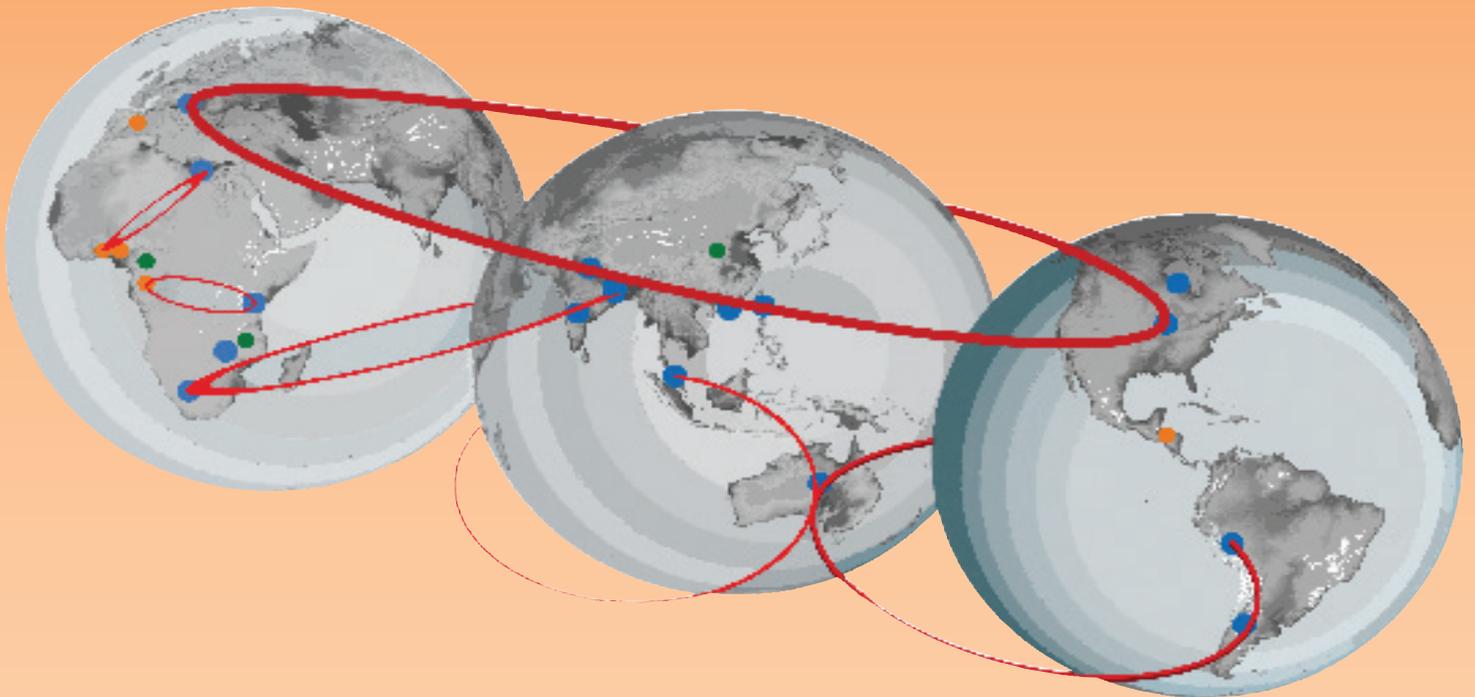


Winds and Waves

Vol. 1 No. 1 October 2011



Global Collaboration

What's Inside

*Community Development
through Collaboration*

*Local and International
ICA News*

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Dear colleagues and friends,

Welcome to our first global newsletter of the ICAI network. You have the opportunity to read and explore our work across the world and hopefully find a connection into our world of research, development and training. ICAI is a community of unique, locally-driven organizations with a global perspective. Here are my current reflections on three areas of interest to our global community and I hope to all of you.

How do we discover and share the learning of the ICAI community? This is about respect for the experience and learning we need to share, while opening ourselves up to new ideas and images now available in the world. We have been working for the past fifty years in community and personal development. Our research and experimentation has been demonstrated through our community projects, in our work with organizations using the Technology of Participation and in ourselves by deepening reflective processes to reveal blind spots and social contradictions. ICA-USA started an archives project almost 20 years ago and has now moved that into a new level of intensity with the University of OKC. ICAs around the world are actively collecting and documenting our work in Community Development and Organizational Change. Next year we are hosting our 8th Global Human Development Conference in Kathmandu, Nepal October 29 – November 2, 2012, Working Together Unleashing and Promoting Human Capacity for Sustainable Development.

Second, peer to peer collaboration on cross national programs and global support systems. We are working together globally

and locally in new ways, collaborations are being developed by each ICA: Regional Sub-groups forming in Southern and Eastern Africa; A Spanish Speaking community of practice bridging the continents; Specific projects like ICA Japan working with ICA Chile to deal with earthquake relief; and broader projects like the Nepal conference preparation being coordinated by Nepal but assisted by ICAs across the world. This is an ongoing experiment and is still in development; however we have clear evidence that member organizations are willing and able to pick up more responsibilities. We even have 4 new ICAs being mentored toward becoming full statutory members in a year or two.

Third, developing our virtual communication and decision-making process so that all member ICAs have a way to participate and own the future of the organization. This year the Global Leadership Team has facilitated two rounds of regional dialogue along with monthly news emails, called "ICA Buzz" and letters from the Global Leadership team. This newsletter is the final piece of our communication strategy, we are hoping to share our learnings and invite collaboration toward the future.

I trust you will join us on this journey.

With respect,
Larry Philbrook, President of ICAI

On behalf of the Global Leadership Team of ICAI : Sabah Khalifa, Shankar Jadhav, Gerald Gomani, Richard Alton, Isabel De la Masa, and Kevin Balm

Editors' Note

From the Editors

Dear Readers,

Welcome to the inaugural edition of the ICA International's magazine, "Winds and Waves".

The ICA has always seen part of its role as providing timely and important information regarding our mission of Community Development around the world. In the past we have done that through regional newsletters, the Internet (i.e. "The Global Buzz") and various journals. We now will endeavour to also provide a magazine which will expand on those avenues of information dissemination.

This issue of the magazine focuses on the Collaborative Efforts many colleagues and associates of the ICA are engaged in. I'm sure you will find their reports informative and inspiring.

Also, the Technology of Participation (ToP) programs continue to evolve and make an impact on communities and individuals in a variety of situations and configurations.

And finally, we all would like to join with ICA-USA and ICA-Canada as they celebrate their 50th and 35th years, respectively, of service to the world.

Enjoy.

John Miesen
Co-Editor
Dharmalingam Vinasithamby
Co-Editor

We have chosen "Winds and Waves" as our working title for the magazine. If you are inspired with a name more suitable, please submit it to us. If a submission is selected, we will find a suitable prize to reward the person who submitted it.

Participation Works!

By Gail West

In 1993, the ICA published a book, *Participation Works: Business Cases From Around The World*, edited by James P. Troxel. This way of operating, new at the time, was having a substantial impact on operational effectiveness and working relationships not only in companies and various kinds of organizations but also in many communities, by inviting, honoring and integrating the input of all members. In the last 20 years, while “participation” has become an established practice in the culture of some organizations and sectors, it remains unknown or un-felt by many. The ICA continues to focus its service on authentic participation, sustainability and self-reliance through collaboration, skills training, facilitator development and leadership mentoring. Following are stories from two recent projects involving educational institutions.

1. Sichuan School Project, Renjia Central (Elementary) School, Sichuan Province, China

- * 1 new elementary school was built through the means of a “corporate responsibility contribution” to replace one completely destroyed by the 2008 earthquake.
- * 2 organizations (ICA and TUV) collaborated to provide a positive social influence through their services toward improving the quality of education.
- * 3 weekends of intensive Imaginal Learning Methods Training and Experiential Dialogue were provided for 50 teachers and principal, following extensive interviews to determine their most urgent needs.
- * 6 participatory methods facilitator/volunteers provided learning methods.
- * 17 volunteers from the company came from various cities in China to provide support services.
- * 50 passionate educators are now dedicated to making a positive difference in their school and community.



Students in discussion groups.

This collaboration of teachers and service providers was a wonderful learning experience. We continually modified the process in response to the needs of each group, and feel it will have a strong impact on work, family and community relations.

For the full story and pictures, go to: <http://space4break.blogspot.com/>

2. Shijiazhuang Foreign Language Institute, Hebei Province, China.

An Open Space for Innovative Learning Environment was held at the Institute. The program included:

1. Participatory meeting for more than 100 post high school college students (about 10% of the students).
2. Participatory meeting for 80 faculty and staff.
Both meetings focused on Creating an Innovative Learning Environment.
3. Open Space Learning Workshop for 17 representatives of students, faculty and administration to enable them to lead their own participatory meetings and gatherings. Participants were invited to initiate conversations related to the theme, convene small group discussions, write up reports to be shared with all, and indicate actions they intended to carry out.

A student who took part in the workshops reported in a newspaper:

“In order to integrate innovative processes into our classes, we invited Gail West and Shufang to come for a 1-week

visit to our school to lead workshops on Innovation in Education and introduce open space technology to our students and teachers.

Open Space opened to a new way of thinking and seeing things – looking at issues from a different perspective so they can resolve their own problems. This platform provides a chance to listen and speak so we can communicate and cooperate with each other. We experienced a spirit of teamwork – a new learning process and environment.”

Said one participant: “When we think alone, it’s quite limited, but thinking with a group is really quite powerful!” Said another: “If you look at me from the outside, maybe you won’t see anything very different. But I feel that something has gone into my unconscious – I don’t know how to describe it – but I believe it will influence what I do.”

The program sponsor Chen Wen-Hsiang said : “The whole program was a special experience for our students. The interaction between students and us has increased, and we have started to share some new skills and thoughts with them in the night study time - such as how to do presentations, visual arts, creative thinking.... Students tell us they learned new things from these new arrangements.” §

For the full story and pictures, go to: <http://blog.roodo.com/osttw/archives/15589887.html>

Asia-Pacific ICAs: Communities of Practice

By Kevin Balm

There are more than 125 people directly and actively involved in the work of the nine national ICAs in the Asia-Pacific region. They range from paid staff members to volunteers.

The community development foci of these national ICAs include empowerment, education, poverty reduction, sustainable agriculture, health & sanitation, safe water supply and capacity building projects. They also undertake ToP facilitation consultancies and offer courses in facilitation skills, facilitative leadership and change leadership to organizations.

The national ICAs have a long history of bi-lateral and multi-lateral connections. There have been many interchanges over the years between ICAs in Australia, Japan, Taiwan, Nepal, India and Bangladesh. Their connections also extend to ICAs in North and South America, Europe, the Middle East and Africa. This trend serves as the foundation for the Peer-to-Peer model that is at the heart of the organising strategy of the global community of national ICAs.

Communities of Practice – The Form of Collaboration/Peer- to-Peer Relationships

The operational form we see these relationships taking in the future is the Community of Practice (CoP) approach. Etienne Wenger defines CoPs as “groups of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly”. He identifies three elements developed in parallel that mark a CoP:

The *domain*: The identity of members is defined by a shared field of interest with a commitment to the field, and therefore a shared competence that distinguishes them from other people.

The *community*: In pursuing their interest, members engage in joint activities and discussions, help each other, and share

information. They build relationships that enable them to learn from each other.

The *practice*: Members of a CoP are practitioners. They develop a shared repertoire of resources: experiences, stories, tools and ways of addressing recurring problems.

At a recent online meeting of the national ICAs in the Asia-Pacific, the following arenas were identified as potential foci for collaboration:

1. Capacity (organisational, operational, governance, financial, leadership, fundraising, technical skills) building toward a viable economic model for ICA's, includes entrepreneurship development
2. A framework of our community development curriculum that allows ICA to apply its uniqueness with community development. Such a framework that can be used globally is being developed
3. 2012 Global Conference in Nepal – preparation, promotion, participation & conference facilitation
4. Deepening our ICA community / philosophy - putting ourselves on the cutting edge
5. ToP global strategy: what is our face to the world
6. More structure/form around connecting ICAs with ToP facilitation trainers to train new facilitators
7. Seeking collaborations with other organizations beyond regular relationships
8. Information and best practice sharing and communication among ICA members and between ICAs

In the lead up to our next virtual meeting, national ICAs are reflecting on the themes above, particularly the top 5 items. They are focusing on what actions and commitments they are willing to make toward realizing these themes. At our next virtual meeting, we will focus. §

ICA NEWS BYTE Uganda

Bagwere tribe's Safe Neighbourhood approach

In March 2011, Jonathan Dudding visited the Safe Neighbourhood Foundation (SNF) based in Budaka, near Mbale, in the east of Uganda. The purpose of the visit was threefold - to review the progress made after the Village Volunteer sponsored strategic planning event in 2010; to visit the water and sanitation project in the local community funded by the Charles Hayward Foundation; and to deepen the relationship between ICA:UK and its partner SNF.

“Safe Neighbourhood” is the English version of “Omulirano Omusa”, the traditional approach to communal ownership and use of land among the traditional Bagwere tribe of Budaka district. It describes a community in harmony both with itself and its environment, and extends to practical notions of working together, supporting each other and developing and sharing skills and resources to ensure that each family has enough food to eat and more stored in the local granaries to be consumed during dry seasons or drought. The concept is peculiar to the Bagwere and remains attractive and relevant to them as an approach to eradicating poverty, and as a way of coping with a changing world. Over the past few years, for example, the community has experienced a climate change from two rainy seasons per year to just one, with all the challenges and changes that brings. It is this concept that lies at the heart of SNF's approach, and a key reason why it is able to have the impact that it is having,



SNF staff and community volunteers.



