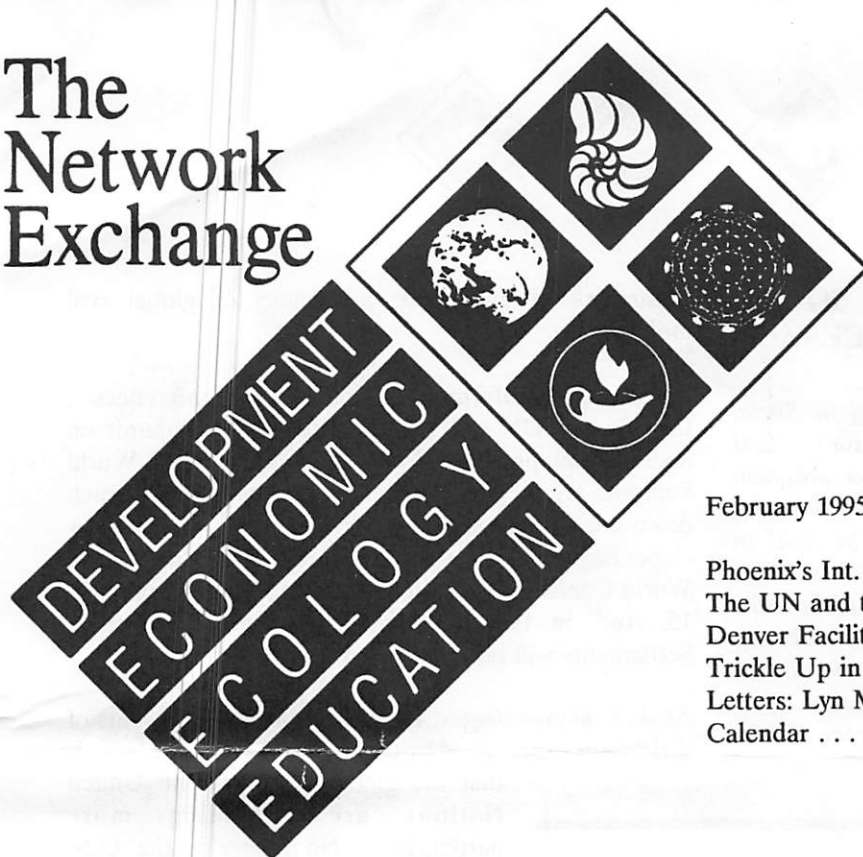


# The Network Exchange



February 1995

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## ICA PHOENIX'S INTERNATIONAL TRAINING OF TRAINERS PROGRAMME

The mission of the Institute of Cultural Affairs is to promote social innovation through participation and community building. At its inception over 30 years ago, the focus of the mission was the local community, starting with the inner city in the USA and spreading to over 1,000 human development projects in more than 30 countries around the world. At the heart of this work with local community has been the development of methods that allow people to participate fully in creating their own future.

In recent years, the ICA has shifted from doing project work as its primary focus to partnering with other organizations and transferring skills of participatory methods. The ICA in the USA has packaged the methods into courses to create the Technology of Participation (ToP) series that is made available to the public and on an in-house basis to groups in all sectors of society. Over 4000 people have participated in the ToP courses. Dozens of organizations and networks are developing systematic training programs using the courses.

At the 1994 conference of the Institute of Cultural Affairs International (ICAI) in India, interest was expressed in creating national systems of ToP by representatives from several countries --Australia, Brazil, Croatia, Guatemala, Ivory Coast, India, Japan, Kenya, Nigeria, and Sri Lanka. These people want to develop such systems for two reasons:

1. To spread the seed of life-changing methods to other sectors and groups beyond the project work they are

doing. This kind of course system could move the national ICA from being primarily a community development organization to providing services that strengthen institutions in all sectors and build civil society. ICAs in many nations have been asked to consult with organizations in the private and public sector. A course system like this allows us to serve groups who want to learn ICA methods. These groups include schools, the growing NGO sector of society, public and private agencies that want to become more participatory.

2. To strengthen their organizational capacity. It would provide more public visibility and credibility, an alternative income source to grants and government contracts, a sense of independence and self-sufficiency, and a way to develop professionalism and proficiency among staff, associates and partner organizations. Another attractive feature is that there exists a strong track record and many ICA offices are already working from common formats so that the whole thing does not need to be created from scratch.

In response to the interest of people from several countries, the Phoenix office of ICA has agreed to organize a **special one-month training** of trainers for approximately 20 master facilitators from ICA in 10 to 12 countries. **This training will take place in 1995 between April 12 and May 10** and will involve a large degree of hands-on-practical experience in courses being specially set up for this occasion. It will also result in the

*cont. on p.7*



## THE WORLD SUMMIT FOR SOCIAL DEVELOPMENT, UN CONFERENCES AND THE UN

*March 6-12 the UN will host the World Summit for Social Development. With its ECOSOC consultative status, ICAI will be represented in Copenhagen by former president Ursula Winteler. September 4-15 the UN's fourth International Conference on Women will be held in Beijing, China. ICAI president Shizuyo Sato and ICA Zagreb's Susan Fertig-Dykes will be present. What is the meaning of these conferences?, What is the UN about?, and, What does it mean that the ICA has consultative status with ECOSOC?* The article below draws from official U.N. sources to give a quick reference on the UN and its growing social interest.

Most people's image of the U.N. is associated with what we see most often on television: the U.N. New York offices, the Security Council, the General Secretary (currently Butros Butros Gali), blue helmeted "peace keeping troops", and interminable debates at the General Assembly on international hot spots such as Somalia, Haiti, and Iraq.

In fact the U.N. is a forum for the world's governments. It is the most comprehensive global governments' association. The U.N. system is comprised of at least 49 world encompassing organizations and offices of which the F.A.O (Food and Agricultural Organization), GATT (General Agreement on Tariffs and Trade), IMF (International Monetary Fund), World Bank, UNICEF (United Nations Children's Fund), and UNDP (United Nations Development Programme) are merely the most renowned.

During the cold war it was the confrontations at the General Assembly or the impasses at the Security Council that seemed to characterize the U.N.. That dimension is not liable to disappear but new contours are appearing in the landscape.

With the ending of the cold war the parties at the U.N. have become less confrontational and more participatory. The UN is increasingly interested in ecological and social issues. This interest is clearly manifest in the General Assembly's proclamation of "focus" years. For example the UN International Year of Indigenous People - 1993 - and "focus" decades, The International Decade Women - 1975-1985. The next decade will be The International Decade of Indigenous People - 1996 - 2006. UN Summit Meetings and International and World Conferences provide a

framework of events for a strategy of global civil mobilization.

### UN Summits, International and World Conferences:

In 1995 the UN will hold its first World Summit on Social Development in Copenhagen, March 6-12. World Summits are meetings of the heads of state. One notch down are International and World Conferences. After Copenhagen the next big meeting will be the Fourth World Conference on Women in Beijing, September 4-15. And, in 1996 a World Conference on Human Settlements will be held in Turkey.

As their names suggest these are not the first events of their nature sponsored by the U.N. What is important is that the global events of the United Nations are becoming more participatory. No longer is the U.N. restricted to a dialogue between governments. Conferences and Summits are becoming open events of interchange and agenda setting. NGOs, businesses, the media and others are invited guests.

### UN AGENDA: SUMMITS, KEY CONFERENCES AND ACTION PLANS TO DATE

**Children:** The UN through the agency of UNICEF held the 1990 **World Summit for Children**. The summit made specific and measurable goals to be achieved by the year 2000 for the protection of the health and development of the world's children. It was subsequently agreed that a set of intermediate goals should be achieved by the end of 1995.

**Environment:** The foundations for the Rio process (**The Earth Summit 1992**) were laid in 1972. One hundred and thirteen nations gathered for the Stockholm Conference on the Human Environment, the first global environmental meeting. In 1983, the United Nations created the World Commission on Environment and Development. In 1987 this commission, known as the Brundtland Commission after its chairwoman, published its landmark report "Our Common Future". This document called for a new era of environmentally sound economic development. The Earth Summit in 1992 in Rio brought together more heads of governments than any meeting in history. It produced two international agreements, two statements of principles and a major action agenda (**Agenda 21**) on world-wide sustainable development.





## LETTERS:

Lyn Mathews Edwards reflects on the practice of meditation

*Karen Troxel and I attended a Vipassana meditation course at the Southwest Vipassana Meditation Center, Kaufmann, Texas (45 miles from Dallas) from December 10-21, 1994. It is difficult to find the right adjective to describe this experience. One thing I can say is: "Sadhu, sadhu, sadhu" or translated, "well said, well done; we agree, we share this wish". This affirmation was repeated at the end of each session.*



It was the hardest work I have ever done. I mean 10 hours a day sitting in a dark room with eyes closed, not speaking with anyone the whole time, challenged my capacity to focus, to control my body, to be willing to experiment with the new. I wasn't sure during the first three days that I could make it to the end. I am glad I

did. I think it was only social pressure that made me persevere. The greatest gift of the 10 days: discipline.

A bit about the externals of the course. It is a very well designed format. The course is holistic, intentional at every point. The meals are vegetarian, prepared and served by the two "servers" who had volunteered to enable this course. A healthy breakfast, an equally healthy and delicious lunch, and a 5 p.m. tea break consisting of tea and fruit. I have continued on this regimen since coming home. I feel better, more alert, more energy, and more good sleep. Finally, to symbolize the perfection of renunciation, there is no charge for the ten days. On the tenth day and with no "development pitch" a box is put out for your contribution.

This movement (and it is a movement) was started by S.N. Goenka, now an old man who spends most of his time now in Igapuri, India, where so many of our colleagues have participated in learning this meditation technique. Although the practice is rooted in the life and wisdom of Gautama, the Buddha, Mr. Goenka is Burmese and a Hindu. This points to the fact that this meditation practice is universal and non-sectarian; it is but one of many ways to meditate. It is suggested that you discover for yourself which is the most beneficial and practice it.

The objective of the course is to free one from the bondage of negativity, cravings, aversion, worry and uncertainty. What I experienced was the surfacing of negativities, long buried yet still active, that has undoubtedly affected my ability to care selflessly. This was not 10 days of navel gazing but a method for intensifying one's awareness through the observation of the body and its sensations and the mind and its contents. The key to refining this meditation method is practice, practice, practice. Mr. Goenka keeps reminding the participant, almost nightly in the ten evening discourses you hear via video, that the ten days is but an introduction to the technique. Since returning, I am doing but one-half of the recommended practice, 1/2 hour in the morning and 1/2 hour in the evening. Unlike former New Year resolutions, I am committed to maintaining this discipline.







## TRICKLE UP PROGRAM IN PORTUGAL 1994

Since 1985, the Trickle Up Program has been working with the Institute of Cultural Affairs (ICA) in the Montemuro mountain region of northeastern Portugal. Ms. Catherine Bayer has served as the Volunteer Coordinator during this entire period and has used the Trickle Up process to facilitate community development in 22 villages. A total of 177 businesses have been started or expanded with Trickle Up conditional grants.

Farmers in the area work small plots of land to grow potatoes, corn, rye, and beans for their families. Sheep and goats provide the families with milk, meat and wool. In the 1980s, the economy of Montemuro was largely non-cash and based on bartering. In 1987, farmers decided to start beekeeping as a means of diversifying the agricultural base and of earning money. However, they had little capital for investing in hives and extraction equipment. With the assistance of ICA Coordinator Catherine Bayer, Trickle Up grants were used to purchase hives and bee keeping equipment. From 1987 through 1990, 88 bee and honey production businesses were started in nine villages. More than 400 individuals participated in the bee keeping venture.

In 1993, 4 tourist hospitality businesses and 9 postcard businesses were started by entrepreneurs to further ICA's rural tourism program. Forty new businesses have been approved for 1994 involving handicrafts, agriculture and rural tourism.

A variety of businesses were started during 1990 through 1994. Entrepreneurship has flourished in the areas of knitted wool clothing, table cloths, quilts, weaving, child care, animal husbandry, toys, rabbit raising and cheese production. Recently a group of entrepreneurs have started a swimming pool business.

The nine years of collaboration between ICA and the Trickle Up Program in Montemuro illustrates the sustainability of the Trickle Up model of economic development. From the point of view of the ICA Coordinator, Trickle UP conditional grants have allowed ICA to simultaneously launch several economic activities which have had a lasting impact on the economy of the region. Portugal is facing high unemployment and increasing competition from other EEC countries. The Trickle up Program gives people an opportunity to expand and begin small businesses and to buy start-up equipment that they otherwise would not be able to purchase. Community consensus meetings, the emergence of responsible leadership, long-range planning, project administration, and the refinement of banking and book-keeping skills are some of the by-products of having introduced the Trickle Up process and funds into the region.







## THE INTERNATIONAL ASSOCIATION OF FACILITATORS CONFERENCE '95

The 7th meeting of the International Association of Facilitators took place January 13-15 at the Sheraton Denver West Hotel in Denver Colorado. The IAF is an outgrowth of the many years of work of the ICA Network in the USA to introduce participatory methods in the business place and in society at large.

The conference named, "The Art and Mastery of Facilitation", was sponsored by the Council of Energy Resource Tribes, the largest association of North American Indian tribes and skilled practitioners of the ToP methodology in their own right.

The conference attracted some 278 persons, about double last year's number, and held some 54 sessions vs last year's 24 workshops. The rapid growth of the network speaks of the appeal of the IAF approach to training, not to mention the ICA's many years ground work on the "human factor" in development.

### The task of **Table I**

ingratiating so many new people to each other in such a short time was tackled in the opening evening by dividing the participants up in tables of 10 people. People introduced themselves in their small groups. Each dialogue group was assigned one of following Paradigm shift categories: Boundary, Emerging, Established, and Dying ideas. Category groups reported in the plenary, on the content and meaning of their assigned topics. As foreseen, the session worked its magic. The groups, shared their humour, depth insight and understandings.

From there on the open space dynamic came into being. There were 10 "tracks" (seminar groups) and 54 sessions from which to choose. The sessions had to do with topics such as successful experiences in facilitating corporate change - ex. *Participative Marketing Campaigns at Amoco and Lockheed* - empowering health care - ex. *Outcome Driven Health Care* - the craft of facilitation -

ex. *Linking Training Tools to Business Goals* - business making - ex. *Marketing Clinic* - and personal growth - ex. *College Survival for Indian Students*. There were also "highlighted sessions", the true and proven from previous association meetings. These included the popular "Share-A-Method", "The Profound Art of Facilitation I & II", "Hands-On Training: Special 3-hour Modules on the Workshop Method and the Discussion Method".

Workshops aside, no efforts were spared to increase interchange. The contributing authors to the latest ICA book "Government Works" shared their newly acquired marketing know-how from "speakers' corners" located in the main conference hall.

Beyond the workshops and professional information exchange was the business of consolidating the network. For this purpose the first IAF Board was elected. Its officers are Chair: Robert R. Vance; Chair Elect: Mirja Hanson; Secretary: Sherwood Shankland; Treasurer: David Watts.

*Spirit breaks thorough when the categories, in the triangle, are addressed. Model created by J. Epps, Malaysia*



Also six IAF Task Forces were created and will be at work during the year. These are:

1. Conference Task Force
2. Facilitator Competencies
3. Administration and Operations
4. Administrative Operation
5. Research & Publications
6. Membership and Marketing Services

The conference highlight was an evening of self-evaluation and a

celebration with skits and jokes where the punchlines involved none other than the "ideal facilitator.....".

The farewell address was given by David Lester, President of C.E.R.T., who on the eve of Martin Luther King's birthday reminded the audience of that leader's profound human vision. The I.A.F. will hold its next conference in Dallas the 12-13-14-15 of January 1996.



**Women:** There have been 3 UN International Conference on Women (Mexico 1975, Copenhagen 1980, Nairobi 1985) and a UN Decade on Women (1975 - 1985). A fourth International Conference on women is scheduled for Beijing, China in 1995 (September 4-15). It is being prepared by the UN Commission on Women, an inter-governmental commission of 45 member states. Preparations both on a national and regional level are well under way.

**Social:** The UN World Summit for Social Development will take place from 6-12 March in 1995. The Heads of State of government will participate in a two day Summit (11-12 March) while high level officials and experts will attend pre-Summit consultations (6-10 March). Participants and observers will also include representatives of UN system organizations, intergovernmental organizations, national liberation movements recognized by the Organization of African Unity (OAU), experts, professional associations, and accredited NGOs (NGOs like ICAI with consultative status with the Economic and Social Council (ECOSOC)).

The Summit "core issues" are the following:

- \* A reduction and elimination of widespread poverty.
- \* Productive employment and the reduction of unemployment.
- \* Social integration.

The UNDP's 1994 Human Development Report proposes the following action agenda for the Social Summit:

1. Approve a world social charter as a new social contract among all nations and people.
2. Endorse a new development paradigm of sustainable human development - with economic growth centred on people and sustainable from one generation to the next.
3. Give the United Nations the mandate to draw up a comprehensive blue-print for ensuring global human security and protecting people from threats in their daily lives - poverty, unemployment, drugs, terrorism, environmental degradation and social disintegration.
4. Agree on a targeted reduction of 3% a year in global military spending for the decade 1995-2005, and direct that a certain proportion of these potential savings - say 20% by industrial countries and 10% by developing countries - be credited to a global human security fund.
5. Approve a human development contract for the next ten years (1995-2005) whereby all nations pledge to ensure the basic human development levels for all their people, and endorse the 20:20 proposal requiring developing nations and aid donors to earmark a

minimum of 20% of their budgets for human priority concerns.

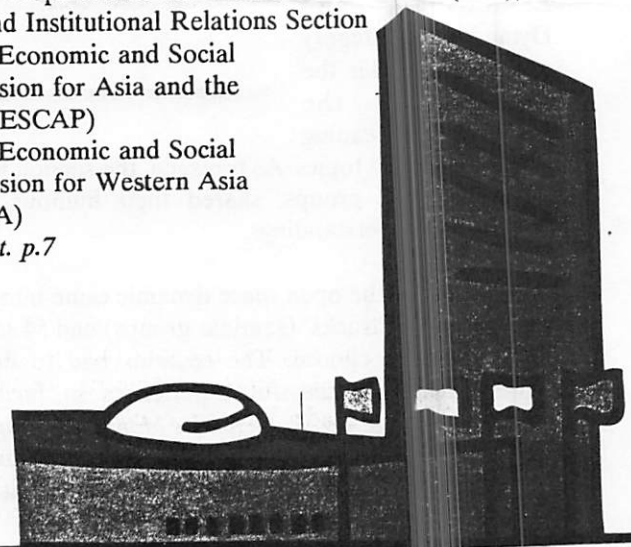
6. Recommend to ECOSOC that it examine the feasibility of various forms of global taxation - especially taxes on global pollution and on speculative movements of capital - to raise adequate financing for setting up a new global fund for human security.

7. Urge the international community to strengthen the role of the United Nations in the socio-economic field and to vest more decision-making powers in the UN by establishing an Economic Security Council to manage the new dimensions of global human security.

**UN SYSTEMS OFFICES** (as listed by the UN Development Education Directory, 7th edition, 1992)

1. UN Non-Governmental Liaison Service (NGLS)
2. Advisory Committee for the Co-ordination of Informations Systems (ACCIS)
3. Food and Agriculture Organization of the UN (FAO)
4. General Agreement on Tariffs and Trade (GATT)
5. International Atomic Energy Agency (IAEA)
6. International Fund for Agricultural Development (IFAD)
7. International Labour Office (ILO)
8. International Maritime Organization (IMO)
9. International Monetary Fund (IMF)
10. International Research and Training Institute for the Advancement of Women (INSTRAW)
11. International Telecommunication Union (ITU)
12. International Trade Centre UNCTAD/GATT (ITC)
13. U.N. Centre against Apartheid
14. U.N. Centre for Human Rights
15. Centre for Human Settlements, UNCHS (Habitat)
16. Centre for Social Development and Humanitarian Affairs (CSDHA)
17. UN Department for Public Information (DPI)/ Communications and Project Management Division (CPMD)
18. UN Department for Public Information (DPI)/ NGO and Institutional Relations Section
19. UN Economic and Social Commission for Asia and the Pacific (ESCAP)
20. UN Economic and Social Commission for Western Asia (ESCWA)

*cont. p.7*





*cont. from p.1*

participants from each participating country going home with an action plan for how to set up this kind of course system and do the necessary additional training to get things going. We will also create a plan for how mentor trainers and others can become available to assist in the development of these national systems.

