

## Releasing Human Care: The Task of Philanthropy by Dick Alton

I have always had difficulty stating my occupation on visa applications. For many years, I wrote "development", but felt uneasy about it. I have tried facilitator, educator and coach. I have even toyed with guerrilla or social change agent. In the last few years, I have found the notion of philanthropist much more appealing.

Taking a long-term view of the ICA's history, you might say that the one thing we have been about is philanthropy. I don't mean the popular idea of philanthropy as giving money, but a response to the question, "How does one release the care that is deeply rooted in each of us?" This question has challenged every civilization. Stories, mythologies and other cultural mechanisms have been created to organize and engage human care. Throughout the ICA's 40-year existence, it has struggled with this question and continues to do so as it develops its next generation of leaders.

I was attracted to the ICA because it asked more of my caring than anything or anyone else had. When I met the Institute, I was involved with the New York Urban League, working with high school drop-outs in Harlem. Although this

was a challenging task, it wasn't nearly as compelling as what the ICA offered — a highly engaging organizational life in which you worked from early morning to late night, including weekends. What's more, you lived with the people you were trying to help.

Finding the most effective ways to provide resources to communities — resources that allow people to shape their own destinies — is what the philanthropy stream of *The Millennium Connection* conference is about. In preparing for this stream, I interviewed representatives of more than 100 organizations. These included many of the larger and better known philanthropic organizations — such as the Kellogg, Ford and MacArthur foundations in the United States, Misereor in Germany, the Charity Aid Foundation in the United Kingdom and the Japan Foundation — as well as smaller and more local institutions, in addition to bilateral and multilateral agencies such as The World Bank. My main question was, "What do you see to be future directions in philanthropy?" Out of the myriad responses, a number of trends emerged. They include:

### • Development of local resources

Departing from a long history in philanthropy of injecting external financial and human resources into a situation to meet a need, people today are focusing on how to maximize resources existing within that situation. This represents a major

*Continued on page 6*


### INSIDE

Around the World .....	2
Across these United States .....	3
<i>The Millennium Connection</i> .....	4
From Charity to Entrepreneur .....	5
Releasing Human Care .....	6-7
High Engagement Philanthropy .....	8
Global Partnerships .....	9
Profile: Kumi Naidoo .....	10

Philanthropy  
for Social Innovation

## Change is in the Air

While ICA USA is in the midst of a realignment of its national organization, two of our sister ICAs — Canada and UK — have decided to restructure their operations too. Although driven by different circumstances and following different paths, all three are reshaping their organizations to more effectively carry out their mission and respond to new demands and opportunities.

 On 1 October 1999, the Canadian Institute

of Cultural Affairs formed a new organization, ICA Associates Inc. This organization is a facilitation, training and distribution organization that provides effective participatory skills to thousands of people across Canada. Most of the staff of the former ICA Canada now work for the new organization.

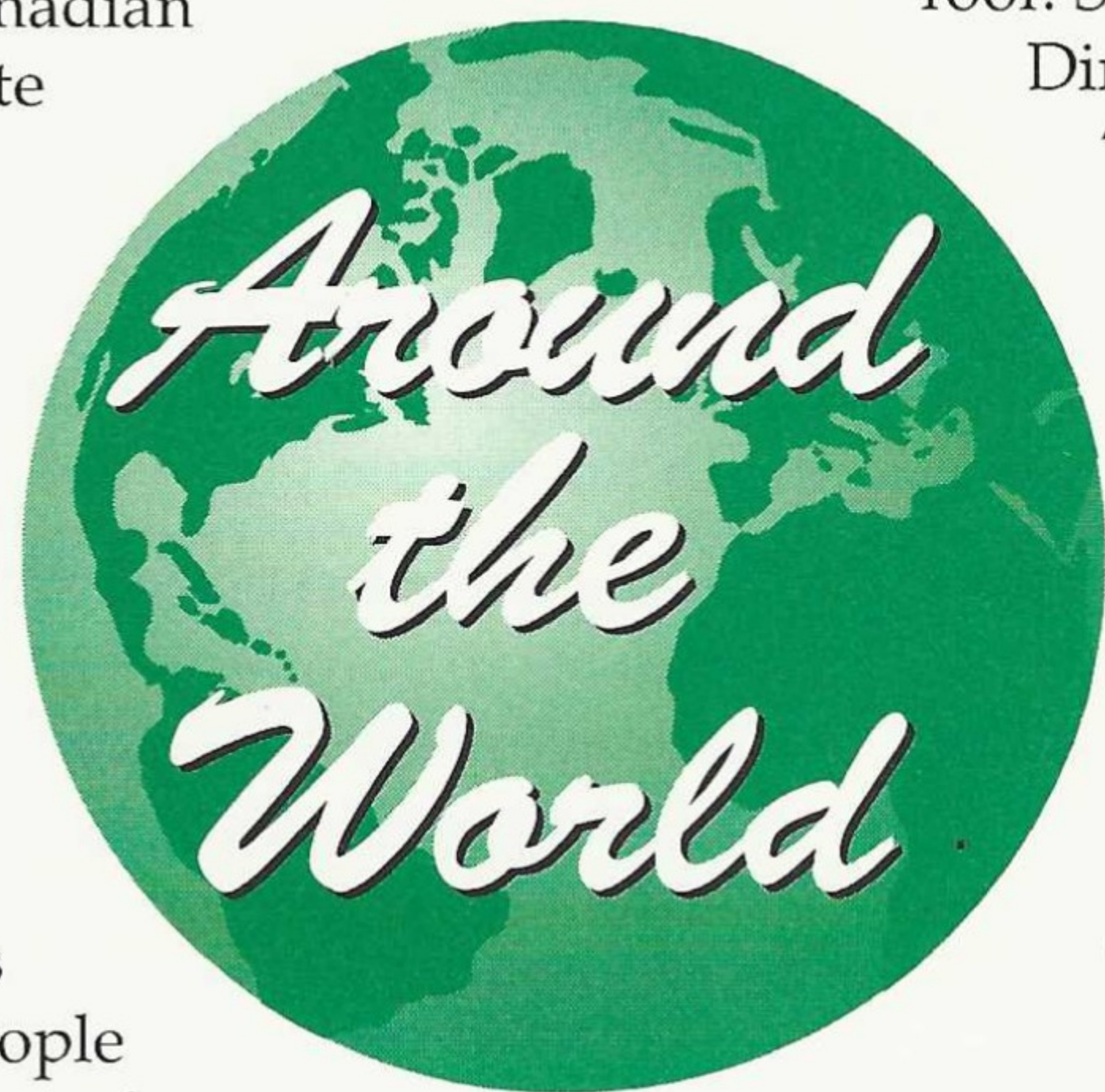
The Canadian Institute of Cultural Affairs — “The Institute” — continues to be a non-profit organization that publishes books, documents and the newsletter, *Edges*, as well as does research on social trends and demonstration projects. It retains a strong and capable board of directors and an active membership. ICA Associates will donate its finance and marketing services to The Institute.

