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Cultural Affairs**

Initiatives

Vol VIII

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

No. 3

ICA West Forges New Partnership in Nigeria

by John Burbidge

January and February are the two worst months of the year to spend in northern Nigeria. The hot, dry winds of the Harmattan season blow down from the Sahara Desert, bringing dust and heat that makes an Arizona summer seem mild by comparison.

But that didn't deter ICA West's Executive Director, John Oyler, from choosing this time to spend eight weeks there on a mini-sabbatical, at the request of ICA's Nigerian partner organization, **NIRADO — the Nigerian Accelerated Integrated Development Organization.**

Formed out of the Nigerian delegates to the International Exposition of Rural Development in India in 1984, NIRADO has become a highly significant indigenous development organization. Made up of "volunteers in service to rural Nigeria," its members include high ranking government officials, business men and women, academics and local community representatives. American ICA colleague Shirley Heckman has been NIRADO's Interim Administrator for the last three years.

During this time, one of NIRADO's main programs has been a series of two-day planning meetings with village self-help groups, often called Community Development Associations (CDAs). The purpose



Members of a Community Development Association work together on a plan for their village's future

of the meetings is to help the groups create a one-year action plan for the development of their community. Each village is required to send one of its members to facilitator training, so that this person can assist the village to carry out its plan.

This is where John Oyler came into the picture. Joining other ICA colleagues from India, Kenya and Nigeria, he played a lead role training the newly recruited village facilitators and assisting them to conduct village meetings. ICA West's extensive work in group facilitation and leadership training proved an invaluable resource for this program.

The 25 trainees were a mixed bunch. Old and young, skilled and unskilled, men and women, most were embarking on a brand new adventure which demanded a high degree of risk. One woman had never spoken to a white person nor stood in front of a group before. By the end of the program, she was reading, contributing and backing up other participants.

Following a week of training, teams of trainers and trainees spent the next four weeks conducting meetings in 23 villages in the southern part of Kaduna State. The response of

Continued on page 4

Budget Crisis Catalyzes Coalition

When San Diego County was facing a severe mid-year budget crisis last fall, it took the unusual step of asking community agencies for advice. The agencies turned to **Community Congress**, ICA's Field Office in San Diego, to convene a meeting to develop their input. ICA board member, Anne Doshier, facilitated the meeting.

Chief Administrative Officer, David Jansen made it known that the County was not only interested in the agencies' current ideas, but in forming an ongoing, collaborative partnership with them. The agencies decided to form a coalition, seeing it as a unique opportunity to better work together among themselves and with the County.

Focusing on the proposed County budget, they recommended defining and operationalizing key decision-making criteria, identifying when it is optimal to contract out and determining guidelines for doing so. In addition, the Coalition asked the County Board of Supervisors to support an "Alternative State Budget." □

Los Angeles City Planners Trained in ICA Facilitation Methods

It couldn't have been more timely. Following on the heels of the recent LA riots, 17 members of the City of Los Angeles Planning Department, Housing Preservation and Production Department and Rapid Transit District took ICA's basic facilitation methods training.

The two-day course was set up and sponsored by ICA's field office, the **Cooperative Resources and Services Project, CRSP**.

Denver Colleagues Honor ICA Mentor

At a reception held in the exquisite drawing room of the Denver Training and Events Center in March, ICA colleagues paid tribute to author, teacher and long-time mentor, 82 year-old **Kenneth Boulding**. The event, which took place following an *Imaginal Education* workshop, attracted not only ICA members but special guests including Bea Romer, the wife of the Governor of Colorado.



Kenneth Boulding talks with Denver colleague, OliveAnn Slotta, winner of the American Math Teacher of the Year Award.

The event was remarkable in that the planners paid for it out of their own pockets, while the city gave them time off to attend and provided the training space.