#### **CRITERIA FOR PARTICIPATING IN THE PHOENIX TRAINING OF TRAINERS PROGRAMME**

We decided for the program to have full benefit that it should be long enough to include a lot of practical hands-on experience with the courses in the system. For this reason, we are proposing the four weeks between April 12 to May 10. The program will be based in Phoenix but would probably include some travel to courses in other locations.

Some criteria for participation are that the national ICA:

1. Send participants that are proficient in English.
2. Is interested in setting up a similar system of training courses in their own country.
3. Intends to use revenue from such a training system to bolster their national ICA budgets. We are interested in your strengthening your organizations.
4. Tries to send at least two, but no more than three, people. The hope here is that there would be a team of people ready to launch the national program.
5. Pays for the transportation of the participants to and from Phoenix. We are committed to raising the rest of the cost of the program.

A tentative schedule of events and a brochure of the Technology of Participation series are currently available on request. Some details of this could change after a think-tank scheduled for early March does its planning of the curriculum. As you can see, the emphasis is on the keystone course called Group Facilitation Methods but there are opportunities to experience other courses as well and to participate with the ToP Faculty at its annual meeting.

We would hope that each team leaves this Training of Trainers event with a plan of action to recommend to your national ICA on their return. If you are interested, please complete the enclosed application form and return it to us by March 10. Along with your application form please send:

1. A sample letter that you need from us in order to get the required visas.
2. A letter of interest on your letter head to help us with funding.

Do not make travel arrangements until you hear back from us after sending in your application. Please feel free to phone or fax us in Phoenix if you have questions. Please write:

John A. Oyler  
Executive Director  
ICA West  
4220 N. 25th Street  
Phoenix, AZ 85016



*cont. from p.3*

21. UN Economic Comm. for Africa (ECA)
22. UN Economic Comm. for Europe (ECE)
23. Economic Commission for Latin America and the Caribbean (ECLAC)
24. Office of the United Nations Disaster Relief Coordination (UNDRO)
25. UN Office at Geneva (UNOG): Executive Office of the Director-General
26. UN Children's Fund (UNICEF)
27. UN Conference on Trade and Development (UNCTAD)
28. UN Development Fund for Women (UNIFEM)
29. UN Development Programme (UNDP)
30. UN Educational, Scientific and Cultural Organization (UNESCO)
31. International Bureau of Education (IBE)
32. UN Environment Programme (UNEP)
33. UN High Commissioner for Refugees, Office of the (UNHCR)

34. UN Industrial Development Organization (UNIDO)
35. UN Institute for Disarmament Research (UNIDIR)
36. UN Institute for Training and Research (UNITAR)
37. UN Population Fund (UNFPA)
38. UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
39. UN Research Institute for Social Development (UNRISD)
40. UN Sudano-Sahelian Office (UNSO)
41. UN University (UNU)
42. UNU: World Institute for Development Economics Research (UNU/WIDER)
43. UN Volunteers (UNV)
44. Universal Postal Union (UPU)
45. World Bank
46. World Food Council (WFC)
47. World Food Programme (WFP)
48. World Health Organization (WHO)
49. World Intellectual Property Organization (WIPO)



## ICA EVENTS FROM AROUND THE WORLD



## CONTINENT

| WHEN                       | EVENT                         | WHERE              | RE                          |
|----------------------------|-------------------------------|--------------------|-----------------------------|
| <b>ASIA</b>                |                               |                    |                             |
| FEB. 24-26                 | ICA AUSTRALIA BOARD MEETING   | MELBOURNE          | ICA AUSTRALIA               |
| FIRST MONDAY OF EACH MONTH | FACILITATOR'S NETWORK MEETING | SYDNEY             | AUST. FACILITATOR'S NETWORK |
| MAY                        | HARRISON OWEN SEMINARS        | SYDNEY & MELBOURNE | BRIAN BAINBRIDGE            |

## EURASIA

|                   |                                     |             |  |
|-------------------|-------------------------------------|-------------|--|
| FEB. 25, MARCH 25 | INTRODUCTION TO VOLUNTEERING        | NETHERLANDS | ICA NETHERLANDS                        |
| FEB. 8-9          | FM1                                 | BRUSSELS    | ICA BELGIUM                            |
| MARCH 10-12       | WORLD SUMMIT FOR SOCIAL DEVELOPMENT | COPENHAGEN  | UNITED NATIONS (attending ICA GERMANY) |
| APRIL 21-23       | VOLUNTEER ORIENTATION WEEKEND       | NETHERLANDS | ICA NETHERLANDS                        |

## N. AMERICA

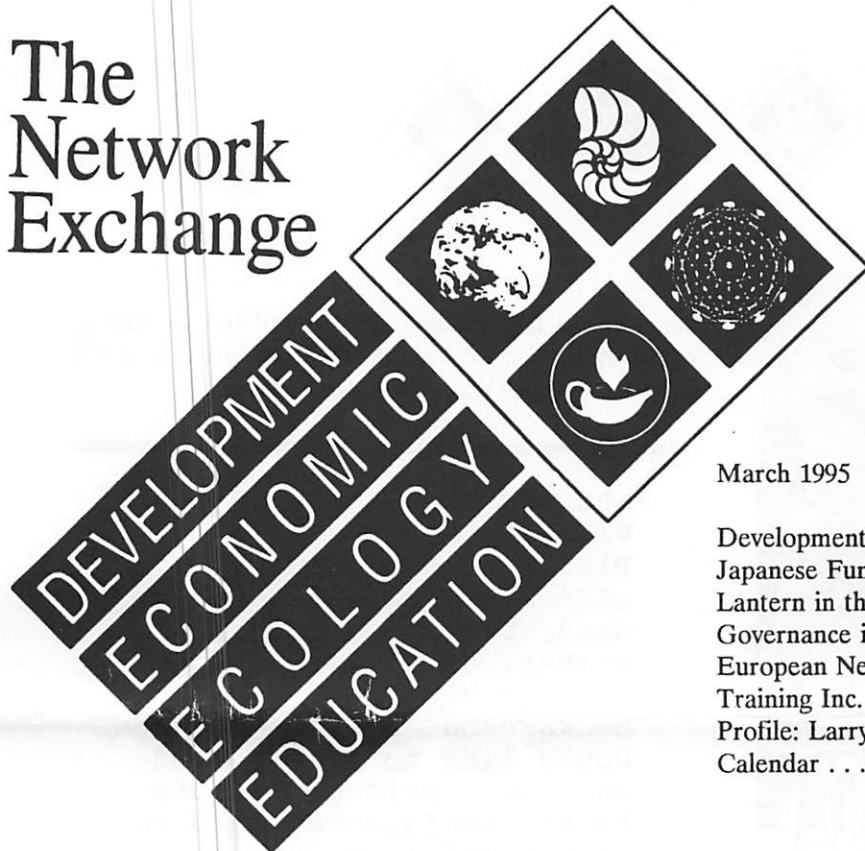
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| SEPT '94 - MAY '95<br>-FEB 4, 1995- | SYMPOSIUM SERIES (9 EVENTS)/SELF-IN-WORLD/WORLD-IN-SELF event # 6: "ECOLOGY & COMMERCE" | CHICAGO   | ICA CHICAGO LEADERSHIP DIVISION |
| JAN 15 - FEB 4, 1995                | INDIAN VILLAGE VISITATION   | MAHARASHTRA, INDIA  | ICA GREENSBORO, N.C.            |
| JAN - JUNE, 1995                    | 48 GROUP FACILITATION METHODS SEMINARS  | 20 US CITIES  | ICA USA (see ToP schedule)      |
| FEB - JUNE                          | 12 PARTICIPATORY STRATEGIC PLANNING SEMINARS  | 9 US CITIES   | ICA USA (see ToP schedule)      |
| JAN - MAY                           | 5 TOWARD A PHILOSOPHY OF PARTICIPATION SEMINARS   | DENVER (JAN 12-13)<br>SEATTLE (FEB 7-8)<br>SACRAMENTO (MARCH 6-7)<br>ALBUQUERQUE (MARCH 14-15)<br>PHOENIX (MAY 2-3) | ICA USA                         |
| APRIL 12 - MAY 10                   | INT. TRAINING OF TRAINERS   | PHOENIX   | ICA WEST                        |

## THE NETWORK EXCHANGE

Is a monthly publication (excluding August and December) of the Institute of Cultural Affairs International.  
 Editorial Staff: Tony Beltram, Jann Barr  
 Dick Seacord  
 Address all inquiries and comments to ICA International, Rue Amédée Lynen 8, B-1030 Brussels

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# The Network Exchange



March 1995

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## ICA DEVELOPMENT CONFERENCE IN JAPAN

**International Meeting of Practitioners of Sustainable Human Development, November 3 - 15, 1995, Tokyo, Japan**

*ICA JAPAN invites the ICA Development Network to gather in Japan in November. We expect to have Japanese funding to cover participants' expenses while they are in our country. Participants will need to provide their travel expenses to Japan.*

We would like to invite you to participate in an International Development conference in Japan. This conference is ICA Japan's response to Rob Work's Sustainable Human Development model presented at our 1994 Global Gathering in Lonavala, India. **This conference will be an opportunity to deepen our relationships and dialogue on the themes of Sustainable Human Development.** These themes are: 1) Local Community Empowerment, 2) Environmental Regenerating, 3) Poverty Alleviation, 4) Productive Employment and Income Generation, and 5) Advancement of Women.

Since 1989, the Japan ICA Global Partnership Centre has supported sustainable development in various countries. In Japan itself, we have been doing development through community meetings with citizens and local government workers.

We realize that small villages and towns around the world are striving for survival. They lack both basic technologies and the necessary insights to develop their

communities both socially and culturally. Young people are leaving these communities against their deeper hopes. Older people feel helpless and have stopped nurturing their fellow citizens. Isolated from a larger dialogue, they do not develop the new leadership skills necessary to lead the society in today's world. This is as serious a problem in Japan and as it is in all rural communities around the world.

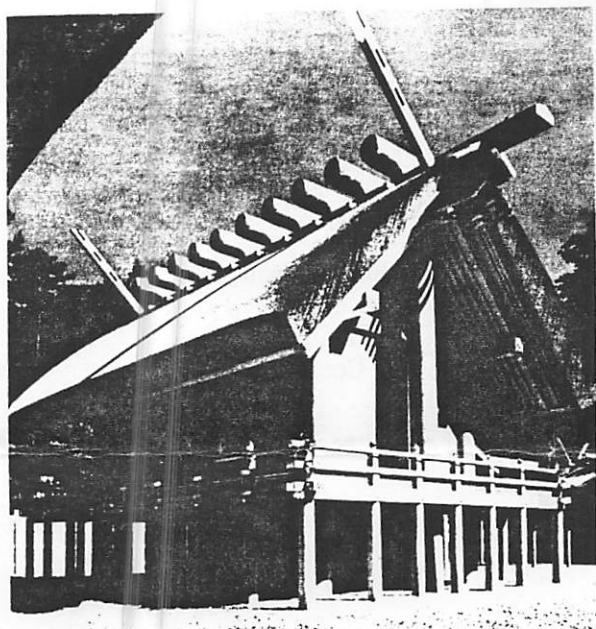
One alternative to be explored that is offered in this new age of consciousness is to re-discover nature. This may mean refocusing development towards the rural society. As rural communities again become viable places to live, the migrations to cities will diminish.

Holistic human resources training, including input from outside of one's own country, is helpful. We invite you to an in depth interchange about our current global situation and how we might respond. This will be a significant meeting because we are standing at the turning point marked by beginning of the 21st century. Rural development is a valid means for social and economic re-balancing.

In this context, we also invite you to visit small towns and villages in Japan where we have had citizens' meetings in 1994 and to exchange information with other NGOs, and to participate in cross staff training.

### TENTATIVE SCHEDULE:

- Nov. 3-4 Arrival in Japan and initial exchange
- Nov. 5-6 Exchange programme with mountain-side rice farming citizens
- Nov. 7-11 Workshop and training towards 21st Century village development



**Figure 1** A Prototype of Japanese Natural Architecture

- Nov. 12-13 Exchange programme with Heiwa Peace village
- Nov. 14 NGO exchange programme
- Nov. 15 End of programme
- Nov. 16-17 Optional sight seeing in Tokyo

#### EVENT OBJECTIVES:

- \*Inter-cultural exchange and enrichment
- \*Deepening and widening the dialogue about development
- \*Project programs and skills interchange and training
- \*Developing our documentation and evaluation Skills
- \*Advancing our financial management abilities

#### POSSIBLE ACTIVITIES:

Sharing Sustainable Human Development Technologies and Resources by:

- \*Documenting successes and why
- \*Visiting Japanese villages
- \*Meeting government officials
- \*Designing resource materials (book, CD-ROM, training materials)

Strengthening organizational skills by:

- \*Training in finances and reporting
- \*Training in proposal writing
- \*Training in computer skills
- \*Training in telecommunications

We welcome your input and will continue to mould this conference with you over the next year.

We hope to find funding for most of the conference expenses and for the travel cost within Japan. You will need to cover the travel costs to Japan.

#### ARE YOU INTERESTED IN VISITING JAPAN ?

Please send your name, address, organization's name, telephone number, fax number, and Email as soon as possible. Some personal background, reasons why you would like to attend, and what you could contribute to the conference would be very helpful in our funding efforts.

CONTACT: ICA JAPAN

THE GLOBAL PARTNERSHIP CENTRE

Shizuyo or Wayne Ellsworth  
Seijo 2-38-4-103,  
Setagaya-ku  
Tokyo 157, Japan

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FAX: (81 3) 3416 0499

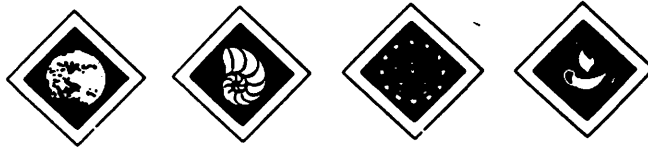
### JAPANESE DEVELOPMENT PARTNERSHIPS

*ICA Japan is in an unique situation. It is one of the few international NGOs in Japan that is indigenous to this island nation. ICA was established in 1970 when an All-Japanese Board of Directors was officially registered. Over the years, the staff has been indigenized.*

*ICA Japan's community development work included 500 training programmes for new leaders of communities and organizations and over 300 Town Meetings across the nation. Yubari - 1977-1980 - was part of the "Band of Twenty Four" global human development projects. It is remembered for its transformation of a rapidly declining community. Currently study group programmes, youth exchanges, workcamps, travelling seminars and educational programmes highlight ICA Japan's activities. The 1989 the re-organization of ICA Japan produced three programme foci: 1) The Global Network Centre which manages and provides resources for the "non development" activities. 2) LENS International Inc. works with the Asian O.T. Network, private sector*

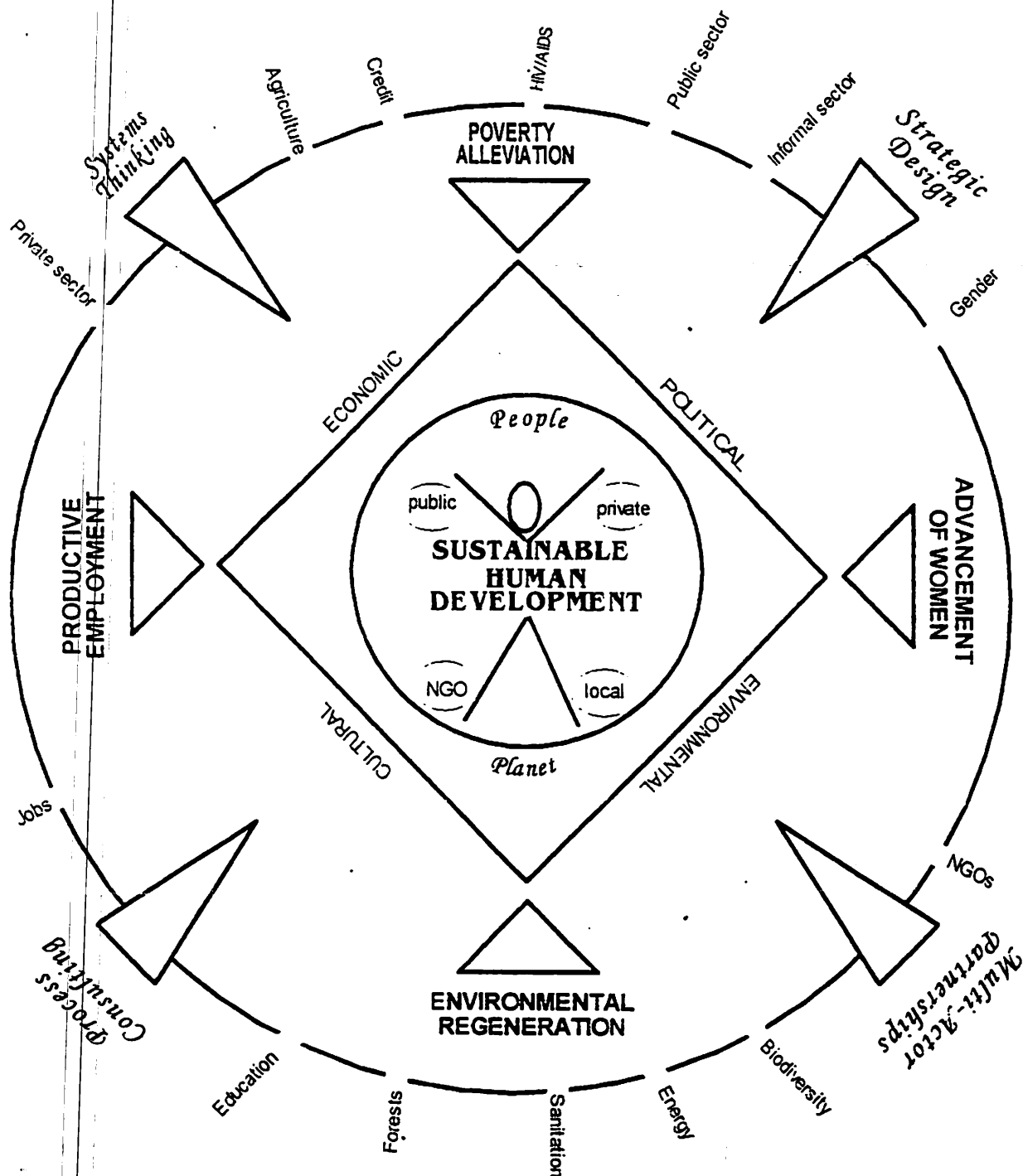
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## The International Meeting of Partitioners of Sustainable Human Development Themes

This graphic presented by Rob Work, UNDP, at the ICAI Global Gathering in India depicts the themes of the Conference to be held in Japan.





companies and other organizations and, 3) the **Global Development Partnerships Centre** which takes advantage of Japan's new role in the global development dialogue and the government's new strategy of supporting international NGOs and grassroots efforts.



## SPECIAL NOTICE

The **Global Development Partnership Centre** asks that ICAs wishing to arrange a partnership project with ICA Japan, to submit, by fax, a **one page preliminary application as soon as possible**. It should describe the need, the proposed project activities, an estimate of the total budget, and the amount of the budget you can raise locally.

More than one preliminary application may be submitted from one location. If we see a potential funding opportunity, we will send you a detailed application form and guidelines. Only the one preliminary application most likely to succeed per location will be considered for processing into a submittable proposal. Dialoguing to create a submittable proposal began in January and takes 2 or 3 iterations over a period of 3 months.

We now can consider five types of proposals:

- 1) The sending of a construction or agricultural technician along with some project implementation money for a period of 2 or 3 months.
- 2) A general project beginning around July and ending the following May, with a Japanese staff member assisting during part of the project, with some local matching funds necessary.
- 3) An environmental project beginning in July and ending in February with a Japanese staff member

assisting during part of the project, with some local matching funds necessary.

4) A general project with an emphasis on hard items, beginning in July and ending in February, which would be matching funds for a project with the major funding provided locally.

5) A request for an agricultural staff exchange programme.

Looking forward to the fall of 1995, we hope that preliminary applications are available by the time of the proposed November network meeting so that we can all together look at them and dialogue about our common future with the aid of these project descriptions.

To broaden the perspective, we hope that these applications enter into a global funding system, so that anyone anywhere in the network has access to project information and will have an opportunity to assist with funding and other support. We also hope that results of projects are disseminated widely in imaginal formats so that we can better inform the general public about our work.