Study on Religious Militancy and Terrorism

From ICA Bangladesh
By M. Azizur Rahman

Introduction

Research and advocacy is one of three key areas of ICA Bangladesh's human development work. Since 2004, some important issues like HIV/AIDS, deforestation, and crime and policing were focused in its research and advocacy programs. Religious militancy and terrorism, one of the socio-political concerns of Bangladesh today, are the most under-researched topics here. This article is about a study project recently conducted on the topic by ICA Bangladesh with a research grant of the Social Science Research Council (SSRC), Planning Ministry of the Government.

Project Description

The main purpose of the study entitled "Understanding religious militancy and terrorism in Bangladesh" is to document and highlight the problem in Bangladesh. It examined the

M. Azizur Rahman is a PhD Student at the Department of Criminology, University of Ottawa.

extent and nature of various Islamist militant groups and their terrorist activities here. It also looked at the underlying factors of militancy, the funding sources, and the strategies and techniques used by terrorist groups. Recommendations were made on how best to address the menace of militancy and terrorism.

The study mainly used content analysis of secondary sources (media reports, books, magazines, research reports and internet publications) and expert interviews. We looked at two widely circulated newspapers – the Ittefaq and the Daily Star – issued between 2001 and 2010. Two others - the Daily Prothom Alo and the New Age along with other other sources such as South Asia Terrorism Portal were used to supplement the data. Eight experts representing law enforcement practioners, security research organizations, human rights organizations, academics and civil society members were interviewed on terrorism in Bangladesh. Based on secondary analysis, case studies on five convicted militants were done to explore their level of involvement, leadership, justice response and media coverage.

While Bangladesh has been facing leftwing extremist and ethnic militancy since its independence, religious militancy has posed serious threats to national security, public safety and economic development. Immediately after the 9/11 US attack, Bangladesh was presented by the international media as a new hub of terrorism after Pakistan and Afghanistan.

The study found Islamist extremism and militant activities rose dramatically from 1999 to 2005, but the presence of Islamist terrorist outfits and groups can be traced back to the 1990s. Islamist militancy has become a serious law and order issue after the nationwide serial bomb blasts in August 2005. Bangladesh has not seen any major terror attacks since 2006. The study also found it has not been rated as a terror-risk country in recent years. However, the government is very serious about addressing the problem of militancy and terrorism.

The study could not find the exact number of militant groups or outfits. From media reports alone, it identified 68 outfits, both

homegrown and international. Many of these outfits change names or reorganize in different names. The study revealed that JMB (Jama'atul Mujahideen Bangladesh), JMJB (Jagrata Muslima Janata Bangladesh), HUJI-B (Harkatul Jihad al Islami Bangladesh) AHAB (hle Hadith Andolon Bangladesh), (HuT), Hizbut Tahrir (HuT) and HT (Hizb-ut Towhid) are the major terrorist groups with thousands of militant members. JMB has almost one million members (full-time and part-time), HUJI has more than 25,000 activists and JMJB over 30,000 militants.

The study showed that during the period 1999-2010, Islamist militants carried over 203 attacks, killing 164 innocent people and injuring more than 2658 people. From 2005 to 2010, 25 terrorists were killed. The content analysis of media reports showed that most of these attacks targetted the rallies of political parties (Awami League, Communist Party of Bangladesh, cultural groups (Udichi, Shatadal), cultural celebrations and fairs (new year, fair, jatra, circus, international trade fair), urs (death anniversaries of saints), Ahmadiya mosques, churches, intellectuals, diplomats, movie theatres and NGO offices. JMB alone reportedly carried out over 100 operations. Most of these attacks involved bomb explosions and grenade.

The study revealed that homegrown militant outfits have links with regional and international militant networks. Some of these militant outfits and their leaders were linked with three major political parties – Bangladesh Nationalist Party (BNP), Jamat-e-Islami Bangladesh (JIB) and Islami Oikyo Jote (IOJ). During the BNP-led alliance government, political patronization was reportedly blamed for the rise of militancy, extremism and radicalization.

These militant outfits and their leaders were linked to financiers from several countries including Saudi Arabia, Kuwait, India, Pakistan and Afghanistan to which they travelled in different times. Bangladeshi militants received funds from individuals and charity organizations based in the Gulf countries, USA, UK and EU. Madrassa students were also engaged in collecting tolls and among other sources – zakat, sadka and money raised for Islamic waz mahfil (speech or gathering). Hundi (informal money transfer) was used by militants. Even through formal banks, terrorist financing continued but remained undetected.

Some foreign nationals linked with Pakistan based Lasker-e-Taeba (LeT) and India based Hizbul Mujahedee (HM) had links with Bangladeshi militant outfits. Some were sheltered by Bangladeshi militants and some were even employed in madrassa (Islamic seminary institutions) across the country. Many of these outfits have overlaps in terms of training, operations, leadership, resource mobilization and agenda. HUJI is found to be used as a training unit while JMJB is an operational unit of JMB. But they also have links with non-religious insurgent groups within and outside the country such Rohingya Solidarity Organization (Myanmar), Maoist extremists of Nepal and Indian insurgent groups (ULFA). RSO is found to be arms supplier of JMB and HUJI. Intelligence and media reports indicate that RSO and Rohingya refugees in Cox's Bazar, and the Indian North East ethnic insurgent groups including ULFA are involved in arms smuggling.

The study revealed that 1,033 militants were arrested during the period 2003-2010 and majority were from JMB (542) followed by HuT (208), HT (87) and Allahr Dal (68). During 2006-2010, 171 militants were sentenced for cases including August 17, 2005 nationwide bomb blasts, killing of judges, attack on cultural activists and possessing explosives and arms. Out of 171, 19 militants were sentenced to death, 77 militants were sentenced to life imprisonment, 38 militants were awarded imprisonment for longer duration (between 20 years and 48 years), 26 were awarded between 10 and 19 years, and 11, between 5 and 8 years of imprisonment. Only 29 of them were fined as well; the amount ranged from Taka 5,000 to Taka 20,000.

While there are various anti-terrorism laws enacted, most of these cases were executed under Explosives and Substances Act, Arms Act and Speedy Tribunal. Only one case was executed in 2010 under the anti-terrorism act. There is no case under the anti-money laundering law. Anti-terrorism act and anti-money laundering act appeared in 2008. Before these, another anti-terrorism was passed in 1992. But the definition of terrorist acts was broader and included many offences in the criminal code. Besides, previously enacted and politically motivated laws such as Special Powers Act, Public Safety Speedy Tribunal and anti-terrorism act of 1992 were used against opposition political party members and activists.

The study found the government is using mostly a law-enforcement centric counter-terrorism approach such as banning militant outfits, arresting militants and sealing bank accounts. The government is eager to identify militant networks, financiers and arms suppliers, and to hold awareness raising campaigns through schools, mosques and community to root out militancy. But awareness raising at schools, madrassas, communities and rural areas are still in infancy stage. Law-enforcement measures alone cannot prevent militancy and terrorism, a comprehensive strategy balancing enforcement, intervention and prevention is needed to address the menace of militancy and terrorism. Anti-organized crime measures against arms and drug smuggling, money laundering including hundi, surveillance of foreign-funded Islamic NGOs and border security must be ensured. Police and intelligence agencies must have logistics, equipment and training in dealing with militancy and terrorism cases, conducting investigations, and assessing data regarding militancy and terrorism. Independent NGO Affairs Bureau, anti-corruption agency and Bangladesh Bank must be in place.

While it is found that various socio-economic issues are associated with the menace of religious extremism, radicalization and militancy, poverty-driven areas (southern and northern districts) and population groups (unemployed youths among refugee camps, madrassa students and poor people) must be considered as a priority for development. The curriculum of madrassas, where millions of students are educated, must be reformed. School syllabus need to include issues of militancy and terrorism. Community-level anti-militancy campaign can be implemented through religious leaders (imams at mosques), Ansar (security forces at local level and VDP (village defence party) members, teachers, community leaders and politicians, and local administration.

Concluding Remarks

ICA Bangladesh is planning to disseminate the study findings through media publications and public forums. ICA methods and approaches in future research and advocacy projects can include diverse perspectives and generate stantial outcomes. It is expected that the SSRC will undertake the institutional measures to disseminate the results for policy implications. §

Whole Systems approach gets communities buzzing

By Bill Staples

Every Continent

One constant about ICA colleagues over the decades has been the fervent belief in the unlimited potential of every human being. The belief was tested and proven in the 5th City neighbourhood project in Chicago where jobless and restless youth started businesses, schools and lasting organizations. It was seen again in ICA's Nava Gram Prayas in Maharashtra where hundreds of young men and women with no future prospects launched a community development movement with hundreds of visible results including schools, clinics and electrification projects. Those results stand even after thirty years. The belief was borne out again in ICA inspired city-wide renewal projects in the 80s and 90s in North America, Europe, Latin America, Africa and South East Asia. We have seen it in the beginning of this millennium in hundreds of projects and organizations using community development approaches inspired and supported by ToP facilitators on every continent. You can read about some of these at <http://top-facilitators.com/serendipity> and even add your own.

Recharged Battery

My own personal battery was recharged in my recent work with 13 multi-ethnic geographic communities spread throughout the City of Toronto. Each community had hired 3 full time animators who were supposed to get their neighbourhood involved in some unspecified CD efforts. The animators, along with a core of community leaders, embarked on a year-long programme using the ICA whole system community development approach. It was awesome to witness their historical scans, social process analysis, mapping and gridding and strategic plans. The implementation was amazing! Within two years, Glendower community's strategy of "improving safety in community streets" lead to a police report saying Glendower

had "a marked decrease in crime. A new standard has been set." One strategy in the Jane-Finch community was "resident-led community action." They turned the ICA gridding walk-about into an annual affair to 'take back the streets.' There are many more stories like this.

Inspiring Results

Colleagues in Il Ngwesi community in Kenya reported a dramatic increase in HIV/AIDS testing participation - from 0% to 82% of the population, as a result of the ICA community development approach. This level of success is unheard of throughout Africa, as reported by a Public Health evaluation expert from the University of Toronto who visited Il Ngwesi.

Ghoramara, a small Bangladesh community of displaced persons, has recently reported the establishment of a primary school, school building, skills development and tube wells, all as a result of the ICA whole system approach.

ICA's collaborative 100 Valleys Project in Peru has been a recent and enormous initiative implementing self-development demonstration communities throughout the Sierras and facilitating collaboration between agencies. This has resulted in the extensive use of advanced irrigation systems to double crop harvests and youth returning to their communities after completing their advanced education, among many other visible improvements.

Whole Systems Approach

Two common elements among all these initiatives and hundreds of others has been the core belief in the unlimited potential of every human being and the practice of ICA whole system community development. The simple use of the ToP™ Consensus Workshop Method, for instance, automatically engages the population in the whole system approach. Participants end up with a consensus on

initiatives and goals that represents a bigger system than any one person would have anticipated. Of course, not all ICAs use the "whole system" terminology in regular conversation but they are familiar with it and know what it means. ICA's Brian Stanfield popularized the term "whole system community development" to help people understand the difference between ICA's community development approach and those approaches that tend to work on a particular issue. While the ICA approach has analysis, planning, implementation and evaluation like most other approaches, it also has best practices within it that can lead to dramatic outcomes like replication, extension and expansion.

Variety of Strategies

The ICA whole system approach has the ability to evolve into many other approaches and to serve a wide variety of needs. Witness ICA's work in Peru: its whole system approach was central to the development and organization of a nation-wide self-empowerment system for youth with physical disabilities and resulted in a string of large hospitals funded by national lotteries. The approach also was put to use in the earthquake and tsunami ravaged coastal areas of Peru in 2010.

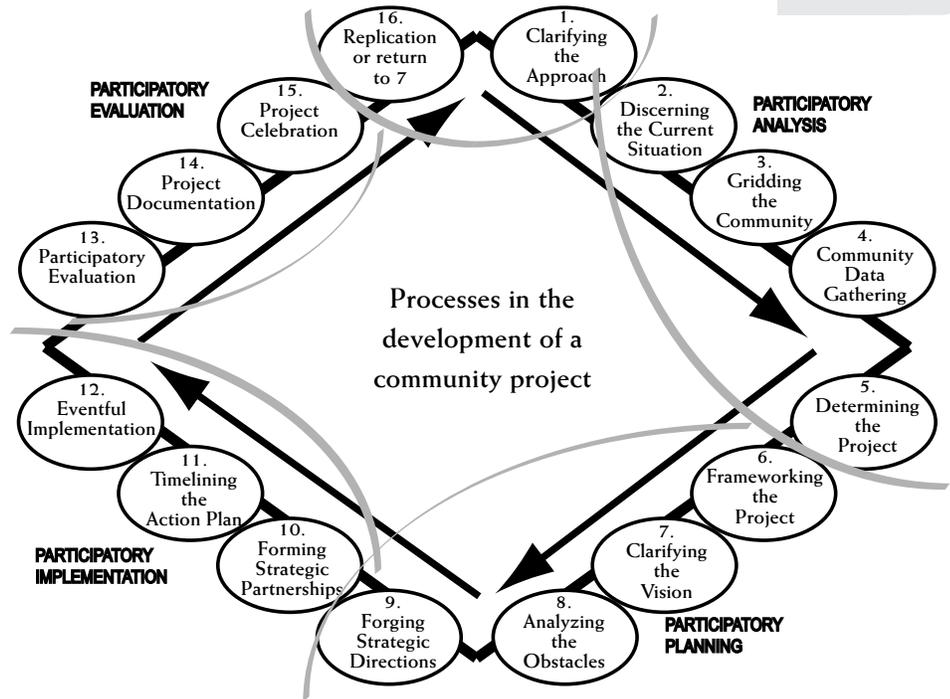
ICA Japan which has for over a decade been a constant and great source of funding and inspiration for community development efforts around the world, has shifted the whole system approach towards massive relief efforts for the earthquake and tsunami victims in Japan in 2011. ICA Japan staff noted the unlocking of human potential which occurred when traditional Japanese emotional reserve was transformed by immediate interest and preoccupation with the well-being of one's neighbors.