Said CRSP director Lois Arkin: "I work with many different agencies and public sector officials but this is the first time I've ever seen people make a personal financial commitment for this type of activity. It bodes well for the future of our damaged city." □

Boulding was as awed by the event as he was by the way his book, *The Image*, has had such a dramatic impact on ICA and its work around the world over the last 35 years. In a note of thanks to ICA he said: "When I wrote *The Image* nearly 37 years ago, I had no idea what the response to it would be. You are making extraordinarily good use of the book and I am very grateful this has happened."

At the reception, Boulding confessed to having "just whipped out the book in protest against some of the economists of the day." He later admitted going back and rereading it to find out what he'd said. "Not bad," he admitted after a short read. □

ICA Members Gather in Northwest

Held in the delightful 11-acre property of Songaia Community near Seattle, the second annual Northwest Members' Gathering attracted forty people from throughout Washington and Oregon. The majority were new to the ICA network.

A feature of the day was a panel who addressed issues related to ICA West's four strategies. The panelists were **Dee Dickinson** of New Horizons for Learning, **Link Shadley** of Leading American Natives to a Challenge for Excellence, **Lois Irwin** from Spokane's Partnership for Rural Improvement and **Alan AtKisson**, editor of *In Context* Magazine.

The afternoon was an opportunity to discover the rich diversity of interests and organizations represented in the group and to explore potential points of collaboration, something ICA is ideally positioned to facilitate. □

Indian College Students Embrace Participation Methods

by John Burbidge

“**W**e’re a rather young organization that’s grown ahead of its time” is how Stanford University student Nyleta Belgarde summed up **ONAICS, the Organization of North American Indian College Students**. “We all knew what we wanted but we didn’t have a clear plan of how to do it. That’s what this was all about.”

“This” referred to the decision of the students on ONAICS planning board to request the Council of Energy Resource Tribes (CERT), to facilitate a strategic planning session using ICA’s Technology of Participation (ToP) at this year’s ONAICS conference in Tulsa, Oklahoma.

CERT staff welcomed this opportunity to work with the students. Said Manager of Education Programs, Lesley Jackson: “The students represent the tribes’ human resource base. We saw this as a good chance to demonstrate the tribes’ interest in and commitment to supporting their young people.”

The students’ intrigue with ToP methods grew out of a meeting of the National Indian Education Association the previous year, at which Lesley, who had been trained in ToP methods by Kim Epley, facilitated an impromptu discussion.

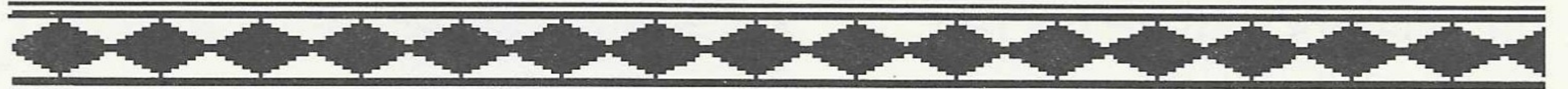
Convinced that they could use the same methods to deal with their own organizational concerns, Nyleta and her colleagues arranged for CERT staff and other ICA-trained facilitators to help them build a strategic plan for ONAICS future. A major issue that surfaced in the planning was the desire to shape ONAICS into a more service-oriented organization.



Native American Program Update

ICA West’s Partnership with the Council of Energy Resource Tribes (CERT) has greatly expanded its work with Native American communities, organizations and tribes. The following is a selected list of recent programs:

- **Administration for Native Americans and the Administration on Developmental Disabilities:** Conducted a joint strategic planning session for these two federal administrations, involving three states (Colorado, New Mexico and Utah), to better serve the needs of the developmentally disabled in the Hopi, Navajo and San Juan Southern Paiute tribes.
- **Intertribal Monitoring Association:** Facilitated a year-long process with this lead-group, for tribes to reconcile their trust funds and maximize their assets.
- Facilitated strategic planning with the **Fort Peck, Jicarilla and Southern Ute Tribes**, and with the Navajo and Phoenix Areas of the **Indian Health Service**.
- **Navajo Family Planning:** Led workshop on lesson planning for community education and health workers.