## EGYPT'S NEW DIRECTOR

ICA MENA announced, in February, that Hala El Kholy became the new Director of ICA Mena and Judith Hamje became the programme consultant. This organizational shift will allow Judith more flexibility to use her many years of experience in the arena of training and consultancy.

In the last eighteen months Hala El Kholy and Judith Hamje have successfully co-directed ICA MENA. During this time the organization expanded into new programmes and geographic areas.





## A LANTERN IN THE VOID

*SARAJEVO, MOSTAR, MAKARSKA, SLOVONSKI BROD, AND DUBROVNIK WERE PRESENT AT THE SECOND FM-1 TRAINING PROGRAMME HELD IN ZAGREB*

by Susan Fertig-Dykes

From the beginning, circumstances suggested this course would be special. It was held in a country at war, and its participants were recruited from organizations providing emergency level help to trauma cases and war crimes victims. The course convener was a fledgling ICA Zagreb which was offering to help to other better known, better staffed and better funded NGOs who were none-the-less **TOP**-less and disadvantaged.

Given the circumstances was our venue was surreal. We gathered at a health spa, near Zagreb, with swimming pools filled from natural hot mineral springs. In the winter, over the outdoor pool, hovers a layer of steam so thick that swimmers cannot see the edges. Just ask, ICA Belgium's Linda Alton, who came over to assist.

Before the seminar ICA Zagreb experienced the unsettling possibility of a "marketing bomb". A deathly silence had preceded the published pre-paid sign-up deadline. Luckily our fortunes changed. Flood followed drought. To our delight the fax in ICAI's Zagreb office wouldn't stop humming. Multiple registrations from several big organizations competed fiercely for attention. International Federation of Red Cross/Red Crescent prepaid for seven from their Zagreb delegation and then sent another fax adding two more from the local Croatian Red Cross. Marie Stopes International, a British organization that assists traumatized women, sent seven. Save the Children sent three and wanted to know the possibility of specialized training just for them. The InterContinental Hotel in Zagreb sent three, including their very savvy head of housekeeping, and signed up for an in-house strategic planning conference in March. The International Rescue Committee sent four. Two more came from the Croatian Psychiatrist Association, which is submitting a joint proposal, with ICA Zagreb, to fund a refugee program through ICA Japan. The American Bar Association (a three time client) sent one participant from their "Central and East European Initiative".

With 29 paid registrations the ICA team offered three partial scholarships and one full scholarship. The beneficiaries included two participants from a student activist organization, one professor from the University of Zagreb, and a doctor who runs a trauma hotline. The team also decided to import an additional expertise from Brussels. So, Linda Alton flew in for the course. As Peter Senge says, "The eye cannot see the eye." So

Linda not only was a real help to the participants, she provided some very useful perspectives and insight for the team.

The excitement built as registration forms revealed the participants locations. Four were coming from Sarajevo. The only way in and of out the city, of course, is on flights run by UNPROFOR (United Nations Protective Force) in their big cargo birds with troops and relief supplies in their bellies. They are painted white with stark black letters shouting "UN". Despite frequent suspension of flights and occasional ground to air missiles, the Sarajevo participants arrived safely and on time. They are now helping organize our April course there.

One participant from Bihac was not so lucky. When the pocket fell to the Serbs, the Marie Stopes Bihac staff member could not get out.



The course boasted two participants from Dubrovnik, the besieged and broken walled treasure of Europe. Dubrovnik clings to the southernmost coast of Dalmatia on the Adriatic Sea. Its centuries old battlements are scarred as never before after surviving many wars down through the ages. Edita Pejovic returned to Southern Dalmatia feeling equipped, she said, for "...gradual involvement of the whole group in making decisions."

Slavonski Brod is half a town across a river from a Serb held half. From the riverbanks hang twisted metal ruins of a bombed bridge. Once a gracefull link miraculously spared, it is now an obscenity calling to mind the twisted lives left in the wake the war. When Mladen Majetic went back to Slavonski Brod after the course, he reported back within a week that he had already used the methods to create the best staff meeting ever with his team.

Dr. Emira Mikulec returned to Makarska and its large refugee centre pleased to have "a useful approach to leading groups" and ready to use the methods for "working with people who have specific problems".

Zinka Cerić came from Mostar, another divided city, where the three ethnic groups are struggling for control. Poised and thoughtful, Zinka took the "Dragon quote"

*cont.on p.6*





cont. from p.5

into a whole new realm of meaning as she explored it from the perspective of war. She commented later that "all groups dealing with management should experience Group Facilitation Methods.

In a shift from current ICA two-day courses, a three day time line was built around a session of demonstration and theory. There was also a full afternoon of practice and applications for both the Discussion Method and the Workshop Method. The third day introduced Action Planning in the morning and Facilitator Style in the afternoon. In the latter highly creative, humorous skits and role play were developed in teams. When presented they led to a useful and evaluative reflection and celebration. It became clear from the skits that participants remembered what they had been learning. The players showed that they were comfortable enough with the methodology to exaggerate it and to poke fun at the method, the faculty and themselves. The experience was both hilarious and revealing.

Lack of video equipment precluded use of the Fifth City video for the Focused Conversation. Instead we used an excerpt from *Winning Through Participation* about managers who fear loss of control. Read aloud, it was too demanding for the situation. An art form conversation on the centre piece might have been more effective. In retrospect, the video probably would not have been right either. It has an "old fashioned" look about it (and the video quality is bad) that may suggest this is a group trying to rest on laurels instead of venturing into the new. It is no longer an "edge" example for ICA, and most people do not care about ICA's past. Canada's video on ToP is a lively piece that might be more useful.

The faculty included **Susan Fertig-Dykes**, director and co-founder of ICA Zagreb, **Susan Yates**, the other co-founder and now an independent consultant, **Linda Alton**, ICA Belgium, **Zlata Pavic**, associate director of ICA Zagreb and **Drazen Letica**, resource coordinator for ICA Zagreb.

Zlata, a Croatian English teacher at the Law Faculty of the University of Zagreb, and Drazen, a Croatian legal professional, working at the Institute of International Commercial Law of the University of Zagreb, were in the first GFM-I sponsored by CEELI, held in Zagreb in November 1993. Both trainees assisted CEELI with a judaical conference on ethics the following month and then were again selected by CEELI in February of 1994 to attend the FM-II in Zagreb. They have been volunteers and facilitators ever since, assisting with facilitation of Participatory Strategic Planning for the

Croatian Bar Association and attending, with Susan Fertig-Dykes, the Global Gathering of ICAI in Lonavala last fall.

Susan Yates' first association with ICA was as director of training in Egypt for two years before moving to Croatia. She is Australian, was born in Sri Lanka and has spent much of her adult life in Asia in relief work. Susan Fertig-Dykes, an American, was born in the Philippines during World War II and grew up there. Her first affiliation with ICA was in the early 70s in Caracas, Venezuela, where she and her husband became involved through their local church. She continued working with ICA in Houston, Texas, in the mid70s. She was involved in developing the Town Meeting 76 construct and marketing Lens. She moved to Croatia with her husband, and started ICA Zagreb, at the beginning of 1993 when he joined the U.S. disaster response team. She is a publishing and television professional who writes for the *Government Communications* magazine in the U.S. and currently works as a script editor and narrator for Hrvatska Radio Televizija (HRT) in Croatia.



ICA Zagreb began a Facilitators Guild in November, 1994, which meets from 7-10 pm every "First Friday" of the month.

The First Fridays use a timeline that allows three facilitators to practice their skills. An opening Focused Discussion is followed by a Workshop or Action Planning, and the meeting closes with another Focused Discussion. At the February meeting, Drazen Letica led a workshop focused on "How Can We Develop the Facilitators Guild?" It was a great workshop that generated the material for the next six sessions. Each month, the Guild will take one of the columns for this workshop and build an Action Plan. As this gains momentum, the Guild may decide to take it out of the simulation altogether and put it on a faster track to reality. That is the kind of thing that happens in ICA.



## GOVERNANCE IN THE 21ST CENTURY:

*The next book in the ICA series is on the use of ToP in cooperation with governments in many countries. This book will be published under the direction of ICAI and will be edited by John Burbidge. We plan to present it at the ICA Global Conference in Cairo in the fall of 1996. John has written the following precis.*

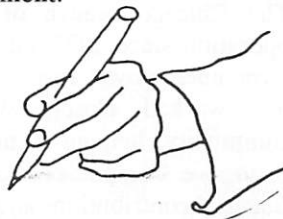
### THE RISE OF CIVIL SOCIETY

The last years of the 20th century are being marked by unprecedented turmoil in institutions of government around the world. The breakup of former states such as the Soviet Union, Yugoslavia and Czechoslovakia, tribal conflict in many parts of Africa, deep disillusionment and cynicism about government in so-called stable democracies in the United States and Europe -- the evidence is abundant and clear.

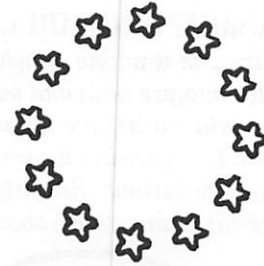
But in the midst of this apparent chaos, new shoots of creativity and hope are appearing. From Ethiopia to the Netherlands, Egypt to Australia, governance is being redefined, not so much by politicians and civil servants as by ordinary citizens in a variety of situations and in a diversity of ways.

According to a draft strategy paper of the United Nations Development Programme:

Together with the state and the market, civil society is one of the three spheres that interface in the making of democratic societies. It is the sphere in which social movements express themselves through such diverse organizations as trade unions, cooperatives, service organizations, community groups, youth and women's organizations, academic institutions, media and religious organizations. Civil society organizations (CSOs) are helping to redefine the role of the state and the quest for new forms of governance. Many are committed to people-centred, environmental-friendly and participatory development.



This book shows cases a wide array of such organizations, spanning the hemispheres, socio-cultural worlds and North-South divide. A common thread throughout the case studies is their use of participatory methods, notably the *Technology of Participation (ToP)* methods developed by the Institute of Cultural Affairs.



### THE EUROPE INTERCHANGE:

#### *An annual tradition begins*

November 3 - 6, 1994, The ICA Conference Centre hosted colleagues and friends from Holland, the Czech Republic, Germany, Spain, the U.K., Belgium and Austria for the first of an annual tradition - the ICA INTERCHANGE. Zagreb and Portugal could not come this year. And such diversity! Applying the ICA's ToP methods of facilitation in schools, universities, with relief agencies, in women's centres, in companies, in career counselling, in development planning. Hannerl Golda, Austria, summarized the event. "For years, each ICA national group has been doing something different, and it was difficult to 'resource' each other. For the first time, in the participatory facilitation work, we have a common focus and concern that brings our diverse interests and passions together!"

The INTERCHANGE used 'action learning' as a means of reporting national activities, plans, emerging direction for the first 2 days. Participants shared facilitation roles during the three sessions, determining common areas of concern, appropriate support and resource-sharing, joint plans for 1995. A final feast with nine national dishes and hour of eating celebrated the Interchange completion and transition to the Strategic Planning course launch.

Specific outcomes from the INTERCHANGE included initial plans for a joint Czech-Belgian July workcamp in Portugal; ICA Germany intends to translate and hold the Participatory Strategic Planning course (FM II) during 1995; the European volunteer programme group will meet in Amersfoort 17 December with representatives from Germany, Belgium, Holland and the U.K.

The 1995 Interchange will be held in Spain in November. Franco Voli and Catalina Quiroz are researching a venue and dates for this gathering. The theme of our gathering as ICA Europe will continue to be the applications of 'participatory facilitation', with one or two days of complementary interactive training in addition.



## TRAINING INC. SERVES THE 'HARD-CORE' UNEMPLOYED

*ICA's Training Inc. programme teaches young and unemployed people the office skills and outlook necessary to make it in the world. At its core is the philosophy of Imaginal Education. It emphasizes the power of images to influence changes in behaviour. Recently "Response", a community service magazine, wrote about Training Inc. and its sponsors.*



### Imaginal Learning

Since 1975 Training Inc. has been giving unemployed and underemployed people the skills and self-confidence they need to get a competitive edge in the job market. The nationwide programme is based on a partnership involving business, government, educators and volunteers. But public funds are being reduced each year and Training Inc. has to depend more and more on support from the corporate community.

"Insurance companies have backed Training Inc., for well over a decade," says Marie Sharp, executive director of the Washington site. "Return on this investment is evidenced in a Ford Foundation funded survey of graduates. Eighty-nine percent of Training Inc., graduates were employed after completing the program, and 88 percent of graduates currently in permanent positions have jobs with health benefits. These employed graduates are tax payers with strengthened purchasing power. This win-win relationship is a concrete example of effective corporate social involvement."

Training Inc. has branches in seven cities: Boston, Chicago, Indianapolis, Newark, New Orleans, Pittsburg and Washington, D.C. Typically, programs run from 18 to 24 weeks and include skills training in accounting, business, English, math, keyboarding and computers. A full array of personal and career development workshops are also provided, culminating in intensive support throughout the job search process.

Insurance companies have linked up with several Training Inc. offices, each offering support in a variety of ways on a local basis. Below are some examples.

### Boston

Training Inc. Boston has been in operation for 10 years. It has graduated more than 1,000 students placing them with over 150 companies. Throughout the entire time John Hancock has been a full partner. In addition to providing financial assistance, its employees have served on the advisory board. They also have acted as employer liaisons, mentoring students, helping out in workshops and conducting mock interviews. Recently the company provided space for the annual graduate achievement award ceremony, which recognizes those who have been on the job for more than a year. It also has hired Training Inc., graduates and provided unpaid internships.

### Newark

In Newark, N.J., The Prudential Foundation has supported Training Inc. since its inception in 1986 with annual grants of approximately \$35,000. The Prudential Insurance Company has hired numerous graduates - at one time having 20 on the payroll. The company also donates software and helps in developing the curriculum, making sure that the technology used by Training Inc. stays current with the needs of the business world.

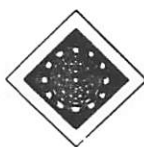
### Indianapolis

In some cases a company is drawn into supporting Training Inc. by the interest and involvement of a single employee. William Earl, manager of individual claims at American United Life in Indianapolis, played that role. The company now regularly hires two or three graduates each year, in addition to providing internships. Several human resources representatives have volunteered to help with training over the years and help with practice interviews. AUL also contributes \$1,000 a year for a graduation luncheon, and has donated the use of its auditorium to inspire the graduates with a professional environment. The Indianapolis Training Inc. reports that American States Insurance Life and Farm Bureau Insurance also have been supportive over the years.

### Chicago

The Chicago branch of Training Inc. has been in operation since 1975, educating more than 3,000 long term unemployed residents. During those 19 years, it has worked closely with the Chicago business community, helping it meet its clerical needs. CNA Insurance Companies has been a full partner, making financial contributions and hiring several graduates each year. It also provides in-kind services, sharing training materials, helping out with mailings, and lending the expertise of its word-processing staff. Two CNA employees serve on the Training Alliance of the Chicago advisory board.





## PROFILE: LARRY PHILBROOK, ALTERNATE DELEGATE, ICAI BOARD MEETING, LONAVALA, INDIA

Larry Philbrook was born in Dallas, Texas. He has lived in a variety of situations as a child. The Philbrook family was always on the move first with the Methodist Church and later as members of the ICA. This gave Larry a childhood of great discovery and constantly changing perspective. It also helped him develop a unique concept of "home" as a particular set of relationships rather than a place. His work with the ICA took him to Oklahoma City and then across the West, based in Salt Lake City but working in Seattle, Los Angeles and with the Sioux (Native American) in Inyan Wakagapi, North Dakota. Then in 1977, he was asked to work in India as part of the Maharashtra State Replication project.

In 1980 Larry and his wife to be, Evelyn Kurihara, decided to work together in Kenya. In January 1981 they were married and by the time they moved on in 1985 they had two children, Lloyd and Lela. The next move was on to the Philippines and Malaysia. In each place he experienced the greatness of the local culture and the possibility of sharing and learning in developing community. Larry acted as the Dean in developing a series of programs for cross sector leadership from across Asia called Facilitating Human Development Programs, each with a particular focus such as leadership, culture, economic development, program documentation and community based planning.

In 1986 Larry began working more and more with organizational development. His particular focus was assisting organizations to develop the kind of leadership needed for their future. This included co-developing the "Service Excellence" series in Malaysia and Singapore.

In 1991 the Philbrook's moved on to Taiwan to join in developing of new processes for integrating our work with local communities, personal growth and organizational development. He tells us that over the past 3 years we have had a great time in diversifying our work in five areas:

**Education:** Using Imaginal Education concepts, we have conducted several Imaginal Education programmes over the past several years. Over the past several months we have been reminded again of the importance of the role of service in developing facilitation skill.

**Community development:** working with communities in the geographical sense and with companies as communities. In a local community project near Kaohsiung airport we have been transferring methods and gaining understanding into local processes. Larry has also been working extensively with companies in facilitating their development as organizations and as

communities. This has included work in the basic planning processes of the ICA but also pushing further into work with communication and dialogue. Helping the individuals to think through how to change the way they operate so they can be more effective and as organizations more participatory.

**Environment:** We have worked with the development of CE Cultural tours around Taiwan as well as sustaining the environmental roundtable. We have continued to work on building and living as part of an intentional non-residential community. This has included consciously expanding our community through local associates.

**Personal growth:** The spiritual has always been a sustaining area for me. In the work outside the US I have tried to open myself up to the cultures and people we are working with. Currently I am participating in a Tai Chi group and trying to continue the work with Vipassana Meditation I began just before the board meeting. This year we brought the Foundation of Community Encouragement (initiated to spread community building processes) to Taiwan and I participated. I look forward to working with them.

**Family hood:** I have been discovering a lot lately about fatherhood and husbandhood. Our kids just spent last summer on 7 week journey to the US without their parents. Lloyd is now 13 and so we are clashing quite a bit more often as we both are growing up. Lela is emerging from her little girlhood and at almost 10 is exploring new roles and relationships. Evelyn and I have been having a great time over the past three years exploring many aspects of our relationship and rediscovering or transforming many aspects of it. It has been a great time.

What do you value about being a member of the ICA? The methods and the sense of oneness. We are all out to discover how to be a service to all and to the earth. It may change from person to person or situation to situation but the intent is the same. How have you used the methods? How haven't I, would be a better question. I approach life from the basic perspective that it is good, that I am approved and accepted, and that the future is open. This basic method allows me to continue discovering the answers.

We are having a great time in Taiwan learning and discovering much about the people and culture of China and the local Taiwanese. We plan to spend several more years here, although the pull to return to US is always there.



