

# Initiatives

The newsletter of ICA USA • Equipping the next generation of social innovators • www.ica-usa.org

## Building Latino Leaders

*The impact of the ICA's Neighborhood Academy program*

Anne Wilshin

**A**delanto, an upbeat small rural city in Southern California known today for growing poultry and new industry, literally means “I advance” or “I improve.” Adelanto also knows how to nurture grassroots leaders. Adelanto has not always been so upbeat. When George Air Force Base closed in 1992, the community lacked a major employer, high school and supermarket. It was impossible to get to some jobs elsewhere in the San Bernardino Valley and it was a two-hour bus ride to the nearest supermarket. It was also hard for residents to believe that they can live up to their community’s name.



The first signature launching a petition drive

Paula Jorquera

After the base closed, when volunteer involvement was most needed, few people had time or energy for community work. The challenge of mobilizing residents was already complex because of the make up of the community. Nearly 50% of Adelanto residents are Latino and national surveys have shown that 46% of Latinos volunteer each year, compared to a national average of 56%.

In early 2001, the Community Tool Box, a member of the Inland Agency’s family of programs, was wrestling with the challenge of volunteerism in Adelanto. This community strengthening program had a rapidly growing youth leadership group but staff members found it difficult to recruit adults to work on their projects. With the nearest supermarket over 30 minutes away (over two hours by bus), they wanted to get more

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## This issue’s focus

Training and technical assistance in the age of participation

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## The New Face of Technical Assistance

*ICA staff and volunteers work side-by-side with partners*  
David Dunn

**T**his issue of *Initiatives* highlights ICA’s work in places as diverse as Adelanto, California, San Antonio, Texas and the Volda region of Ghana. Clients and partners say that a partnership approach and ICA’s *Technology of Participation*® methods are the keys to success; working together collegially makes it possible to capitalize on one’s own resources and energies. As you read, you’ll see elements of this approach in action:

- collaboration; partnerships encourage creative thought and shared responsibility
- real-time, action learning; interventions are continuously responsive as they proceed
- participatory methods; creative approaches convene all needed players for dialogue and planning
- continuous teaching, learning, doing and coaching; learners quickly become leaders training others
- action projects help reinvent systems; people in higher level systems and local people learn to work together
- cross-cultural teams and/or international interaction; broader perspectives expand available options

If you want to learn more about our approach, or tell us about yours, give us a call. See especially “ICA Capacity Building Campaign Takes Off” on page 11 of this issue.

**Building Latino Leaders, continued**

people involved in campaigning for a supermarket in Adelanto, as well as for creating employment opportunities and improving transportation links in the San Bernardino Valley. They wanted youth and adults to work together on these projects, and knew that with limited staff resources, volunteers would need excellent leadership skills and improved knowledge of the resources available in the community. Claudia Rojas, Community Tool Box Program Director, asked the ICA to help.

**Practical Training, Significant Engagement** Raúl Jorquera, ICA's Director of Hispanic Programs explains why the ICA was the partner of choice: "The *Neighborhood Academy* helps community members cross the cultural bridges that lead to community involvement." Eleven youth and eight adults ventured into a snowstorm to participate in Adelanto's first *Neighborhood Academy*.

Sessions were held during February, March and April, 2001, in an empty video store. Participants learned how to lead group discussions and practiced by talking about their personal contribution to the community. They learned how to facilitate a workshop by brainstorming their practical vision for the future of Adelanto. They also planned an event to celebrate Adelanto which resulted in a community cultural festival attended by over five hundred people.



After 36 hours of working together, Claudia Rojas wrote: "I am happy to say that since the *Neighborhood Academy* all 19 graduates have remained actively involved with Community Tool Box activities. I thank the facilitators of the *Neighborhood Academy* for helping us inspire Adelanto residents to utilize their resources [for] positive change."

**The Confidence to Participate** The first *Neighborhood Academy* was held in 1997 in the Sherman Heights neighborhood of San Diego in partnership with the Jacobs Center for Nonprofit Innovation. The eighteen people who graduated from that program were all Spanish speakers. Now, five years and twelve *Neighborhood Academies* later, 200 people have graduated from the program in Arizona and California. ICA staff member Maria Muñoz, who has taught seven *Neighborhood Academies* reports, "80% of

these graduates speak Spanish as their first language and every *Neighborhood Academy* has been facilitated in both English and Spanish or totally in Spanish."

Confidence building can be transformative. Manuela Vital, a busy housewife and mother of three children living in the Heard neighborhood in Phoenix, Arizona is typical. She was initially a shy and quiet participant, eager to watch

*"I feel so proud. I never dreamed that I would be able to do that."*

Manuela Vital

and learn but reluctant to speak. During the *Neighborhood Academy* her confidence increased by leaps and bounds as she came to the front of the room to facilitate discussions and workshops. After taking a leadership role in organizing



Raúl Jorquera

**Latino Youth, Volunteerism and Community Building**

Anne Wilshin and David Dunn

While their cultures value family and community life, America's Latino population—35,305,818 persons in 2000—is an under used resource for community building. Latino youth in particular remain an untapped source of energy and creativity.

Youth Service America reports that young people are increasingly disconnected from older neighbors—only 20% of all young people in the US feel valued by adults in the community. Indeed, 61% of America's adults believe that today's youth face a crisis in their values and morals; look at teenagers with misgiving; and view them as undisciplined, disrespectful, and unfriendly. The National Center for Education Statistics says that Latino students are even less likely to volunteer than their white or black peers.

There are many reasons why Latino youth and adults volunteer less. It may be difficult to make time because of work and family demands. Unauthorized workers may fear the authorities. Limited English speakers may understand little and fear attempting to contribute.

Yet as ICA's *Neighborhood Academy* experience demonstrates, with access to training that honors cultural differences and leadership mentoring that provides avenues of practical engagement, Latino youth can become a powerhouse for community betterment across America.

Raúl Jorquera

the cultural festival, Manuela reflected, "I never thought that participating in the *Neighborhood Academy* would turn into something so special for me... I gained self-confidence about speaking in public ... and I feel so proud, I never dreamed that I would be able to do that."