Commenting on the change, Executive Director of ICA Canada and President of ICA Associates, Duncan Holmes, said, “We are probably only using about 10% of what we know and have learned as an organization. We sense it is time to launch some new research initiatives to discern what is needed in the coming decades, in the same way that training in the *Technology of Participation*<sup>®</sup> has been key to our work in this past decade.”

In contrast to ICA Canada, ICA UK is consolidating its current bipartite structure into one. The ICA UK’s program activity has expanded significantly in recent years and as it readies itself to become an employer, it has outgrown its present structure as both a charitable trust and an unincorporated association. It is establishing a “charitable limited company” that will replace both these organizational forms and bring all ICA activities in Britain under one roof. Said ICA UK Executive Director, Martin Gilbraith,



“We hope to simplify and rationalize our administrative and managerial arrangements, as well as strengthen the organization’s governance structures and limit the personal liability of its trustees.”



## People to People

Like its British counterpart, ICA Netherlands has actively participated in the long and rich tradition of ICA volunteerism through its Volunteer Service Program (VSP). According to Jouwert van Geene, Interim Placement Coordinator, this program is unique in two ways. “It involves a wide range of overseas partners — not just other ICAs — that host Dutch volunteers, and participants in the program are “real” volunteers — individuals who contribute their talents and skills to their host organizations for no payment.” The VSP trains volunteers in the ICA’s *Technology of Participation*<sup>®</sup> and considers cultural exchange to be a valuable product of the placement.

Since 1996, more than 100 volunteers have been placed with organizations around the world. While the program allows ICA Netherlands to become a partner in development, the real partnership develops with the individual volunteer. Not only do volunteers share knowledge, skills and labor, but also human interest with the communities they work in. This relationship is often sustained in a variety of ways after the volunteer’s return to The Netherlands. Sometimes volunteers help to raise funds for the project they have been associated with.

In 1999, ICA Netherlands collaborated with Facilicom, the consultancy company headed by ICA colleague, Simon Koolwijk, to conduct a new program called the *Development Interchange for Junior Professionals*. This two-week training in community development for volunteers and others included practical project skills such as facilitation methods, monitoring and evaluation, and proposal writing; practice application through case studies and simulation games; and “human factor” concerns such as cross-cultural differences, team roles, personal relations and health care. The program attracted both volunteers and junior professionals from several countries. Said visiting faculty member Ghee Bowman of ICA UK, “Both groups gained a lot from the course. The content and the delivery seemed to strike the right balance.” Another program is planned for this November.



Participants in the *Development Interchange for Junior Professionals*.

## ICA Greensboro Awarded Grant

Elaine Stover reports that the *Participatory Design Module (PDM)* she and others have created has been funded by the Community Foundation of Greater Greensboro. The foundation's Executive Director, Walker Sanders, announced the grant at the Millennium Reception on April 4th in Greensboro. The grant will enable ICA Greensboro to do the *PDM* in three Greensboro neighborhoods in 2000-2001. A Neighborhood Assembly will culminate the project. The purpose of the *PDM* is to make the process of community design participatory, accessible and responsive for community residents and all concerned with community revitalization. The *PDM* consists of five, 3-4 hour interactive sessions in each neighborhood. The *PDM* team is made up of design professionals including architects, planners and interior designers, all of whom are experienced in the ICA's *Technology of Participation*® methods. The *PDM* is an essential tool for any community revitalization effort.

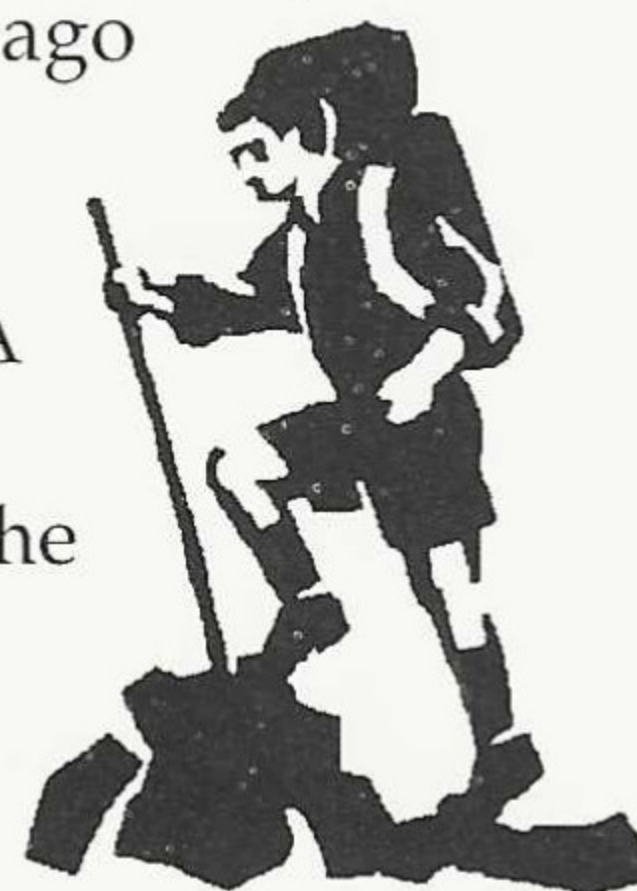


## Casting Call!

Actors and stage hands are needed for the Closing Celebration of *The Millennium Connection* conference. Major parts and jobs offer an opportunity to immerse yourself in community performance and work with national leaders in this innovative style of theater. The celebration features a one-act play with music plus vignette sketches from each of the conference streams. Contact Claire Griffin at [swafngrif@uswest.net](mailto:swafngrif@uswest.net).

## Rites of Passage Training Expands

The ICA's Transformational Learning Team gathered in Chicago in late February to create and conduct a new course for the ICA Journeys training programs. Known as the Training Mentors Workshop, the course was held with an appreciative audience of 16 who came from as far as Buffalo, NY, and San Francisco, CA. Most



Across these United States



participants also took the Coming of Age Leadership Training course. The courses cover topics such as the role of a mentor, the importance of community in a rite of passage event, and practical tips for the effective use of ritual. They are intended to help organizations develop rite of passage events for youth. Said one participant, "Good training! Not only did the course offer fine content, but also a great process to think through our own programs." ICA Rite of Passage Journeys director, Stan Crow, has since taught both courses in Atlanta, GA, and Vancouver, BC, and Chicago staff member, Amara Gilbert, has received several requests to assist groups develop their rite of passage programs. For more information, call (425) 486-5164 or visit the website, <http://www.icajourneys.org>.

## Learning Basket® Moves Ahead

In March, ICA Chicago hosted a three-day *Learning Basket*® Practitioners Course for participants from three agencies — an inner city hospital, a Sacred Heart school and a Head Start center. All agencies will initiate *Learning Basket*® programs for parents of infants and toddlers in the fall.