## ICA EVENTS FROM AROUND THE WORLD



## CONTINENT

| WHEN                                   | EVENT  | WHERE   | RE   |
|--|--|---|--|
| <b>ASIA</b>                            |  |   |  |
| FIRST MONDAY<br>OF EACH MONTH          | FACILITATOR'S<br>NETWORK MEETING   | SYDNEY  | AUST. FACILITATOR'S<br>NETWORK               |
| MAY                                    | HARRISON OWEN<br>SEMINARS  | SYDNEY &<br>MELBOURNE   | BRIAN BAINBRIDGE                             |
| <b>EURASIA</b>                         |  |   |  |
| FEB.25,<br>MARCH 25                    | INTRODUCTION TO<br>VOLUNTEERING  | NETHERLANDS   | ICA NETHERLANDS                              |
| MARCH 10-12                            | WORLD SUMMIT<br>FOR SOCIAL<br>DEVELOPMENT  | COPENHAGEN  | UNITED NATIONS<br>(attending ICA<br>GERMANY) |
| MARCH 22-24                            | GROUP FACILITATION<br>METHODS  | SPLIT   | ICA ZAGREB                                   |
| APRIL 3-5                              | GROUP FACILITATION<br>METHODS  | SARAJEVO  | ICA ZAGREB                                   |
| APRIL 8-9                              | GROUP FACILITATION<br>METHODS  | BRUSSELS  | ICA BELGIUM                                  |
| APRIL 21-23                            | VOLUNTEER<br>ORIENTATION WEEKEND   | NETHERLANDS   | ICA NETHERLANDS                              |
| MAY 24-26                              | STRATEGIC PLANNING<br>ADVANCED COURSE  | SLIJERNE  | ICA ZAGREB                                   |
| <b>N. AMERICA</b>                      |  |   |  |
| SEPT '84 - MAY '95<br>-MARCH 21, 1995- | SYMPOSIUM SERIES<br>(9 EVENTS)/SELF-IN-<br>WORLD/WORLD-IN-SELF<br>event # 7: "TRUST" | CHICAGO   | ICA CHICAGO<br>LEADERSHIP DIVISION           |
| JAN - JUNE, 1995                       | 48 GROUP<br>FACILITATION<br>METHODS SEMINARS   | 20 US CITIES  | ICA USA<br>(see ToP schedule)                |
| FEB - JUNE                             | 12 PARTICIPATORY<br>STRATEGIC PLANNING<br>SEMINARS                                   | 9 US CITIES   | ICA USA<br>(see ToP schedule)                |
| JAN - MAY                              | 5 TOWARD A<br>PHILOSOPHY OF<br>PARTICIPATION<br>SEMINARS                             | DENVER (JAN 12-13)<br>SEATTLE (FEB 7-8)<br>SACRAMENTO<br>(MARCH 6-7)<br>ALBUQUERQUE<br>(MARCH 14-15)<br>PHOENIX (MAY 2-3) | ICA USA                                      |
| APRIL 12 - MAY 10                      | INT. TRAINING OF<br>TRAINERS   | PHOENIX   | ICA WEST                                     |
| <b>L. AMERICA</b>                      |  |   |  |
| MARCH                                  | DOCUMENTATION<br>MUNICIPAL<br>PARTICIPATION AND<br>GOVERNANCE<br>EXPERIMENT          | SANARATE<br>MUNICIPALITY,<br>GUATEMALA  | ICA GUATEMALA                                |

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**THE NETWORK EXCHANGE**

Is a monthly publication (excluding  
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Dick Seacord  
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Brussels

# The Network Exchange



April 1995

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## COVERING THE ICA

The mission of the Network Exchange is the coverage of the life and activities of the ICA. Our aim is to allow members and interested parties to maintain an awareness of the entire organization and its work around the world. Knowledge and awareness are key factors to generating interest and commitment. Without them our global experiment would soon wither. As editors of the Network Exchange we strive to keep the global image vivid in the minds of our readers.

ICA is a multifaceted, world spanning organization that crosses through many time, geographical and cultural zones. Keeping up with what is going on over such a varied landscape happens in many ways either through regular channels such as: newsletters, letters, E-mail, conferences; or by personal encounter or other informal means : telephone calls, events, trips and face to face meetings. The access any individual ICA has to information about network varies greatly and depends on that office's size, mission and geographical location. In this regard the Network Exchange's location in Brussels, headquarters of ICA International, offers a number of advantages.

For one, it is ICAI's business to maintain and develop the links of the ICA network. This is done by working through the structures which the members of ICA have created and maintain. I am talking about the yearly meetings of the Executive Committee, the global gatherings, an ICAI board with representation from each of our offices and the files kept by ICAI on each of our current and not so current member organizations. What we at the Network Exchange do is to follow up on the dialogue and information facilitated by this structure.

We have other advantages. Europe has traditional ties with many parts of the world including Africa, Latin America, and Asia which we are able to tap into. For example, we benefit from the experience and contacts of many a returned international volunteer (over 120 in the past ten years) as well as from the information gleaned from the proposals sent to European funding sources.

Structural leverages aside, relevant information presented in systematic form is not always easy to obtain. At the Network Exchange we appreciate the input of our correspondents. In the past these have included area reporters John Burbidge, Hiranman Gavai and Don Hinkleman, currently we look towards ICAI board members at a location for stories, member's profiles, country updates and general news. We also look through your newsletters, proposals, documents, letters, faxes, and brochures to produce articles about our 28 official offices.

For the 1994 articles, see the chart on page 6.

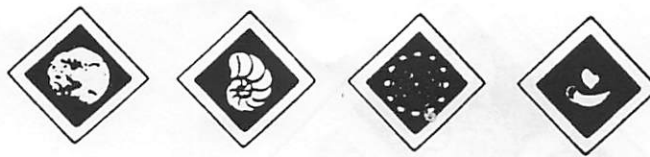
### Coverage Strategy for 1995

Our conception of this year's coverage of ICA is a thematic rather than continental one. One theme, our involvement and participation in United Nations conferences, has already surfaced in our January, February and present issue. With the UN's fourth International Conference on Women Sept. 4-15, more will be forthcoming.

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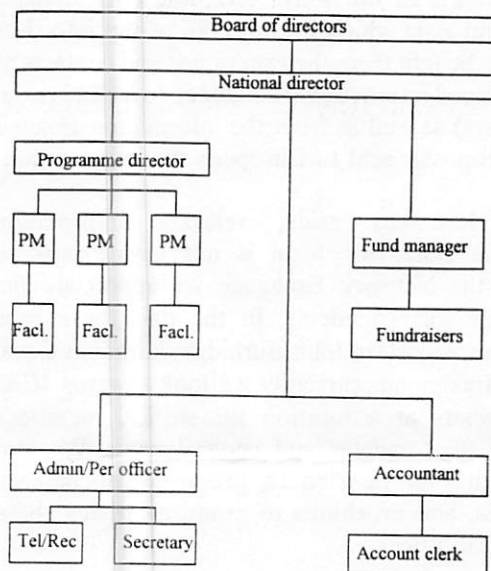


## JOURNEY ON, JOURNEY ON..... THE BIG AND THE SMALL

*This is the story of the journey of two African ICAs although it could be the story of 'any' ICA. Even though the journeys are very different, both are about our indigenous staff accepting the challenges of change, adaptation and innovation.*

### ICA Kenya

*Dr. Michael Grehan, an Irish NGO consultant, was temporarily named executive director of the ICA Kenya board to facilitate a "whole systems transition" of the organization. In his final report to the ICA Kenya board, in July 1994, he notes "... success is due to senior management in implementing most of the recommendations and to staff members who willingly accepted change. In fact, implementation of these changes has gone so smoothly that I have, as planned, resigned my seat as executive director from the board sooner than I believed the need to be." Thus ICA Kenya displayed its credentials as a locally managed, future oriented NGO.*



**Note that although Administration/Personnel officer & Accountant report directly to National Director their roles are all embracing in their functions are spread across the whole of the organisation.**

**Figure 1** The organizational chart of ICA Kenya, which now employs 40 staff.

The two journeys started in the fall of 1975, when ICA launched a global campaign "The Band of 24" to demonstrate the universality of its participatory methods. "The Band of 24" consisted of one Human Development Project (HDP) per time zone. The HDPs used the

"Consult Method" to allow participants to create a vision, discern the blocks to the vision, to write proposals and to build timelines. Thus a 4 year plan for the effective community structures in a "demonstration village" were created. This participatory method enabled people from many countries to effectively work with local people. The first of the 24 global consults took place in Korea in October 1975.

The second consult was held November 1975 in Kawangware, a slum area in Nairobi, Kenya. Once again the consult gathered people from many countries to work with local people creating the plan to develop Kawangware. A large staff of international volunteers moved into Kawangware to help implement the 4 year vision.

Expansion beyond the demonstration village was part of the plan. In Kenya, the expansion initiative was named the "New Village Movement". During this campaign 1500 village meetings were held throughout the country. The campaign was strengthened with the "Human Development Training Schools". These were 3-week long training events which transferred development skills to local practitioners. Participants learned leadership theory, participative methodology and general management techniques. At the height of this "movement", ICA Kenya had about 300 HDTI graduates on its staff. These facilitators worked alongside village leaders to transfer organizational development know-how.

Restrictions in funding eventually brought the "New Village Movement" campaign to a close. It demonstrated how participation, organization and rationality can successfully leverage the efforts of local people to satisfy felt needs and reach desired objectives. ICA's reputation as effective facilitators of village development was established. *One residue of this "movement" are seven Regional programme centres. These centres continue to operate and can attract funds for on-going training of leaders and for support to groups and villages.*

In the mid-80s the Kenyan government hired ICA to facilitate, at the village level, the building of the local delivery systems of a large irrigation system that spans Kenya's southern agricultural region. This contract provided core income for the project for several years. During this time, ICA Kenya began the transition from international to local staff. The last international staff officially assigned to Kenya left in 1990. Since then responsibility for the project has been in local hands.

During the transition there were several experiments with organizational structures and leadership



assignments. This evolutionary process has enabled two changes, the shift from an international to an indigenous staff and, equally important, a change from the flat, unconventional volunteer-powered ICA of the 60s and 70 to a professional, more conventionally financed, NGO responding to the challenges of the 90s. What remains unchanging is the legacy of going to the people and trusting in the Human Factor.

Most recently, ICA Kenya has completed the fundamental changes in its administrative structures which Dr. Michael Grehan alludes to in the opening paragraph of this article, for example, hiring an accountant and a funding coordinator and initiating a differentiated pay scale. The evolutionary process continues. ICA Kenya has taken major re-structuring steps and come out the better for it. ICA Kenya is ready to meet the future.



#### ICA Côte d'Ivoire

The Institut des Affaires Culturelles Côte d'Ivoire (ICA CI), currently the only French speaking member of ICA International, began in 1980 in the county of Brobo. It was the last in the series of the Human Development Projects started in the late 70s. Unlike other HDPs, its initial consult was attended by only local people and a handful of ICA international staff to formulate a plan to catalyze self-help development in a cluster of 40 villages. Other HDPs attracted a large number of international volunteers who helped finance the project launch. For the first ten years, international ICA volunteers led the project through a series of successful health programmes such as water protection and sanitation systems and village health care systems.

In 1990 with funding at an ebb, reorganization and a move to total indigenizing began. The project, which had offices in the capital Abidjan and in the county of M'Batto, was consolidated in Brobo.

Over the next three years nine short term international volunteers from the U.S. and Europe worked with the 5 Ivoirians to achieve 3 strategic objectives, setting up programmes that could be managed and sustained by local staff, creating objective management structures and shifting the staff's image from the project belongs to the white people to the project is Ivoirian.

All three strategies were worked on simultaneously. The most visible strategy was the development of programmes which could be managed and maintained by the local staff. Learnings from past work indicated the need to focus on agriculture. The local staff, with the help of 3 European agricultural technicians, developed 3 three agricultural programmes: gardening, reforestation, and agroforestry (a new fixed field, low input system). The Ivoirian staff who was trained in agroforestry programme has become the most experienced agroforestry specialist in Côte d'Ivoire. A nutrition programme was added to help integrate new vegetables into the local diet. These programmes, developed and managed by the Ivoirians, are extremely popular with the villagers.

The second strategy, creating objective management structures, was realized while the programmes were being developed. The weaknesses of the administrative structure and systems became very evident. The local staff and volunteers worked together to develop new operating structures including regulations for employment. Training the local staff to maintain these structures and systems began immediately.

In the fall of 1992, an international volunteer met Kouadio Alli, a bi-lingual Ivoirian and an experienced personnel manager. He was interested in development work but had no experience. After some volunteer work, he decided to bring his considerable skills to ICA CI. Alli's addition to the staff seemed to make it possible for the project to be viable under local management. He will attend the International Training programme in Brussels this year.

The most difficult strategy was the shift of image. All volunteers held this need foremost in their consciousness and used every opportunity to re-enforce this image shift. One volunteer always reminded the staff that the project was their responsibility because he would be returning to his home and what happened would make no difference to him.

In the fall of 1994, an ICAI consultant facilitated a 15-day evaluation and planning event. The six Ivoirian staff took full responsibility for programme and administration. They designed new structures for the management of resources and created six new staff positions. This change will support a major expansion of the project started by opening a new location in Toumodi county in January 1995. ICA CI has a strong position in the NGO community of Côte d'Ivoire and has the possibility of becoming one of the leading organizations.



## UN SOCIAL DEVELOPMENT SUMMIT, COPENHAGEN

by Ursula Winteler

*In Copenhagen on the second day of the NGO conference leading to a "Social Summit" of world leaders, former ICAI president Ursula Winteler filed this report;*

Regards from a most effective conference. I'll give my very fresh impressions from the Social Summit in Copenhagen.

8 March. Today is International Women's Day, therefore, I start with women. We cannot have quality of life ignoring 50% of the population. This conference cannot be seen isolated, it stands in one line with the Rio conference on development and environment and the Cairo conference on population. The short period of time between this conference and the Cairo conference is helpful and gives positive pressure.

In Rio the WOMEN'S FORUM exerted a lot of pressure even though, it was scheduled far and away from the official proceedings. Still it had a strong following in the media and with the NGO community. In Cairo important parts of the UN-conference were headed by Mrs. Nafis Sadik. Her strong influence could be felt everywhere. Here in Copenhagen our advisor Joop van Arendonk is very actively involved and has a high profile. I feel we are close to the action. The Human Rights and the Program of Action groups are very outspoken and are presenting new ideas for all of us.

We cannot be silent about the millions of poor around the world and the exponential growth of crime!!!! If we continue acting as we have up to now, the world's problems will continue growing in exactly the same way!

We cannot continue to champion change without asking ethical questions. How do you train people in new skills so that they are not kept permanently unemployed by the new technologies?

Some answers are being provided by companies right here in Denmark. They are very interested in the welfare of their employees, in their housing and home situations, and in assuring healthy families. There are people who contact fellow employees very discreetly and help them to solve their problems. I have been wonderfully surprised at how often the ethic question is alluded to by most speakers. Definitely a change is taking place at all levels. People see the need for and are demanding closer links, strong community links. It's a time for action against the harmful effects of social exclusion and injustice. The I.M.F. has got it wrong, the emphasis is in the wrong place, it is very sad.

We need to further discuss and see how we implement the ideas that are being put forth here. ICA should pick up and carry through on some of these topics.

**Table I CORRECTION:** This "Spirit Process" model published in the February issue is by Cyprian D'Sousa, our Indian colleague and not by John Epps, LENS INT. (M), as reported.

*Spirit breaks through when the categories, in the triangle, are addressed. Model created by J. Epps, Malaysia*



## RESCHEDULING ON TRAINING OF TRAINERS, PHOENIX

by John Oyler

We set March 10 as the deadline to see if the April/May dates would really work in terms of participation and in terms of having adequate funding. The response from around the world has exceeded our expectation. Twelve countries want to participate as of today. Twenty-two slots have been requested--with names of 18 confirmed--a really great group.

There is a lot of interest in the program but we did not allow enough lead time to get corporate and foundation support. We do not have enough funding now. In addition, there are several participants who have not yet raised enough money for their travel but believe that they could with a little more time.

For these reasons and to avoid the searing summer heat in Phoenix, we have decided to reschedule the International ToP Training of Trainers (IToPToT) for September /October. Tentative dates are September 18 to October 14, 1995.





## **ICA CHICAGO'S TEAMS AND PROFIT CENTERS REPORT TO THE ICA USA BOARD**

### **1. THE GLOBAL ARCHIVES TEAM**

The Global Archives Team has continued to focus on creating a catalogue that will provide access to our data through libraries, schools, individuals, etc. We have experimented in various ways to gestalt the data entries to create a table of contents that can be understood by the person on the street. The team has had several workshops working toward the decisions that are necessary to select entries for the 1995 edition of the catalogue. Last week the team opened the door of the second of the three rooms of archives just a crack and went in far enough to get a three-ring notebook. We quickly shut the door. We will report in 1996 on the progress in that room of files.

Addendum: At the team's quarterly celebration, a luncheon at the Chicago Historical Society (which also has our same software), we were singing along with the piano lady, when who should come into our midst but Studs Terkel! He said, "Oh, my, the E.I. group! I remember talking with you. And I remember Joe telling me about going to his father's funeral and grabbing soap and water to wipe the make-up off his father's face. And Joe said, 'Now I can see the wrinkles for me, my brothers and sisters, and all the other things that made up his life.'" And Studs, with arms waving, said, "That was the best story! I was so impressed that I included it in my last book."

### **2. LEADERSHIP DEVELOPMENT TEAM**

The Leadership Development team continues to do intensive work with personal and professional development of existing and emerging leaders with its Leadership Options course. Through a monthly Symposium Series, we are also exploring new resources for research and the potential for new training programs. We have collaborated with the School Revitalization Network for the Leadership First series for education and we have initiated a collaborative effort with NAES College, a Native American school, in a Planning and Development course.

### **3. SCHOOL REVITALIZATION NETWORK**

Five schools have completed a year-long cycle of programs which includes the Learning Lab (a ten-day experience of Imaginal Education), the Leadership First Series (an application of Leadership Options) and site based planning. Lilia Delgado, Kadi Sisay and Jariabu Ditwana have joined the ICA education team.

### **4. FACILITATION METHODS TRAINING**

The Group Facilitation Methods training team has now completed its ninth public offering of the GFM with an average of eighteen in attendance. We are currently developing FM Training for Technology Project Leaders, in collaboration with a corporate participant from Sara Lee Corporation. We are staging follow-up application sessions with GFM grads. The GFM team has been providing pro bono training for two community based organizations that focus on the area of family support in economically challenged neighbourhoods.

### **4. COMMUNITY RESOURCE CENTER**

The Community Resource Center is 99% full with new space sharers: the Raffle Aids Support Center and a new Pediatric Outreach Clinic for Children's Memorial Hospital. The State of Illinois Senior Aides and Earnfare programs continue to supply workers who clean and maintain our facility, providing the human resource factor that helps to maintain the CRC as a viable community demonstration. The Resource Recycling Program has expanded to include cardboard, aluminium cans, newspaper and office paper. We continue to convert garbage into fertilizer in our "worm farm".

### **6. ORGANIZATIONAL TRANSFORMATION SERVICES**

The focus of the Chicago office's work in Organization Transformation remained largely in the public sector. In addition to the nine-year-long contract with the City of Chicago to provide our facilitation services to low-income neighbourhoods development organizations, we have assisted community groups' efforts to solve such critical social problems as homelessness, the shortage of affordable low-income housing and the struggle to maintain neighbourhood ethnic harmony. Six departments of the Chicago city government, eight suburban municipalities, park districts and school districts have benefited from our Total Quality Management and Strategic Planning services. The ICA is well known among public officials, who recognize our capacity to facilitate non-partisan, consensus-building, planning sessions for the well-being of the whole population.

### **7. INTERNATIONAL CONFERENCE CENTER**

The Korean American Senior Association was one of 200 groups hosted by the conference center in 1994. More than 900 Korean elders attended classes for two months in order to pass an English language citizenship test administered by the Immigration and Naturalization Service. Classes and interviews were held in The Mistral Room. This space, opened just a few months ago, is turning out to be a very popular meeting space.



cont. from p.1

| CONTENT OF 1994 NETWORK EXCHANGE |                  |                       |                                |
|----------------------------------|------------------|-----------------------|--------------------------------|
| ICA LOCATIONS<br>& WORK AREAS    | DATE by<br>MONTH | NUMBER OF<br>ARTICLES | PROFILE                        |
| <b>MENA &amp; AFRICA</b>         |                  |                       |                                |
| Egypt                            | 2,2,7            | 3                     | Hala El Kholy                  |
| Kenya                            | 1,7              | 2                     | Edward Mutiso                  |
| Nigeria                          | 3,3,9            | 3                     | Felix Akpe                     |
| Zambia                           | 9,9              | 2                     | Abiodun Olagoke<br>Ruth Lukona |
| <b>ASIA</b>                      |                  |                       |                                |
| Australia                        | 2,6              | 2                     | John Walmsley                  |
| India                            | 4,5,5,5,5,10     | 7                     |                                |
| Japan                            | 7,7              | 2                     | Shirley St John                |
| Korea                            | 3,9              | 2                     | Donghan Yoon                   |
| Malaysia                         | 7                | 1                     |                                |
| Taiwan                           | 7,7              | 2                     | William Wang                   |
| <b>EUROPE</b>                    |                  |                       |                                |
| Belgium                          | 2,4              | 2                     |                                |
| Bulgaria                         | 7                | 1                     |                                |
| Portugal                         | 2,2              | 2                     |                                |
| Russia                           | 6,6              | 2                     |                                |
| UK                               | 4                | 1                     | Cathy Henwood                  |
| Zagreb                           | 3,6              | 2                     |                                |
| <b>N. AMERICA</b>                |                  |                       |                                |
| Canada                           | 3                | 1                     |                                |
| USA                              | 3,3,4,9,9        | 5                     | Andrew Young                   |
| East                             | 1                | 1                     | Ellen Howie                    |
| West                             | 9                | 1                     |                                |
| <b>L. AMERICA</b>                |                  |                       |                                |
| Brazil                           | 1,4,6            | 3                     |                                |
| Guatemala                        | 1,4              | 2                     |                                |
| Mexico                           | 2,5              | 2                     |                                |
| Peru                             | 1                | 1                     |                                |
| Venezuela                        | 1                | 1                     |                                |
| <b>ICAI</b>                      | 1,1,3,5,6,7,7,11 | 8                     |                                |

Looking to the months ahead, we are planning special issues in arenas where we can identify particular and sustained efforts. These include: Sustainable Agriculture, Formal Education, Integrated Projects and Organizational Transformation. We will of course continue to provide area and geographical coverage but in a less intentional fashion. We will also continue to provide our regular features such as Member's Profiles,

Calendar and general 4 network news (ie. Development, Economic, Education and Depth Culture).