The *Neighborhood Academy* helps people develop their potential and helps organizations reap the benefits of a community's emerging talent. Manuela spoke about how life has changed. "Staff at Heard Elementary School now see us as



a resource and ask for our input on issues... We finally feel that we are important to the school where our children go." Manuela has completed the *Neighborhood Academy Training of Trainers* program and is active in training other community leaders in the Heard neighborhood in Phoenix.

#### Involved residents energize a community

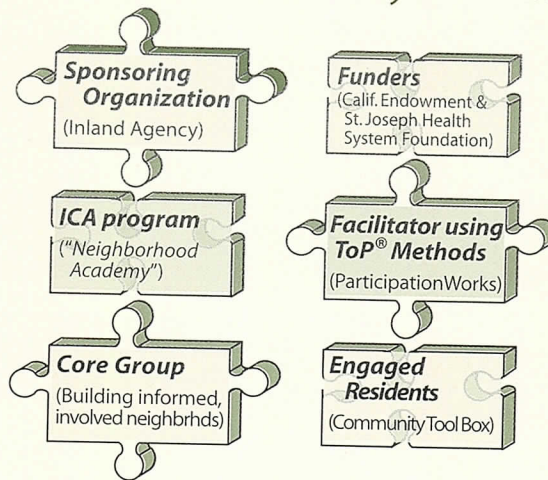
The City of Adelanto is undergoing its own transformation into a place where people can live up to the promise of their city's name—"to advance and improve." Nineteen people graduated from Adelanto's second *Neighborhood Academy*, held during April and May, 2002. Youth and adult graduates of the 2001 *Neighborhood Academy* taught alongside ICA staff.

This year's participants organized a campaign to bring a supermarket to Adelanto. On May 8, 175 men, women and children marched behind a "Help Bring a Market" banner carrying a 1,859-signature petition to a receptive mayor and city council. *Neighborhood Academy* participants gave passionate speeches about the importance of a supermarket to the community. Writing in the *Daily Press* on May 9, staff writer Gary George quoted Mayor Tristan Pelayes, who addressed marchers in both English and Spanish: "I'm glad people like you show up... This is what it takes."

Notwithstanding barriers to Latino participation in communities, strong support from local organizations such as Inland Agency's Community Tool Box, with technical assistance and leadership training from the ICA can unlock this important talent pool present in many American communities. Claudia Rojas writes: "The residents of Adelanto are poised and ready! Their dream of having such a basic need as a supermarket in their city will be realized; they have proven that positive change can happen."

A third *Neighborhood Academy*, led by youth and adults with ICA staff, is planned for Adelanto in 2003. ☉

## The Adelanto community's *Neighborhood Academy* network



- Learn more about the Inland Agency and its Community Tool Box program at <[www.inlandagency.org](http://www.inlandagency.org)>
- Learn more about ICA programs and methods at <[www.ica-usa.org](http://www.ica-usa.org)>

To see more stories and photographs about Adelanto *Neighborhood Academy* graduates and their community, visit the ICA USA website at <[www.ica-usa.org](http://www.ica-usa.org)> and click the **Resources** tab. To learn more about the *Neighborhood Academy* and how to organize a *Neighborhood Academy* in your community, contact:

- Raúl Jorquera (rjorquera@ica-usa.org)—1-800-742-4032
- Maria Muñoz (mmunoz@ica-usa.org) — 1-800-742-4032
- Anne Wilshin (awilshin@ica-usa.org) — 773-769-6363, Ext 296

ICA colleagues in Latin America invite you to join a new listserve, *en español*, focusing on ICA programs and methods. Send a request to John Lawton, <[jlawton@cantv.net](mailto:jlawton@cantv.net)>. An article about the new 'E-Lista' is available, *en español y ingles*, at <[www.ica-usa.org](http://www.ica-usa.org)>. Click the **Resources** tab.

## Support *Neighborhood Academies*

Your tax-deductible contribution extends the impact of the *Neighborhood Academy*.

- \$35 provides an emerging leader with a bilingual course manual
- \$100 provides a Trainer's Manual for a *Neighborhood Academy* graduate
- \$500 makes it possible for an ICA Trainer to spend a week providing technical assistance to community-based organizations or training community residents.

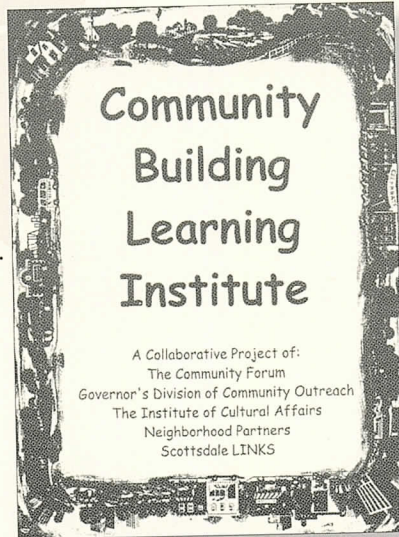
To support this remarkable grassroots movement, send your tax-deductible contribution to your nearest ICA office.

## Community Building Learning Institute

*ICA staff facilitates executive learning, system change*

David Dunn

The *Community Building Learning Institute (CBLI)* of Arizona is a professional learning and community action venture undertaken by several key organizations in the greater Phoenix area. ICA staff member Jim Wiegel was instrumental in developing the *CBLI* concept and curriculum. The program illustrates how ICA's participatory methods can be used to foster specialized, professional-level learning and complex, self-guided system change.



**Participatory approach and learning community** The impetus for this collaborative project came from Michelle Lyons-Meyer who was a staff member of the Arizona Governor's Division of Community Outreach. Michelle wanted to go beyond monitoring grants and contracts to actively supporting community building. Her networking led to conversations with the executive directors of Community Forum, Neighborhood Partners Inc., Scottsdale LINKS—and the ICA.

The project's inaugural year was conceived and implemented by these five partners "to create facilitative leadership to support community-building efforts in Arizona's neighborhoods and towns." The Arizona *CBLI* is a year-long series of six, two-day intensives modeled on the ICA's *Mastering the Technology of Participation* program, a program that pioneered the use of collaborative study and practical experience to create a powerful learning community for professional facilitators. Staff members from the five *CBLI* partner organizations have been meeting every other month since January 2002.