There is expertise within the ICA global network for using the ICA Whole System approach in crisis relief, material support

and advocacy. Enormous experience can be found in development education, developing basic infrastructure and generating local solutions. There are many initiatives in the past ten years in human resource development, organizational strengthening and systems development.

I am looking forward in the next year to collecting stories, approaches and other ideas that can be shared globally. Perhaps the conference in Nepal can make headway in this. All of us in ICA have a tremendous history in community development and in helping people gain confidence in using the unlimited potential which is theirs. §

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**ICA NEWS BYTE
USA**

Making Chicago neighbourhoods sustainable

The ICA would like to celebrate its 50th anniversary by helping to highlight how communities in Chicago are trying to become sustainable neighborhoods. It is sponsoring a 9 month initiative to research and document successful sustainable projects found in each of Chicago's 77 neighborhoods and the surrounding suburbs. The research will culminate in a one-day 'Sharing Approaches that Work' conference that will highlight neighborhood innovations in clean energy, waste reduction, green jobs, recycling and local food production involving community groups, the private sector, and local, state and national governments.

The Conference

The conference will take place on June 21, 2012. The morning will provide an opportunity for communities to share innovative projects and initiatives; lunch will include a speech from a prominent leader in the environmental movement; and in the afternoon there will be seminar presentations and dialogues about resources available to neighborhoods. The conference will showcase resources including those from:

the City of Chicago, the State of Illinois, the Federal Government, Illinois Clean Energy Community Fund, Growing Power, Faith in Place, The Delta Institute, ComEd, Center for Neighborhood Technology (CNT), Transition Chicago and others. The conference will be an opportunity to look at creating a path forward in Chicago's neighborhoods and the policies that will make this possible. A report on the 77 neighborhood sustainable projects will be presented. It will document the projects that have been engaging communities, and how they were created and implemented. These documents will be shared electronically to neighborhoods and non-profit organizations across Chicago.

The preparation for the "Sharing Approaches that Work" conference will catalyze new local efforts and encourage movements within the 77 Chicago communities to hold their own sustainability training workshops, share fairs, and bring together neighborhood sustainability groups to build a common future vision. It is this local effort that will contribute to the success of the Chicago Climate Action Plan by 2020. The ICA is the organizing sponsor. Current co-sponsors are Illinois Clean Energy Community Foundation, Millennia Consulting, LLC, Faith in Place and Transition USA. Over the next six months we envision creating many alliances to build sustainable resilient Chicago communities.

Social justice program for college students

ICA-USA launched a pilot three-week social justice based service learning program on July 25. The action-reflection methodology integrates contextual study with civic engagement and life in an intentional community. The civic engagement component of the program was run in conjunction with Transitions Chicago, and ICA's 50th anniversary celebration. The students split into teams of two to do action-research on community development and sustainable development projects in two different Chicago neighborhoods: Pilsen and Bronzeville. They produced asset maps, learned some community organizing tools and methodology, and wrestled with the practical hardships of going green in the urban context. For every hour spent in academic study, two hours were spent in neighborhood engagement. Enjoying Chicago was a key piece of the learning experience for the students. Although their schedule was full during the week, Friday evenings and weekends were free for exploring the city. Upon completing the course, the students received three college credit hours. They also gave presentations to ICA staff and students in Northwestern University's Design for American program. The program was quite successful, and new relationships with other universities are expected to bloom due to its success.

Save the planet and see the world

By Dharmalingam Vinasithamby

A little town in Tamil Nadu, India, is attracting a new kind of traveller – the volunteer tourist. Instead of lazing on the beach, shopping or touring historical sites, many of the visitors to Auroville, 160 km south of Chennai, spend their time working on the earth's environmental problems. The streets of the town are filled with people from all over the world involved in projects ranging from reforestation to sustainable farming.

Auroville was set up by the followers of the late Indian philosopher Aurobindo with the backing of the Indian government. The “universal town” has a population of about 2,000 people from more than 30 nations. Despite its other-worldly aura of spirituality, it is also involved in more practical and innovative pursuits. Prominent among them is its forestation work. The town lies in a region which was once a verdant Tropical Dry Evergreen Forest (TDEF) but is now a desert ridden with gullies and ravines. Since Auroville was founded in 1968, its residents have reforested more than 800 hectares of the township's 2,000 hectares of land and turned them into an oasis for many TDEF species of plants and animals. They have also set up organic farms to feed their community and in the process are pioneering in sustainable farming methods.

The projects are carried out by a loose coalition of self-supporting groups with their own sources of expertise, manpower and funding from around the world. Other similar groups are also doing innovative work related to architecture, building materials, business, culture, education, health care and waste-water treatment.

Most of the volunteers work at the forestry and farming projects, which

Vinasithamby Dharmalingam (<http://sites.google.com/site/vaakiam/>), an ICA veteran, lives in Johor Bahru, Malaysia



FOREST PALACE: The Sadhana Forest HQ has a large hall with reed mats that provide comfortable seating for up to 300 people and other rooms.

provide lodging and meals in exchange for labour and a small financial contribution. (A bonus: as most projects have two days off a week, volunteers can do day trips to the many famous temple towns nearby.) The volunteers I met when I visited Auroville early last year were mainly young men and women from Germany, France, India, Britain and the US, as well as a few from Israel, Nepal, Taiwan and Japan. Some were back packers sojourning for a week or two; others planned to be there for as long as six months.

Sadhana Forest

The project with the most volunteers – about 150 – is Sadhana Forest. Set up by Mr Aviram Rozin, 44, a burly former medical appliance supplier from Israel, its aim is to turn 28 hectares of arid land into a forest. When he and wife Yorit began work in 2003, nothing would grow there except the hardiest weeds. Today, 17 hectares are covered with saplings watered, weeded and cared for daily by a team of volunteers. They also dig ditches and build bunds to trap rain water and reverse the process of desertification.

As a result, the water table, which was 8 metres below ground level in 2003, has risen to 1.8 metres below ground level.

The scale of the project and its pioneering spirit are impressive. To get there, I took an auto-rickshaw down an unpaved road. A long and bumpy ride later, I arrived at the project headquarters – a palatial hut on stilts, built from local materials. Granite pillars formed the legs. The walls were of bamboo and twine. Topping them all was a high and peaked double roof – the inner one of woven coconut palm leaves and the outer one of elephant grass. I climbed a bamboo ladder and entered the main hall, about 100 square metres in size. The floor felt like it was on springs. It was covered with reed mats, providing comfortable seating for about 300 people. Sunlight entered through chinks in the wall, suffusing the interior with a dim light. Ladders led up to a second level along the sides of the hut to the project office and rooms for staff children. A naked toddler swung blissfully in a hammock in a corner. The thought struck me that this would make a great prop for a Tarzan movie.

Mr Aviram showed us the residential zone - a dozen smaller huts with braided rope beds and hammocks that serve as dormitories, a community kitchen, composting toilets and arrays of solar panels that provide power for lighting, computers and a Wi-Fi system. We walked out to some plots where trees were being planted. Mr Aviram outlined the project's strategies: tree planting, water conservation and environmental education. About 22,500 trees of 160 different TDEF species have been planted and 90 per cent have survived. The key is the water conservation plan. "If you start the project with planting, it's actually quite useless," said Mr Aviram. "It's a waste of time and energy. What you need to do is to stop the water runoff; first, to enable vegetation to grow, and second, to recharge the water table."

When the project started, the runoff was almost 100 per cent. Without top soil and vegetation, the earth was hard and could not absorb or retain water. During the monsoons, water would rush down the gullies and canyons. His team came up with a master plan using simple earthen dams to check the water flow and turn some canyons into catchment ponds. Trenches would link these to each other and to bunded areas where trees were to be planted. The plan is being implemented in stages as and when funds permit and in many areas the runoff is almost nil, he said.

To get villagers to support the project by not felling trees or letting cattle graze among them, the volunteers try to create awareness about the history of the land, how it became a desert and the steps taken to replant it. On some days, they go out to the villages nearby to interact with people, share ideas and take part in activities such as a village cleanup campaign. They also involve children and have a garden at Sadhana Forest planned and planted by them.

Mr Aviram said the project welcomes volunteers of all ages and physical abilities, including families with children. There are about 30 people who plan to work for three years and a floating population of about 120 others who spend two weeks to a month or more.

Project workers lead a disciplined life. They rise early and spend up to four hours a day planting trees, caring for them and working in the project's vegetable garden. In the process, they learn about plant nursery, contour bunding, organic gardening, building and installing fences, composting and soil management. Then there are domestic chores: cooking, washing dishes, cleaning communal areas and so on.

The diet is vegan. "We don't consume anything from animals - no milk, no honey, fish and meat, and non-violence is a major part of our project - between ourselves, between the people, towards nature, towards animals," said Mr Aviram. Producing non-vegan food requires lots of land and is inconsistent with the group's vision of greening the planet, he said. Consuming drugs and alcohol is also forbidden, even outside the project area.

The volunteers seemed enthusiastic, relishing the sense of being part of a significant mission and the camaraderie of the large and diverse group. The community life is vibrant, with yoga and Tai Chi classes for those interested and Friday night celebrations with music, food and movies at the main hut. Bicycles and

mopeds are available for those who want to spend an evening out at Pondicherry, about 10 km away.

Organic farms

Auroville's farming projects provide an environment-friendly alternative to the approaches of large-scale commercial agriculture as well as village farms. There are 14 such projects covering around 160 hectares of land.

Among those that take in volunteers is the Buddha Garden community farm. Set up by British-born Priya Vincent in 2000, the 5-hectare farm grows vegetables, cashews and fruit and rears chickens for egg production. It includes a Centre for Sustainable Farming, which provides information and research services for local farmers and holds courses for visitors, students and professionals.

Ms Priya, who is in her sixties, says the problem with modern agriculture is that it views the earth as a commodity. "The connection to nature is lost and we move to a mechanical way of farming, using more and more fertilizers and pesticides, which have a negative impact on the environment and lead to the degrading



HOME AWAY FROM HOME: Mr Aviram built the main hut with local materials such as granite pillars to support the floor and roof, reed mats as floor covering and coconut palm leaves and elephant grass for roofing.

and loss of soil," she said. "In some large farms, a computer program tells the farmer what he has to do every day. He loses his link to nature and his ability to work with nature."

The challenge for sustainable farms is surviving in the market place.

"Government subsidies have introduced distortions that make it difficult for the farmer," she said. "For example, free electricity and free seeds mean villagers can produce vegetables and sell them for below the real cost of production, depressing prices for the farmer. Subsidies for buying cows, for example, have resulted in many villagers buying cows and sending them out to graze. The cows invade farms and eat up the produce. The villager sells its milk at low prices because he does not pay to feed it."

Auroville farms struggle to make it financially, she said. Many diversify into related activities such as food processing, running restaurants and holding educational programs on farming.

Buddha Garden, for example, holds tours, workshops and other educational programs. "We have a weekly Monday morning course on sustainable agriculture for visitors. Groups will come and ask us

for courses. We have schools which bring students on trips to the farm," said Ms Priya. "We also have university interns who come to do their research at our Centre for Sustainable Farming and we supervise their activities and get some fees in the process."

Her team consists of three other permanent staff and a few volunteers. One is an intern from Agro ParisTech doing her diploma in Agronomy. She is doing her research at Buddha Garden during her six-month stint and helps out with the farm work as well.

One advantage of volunteering at Buddha Garden is that it provides enough free time for those planning to take part in various courses and events at Auroville. Work begins at 6.15 am and is finished by 10 am, Monday to Friday. Volunteers are served breakfast on those days; cooking facilities are provided for them to make their own meals at other times.

The Zen approach to farming

Solitude Farm also takes volunteers. It produces millet, rice, lentils, oilseeds, fruit and vegetables and rears cows and chickens. British-born Krishnan McKenzie, 37, started the 2.4-hectare

farm in 1996. His inspiration is the late Masanoba Fukuoka, a Japanese farmer and author of *One Straw Revolution*, which advocates a natural "do nothing" way of farming. The approach is holistic, paying attention to all the complexities of plant life and to how a plant or organism can relate to another. The farmer's role is to go with the flow of nature, letting it do as much of his work as possible and using its seasonal changes to advantage. "We believe Nature is perfect," says Mr Krishnan. "We try to be gentle with Nature and mimic its methods."

While most village farmers grow just one crop per plot, he grows several different crops in the same patch either at the same time or in relays, matching plants that complement one another so that a synergy develops.

He shows a patch with a mix of long and short duration crops. "This is a banana line and we've also put corn," he says. "There are also beans. We have a long-duration tree of pomelo, banana and papaya. Then you've got lentils climbing up the tree, snake gourd climbing up the branches and the corn. You've got beans growing up the bananas. You've got tomatoes on the side. You've got some sunflower, some capsicum. So there's quite a lot of diversity." This permaculture approach, which requires careful thought about the duration, size and the physiology of the plants, gets more out of the land, he says.

The farm sells its produce to shops in Auroville or directly to residents who contract to buy a certain quantity of whatever is grown at a fixed price for a certain period. Solitude also cooks and serves some of the produce in its restaurant, which is patronized by residents and visitors to Auroville.