In addition, consultants and trainers from six states participated in the course in preparation for the week-long *Learning Basket*® Trainers Course the following week. This course

introduced participants to the theory behind the Practitioners Course. Graduates of this training will introduce the *Learning Basket*® approach to early learning, parenting and literacy programs and will team with mentor trainers to teach the Practitioners Course in the USA, Canada and Mexico.



Drawing by John Lepinski  
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## Training Youth as Facilitative Leaders

More than 20 organizations in half a dozen US cities will be sponsoring an initial training in the *Technology of Participation*® for up to eight of their young people between June and September. If your organization would like to explore a long-term partnership around "Youth as Facilitative Leaders," contact John Oyler at (1-800) 742-4032.

## Leading Civil Society Advocates Address Conference

**Dr. Kumi Naidoo**, Secretary General and CEO of Civicus: the World Alliance for Citizen Participation and Global Co-Sponsor of *The Millennium Connection*, will give the opening address at the conference. Civicus is an alliance of more than 500 organizations and individuals from 93 countries dedicated to strengthening citizen action and civil society throughout the world. For background on Kumi Naidoo, see page 10.

**Rudolfo Paiz Andrade**, former Guatemalan Minister of Finance and organizer of the Guatemala Social Fund for the World Bank and other bilateral agencies, will give the closing address. Mr. Paiz leads an alliance of non-governmental organizations to promote civil society in Guatemalan villages. Guatemala will host the 2004 ICAI conference in the ancient city of Antigua.

## Ford Foundation Collaboration

In a unique collaboration with ICA Middle East and North Africa (ICA MENA), the Ford Foundation's Cairo office has provided a grant to support an initiative related to *The Millennium Connection*. The Foundation wants to promote dialogue on philanthropic initiatives in Egypt and to enable effective Egyptian participation in international forums on development. The grant covers the cost of six workshops designed to generate participation in the conference streams, the coordination of regional participation in the conference from several neighboring countries, ten conference scholarships, and a research paper on philanthropic practices in Egypt, written by ICA staff member, Marwa El Daly.

## Call for Volunteers

The Denver Conference Volunteer Taskforce has mailed information to 350 people, inviting them to be conference volunteers. If you are interested in volunteering, look for the application form on the ICA USA web site ([www.ica-usa.org](http://www.ica-usa.org), click on *Millennium Connection*) or contact Terry Wright, [tcwright@aol.com](mailto:tcwright@aol.com). Indicate your interest and availability so the taskforce can begin making assignments. Volunteers will work four-hour shifts. Tasks include dormitory host, decor, errands, set-up and take-down, information desk, documentation, copying, collation and translation. To volunteer in a stream, contact the stream coordinator.

## Scholarships Awarded

On May 1, *The Millennium Connection* Scholarship Committee awarded 70 scholarships to youth and overseas participants from 19 countries. The committee has received applications for 70 additional scholarships, which they anticipated announcing on June 1. Over \$80,000 of the \$100,000 goal for scholarships has been raised through parties, board commitments and contributions from supporters. An additional \$20,000 will help assure strong representation of youth and international persons at the conference. If you can help, please send your tax deductible gift to ICA Phoenix, 4420 N. 25<sup>th</sup> Street, Phoenix AZ 85016, Attn: Shirley Heckman.

## Taking in the Sites

Wednesday will be site visit day at the conference. Participants will be asked to select from some very enticing options. Said coordinator, Catherine Welch, "It's going to be tough to choose just one! Our objective is to combine visits to innovative projects and organizations that illustrate what the streams are about, and allow for relaxation and sight-seeing at the same time." Among the offerings are:

- **Eagle Rock School** started in 1993 by the Honda Corporation as a boarding school for school drop-outs in need of structured support. It features an interdisciplinary curriculum, community service and democratic decision making.
- The **Lower Highlands Neighborhood**, where artist Bob Luna will lead a tour of ten murals that tell the community's history on a wall that is a freeway sound barrier.
- The nation's largest herbal tea company, **Celestial Seasonings**, for a tour and conversation about how a successful

business incorporates spiritual awareness into its corporate culture.

- Nationally acclaimed **EcoCycle** project, a whole systems approach that includes everything from community organization to developing markets for recycled products.

## Day Camp for Kids

The Wholistic Lifelong Learning Stream is planning a conference day camp for 3-13 year-olds. The program will be based on the work of each stream. Activities being planned include a mountain excursion, storytelling, garden planting, arts and crafts, outdoor sports, mock voting, mural painting, tai chi and picnics. Tuition will be charged. Contact Paula Otto at [icachi@wwa.com](mailto:icachi@wwa.com).



# From Charity to Entrepreneur

by Sid Mohn

**NGOs must understand themselves not as charities or agencies, but as social enterprises.**

At the turn of the 19<sup>th</sup> Century, social service organizations were regarded principally as charities that distributed aid or relief to the poor or the suffering. The term "charity" usually carries the connotation of a well-meaning, but not necessarily well-managed organization. It suggests paternalism and eliminates the spirit of justice that is integral to the missions of many non-governmental organizations (NGOs).

In time, the term "agency" was used as a primary reference for NGOs. "Agency" indicated that the organization was doing business on behalf of another, i.e. its donors, be they private or public. Governments continue to reference subcontracted NGOs as delegate agencies invested with a service function *on behalf of* the government. "Agency" has passive connotations and suggests that the NGO is solely a conduit for others. On the contrary, NGOs have an independent leadership role that derives from their mission and their stakeholder base, and is essential for societal change and revitalization.

In this new millennium, NGOs must understand themselves not as charities or agencies, but as social enterprises. They must couple entrepreneurial spirit and bottom line concerns of any effective business enterprise with the social commitment and social outcome measures of a mission-driven, non-profit chartered entity.

An effective social enterprise:

- has a clear and pervasive understanding of its social mission
- is grounded in articulated organizational values that promulgate human well-being and organizational stewardship
- is guided by strategic management
- manages the environment around it
- understands its core competencies
- defines its role and position in the social marketplace



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- believes in "doing good" well, with qualitative and quantitative outcomes
- invests in organizational infrastructure
- practices dual-bottom line management, with attention to both mission fulfillment and positive financial margins
- commits to continuous improvement.