During their planning work it quickly became apparent that although the partners shared many key interests, their differences were so great and the communities they serve were so complex, only a shared leadership approach would be adequate to simultaneously meet all their needs. The idea for a new "learning institute" approach emerged as a way to work with this diversity and complexity.

The primary feature of the approach is the absence of canned curricula and predetermined programs. Instead, the group created an agenda with learning activities that would meet their emerging needs and lead to concrete

action outcomes. The Arizona *CBLI*'s six sessions are:

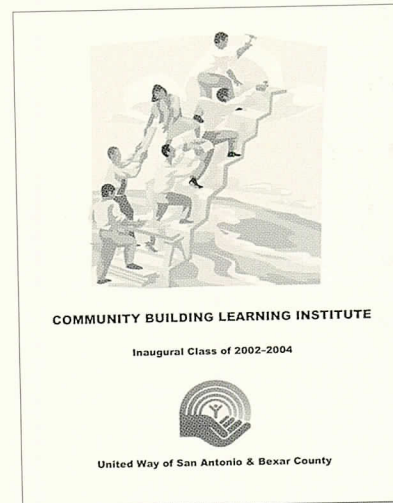
- community self-assessment
- strategic planning
- community organization; framework of relationships
- community implementation and sustainability
- retreat for personal and professional growth
- assessment and celebration.

Using ICA's *ToP*® methods, this action-learning, community-building venture is being dynamically created "in real time."

**Real-time learning in San Antonio** A second *Community Building Learning Institute* began early this summer in San Antonio, Texas, "to help move traditional organizations into a more resident-driven, resident-responsive way of doing business." United Way of San Antonio and Bexar County contracted with the ICA to develop the curriculum. United Way and the Annie E. Casey Foundation's "Making Connections" program—an effort to help transform tough neighborhoods into family-supportive environments—funded the start-up of San Antonio's *CBLI*.

Whereas the Arizona *CBLI* is focused on staff development for people playing intermediary roles

in organizations supporting community efforts, the San Antonio group focuses on the leaders of organizations and how they can get their organizations more focused around community building. San Antonio *CBLI* participants are executive directors from 39 organizations including social service agencies, commercial revitalization programs



and community development corporations.

There is already a lively interchange between the two *CBLI* groups. Phoenix *CBLI* leaders visited the San Antonio group in mid-August to share insights and experiences. Margaret Oser, Director of Neighborhood Initiatives for United Way in San Antonio, wrote in one of a flurry of emails exchanged by the two groups, "...you all would be a wealth of information and insight for the people participating in the *CBLI* [in San Antonio]."

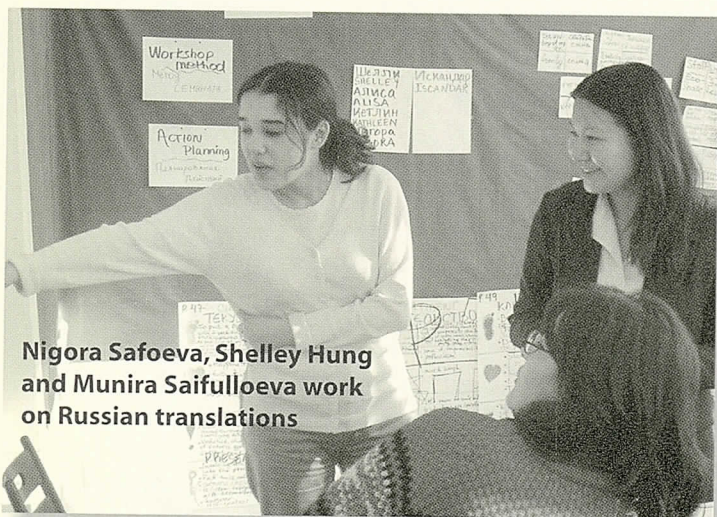
The Arizona *CBLI* group finishes its cycle of meetings this fall. The San Antonio group continues its regular meetings into 2003. ☺

To learn more about the *Community Building Learning Institute*, contact Jim Wiegel at 1-800-742-4032 or send email to <jwiegel@ica-usa.org>.

## Training Peace-makers in Tajikistan

ICA USA shares technical assistance with Central Asia partners  
Alisa Oyler

Tajikistan, a rugged, mountainous post-Soviet state along Afghanistan's northern border, is the location of the newest ICA office. Just one year after meeting at ICA's *International ToP® Training of Trainers* program in Phoenix, codirectors Munira Saifulloeva and Shelley Hung (an ICA UK volunteer) are nurturing an organization that is growing at an incredible pace. This April they held their own *Training of Trainers* event in Tajikistan, the first of its kind outside of the US. I had the privilege of joining them for six weeks.



**Nigora Safoeva, Shelley Hung and Munira Saifulloeva work on Russian translations**

Alisa Oyler

ICA EHIO (ehio is a Tajik word for *renaissance*) describes its mission in its name: Empowering Human Development Organization. Its young and dedicated staff of nine now works primarily in the Fergana Valley. This northern region is home to centuries old cultural rivals living in close proximity who vie for the same limited resources. Opportunities for open dialogue and collaboration are vital. As a partner in the Mercy Corps "Peaceful Communities Initiative" (PCI), the ICA methods have extended beyond somewhat arbitrary borders. Multicultural teams of *ToP®*-trained field officers work with villages in Uzbekistan and Kyrgyzstan, as well as Tajikistan, facilitating participatory rural appraisals, dialogues and workshops supporting peaceful resolution of potential conflicts.

**Responding to an urgent need** As ICA's participatory methods gained greater exposure, more people wanted to learn facilitation skills. ICA EHIO needed to expand its local faculty and increase its *ToP®* training capacity, especially since Shelley Hung was due to return to the UK.