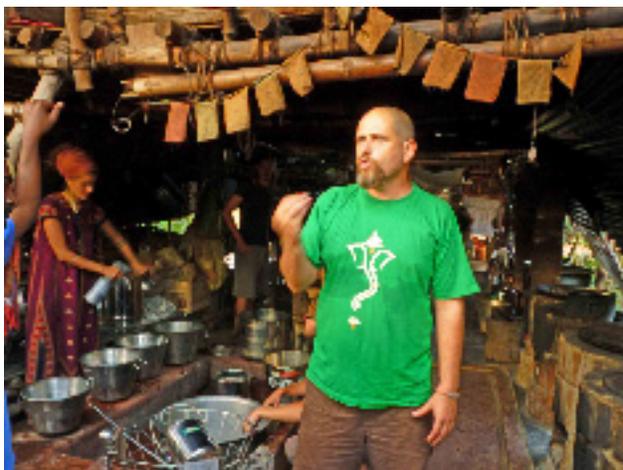
Mr Krishnan runs the farm with his wife Deepa and about 20 volunteers. Their daily routine involves nursery work, transplanting, planting and harvesting, as well as other tasks such as maintaining communal spaces. He is looking for more volunteers interested in sustainable farming and who would enjoy community life and would be willing to work with them for between one and six months.



FRIDAY FIESTA: Volunteers and visitors getting seated for a feast at Sadhana Forest. Along with hard work, the project holds community celebrations featuring food, music and movies at the main hut. The volunteers come from mainly France, Germany, India, Britain and the US



THE ZEN FARMER: Mr Krishnan, who says he lets Nature do most of the work, describing the permaculture approach of Solitude Farm. In this plot, he has planted several different crops that complement each other. The corn and banana, for example, provide support for beans and other creepers.



COMMUNITY LIVING: Mr Aviram at the community kitchen. It features specially designed stoves (right) that burn wood more efficiently. Everyone takes turns at cooking, washing dishes and cleaning up communal areas.



OLD AND NEW TECHNOLOGIES: Sadhana Forest uses solar power for electricity and traditional designs that provide cooling shade and natural ventilation at its staff quarters.

Getting there: Auroville lies 160 km south of Chennai in the Villipuram district of Tamil Nadu and 10 km south of Pondicherry (Puthucherry). Visitors can hail a taxi for about 2,000 rupees (US\$43) from the airport for the four-hour journey or book one in advance through Auroville Transport Service (www.aurovilletransport.com/) or UTS Unity Transport (www.auroville-unity-transport.com/). Those travelling light can also board the frequent buses (50 rupees) plying from Chennai to Pondicherry, alight at Kuilapalayam and take an auto rickshaw (150 rupees) to Auroville. Alternatively, they can continue to Pondicherry and take an auto rickshaw from the main bus terminus. Those already in Chennai should board the bus at the city terminus to be assured of a seat as there may be standing room only by the time it gets to the airport.

Accommodation: The best time to visit is in the cool season, during late December to early March. This is also the peak tourist season and so volunteers should make bookings well in advance to ensure they have a place to stay.

Most farm and forestation projects at Auroville require a minimum stay of one month although Sadhana Forest allows two-week stints during March to December. They provide accommodation in exchange for labour and some or all meals. A daily contribution ranging from 100 rupees to 150 rupees is expected. For more information consult the websites/blogs of Sadhana Forest (<http://sadhanaforest.org/wp/volunteers/>), Solitude Farm (solitudefarm@blogspot.com) and Buddha Garden (www.buddhagarden.org/).

Those who merely want to visit these projects can stay at one of the many guesthouses and hostels (www.aurovilleguesthouses.org/) at Auroville, which also has plenty to do and see. For information on events there go to www.auroville.org/comingtoav/to_the_visitor.htm

Sightseeing: There are several tourist sites within a two to three hour bus journey from nearby Pondicherry, a former French colony, which is also rich in history. These include the 7th to 9th Century rock sculptures at Mahabalipuram (Mamallapuram) and the 11th century Brihadisvara Temple at Thanjavur, both listed as UNESCO World Heritage sites; and the famous 13th century Nataraja Temple dedicated to Shiva as the Cosmic Dancer at Chidambaram.

My view of global collaboration

By Teresa Sosa

When I think of “Global Collaboration”, what comes to my mind is a more vigilant awareness of our words, thought patterns and assumptions. While the world is changing, the past remains with us, the reductive mechanistic worldview is present in our perceptions, government and social institutions. We must pay attention to how our thoughts and assumptions lead to our actions creating our reality and also the possibility for real change. When that happens within us, the vision of a better world is much more congruent to our projects and daily actions.

Living in France, I think of “Global collaboration” historically. Global in this country has a negative connotation; today it means rejecting the American economic model and culture—the model of sameness. What this country questions is the United States meaning of partnership and association which usually includes huge businesses with limited social concerns and questionable ethical principles pushing products that do not take into consideration the human values of the less fortunate, often destroying forests and multiple forms of diversity in a quest for sameness.

Collaboration discussions in France trigger WW II memories and wounds, a “collective imaginaire” of the combat organized in collaboration with many nations against Nazis who invaded France. That feeling remains -it is visceral.

Teresa Sosa Vegas currently teaches and provides personal and organizational coaching at the University Simon Bolivar and IEA School in Caracas, Venezuela.

When walking in the Dourdan forests surrounding Paris, nature shows us that cooperation is a principle of all living organisms. Recently, fires devastated these forests but during a recent walk among the carnage I saw green shoots, new life emerging from the rubble. One can choose to see devastation or focus on the new life. I personally was humbled by the resiliency of nature and of life in general.

Ecosystems exist where plants, animals, humans and microorganisms survive and thrive by collaborating with each other. Breathing the fresh air, feeling the last of the fresh spring winds, hearing the bees and knowing their travel distributes pollen far and wide and makes the summer bloom possible. It is the manifestation of collaboration. Among it I feel the aliveness of ALL and the ONENESS and symbiosis which is collaboration.

While collaboration can easily become a mental rational exposition, to me it is a poem that one allows nature to recite; explanation is unnecessary, thought is unnecessary; feeling life pulsate, being alive, fully present in the moment, the manifestation of collaboration is what nature offers at no charge, as a gift. Accepting the offer is optional.

The world is an integrated connected “quilt of textures, colors and forms”. From it, cultures, communities, civilizations spew innovative thoughts that are turned into form for the daily use as objects at homes, technologies and communication media.

As humans, we assume creativity comes from us, one can argue creative thought comes from deep inside the place where in silence we observe and see nature and sense the manifestation of a greater pattern.

Yet a focus on modern rational thought creates an illusion leading us to believe that it is our individual power as opposed to our collaborative nature which invents and creates. We make products out of nature; see nature as a resource and as a utilitarian end; and seek profit, more things and personal enrichment, where accumulation of things takes precedence over human commonality. In the West, we create civilizations where individuals find themselves outside their generating creative source, where collaboration is seen as compromise and compromise is the lowest common denominator. Rather than seeking higher ideas through collaborative synergy, we settle for individualistic atomization. In so doing, we neglect and forget the source from which life begins—we forget to breathe.

Collaboration and cooperation require a fundamental belief that all humans are equal. Sadly, that is not the case as evidenced by how we treat others—in war, rape, slavery and politics. For true collaboration to occur, recognition and belief coupled with actions must affirm the right to life, to protection, to allow individuals and groups the opportunity to reinvent, recreate themselves and not be under the constant threat of violence or in the West—boredom.

The complacent often lose the awe for life that keeps the chain co-evolving in one song, one melody that only can be heard or sung by those appreciating it rather than explaining it away. Collaboration works on the foundation of respect and dignity and appreciation of the diversity of others. However, it requires a fundamental focus on the commonality of the human experience rather the nuanced differences of race, culture and gender. A true exchange incorporates an openness of heart and conscious movement beyond narcissism and old encapsulated egoistic habits.

Words today are bullets contaminating, judging and demeaning others in attempts to capture power and influence and money. We need new stories—out of the box, out of the limited lineal causal reductionist mechanical view of the world, out of the utilitarian economy; words and stories that empower human beings of all cultures and ethnic groups to reintegrate themselves to mother earth, that can communicate, dialogue and participate in the spirit that this planet is a living organism—realizing that rationality is just one part of a multidimensional life multilayered, interconnected, flow of life. §

One-week intensive ToP training course

By Jim Campbell

For several years now I have taught a one-week intensive ToP (Technology of Participation) training course at All Hallows College in Dublin, Ireland. During the academic year (September to June), I teach the same material in four two-day modules doing one a month for four months. Both versions of the course are part of the college's Continuing Education program and the ALBA (Adult Learning Bachelor of Arts for Personal and Professional Development program. For the ALBA program, the course is accredited as part of the facilitation stream.

This year, the one-week intensive was held from 11 to 16 July. There were eight ALBA students and 7 Continuing Education participants in the course. All of the participants were old with a wide variety of work experience, ranging from team leadership in a corporation to leading school retreats for youth to enabling volunteers working in support groups. There were four men and eleven women.

The week was divided into 2 parts—Monday to Wednesday noon and Thursday to Saturday noon. The first half involved the Focused Discussion Method, The Basic Workshop Method and the Action Planning Method. Wednesday afternoon was free, giving the participants a much needed break. Thursday and Friday, we did Participatory Strategic Planning. Saturday morning was working on group dynamics and the hallmarks of an effective meeting. The detailed agenda is as follows:

Monday morning—introduction to the Focused Discussion Method. We do a demonstration conversation, review the process and the participants are all assigned to create and lead a conversation. We do these practice conversations during the week at the beginning and/or end of each session until all participants have led a conversation.

Monday afternoon—introduction to the Basic Workshop Method. We do a demonstration workshop, review the process and divide the participants into groups to prepare a practice workshop which they do on Tuesday morning.

Tuesday morning—we do the practice workshops with a brief critique following each one. The participants learn a great deal about the process through preparing and leading their workshop and also through participating in their colleagues' practice workshops.

Tuesday afternoon—introduction to the Action Planning Method. We do a demonstration Action Planning up to the implementation stage, review the process and organize small groups to prepare an action planning practice session for Wednesday morning.

Wednesday morning—we do the practice action planning events which enables every participant to get up in front of the group.

Wednesday afternoon—the mid-week break.

Thursday morning—introduce the Participatory Strategic Planning Process and do the Vision Workshop. Review the vision workshop with the participants.

Thursday afternoon—do the Contradictions Workshop and review it with the participants.

Friday morning—do the Strategic Directions Workshop and review it with the participants.

Friday afternoon—walk the participants through the implementation workshop and the quarterly and yearly evaluation/planning processes which occur as the strategic plan is implemented. I share with them the quarterly and yearly evaluation/planning processes which I developed a few years ago when working

at the United Nations International Criminal Tribunal for the former Yugoslavia.

Saturday morning—the first half of the morning focuses on group dynamics, especially when groups are struggling to make decisions or the facilitator encounters difficult situations in the group. The second half of the morning deals with the five hallmarks of an effective meeting. While not part of the ToP system, this session is designed to answer many of the general questions that participants have about working with groups.

We have created a 176-page manual which every participant receives. It has all of the ToP procedures spelt out in detail in terms of both delivery and preparation and also a lot of back-up material. I also include all of the detailed procedures which I use to deliver the course (for example: the constructs for the demonstration focus conversations, etc.).

All participants receive a Certificate of Completion and a letter detailing the content of the course. In addition, to receive credit for the course, ALBA students have to write a brief paper on how they have used or intend to use one of the methods from the course.

While this is a very demanding week both for the participants and the trainer, it does work very well. Generally the response is very positive and the course has an excellent reputation which through word-of-mouth keeps people signing up for future sessions. It should be noted that the College recruits the course and manages all of the practical details (including the finances). I simply show up with the appropriate materials and deliver the course. The college pays me a fee for teaching the course and covers all of my expenses (supplies, travel, and room and board). §

By Voice Vingo

OPAD (Organization for the promotion of meaningful development through active participation) was formed in 2003 and registered as a not for profit, non-governmental organization. OPAD is an associate member of the Institute of Cultural Affairs International and through it is linked to 34 similar organizations throughout the world. Its main mission is to improve people's livelihoods by ensuring that the poor have a voice; that they have access and control over their own resources and are able to participate in their own sustainable development. OPAD sees its role as catalytic through facilitating processes and methods that enable local people to take responsibility for their own development. Current activities include promotion of environmentally friendly agricultural practices, agro forestry, seed entrepreneurship, business development and capacity building for local communities.

Evaluations, mid-term reviews and recent external impact assessments have shown positive changes in food security; reduction in use of detrimental coping strategies such as charcoal burning and indiscriminate cutting of trees; families becoming more food secure and increases in the number of meals per day; increases in income among target groups due to sustainable farming and business; and increased women participation. Operational areas are Northern Province (Mpika), Lusaka Province (Kafue District), Central Province (Chibombo and Kapiri Districts) and Southern Province (Mazabuka District).

OPAD has a board which is responsible for the formulation of policies. The current OPAD Board consists of people of diverse skills and backgrounds: an agriculturalist, an economist, civil engineer, a draftsman, a pastor, business woman, a prosecutor and a farmer. During the first 3 years, a number of key documents were put together which included the Strategic plan, constitution, HIV/AIDS policy, Socialization and Accounting manual and a number of training manuals to help with project implementation. OPAD has always had its financial books audited at both project and organizational level. Quarterly financial reports are given to the Board on a quarterly basis during Board and Staff meetings.

2. Target Groups

Through wealth ranking OPAD gets its target groups from among the poorest of the poor and the poor. They are as follows:

- Vulnerable Women and Children
- Widows, orphans and the disabled
- PLWHA and families severely affected by HIV/AIDS
- Youth
- Small scale farmers (both men and women)

3. Projects

3.1 LITETA Project (Local Initiative: Training for Entrepreneurship, Transformation and Agriculture)

This project is in its third year and so far all the targeted 2,000 households have been reached with 60% being women. The project is using the Self Help Approach in mobilizing groups and in savings mobilization. Three apex bodies have been formed called Cluster Level Associations that manage the affairs of the Self Help Groups. The project covers business development, image change for transformation, HIV/AIDS and agriculture.

3.2 Seed Entrepreneurship for Economic Development and Food Security (SEEDFS)

This project in 10 districts of Zambia promotes local seed production. OPAD is responsible for three Districts. This is a two-year project with target group of 6,000 farmers. It is a direct response to food shortages at the local level and overdependence by farmers on big seed companies. This project ends in September.