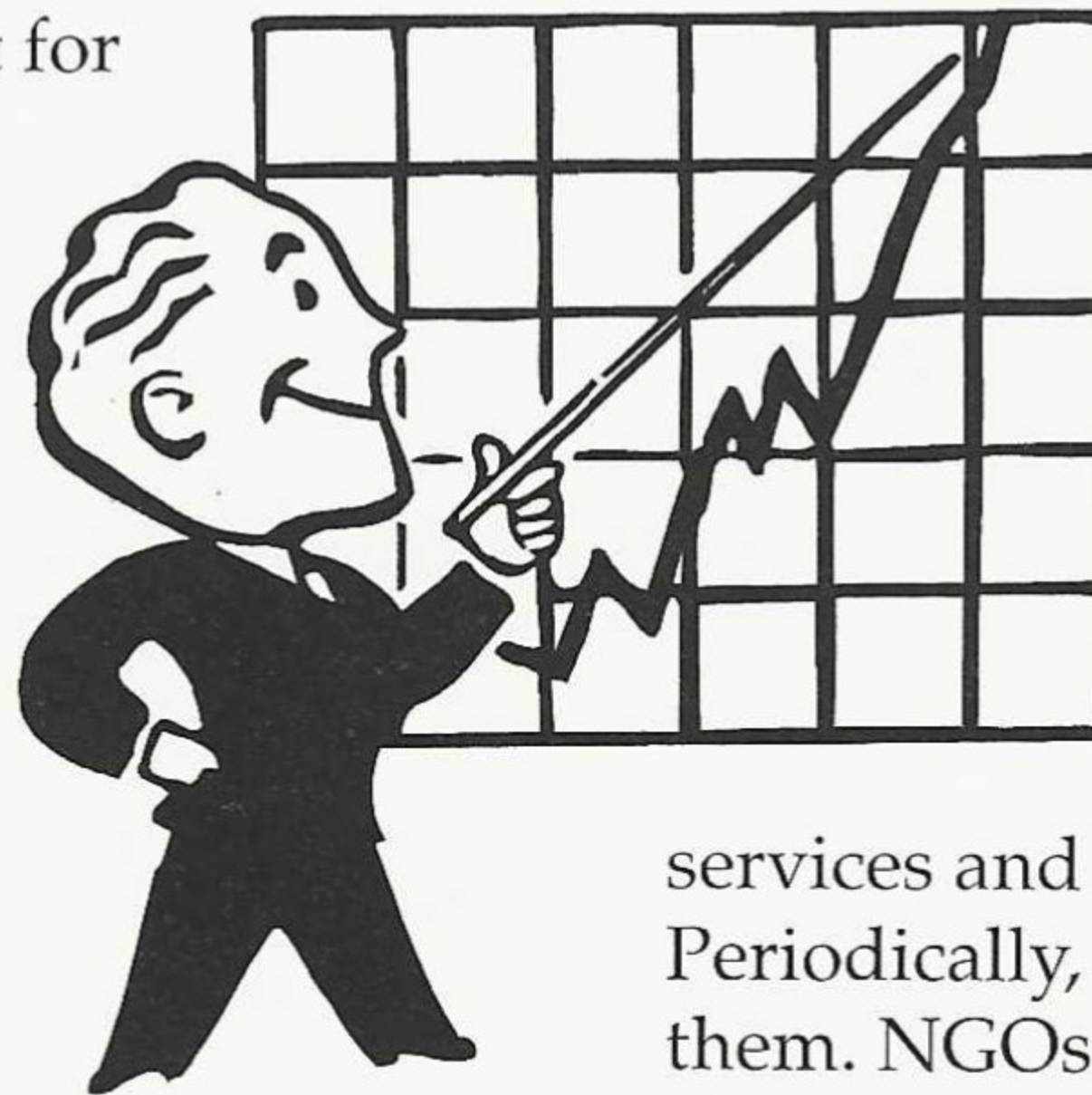
NGOs must embrace a role as a social enterprise if they are to be change leaders rather than implementers of an externally imposed agenda. They must understand themselves as businesses with a critical social purpose, i.e. advancing societal common good and protecting the most vulnerable. They must increasingly recognize that efficiency and effectiveness are *both* essential. They must invest in building diversified revenue streams, including opportunities to build earned income so they have the flexibility to respond to emergent needs or unpopular causes.

Furthermore, NGOs must better understand competitive strategies as increasingly, for-profit providers are successfully bidding as human service operators as well.

NGOs have a social mission to uphold and, if effective, are able to be both a provider of

services and an advocate for change. Periodically, they will bite the hand that feeds them. NGOs have humanity as their principal client, and therefore may find themselves unwilling to fashion new products for what they consider to be unfavorable new government policies or private funder priorities. However, what initially is a short-term disadvantage, yields a return of long-term social value.

As a sector, we will have to develop capital pools needed to maintain our competitive presence and our leadership voice. We will have to act carefully and quickly in the coming years to retain our role in society as custodian of the common good and advocate for the economic and social rights of all. We have the authority to do so because of our service base. We cannot rely on the free market to achieve these ends because there are many human needs that have no welcome place in the free market. ☸



## Releasing Human Care: The Task of Philanthropy ... *Continued from page 1*

paradigm shift from deficit to asset thinking. The work of John McKnight and others at Northwestern University in Chicago on identifying community assets has helped feed this trend.

The Ford Foundation has made this a major focus of its global work. As Elizabeth Campbell, Ford's Director of Community and Resource Development explained, "The edge of our work is bringing to the fore local asset building through resource development, economic development and human skills, in order to resource community development." Each of Ford's 15 offices around the world has

a philanthropy officer whose sole function is to focus on how resources from within a country have been, and can be, made available to civil society. Ford proposes to develop

community-based institutions that mobilize and leverage philanthropic capital, investment, knowledge, skills, natural resources and faith in a responsible and fair way of operating. Jennifer Vanica, Executive Director of the San Diego-based Jacobs Family Foundation, has described how this one-generational foundation has changed its approach to focus on developing a community's resources. [See page 8.]

### • Rise of Community Foundations

A vital tool for developing local resources is the community foundation. In the last few years, the number of community foundations has increased substantially, as people seek ways to give money that will make a difference in their own communities, especially over the long term. As Jane Stevenson, formerly of the Arizona Community Foundation noted, "We are seeking long-term giving that will produce real change that has a long-term effect." Community foundations are well placed to do this, often by catalyzing collaboration among key players in a community. Donna Grant, Executive Director of the Community Foundation for Southern Arizona, underscored

***The task of philanthropy is to find ways to release human care in socially constructive and economically viable ways.***

this. "Community foundations are playing a strong role in allowing partnerships to form between the private sector, the public sector, and the community," said Grant.

