to about 300 women from 4 villages. These included masala (spice) making, preparing hand-pounded rice and a variety of snacks, making paper bags, and tailoring. At the same time, some soft skills/capacity building training was provided to improve leadership skills.

Out of 300 women, 30 women decided to work together. They formed a cooperative through which they will start a few businesses to earn money and work as a group, helping each other and sharing the skills and resources. Women are already making the products in groups.

*Shankar Jadhav is a member of ICA India*

Some of the products made by the women such as masala, snacks and hand pounded rice were displayed for sale at a stall (above) during an exhibition in Pune. Dairy products that they had made were also sold at a shop in Pune (below).

### Towards Sustainability

ICA: India has been trying to be self-sufficient through social projects supported by ICA Japan for about 20 years. One of

them is the training centre. The social projects have been successful and we are now well known. Other organizations are inviting us to conduct training for their staff and to help set up their projects. The training centre is now conducting enough training programmes to be self-supporting. Thanks to Wayne and Shizuyo of ICA Japan who gave us their continuous support, we are testing a strawberry project in villages for their economic uplift with the help of NEC, a Japanese company.

Another key is facilitation work with organizations. ICA Australia, particularly John and Robyn Hutchinson, have played a big role in supporting ICA India. John even stayed in India with us for several months to train us in facilitation methods. Robyn came to conduct training with schools and opened doors for us. We are thankful to both of them for caring for us and journeying us through the process.

We have been doing several facilitation programmes, among them a training programme for police for three years and a poultry industry for the last two years. We have trained 900 workers at Suguna Poultry. A few other Industries and organizations around Pune have also invited us to facilitate their training. We are proud that we are training people and contributing to our country a unique method for development. □



Dairy products made and sold at the shop in Pune.

## The following reports submitted by Isabel de la Maza – ICA Executive Director: Chile and ICA Vice President for the Americas

# ICA Guatemala report

## ICAG re-subscription and account system

- The Institute of Cultural Affairs in Guatemala (ICAG) is continuing the re-subscription process. The government archives are bad so we started the process in June last year. The government said will take 8-12 months. A lawyer is taking this process and we are doing the follow up.
- The ICAG has a firm doing the accounting system
- Creating published material for ICAG.

## Program activities

- Creating connections for the PHASE I of the Learning Basket program, appointments with other entities working with parents of children up to five years old. We have obtained the permit to continue with the demonstration of the Learning Basket in one village
- Follow up on building a sustainable training centre; coordination with the Farmers Association of San Miguel. We are ready to build a functional administration system at the training centre.

- Building alliance with Asociación Nueva Acropolis to create proposal for Women's development

## Other actions for the future

1. Follow up on Asociación Nueva Acropolis and getting contact to share a proposal on women's development.
2. Meetings with other members on reviewing the roles of people interested in the ICAG work.
3. Follow up on the Conacaste training centre.
4. Work on the ICAG website and the contents.

## TRADUCCIÓN A ESPAÑOL

### ICA GUATEMALA INFORME Marzo del 2013

## Re-inscripción y contabilidad ICAG

- El Instituto de Asuntos Culturales de Guatemala, aún se encuentra en su proceso de re-inscripción: como consecuencia del deterioro de los archivos de las ONG's suscritas al Ministerio de

Gobernación de Guatemala. Este proceso toma alrededor del año, empezamos el proceso en junio del 2012, sin embargo hemos estado seguimiento al proceso y cada vez solicitan nuevos papeles. Tal seguimiento lo hace un abogado-

- El proceso de finanzas lo realiza un afirma de contadores FORTUNA S.A.
- Creando material de presentación de ICAG para citas

## Actividades programáticas

- Creando conexiones para la I FASE del Programa de la Canasta de Aprendizaje, citas con instituciones que trabajan con padres de niños de 0-5 años. Permiso del Supervisor de educación de Sanarate para seguir con demostración de la Canasta de Aprendizaje
- Gestiones con Asociación de Agricultores de Conacaste para el diseño y propuesta para arreglo del Centro de Capacitación de Conacaste
- Construyendo alianza de trabajo con Asociación Nueva Acrópolis para una propuesta de desarrollo de la mujer y familia: seguridad alimentaria, autoestima, emprendimiento-

# Chile comes out on ToP

We developed 23 courses from September 2012 to the end of January 2013. They used the ToP methodology for people with disabilities; three were for youth and 20 for adults. A government agency called SENCE (Training and Employment Service) provided social grants to fund the courses.