Humphrey (OPAD Staff) checking the quality seed for a farmer before a government inspection

3.3 Food Security Project

This is OPAD's newest project and will run for the next four years. Last year was a test period. The objective is to reduce poverty among 2,000 poor families in Kapiri and Mazabuka Districts in Zambia. So far 300 families have been reached and the remainder will be reached in the next two years. Training conducted so far has

included among other things sustainable agriculture, seed multiplication, leadership and group dynamics. This project also targets youth with football and netball as well as agriculture.



A woman farmer shows the quality of her crop and harvest.

3.4 Community Based Agro- biodiversity Management (CBAM)

CBAM is a four-year project targeting 100 farmers per year. The objective is to promote the conservation of local varieties and breeds by encouraging people to grow their own local seed varieties. Activities done this year have included showcasing local seed varieties through seed fairs, training in the production of local varieties and participatory discussions on wild foodstuffs that people usually fall back on in times of hunger. This project is implemented in Central and Southern Provinces of Zambia.

3.5 Self Help Groups

With training and with the assistance of Kindernolthif, OPAD has over the last four years worked with over a thousand women, supporting them with training in micro finance which depends on people's own savings. This year, the women started processing their own oil and have been trained in mushroom production.

4. Peer to Peer Relationships

OPAD is working with the following ICAs in order to develop project proposals for submission to new financial partners.

ICA:UK - A climate change project to Big Lottery Fund

ICA: Canada - HIV/AIDS project to Elton John

ICA Zimbabwe - Mentoring and training, including training the Board of OPAD

5. Conclusion

OPAD will continue to forge new and mutually beneficial links with each of the ICAs.

ToP program for the physically challenged

By Isabel de la Maza

ICA –Chile worked with ICA Guatemala during August 6 to 11 to support an Action Plan for a Colombian project to protect forests on the Corredor Chocó-Darién. The facilitators in this process were: Joaquina Rodríguez (ICA-Guatemala), Lisseth Lorenzo (associate to ICA-Guatemala) and Isabel de la Maza (ICA-Chile).

During this first semester, ICA-Chile supported the restructuring of ICA-Guatemala.

ICA-Chile has finished the ToP Program for physically challenged youngsters at Puerto Montt, Chile.

It will hold 16 ToP courses in September, October and November this year for Community Councils for the Physically Challenged in various parts of Chile, through a system of Social Scholarships supported by the National Service of Training and Employment (Servicio de Capacitación y Empleo) and SOFOFA (Sociedad de Fomento Fabril), a national network of entrepreneurs.

We have done a phone survey to find out how the beneficiaries of the Emergency Projects sponsored by Japan last year are doing. We have continued support work at Tubul, a

Isabel de la Maza is a member of ICA Chile



Participants of Pto Montt course



ICA Guatemala team (Joaquina and Lisseth)



Kids from Sapzurro (Choco – Darién, Colombia)

village devastated by the earthquake and tsunami on February 27, 2010, through Proyecto Viento Fuerte (Strong Wind Project). We have also offered ToP Methods training to people working in communities at Arauco, which also suffered from the catastrophe in 2010.

ICA-Chile is now systematizing its experience with physically challenged youngsters through our PELPs. §

LENS International in Malaysia and Singapore

By John and Ann Epps

LENS International is a consulting and training company specializing in the Technology of Participation (ToP™) and working with companies to help them get participation, insights and a sense of ownership from their staff while promoting a sense of meaning at work.

For the past 4-5 years, LENS has offered ToP training through the Civil Service College of Singapore. In keeping with Singapore's desire for a high quality public service, the college has offered ToP courses 5-6 times a year to members of its Civil Service from agencies like the Ministry of Education, the Ministry of Defense and the Ministry of Home affairs. Two courses were also offered to the Subordinate Courts, and now there are some judges in Singapore who've had training in ToP!

LENS customizes ToP methods and training for multiple purposes with a variety of companies in the publishing, energy and not-for-profit sectors of Malaysia and Singapore.

At LENS, we continue to push for approaches that explore the depth of experiences and present these often at conferences of the International Association of Facilitators in Asia, Europe and North America. These events are occasions to share cutting edge methods and to learn from each other.

LENS is also an active member of the ToP Network in the USA. That network has been active in exploring and experimenting with methods of virtual facilitation, and conducts many of its meetings with participants who are scattered around the world. John led a virtual study of the Social and Corporate Process Triangles with that group. Ann actively

participates in the Creativity task force of the ToP Network exploring new ways to enhance group innovation.

LENS also actively participates in and offers programs for the Colorado Facilitator Exchange. §

Ann Epps serves as an assessor for facilitators seeking their CPF certification through the IAF. She is also active in mentoring and certifying ToP facilitators in Singapore.

John Epps teaches on-line graduate business courses through the University of Maryland, and finds that students are delighted to use the Social Process Triangles as a tool for analysis. He is also editing Volume Two of Bending History, Selected Talks of Joseph W. Mathews. This volume focuses on human development approaches and methods leading towards a New Social Vehicle. It should go to press in early September and be available now.

ICA best practices in new community development curriculum

By Kevin Balm

ICA's 40 years of experience working with urban and rural communities, community organizations, government agencies and business and corporate groups has resulted in the development of a curriculum on innovative social and leadership methods. The last year saw this trend continue with several extensions.

The Technology of Participation or ToP® continues to be an important ICA programmatic thrust. There are hundreds of ToP® facilitators and trainers around the world forging important collaborations and partnerships between many institutions and communities. Practitioners of ToP® are currently involved in discussions to standardize and promote the brand around the world.

In establishing the Global Institute for Facilitative Leadership, ICA brings together its program of courses emphasizing participatory leadership practice, knowledge and culture under one banner. These courses focus on competencies to enhance the understanding, capability and performance of leaders in

harnessing the knowledge, ideas and energy of committed people. Participants who complete multiple learning modules and related competency-based assessment activities will receive the postgraduate award of Vocational Graduate Diploma of Facilitative Leadership.

With a renewed interest from many sectors in community development, an initiative is underway to put the best practices of ICA's community development into a broad-based curriculum that can be used in any nation and in any local setting. ICA Community Development approaches have been locally driven and are comprehensive in nature, covering economic, governance, social and cultural dimensions, with sustainability built in. The complete suite of tools, curriculum and best practices will be accessible worldwide, and each ICA will adapt it for their own unique community programs.

ICA is contributing to the development of a Masters in Training and Development being offered as an interdisciplinary program that



will produce graduates with the knowledge, skills and capacity for effective training and development in the private, governmental and NGO sectors for promoting sustainable human development. It is first being offered in Nepal and subsequently in other nations.

This past year saw the ICA community enter the technological world of virtual meeting facilitation. The 2010 General Assembly enabled as many national ICAs to participate virtually as were present physically in Talegaon, India. In addition, three virtual meetings were designed and held online for national ICAs in North, Central and South America; in Europe, Africa and the Middle East; and in Asia and the Pacific. It is anticipated that the 2011 General Assembly and the 2012 Global Conference in Nepal will utilize this technology. §

Kevin Balm is a member of ICA Australia

ICA NEWS BYTE Canada

Celebrating our 35th anniversary

By Nan Hudson

This past June, ICA Canada held its AGM, and formally began the year-long celebration of 35 years of incorporation in Canada. Many old friends gathered for that event, some seeing each other for the first time in years.

We were heartened and grateful for the greetings that we received from ICAs and colleagues all around the world, and took time to read them at our table groups as well as to the whole assembly. It is always a rare moment to be given a glimpse of how others see you, and through those greetings we had the opportunity to step back and hear words of gratitude and encouragement that

touched us very deeply. To those of you who took the time to write, Thank you for your encouraging and thoughtful words!

In addition to the normal business of an AGM, we took the occasion to thank and pay tribute to Duncan Holmes, who stepped down from the Board after 22 years of service to ICA as either a staff or board member.

But we are also an organization on the move, and the second half of our AGM was devoted to hearing a presentation from ICA Canada staff member Miriam Patterson, who talked about the new language reclamation and childhood

educational work that is beginning with First Nation's communities here. We were grateful for the presence of two senior staff from our First Nation's partner organization, Marilyn Junnila and Connie Harvikson of Ka:nen, and excited to share the new work we are beginning.

We will continue to celebrate our 35th Anniversary throughout this year and plan work that we trust will carry ICA Canada far into an unfolding future. Some of us hope to be able to attend the upcoming General Assembly next year in Kathmandu, and look forward to seeing many of you there!

All the best.



Starting up ToP in France

By Lan Huong

“There used to be an ICA in France”, someone told me when I arrived in Paris in 2006. I found no one, or more exactly, I found Teresa Rosa, who still has strong connection with ICAI but has not used ToP here because it’s difficult to introduce ICA methods in France. “Here, they prefer something “academic” but things are moving, you need to be patient, may be one day, the time will come,” she said.

I was disappointed but was convinced that “the day” would come and that I needed to be ready when it did. For me, facilitation and ToP in particular can be used anywhere and in any culture; the hard thing is how to introduce it to people. But there was the question of language. Any facilitation, documents, training must be in French. How was I going to do that?

I decided to start with something else to learn more about the French language, culture and people and searched for help from all the ICAs around that I knew. I contacted ICA Europe, Jim Campbell in Brussels, and Mia and Michael in Berlin for advice and French translated documents. I began facilitating

LE Thi Lan Huong (Lan), trained in ToP in 2003 and IToP 2005, has conducted around 100 workshops, seminars, meetings and training sessions.

group meetings and annual events for companies in Paris. One big question for me was how I could go back to work fully as a facilitator and trainer. I thought that I needed to start with training.

At the end of October 2009, Mia and Michael came to Paris to facilitate an Open Space on Open Space. That gave me the opportunity to meet others interested in facilitation. It was a touching moment for me - the atmosphere of exchanges, sharing and the feeling that there is a growing need for facilitation in France. Things started moving.

With the help of Luc Bizeul, I conducted some workshops here and there to get to know people and to see how they would react to facilitation and ToP. I got very positive responses and thought the next step would be to conduct ToP training. I got a GFM manual in French from Jim Campbell,

ideas from other ICAs in Europe, and encouragement from friends and was ready.

I designed a 3-part GFM training event: 2 days for Focused Conversation and Consensus, 2 days for action planning and 2 days for strategic planning. Graphics were used quite a lot to aid discussions about leadership styles and facilitation. The training was designed in such a way that all participants would have a chance to experience the method and role of facilitator.

The 1st training was conducted in December 2010, a 2-day program in a monastery in the center of Paris, with 5 participants, all coaches and trainers from the computer science sector. It was an interesting experience for me to conduct the training in French and I got a very encouraging result. All the participants liked the training and said they would like to continue with ToP. One of them hired me to do facilitation and training as a full-time job in her company. Since then, I have held 2 other training sessions and have others planned. ToP is getting to be known more and more and there are many possibilities ahead for using the methodology.

I don’t know what would have happened if I didn’t have help from all the ICA colleagues and friends that I met and talked to. The adventure of ToP and facilitation has commenced in France! §

For upcoming training events in Paris, please visit: <http://www.clt-services.com/offre/formation/faciliteur.html>



Reviving ToP as economy improves

By Gerald Gomani

ICA Zimbabwe was founded in 2000 and since then has provided training in facilitation and community building in Zimbabwe. It envisions maintaining high standards of quality related to Technology of Participation (ToP) as a provider of services in training, facilitation and programs to groups involved in facilitation and organizational development in Zimbabwe and beyond in order to achieve client satisfaction and empowerment.

In 2002, in partnership with ICA USA, ICA Zimbabwe organized facilitation training for ICA South Africa to build capacity in ToP training for its staff. Ten members of ICA South Africa participated in this training program. Since then, ICA Zimbabwe has had a successful partnership and mentorship role with ICA South Africa. In 2004, ICA Zimbabwe hosted an International Training Program on ToP and ICA South Africa, UK, Zambia participated. Jonathan Dudding from UK, Alisa Oyler from USA, Jouwert Van Geene from Netherlands and Voice Vingo from Zambia were the lead trainers. ICA Zambia has been mentoring ICA Zimbabwe and Voice Vingo from ICA Zambia (now OPAD) has been on the training faculty for ICA Zimbabwe since 2001.

Zimbabwe has been in the spotlight the past few years, mainly for negative reasons following the land reform program. As a consequence, economic sanctions have been imposed and development aid reduced. Poverty levels have risen dramatically. Agricultural production in the small-scale labor intensive farms (predominantly in communal lands) has declined sharply, as have the employment opportunities in the large-scale commercial farming sector. Due to increasing urban unemployment, as a consequence of the economic downturn, remittances to the rural areas have declined, aggravating the situation. Social safety nets are still present but of limited effect due to scarce public resources and limitations in outreach capabilities at local level (staff and transport). Food security has decreased dramatically. Inflation rate once stood at 231 million percent in 2007 and unemployment rate at more than 80%. Because of these events, ICA programs were affected negatively.

2008 saw an inclusive government coming into effect and the economic wave has turned positive. Inflation has now dropped to 3.7 % after Zimbabwe adopted the US dollar and the South African rand as its currency. Economic indicators have reported a significant growth

Gerald Gomani is Chief Executive of ICA Zimbabwe and ICAI Secretary.

of 7.1 % last year and projections for this year are around 9%. Against this background, ICA Zimbabwe aims to build capacity of individuals, group and communities to improve their quality of life. The challenge now is to find a balance between being activist and being silent on the one hand, and between working with the issues that matter and the issues that are politically correct on the other. This balance is found in what can be called critical engagement: that is, not to simply deliver services (however good these may be) and not to simply respond to whatever is demanded (however tempting this is towards becoming politically correct). Being responsive while maintaining its identity requires that ICA Zimbabwe engages critically with both itself and those whom it serves.