### • Advocacy Role of Foundations

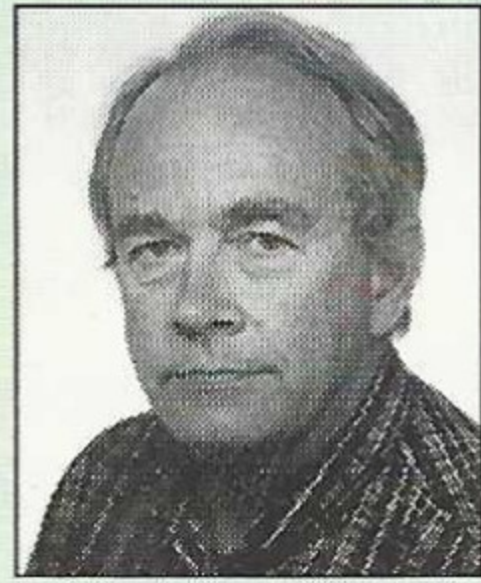
While some foundations are focused on a particular community or geographical area, others have chosen to devote their attention to specific social issues. In so doing, they have often taken over roles previously played by government. "More and more, foundations, not governments, are thinking through social issues," said Michael Marcus of the Chicago Community Trust. "They are being called to be advocates and policy designers." An example of this is the Bernard van Leer Foundation that is committed to bringing about innovation in global education through parental involvement. Van Leer spends most of its money on evaluation and impact studies so it can add a critical voice to the dialogue. Said Executive Director Rien van Gendt, "The key to the future is project documentation and dissemination of results that stimulate and build civil society."

### • Need for Social Entrepreneurship

Non-profit philanthropy and for-profit business used to exist in two fairly discrete worlds. No longer. The wall is coming down and what is emerging is a new reality called "social entrepreneurship". There are a number of factors driving this trend, but central among them is the capacity of non-profits to be sustainable over the long haul, and the necessity to be productive.

As Rebecca Riley of the John D. and Catherine T. MacArthur Foundation pointed out, "Philanthropy is merging with market forces. We are seeing development move from the supply side to the demand side. What do local communities want enough that they are willing to pay for it? Without this, philanthropy will continue to provide programs that people neither want nor are willing to sustain." Sid Mohn, of the Heartland Alliance for Human Needs and Human Rights, adds another more fundamental reason for this change. "Non-governmental organizations must embrace a role as a social enterprise if they are to be change leaders rather than implementers of an externally imposed agenda," he said. [See page 5.]

*In mystery straggles  
the river of conservation  
A mountain of care  
and tranquil like*



Dr. Goran Hyden

## Show What You Can Do!

While not everything the protestors said at the recent World Bank meeting in Washington DC would stand up to tough scrutiny, on one point they would be hard to refute.

The global mechanisms we have set up for poverty alleviation and international development in the last half-century — such as bilateral aid and World Bank loans — all too often have caused an increase in social dependency and a decrease in social capital. The result is that community self-help has been drastically diminished, distrust has set in, and aid money has gone into individual pockets.

Nowhere is this more true than in Africa. Long-time Africa specialist, advisor to governments and the United Nations, and contributor to the ICA's book, *Beyond Prince and Merchant*, Dr. Goran Hyden, has proposed a creative solution to this problem. Acknowledging that

responsibility for the present situation lies as much with donors as it does with recipients, Hyden is calling for the creation of *Autonomous Development Funds (ADF)*. These are autonomous trusts or banks with elected boards made up of representatives of civil society organizations, the government and donors. They are responsible for receiving funds and disbursing loans and grants. Public, private or non-profit organizations can apply for funds. A prototype ADF, the Tanzanian Cultural Development Trust, is already operating with assistance from the Swedish International Development Agency.

"ADFs say to recipients 'show what you can do', because many organizations from all sectors of society are competing for funds," said Hyden. "At the same time, they will reduce governments' dependency on donors and reintegrate them into playing a more positive role in development."

### • Importance of Venture Capital

A key dimension of social entrepreneurship is leveraging venture capital — start-up capital, expansion capital and seed money to turn prototypes into businesses. According to Jerr Boschee, President and CEO for the National Center for Social Entrepreneurs, "Earned income is the key. Sustainability without depending on outside funding is the biggest challenge facing non-profits," he said.

This approach calls for a major shift in thinking and operations on the part of non-profits, as well as in the philanthropic community. Part of this shift involves incorporating the vocabulary of the private sector. Joseph Barisonzi, formerly Executive Coordinator of the Lyndale Neighborhood Association in Minneapolis, envisages an alternative stock market for non-profits in which people invest in organizations that give them both economic and social return. The underlying principle is that people give to results, not charity.

### • The Role of Communities of Faith

Communities of faith play a pivotal role in "resourcing" civil society. In the USA, 70% of all social services are rooted in communities of faith. In many communities, faith institutions are the only stable organizations available to people. In other parts of the world, a similar situation exists. In many Arab countries,

Islamic organizations are the catalyst for a variety of community-based initiatives and provide the bulk of social services.

Part of the work of Denver's Piton Foundation is helping clergy make the transition from saving souls to running social service programs, and helping them see the relationship between the two. Reflecting on the role of the church in society, Gary Cook of the Presbyterian Hunger Program said, "We need to help congregations to be compassionate and spiritual, as well as assist in transforming society into an integrated whole. The church is a powerful force uniquely placed to do this."

When ICA colleagues in the Eastern United States gathered to work on the conference streams last year, they sent me the following note. "We discovered that everyone is a philanthropist." While not everyone has the same innate gifts, acquired skills or accumulated wealth, we all have a sense of care embedded in our being. It's not always obvious; it's often thwarted. But it is one of the defining characteristics of being human. The task of philanthropy is to find ways to release that care in socially constructive and economically viable ways. ☉



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the new land I see  
business flows free,  
this world for me  
a within there be.

# High-Engagement Philanthropy

by Jennifer Vanica

**F**oundations and donors easily fall into the mindset that the problem we are addressing is “out there” and if we just give it money, it will go away. But if philanthropy wants to create change, funders must change — their processes, guidelines, research strategies and expertise. Who they are and how they function is a significant factor in the success or failure of philanthropic efforts.

This premise led us at the Jacobs Family Foundation to pursue a six-year venture in “high engagement” philanthropy which brought us two years ago to a San Diego neighborhood stereotyped for its crime, drop-out rates, and decaying environment. To us, this has become an area in which the residents, businesses and community groups are the best colleagues, friends and teachers a foundation ever had. Some things we have learned include:

**Use Participatory Techniques.** Throughout our 10-year history, we have moved from making cash grants to providing technical assistance to a partnering approach to capacity-building in non-profits to community strengthening. We made these changes in order to practice what we preached: “Listen to what your market has to teach you.” We used the ICA’s *Technology of Participation*® to discover what people wanted and to gain agreement on goals and process.

**Build Relationships.** “Philanthropy is not visible in our neighborhood,” people told us. So we moved in, set up offices, became stakeholders, and built relationships with residents, businesses and local organizations.

Gradually, our building became a community center. We hired a team of residents to survey their neighbors; they became our first teachers. We hosted or attended neighborhood meetings. These relationships held us accountable for the work and the change we sought.

**Stimulate a Vision of Success.** Effective action is built on dynamic vision and a common view of the future. Yet we don’t ask people to dream. Instead, as funders we often ask people to reinforce messages of distress in their neighborhoods. Dream-deprivation is a root

**Dream-deprivation is a root cause of resource-deprivation.**

cause of resource-deprivation. Asking people to dream, to clarify their hopes, and to believe in joint action is essential to bringing out the creativity and the can-do spirit needed to build success. When we asked, we found people’s dreams were exciting, feasible and sustainable.