“As many as 50% of Indian students drop out of college, because of the lack of support services,” says Nyleta, a member of the Turtle Mountain Chippewa Tribe. “At Stanford we are lucky to have a cultural center which acts as a hub for the Indian student community. But in the majority of universities, there are such small Indian populations, that it’s hard to convince administrations to provide support services for us. This is where ONAICS can help.”

Not only did participants find the ToP methods useful in “clearing away the underbrush and getting down to the real issues,” they also produced some very concrete results. Tiffany Lee of the Navajo

Tribe was amazed at how much was accomplished in such a short time. “This meeting was really practical,” she said. “It allowed us to think things through and gave us a way to implement the plans we made.”

Having had a taste, ONAICS students are now asking for more. They are arranging with CERT to train students in ToP methods at different regional locations and to make more use of facilitation methods at future ONAICS conferences. As Nyleta remarked: “With these methods, everyone feels a sense of ownership, everyone contributes and everyone is heard. We need these skills, and so do a lot of other people.” □

Continued from page 1

the villagers was enthusiastic. As John put it: "I was simply overwhelmed by the gratitude of these people for the opportunity to do this kind of planning together."

"More change has happened in Ijede than in any other place I've ever been."

At the conclusion of the village meetings, the trainees gathered for a further week of training focused on action planning. Three months after the program, NIRADO staff Owolola and Elina Olatunji conducted follow-up visits to review progress, celebrate accomplishments and help the villagers plan for the rest of the year. Further gatherings are planned for later in the year, designed as NIRADO Members' Meetings to strengthen the grassroots participation in the organization.

Going to Nigeria was no novelty for John Oyler. He and his family spent three years there in the late 1970s, as staff with the Ijede Human Development Project, across the lagoon from the mushrooming Nigerian capital, Lagos.

During the last week of his two-month stay, John revisited his former home and was amazed by what he discovered. "More change has happened in Ijede than in any other place I've ever been," exclaimed John. Part of this

change was due to the erection of a huge electric power station which the government had built nearby, along with adjoining workers' housing.

But that wasn't the whole story. Sitting down with members of the former management team, John went through their 1977 planning document with them and checked off all the elements of the community's vision for its future. An incredible 102 of the 120 elements had been realized.



Reflecting on his two-month sojourn in Nigeria, John Oyler was deeply impacted by the many changes he witnessed since he was first there. Being the victim of an armed robbery the night after he arrived in the country and seeing the carnage resulting from intertribal riots, reminded him of the fragility of this most populous of African nations.

One of the things that troubled him was the extremely high price of food, nine or ten times what it was when he left Nigeria in 1980. "People have the sense it's almost impossible to live, even with two or more jobs," said John. "One hopeful sign is the emphasis on local self-help efforts, such as the Community Development Associations. Once people get an idea that something like that is possible, they really go after it."

Returning to the United States, John has been keen to extend his personal experience into an ongoing, mutually beneficial partnership between ICA West and NIRADO. He suggested several ways this might happen.

First, since both are membership organizations, they have much to share with each other and with other ICAs which have adopted this mode of operating.

Second, ICA West's long experience and skill with facilitation methods could make a most valuable contribution to Nigeria's national development, but NIRADO needs assistance to deliver this kind of training.

Sending ICA West staff and members to Nigeria on short-term assignments such as this would not only assist NIRADO but it would also help ICA West develop master facilitators and new faculty.

In return, having Nigerian colleagues come to the United States on exchange visits would be enlivening and educational experiences for all of us. John intends to explore these ideas further at the ICA International conference in Prague this coming September. □

Every Rule Has Its Exception by John Burbidge

In most countries, ICA has insisted that volunteers stay a minimum of six months in a new project. It usually takes at least that long for culture shock to subside and for volunteers to begin to make a contribution to the situation.