Kathleen Joyce, a *ToP®* Mentor Trainer from Minneapolis, joined me for five weeks to deliver a month-long *ToP®* methods *Training of Trainers* with ICA EHIO in Khujand. Long hours preparing curriculum, materials,

and Russian translations paid off. After only four weeks, participants dove expertly into trainers' roles for their first public *ToP®* courses. These new Associate Trainers now meet regularly with ICA EHIO to organize *ToP®* training courses throughout the Fergana Valley.

ICA EHIO continues to grow as its new trainers teach facilitation skills. Little more than a decade after Tajikistan's independence, ICA EHIO is developing a unique niche—equipping people with the skills of civic engagement. This trek was a key stepping stone in this careful process of nurturing vibrant new civil societies in Central Asia.

**An opportunity to help** ICA USA has conducted three *International Technical Assistance Treks* this year: this trek in Tajikistan, one in South Africa (see page 8 of this issue) and one in Guatemala (just concluding as this issue goes to press). All three have been made possible by the generosity of individuals across America. We invite you to support this important work of ICA USA around the world. ☺

ICA EHIO hosted ICA USA country trek and during month of April Alisa Oyler and Kathleen Joyce—ICA USA *ToP®* Trainers—trained seven local people to become *ToP®* Trainers in Tajikistan. We couldn't believe that we could do it; only one year ago we all were in [Phoenix] and now we're conducting [Training of Trainers] in Tajikistan!

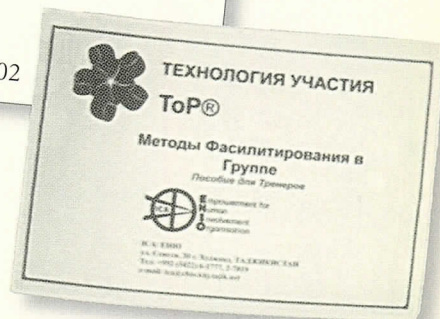
I'm grateful to Alisa and Kathleen and of course to Shelley (our *ToP®* Coordinator) for such a hard work they have done for our organization. It wasn't easy and required a lot of energy, especially bilingual training. Today ICA in Tajikistan is a small office... with a lot of opportunities ahead of it.

...one thing always amazes me in ICA and people who are with ICA—such a warm and sincere attitude to people, life and world and big love to people whom they are helping. I'm very happy to be part of this big international network and to share those values that we all have.

Munira Saifulloeva  
Khujand, Tajikistan 26 July 2002

To learn more about ICA's *International Technical Assistance Trek* in Tajikistan, visit

<[www.ica-usa.org](http://www.ica-usa.org)>. To explore how you can help ICA provide technical assistance that helps ordinary citizens create peace in societies in transition, contact Alisa Oyler at 202-828-1008 or by email at <[aoyler@ica-usa.org](mailto:aoyler@ica-usa.org)>.



## “Something New and Fantastic Every Day”

Training for parenting and early learning in Nayarit, Mexico  
Keith Packard

This sign beckoned parents and grandparents to *Learning Basket*® training sessions held during March 2002 in Bucerias, a market town on the west coast of Mexico.

- \* Discover your talent that will make it easier for parents to enjoy their small children.
- \* Learn something new and fantastic each day
- \* Everyday, Monday thru Friday, 11–15 March

Each day fifteen parents carried or led 25 babies and older children along dirt streets to sessions held in the local Union Hall. They came to learn how to help children learn from the moment they are born and how to nurture learning throughout their lives.

Sra. Julia Palma, a graduate of ICA's *International Training Program* in 2000, initiated the program. Julia and her colleague Veronica Garcia mobilized a team of women to make many of the objects in the *Learning Basket*® and helped conduct interviews with prospective participants in the week-long training. The interviews—orchestrated as a card game—helped the *Learning Basket*® team in the United States develop the training curriculum.

Estás invitada al Curso  
de Canasta de Aprendizaje

- Descubre tus talentos que harán fácil a padres disfrutar de sus hijos
- Aprende cada día algo nuevo y fantástico
- Todos los días lunes a viernes, el 11 de marzo a las 10 de la mañana

Donde: Salon de sindicato  
Cuando: Cada día, 4 y media hora y 6 y media hora

their neighbors.

Highlights of the week included lessons presented by participants, the visit of Sra. Olga Sandevol de Tapia, Director of Mexico's Department of Family and Infant Development, and the presentation of songs and games by children at the graduation.

As they make objects for a *Learning Basket*®, parents share experiences and learn why they are their children's first and most influential teachers. Graduates of the *Learning Basket*® training week are organizing teams and recruiting neighbors for training sessions they will lead in the near future. ☺



### Support ICA's *Learning Basket*® Program

Your tax-deductible contribution touches the lives of hundreds of families with children at the critical time for forming their potential to learn. Donated funds help put *Play to Learn*® books into the hands of parents and *Learning Baskets*®, pattern books, literacy manuals and lesson books into the hands of early learning *promotores*. Your generosity expresses Americans' concern for a peaceful world that gives children a boost from the moment of their birth.

Send your check (payable to ICA; note *Learning Basket*®) to your nearest ICA office. For information, call 773-769-6363, Ext. 291.



### Events for Negotiating Life Transitions

ICA Journeys staff increase national offerings

Leif Oden

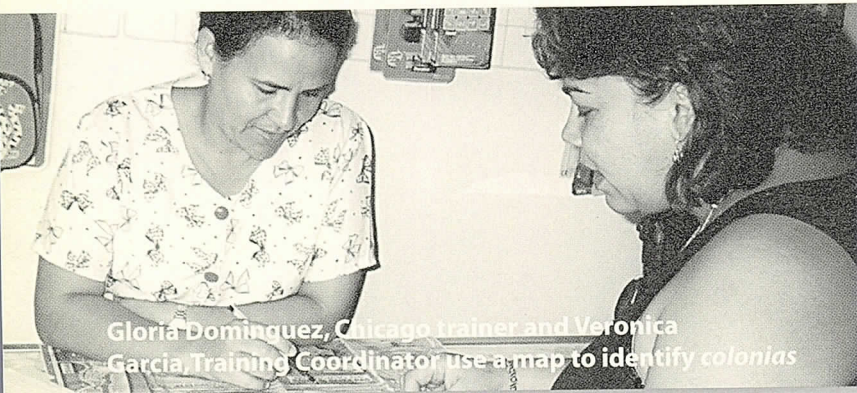
ICA offers retreats for people making life transitions and a weekend for reconnecting with the natural world.