**Partner for Action.** When we moved in, people talked extensively about how they had been studied to death then were left with no plans or action, and how they had been divided by fierce competition for funds.

They distrusted not only us, but one another. No one wanted to work together. Our response was to partner with everyone. We emphasized that we all have to work together and hold each other accountable to an action agenda. What started with a neighborhood survey became a \$40 million commercial and community project. We worked to develop the project *with* and not *for* the community through a network of seven teams. Development timelines helped us build momentum and celebrate success.

**Unleash Creativity.** This project reinforces the message that if you have a solid vision and a strong plan, you can mobilize action. It has created pride and equity to build on. It will spawn hundreds of jobs; the first \$3.5 million construction contracts have gone to community contractors; youth have worked together to create their center; the art and architecture reflect the rich character of this multicultural community; and the community now has a sustainable, self-generating system of resources in which the profits return to both resident-owners and a neighborhood foundation. We couldn’t have “granted” this and it didn’t cost any more than before.

**Keep it Simple.** Strong vision, effective planning, using everyone’s gifts, talents and creativity, and the flexibility to put resources where they were most needed — these were the keys to success. Most of all, we learned to “keep it simple”. Complexity is disempowering. Ask what people want and then partner with them to get it done. ☉



Cultural celebration at a community meeting.



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ICA International is a network of 33 national, indigenous ICAs. A number of these have developed relationships among themselves that involve the exchange of money, people and expertise. Staff from ICA UK, Japan and the Netherlands share their experiences, two here and the other on page 2.

## Building Equitable Partnerships *by Jonathan Dudding*

Partnership is a word much used in development circles, with many different meanings. It describes relationships between donors and beneficiaries, implementing agencies and communities, and non-governmental organizations and governments. Seldom are these equitable relationships. One partner often stands to gain more than the other, has greater control over the partnership's products, or a greater say over who benefits.

In ICA UK, we have tried to make this imbalance more equitable. A trial period of discussion, dialogue, learning and experience precedes any formal agreement and the partnership is embedded in the wider context of building capacity, both of ICA UK and the partner ICA. This approach is reflected in the ICA UK's Regional Initiative for Africa that builds on the institutional strengthening work done there throughout the 1990s. This initiative focuses on developing the capacity of African ICAs to implement programs more efficiently and effectively, to promote participatory methods more widely, and to use local practice to influence policy.

The ICA UK's longest partnership is with ICA Kenya. Now in its third year, this agreement has seen a major increase in funding from UK donors to Kenya. Not only has this enabled ICA Kenya to undertake a number of community-based programs, it has also challenged ICA UK to develop its systems to handle increased funds and to institute checks and balances to ensure that money is spent according to the agreed purpose. As Edward Mutiso, Executive Director of ICA Kenya put it, "The relationship works both ways. It is based on equality and openness and benefits both parties."

ICA UK is also building relationships with ICAs in Côte d'Ivoire, Ghana, Nepal, Nigeria, Tanzania, Uganda and Zambia, which hope to emulate Kenya's example and pay ICA UK a retainer for the work it does on their behalf. ☉



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## New Consciousness in Development *by Wayne Ellsworth*

Since ICA Japan began supporting international development efforts in 1989, it has completed over 60 one-year projects. Recently, substantial changes in relationships between funders, ICA Japan and local ICAs have ushered in a new era of genuine partnerships.

In the summer of 1998, when the agency from which we had been receiving our largest grants changed its operating policies, we abandoned seven of our requests totaling more than \$250,000. Setting out to find authentic and wise development partners, we visited the Japan International Cooperation Agency (JICA), USAID, the World Bank and other development professionals. To our surprise, all were breaking with the traditional practice of government-to-government funding that frequently only widens the gap between the privileged and those most in need of assistance. Instead, they are trying to address the deeper issues of poverty by working with

non-governmental organizations (NGOs) and community-based groups.

As a result of this turnaround, ICA Japan was one of 13 out of 150 NGOs accepted by JICA to partner in substantial three-year development projects. Our proposal is to

work with ICA Kenya in the Kitui District on a program of leadership, health, water, small-scale agriculture and income generation.

Many development professionals are moving beyond "granting" to dialoguing about the values, purposes and philosophy of development activities before talking about specific projects. They are seeking organizations that know how to catalyze development, instead of merely provide assistance. They recognize we are all mutual partners in learning and giving whatever gifts we have, be they economic, technological or cultural. It seems that the ICA's claim to be "concerned with the human factor in world development" has taken on a new significance. ☉



ICA Kenya staff from Kitui District with Shizuyo Sato from ICA Japan.