Next to all the material support, information and knowledge that Zimbabwe requires at this stage, there is an underlying phenomenon that requires at least as much attention. This is labeled as the 'dependency syndrome'. It is manifested in the many ways that people seem to have stopped thinking for themselves and have engaged in copying ideas, opinions and worldviews. There is a need for increased dialogue, enhanced strategic thinking, higher self-esteem and self-confidence, among others. These capacities are clearly present in Zimbabwean society but appear to be covered by colonial legacies and contemporary political developments.

In the midst of this crisis, ICA Zimbabwe's method of Technology of Participation continues to play a critical role in facilitating social innovation and building capacity. In 2007, all training programs in ToP were suspended due to the economic meltdown and the focus was on projects like HIV/AIDS training, women's economic development and food security.

2011 is seeing the resuscitation of the ToP training arm in Zimbabwe. ICA Zimbabwe's training team will re-launch the program on September 14, followed by a GFM public course on 15-16 September. The latter will be held in partnership with ICA Taiwan, ICA South Africa and OPAD Zambia. The facilitation team will include Lawrence and Evelyn Philbrook (Lead Trainers), Voice Vingo and Fisser Mpuka. The ultimate goal is to strengthen the training capacity of ICA employees. Larry will conduct an in-house training with 36 Associate Staff of ICA Zimbabwe. They will be the first group of staff to benefit from this training and more will receive this training in 2012. §

Report on the last 12 months

Accomplishments

- 140 accredited training units delivered to over 90 people on team work, mentoring and active citizenship
- Trained 4 groups of 4-20 young people in peer research & community leadership
- Trained group of young people to judge science project pitches and plan, and deliver winning project as part of Manchester Science Festival
- Alan Heckman appointed to new ToP manager post, financed by loan
- Around 25 public and in-house ToP courses delivered by around 20 staff & associates
- ToP courses accredited by Institute of Leadership & Management
- 12 month program of strategic planning and capacity building with Housing Association, involving 80 managers trained and 1,000 staff and members consulted
- Several new volunteers helping to develop marketing and communications, in particular website and CRM system

Challenges

- Much of our client base has been decimated by recession and public spending cuts, in the youth sector in particular

Learnings

- We are financially as precarious as ever, and as ever constrained by inadequate marketing and communications skills and capacity
- Nevertheless we are better placed than many small charities to withstand the current crisis and benefit from new opportunities if we can keep abreast of developments and position ourselves effectively.

The next twelve months

- Review & revise strategy for 2011-12 for greater synergy and resilience
- Now bidding to coalition government's National Citizens Service for 10 x3 week full-time residential Young Community Leaders projects



Building a stable foundation

Training Center in Azpitia – rooms for 40 plus four training rooms and agricultural demonstration areas.

Like all other ICAs, ICA-Peru has been working to create a viable and sustainable mission, institution and staff team since our global transition in 1989. For many years the staff sought project grants to sustain their work in training local leaders and sharing sustainable technologies with a focus on individual support of staff families. In 2006, the 6-member staff created a new 5-year plan to build a corporate mission and self support system which would care for all staff equally. This article is a brief report on our five years of experience.

From the start in Peru in 1979 we were focused on building a National Demonstration Community with a Human Development Project in the small community of Azpitia, just 80 km south of Lima. Then from 1983 to 1985 we built a residential training center where we could bring people from around the country to experience Azpitia and the potential of developing their own communities without outside assistance. Therefore, in 2006, it was natural for us to decide to use the Azpitia Training Center to focus our work on the in-depth formation of leadership teams in rural communities, with an updated 3-week curriculum to serve the needs of today.

Initially we offered individual seats in these AVANZA PERU programs, but it was always a struggle to fill our center with 30 people. We then began to seek sponsorships for groups of 6 or more people and found that companies with social responsibility mandates were interested in building leadership in the communities in their impact zones. While these programs often offered excellent interchange between people from different regions, the sponsors were concerned about conflicting influences on their people from other companies. So in 2008, we made our 3-week leadership formation program exclusive to one sponsor, and began to offer 10 of these



Demonstrating commercial yogurt making in the village of Canchan by a new grad from Azpitia (foreground) with no assistance from ICA staff. She had 8 people in uniform helping and about 30 people watching – all on her initiative.

programs per year. At this point we had a mission which gave us a clear identity in Peru and found an increasing number of clients available for our “Self-Development” approach to community development.

In early 2008, a client asked us to do follow-up with the new leaders in their communities to get them established. That initiated a 4-month Implementation phase of our program. Later that year, a client asked us to do the recruitment of the 30 people, and so we added a Launch month at the beginning of the program. With these additions, our 3-week AVANZA PERU program had expanded to a 6-month “Auto-Desarrollo” (Self-Development) offering which is now becoming accepted as an alternative to the normal direct-assistance community development projects. Although the global economic crisis was a setback to our programs in 2010, we have managed to fill our calendar in 2011 and have strong prospects for 2012.

As we celebrated the growth of our programs, they brought new challenges - expand our staff, find ways to formalize the operation of our institution and stabilize staff support. Over the past two years we have done the painful work of formalizing the legal and financial structures of ICA-Peru, qualified ourselves as a non-profit to receive donations and international grants, and built financial structures to support a staff of 16.

Quickly integrating new staff into our type of work is a cultural and economic challenge which has required the invention of new structures. We have a 5-person Founders Team which makes employment and compensation decisions and mentors new staff. We have basic salaries which are intended to be equal for all staff once they have acquired the skills to assume

full responsibilities. These basic salaries plus institutional costs are our “overhead” which we must cover each month. Fortunately, we had built enough reserves going into 2010 to sustain these basic expenses without having to cut staff numbers, and now we are rebuilding those reserves for the future.

While basic salaries are about double what they were in 2006, they are still not adequate. So we have added a monthly bonus system which, after setting aside funds for reserves, distributes the surplus on an individual percentage basis. These bonuses have the potential to double the basic salaries when individual skills and responsibilities grow and the program calendar is full. Beyond this, there are government-mandated benefits required after 5 years of employment which also add security for the staff.

The final phase of our institutional development is to diversify our program offerings to amplify the impact of our mission and add more stability to our ICA monthly income. The first approach that we looked at was to extend our 6 months of work in the communities. We have one of these small projects in operation throughout 2011, and have offered a similar plan to three clients. One company is talking with us about a 2-year project to deal with youth unemployment in the rural communities in their impact zone. Then just this month, a client asked us to prepare a very large proposal for it to enter into a competition for major funding, and that proposal was submitted in late August. While the outcome is uncertain, our bond with the company has grown stronger and we will do further work with it whether the grant is won or not.

And finally, this year we have created a new program called UNIDOS. It is a 6-day training program to get rural laborers to use their new salaries for the benefit of their families instead of indulging in the typical drunkenness and prostitution. This program strongly complements our community leadership formation work. Just one ongoing contract can fully cover our

monthly overhead with just the use of two staff members. UNIDOS has received an enthusiastic reception from our clients and we now have several moving toward contracting.

Our 2006 plan had 7 scenarios ranging from a full corporate mission and team -- to scenario “Number 7” which was to dissolve the ICA and seek individual employment and new careers. We frequently laugh about “Number 7” these days as we experience one surprise after another in the daily unfolding of our lives. Now we are becoming ready to turn some attention outward to collaborate with our ICA colleagues around the globe.



The Community Forum is being facilitated by a new grad in his community in Moquegua – in the indigenous Aymara language.

Focus on viable rural cities

In the midst of our busy calendar, ICA-Peru was asked by one of our company clients to submit a proposal for a Canadian grant which requires an innovative approach to community development. Our proposal is titled Auto-Desarrollo: Facilitando Ciudades Rurales a ser Viabiles en el Siglo 21 (“Self-Development: Facilitating Rural Cities to be Viable in the 21st Century”), and it is for at least \$600,000. The community in question has a population

of 4,500 with about 500 people earning company salaries. Nearly all of that money goes out to a large city 7 hours away with no benefit for the community at all. There is an urgent need to build businesses and cultural services in the community so that these salaries can be spent within the community. Without such services, none of the youth will remain in the community either. This is the pattern throughout the 5,000 rural communities in the

mountains of Peru. This grant will help us do a demonstration project and document how this trend can be turned around, thus helping to recover viable communities throughout the rural areas of Peru. Whether we are awarded this grant or not, we have decided to turn the direction of our leadership training toward the development of viable rural cities throughout the Sierra of Peru, and will be sharing the models we develop with the ICA global network.

Volunteers work miracles in Timor- Leste

By John Telford

On my recent trip to Timor-Leste, I learnt about some inspiring projects enabled by dedicated Australian volunteers, in the same tradition as that embraced by Mike Chapman who spent a couple of years as a PALMS volunteer at the Klobur Domin rehabilitation centre at Tibar, just west of Dili in 2002-2003.

There are a number of PALMS volunteers working with various organizations in many districts. For example, Miriam and Damien work with Fr Adrian in Hatobuilico, the community with which the Blue Mountains is linked in a Friendship agreement. Damien is a nurse and Miriam has an engineering and community development background.

In another project in the Ermera district, west of Dili, Dan and Beth Gilfillan have been volunteering for the past twelve months, working with a local committee to build a central library – Biblioteka Ermera - in Gleno. Dan has been working with the team on the building project while Beth has been working with staff on starting reading groups with children and mothers. I attended the opening of the library which is a beautiful building, both outside and within.

There are 10 to 12 Australians working under the Australian Volunteer International (AVI) program. It is supported by AusAid, which pays for airfare and a local living and accommodation allowance.

Judy Finch, an ICA member from the Blue Mountains is currently working

John Telford is a member of ICA Australia



Mary Waterford & John Telford (right) with Domingos Lopes and Alexandre de Araujo at the Community workshop.

as an AVI attached to a Women's Cooperative which supports various women's development projects. She also provides an invaluable link for the BM Friendship Committee in its attempt to help the Hatobuilico community. Given her background in participatory community development, she has been able to sort out some complex issues, and in association with community leaders arranged for a community meeting/workshop in late July. Mary Waterford, also an ICA member, and I, as members of the BM Friendship group traveled there for the workshop. It was a very good gathering of 40 people. They developed a detailed plan for expanding adult learning opportunities and for expanding secondary school classes.

Another AVI, Chris Adams, works with FONGTIL, an NGO Forum. We have been in conversation with FONGTIL for a couple of years about providing an opportunity for ToP training to its staff and to representatives of their member organizations. On this trip, plans were made to further the implementation of this goal.

I also visited PRADET, the organization which an ICA team worked with last October to develop their next 5-year plan, and which Susan Kendall works with in providing training and mentoring. Its director resigned last October but the programs are going well. An international mentor is working with the staff in developing action plans.

On our visit to Dili in October, Elaine and I stayed a couple of nights with Aires Eddie de Almeida, a very creative designer of biogas cookers and small solar-powered appliances. In October, he published a detailed manual on how to produce such cookers and this can now be distributed widely across the rural areas where it is of most value.

The biggest challenges facing this small nation in the physical sphere are building schools and health clinics and maintaining roads, but in the human sphere there is still a big challenge to develop knowledge and skills in new approaches to agricultural production, teaching methods, governance and administrative services. §

Congo canoe challenge



By Lucy Hobgood-Brown

ICAA Sydney members Lucy Hobgood-Brown, Kiran and Robyn Hutchinson are organizing logistics for a January 2012 community development evaluation and planning trip to the Democratic Republic of Congo (DRC). A team of volunteers from Taipei and Sydney will join Lucy in Equatorial Province, before embarking on a 400 km motorized canoe journey down three of Congo's mightiest rivers.

They will head for a remote riverside village called Lotumbe, birthplace of Lucy's father and where she lived as a child. Six thousand people live in this hub, home to the area's only hospital and K-12 schools. The community is one of 23 Disciples of Christ posts in the DRC (<http://globalministries.org/news/africa/blog-congo.html>).

The volunteers will work with a grassroots women's NGO founded five years ago in collaboration with HandUp Congo (www.handupcongo.org), in a participatory process that aims to nurture the shared vision of extending Lotumbe's capacity building models across the DR Congo. The NGO, called Lucie Otaenga Foundation (FLO), has mobilized both women and men in the area to explore micro credit, health care, education, agricultural and elder care initiatives. FLO has partnered with international donors in Taiwan, the USA and Australia to rehabilitate

local schools, campaign for prenatal care, educate about malaria prevention and empower women's micro enterprises.

For more details on the capacity building programs underway in Lotumbe or on how you can get involved in sharing your skills in the DRC, email lucy@claypartners.com. Robyn, Kiran and Lucy also work closely with peers through the Sydney, Brisbane and Melbourne Development Circles. These mentoring and networking groups are open to anyone interested in international aid and community development at the local, regional and global levels. See <http://sdc.groupsite.com>. §

Antoinette Mapele (r) and Chantal Befeko (l) celebrate the arrival of a pink canoe that will facilitate FLO's medical and community store sales at riverside markets. Doctors from the rural health zone, based in Lotumbe, travel to other remote villages to provide health care while FLO members sell essential items like subsidized mosquito nets and household supplies from the canoe. The pink canoe was bought with a grant from Australian Ethical Investment and Medical Students' Aid Project, University of New South Wales.



HandUp Congo co-founder and director Lucy Hobgood-Brown (centre) with FLO officers Antoinette Mapele (l) and Chantal Befeko (r) travelling in a canoe towards Lotumbe. Also pictured is Linda James, a director of HandUp Congo.

Lucy Hobgood-Brown is co-founder and co-director of HandUp Congo, a not-for-profit group working in sustainable community development in the DRC. She has been an ICA Australia member for many years.