**Adult Quest** An eight-day wilderness retreat for reflecting on a current life question or discerning the meaning and purpose of one's life. The days before and after a three-day solitary quest are spent with a small supportive group.

**This Moment in Time** An experiential indoor retreat for people in transition. Using the cross-cultural metaphor of the wheel of life, participants spend an extended weekend in group work, personal meditation, and reflective exercises. Four *TMIT* retreats will be held during 2003.

**Tracking our Natural Roots** A weekend workshop for reconnecting with one's deeper self while reconnecting with the natural world. ☺

Call 425-486-5164 or send email to <info@icajourneys.org>.



Gloria Dominguez, Chicago trainer and Veronica Garcia, Training Coordinator use a map to identify colonias

Keith Packard

The training team included Gloria Dominguez, Lucia Robles and ICA staff member Keith Packard. Volunteers Ruth Gilbert, Yolanda Sosa, Marisol Mendez, Helen Heal, Kate Ward and Shirley Henschen handled child care, guest hosting, photography and communications. The team was hosted and housed by ICA colleagues in nearby Litibu.

In hopes that graduates would become *Learning Basket*® promoters in their own neighborhoods, Veronica and Julia recruited parents from Bucerias's ten *colonias*. The training week included conversations on parenting, role-plays on how babies' brain development is nurtured through play, and opportunities to play with babies and toddlers using *Learning Basket*® and *Play to Learn*® activities. Parents received vitally important information for themselves and

## Citizen Input That Turns People on

Resources for design professionals, homeowner promotion  
Dorcas Rose

**New course for design professionals** How many awful “public input” meetings have you sat through? It must be equally dreadful for the engineers and architects who lead citizen input meetings with little or no facilitation skills.

To fill this gap, the ICA works with design professionals (architects, planners, landscape designers, engineers, interior designers and developers) who need facilitation training tailored to the requirements of design projects. ICA helps design professionals learn how to orchestrate citizen input and facilitate meetings that actually work.

A new ICA facilitation methods course for design professionals called *The Future of Design—A Participatory Approach* will be available this fall. Staff members from ICA Greensboro and ICA Canada have been collaborating on the design of the new two day course. The creative team has included five facilitators and seven design professionals.

For information contact Elaine Stover at 336-605-0143 or send email to <estover@ica-usa.org>.

**Promoting Home Ownership** In Troy, NY, the ICA is involving residents in a home ownership promotion project. While Troy is an old city with a rich heritage that includes beautiful and affordable Victorian houses, until recently neighborhood promotional materials were unavailable. Bad press and the absence of positive information blocked increased home ownership. A project to address this need grew out of a conversation between ICA staff and a person coordinating a grant program for first-time homebuyers.

The project encouraged homeowners to allow their houses to be photographed for a promotional brochure and electronic media. Student interns from Rensselaer Polytechnic Institute took photographs. The ICA helped people from two neighborhood associations create a story for their section of the city. A one-page color brochure was published and distributed to city and county offices, banks, public places, and organizations assisting homebuyers.

In May, the project was featured in a local news segment on Albany's WRGB

TV, Channel 6. News staff interviewed four homeowners and highlighted the brochure. The project is supported financially by local foundations, a local nonprofit and neighborhood associations. ☉

For information contact Dorcas Rose at 518-273-6797 or send email to <drose@ica-usa.org>.

## Do You Hear The People Sing?

A community chorale that promotes social harmony  
Bill Grow

Staff member Bill Grow writes about a community chorale that is bringing inspiration to a Georgia county. Bill's arts technical assistance work with the chorale illustrates how ICA's values-in-action—inclusive participation and profound respect—are both the cause and the effect of a community's decision to live in harmony.  
Editor

**T**he Seminole Community Chorale includes twenty volunteer members, more or less, with a paid conductor and an accompanist when we can find them. It takes its name from the cornerstone county in southwest Georgia, rich in Native American heritage and soil for growing peas and peanuts. Seminole County is famous for its bass fishing in a large artificial lake created in the 1960s.

What's noteworthy about this homegrown little choir—without entrance requirements, from a remote rural farming community of 9,000 residents and a county seat of 2,000—is that it blends. These people can sing a cappella for 30 minutes on pitch without one voice sticking out. They make a gorgeous sound.

What accounts for this extraordinary phenomenon? Was it the succession of dedicated music teachers who laid the groundwork for a local high school music program in the '90s? Was it the many high school graduates who went away to college but returned to Seminole County to recapture their musical heritage in local church choirs? Or do the flat sandy soils and pine forests echo some special harmonic vibration from the ancient past? It's all of the above, including the mystery factor.

In this flatland the epitome of aesthetic experience for many rarely rises above a parade of beauty pageants and gospel quartets. Only the majestic pines give any hint of transcendence. Yet as the singing talent of Seminole County gained recognition, visionary people raised the question, “Why not build a ‘cathedral of sound’ in which the entire county could participate—beginning with an integrated community chorale?”

On May 1st, 2001, The Seminole Community Chorale held its second annual music festival in a joint concert with the Albany Chorale in Donalsonville's newly refurbished Olive Theater. As they sang the closing chorus from the Broadway musical *les Miserables*—about the pain and promise of the French Revolution—members of the Seminole Chorale were expressing their own revolutionary vision for a united community that values all people. ☉

To learn more about the use of ICA methods and practices for arts technical assistance, contact Bill Grow at:

Institute of Cultural Affairs, POBox 222, Colquitt, GA 39837  
Phone 229-758-3707 or send email to <wgrow@ica-usa.org>.