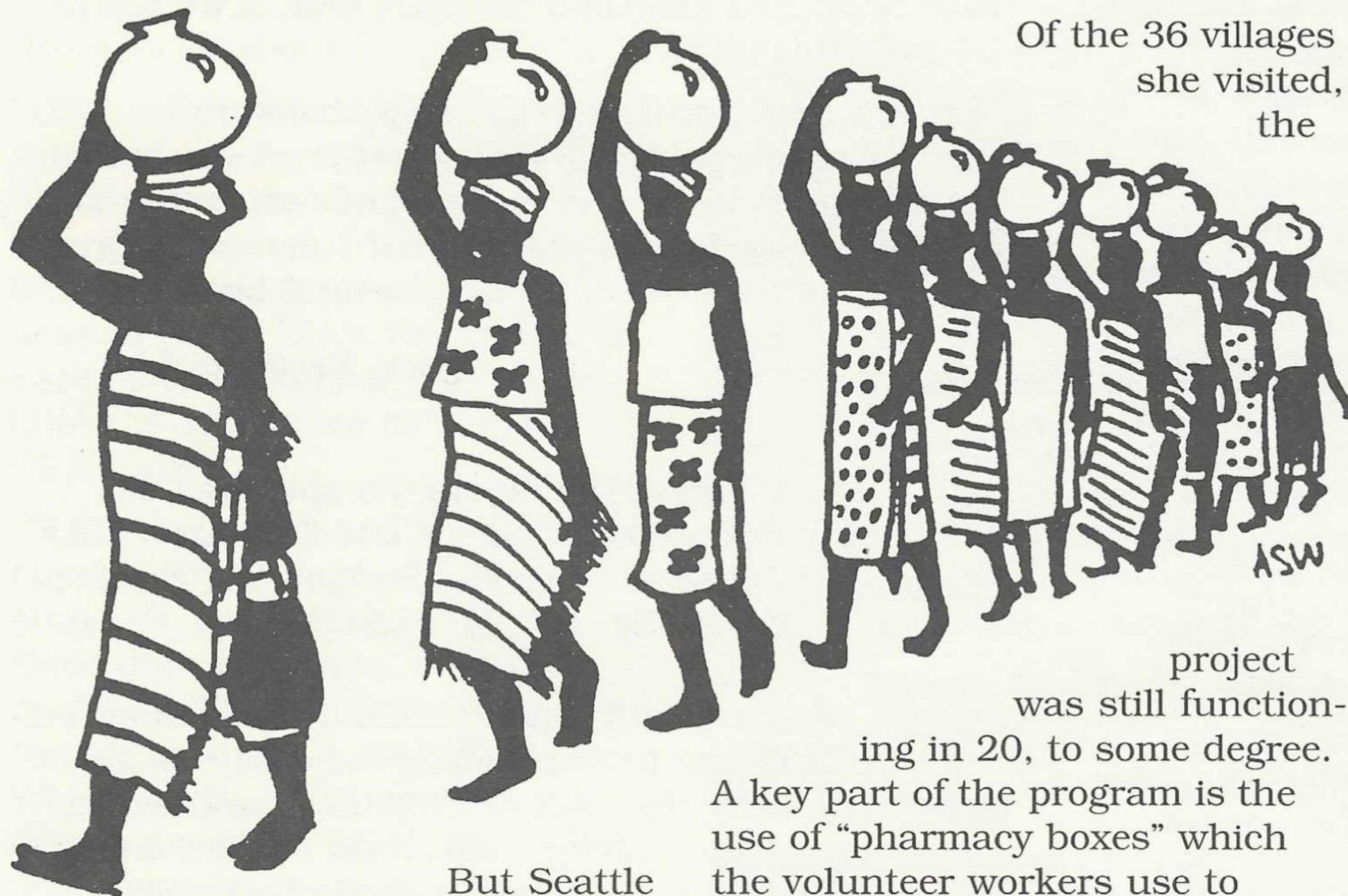
Using a pillow as a seat, she hopped on the back on Andre's moped and headed for the villages. The lack of any clear history of the program soon became apparent. Taking this as a challenge, Nan decided to write a history, using input from the villagers, the health workers and health professionals.

