



Business Plan, 2015-16

Updated 12-15 May 2015 in Tanzania – approved by the Board, 19 June 2015

Sections 1-6 (strategic framework) approved by the GA December 2012 & 2013,

Section 8 (budget) approved by the GA, December 2014

Section 7 (Strategic Directions) approved by the GA, July 2015

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1. ICA Profound Purpose & ICAI Mission

Source: India GA, 2010

Source: Pre-2006 & 2011 Annual Report

The Institute of Cultural Affairs (ICA) is about empowering, through methods and values, an authentic and sustainable transformation of individuals, communities and organizations.

ICA International is a membership organization, and the representation of a global community of individuals and organizations, that support participatory and sustainable global human development.

“Concerned with the human factor in world development”

“A global network of non-profit organisations advancing human development worldwide”

2. ICAI Values

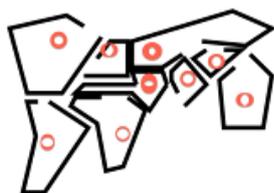
Source: India GA, 2010

We resolve to hold the following core values:

- **Fostering creative organic growth through serving core change:** we will grow in an organic way based on the reality of what our ICAs can sustain at this time. We understand that we are about core change in society, rather than a band aid approach
 - **Transparency and accountability to our highest ideals:** we are committed to transparency throughout our organization in the areas of finance, decisions, communication and operations, and accountability to our agreed values
 - **Balancing our autonomy, self-sustainability and mutual support:** in our relationships with one another we will hold the balance of mutual support with autonomy and self-sustainability
 - **Embody & role-model participatory culture:** we will balance leadership and teamwork; creating a participatory environment, and demonstrating being a participatory organization, both face to face and virtually using online technology
 - **Recognize global-local identity:** ICAI members are recognized as global-local entities with global-local identities. ICAs use a common brand of methods, logos, and language, like a hologram - we are each individual cells that shine through a holistic paradigm
 - **Caring for and discovering our living legacy:** we will honor and integrate our historical wisdom, values and methods through our individual and collective ICAs; and create anew the systems, structures, curricula and projects for future generations to carry forward the ICA legacy
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3. ICAI Membership

Source: India GA, 2010 and Bylaws 2006



Global grid

ICAI has member organizations representing all continents.

There are ten criteria which define active members in good standing, eligible for statutory (voting) membership:

1. **Registered organization:** Members ICAs must be a registered organization in their country. They must have a Board comprised of a majority of people not making financial gain from ICA
 2. **One per country:** There will be only one per country.
 3. **ICA methods:** Each member ICA has to demonstrate competency in ICA methods, particularly Technologies of Participation (ToP)
 4. **Annual Dues:** Members ICAs pay the dues set by the GA on time, for both symbolic and practical reasons.
 5. **Transparent Accounting:** Each member ICA will have an annual external independent review of their finances and will share this with ICAI
 6. **Program Reporting:** Each member ICA will prepare and share with ICAI an Annual Program Report.
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7. **Effective projects:** Each member ICA should have active projects and services which demonstrate ICA core values and meet national needs in their own country.
 8. **Aligned Values:** Members ICAs will operate out of values in alignment with traditional and emerging ICA values.
 9. **International Support:** Each member ICA will provide some inputs and effort for the international work of ICA.
 10. **Compliance Agreement:** Each member ICA agrees that if it does not comply with the above criteria it will not consider itself an ICA and will quit using the ICA name. The General Assembly will be the final authority of this matter.

We have associate (non-voting) member organizations of two types - organizations working to become statutory members, and others who see themselves as aligned with ICA globally and wish to formally commit to peer to peer activities within and beyond their nation.

4. ICAI Evolving form & 'Peer to Peer' approach

*Source: India GA, 2010
Edited: Board, June 2016*

This is about new ways of realizing the international development functions of the ICA network.

We have decided that a **decentralized "peer to peer" approach**, with a regional perspective, is the most effective way for national ICAs to support one another. Responsibility for priority functions will be delegated & appropriated by national ICAs.

In doing this, **we will grow organically**. When circumstances allow, we anticipate that various ICAI structures will once again become vehicles for our collective development efforts.

This new peer to peer approach will allow for new opportunities & creativity in program development and capacity building among local ICAs.

5. ICAI Vision (functions)

*Source: India GA, 2010
See also Bylaws 2006*

We resolve that the key global functions of ICA are:

1. **Program support** - support and serve existing and new programs of national ICAs from an understanding of ICA core values
 2. **Capacity building** - build human capacity through research, sharing learnings, ToP training, ICA core values, understandings & methods
 3. **Relationship building** - enhance bilateral co-operation between members by creating and maintaining relationships among members
 4. **Organisational effectiveness** - building organizational capacity of member ICAs through partnerships, fund raising & advocacy
 5. **Global operational framework** - networking ICAs to develop an emergent global polity (decision making, sharing approaches that work) - ensuring compliance, honoring consensus, governance.
 6. **Public face** - building global credibility for a global identity for ICA global network
 7. **Communications & access** - ensure that communications structures, mechanisms and processes are culturally sensitive and technologically and linguistically accessible
 8. **Influencing public policy** - facilitate conversations/work on various topics to developing policy positions, reflecting ICA values to influence policy at global/national levels
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6. ICAI Board Role & Structure

Source: India GA, 2010

See also ICAI Bylaws 2006 and Board role descriptions 2012

The General Assembly (GA) is the final authority of ICAI.

The Board of Directors is to execute the plan and decisions of GA. The Board will operate by consensus, when a consensus is not reached (if urgent) decisions will be forwarded to the GA.

Commitments of the ICAI Board:

- Maintain the legal framework of ICAI, working with colleagues in Canada and USA
- Monitor and solicit commitments from ICAs to care for envisioned global functions including:
 - Global Conferences
 - Communication systems: Website, Winds and Waves, regular emails, Buzz
 - Peer to Peer support
- Maintain personal contact with all member ICAs on a regular basis and work with ICAs to meet all membership requirements
- Support new or struggling ICAs to find a mentor ICA to support their capacity building
- Expand the network by including non-member ICAs

Board Structure & roles

Officer roles are assigned by the Board after election:

- | | |
|--------------|--|
| 1. President | 4. Vice-President Europe & MENA |
| 2. Secretary | 5. Vice-President West & Central Africa |
| 3. Treasurer | 6. Vice-President East & Southern Africa |
| | 7. Vice-President Americas |
| | 8. Vice-President Asia Pacific |

Revised: Board, May 2015 in Tanzania

7. Strategic Directions for 2015-16

Source: Board, May 2015 in Tanzania [Appendix D]

In 2015-16 we will be...

In order to...

1. **Fostering Global Connections & Collaboration to Support ICAs to Thrive**
 - Support Peer-to-Peer Collaboration & Capacity Building
 - Facilitate Inclusive Global Communications
 - Gather, Synthesize & Share Info/Data of Value to our Membership
 - Develop & Strengthen Global Partnerships
 2. **Boosting ICAI Resilience and Safeguarding the Integrity of our Global Community**
 - Strengthen Organizational Resilience & Sustainability
 - Safeguard the Integrity of the Global Membership
 3. **Recognizing & Leveraging ICA Wisdom & Nurturing New Leadership**
 - Recognize & Appreciate Contributions/ Achievements
 - Strengthen and Share our Collective Wisdom & Approaches
 - Share & Nurture Global Leadership within the Membership
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