## Supporting Transformation in South Africa

US and Zimbabwe colleagues train trainers in southern Africa

Virginia Richter

During April 2002, Nancy Jackson and I—Virginia Richter—worked with the new ICA in Johannesburg, South Africa. Both of us are *Technology of Participation*<sup>®</sup> Mentor Trainers; Nancy is from Boston and at the time I was an ICA staff member in Washington, DC. Our month-long visit was one of three *International Technical Assistance Treks* held this year as part of a new ICA USA initiative to support ICA offices in countries with emerging democracies. (See the articles on pages five and nine of this issue.) ICA USA organized the trek in partnership with ICA Zimbabwe and the new ICA in South Africa. There is much work to be done in South Africa and the need for a bridge-building entity like the ICA is enormous.

in Johannesburg. The eight people participating in the *Training of Trainers* included four Itereleng ICA staff members, the Itereleng board president, a woman from a local community project, an ICA Zimbabwe volunteer and a *ToF* participant from Lesotho who so loved the ICA facilitation methods she asked to become a trainer.

The curriculum prepared participants to lead the *Youth as Facilitative Leaders* group facilitation methods course and introduced them to the theory behind the methods. At the culmination of the training, teams went to three different communities to lead the first day of the course with the support of a mentor trainer.

The last week of the trek coincided with a monthly board meeting so we worked on ICA Itereleng's future as an organization. Representatives from partner organizations, board members and the staff created a five year vision. This vision was taken to the board/staff meeting for work on obstacles and strategic directions. The implementation work was completed with the staff on our last day.

Twenty-seven people across southern Africa now know the core *Technology of Participation*<sup>®</sup> methods and see practical applications in their work, communities and personal lives. Eight people from South Africa, Zimbabwe and Lesotho are new *ToP*<sup>®</sup> "Apprentice Trainers." Circumstances will push several of these new graduates to act as lead trainers in the near future!

Itereleng ICA has many really great things going for it. They have a talented and dedicated staff, a committed board and financial resources to build on. *ToF* participants decided that they wanted to stay in touch and create a southern Africa facilitator's network. It is a large task for a small office, but is necessary to keep their network growing and to become better

known. The next step for Itereleng ICA is to find its way in the vast NGO world of Johannesburg. ☺

For additional articles and pictures about ICA USA's *International Technical Assistance Treks*, including the August 2002 trek to Guatemala which has just completed training an enthusiastic group of young people in ICA's *Technology of Participation*<sup>®</sup>, visit the ICA USA website at <[www.ica-usa.org](http://www.ica-usa.org)>.



Participants in the 8-day *Training of Facilitators* course.

Nancy Jackson

The month contained thirteen training days. The participants, from six nations in southern Africa, ranged in age from 17 to 65. Nancy and I led an eight-day *Training of Facilitators (ToF)* with Gerald Gomani and Jouwert van Geene from ICA Zimbabwe. We trained 27 participants in the facilitation methods used in the ICA's *Youth as Facilitative Leaders* program, as well as in participatory strategic planning, team building, and other practical applications.

During the training, participants lived and worked together in a rustic, former adolescent group home and farm run by a partner organization 40 kilometers south of Johannesburg. It was an energetic and vibrant group; the participants became quite close and even the most homesick were sad to go.

**Training of Trainers** Gerald and Jouwert returned to Zimbabwe after the *Training of Facilitators* and Nancy and I embarked on the *Training of Trainers* course back

Since we returned, our new Itereleng ICA colleagues have:

- conducted their first strategic planning course for youth educators from Planned Parenthood Association of SA and a volunteer course for Streetwise and other organizations serving street-children
- submitted many project proposals
- Maria Ramalepe participated in HIV/AIDS launch in Ghana
- Nhlanhla Mabizela attended the ICA Int'l assembly in Brussels

Nancy Jackson  
August 12, 2002



## Launching ICA's African HIV/AIDS Project

Prevention work will expand to eight nations in two years

Louise Singleton

The ICA has offices in nine nations in Sub-Saharan Africa: Côte d'Ivoire, Ghana, Nigeria, South Africa, Tanzania, Uganda, Zambia, Kenya, and Zimbabwe. All are engaged in village and urban development work. With the HIV/AIDS pandemic a devastating obstacle to health and welfare, development activities must deal with HIV/AIDS awareness, prevention and care. Louise Singleton, a former president of the ICA USA Board of Directors, reports on the pilot project launching ICA's multi-year initiative.

Editor

**V**e-Golokwati, Volda Region, Ghana. July 2002. Distinctive red caps identified the twenty-three persons receiving certificates after an intensive week of training in HIV information and ICA facilitation methods. On July 13th, they were commissioned as village health leaders at a celebration launching ICA's pilot HIV/AIDS prevention project. The event included dancing and drumming by school children and village women, as well as speeches given by the village's paramount chief, the district health administrator, Dick Alton, Secretary General of ICA International and myself. Staff members from each African ICA office were both trainers and trainees preparing to implement similar projects in their own countries.

"...sustained education of the society on the prevention of the pandemic is the best way forward..."

President John Agyekum Kufuor, Ghana

Teams of four—a male and female youth and a male and female adult—were selected from each of the village's five clans. Teams provided feedback on HIV teaching materials for a village-friendly *Field Guide*. They will use the *Guide's* twelve lessons, with simple text and pictures, in monthly visits with every family in their assigned area of the village.

Following the training week, Dick Alton and ICA's African staff members facilitated a village action plan, while international volunteers with science and public health backgrounds revised the *Field Guide*, the major tool for project expansion into other Ghanaian villages and other African countries. The local ICA director, along with retired physicians Don Elliott and John Singleton, interviewed local and regional health administrators to compile a directory of HIV services available to the village. Lisa Butler, a public health researcher, interviewed 135 village residents to establish a baseline for future before-and-after comparisons of knowledge, attitudes and practices.

ICA's HIV/AIDS Initiative was enthusiastically received

by the village and was highlighted as part of Ghana's battle against the disease in TV and newspaper coverage.



Graduate Trainees, ICA Ghana HIV/AIDS Prevention Project

Lambert Okrah, Director of ICA Ghana and several members of the international ICA team met with Ghana's President John Agyekum Kufuor, the Ministers of Health and Culture, and the Chair of Ghana's HIV Commission. President Kufuor declared, "I believe that in the absence of a cure for HIV/AIDS, a sustained education of the society on the prevention of the pandemic is the best way forward to deal with the problem." ☉

To learn more about ICA's HIV/AIDS Prevention Project in Africa, visit the ICA USA website, <[www.ica-usa.org](http://www.ica-usa.org)>.