We have been trying to establish a Latin America Network to work on sustainable development projects. We are in contact with people in ICA Guatemala, Colombia and Brazil, and have also contacted people in Ecuador and Bolivia. Challenges for this year are: 18 courses for adults with disabilities, a facilitators' course in Santiago to train 17 people with disabilities who could become coaches. All of these courses use the ToP methodology. We are also trying to get funding for a course in ToP methodology for

Latin America. It would support sustainable development using participatory methods.

## TRADUCCIÓN A ESPAÑOL

### Informe de Chile

Hemos realizado 23 cursos desde Septiembre 2012 hasta finales de Enero 2013.

Estos cursos inspirados en la Metodología ToP se realizaron con personas con discapacidad, 3 de ellos fueron para personas jóvenes con discapacidad y 20 cursos para personas adultas. El organismo que financia estos cursos es una entidad de Gobierno denominada SENCE (Servicio de Capacitación y Empleo) a través de un programa con la Empresa que permite obtener Becas Sociales.

Hemos estado intentando establecer una Red Latino America para trabajar en proyectos sobre desarrollo Sostenible. Estamos en contacto con ICA Guatemala y personas de Colombia y Brasil, para seguir apoyando el trabajo con las comunidades. También tomamos contacto con personas de Ecuador y Brasil.

Desafíos para este año son realizar 18 cursos con nuestros programas para discapacitados adultos. Un curso será de Formación para Facilitadores en Santiago dirigido a 17 posibles entrenadores de la metodología ToP que poseen discapacidad.

También quisiéramos estamos intentando buscar financiamiento para trabajar un curso para facilitadores en metodología ToP a nivel Latinoamericano para poder trabajar en nuestros proyectos sobre desarrollo sostenible.

# Sister cities victory for ICA-Ukraine

By Svitlana Salamatova



*The Ukraine-Minnesota exchange program participants taking part in a meeting with the governor of Kiev in May 2011.*

The ICA-Ukraine team began work in 2011, thanks to Irina Fursman of ICA-US. It is hard to believe that three years ago we could not pronounce the word “participatory facilitation” and hardly understood the ToP basics. And even today, not all of us can assess the effectiveness of a simple method that helps in self-awareness in about 40 countries.

Our immersion in the magic of facilitative leadership began with the “Civic Leadership Exchange Program Ukraine-Minnesota”. Irina and Richard Fursman of Minnesota came up with the idea. With the help of Svitlana and Vladimir Salamatov of Ukraine, it became reality.

The first exchange program was held in 2011, with representatives of Minnesota local self-government visiting the city of Boryspil, Ukraine. The program, which used ToP methods, helped establish close friendships and business relationships between the two sides.

A sister cities agreement between Boryspil and Hopkins, Minnesota, was signed. It included cooperation between two

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*Svitlana Salamatova is Head of ICA-Ukraine*

agricultural areas – one in Ukraine and one in Minnesota. The Office of the Minnesota Governor proclaimed September 27 as the Day of Boryspil in Minnesota [<http://hopkins.patch.com/articles/long-distance-neighbors#video-7954102> ]

Last year, the Minnesota team hosted a delegation of 18 students from Boryspil.

The students met their American peers, and studied youth projects and the process of democracy.

The main result of the initial exchange program in 2011 was the establishment of the civic organization ICA-Ukraine in May 2012 by the Ukrainian delegation after returning from Minnesota.



*A Ukrainian team visiting Albertville, Minnesota, in September 2011.*



Today, the exchange program is continuing and involves local government representatives. The young leaders are working on a youth self-governance project called "Cafe Depot - a place free from alcohol, tobacco and drug use", an idea they borrowed from Minnesota. In February this year, we were invited to the coastal City of Nikolaev, Ukraine, to conduct ToP methodology training.

Ten Ukrainian civic organizations were exposed to the three ToP basic methods, and some of them took part in a two-day course "The Basic ToP Group Facilitation Methods" in the Ukrainian capital of Kiev, the following month. There are now nine facilitators familiar with the methods. The work in various fields - government, business, consulting, university education, and community organizations.

The National Academy of Public Administration, which comes under the Office of the President of Ukraine, now has a course on strategic management based on participatory approach. Civil servants who took this course have been using the methods in several government bodies immediately after graduation.

In March this year, ICA-Ukraine began publicising its activities over Internet television. It has set an example in Ukraine of how partnerships can be established with government and civic organizations using the ORID method.

This year we also opened a virtual leadership school for teenagers on Facebook. ToP training in the project "Through volunteering to facilitative Leadership" is the next step in this initiative, which has the support of Mr Martin Gilbraith, president of ICA-International.