We would like to take the opportunity of inviting you, dear reader, to participate along with us in this 1995 thematic coverage approach. Please keep in mind this context when you receive our request for news and information on your location and your programs.

6 We remain your faithful servers.



## BOARD MEMBER'S PROFILE:

### JOHN HUTCHINSON

I write from this mining town which is just 25 km. away from Silverton which was the location of one of the early AREA councils attended by people like Rob Duffy, Brian Robins, Barry Oakley, Jim Bishop, and others. Silverton in the late 60's was a ghost town. Today it is a tourist attraction with about 80 inhabitants.

I was a member of the group known as the Ecumenical Associates in the inner-city area of Sydney. We invited the Ecumenical Institute to come to Australia in 1967-68 to undertake a teaching programme across Australia which culminated in the Otford Conference that launched the E.I. Australia. Fred and Sarah Buss and J. Clarke stayed on for one year in 2 locations to teach R.S.1 and P.L.C across Australia and to develop the Australia faculty.

Robyn and I honeymooned at the first summer programme held in Adelaide Dec.-Jan. 1968-69.

By 1969-70, Jan-Feb-March, we encountered the winter of Chicago at the Academy held on the West Side. Returning to Australia despite all efforts to encourage us to stay on, I went to a North Coastal town and was ordained as a minister of the Presbyterian Church. 1970-71 we were on the faculty summer trek in Perth. 1971 brought a 3 weeks' training programme in Indonesia with Vance Engeleman.

May 1972 saw Robyn and me headed for London to open up the London House, stopping off in Bombay to teach our first I.T.I.. India came alive! Could we stay on in India? We stayed 5 years, moving to Delhi after 1 year with people like the Wainwrights, the Voss's, the Shamraos, and Dharmalingam. At one point we moved briefly to New Delhi with Ike and Charlene Powell.

About May 1973 we opened the House in Hyderabad as Area Priors Madras, with Dharmalingham and the A.M. Joseph family.

Late 1975 we returned briefly to Australia with our adopted Indian daughter Kiran. Three months later we were Area Priors of East Africa based in Nairobi, arriving just in time for the World Council of Churches meeting and the Kawangare Consult.

Mid 1976 we returned to the Australian church at the time of the emergence of the Uniting Church in Australia which brought together the Presbyterian, Methodist and Congregational Churches. We went back to the inner city parish where it all began.

1981 after 4 years, we felt Asia calling us back. We went to Indonesia, 20 kms. south of Medan to be involved in Christian education and community development.

1987 we returned again to the Uniting Church and I joined the ICA Australia board in 1992 and was appointed as representative to the ICA International board in 1994.

ICA Australia is now best described as a network or movement across Australia. It is now made up of individuals and colleagues operating under a variety of structures, to name just a few:

the Telfords - Glencoe & Associates  
the Rhodes - Adrian Rhodes & Associates  
the Maguires - Unfolding Futures  
the Hutchinsons - Breakthrough Facilitation

As for the future, here in Australia it is wide open.

As for John Hutchinson, I plan to get ToP methodologies into the hands of local congregations and aboriginal groups. In April I am off to Phoenix to the International Training of Trainers Programme. My company, "Breakthrough Facilitation", begins in July as the vehicle to get the methods out.



#### WORLD CONFERENCE ON WOMEN IN BEIJING SEPTEMBER 4-15, 1995

##### DO YOU NEED HELP IN BEIJING ?

For assistance in finding housing or other arrangements for the World Conference on Women, you may try the TRANSCHINA International Business & Tourism Services, Ichen Ho, Managing Director, at Room B18, Huayu Building, 3/A Long Tan Road Chong Wen District, 100061 Beijing, China. Tel. 86-1-7010519 Fax. 86-1-7033438.

The daughter of our local Chinese restaurateur works for this agency in Peking. She does good work.



## ICA EVENTS FROM AROUND THE WORLD



## CONTINENT

| WHEN                                   | EVENT   | WHERE   | RE                                 |
|--|---|---|------------------------------------|
| <b>ASIA</b>                            |   |   |                                    |
| FIRST MONDAY<br>OF EACH MONTH          | FACILITATOR'S<br>NETWORK MEETING  | SYDNEY  | AUST. FACILITATOR'S<br>NETWORK     |
| APRIL 4-5                              | GROUP FACILITATION<br>METHODS   | KUALA LUMPUR  | LENS INT. (MALASIA)                |
| APRIL 17-19                            | ELICITING COMMIT.<br>& MOTIVATION   | KUALA LUMPUR  | LENS INT. (MALASIA)                |
| MAY 8-11                               | ASIA O.T. NETWORK<br>MEETING  | TAIPEI  | ICA TAIWAN                         |
| MAY                                    | HARRISON OWEN<br>SEMINARS   | SYDNEY &<br>MELBOURNE   | BRIAN BAINBRIDGE                   |
| <b>EURASIA</b>                         |   |   |                                    |
| APRIL 3-5                              | GROUP FACILITATION<br>METHODS   | SARAJEVO  | ICA ZAGREB                         |
| APRIL 8-9                              | GROUP FACILITATION<br>METHODS   | BRUSSELS  | ICA BELGIUM                        |
| APRIL 21-23                            | VOLUNTEER<br>ORIENTATION WEEKEND  | NETHERLANDS   | ICA NETHERLANDS                    |
| MAY 24-26                              | STRATEGIC PLANNING<br>ADVANCED COURSE   | SLIJEME   | ICA ZAGREB                         |
| MAY 5-7                                | ICAI EXECUTIVE<br>COMMITTEE   | BRUSSELS  | ICAI                               |
| <b>N. AMERICA</b>                      |   |   |                                    |
| SEPT '84 - MAY '85<br>-APRIL 22, 1995- | SYMPOSIUM SERIES<br>(9 EVENTS)/SELF-IN-<br>WORLD/WORLD-IN-SELF<br>event # 9:<br>"UNFOLDING STORY" | CHICAGO   | ICA CHICAGO<br>LEADERSHIP DIVISION |
| JAN - JUNE, 1995                       | 48 GROUP<br>FACILITATION<br>METHODS SEMINARS  | 20 US CITIES  | ICA USA<br>(see ToP schedule)      |
| FEB - JUNE                             | 12 PARTICIPATORY<br>STRATEGIC PLANNING<br>SEMINARS  | 9 US CITIES   | ICA USA<br>(see ToP schedule)      |
| JAN - MAY                              | 5 TOWARD A<br>PHILOSOPHY OF<br>PARTICIPATION<br>SEMINARS  | DENVER (JAN 12-13)<br>SEATTLE (FEB 7-8)<br>SACRAMENTO<br>(MARCH 6-7)<br>ALBUQUERQUE<br>(MARCH 14-15)<br>PHOENIX (MAY 2-3) | ICA USA                            |
| *SEPT.18 -OCT.14                       | INT. TRAINING OF<br>TRAINERS  | PHOENIX   | ICA WEST                           |
| <b>L. AMERICA</b>                      |   |   |                                    |
| APRIL                                  | DOCUMENTATION<br>MUNICIPAL<br>PARTICIPATION AND<br>GOVERNANCE<br>EXPERIMENT                       | SANARATE<br>MUNICIPALITY,<br>GUATEMALA  | ICA GUATEMALA                      |

\*New Date - see  
article on p 4  
"Rescheduling..."

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**THE NETWORK EXCHANGE**

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Brussels

# The Network Exchange



May 1995

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## A GLANCE BACK TO THE SOCIAL SUMMIT

by Ursula Winteler

*Former ICA I president Ursula Winteler participated as our official representative in the Social Summit in Copenhagen this past March. Below she shares her reflections on the meaning of the event.*

**WHOEVER WANTS  
THE WORLD TO  
STAY AS IT IS,  
DOESN'T WANT  
IT TO STAY  
AT ALL.**

*Erich Fried*

*Wer will, das Welt bleibt,  
wie sie ist, der wil nicht,  
das sie sleibt. Erich Fried*  
Several weeks after the Social Summit it is good to step back a little and to assess what remains, where we can work further, what arenas we should emphasize and what is useful especially for us as ICA.

First a short analysis on certain similarities around the world. Poverty appears to be growing everywhere even if its manifestations differ from place to place. The social systems of the industrialized countries no longer seem up to the challenges; for example, in countries with cold winters the homeless population confronts a big problem.

In Copenhagen we discussed issues such as social integration, unemployment and human rights as these relate to the destiny of people - men, women, and children. Let's look at ICA's place can be in these times. The time for explanations is over. Most people do know

what the situation is; the facts are there. We need ways out of the depression, out of the recession, ways out of danger and destruction. My impression was that there are plenty of ideas. But how do these ideas become reality? There will be plenty around for the ICA to do.

**IF WE ARE  
TO HAVE PEACE:  
CAPITALISM NEEDS  
TO CHANGE ITS  
WAY OF THINKING**

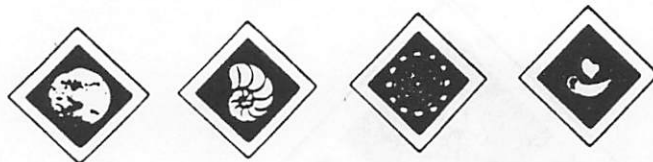
This title can be read in any business ethic magazine.

Some companies take the basic idea of human dignity for every employee seriously. They contribute to reform and advance human rights in

the communities in which they operate. They want to be good corporate citizens. They contribute to charitable donations, help enhance education and culture and support employee participation in community and civic affairs. Many concrete examples of this type of organizational behaviour were presented at the Social Summit. We were able to observe that some are more effective at this than others.

The question of technology and unemployment was also raised. We cannot simply have machines and computers take over jobs. Massive unemployment comes with the new technology. New work options need to be explored and created. We need a sensible use of technology but not technology at any price because we cannot pay for it. It was stated: it (technology) doesn't only kill jobs, it also kills people.

*cont. on p.4*



## NGOs ATTACK SOCIAL SUMMIT

*The following release by EarthAction a public opinion NGO based in Britain shows, by default, what the proposals presented at the Earth summit by UNICEF and the UNDP were. Each month EarthAction puts out a newsletter identifying one critical global issue, drafting a "lobbying letter" and urging its readership to write to their governments or representatives to express their sentiments. After the Rio and Cairo UN conferences they highlight a new role for NGOs as they jostle to take part in policy formulation.*

Thursday March 10, 1995

The Social Summit came under fire today from NGOs for its failure to make any concrete commitment to increase resources to meet the basic needs of the poor.

EarthAction, a network of 1,050 citizen groups in 129 countries, announced a **new international campaign** to pressure governments to adopt a target of 20% of development resources to be devoted to basic education, primary health care, family planning, clean water and nutrition. The campaign will involve more than 1,000 NGOs and outreach to 5,000 members of parliament and 5,000 journalists around the world.

The so-called "20:20 Initiative", put forward by UNICEF, the UN Development Programme and other UN agencies, has been a central focus of the Social Summit. It proposes that 20% of development assistance from the North, and 20% of government spending in the South, should be devoted to meeting these basic needs. The UN agencies calculate that, if this target were reached, it would be possible to meet the essential needs of virtually all the world's citizens.

The proposal, strongly supported by countries ranging from Benin to the Netherlands, has been resisted by many other nations in North and South, Britain and India notable among them. The result which was met with derision from UN officials and NGOs, has been a weak form of words in the final Programme of Action of the Summit, saying that "interested" countries may adopt a target of 20% of spending for undefined "basic social programmes."

EarthAction also strongly criticised the removal of references in earlier drafts of the Programme of Action to another proposal from the UN which, if implemented, would greatly increase resources for human development - a proposal for a world-wide levy of international currency transfers. The UN Development Programme calculates that even a small levy of .05% on currency transfers, most of which are carried out by international currency speculators, could generate as much as US \$150 billion a year. All reference to this proposal has vanished from the text.

"The poor can't eat promises," said EarthAction in a statement today. "If the world's governments can't even agree on the most modest proposals for meeting the basic needs of the citizens, then why are they here at all?"

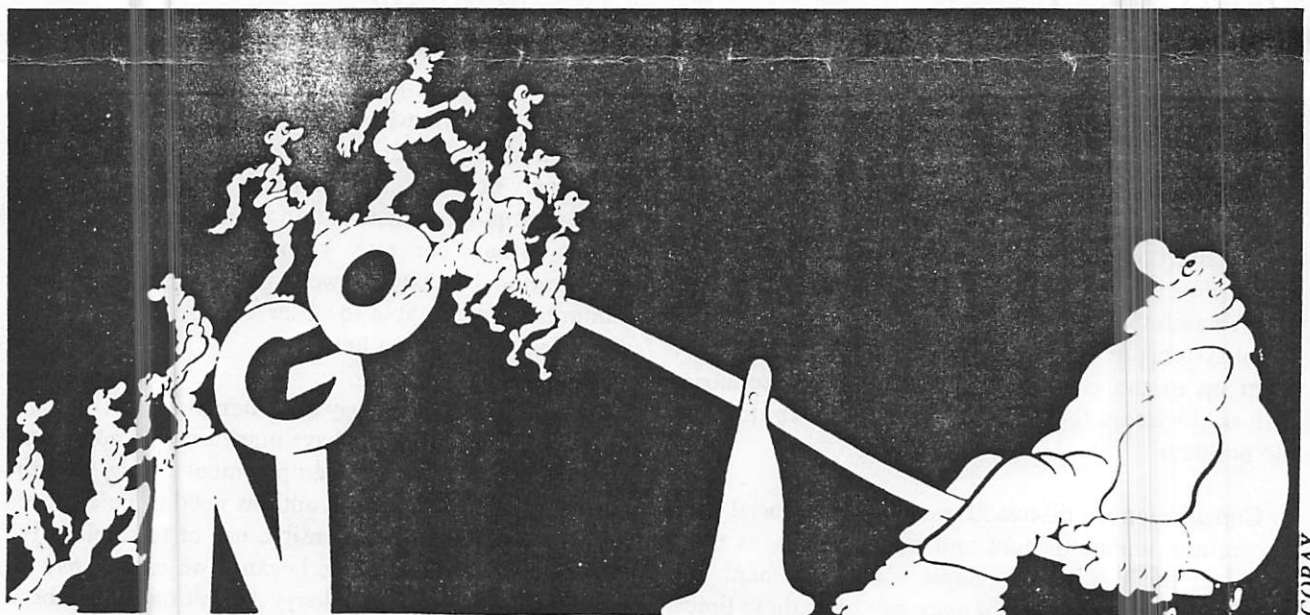
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tel. 44-171-865-9009 fax 44-171-278-0345







## ICA'S MANY PARTNERSHIPS WITH UNDP

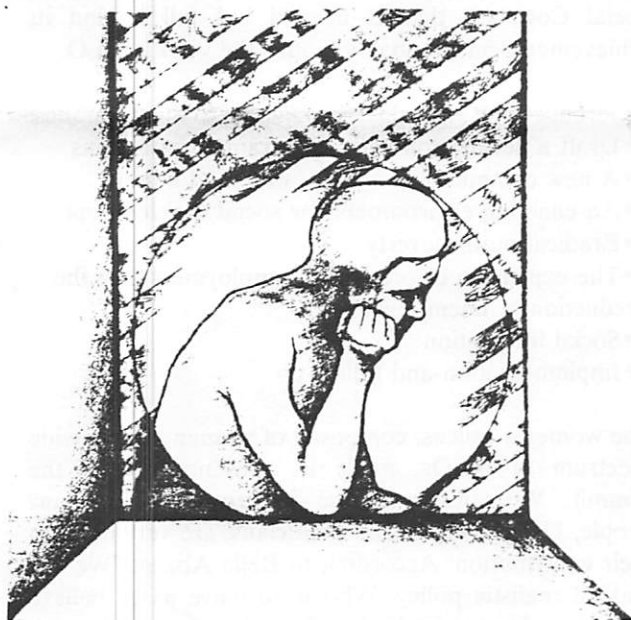
### NEW APPROACH TO DEVELOPMENT

by Vaughn O'Halloran

The United Nations Development Program (UNDP) is attempting to make a major shift in the way national governments and the UN system think about development. This shift in the development paradigm is called the "Program Approach" to development, to differentiate it from the current practice which might be called a "Project Approach."

In the Project Approach, a developing country might be carrying out as many as a hundred different agricultural projects ranging from irrigation to crop research to livestock breeding. Each project has a separate, legally binding, contractual agreement with a bilateral donor such as the US Agency for International Development (AID), the Canadian International Development Agency (CIDA), Danish DANIDA, or with a multilateral agency such as the World Bank, UNICEF or the International Labour Office (ILO).

Each project also has a unique set of grant monitoring and evaluation requirements. These entail at least quarterly, if not monthly, extensive reports on project activities and grant expenditures, as well as midterm and final project evaluations by external consultants. All of this is overseen by a Project Manager who is responsible for all aspects of the project. The entire system places a severe burden on the human resources needs of the developing country.



*Approach cont. p. 4*

### LOCAL PARTNERSHIPS

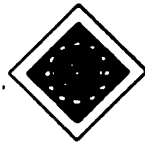
United Nations Development Programme (UNDP) initiated an experiment with the "Programme Approach" through its Global Environment Facility (GEF), an environmental partnership with the World Bank. The GEF focuses on environment both in the urban and in the rural. The urban focus is Local Initiative Facility for Urban Environment (LIFE) and rural focus is the Small Grants Project (SGP). ICA is involved with the GEF at several levels. ICAI was contracted to provide facilitators for the first year's evaluation and planning meetings for the country officers involved in both programmes. These were 5 day regional meetings held in Jakarta (for Asia), Nairobi (for Africa in French and English) and San Jose, Costa Rica (for Latin America in English and Spanish). ICA Côte d'Ivoire (ICA CI) is a partner with the SGP in Côte d'Ivoire.



ICA CI submitted a proposal to the SGP to initiate an agroforestry agriculture system in Brobo, the location of our development project in CI. The field infrastructure of alleys created by planting row of nitrogen fixing trees and shrubs. The crops are grown in the alleys. The SGP had already awarded a grant to another organization in Brobo and did not want to award a second grant. The SGP said that they liked the ICA proposal, could the ICA do the agroforestry in another location.

The Toumodi Village Association had invited ICA CI to open a project in that location. There was no funding to sustain this location but the Association would contribute start up money. ICA CI asked the SGP if Toumodi would be an acceptable location. It was. The Association also accepted the proposal. It took several months of site visits and negotiations between the villages, ICA CI, the Association and the SGP before the grant was awarded. In January 1995, ICA CI opened its second location in Toumodi. The Agroforestry Project is started in 5 villages.

During one of the site visits, the National Coordinator, Mr. Kouassi Cyriaque N'Goran, of the SGP asked if ICA staff knew the book *Methods of Active Participation* by Terry Bergdall. The staff member said that she not only had the book but knew the author. The Mr. N'Goran said, "Meeting the ICA CI was one of the best things that had happened for the SGP". The SGP national officers of CI took part in the SGP evaluation and planning conference facilitated by ICAI in Nairobi.



#### *Approach cont. from p. 3*

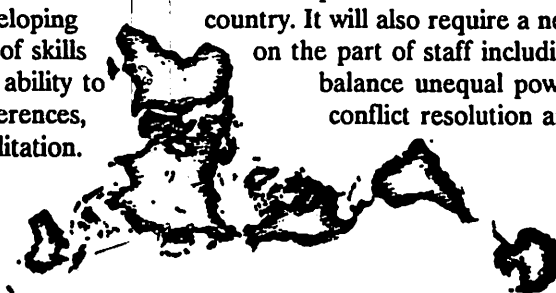
In the Program Approach, the development process begins and ends at the national level. A government first formulates a National Development Program based on its real needs. One of UNDP's guiding principles is that the project be multisectoral, e.g. a program for the empowerment of women might involve agriculture, education and an educational component. Another guiding principle is that the project be participatory, involving all segments of the population such as unions, non-governmental organizations and women's organizations.