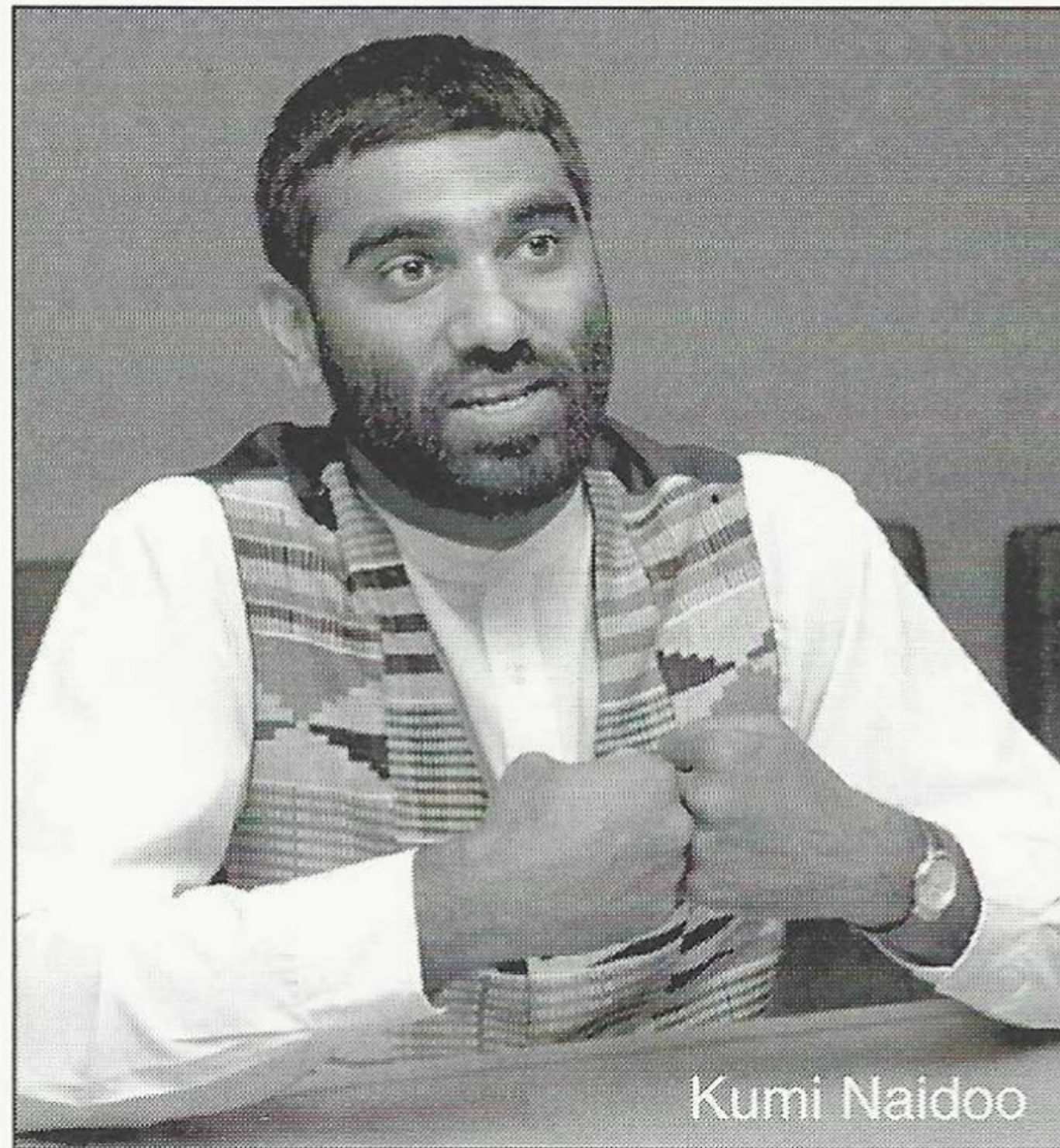
WAYNE ELLSWORTH

# Giving the Rest of His Life

by John Burbidge

It's little wonder that Kumi Naidoo describes 1980 — his 15th year — as a turning point in his life. He was expelled from school for helping lead a national student uprising against apartheid education; the part of South Africa in which he lived suffered a severe drought; and his mother died.

But it was a watershed year in another sense, too. Until then, Kumi had followed his father's example and devoted much of his time and energy to fostering a sense of community in the poor, working class neighborhood of Durban in which he grew up. But the anti-apartheid protest catapulted him into dealing head-on with South Africa's racist system and demanded a different response. "We broke the apartheid socialization barrier and moved from being simply Indian to being black, along with others who suffered discrimination. We also refused to be negatively labeled 'non-white'," he said.



Kumi Naidoo

This tension between grassroots community organizing and broader social and political engagement is a theme that has continued to play itself out in Kumi's life. Even as he became more deeply involved in resistance activities in his late teens, he was a live-in counselor in a boys' home. Colleagues chided him for "wasting time" with such charitable work, instead of addressing the root causes of South Africa's crises. Kumi persisted.

In 1986, when he was vice-president of his university student body, circumstances changed. The year before, he had joined the banned African National Congress (ANC). The government declared a state of emergency and Kumi found himself wanted for incarceration. He was charged, then released on bail. But before he was due to appear in court, friends in prison strongly advised him to leave the country. Some of his associates had been badly tortured. He decided to take their advice and forego the court appearance.

Ironically, around the same time, he was nominated for a prestigious Rhodes Scholarship at Oxford University. In order to be interviewed for the scholarship, he had to risk coming out of hiding. "I was on tenterhooks throughout the entire process," said Kumi. The scholarship offered him a way out of the country, as well as something to go to.

While in the UK doing his doctorate in political science, Kumi worked with the exiled ANC leadership, giving lecture tours in England and France. It was during this time that he came to appreciate two keystones of democracy — strong non-governmental organizations and an educated population. "You cannot have democracy if people are not educationally empowered, at least to basic literacy," he said.

Returning to South Africa in 1990 at age 25, Kumi threw himself into a range of social and political activities, including adult education, sport administration, human rights and the media. His leadership of the South African National NGO Coalition was a stepping stone to his present position as Executive Director of Civicus, the World Alliance for Citizen Participation.

Kumi brings many outstanding qualities to this job, not least his finely-honed skill in alliance building, a "southern" perspective in a world dominated by northern hemisphere power centers, and a firm belief in the capacity of ordinary people to make a difference in the world. Along the way, many "ordinary people" have influenced him, including his community-building father and his mother who taught him to respect all people.

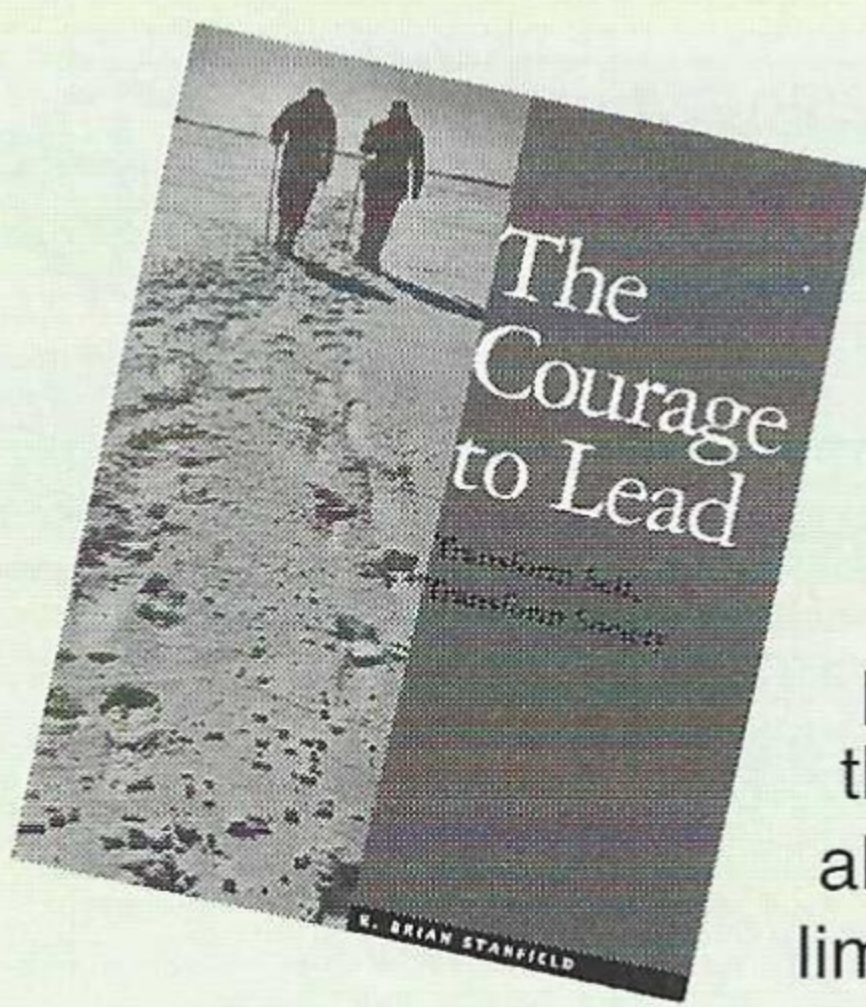
Among his own mentors, Kumi points to Lenny Naidu, a friend and colleague murdered by an apartheid hit squad when he was 24. The last time Kumi spoke with him, Lenny asked, "What's the biggest contribution anyone can make to the cause of humanity?" Kumi replied, "To give your life." "No," said Lenny, "to give the rest of your life."