In acknowledging this, the local head of rural health, Dr Kamara, expressed interest in collaborating with ICA in the future operation of the project. One of his first requests was for a history of the project to date!

Dr Kamara's offer couldn't have come at a better time for ICA, which, like most voluntary organizations, has been at the mercy of erratic funding from foreign donor agencies to continue its development work. In order to complete her report on the project before she left last December, Nan turned to the computer to speed up the process. Halfway through, the machine died on her.

Not to be outdone, she took her notes to Bouake and recruited the services of half a dozen typists working in their little outdoor booths. She then divided up the manuscript among them and in an effort to meet her deadline, scurried from booth to booth, encouraging each one to do their bit. "It's the funniest looking report you ever saw," she maintains, "but it did the job."

Anyone interested in a volunteer for three months? □



Of the 36 villages she visited, the

project was still functioning in 20, to some degree.

A key part of the program is the use of "pharmacy boxes" which the volunteer workers use to supply basic medications to their village. Villagers are expected to pay a small amount for purchases the income from which helps replenish supplies.

Nan soon discovered that this system did not always work out quite the way it was intended. "In a culture where tradition demands that everything be shared," she said, "people expected the person with the medications to do the same." The pressure on the health worker to oblige, coupled with the dire economic situation in this region, made it difficult to do otherwise.

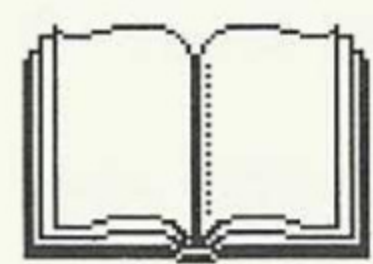
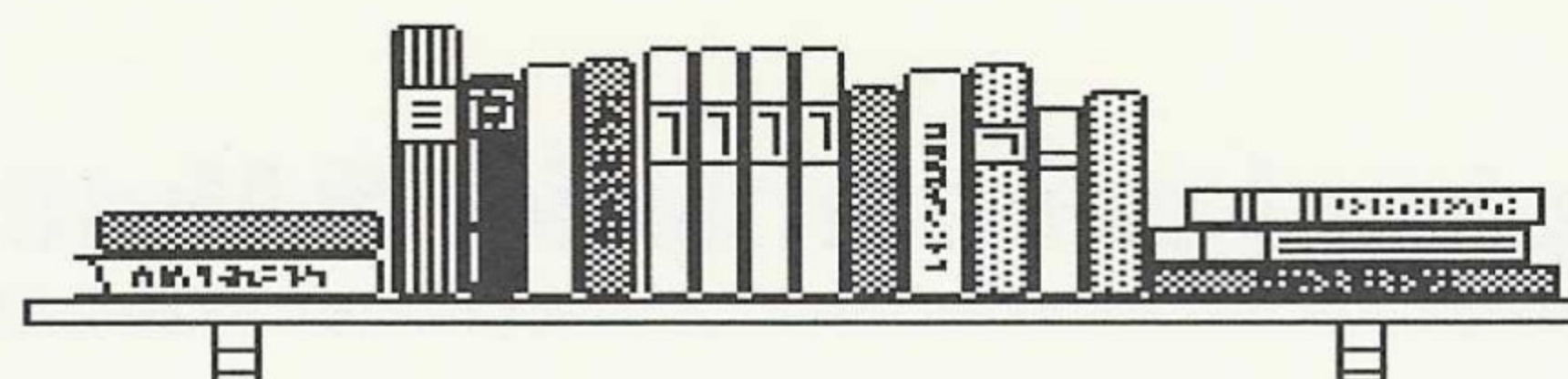
In spite of these and other difficulties encountered during the project's ten-year existence, it is one of the most innovative grassroots health programs in the

But Seattle school teacher, ICA West member and former Peace Corps worker, Nan Hammett, proved the exception to the rule. Arriving in Cote d'Ivoire (Ivory Coast) last October, she not only accomplished the job she was asked to do in three months, but a lot more besides. And of course, it was all in French.