We are proud to be a part of the global ICA team. We believe that purity of intent and knowledge can help to make the world better, cleaner and kinder. It still underestimates the value of human life. As part of the ICA, we have a special responsibility to help people learn to live with a deep respect for the other person. □

Kiev, Ukraine, April 2013



*Irina Fursman facilitating a ToP training course in Kiev, in March 2013*

<p><b>The Widening Picture of Restorative Practices in Aotearoa</b></p>	<p>National Restorative Justice Practitioners Conference 16-18 May 2013</p>  <p><b>RESTORATIVE JUSTICE Aotearoa</b></p>
<p><b>Conference Programme</b></p> <p><b>16 May</b> Welcome Reception</p> <p><b>17 – 18 May</b> Main Conference</p> <p><b>Register Now!</b> via the conference website</p> <p><a href="http://www.confer.co.nz/rjaconf2013">www.confer.co.nz/rjaconf2013</a></p> <p><b>Please take note of the following deadlines:</b></p> <ul style="list-style-type: none"> <li>• <b>Early Registration Deadline</b> 15th February 2013</li> <li>• <b>Standard Registration Deadline</b> 28 March 2013</li> <li>• <b>Late Registration</b> From 29 March 2013 Onwards</li> </ul> <p>Discounted Conference Registration for members</p> <p>Learn more about Restorative Justice Aotearoa <a href="http://www.rja.org.nz">www.rja.org.nz</a></p>	<p><b>16-18 May 2013</b></p> <p><b>Pullman Hotel, Auckland New Zealand</b></p> <p><b>CALL FOR WORKSHOP PROPOSAL SUBMISSIONS</b></p> <p><b>Deadline—Friday 11th January 2013</b></p> <p>Submit your proposal via the conference website: <a href="http://www.confer.co.nz/rjaconf2013">www.confer.co.nz/rjaconf2013</a></p> <p><b>Confirmed Keynote Speakers</b></p> <ul style="list-style-type: none"> <li>• <b>Maurie Abraham</b></li> <li>• <b>Hon Chester Burrows</b></li> <li>• <b>Kathy Fox (U.S. Fulbright Scholar)</b></li> <li>• <b>Major General Dave Gawn, MBE</b></li> <li>• <b>After Dinner Speaker: Judge Sir David J Carruthers</b></li> </ul> <p>Speaker biographies are available on the conference website</p> <p>Email us: <a href="mailto:RJA@confer.co.nz">RJA@confer.co.nz</a></p>
<p><b>For all Restorative Practitioners</b></p>	
<p><b>Principal Sponsor</b></p> <p><b>Ministry of Justice - Tāhū o te Ture, New Zealand</b></p>	
<p><i>This conference is part of the growing global social justice movement, with incredible results in many countries around the world (Google Restorative Justice/Practice). ICA colleague, Robyn Hutchinson, has been involved with this movement for many years and will attend this conference. There is still time to register and join her and other colleagues in wonderful New Zealand!</i></p>	

# The scourge of hunger and thirst

By Shizuyo Sato

I am from ICA Japan and have been working in Kenya since 1991. Robyn Hutchinson, a great friend, asked me to write about Kenya projects. The following is a summary of my activities over the years.

In 1991-1992, I got involved in a project in Kilifi district, near Mombasa. It was a drinking water and health-care project for ICA Kenya.

From 2001 to 2004, I was involved in Kajiado County in the Rift Valley – providing drinking water through digging deep wells and promoting food security by training farmers in agriculture and fruit tree planting.

During 2006 to 2009, I worked in the south of the Kajiado district, constructing water tanks and helping with food security. Thanks to this, during the 2007 drought, Masai people learnt how to grow vegetables, grains and trees.

Why did I get involved with African water and food security projects? New poverty estimates published by the World Bank reveal that 1.4 billion people in the developing world (one in four) were living on less than US\$1.25 a day in 2005, down from 1.9 billion (one in two) in 1981. But in sub-Saharan Africa, poverty is said to have increased from 180 million in 1981 to 300 million in 2008.

Since 2007, the tremendous drought has continued. The problems have become more serious; there is a shortage of food and drinking water, and many animals have died. Men saw their dreams come to nothing. Without food and water, women desperately tried to raise their children. ICA Japan began giving emergency assistance, providing water and provisions such as rice, oil, beans, sugar, salt and canned food.

Another problem in Kenya is the growth of population, which is currently at about 38 million. The population is growing at the

*Shizuyo Sato is a member of ICA: Japan*

rate of one million people every year. This has an impact on the environment - wildlife and forest cover.