Clearly, Kumi Naidoo has taken this advice to heart. ☸

**You cannot have democracy if people are not educationally empowered.**



John Burbidge is Communications Director for ICA USA and editor of *Initiatives*. E-mail: [icaseattle@igc.org](mailto:icaseattle@igc.org).



### The Courage to Lead

by R. Brian Stanfield for the Canadian Institute of Cultural Affairs

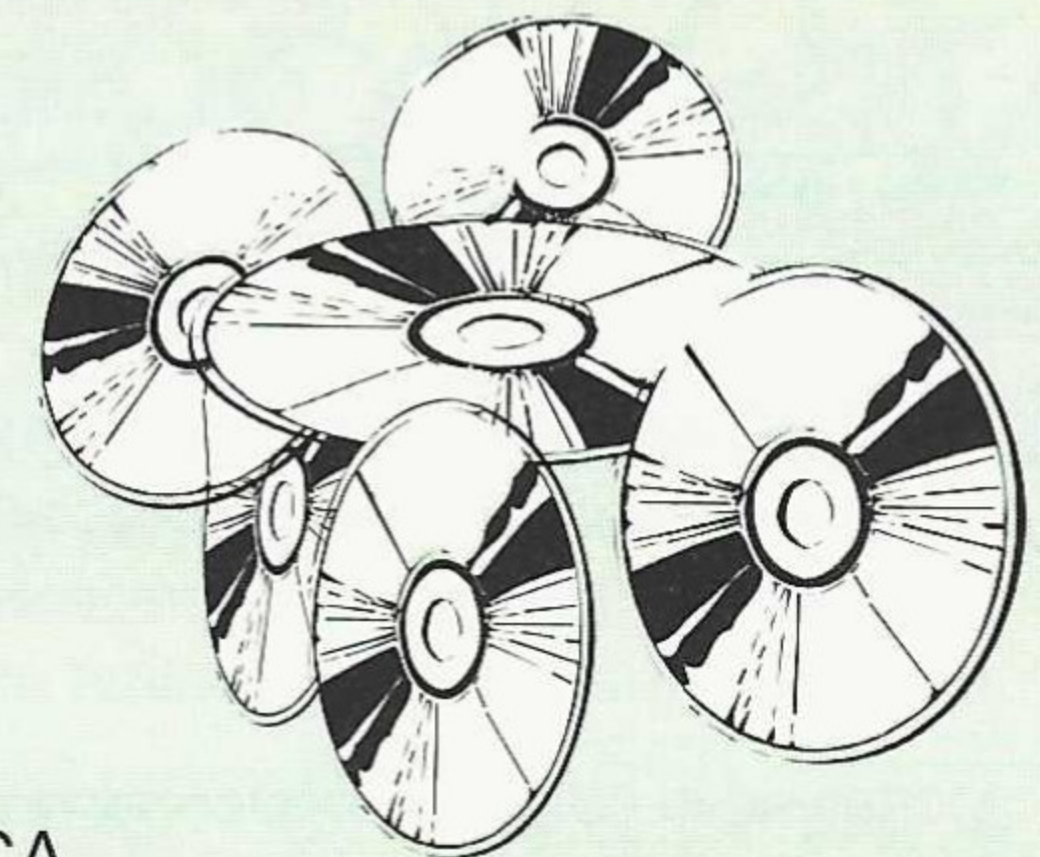
Many of us want to change the world for the better but find ourselves paralyzed by a number of factors — the complexity of life today, unclarity about the nature of social change, limited know-how about doing it effectively.

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### International Facilitator's Companion on CD-ROM



The Netherlands-based organization, Imaginal Training, directed by ICA colleagues Jon and Maureen Jenkins, has just released an expanded and updated version of their popular **International Facilitator's Companion** on a **CD-ROM**.

The disk has three additions to the booklet series — demonstrations, exercises and evaluation. The evaluation section covers the first three levels of Donald Kirkpatrick's "Four levels of Evaluation". In addition, there are more examples included, especially in the workshop section. They have also added "voice" to the second part of each of the methods and have improved the illustrations.

The operating platform is HTML so it will work with any browser. The retail price of **\$75.00** is half the cost of the set of booklets. To order, contact ICA Seattle.



## Recommended Reading

- **Winning Through Participation** (English and Spanish)  
Laura Spencer \$29.95
- **The Art of Focused Conversation:**  
Brian Stanfield (Ed.) \$21.95
- **The Change Handbook**  
Peg Holman & Tom Devane (Eds.) \$49.95
- **More Than 50 Ways To Build Team Consensus**  
R. Bruce Williams \$24.95
- **Beyond Prince and Merchant:**  
**Citizen Participation and the Rise of Civil Society**  
John Burbidge (Ed.) for ICA International \$29.95
- **Play to Learn, Learn to Play** (English and Spanish)  
Keith Packard \$15.00
- **International Facilitator's Companion**  
Jon & Maureen Jenkins \$150.00 (plus \$35.00 P & H)
- **Methods for Active Participation**  
Terry Bergdall \$19.95
- **Twelve Roles of Facilitators for School Change**  
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- **Facilitator's Guide to Participatory Decision-Making**  
Sam Kaner \$29.95
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Books can be ordered from the following ICA offices:

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The Institute of Cultural Affairs (ICA) is a global social change organization working in community and organizational development. Its network spans 33 countries, with an international secretariat in Brussels, Belgium. The mission of the ICA is to promote social innovation through participation and community building.

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**The Connection Collection!**

This issue of *Initiatives* on the theme of Philanthropy for Social Innovation is the seventh and last in the series on *The Millennium Connection* conference streams. Already featured are The Art and Practice of Participation, Community Youth Development, The Arts for Community Transformation, Wholistic Lifelong Learning, Sustainable Community Development and Spirituality in Organizations.

Back copies are available for \$3 each, including postage. Complete sets will be available for \$18 in June 2000. To order, contact ICA Seattle.

Have you checked out the ICA web sites lately? Log in at ...

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Matching gift cards and postcards of the "Children of the World" poster featured in the last issue of *Initiatives* are now available. The poster is \$20, the card and the postcard \$2 each. To order, contact ICA Phoenix at the 800 number above or e-mail: [icaphoenix@igc.org](mailto:icaphoenix@igc.org).