After an overnight briefing from ICA director Jan Barr in Abidjan, Nan made the five-hour bus ride north to the city of Bouake, from where she traveled to the ICA project center in the village of Brobo. Her assignment was to team with Ivorian staff member, Andre Konan, and visit all the villages with ICA-trained community health agents, to assess their progress and organize a meeting with all of them.



Nan Hammett with new friends in Cote d'Ivoire



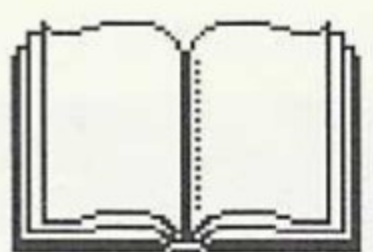
Ariadne's Thread: The Search for New Modes of Thinking by Mary E. Clark.
St. Martin's Press, New York, 1989. \$24.95

Seldom does one find a comprehensive and integrated picture of the world in which we live in such a readable book. Throughout its 500 plus pages, Mary Clark, Professor of Conflict Resolution at George Mason University, guides the reader through a myriad of concepts and subjects that coalesce in a chart which lays out a course from current reality to ideas and goals for a viable future.

The book addresses four major questions. The first, *What are the Limits to Growth?*, summarizes the constraints inherent in nature and exposes the illusion that modern technology and an expanding economy can overcome these constraints. The second, *What is Human Nature?*, considers how culturally acquired values and culturally selected worldviews are the key to bringing about changes in our thinking. The third, *Whence Comes Our Western Worldview?*, reveals the historical development of our modern values and their social consequences. The last section, *Where Do We Begin?*, looks at how we can change the way we think in many arenas.

Ariadne's Thread probes the underlying contradictions that confront society, illuminates the human factors which have brought us to this point and proposes future alternatives. It is a timely contribution to all who seek creative ways to understand and respond to the challenge of our times.

Fred Lanphear, Bothell, WA



In the Absence of the Sacred: The Failure of Technology and the Survival of the Indian Nations by Jerry Mander. Sierra Club Books, San Francisco, 1991. \$25.00

What a title! Who wants to live in the absence of the sacred? So why are we trying to? Jerry Mander's answer: We've been taken again, this time by the Western, rational notion that progress means overcoming nature through technology which will free us from disease, strife and toil.

But does it? No. Mander has cogently organized endless reasons how not, ranging from the fact that we work more than any society in history, to our separation from community. And why not? Because we have no standards by which to evaluate technological discoveries. Mander proposes ten "reminders" to help us do this. His arguments are chillingly compelling, complete and subtle. He confirms what I already "know."

But how does a book about technology relate to the survival of Indian culture? If progress means overcoming nature through technology, then any culture which embraces "Mother Earth" must give way. Mander asserts that we are engaged in a world war against the Indians, not only in North America, but in Africa, Asia, Latin America and the Pacific.

Why bother to read this? Because, out of the agony, we may learn. As one who loves consensus as well as speedy decision making, I learned that the Iroquois slow down major conflict decisions, in the hope that reflection will temper hot blood. Imagine what could have happened instead of the Gulf War, if we had followed this path?

This is a thoughtful, sad and angry book. By examining two polar world views, it reminds us that sacred equals home and home equals earth. For all of us two-leggeds who yearn to live fully in the presence of the sacred, it's an essential book. Ho!