## 2004 ICA Int'l Conference in Guatemala

ICA Guatemala and its partners begin formal preparations

Dick Alton

**P**reparation for the 2004 ICA International conference in Guatemala was officially initiated in June 2002 when Louise Singleton, Chair of ICA's *Millennium Connection* 2000 conference in Denver, handed Inga Bessin, Chair of the *Guatemala 2004* conference a binder with notes, materials and a four-year preparation timeline. During the June visit, ICAI, ICA Guatemala and The Network of Civil Society, a Guatemalan nongovernmental organization, agreed to share responsibility for the 2004 Conference.

As many as 200 international and 1000 Central and South American participants may attend. Plans are not firm, but the Conference may be held in Guatemala City, Antigua (the old capital) and the lush highlands and involve two days of project/expert dialogue, two days exploring rural projects and two days of action planning.

Guatemala gives conference participants a unique opportunity. Beyond enjoying its beauty, ancient culture and amicable people, participants can concretely support Guatemala's emergence from 36 years of civil war. ☉

To learn about ICAI's history of great conferencing and for more early details about *Guatemala 2004*, visit the ICA USA website at <[www.ica-usa.org](http://www.ica-usa.org)>.



## Introducing the ICA USA “National Team”

*Shared leadership ensures broad participation*

David Dunn

For the last three years, the ICA’s executive functions have been managed by staff representatives from each program arena. At one level, the approach has provided a bridge that has taken the ICA from a network of staff and volunteers working out of regional offices to a national organization with programs and services offered across the country and overseas. At another level, the approach is a real-world demonstration of inclusive participation and shared responsibility. Anne Wilshin, a member of this year’s National Team, wrote,

ICA’s “shared leadership” approach ensures that we “walk our talk,” that we really are a participatory organization where everyone’s input is valued. It gives us a wide-angle look at our issues and helps us understand the challenges other organizations face on a daily basis.

**Savithri Vijayakumar** Savithri is a youthful and energetic contributor to the National Team, Board of Directors and other staff members who convenes people, compiles reports and creates information flows throughout the organization, including publishing the staff newsletter. Savithri graduated in 2000 from Rutgers University with a degree in psychology and hopes to use her current position to launch a career in event planning and public relations. With assertive charm, Savithri reminds everyone when slipping deadlines and commitments need attention.

**Anne Wilshin** Anne spends most of her time working with communities, training youth in facilitation and leadership skills. She started work with ICA USA in 1999 as a graduate of ICA UK’s *Volunteer Foundation Course*. Prior to working in the USA, she studied English Literature at the University of York, spent a year traveling from India to Brazil, and managed a Brass Rubbing Center in London’s Trafalgar Square. She is particularly interested in the ways social change agents can use artistic media to get people involved in their local communities and plans to begin a masters degree on this topic in the near future. Anne describes her unique gift to ICA as “hands that do the work, a heart that loves the work and my English sense of humor!”

**Marilyn Oyler** Marilyn’s focus is on facilitating and training with nonprofit and government organizations. She says, “I get excited about facilitating organizations and communities through the use of our participatory methods and I love to release the commitment and passion of individuals through our training courses. I appreciate the opportunity to work with a network of skilled trainers across the globe. I am challenged by the process of inventing a shared executive leadership team, but I really like to make things happen and move things forward.

Being a part of the ICA staff for more than thirty years has been a great opportunity to use my creativity to invent the new!”

**Robert Hawley** For the past twelve years Robert has managed the ICA’s International Conference Center in Chicago. Last year the Center hosted 340 visiting groups for meetings, retreats and urban adventures. Not surprisingly, Robert says, “My gift is my capacity to be calm and affirming in the midst of whatever storm arises, whether social or technological.” Robert likes computers, loves to read (mostly novels) and loves travel and working with people from different ethnic backgrounds. He adds, “I have two passions these days: helping my children make their transition into full adulthood and helping the Institute to gain a new, youthful vitality.”

**Tim Hedger** Tim provides organizational support for the ICA’s program teams; “...always an interesting blend of people and paper,” he says. His hats include bill collector, database maintainer, and sometimes, reluctantly, tech guy.

Away from the office, Tim is a volunteer with a refugee resettlement agency and recently visited Kosovo as the guest of friends from Phoenix’s Albanian community. “I was touched by the warmth and respect shown to me as a visitor. I felt honored to be a witness to people’s stories about their lives.” Tim also mentors high school students in public speaking through Toastmasters, and now and again acts in community theater.

**Jennifer Turner** Jennifer writes, “Over the last sixteen years I have worked in ‘Corporate America,’ education and the nonprofit sector. I enjoy teaching and working with nonprofits the most. My business background has allowed me to bring a somewhat different perspective to program development and nonprofit management and my first year at ICA will be focused on the financial health of ICA USA. This will include unifying the financial operations of all ICA USA offices and EI holdings. I look forward to the challenges and opportunities working at ICA will bring.” Jennifer is ICA’s newest staff member in the newly created position of Chief Financial Officer.

**George Packard** George is a 33-year veteran who began his work with ICA in the *5th City Human Development Project* on the west side of Chicago. Community development and leadership formation work in the Far East, Latin America and Africa, led to an interest in sustainability and curricula for intensive learning. As a staff member of ICA’s *Center of Imaginal Education*, George facilitates organizational transformation and curriculum development projects in the nonprofit sector and has been active in school reform work and teacher training in Chicago. He is a co-developer of two new spiritual development retreats: *This Moment in Time* and the *Elder Quest*. (See page six.)