Global Studio launches community-driven projects

By Krishna K. Shrestha and Anna Rubbo

Introduction

Global Studio is an educational program located at the University of Sydney (with Columbia University and University of Rome) since it began in 2005. It is a teaching and action research project where students, academics, and professionals from around the world come together to collaborate on community-driven projects. This 'think and do tank' concept grew out of the work of the United Nations Millennium Project Task Force on Improving the Lives of (100 million) Slum Dwellers (2002-04), one of ten task forces set up to recommend policies and strategies by which the Millennium Development Goals (MDGs) could be implemented. Over the years, as Global Studio organized visits to slums in various cities and meetings with the poor and their representatives, the following question emerged: "How can professionals become more responsive to the creation of inclusive development that addresses poverty alleviation?" Global Studio is one response to that question.

Global Studio adopts a paradigm of engaged bottom-up multidisciplinary, multi-institutional and international education. Its approach focuses on development driven by participation of communities as equal partners. Informed by the Millennium Development Goals, Global Studio promotes participatory development, planning and design that benefits under-served populations. Since its inception in 2005, about 500 students, academics and professionals from over 30 countries and 66 universities have participated in Global Studio's intensive programs which have included conferences and symposia and community-based projects. Participants have been drawn almost equally from the global north and south to five programs.

Global Studio holds that the poor people should be subjects not objects of development, planning and design, and

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that decision-making should rest with communities. A key skill is learning to listen so as to be able to assist communities in their own development. Global Studio works with local universities, government, NGOs and community groups and responds to community needs, helps build local capacity, provides access to the knowledge and tools of design and planning, and assists local income generating projects. An important focus has been the creation of an international network of citizen professionals. In this way Global Studio supports MDG 8, 'develop a global partnership for development'.

The project website (www.theglobalstudio.com) has been designed to serve a double purpose: it is community-friendly, provides news, and disseminates the community, academic and professional outputs: publications, research papers, films, festivals, projects, exhibitions.

Case Study: Diepsloot, Johannesburg

Commencing in 2007, Global Studio worked over a period of three years in Johannesburg in the downtown and in the townships of Alexandra and Diepsloot. In 2008 and 2009, work focused entirely on Diepsloot, a township of approximately 160,000 people where some 70% are under or unemployed. Diepsloot is on the northern edge of Johannesburg, 24 kilometres from the city centre. Global Studio subsequently developed working relationships with Diepsloot Local Government, the Community Development Office and local community groups.

Community dialogues and research identified major issues with respect to information and communications, housing, the environment, and the importance of arts and culture - in the form of visual arts, music, dance and theatre. In a communication-poor township strategically located community chalkboards provided messaging centres, and a meeting place. With advice from local communities, students developed a method of insulating people's corrugated iron shacks, and passed on the skills needed to do this (photo 1).



1. Diepsloot women learn to insulate their shacks.

Drainage and sanitation provided major environmental challenges. Throughout the most densely settled 'reception' area there are prefabricated concrete toilets, built in pairs, with a water standpipe and semicircular drain attached to one wall. Leaking drains, an ongoing problem through blockages caused by food wastes, were solved with an inexpensive and ingenious double sieve system made out of plastic paint buckets. (photo 2)



2. Student-community collaboration to fix leaking drains

Community discussions in 2008 had revealed the importance of the arts in Diepsloot, when over 200 people declared they

were artists. Global Studio asked if they had considered forming a not for profit network, which would make them eligible for Department of Arts, Culture and Heritage funds. Global Studio assisted with the first 'Diepsloot Arts in Action' festival, and over the next year the DACN (Diepsloot Arts and Culture Network) gained NFP status. With these and other community development projects underway, and with community support, Global Studio began work on some design projects: a building to house the DACN (photo 3), proposals for open space development including play spaces for children, urban agriculture and recreational areas for adults; and a low-tech bridge that spanned the floodplain (photo 4).

Upcoming event: Global Studio South Asia 2012

The next Global Studio will be in Bhopal, India, in January 2012. As India prepares to launch its Slum Free Cities policy (RAY), inclusive urbanisation is very much on the agenda and therefore the theme of the Global Studio. How to work effectively with the urban poor using participatory processes is a challenge for India. Building on lessons learned by Global Studio since 2005, this project will bring national and international students, academics, professionals and communities together to focus on reimagining inclusive urbanisation.

Global Studio South Asia will aim to demonstrate a people-centred approach to policy and practices by delivering:

- a) knowledge about, and innovative approaches to, inclusive urbanisation;
- b) skills in participatory planning, design and research in professionals and communities and
- c) an edited book from the conference to inform policies and practices that helps the urban poor.

Together, they will add policy and practice value to Bhopal and wider communities.

Global Studio will seek to interact with urban professionals interested in and responsible for inclusive policies and practices in India such as RAY, the Slum Free City policy, and the question of how best to engage people in the design and implementation of these policies. Partnering with MANIT University, and working with the City of Bhopal and NGOs, Global Studio Bhopal will involve

Indian and international students, academics, professionals and local communities.

Global Studio South Asia consists of

- 1) an international conference,
- 2) a design and planning studio, and
- 3) a research project.

Through the conference, Global Studio will promote a critical engagement with key issues such as participatory urban practices and climate change, as well as international development, and lessons- past and present- that we can take from India for inclusive urbanisation around the world. Currently, 300 million people live in Indian cities. By mid-century, these numbers are estimated to rise to 800 million; rural to urban as well as environmental migration will play an increasingly important role in future urban narratives and the creative life of cities. Through a two-week intensive consisting of a 'hands-on' design and planning studio, and the parallel research projects, these issues will be pursued at the local level in Bhopal. National and international student and professional participants will work with communities, local government and peak bodies to understand and address the needs and aspirations of

communities experiencing poverty and environmental challenges in Bhopal.

Interested individuals are encouraged to check the project website www.theglobalstudio.com, or contact the authors. §



3. Design proposal for the Diepsloot Arts and Culture Network



4. Design for new bridge across floodplain with market and social spaces.

ICA NEWS BYTE Guatemala

Action plan for Colombia project

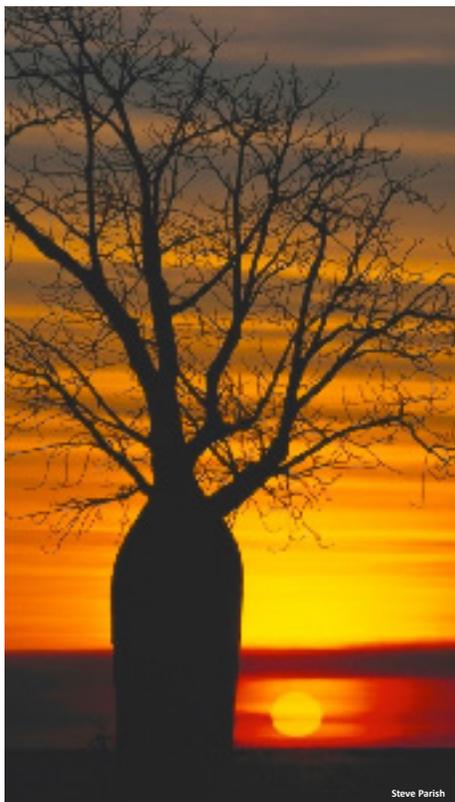
One day I received a message from Lisseth Lorenzo (a TOP trainer) with a copy to Isabel de la Maza. Someone from ANTHROTECT named Emily (Alisa Oyler's friend from her time in Timor Leste) had requested a facilitator to go to the zone where they are implementing a project, in the El Corridor El Darien.

Our task was to hold an Action Planning (6 month plan) with 38 people. They included 34 people (afro-Colombian) from 8 communities in Acandí County, 1 person from the National Fund for Environment and Children program, AnthroTECT team; the executive director, who is an anthropologist, a coordinator and a lawyer .

We were there for 3 days during which people took time to know more about the technical aspect of the project and

its inspection. ANTHROTECT laid out a good context. We did a Wonder Wall as preparation and as an interchange plus to see the context in which the people are living. This took one day. We took one and half days on the Action Plan. There were other content sessions also. At the end of the event, people said they appreciated the philosophy, methods and participation. They said they would like training to prepare some of their facilitators.

Regarding ICA Guatemala administration, we have the account book, a contact who is going to help us design and set up an ICAG website. I am still doing other paper work. We are trying to get a laptop and have some promises. I have sent a proposal on nutrition. We are going to meet as TOP Trainers to discuss ways of working with ICAG.



Steve Parish

Oombulgurri community dispersed

By John Telford

A new chapter is being written in the troubled journey of the people who have lived most recently in the Oombulgurri settlement on the Forrest River in the East Kimberley region.

Due to social problems occasioned by uncontrolled access to alcohol and its attendant ills, many families had moved away from the community in recent years. By early this year, the number of families remaining had fallen so low that the government decided that it could no longer maintain services to the community, so these families have now been relocated to other Kimberley communities.

From 1973 to 1978 the ICA had staff living and working at Oombulgurri after Community Elder, Robert Roberts led his people back to his land to escape the degrading living conditions in Wyndham, the nearest town. They had moved into Wyndham when the Anglican Church mission had closed down in 1968.

Over the five years that we worked alongside the Oombulgurri people we saw their self-esteem and confidence rise to the point where they defied the government when it wanted to relocate them in 1978 because the

government wanted to exploit the diamonds found on their land.

After ICA staff had left, a Uniting Church agency worked well with the people into the '90s. But for the past 15 years the community has had a troubled journey – just one manifestation of the inability of governments to work with communities to provide appropriate services and support local initiatives.

Fortunately, in some Aboriginal communities the Indigenous art movement has provided the opportunity for creative engagement and the resources to sustain a viable future. One example of this is the Mowanjum community where ICA staff also worked in 1971-2.

The ICA presence had a profound and long term effect on the community which is still being manifest today. Last year I visited the Mowanjum Gallery of Art and Culture, a magnificent space where the community artists can work and display their beautiful art.

The Mowanjum artists, descendants of three tribal groups, are custodians of the Wandjina image, a representation of their supreme spirit beings, the creators of the land.

To see some of their art and read more of their story, go to www.mowanjumarts.com/

Also, in Murrin Bridge, in central western New South Wales, the community is still in being and engaged in various activities. Craig Cromelin, who was a teenager at the time when ICA people lived in the community, subsequently became a key leader in the development of a wine producing enterprise, and he now represents the Wiradjuri region on the NSW Land Council, and was recently elected as the Deputy Chairperson. On a couple of occasions he has been a member of a delegation to the Indigenous Peoples Forum at the UN in New York.

John Telford is a member of ICA Australia.

Extending school partnerships across Asia

By Robyn Hutchinson

EXPANDING HORIZONS is a partnership between schools in China and Australia. In 2007, the Sydney Region of the NSW Department of Education and Training formed a working party of principals and regional State curriculum officers to identify key strategies to enhance learning and teaching in the Sydney Region through a

focus on Asia. As a result we now have a vibrant working relationship with schools in Nanjing, Chengdu, Yangzhou and the Pudong District of Shanghai, as well as strong friendships with authorities in Beijing, Zhengzhou and Jiangsu Province.

This partnership is now being extended and developed with schools in India.

Sister School partnerships, a professional learning program in Asian Studies for teachers, a Principal shadowing program, video-conferencing between schools and regular communication and visits between countries and schools, are a few of the initiatives of the Expanding Horizons project.

Over the past 2 years exchange concerts have been held, with 220 Sydney Region students participating in the world Expo in 2010. In August this year, Sydney Region hosted a large contingent of Chinese students who joined Sydney students in a Gala Concert in the Opera House, Sydney.

Ashfield Public school in Sydney is one of the 22 Sister Schools. Robyn will participate in the next Principals' training conference in Beijing in September, 2011.

This is of course a model that is and can be applied at any level, inside and outside of any country, and is particularly relevant to building relationships of learning between Indigenous and less Indigenous schools in Australia and elsewhere. It is partnerships such as these that we can build on as we move forward on our work for the Global Conference in Nepal in 2012. §

Robyn Hutchinson is a member of ICA Australia.

ICA NEWS BYTE Cote D'Ivoire

ICA activities resume after peace

With the recent developments towards peace in the Ivory Coast, the ICA has been able to resume some of its activities.

ICA Director Eugène Kouame travelled to Benin to train young people in agriculture in the region of deKam, south of Cotonou.

While in Benin, he met Kassimou Issotina, Director of ICA Lambassa (Benin). A topic that began to develop was the future of ICAs in Francophone Africa and the idea of developing a joint proposal, especially since the crisis in Côte d'Ivoire is now being resolved and EU sanctions have been lifted.

This would be an exciting development and would serve to counteract the general bias in ICA towards Anglophone Africa.

Book Review

Anastasia's message for living in harmony with nature

By Vladimir Megré

Reviewed by Wayne Ellsworth



Anastasia is the name of the first of 9 books in the Ringing Cedar Series written by Vladimir Megré. It was the most exciting, relevant and captivating books that I have ever read, and I have read quite a few. I couldn't stop until I finished all nine books, around 2,250 pages in total. Anastasia took me only three days . . .

Anastasia is a highly conscious woman living in the northern forests of Russia. Anastasia opened my eyes to lost knowledge on dozens of subjects—from the causes of stress and unhappiness to the meaning of human life; from raising healthy, happy children to creating healing gardens (tailored to an individual's exact health needs); from ancient megalithic science to the esoteric power of breast-feeding; from sacred sexuality to the suppressed history of world religions, and lots more! In fact—there's hardly a topic relevant to establishing a happy, natural existence and restoring peace on the planet that is not covered.

Right now, I'm having a go at weaving the new learnings into my daily life, but it will take some time to do this for myself and other interested people in ICAs around the network. This week, I received 13 copies and have mailed them to three Asian ICAs that had requested them. I received DVDs this week also and will finish them soon, before I share them around.