According to the Incorporated Administrative Agency Japan Water Agency, the earth has 14 billion km<sup>3</sup> of water. Of this 97% is seawater. About 70% of the fresh water remaining is ice in the Arctic and Antarctic. So the fresh water available for us to use accounts for just 0.8% of the earth's water. This includes groundwater, freshwater rivers and lakes, and swamps (1968 to 1973 estimates).

Since 2007, the drought in Kenya has led to shortage of water. The grass is withering, cattle, donkeys and camels, and even people, have starved to death.

Across the world, 1.2 billion people do not have access to safe drinking water, and about 10 million die per year due to water-related causes. By 2025, 48 countries will face water shortages.

The most important way to deal with droughts is the development of forests. This will eventually help to recharge the water sources, and can also be a source of products such as wood and wild vegetables.

Besides the Kenya project, ICA is also working on lake water purification in Vietnam, using vegetable floats and organic bacteria balls; and tree plantations in the Philippines and India. □

For the continuation of these projects, we are grateful for support from the following organizations:

- Ministry of Posts and Telecommunications,
- Japan International Cooperation Agency (JICA)
- Nippon Keidanren Nature Conservation Fund
- Japan Platform
- Afforestation Promotion Organization

## Decision time for ICA Spain

By Catalina Quiroz Nino

We are at a special moment in ICA Spain as the five-year plan prepared in 2008 comes to an end.

Our Board and Assembly will evaluate the five years of work at mid-year and set the direction for the next 5 or 10 years.

At this meeting, we will decide about our contribution to and participation in ICAI, the renewal of our membership and the role of ICAI in our planning and vice versa.

### TRADUCCIÓN A ESPAÑOL

Estamos en un momento especial en IACE, ya que se cumplen los 5 años de planificación que realizamos en el 2008.

Hemos de convocar a nuestra Junta y Asamblea para mediados de año para evaluar estos 5 años y luego trabajar la dirección que deseamos para otros 5 o 10 años más. Es esta razón la que nos sugiere que cualquier aportación a ICAI sobre nuestra dirección sea más adelante, cuando en conjunto marquemos los hitos a los que queremos llegar.

En esa misma reunión podremos volver a plantear nuestra participación en ICAI y estudiaremos entre todos y todas la posibilidad de renovar nuestra membresía y el rol de ICAI dentro de nuestra planificación y viceversa igualmente.

Catalina Quiroz Nino is a member of ICA: Spain

## ICAI Strategic priorities for 2013 and 2014

(Continued from page 4)

- Clarify journey for new/renewed ICAs to statutory membership and how to demonstrate meeting criteria (edit manual on website?)
  - Develop policy and procedure on responding to 'ICAs in distress'
  - Co-ordinate regular Board update articles to Global Buzz
- Treasurer - Shankar Jadhav**  
(India) – Strategic priorities for the coming 2 years
- Manage finances prudently and responsibly – oversee payments and receipts and handle as necessary
  - Issue annual invoices for dues
  - Provide updated transparent financial information to ICAs, in new, simpler and user-friendly format
  - Invite and handle member budget requests for support for regional meetings and other member initiatives
  - Complete the annual Audit with Bill
  - Develop a new consensus dues model
- Vice-President (Americas) – Isabel De La Maza** (Chile)  
– Strategic priorities for the coming 2 years
- Support Secretary in gathering membership survey responses
  - Arrange and lead regional online meetings
  - Support and encourage face to face gatherings of region each year
  - Encourage and monitor the peer to peer activities around the locations and feed into global communications - look for new collaborations between North, Central and South America and also the rest of the world.
  - Encourage more formal institution to institution partnerships among peers instead of person to institution partnerships
  - Building trust with the local ICA leadership, with the honesty and transparent system and personal touch.
  - Follow-up on Nagarkot initiative of working with elders
  - Continue encouraging the Network work in LA in environmental projects.
- Vice-President (Africa, MENA and Europe) – Gerald Gomani** (Zimbabwe)  
– Strategic priorities for the coming 2 years
- Support Secretary in gathering membership survey responses
  - Arrange and lead regional online meetings
  - Support and encourage face to face gatherings of region each year
  - Encourage and monitor peer to peer activities and feed into global communications – create and share opportunities for African ICAs
  - Encourage more formal institution to institution partnerships among peers instead of person to institution partnerships
  - Building trust with the local ICA leadership, with the honesty and transparent system and personal touch
- Vice-President (Asia and Pacific) – Krishna Shrestha** (Australia)  
– Strategic priorities for the coming 2 years
- Support Secretary in gathering membership survey responses
  - Arrange and lead regional online meetings with the help of others
  - Support and encourage face to face gatherings of region each year
  - Monitor the peer to peer activities around the locations and feed into global communications
  - Encourage more formal institution to institution partnerships among peers instead of person to institution partnerships
  - Building trust with the local ICA leadership, with the honesty and transparent system and personal touch.
  - Establish an Asia Pacific Network Advisory Committee to facilitate doing a range of regional affairs such as to research the baseline conditions/ context e.g. review historical existing activities, achievements, reflections on opportunities and challenges etc. (mapping in of the national ICAs - by the respective national ICAs, but co-ordinated by the VP who will be the convenor of the regional advisory committee)
  - Talk to individuals/ institutions who are knowledgeable about the closed ICAs, and also those in the struggling ICAs, plus very active ICAs to generate information, evidence and insights about what makes ICAs doing good (or bad) and hence what makes them to endure (ICA sustainability)
- Collate, analyse and develop a concise report based on the above tasks by late 2013 and distribute to the member ICAs
  - Organise Asia Pacific meeting in a central location sometimes in early 2014 to discuss the above report
  - Develop a tailored strategic plan for the region, keeping in mind the over-arching purpose, values and mission of the ICA as an participatory, community empowerment focussed institution
- Vice-President (Communications) – Seva Gandhi** (USA)  
– Strategic priorities for the coming 2 years
- Establish a new website - simple, clear and easy to keep up to date
  - Initiate/support the streamlining of communications systems (WandW, Buzz, thematic online meetings, social media etc.)
  - Establish a platform for asynchronous networking and collaboration, eg: Groupsite, Ning, Wild Apricot?
  - Truly work on methods of enabling peer to peer relationships – identifying and communicating peer-to-peer opportunities, even hosting meetings/calls
  - Support Nepal conference teams to reflect and evaluate and to sustain communities of practice
  - Invite and proposals for next Global Conference on Human Development, and/or regional or online conferences □