Liz Shear, San Diego, CA



Creating The Future: Perspectives on Educational Change, Dee Dickinson (Ed.)
Accelerated Learning Systems Ltd, Ashton Clinton UK, 1991. \$14.95

Despite what educator John Goodlad in his foreword calls the "soft and tender" side of the essays in this book, the reader does not develop a soft and tender complacency after having read them. Rather, one is left with a difficult challenge, a challenge to bring about what Asa Hilliard calls "excellent schools" and what Noboru Kobayashi refers to as emotionally-rich teaching environments.

Maintaining that nothing is impossible in education, Reuven Feuerstein outlines his theory of Structural Cognitive Modifiability and its success in integrating people with Down's Syndrome into society. This has powerful implications for low-achieving or non-traditional students. Jane Healey asserts that modern media and the rapidly accelerating pace of today's society has produced students who demand more creative teaching in which they participate fully in the learning process.

With this book, editor Dee Dickinson, founder and CEO of New Horizons for Learning, has pulled together a state-of-the-art collection of essays on education. For those particularly interested in practical classroom techniques, Dee has made a companion tape which synthesizes the essays and backs them up with specific examples. For \$7.50, it's an invaluable addition to an excellent book.

Linda VerNooy, Seattle, WA

Although he is apt to deny it, Tim Karpoff could well be mistaken for that mild-mannered reporter, Clark Kent. Admitting that being a Christopher Reeve look-alike is somewhat flattering, Tim says that when anyone points it out to him these days, he just smiles and says "Thank You."

Born in Cleveland, Ohio, Tim graduated from high school as a National Merit Scholar. But it's as a wrestler that he's probably best remembered, having become Ohio State Heavyweight Champion in his senior year. While going to Yale, he won the honor of being named an All-American Wrestler.

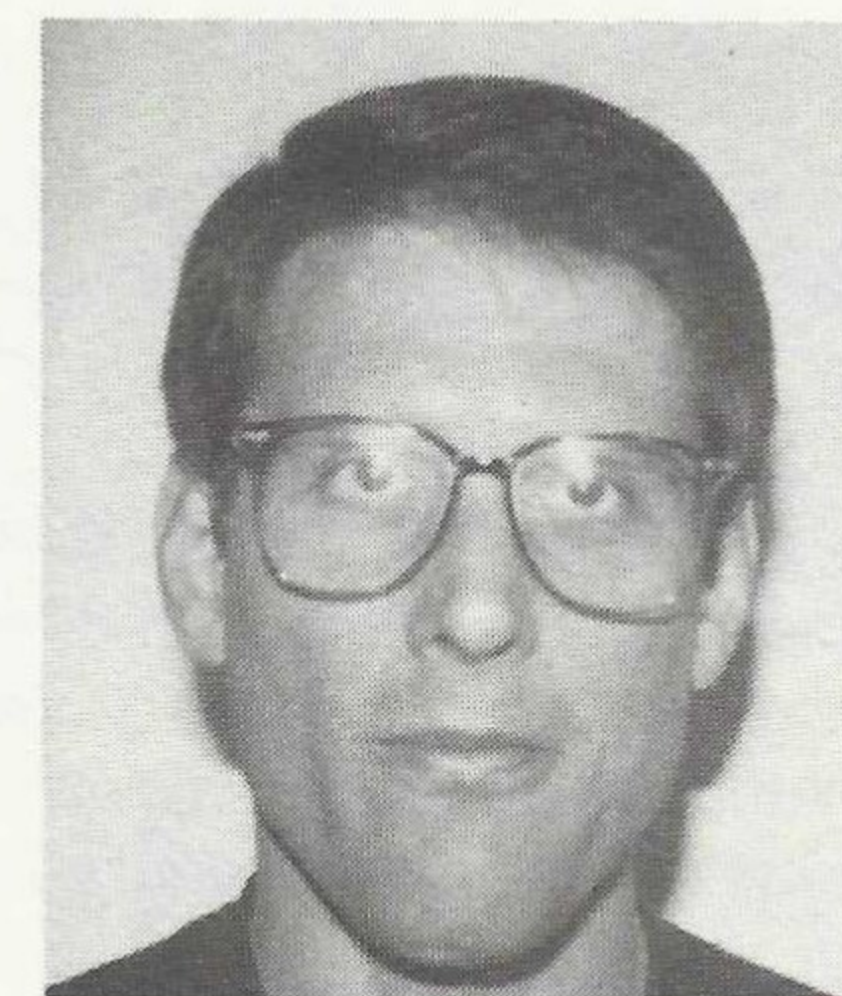
Growing up in a family concerned with social justice and revitalizing the church, Tim was introduced to ICA's parent organization, the