Anastasia encourages us to create a Space of Love in our Motherland and form diverse communities. Each plot of land includes a wonderful garden, trees, flowers, a simple home and place to raise children and grandchildren. It encourages us to do this not just because it is environmentally friendly and produces ample food for the whole year but because, when this is done around the world,

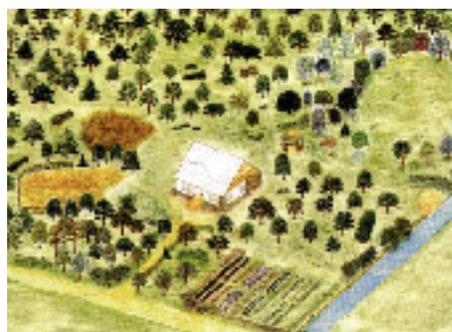
Wayne Ellsworth is a member of ICA Japan

it will naturally remove conflict and create the underlying conditions to return to peace.

A simple example might help. In Russia, people spend an average of 18 hours per week on 19 million million acres of land to produce 54% of the total agriculture output, whereas in the USA, people spend 32 hours per week watching TV and have 28 million acres of lawns which use 30% of the whole world's pesticide use! Many more profound and interesting stories are woven through the nine books.

Why not look at <http://www.ringingcedar.com> and spend a few minutes browsing what others are saying. You will find it difficult to stop! Why don't you buy a copy while you are there too! Take a small step toward establishing your profound link with this earth and toward lasting world peace. Do this by being guided back into Harmony with Nature. The messages woven throughout the books are instrumental to our survival on Planet Earth.

Just for fun, here are a couple photos of plans for a motherland:



And to end, here are two drawings made by readers of Anastasia:



In the next issue, I'll try to relate all this to the New Millennium for ICA. §

ICA NEWS BYTE Spain

From Catalina Quiroz Nino

International Cooperation

Accomplishments

Europe

- Spain to run the 1st European Belieforama Conference in Madrid, October 13, 2011
- Latin America
- ICT + ToP teacher training in Peru in partnership with York St. John University and Empower
- 'Prevention of child abuse' training approved officially for teachers, training in Jaen, Peru

Challenges

Europe

- Keep adjusting to working cultures and rhythms within Grundtvig partnership (2 UK, NL, BE, GER, BUL, ROM)
- Latin America
- Cope with uncertainty in the midst of electoral period in Peru

Learning/Needs

Europe

- Participatory ICA approach to shape Belieforama agenda in Spain
- Latin America
- Growth in human and working relationships having periodic virtual follow up with urban and rural partners

Future Plans

Europe

- Belieforama brand promoted by ICA Spain
- ToP Spanish courses in UK
- Latin America
- Promotion of IAF LA & Caribbean in Peru.
- Teacher Training funding proposal with Peruvian partnership

A salute to my colleagues in blue

By Joaquina Rodrigez

It was 1984 and I was at the Kemper Building in Chicago, not knowing if I should go back home to Chile. Our office there was closing, as we were reorganizing into Primary Units. ICA-Chile was to be absorbed by ICA- Peru.

Before this, I had spent a year in Chile as an auxiliary. The directors there were George and Keith Packard. George was tremendously energetic and Keith was radiant and trusted by everybody. Mary and Don Hopkins were very active and Kathy Devor, Jim Kelly, Judy Tresise (now Gilles), Helen Hough, Linda Barret and many others also gave life to the project with style, great impulse and their example. Then I left to go to Richgrove. There I met Miriam and Ed Shinn. I spent about two years in the United States, including six months in Chicago, and met a lot of people from the ICA.

There too were Ken Hamje with his force and commitment, and Deborah Golembo and Judith Hamje with their particular styles, good fellowship and always trying to help out others. I saw the three of them again in Los Angeles and in Peru.

At Kemper in 1984, I met my colleague Manuel, with whom I got engaged and he became my husband. I finally ended up in Guatemala where I found Kim (may he rest in peace), Walter Epley and Inga Bessin (may she rest in peace). I treasure great memories of their good fellowship. I also met there my Latin colleagues: Angélica Rodríguez, Raúl Jorquera, Ana Mari Urrutia, Eduard Christensen, Isa de la Maza, Isabel Rodríguez, Eliza Chumpitaz, Jesús Aburto, Ernestina López and Mérida Banegas. I keep in permanent contact with all of them, as I do with the children's teachers and community people.

Joaquina Rodrigez is a member of ICA Guatemala

THE ALERDINGS

Today I want to remember with great appreciation and gratitude my friends Barbara and Bill Alerding (may he rest in peace).

When I arrived in Guatemala, they did so too and stayed there for 9 years. Only special people like them could stay for such a long time, inventing all kinds of programs to reach the people of Guatemala.

During this time they organized a great conference called "New Horizons in Learning". Bill and Barb had researched all areas, and entrepreneurs had told them that Guatemala needed a strong impulse in education. Even today, there are people who still use the methods they learned at this convention, including government officials.

The Alerdings had a special gift that let them adapt themselves to all kinds of situations, always being themselves with their own style, no matter what the circumstances. This meant that they could handle community as well as enterprise events.

Today I want to salute my colleagues in blue, even though I had questioned them in times of decisions. Only when you get to understand love as a present, one that burns from the inside, can you fully comprehend what these people felt and feel for the whole humanity, and that is to try and make this world we live in a better place for all. This, I think was my blue colleagues' goal, even though this meant sacrificing a lot of things, especially their own families.

I sincerely apologize to those I did not name here. §

Keeping Quiet

By Pablo Neruda
(1904 - 1973)

<<http://www.Poetry-Chaikhana.com/NerudaPablo/index.htm>>

English version by Alastair Reid

Now we will count to twelve
and we will all keep still.
For once on the face of the earth
let's not speak in any language,
let's stop for one second,
and not move our arms so much.
It would be an exotic moment
without rush, without engines,
we would all be together
in a sudden strangeness.
Fishermen in the cold sea
would not harm whales
and the man gathering salt
would look at his hurt hands.
Those who prepare green wars,
wars with gas, wars with fire,
victory with no survivors,
would put on clean clothes
and walk about with their brothers
in the shade, doing nothing.
What I want should not be confused
with total inactivity.
Life is what it is about;
I want no truck with death.
If we were not so single-minded
about keeping our lives moving,
and for once could do nothing,
perhaps a huge silence
might interrupt this sadness
of never understanding ourselves
and of threatening ourselves with death.
Perhaps the earth can teach us
as when everything seems dead
and later proves to be alive.
Now I'll count up to twelve
and you keep quiet and I will go.



The Institute of Cultural Affairs International undertakes programs, together with our member organizations, that advance our mission. We focus on the world's fundamental human challenges, carrying out activities in two principal arenas:

1. Participating in international policy dialogues to share lessons from our field programs and contribute to the creation and implementation of improved development policies consistent with our values and approach; and
2. Coordination and support of field programs of member organizations to address these challenges on the ground.

The Institute of Cultural Affairs International also organizes the quadrennial Global Conference on Human Development (*see back page*), a unique opportunity for leading practitioners and researchers to explore and develop new solutions to global human development challenges.

To learn about the ICA Human Development Program areas, please visit our Programs section on our website: <http://ica-international.org/index-en.html>

Mission

The mission of The Institute of Cultural Affairs International is to advocate for and actualize the fundamental right of all peoples to define and shape their own futures, toward the goal of realizing sustainable, just solutions to human challenges.

Values

The core values of The Institute of Cultural Affairs International motivate and define every aspect of our approach, mission, structure, and programs. We value:

- Accountability. Responsibility and answerability for that to which we have committed.

- Collaboration. Working together with like-minded partners to expand impact and share responsibility.
- Communication. Open and direct sharing of experiences and information.
- Comprehensiveness. Working with the whole system in any situation.
- Consensus. Decisions made jointly, based upon collective wisdom.
- Diversity. Respect for all peoples, regardless of race, ethnicity, religion, color, gender, national origin, age, sexual orientation, gender identity, or disability.
- Equality. Equal treatment and equal opportunity for all peoples, in all situations.
- Excellence. Utilizing our abilities and resources for optimum results.
- Global Perspective. An international, multi-cultural context for decision-making and action.
- Inherent human capacity. The innate ability and responsibility of every person to play a unique and vital role in human history.
- Integrity. The consistency between what we say, do, and believe in all situations.
- Intentionality. Making conscious choices and decisions, and placing emphasis where it will make the greatest difference.
- Interconnectivity. The inherent interconnectedness and interdependency of all living things on Earth.
- Justice. Fairness, balance, and ethically grounded solutions.
- Lifelong Learning. Persistently ask questions and pursue new knowledge and perspectives, recognizing the gifts of all generations.
- Participation. The right of all peoples to function as protagonists of their lives, by playing a meaningful, effective role in the definition and shaping of their future.

- Servant Leadership. Choosing to serve first, and then lead, as a way of expanding and deepening service and enabling others to do the same.
- Sustainability. Solutions, structures, and resources that will last over time.
- Transparency. Full, accurate, and timely disclosure of all information that affects others.

ICA International Network Members

Australia
Belgium
Canada
Chile
Egypt
India
Japan
Nepal
Peru
Taiwan
USA
Zimbabwe
Tajikistan
Cote D'Ivoire
Uganda
Bangladesh
Tanzania
Kenya
South Africa
Bosnia Herzegovina

ICA International Associated Members

Zambia (Opad)
Malaysia - LENS International

ICA International Membership pending

Sri Lanka
Ukraine
Guatemala
Brazil

For further information and regional/local contact details please email ICA President, Larry Philbrook: larry@icatw.com or visit the ICA International Website: <http://www.ica-international.org>



Profound Journey Dialogue

In Sydney the program is **limited to 38 people** in twin share accommodation at the “Winbourne” Retreat & Conference Centre at Mulgoa, about 2 hours from Sydney CBD, 20 minutes west of Penrith.

The PJD program runs from 6 pm Friday evening to 9.30pm on the Saturday evening.

The time on Sunday morning after breakfast till 11.30am is a time set apart for those who would wish to explore possibilities in future programs as Guides.

COST: Early Bird \$310 (by October 31)

\$350 Full Fee

An additional cost of \$55 twin share applies if staying 2 nights. Those staying on for Sunday lunch and snacks a cost of **\$30 applies**

The January ICA Australia Gathering and AGM follows the PJD program from Sunday evening until 2pm Tuesday 24th January ??

All participants of the Profound Journey Dialogue are welcome to attend

The approximate Cost for the Gathering is \$225

We invite your Expression of Interest in attending this inaugural program of the Profound Journey Dialogue in Australia by completing the Expression of Interest Form, or by contacting any of the following:-

John and Elaine Telford Phone: (02) 4758 9213 Email: thetelfords@gmail.com

John and Robyn Hutchinson Phone: (02) 854 40893 Email: rjhutchinson@optusnet.com.au

Lindsay Mell Phone: (02) 47589213, 0410 495 649 or Email: mell.family@bigpond.com

At “Winbourne” Retreat & Conference Centre Mulgoa, Western Sydney, New South Wales Australia

A residential weekend program

6pm Friday JANUARY 20 to
9.30pm Saturday JANUARY 21, 2012
(Sunday morning will be available for future program planning)

A residential weekend of reflection, empowerment, relationships, journal writing

Participants say:

A gift of empowerment. The PJD helped me to look at the life-changing events of my life and how my choices in response have been led by a deep and profound grace that I can trust now and into the future. I am energized!

~Rev. Susan Davis, Endicott, NY

The concepts here will stick with me for my life journey. They will keep me honest and humble and drive me to act on behalf of all that is good. I feel this PJD is a crucial part of my journey.

~Ashleigh Rader, student,
Iowa State University

Regardless of creed, these are profound understandings that we need to hold in our awareness on this journey of care.

~Dr. Robert True, Jersey City

8th Global Conference on Human Development

Kathmandu, Nepal
October 29 - November 2, 2012



- Growing a New Sense of Leadership
- Reshaping Education for the 21st Century
- Promoting Participation and Accountability for Peace Building and Good Governance
- Building a Viable Future for Planet Earth
- Building Strategies for Comprehensive Development
- Resourcing Human Development

URL: www.humandevlopmentconference.com Email: 'info@humandevlopmentconference.com'

Calendar for the Conferences and other Events:

Pre Conference Activities	Oct.27-28, 2012
Youth Conference	Oct. 27-28, 2012
Main Conference	Oct.29-Nov.2, 2012

Conference Schedule

8th Global Conference on Human Development, 2012

	Oct. 29	Oct. 30	Oct. 31	Nov. 1	Nov. 2
Morning		Key Note Speech Interaction	Site Visits and Excursions	Key Note Speech Interaction	Key Note Speech Interaction
Afternoon	Opening	Discussion on Themes		Discussion on Themes	Discussion on Themes
Evening	Reception	Evening Events	Evening Events	Evening Events	Conference Community Performance

Conference Cost:

Registration

Conference Registration	US \$ 350/Participant
Early Registration	US \$ 300/Participant

Youth Conference Registration

Conference Registration	US \$ 150/Participant
Early Registration	US \$ 125/Participant

Virtual Conference US\$ 100/Participant

Pre Conference Training

Training Registration	US \$ 250/Participant
Early Registration	US\$ 200/Participant

Events at 8th Global Conference on Human Development

- ❖ Youth Conference on Human Development, Oct. 27-28, 2012
- ❖ Pre Conference Programmes, Oct. 27-28, 2012 on the following themes:
 - *Participatory Conflict Resolution and Peace Building*
 - *Social Artistry and Leadership in the Changing Context*
 - *Technology of Participation*
 - *Transcendental Meditation and yoga*
 - *Our Great Work Course*
- ❖ Post Conference Visits (after Nov 2, 2012)
 - *Sightseeing*
 - *Trekking*
 - *Exploring Nepal Tourism*
- ❖ Exhibition, Poster Presentation and Cultural Programmes
 - *Handicrafts Exhibition*
 - *Photo Exhibition*
 - *Art Exhibition*
 - *Food and Cultural Programmes*