# Dreamcatcher Tom Jackson hooks Courage to Lead Award

By Jeanette Stanfield

Tom Jackson is the recipient of the 2013 ICA Canada Courage to Lead Award. From his early years growing up on air force bases, he was often the guy who opened the door, opened the fridge, prepared food for his friends and, following in his parents' footsteps, made himself available for anyone in need.

He left school at 15 and lived on the back streets of Winnipeg for several years, an experience that laid the foundation of his character. As an early activist for native causes, he was in South Dakota in 1973 during the infamous Wounded Knee standoff. Realizing that he could affect more people with a song than with a gun, Jackson began producing public affairs and native-rights programs for the CBC in Edmonton and Winnipeg.

In 1987, homeless on the streets of Toronto, he became addicted to cocaine and ended up living in a crawl space under the drug dealer's house. It was in the midst of this misery that Tom chanced upon an "angel" who saved his life. At around 2am, Tom came across another homeless man lying motionless on the street. He stopped and asked him if he was ok. The man's eyes were open but he couldn't speak. Tom summoned an ambulance. The homeless man on the street survived and so did the homeless man in the crawl space. Tom says: "He saved my life, because I found helping him saved me." That is how Tom found his new higher than high. "I became addicted to saving lives."

When there's trouble or trauma, Tom steps up with ideas to alleviate hunger, give a voice to Aboriginal youth or bring awareness to youth suicide.

In his conversations with children, he sees a thirst – a thirst for knowledge. "It is up to us whether they drink pure or salty water for they will drink regardless," says Tom, citing ancient wisdom from the elders. "Our children cannot live in the past but they do need to carry their stories and bring them into the present."

"We also need to teach our children to have a voice. We do this by exercising our own voice. If we take care of our little ones and our elders, the rest will take care of itself." And with that, he picked up his guitar and sang a beautiful rendition of the Huron Carole.

His 10-year Dreamcatcher Tour, with its positive messages about stress, mental health, suicide prevention and coping, focuses on empowering Aboriginal youth and high-school students to create opportunities for themselves.

Recently, he relaunched the Huron Carole hunger concerts. "Here we are with an opportunity to fight this silent disease called hunger and help feed the children of this country, and provide a vehicle for



citizens, to participate in narrowing the gap between the haves and the have-nots," he says. "You don't have to change the whole world, you just have to change your world, and the rest will follow."

When Tom became Chancellor of Trent University in 2009, he reflected on his life work: "The Creator has blessed me, challenged me, given me the opportunities that allow me to effect change, to help improve the quality of life for those who are needy and hungry, not just for food, but also for knowledge." □



Jeanette Stanfield, Tom Jackson and Nan Hudson at the award night.

Jeanette Stanfield is a member of ICA Associates: Canada