The Program Approach makes more efficient use of resources. It maximizes human resource allocation and better coordinates the use of scarce development funds. Donors can look at a country's programs they can best support. This will reduce competition and duplication of funding among donors and provide an opportunity to focus aid where it is needed.

UNDP wants to be the advocate for this approach within the UN System and among bilateral donors. It also plans to redirect its funding away from projects and towards building the capacity of developing countries. Capacity building will be seen as enhancing a country's ability to envision policy, formulate programs and monitor implementation. One of the greatest strengths of the Program Approach is that it acknowledges that the primary responsibility and locus of control of the development process is at the national level.

I have been working with the Policy Bureau and the Department of Personnel at UNDP to create a training package that will be sent out to UN Missions in 141 countries. The package is designed to orient people to the need for this new approach, train them in how to analyze the capacity of governments and instruct them in how to complete the documentation required by UNDP to release its funding.

It is a challenging exercise because successful implementation of the Program Approach will require foundational changes in UNDP's operations and in the culture of the organization. It will require that UNDP field staff, accustomed to playing a donor role in dispensing funds for projects, relinquish that influence and control over the development activities of a developing country. It will also require a new set of skills on the part of staff including the ability to balance unequal power differences, conflict resolution and facilitation.



#### *Social Summit cont. from p.1*

### ***SOCIAL POLICY NEEDS TO INCLUDE OBSERVANCE OF AND COMMITMENT TO, ENFORCING HUMAN RIGHTS (economic, social and cultural)***

Unemployment is the most important cause of poverty and social marginalisation. Promoting productive employment should therefore be the prime objective. Based on a limited problem analysis, the  
N G O - F o r u m

demands a fundamental reorientation of development cooperation. In the face of the worldwide human crisis and an impending global catastrophe, the NGOs' call for a liberalization of the markets is the most important approach to solve development problems.

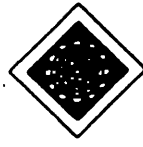
The responsibilities to observe human rights must be emphatically stressed. The demand for the integration of social security and poverty alleviation into the structural re-adjustment programmes of the IMF and World Bank is also valid. The policies of these institutions require fundamental reform. For example, in order to repay debt, structural re-adjustment programmes most often require a cut in social services and education spending. These programmes should be better integrated into the UN-System. Poverty oriented policy should amount to more than statistical recording and administration of poverty.

There was still a fear from German trade unions. If the summit ends in vague statements, it will do social rights a disservice because the summit will not promote the Social Covenant that is needed but fall behind its achievements and probably hinder the work of ILO.

Different caucuses worked through the following arenas:

- Draft a declaration and a programme of actions
- A new commitment on education and health
- An enabling environment for social development
- Eradication of poverty
- The expansion of productive employment and the reduction of unemployment
- Social integration
- Implementation and follow up

The women's caucus, composed of women from a wide spectrum of NGOs, made its presence felt at the summit. Women's influence is growing and many people, UN personnel and politicians, are very open to their contribution. According to Bella Abzug: "We are making realistic policy. Who is so naive as to believe that the change could be done by those who are responsible for the status quo."



## I.A.F. CONFERENCE WINS BIG

by Michael Kaplan

*Michael Kaplan, a facilitator, from Charlottesville Virginia, was one of many "new" faces at the International Association of Facilitators' meeting in Denver. Here are some of his impressions of that event, January 1995.*

This Conference was special for me because I agreed to arrive early and help the local Denver team, headed ably by Linda Jones and Kim Epley. They hosted, lodged and fed me in exchange for 36 hour work days. It was a memorable experience, personally and professionally. Somewhere in Denver, I lost a month. I have not recovered.

As a survivor of numerous "professional" conferences and association conventions, my hopes and dreams for the IAF are that it won't become like most other associations. The core of this group contains some of the most creative folks you'll meet in any line of work. My expectation is that we will maintain our fresh enthusiasm to the extent possible, that we would crawl through cut glass to make sure we don't become overly institutionalized.

Three conferee traits stand out for me from IAF '95. They are: collegiality, sharing and celebration. These traits represent what distinguishes IAF from many professional associations - at least for now. We must preserve them as core values to insure our uniqueness over time. They are our comparative advantage in attracting new membership.

I'll say some more about each trait. There was a real genuineness about colleagues networking in Denver. There were people who had known each other for decades. There were others who met for the first time. What was collegial was not being made to feel left out because you hadn't worked in rural Africa or facilitated in a Fortune 500 firm. Conferees stood confidently and were honoured for their respective portfolios of experiences. Business cards were exchanged all around. I wanted to meet Bruce Williams who wrote a book called *More than 50 Ways to Build Team Consensus*. He was interested in my work with public schools and invited me to help him with his workshop session. We

*Conference cont. on p. 8*

## THE I.A.F. GOES GLOBAL

*ICAI Secretary General Dick Alton has attended several IAF conferences. Together with Paul Schrijnen and Terry Bergdall they are convening an I.A.F. meeting on the opposite shore of the Atlantic as revealed below.*

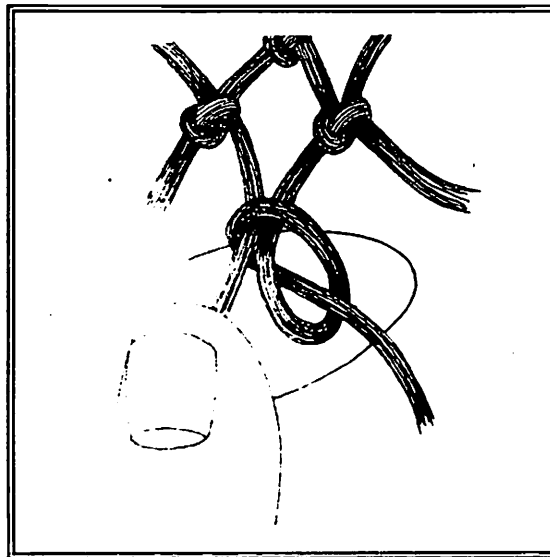
Brussels

10 February 1995

Dear Fellow Facilitator,

REF: International Association of Facilitators (IAF)  
European Branch

For the last seven years there has been a gathering of people in the United States to "promote, support and advance the art and practice of the discipline of facilitation through: methods exchange, professional growth, practical research collegial networking and support services". This year in Denver over 300 people participated with over 50 workshop presentations. From Europe Paul Schrijnen, Terry Bergdall via Africa and Dick Alton participated.



We are proposing to initiate an IAF European Branch through a Friday night, Saturday and Sunday Network Meeting, 20-22 October 1995. The location we are suggesting is central Europe (Netherlands, Western Germany, or Belgium) in the medium price range.

There will be four presentation on Saturday morning, Saturday afternoon and Sunday morning making total of twelve presentations. You would be able to choose 6 of the twelve. Each session is 1 1/2 hours long with one hour of presentation and 30 minutes of questions or small group work. Sunday afternoon will be reserved for discussion of the future of IAF: Europe.

Bob Vance, the president of IAF will be presenting the history and the accomplishments of the organization. He will also facilitate the discussion on the next steps in Europe.

We have lined up so far the following presentations to

*IAF Goes Global cont. on p. 8*





## LIFESTYLE SIMPLIFICATION—IN INDIA?!

by Elaine and Nelson Stover

Although most Americans imagine India as a land filled with poverty stricken malnourished inhabitants, in fact its booming middle class rivals the US in size and affluence. Along with the rising prosperity of the middle class have come the pressures and stresses so prevalent in America and Europe. Ten years ago one business man joked that "in India we have to import high blood pressure"; in the nineties handbills advertising stress management seminars can be seen along city streets. With the arrival of cable TV and consumer goods, the West has also sent along its human pressures.

For a wide variety of reasons ranging from concerns about diet to internal family stresses to growing sensitivities to environmental issues, Americans are attracted to seminars on LifeStyle Simplification. The one-day LifeStyle Lab, developed by the ICA at Greensboro in 1991, has been conducted in Phoenix, Chicago, New Jersey, Prague and points in between. Shankar Jadhav, of the ICA Pune, India office, attended the Prague ICA conference. There he saw the relevance of the program to the Indian environment and invited Elaine and Nelson Stover, co-directors of the ICA at Greensboro, to conduct the program in January, 1995, in Pune.

For nearly 20 years the Thermax Company in Pune has been a supporter of ICA projects. As the ICA's programs in India expanded to include leadership training and participatory planning methods for manufacturing corporations, the Thermax Company also began to conduct these programs within its organization. When the ICA Pune began the Malegaon Cluster Human Development Project in the late '80's, Thermax became a partner in the project. In addition to financial support for the project, some of the Quality circles within the company sent their members to directly assist in endeavours within the village. When the idea of the LifeStyle Simplification Lab was presented to Kiran Gandhi, Human Resource Director at Thermax, he realized the relevance of the program to his staff. When asked, during the opening conversation at the Lab, why he agreed to sponsor the event he said: "If it's an ICA program recommended by the Jadhavs, I want to be involved with it." At his suggestion, Thermax Company provided space for the Lab and assigned a woman to market the program.

On Saturday morning January 21, 1995, participants began arriving at the Thermax training centre. Five couples ranging in age from 25 to 55, one couple's two children and three women entered the room with



comfortable padded chairs. In addition to the 13 Thermax employees, the Lab was attended by one couple which was referred by an Indian participant in the most recent Greensboro LifeStyle Simplification Lab and five other persons affiliated with the ICA office in Pune. The opening conversation revealed that the participants had elected to come to the program for a wide variety of reasons-- some were feeling the pressures of two-career families, some had teen-age children whose TV-driven demands for name-brand merchandise were straining family budgets, others were sensing the futility of just earning a living. In preparing for the Lab, the facilitation team had decided to make no modifications to the curriculum, thus the remainder of the day proceeded as it had in all the previous events which had been conducted in the U.S..

The morning sessions of the Lifestyle Simplification Lab included the study of a paper by Robert Gilman of the Context Institute and a 5-question think-tank which created the global perspective in which the question of LifeStyle Simplification gets raised. Gilman's paper highlights three factors which determine society's environmental impact -- Population, Affluence and Technology. Participants saw the manifestations of the increasing impact which their society is having on the natural environment. With almost 1/4 of the world's population, the impact of just adding a single light bulb to every Indian home becomes rapidly apparent -- four more hydroelectric dams. In the think-tank, the Indian participants shared, with people in industrialized nations around the world, the pressures of longer work hours and the shift to the monetized economy as women enter the work force. As opposed to many Western nations which have spent the last several centuries heading toward industrialization, India has a host of recent advocates of simple living. Mahatma Ghandi's personal belongings filled barely a box. Numerous respected

*Lifestyle cont. on p. 7*



*Lifestyle cont. from p. 6*

gurus and holy men continuously advocate the benefits of spiritual living. The dangers of materialism are apparent and considerable public attention is currently being given to environmental activists, some of whom are impeding the progress of the huge Narmada hydro-electric dam and others who are organizing women to plant and tend trees.

Lunch, at the end of the morning workshops, was served buffet style on the building's terrace. The opportunity to talk allowed new friendships to emerge and helped solidify the commitment to LifeStyle Simplification.

The afternoon sessions began with a reading entitled "What is Enough" by Alan Durning. Participants realized the futility of more, more, more. Shrikant Phadke, a retired government officer who spent two years working with the staff of the ICA Pune, read a poem he had written pointing to the limitations of relying on money to provide personal fulfilment. In the workshop, participants explored the boundaries of enough for themselves. Individuals had time to examine the criteria by which they determined what is enough. The conversation allowed them to become clear on the need to slow the drive to consumerism and to focus on the quality of their life in the context of building a sustainable society.

Four groups convened to create motivational images toward a simpler life. A Hindi song, a billboard, a drama and some TV spot announcements were created in this workshop. The drama focused on a man who tried to resign from his job because he had been offered more money elsewhere; however, his boss and a friend convinced him that he should stay with his present employer where the working conditions were less stressful and more fulfilling. The billboard used the theme "The Choice is Yours" and showed images of high consumption and stress in juxtaposition with images of simple sufficiency and contented people. The song and TV spots drew on contemporary slogans and popular tunes to create fresh images of simplified living. An inspired group left the Thermax training centre late Saturday afternoon committed to simplifying their own lifestyles.

Shankar and Shakuntala Jadhav have been trained as tutorial-style facilitators so that they can conduct the Lab with other interested groups. They kept the decor and much of the background reading materials related to LifeStyle Simplification. Thus, in Pune, a core group of people have participated in the LifeStyle Simplification Lab and a team of trained facilitators are prepared to lead similar programs in India in the future.

## STREET SMARTS

*The following letter by ICA writer/editor John Burbidge was read out loud early one Sunday morning in April over National Public Radio. It followed the third episode in a 6 part series of life on the streets of Bombay by British radio journalist Julian Hollick.*

Liane Hansen  
Host  
Weekend Edition: Sunday  
National Public Radio  
Washington D.C.

Dear Liane:

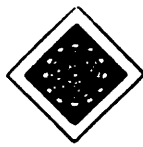
Julian Hollick's masterful vignette of life on Apna Street in the Byculla neighbourhood of Bombay rekindled precious memories for me. For four years during the early 1980's, I lived just around the corner from the Byculla fire station described by Hollick.

No matter what time, day or night, I went out or returned home, I would be greeted by a chorus of people from Tony, the toothless fruit-wallah to Charlie, the one-armed leper, a permanent fixture at our front gate.

But one person remains with me above all the rest. She is the wrinkle-faced woman with a stooped back and ragged sari who would collect our heavily-laden garbage cans and carry them down four flights of stairs to have first pickings of our precious waste. More than any government-generated campaign, she taught me to recycle and reuse. The real lesson was when, several days after throwing out used note paper, it would come back to me as a wrapper for the 100 grams of peanuts I bought at the corner store!

Thanks for the memory,

John Burbidge



*LAF Conference cont. from p. 5*

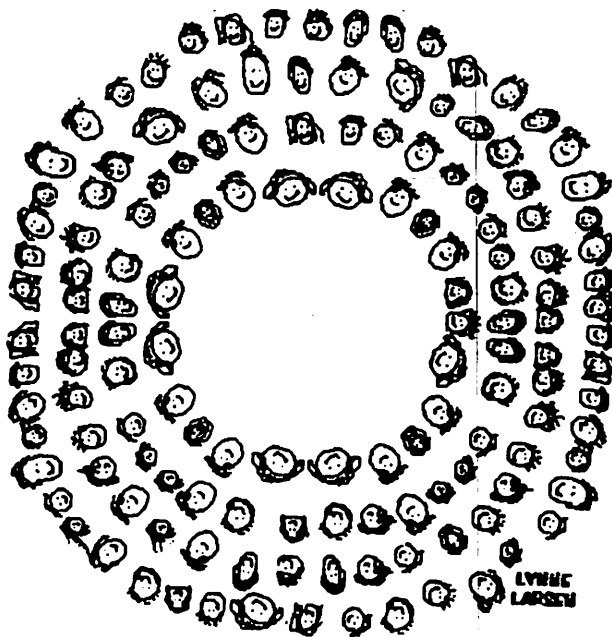
were fully engaged as colleagues. "Call me if you need help on a training design" he said. Back home in Charlottesville, I called and he expanded my thinking on action planning. New colleagues were Conference take-away gifts.

Sharing took many forms. From the onset, conferees volunteered time to help the Local Team with last minute logistics or brushfires. There was the now famous "Share a Method" session, with documentation available for the bargain price of \$10. In hallways, and after sessions, the hotel resembled a floating market place. Colleagues were swapping handouts, copying information from flip charts, sketching training designs, hawking books, recommending articles, seminars or other consultants.

Celebration stands out as a unique feature at IAF's Annual Conference. It began on Friday, our first night together. Working as dinner table teams, we generated data cards that turned into a huge wave called "Types of Paradigms". This enormous, colourful creation was rescued from the hotel's garbage dumpster the next morning and will be documented for the IAF membership. Imagine nearly 300 people coming to Sunday's Celebration dinner wearing masks, watching humorous entertainment and concluding with music and dancing. Earlier, we created masks in a room crowded with colleagues applying paint, feathers and glitter. My learning was that we need to build more fun experiences into life and work. The Minnesota twins, Mirja Hanson and Mike Kirkwood, and all their supporting elves put on a great show. We laughed at them, with them and because of them. Our CERT colleagues involved all of us in the final day celebration with remarks by David Lester and ceremonial dancing. Throughout IAF '95, fibres of celebration were knitted into the fabric of the Conference. Interacting, networking, learning, teaching and facilitating were all celebrated by those who gave and those who received.

What will happen to the IAF? How will members' interests be nourished? Commitment sustained? Will we place too much emphasis on research and forget the importance of being an applied craft? Will we squander resources on unneeded member services like group life insurance, discounted subscriptions to Time Magazine and an IAF VISA Card? Membership should focus on IAF's ability to: keep members connected; revitalize members through the annual or regional conferences; nourish member curiosity with useful readings, relevant research findings, reference materials and professional development seminars; always remain authentically focused on the practising facilitator. I look forward to

Dallas in 1996. The IAF will be one year more mature. Members will again gather to be collegial, to share and celebrate. Nadine Bell expects our registrations!



*LAF Goes Global cont. from p. 5*

talk about facilitation in their work place:

- Terry Bergdall - Swedish SIDA (Ethiopia)
- Gaby Boone - Honeywell (Brussels)
- Steve Busby/Daniel Heberlé - Learning Radical Approaches through Differences (Brussels/Paris)
- Michael Hayes - International Foundation of Red Cross/Red Crescent (Geneva)
- Keith Moultrie - National Health Service(England)

We are sending out a mailing to twenty five people who we think would be willing to be part of such an association, would be willing to attend the first gathering and would consider inviting their friends, and think about doing a presentation.

Sincerely

Dick Alton  
Terry Bergdall



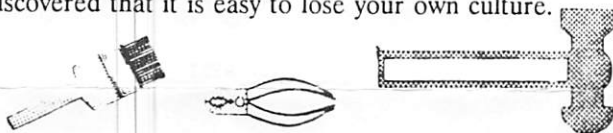


## MEMBER'S PROFILE: KEN OTTO

Ken Otto, growing up on a turkey farm in western Michigan, USA, learned the value of hard work and many practical, repair skills. In '71, he graduated from Michigan State University with a B.S. in Animal Husbandry. Rather than serve time in the armed forces, he served an ecumenical campus ministry as a conscientious objector at Lake Superior State College, Sault Ste. Marie, Michigan, for 1 year. His curiosity then led him to Alaska to see what farming was like there and he worked as a dairy herdsman for another year. Ken encountered the Institute through RS-1 when he attended church in the closest village of 200 people. The church was in a Galaxy of the Local Church Experiment, which was sponsored by the Institute. In the winter 1974, he attended the Academy, the last one on the West side location.



After living in the Anchorage House for a year, a request came (Oct. '75) for him to go to Oombulgurri as a farmer-mechanic. The training in remote Alaska helped him make repairs from nothing in remote Australia. His visa was mixed up so he spent 3 months in Kelapa Dua, Indonesia, HDP repairing a water pump while his visa was sorted out. The next 2 years were in Murrin Bridge where he worked to establish a wood products and a sewing industry. After working so long in developed nations with welfare systems, he wanted to go somewhere without one. So he journeyed to Maliwada, India, for 18 months and then on to Kapini near Lusaka, Zambia, to help fill a critical staff shortage. After 9 years overseas he thought it was time to get back on track, so to speak, with his own culture. He had discovered that it is easy to lose your own culture.



It was 1984 and time for The Council in Chicago. Even though he wanted to return to the US, it was difficult for him to picture a role for his skills since he never saw himself putting on a suit everyday to go to work. He accepted the Building Engineer's position at the Kemper building, where he thought his repair skills could be put to good use. Also a serious relationship with Paula Philbrook developed and they were married January '85.

He began to work on the deferred maintenance that was left as a result of building the movement the previous 13 years. He spent many hours following electric conduit, air ducts etc. to get control of the building instead of feeling like the building controlled him. When ICA Chicago chose to become landlords and rent to other not-for-profits, Kemper Building was far from ready.

The journey of this work at Kemper is a huge chapter in itself.



In '84 he chose Tai Chi Chuan as the way to explore the New Age activities introduced during the council. Now he teaches Tai Chi and facilitates the Machakos Simulation Games during residential training events held in the building. He is a certified presenter of the Machakos Game. "This is still a good tool to experience teamwork and to encounter another culture," he said. Among his many other interests is Shiatsu massage. He has taken basic training and has 2 paying clients and many clients with whom he barter services.