Ecumenical Institute, at an early age. He became a staff member of the Institute in 1974. One of his toughest ICA assignments was during his seven-year stay in the Philippines, where he found himself juggling three training contracts at the same time — with a finance company, a government agency and a rural community in Basilan.

These days finds Tim and his wife Martha living in Santa Fe, New Mexico, where is he doing a Masters Degree in Community and Regional Planning, running the ICA Field Office and working with a team of fellow facilitators, interested in learning from and supporting each other's efforts. They have already held a number of Facilitation Methods courses this year, as well as conducted

in-house programs with the Signetics Corporation, which has found the methods very useful in their cross-functional teams.

But it's probably his work with the people of the Jemez Pueblo which Tim finds closest to his heart. Acknowledging a certain gift for listening and helping people come to a consensus, he has facilitated several workshops with pueblo residents to build closer cooperation among them. "It's been great to work with people who are so hospitable and a lot of fun," he says. □



A member-driven organization

Membership in ICA West brings:

- The quarterly newsletter, *Initiatives*, with reports on ICA activities locally and abroad, liftout pages for your files, and more
- Discounts on ICA programs and publications
- Linkages to a vast network of people and organizations around the world, committed to serving the needs of the planet

Members have opportunities to:

- Assist with marketing and facilitating ICA West programs and promoting publications
- Contribute financially and in other ways to the work of the ICA
- Shape the future directions of the organization and help design new programs, such as the Earthwise Learning Series

Member fees provide general support of ICA West activities. Other contributions can be designated for particular programs. Current funding needs include the Native American program, the Earthwise Learning Series, Rites of Passage and development projects in other countries. Donations to the Institute of Cultural Affairs are tax deductible.

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| | | Date _____ |

Winning Through Participation: ICA West's Facilitation Methods Courses

I: Basic Methods of Group Facilitation

Denver	July	9 - 10
San Francisco	July	9 - 10
San Francisco	August	12 - 13
Seattle	August	13 - 24
Yakima, WA	August	27 - 28
Phoenix (Sp)	September	11 - 12
San Diego	September	15 - 17
Seattle	September	17 - 18
San Francisco	September	17 - 18
Sacramento	September	25 - 26

II: Basic Strategic Planning Process

Denver	August	13 - 14
San Diego	September	15 - 16
Albuquerque	September	21 - 22

ICA Network Meeting

The next meeting of the ICA Network will take place in Phoenix, January 15-18, 1993, immediately following the ICA West Members' Meeting.

On the theme of "Creating a Culture of Participation," it will be held at the Embassy Suites Camelhead Hotel. For further information, contact Gary Forbes at (602) 897-6803.

Rites of Passage Programs:

Rites for Fathers and Sons	Bothell, WA	July 1 - 5
Vision Quest	Bothell, WA	July 14 - August 4
Rite of Passage Journey	Bothell, WA	July 28 - August 18

The ICA

The Institute of Cultural Affairs (ICA) is a private, not-for-profit organization concerned with the human factor in community and organization development. Its global network spans 31 countries, with an international secretariat in Brussels, Belgium. ICA programs build motivated and sustained leadership. Its methods are highly participatory and honor the cultural traditions of those involved. They include strategic planning, problem solving, consensus-based decision making and team building.

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