## Coming in September: *The Workshop Book*

A new resource for people who work with groups and teams

Janis Clennett

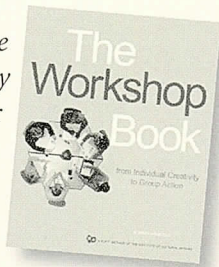
**ICA** Canada is about to release *The Workshop Book: From Individual Creativity to Group Action* by Brian Stanfield, author of *The Courage to Lead* and *The Art of Focused Conversation*. *The Workshop Book* is for people who work in teams or groups where complex issues arise. *The Workshop Book* describes how to deal with issues in an efficient, participatory manner that honors a group's diverse perspectives and individual creativity. No one needs to be stranded in a frustratingly inefficient meeting.

How do we work efficiently with complex issues and form a consensus to action? *The Workshop Book: From Individual Creativity to Group Action* is about the ToP® workshop method and ICA's *Technology of Participation*®. It describes the workshop method's steps, uses and development, including workshop preparation, design, the leader's style and dealing with difficult situations.

The ICA's ToP® workshop method has been used by thousands of people in dozens of countries over the last 40 years. *The Workshop Book* is based on the best practices of "best of the best" facilitators.

If you lead workshops, the book offers new insights from mentor facilitators. If you are new to workshoping, the book provides the basic steps, their rationale and hints to make a workshop flow. *The Workshop Book* includes the most current information on workshoping available. ☺

*The Workshop Book* will be available in September. SRP is \$19.95 US (\$29.95 Canadian). You may order online at <[www.ica-usa.org](http://www.ica-usa.org)> or call toll-free, 1-800-742-4032.



## ICA Capacity Building Campaign Takes Off

Images of a new institute for leadership generate energy

Norman Lindblad, President, Board of Directors, ICA USA

**T**he ICA's genius is its down-to-earth, life-giving impact on individuals and families, agencies, organizations and communities. The stories throughout this issue make that point well. And yet we've known for years that the benefit of ICA's great methods and global-local experience would never have the impact they deserve unless we increased our capacity to deliver ourselves and our services. In a world in need, too many people don't know about the ICA.

That's why we launched our three-year *Expanding the Circles* Capacity Building Campaign to generate support for, 1) hiring ten new national staff, 2) raising our public profile, 3) installing technologies to support our program, and 4) expanding our technical assistance overseas. I'm happy to report that half of our \$300,000 campaign goal has been given or pledged by over 150 people.

Our campaign has also given us the opportunity to talk with literally hundreds of people who dream of new ways to live and work, build community and be creative citizens. In the midst of these conversations, the September 11, 2001 events forced us all to admit, "There must be a better way."

As we near the end of the second year of our Capacity Building Campaign, we're looking forward to talking with friends about a new project to create that "better way" that is coming into focus through ICA's leadership. Staff and board members have been captivated by a vision for an institute for leadership in social innovation.

**Institute for leadership in social innovation** Though the vision is not fully formed, we imagine a collaborative venture among partners to provide both a framework and the practical methods for breathing life into a new global ethic. Partners will help people engage in a whole new level of responsibility for the whole planet—its peoples, its life and its resources. We intend to join others in demonstrating that social justice and continual innovation are the heart of what makes a sustainable society.

The ICA is looking for individuals and organizations that share part or all of this vision and would like to be in on the conversation about creating such an institute.

Join us this fall for the formative discussions about an institute for leadership in social innovation. Gatherings for Board, staff and friends will be held in Atlanta, Chicago, Cincinnati, Denver, Kansas City, Minneapolis, New York City, Sacramento, San Diego, San Francisco, Seattle and Washington, DC and elsewhere, as opportunities arise. ☺

If you would like to attend or help host an event, contact Judy Lindblad at 513-241-2149. To read the current working papers, visit <[www.ica-usa.org](http://www.ica-usa.org)> and click on Resources. To join an online discussion, visit <[www.toponline.ca](http://www.toponline.ca)>.

## The Learning Basket

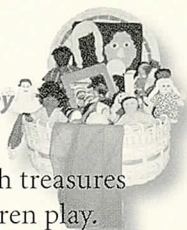
A perfect gift to begin a child's learning journey

Keith Packard

**T**he *Learning Basket*® is a resource filled with treasures to stimulate learning while infants and children play. The handmade basket and contents come from fair trade cooperatives in the Philippines and Viet Nam contracted by Ten Thousand Villages. Because buying a basket sustains ICA's *Learning Basket*® parent and teacher training and the people who make the learning objects, one *Learning Basket*® makes a world of difference in the lives of many children.

*Learning Baskets*® cost \$350 for individuals and \$240 for family support projects and can only be purchased through the ICA. Each basket includes a copy of *Learn to Play—Play to Learn*, a collection of 180 developmentally appropriate learning activities for children from birth to three years. ☺

To learn more or to order, email <[learning@ica-usa.org](mailto:learning@ica-usa.org)> or phone the *Learning Basket*® office: 206-323-2100.





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**Mission and Program** The ICA fosters social innovation, participation, and community building in all sectors of society. The Institute began its work on the west side of Chicago in 1963 and ICA USA is now one of thirty-one autonomous members of ICA International. ICA USA works with a national network of trainers and partners to provide corporations, nonprofit organizations, government agencies, schools, neighborhood associations, and other community groups with training and consulting services using the tools of the *Technology of Participation® (ToP®)* and *Imaginal Education*. ICA USA's programs encourage a growing nationwide movement supporting effective teamwork in the workplace, expanded participation in civil society and human capacity development. The Institute focuses on putting tools for facilitating growth and change into the hands of people of all ages.

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**A practical way to care for the world**

*ICA extends your care to places where it really counts*  
**David Dunn**

All of us see the need around us, from a struggling family across the street to suffering peoples across the globe.

How can we make a difference? Really.

Consider supporting the ICA. The ICA's business is the ripple effect. Whether you drop one dollar or a thousand, ICA staff and volunteers multiply the value of donations time after time. The people we teach become trainers. The families we touch inspire neighbors. The neighbors we mobilize have new tools for service. The communities we impact influence others. The organizations we serve work better.

The work we do demonstrates peoples' capacity for the very innovation that gives them a future.

Think of a donation to the ICA not as "a drop in a bucket" but as "a new ripple in the pond." Send your tax-deductible contribution to your nearest ICA office.

Need more information? Call 1-800-742-4032.