Ken still dreams about being a farmer and has been working since 1990 to make this dream come true. They bought 40 acres of property in Michigan and are trying to develop it into a commercial farm. Since '90 they have experimented with shitake mushrooms, vegetables, medicinal herbs, and 20 acres of spelt, a grain similar to wheat. Recently interest in spelt has increased for use by those who are allergic to wheat products.

Their first girl, Rebekah, was born in 1985. They had been in the muddle of the frustration of the foreign adoption process when Paula became pregnant with Hannah who was born in the late winter 1993. 18 months later Paula gave birth to their third daughter on December 6, 1994. They also have 1 foster daughter, a 17 year old Afro-American. They have really been challenged in the parenting department. The third daughter was a high risk pregnancy and was in intensive care for 7 weeks after birth. She is still on oxygen at home and is working hard to grow her left lung which was not fully developed at birth. Ken has discovered that



being a parent really pushes him to explain his values about life.

Ken is a reader and likes books by Scott Peck including his latest, *A World Waiting to Be*. Two other books he highly recommends are *Men Are From Mars* and *Women From Venus*. These books attempt to describe the differences of men and women so that a better understanding can be built. Bishop Spong's book, *Born Of A Woman* is a very fresh interpretation of the birth narrative of Jesus but he is most famous for his book, *Saving the Bible from Fundamentalism*.

He loves any science fiction movie about outer space and hopes to be in one of the Shuttle flights to the moon before he dies. Some people would call him a Trekker because he watches Star Trek on TV every chance he gets.



## ICA EVENTS FROM AROUND THE WORLD



## CONTINENT

| WHEN                                 | EVENT  | WHERE                 | RE  |
|--------------------------------------|--|-----------------------|---|
| <b>ASIA</b>                          |  |                       |   |
| MAY 5-7                              | RESIDENTIAL<br>CO-LEARNING IN<br>HUMAN CAPACITIES  | AUSTRALIA             | UNFOLDING FUTURES<br>(Maguires)   |
| MAY 5-7                              | COMMUNITY BUILDING<br>WORKSHOP   | TAIPEI                | ICA T & FCE<br>FOUNDATION FOR<br>COMMUNITY<br>ENCOURAGEMENT<br>(Scott Peck group) |
| MAY 8-11                             | ASIA O.T. NETWORK<br>MEETING   | TAIPEI                | ICA TAIWAN  |
| MAY 9-12                             | HARRISON OWEN<br>SEMINARS  | SYDNEY &<br>MELBOURNE | BRIAN BAINBRIDGE  |
| MAY 27-28                            | FACILITATION<br>METHODS SEMINARS   | TAIPAI                | ICA TAIWAN  |
| <b>EURASIA</b>                       |  |                       |   |
| MAY 24-26                            | STRATEGIC PLANNING<br>ADVANCED COURSE  | SLIJEME               | ICA ZAGREB  |
| MAY 5-7                              | ICAI EXECUTIVE<br>COMMITTEE  | BRUSSELS              | ICAI  |
| <b>N. AMERICA</b>                    |  |                       |   |
| SEPT '94 - MAY '95<br>-MAY 20, 1995- | SYMPOSIUM SERIES<br>(10 EVENTS)/SELF-<br>IN-WORLD/WORLD-IN-<br>SELF CHICAGO<br>event #10: "HUMAN<br>GIFTS & TOUCHSTONES" | CHICAGO               | ICA CHICAGO<br>LEADERSHIP DIVISION  |
| JAN - JUNE, 1995                     | 48 GROUP<br>FACILITATION<br>METHODS SEMINARS   | 20 US CITIES          | ICA USA<br>(see ToP schedule)   |
| FEB - JUNE                           | 12 PARTICIPATORY<br>STRATEGIC PLANNING<br>SEMINARS   | 9 US CITIES           | ICA USA<br>(see ToP schedule)   |
| MAY 2-3                              | TOWARD A PHILOSOPHY<br>OF PARTICIPATION<br>SEMINAR   | PHOENIX               | ICA WEST  |
| *SEPT.18 -OCT.14                     | INT. TRAINING OF<br>TRAINERS   | PHOENIX               | ICA WEST  |

\*Rescheduled date

ICA International  
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1030 Brussels, Belgium

## THE NETWORK EXCHANGE

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1030 Brussels, Belgium

# The Network Exchange



June 1995

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| Member's Profile: Susan Fertig-Dyke .....           | 7 |
| Calendar .....                                      | 8 |
| Insert: Announcing the 1996 Cairo Global Conference |   |

## THE 1995 MEETING OF THE EXECUTIVE COMMITTEE

A new ICAI Executive Committee (E.C.) met in Brussels May 5-8.

The E.C. included new officers elected at the ICAI Board Meeting in Lonavala:

**Bill Wang** - Vice President (1994-1998) representing Asia

**Franco Voli** - Vice President (1994-1998) representing Europe

**Hala El Kholy** - Vice President (1994-1998) representing M.E.N.A.

and serving officers elected in Prague (1992) or selected in Brussels (1989):

**Shizuyo Sato** - President (1994 - 1996); Member at Large elected in Prague in 1992

**Inga Bessin** - Treasurer (1994 - 1996); representing Latin America; elected in Prague in 1992

**Ray Caruso** - Secretary (1994 - 1996); representing North America selected in Brussels in 1989.

Present also at the meeting were Secretariat members **Dick Alton** (Secretary General), **Dick Seacord**, **Jann Barr** and **Tony Beltran**.

The departing officers of the E.C. are **Anne Yallop** - Treasurer (1989-1994), **John Walmsley** - Secretary (1989-1994), and **Ursula Winteler** - President (1989 - 1994).

This was the 9th ICAI Executive Committee meeting.

### Opening and Reports:

The meeting was opened by president Shizuyo Sato. Shizuyo reminded the E.C. members of ICA's 40 year history beginning with the Faith and Life Community, continuing with the Ecumenical Institute and evolving on to the ICA.

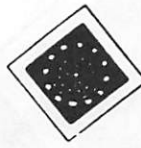
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Having been present at the Ecology Summit in Rio (1992) and at the Cairo UN Population Conference (1994), Ursula referred to the increasing importance of NGOs and the favorable change in agenda of the UNDP and other UN agencies. **There is an appreciable effort from the part of these agencies to dialogue earnestly with civil society.**

Said Ursula, "I found a change in Copenhagen. The Population Conference in Cairo held the NGO caucuses in the NGO Forum. In Copenhagen they were held in the Conference Center itself. That meant that the caucuses and the press center would be available only to accredited NGOs. The UN is now faced with the challenge of dealing with vast numbers of requests for such accreditation."

In reference to the upcoming 4th World Council of Women in Beijing, September 4-15, 1995, where ICA will be officially represented, and will present:





TOP Methodology, she said; "I found that it was helpful for us as an organization that Mary Work had gone to the Prep Conference in New York. . . It is important that we, as the ICAI, are involved in this decision making process. I would stress the importance of making contact, well before the Conference or Forum, with government agencies involved in policy making and with other NGOs who will be represented at the event. It's best to be as well prepared as we can on behalf of the men of the world."

Following Ursula's intervention each member of the Board introduced him/herself personally and gave a country report (see other NX articles in this issue). The important conclusion from the reports was that the ICAI is alive and well with programmatic activity picking up around the world. Specially relevant were the strong ties between Northern and Southern ICAs and ICAI's strong funding capabilities.

#### Agenda of the 1995 E.C. meeting

The agenda coming into the meeting were the following points from the Lonavala ICAI Board meeting:

- A. The 1996 ICAI Global Cairo Conference
- B. The new book on "Governance and Civil Society in the 21st Century"
- C. The new ICAI brochure
- D. The ICAI 1995 financial report

In the following issues were identified at the meeting:

- Representation and a workshop at the UN's Women's conference in Beijing, Sept. 1995
- Requests to join ICAI from the Czech Republic, Uganda, Tanzania, Guinea Bissau and Colombia
- Recognition of George Kawai of Japan as a new Advisory Board Member
- The Recommendation of New Leadership to the Secretariat by the year 2000

#### ICA Global Cairo Conference

Some of the most pressing and important issues and some important decisions included: 1) dates - 24 - 30 of September 1996; 2) setting the conference in a Hotel overlooking the Nile; 3) appointing a Professional Egyptian Conference Manager, Y. El-Shinnawi, from May 1995 to September 1996; and 4) compensating the conference Secretariat out of Brussels.

#### 2. Budget and Participation

In addition, a tentative budget of US \$ 65,300 was worked out against income projected at US \$72,500. Conference registration fees were put at \$ 350/person and attendance was estimated at 200 - 250 people. The search of Sponsorship by UN agencies was endorsed together with the idea of encouraging ICAs to bring along partner organizations.

#### 3. Title, Theme, Images, Name

Although a name was not decided upon, the inconvenience of matching the conference name to whatever name of the new ICA book is given was noted. It was decided to forgo the previously held concept of giving one name to both. It is still expected that the chapters of the book will be presented by its authors at the Cairo conference.

Beginning with the tentative ICAI book name of "Governance in the 21st Century the Rise of Civil Society", the word "Governance" was sidelined as too easily confused with the common work of government while the words "Civil Society" and "Partnerships" were thought on target. The following list of names (listed here by the number of votes each received) were suggested: "Participating in the Rise of Civil Society", "Partnership for the New Civil Society", "Discover the Rise of Civil Society at the Dawn of Civilization", "Shared Engagement Towards a Recreated Common Future", and "Civil Society, our Creation".

Another image that powerfully captured the imagination of the E.C. was "Protodesign of a New World: Working Together in the Midst of Radical Changes".

#### 4. Strategic Intent of the Conference

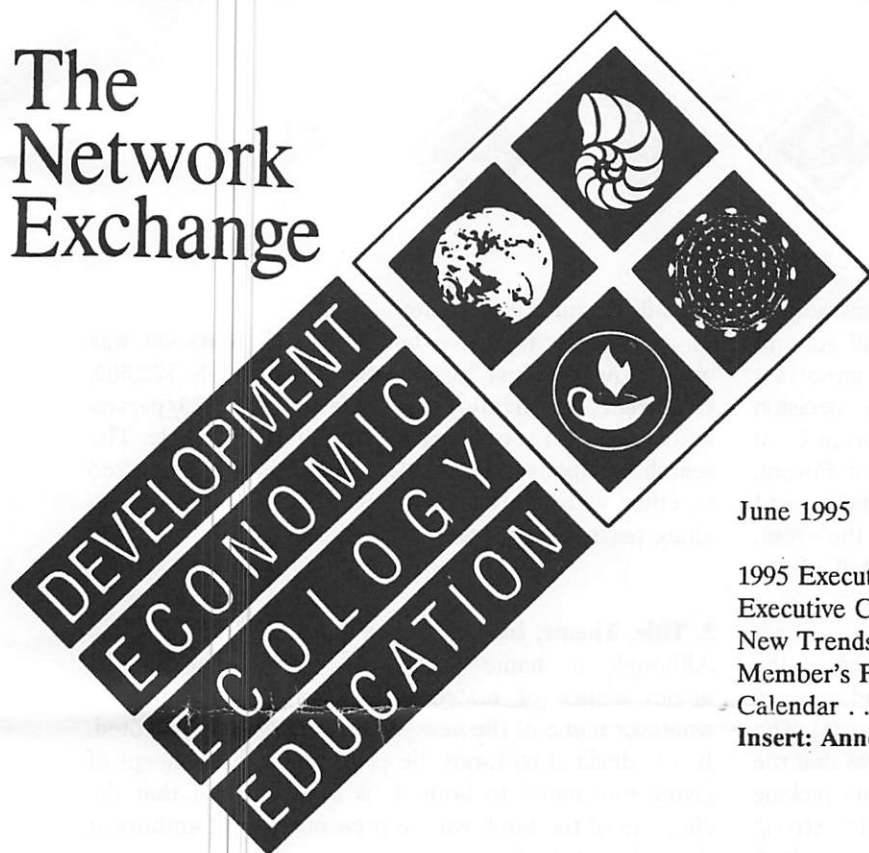
The conference will have the strategic intent of helping ICA to "become better known and connected to other organizations and individuals such as the U.N., NGOs, corporations, donors and universities." It will demonstrate "How institutions, communities, and nations can create a 'Learning' environment". It will also provide a model of the services of ICAI in conference coordination with local ICAs.

#### 5. Conference Time Design

A Two Day (presentations) - One Day (Site Visits) - Two Days (Workshops) - One Day (Symposium) design was created and judged very appropriate. Conference days are 24 - 30 of September, preceded by a reception the 23rd of September and followed by an ICAI Board Meeting on Oct. 1.



# The Network Exchange



June 1995

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| 1995 Executive Committee Meeting .....                     | 1 |
| Executive Committee Countries Review .....                 | 4 |
| New Trends in ICA Spain .....                              | 6 |
| Member's Profile: Susan Fertig-Dyke .....                  | 7 |
| Calendar .....   | 8 |
| <b>Insert: Announcing the 1996 Cairo Global Conference</b> |   |

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## THE 1995 MEETING OF THE EXECUTIVE COMMITTEE

A new ICAI Executive Committee (E.C.) met in Brussels May 5-8.

The E.C. included new officers elected at the ICAI Board Meeting in Lonavala:

**Bill Wang** - Vice President (1994-1998) representing Asia

**Franco Voli** - Vice President (1994-1998) representing Europe

**Hala El Kholy** - Vice President (1994-1998) representing M.E.N.A.

and serving officers elected in Prague (1992) or selected in Brussels (1989):

**Shizuyo Sato** - President (1994 - 1996); Member at Large elected in Prague in 1992

**Inga Bessin** - Treasurer (1994 - 1996); representing Latin America; elected in Prague in 1992

**Ray Caruso** - Secretary (1994 - 1996); representing North America selected in Brussels in 1989.

Present also at the meeting were Secretariat members **Dick Alton** (Secretary General), **Dick Seacord**, **Jann Barr** and **Tony Beltran**.

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- B. The new book on "Governance and Civil Society in the 21st Century"
- C. The new ICAI brochure
- D. The ICAI 1995 financial report

In addition the following issues were identified at the meeting itself

- E. Representation and a workshop at the UN's women's conference in Beijing, Sept. 1995
- F. Requests to join ICAI from the Czech Republic, Uganda, Tanzania, Guinea Bissau and Colombia
- G. Recognition of George Kawai of Japan as a New Advisory Board Member
- H. The Recommendation of New Leadership for the Secretariat by the year 2000

#### A. The 1996 ICA Global Cairo Conference

##### 1. Decisions

This was one of the most pressing and important issues talked about. Some important decisions included: 1) setting the dates - 24 -30 of September 1996; 2) setting a location - Cairo, in a Hotel overlooking the Nile; 3) hiring a professional Egyptian Conference Manager, Mr. Moustafa Y. El-Shinnawi, from May 1995 to October 1996; and 4) compensating the conference services of the Secretariat out of Brussels.

##### 2. Budget and Participation

In addition, a tentative budget of US \$ 65,300 was worked out against income projected at US \$72,500. Conference registration fees were put at \$ 350/person and attendance was estimated at 200 - 250 people. The search of Sponsorship by UN agencies was endorsed together with the idea of encouraging ICAs to bring along partner organizations.

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#### **B. The new book on "Governance and Civil Society in the 21st Century"**

The E.C. walked through the names of the 16 people who have demonstrated interest to being contributing authors. It was confirmed that John Burbidge is the editor, that he will be in close coordination with the Secretary General and that they are in the process of locating a publisher.

#### **C. The new ICAI brochure**

The new simple ICAI brochure, which was worked on at the Lonavala Board Meeting, will be published in the next 6 months.

#### **D. The ICAI 1995 financial report**

The 1995 financial projection and report was received and approved.

#### **E. Representation and a workshop at the UN's women's conference in Beijing, Sept. 1995**

Shizuyo Sato and Susan Fertig-Dyke are our delegates to the intergovernmental conference 4-15 September. They may also participate in the NGO Forum on Women 30 August - 8 September.

We will also be represented at the NGO Forum by Ursula Winteler, Zlata Pavic, Hala El Kholy, Elizabeth Castiglione and Cass McLaughlin (International Asso. of Facilitators - St. Paul, Minn.) Anyone else who plans or wishes to attend the NGO Forum, please advise the ICAI Secretary General in Brussels. Phone 322-219-0406, Fax 322-219-0406, Email [icai@gn.apc.org](mailto:icai@gn.apc.org).

#### **F. Requests to join ICAI from the Czech Republic, Uganda, Tanzania, Guinea Bissau and Colombia**

Request have come from organizations from all the countries above to join ICAI. Criteria for joining ICAI includes establishing a working relationship with an ICA office and presentation by that ICA office of the candidates at a general assembly. Organizations from the nations mentioned above have sought working relationships with ICAs. Czech Republic, Uganda and Tanzania have established relationships with ICA Belgium while Guinea Bissau and Colombia have done so with ICA Japan. The recommendation was that these relationships be strengthened and that nominations for entry be made in 1998 at the General Assembly in Brussels.

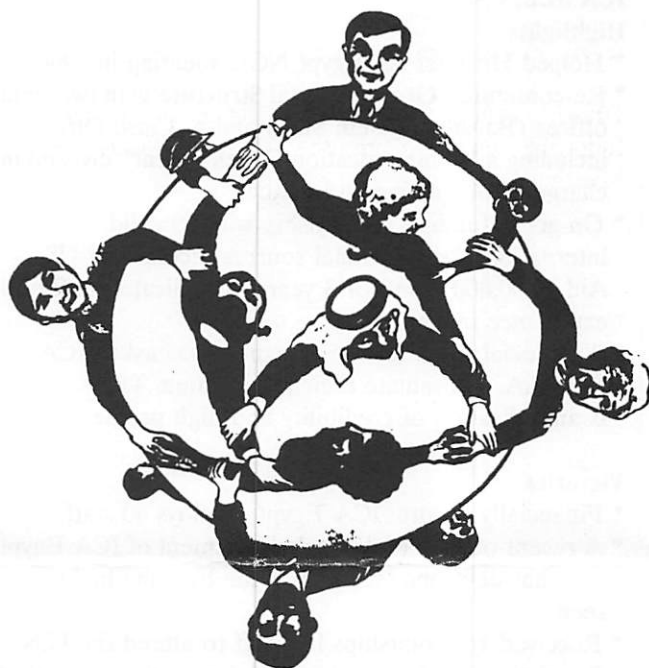
#### **G. Recognition of George Kawai of Japan as a New Advisory Board Member**

This formal request by ICA Japan was accepted by the Executive Committee.

#### **H. The Recommendation of New Leadership for the Secretariat By the year 2000**

The Secretary General presented a working paper to the E.C. which includes a budget and a transitional process to place a new Secretary General by the year 2000. The paper suggests a move over the next few years from a voluntary staff to hiring a European as ICAI's administrative assistant who will learn to handle the secretariat's task. The E.C. will study the recommendation.

The next Executive Committee meeting was proposed for February, March or early April of next year to allow sufficient time to deal with any issues arising from the Cairo conference.

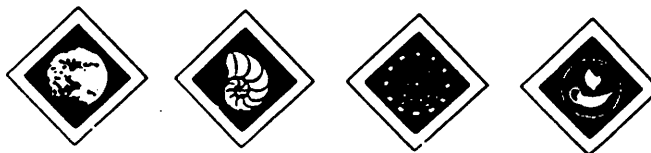


#### **THE NETWORK EXCHANGE**

Is a monthly publication (excluding August and December) of the Institute of Cultural Affairs International.

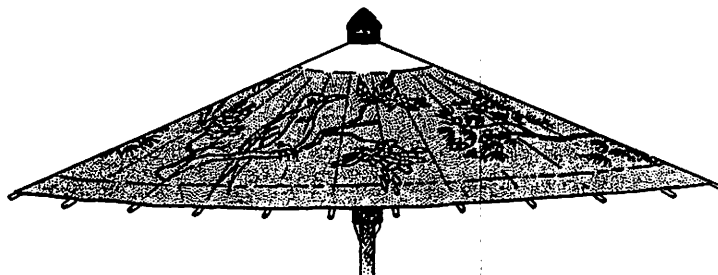
Editorial Staff: Tony Beltran, Jann Barr, and Dick Seacord

Address all inquiries or comments to ICA International, Rue Amédée Lynen # 8, B-1030 Brussels



## Executive Committee Countries Review

The advent of the annual Executive Committee meeting allowed for some catching up on what is going on in the national ICA's from whence the ExeComm. members hail. Below highlights, programmes, victories and challenges from ICA M.E.N.A., Taiwan, Japan, Guatemala and the U.S.A.. A report from Franco Voli of ICA Spain appears on page 6.



### ICA M.E.N.A.:

#### Highlights

- \* Helped Host 1st All-Egypt NGO meeting in 1994
- \* Re-configured Organizational Structure with two field offices (Bayad and Beni Suef) and a Cairo Office including a "Communication Development" division in charge of training and media.
- \* On-going funding relationship with 19 solid international and national sources including a US Aid \$ 400,000 grant for 3 years to replicate the Bayad experience in Beni Suef.
- \* The Social Fund for Development has asked ICA M.E.N.A. to evaluate their programme. This is an indication of credibility and high profile.

#### Victories

- \* Financially Secure. ICA Egypt employs 40 staff.
- \* A recent outside evaluator's assesment of ICA Egypt was that development work is the best she had ever seen.
- \* Received 16 scholarships for staff to attend the U.N. Population Conference in Cairo (more than any other organization).
- \* Have become part of the NGO movement in Egypt.

#### Challenges

- \* Defining Long-Term goals
- \* Developing Human Resources
- \* Internship Programme with the American University of Cairo offers opportunity to attract new talent



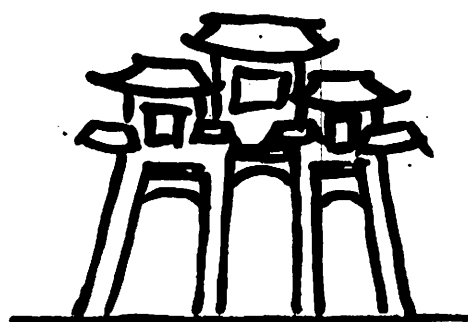
### ICA TAIWAN

#### Programmes

- \* Annual Think Tank for sponsors, advisors and colleagues (the 1995 T.T. event was in March. It's theme was "Beyond 2000")
- \* Monthly Environmental Round Tables  
Examples of past and future roundtables include:
  - Creating Socially Responsible Organizations
  - Dialogue with National Parks in Taiwan
  - Creation of a General Waste Recycling Foundation
  - Excursions Towards Sustainability in Business
- \* Community Building Workshops  
(This is a joint effort ICA Taiwan and FCE (Foundation for Community Encouragement; the "Scott Peck group")
- \* Eco-Cultural Tours of Taiwan
- \* Book Studies at the ICA  
Book Currently being studied: The Fifth Discipline

#### Highlights

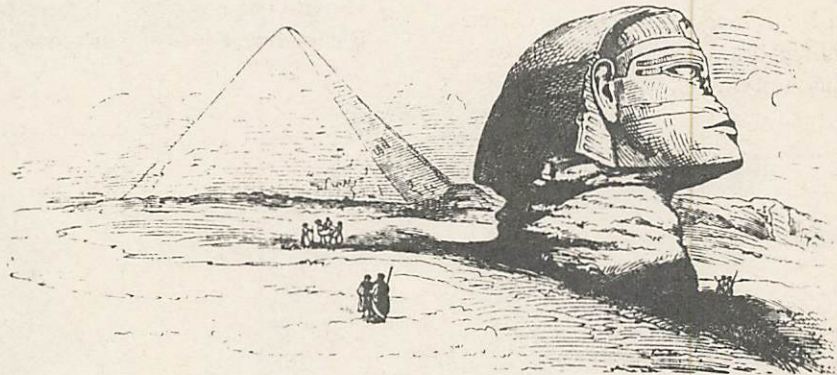
- \* Hosting of the 1995 Asia O.T. Network Meeting, May 8-11. The meeting's focus included the following:
  - The Technology of Community Building
  - The Technology of Meaning
  - The Technology of Sustainability





**ANNOUNCING**

**THE ICAI 1996 GLOBAL CONFERENCE  
IN CAIRO, EGYPT  
24 SEPTEMBER - 30 SEPTEMBER 1996**

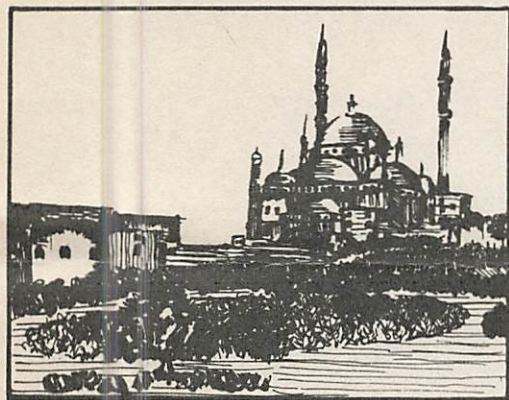
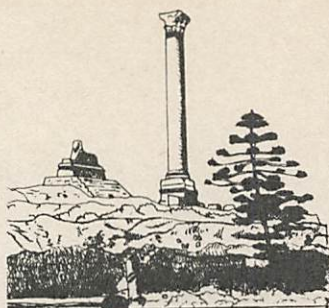


**LOCATION:** 5-STAR hotel in downtown Cairo.

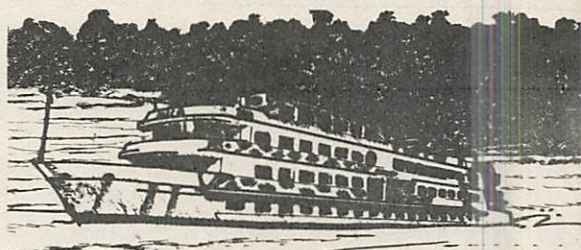
**YOUR CHANCE** - to visit The Holy Land, the Red Sea, Kenya Game Parks, Greece or Mt. Sinai before or after the Conference.



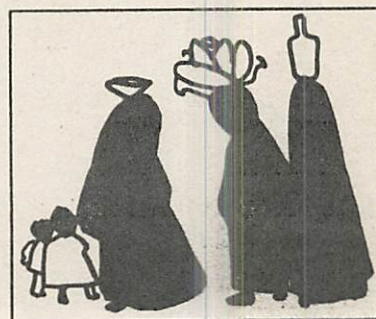
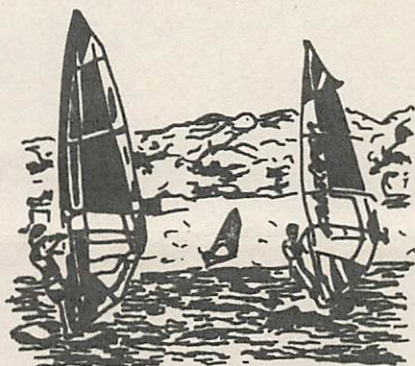
Egypt's 5000 year old history is fascinating. See the temples, the tombs, the pyramids and relics of this ancient highly developed culture for yourself.



You will be captured by the colourful bazaars and the effervescent life of the towns and villages.



## EGYPT



Discover this enthralling country with its fascinating landscapes, flowering gardens, green oases along the Nile, sandy beaches and the magnificent underwater world in the Red Sea.







## ICA JAPAN Activities

- \* Community Support Activities in Japan. Conducted in Fuskushima, Omiya in Saitama, Aichi, Koto and Sumida wards in Tokyo.
- \* Funding support for ICA development projects overseas (see highlights)
- \* Training for overseas volunteers
- \* Overseas Study Tours. Tours designed to widen knowledge towards new and meaningful lifestyles
- \* Organizational Transformation. Providing L.E.N.S. seminars designed to create active organizational structures for government, private co., schools etc.

## Highlights

- \* Domestic Funds come from donors, membership fees of individuals and co. and programmes.
- \* Funds for overseas projects come from Gov. Ministries and the Volunteer Postal Savings Fund.
- \* In 1994 ICA Japan funded the following projects worldwide:
  - 1-India (Pune) - Village Agroforestry Project
  - 2- India (Panvel) - Women's Vocational Training Centre
  - 3- Mexico (Puebla) - School Nursery & Reforestation
  - 4- Guatemala (Quebrada Grande, La Esperanza) - Health Center & Clean Water
  - 5- Peru (Lima) - Single Mother's Vocational Training
  - 6- Peru (Cañete) - Rural Health & Income Generation
  - 7- Peru (Lima) - Human Development Center Renovation
  - 8- Brazil (Rio Bonito)- Animal Production Training for Youth
  - 9- Egypt (Bayad-El-Arab)- Village Water & Sewer Project
  - 10- Kenya (Siaya)- Rural Health, Solar, Water, Toilets
  - 11- Côte D'Ivoire/India- Training Exchange
  - 12- Zambia (Lusaka)- Sustainable Agriculture Project



## ICA GUATEMALA

### Strategic Thrusts

- \* Municipal Governance Experiment. Bridging the gap between government and people
- \* Municipal Defence of Water Sources. Offshoot of governance experiment
- \* Teachers' clubs, mothers' clubs and an integrated home-school education.
- \* Development of Manuals:
  - A. Munitipal Experiment and Methods of Implementation
  - B. Integrated Home-School Education: Training Teachers to Train Mothers.

### Challenges

- \* Staff expansion and strengthening
- \* Maintaining and strengthening partnerships at home and abroad



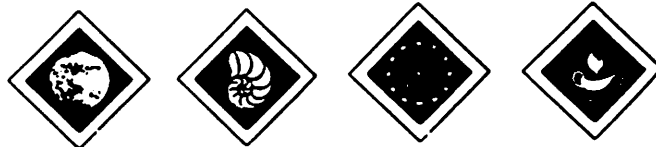
## ICA USA

### Highlights in 1994

- \* A marked increase in the numbers of in-house courses including those with CARE International, Emory University and the Arizona School for the Deaf and Blind
- \* 10,000 copies of a new ToP Series Brochure printed to present ICA participatory methods to an ever widening audience. Over 2,000 people participated in more than 130 courses
- \* The first year of intensive work along the USA-Mexico border created four active community improvement associations in Spanish- speaking neighborhoods

### Challenges

- \* Launching Fast Track Facilitator's Training including national and international participants
- \* Building a national Strategy and continued consolidation of efforts between American offices
- \* Developing a Multi-cultural, gender diversified, USA



## NEW TRENDS OF ICA IN SPAIN

*by Franco Voli*

ICA Spain ( La Institución de Asuntos Culturales de España) is about 14 years old. Its history shows many phases and programmes which were started and developed in those years. There were community programs, Imaginal Education ones, a few Lens, a computer network and many years of non-official gatherings, mostly among English speaking people in Madrid.

Yet by 1992 the new ICA Spain directors and facilitators were all Spanish or Spanish speaking residents. Most of us had linked up with ICA somewhere around the world several years before and were fully aware of the organization's globality and history.

We were also aware of the utility and effectiveness of the Technology of Participation. As most of us are teachers or facilitators in our own right, redimensioning ICA Spain was mostly a job of melding ICA participatory methods into our own practice. Currently that practice clearly involves "ICA methodology". Moreover we have devised a new range of programs and products to offer to the general public, to educators, young people and seniors citizens in particular.

We have changed and improved our own courses on "Self Growth" and "Self Esteem" which are directed at parents, teachers and others who deal directly with youth. We have extended our basic psychological premise of self-reliance to many more contexts and situations. For example, we are now offering to people of different communities and to University students a program aimed at empowering them to create their own jobs. The key is getting them to switch from a self-defeating image to the enlightened perspective of: "I can if I want to, if I learn how to do it, and if I act in order to succeed". This instead of expecting others to do things for them. Once they have accept this basic premise we facilitate the participants' exploration of their own particular fields of interest while helping to supply the necessary entrepreneurship information and skills.

A second organizing premise we promote is that of "focusing on solutions instead of worrying about problems". We also teach people to communicate and to relate to others from a stance of "self esteem"; that is as human beings with self actualizing capacity. We work at helping people to appreciate their strenghts and those of others, to accept the challenges of life and to embark on a life-long learning path.



When we make an asset out of our humanity we have all that we need. Then we need only to recognize this fact in order to be empowered.

We have also designed a Story Telling programme for senior citizens. They are not only the recepients of stories but actually learn how to tell stories to other adults and children. The programme motivates seniors to let go of their fears and negative self judgements. It provides them with the mission of being story tellers. Their audiences include people at Civic Centers, hospitals, schools and social gatherings. The inter-active nature of the programme allows participants and story tellers to co-create story telling events. The positive impact on both, spectators and story tellers, is quite remarkable.

The ICA Spain facilitators have travelled to other countries, so far Guatemala and Peru, to give their courses locally. We are open on request to cooperate with any ICA providing lectures and courses in their countries. We can do so in both English and Spanish.

We strongly believe in ICA, all around the world, as a promoter of the participation of people towards the construction of a new civil society. A more open, empathetic, respectful and happy civil society that can offer an important contribution to humanity. We want to be part of this goal, we feel good about it, and are not afraid of saying so, nor acting upon our beliefs when the occasion arises.





## MEMBER'S PROFILE: SUSAN FERTIG-DYKS

Susan Fertig-Dyks moved to Zagreb when her husband, George Dyks, was assigned to disaster relief by the US military in the former Yugoslavia. She and her husband first encountered the ICA in Venezuela in 1970. When he was transferred to Houston, Texas by his company, they worked with the ICA there. Their concern for the development of human resources has continued to grow through the years. In Zagreb, Susan met Susan Yates, who had work several years with ICA Egypt. The two Susans co-founded ICA Zagreb. A primary strategy for ICA Zagreb is working in the many refugee camps in Croatia.

Susan is a publishing and television professional. She is a writer and editor, a producer and director and an on-air talent. She is also a communications and business consultant specializing in human resource development, organizational transformation and team building, participatory management, planning and consensus. Currently based in Zagreb, she has established a Croatian corporation under the name Fertig Associates International (FAI). She adapts and records narration for Hrvatska Radio Televizija. The English language version subtitles of the 1994 feature length movie about Vukovar refugees for Jadran Films were edited by Susan. This film was the Croatian entry in the Oscars and the Cannes Film Festival. Under a contract with the International Media Fund (IMF), she edited a dual language book, *Role of the Media in Democracy*, for publication in Croatia by US Information Service (USIS).

Susan also serves as a consultant to USIS in Croatia. In May 1994, she coordinated a conference which brought political experts from both American parties to meet with the leaders of all registered political parties in Croatia. She assisted in May 1993 with a joint IMF/USIS conference on free press for Croatian journalists.

She was born in the Philippines on the island of Panay during World War II while her father, a mining engineer and reserve officer, was fighting as one of MacArthur's guerrillas and her mother was in hiding with a group of American missionaries in the jungle evading the enemy. Three weeks before she was born, the missionaries were found by Japanese soldiers and killed. Susan's mother narrowly escaped when the tall grass she was crawling through was set on fire by the Japanese. In a short time, her mother and father were reunited but were on the run day and night. The guerillas threw together a shelter from large banana leaves and Susan made her appearance, a refugee at birth.

\* As of this date because of the recent escalation of hostilities between Serbia and Croatia all "non-essential" foreigners have been evacuated out of Zagreb. Having experienced a cluster bomb attack Susan Yates is back in Australia and Susan Fertig Dyks is safely out of range in neighbouring Slovenia. When tensions cool off she hopes to be back at her post with ICA Zagreb.



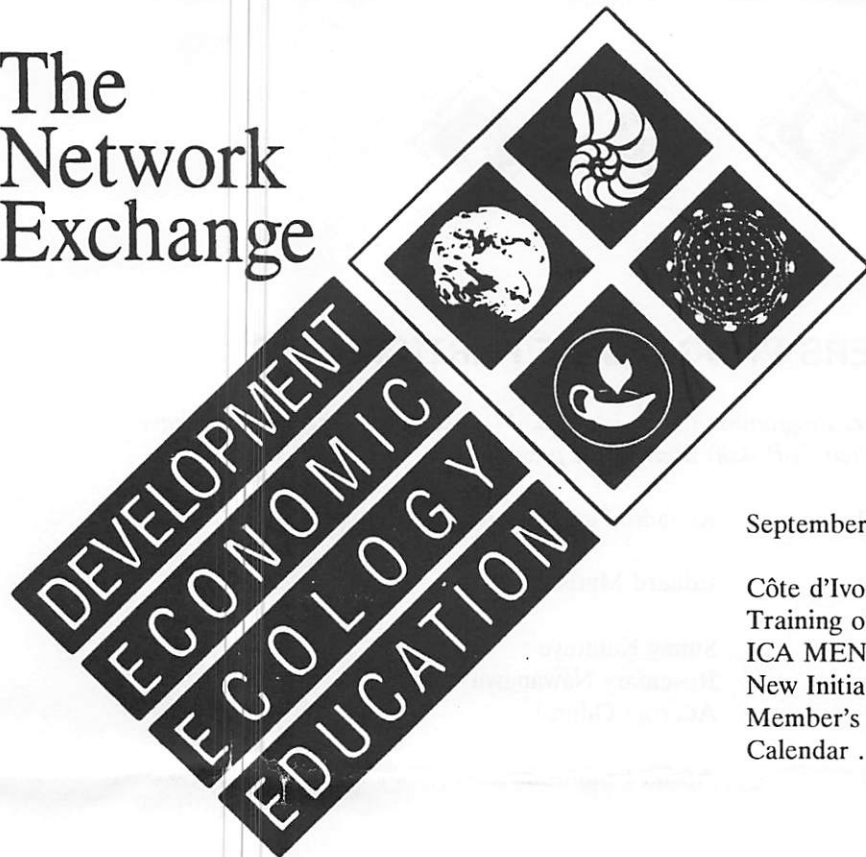
## ICA EVENTS FROM AROUND THE WORLD



## CONTINENT

| WHEN              | EVENT   | WHERE   | RE                                   |
|-------------------|---|---|--------------------------------------|
| <b>ASIA</b>       |   |   |                                      |
| JUNE 9-11         | RETREAT   | BOWDER PARK,<br>QUEENSLAND  | ICA AUSTRALIA<br>(Queensland region) |
| JUNE 10-11        | RETREAT   | SILVERDALE<br>GIRL GUIDE CAMP,<br>NEW SOUTH WALES                   | ICA AUSTRALIA<br>(NSW region)        |
| JUNE 17-19        | ECO-CULTURAL TOURS:<br>"ENIGMA, A RETURN<br>TO INNOCENCE" | AREAS OF<br>ARCHEOLOGICAL AND<br>ETHNOLOGICAL<br>INTEREST IN TAIWAN | ICA TAIWAN                           |
| JUNE 22-23        | GROUP FACILITATION<br>METHODS I                           | HURTSVILLE, NSW<br>AUSTRALIA  | ICA AUSTRALIA<br>(NSW region)        |
| <b>EURASIA</b>    |   |   |                                      |
| JUNE 8-9          | GROUP FACILITATION<br>METHODS I                           | BRUSSELS  | ICA BELGIUM                          |
| JUNE 15-16        | PARTICIPATORY<br>STRATEGIC PLANNING<br>COURSE             | BRUSSELS  | ICA BELGIUM                          |
| JULY 14-31        | DEVELOPMENT<br>INTERCHANGE                                | MONTEMURO   | ICA PORTUGAL                         |
| JULY 12-14        | GROUP FACILITATION<br>METHODS I                           | HVAR  | ICA ZAGREB                           |
| JULY 17-19        | FACILITATION OF<br>STRATEGIC PLANNING                     | HVAR  | ICA ZAGREB                           |
| NOV 3-15          | SUMMER GATHERING  | ANYBODY'S<br>BARN, STORRIDGE,<br>WORCESTERSHIRE                     | ICA U.K.                             |
| <b>N. AMERICA</b> |   |   |                                      |
| JUNE              | 7 FACILITATION<br>METHODS SEMINARS                        | 7 US CITIES   | ICA USA<br>(see ToP schedule)        |
| JUNE              | 3 PARTICIPATORY<br>STRATEGIC PLANNING<br>SEMINARS         | US CITIES<br>Seattle, St. Lois,<br>Phoenix                          | ICA USA<br>(see ToP schedule)        |
| JUNE 16-18        | rites OF PASSAGE:<br>"MOTHERS &<br>DAUGHTERS"             | SEATTLE   | SONGAI COMMUNITY                     |
| JUNE 25-JULY 16   | rites OF PASSAGE:<br>"6TH & 7TH GRADERS"                  | SEATTLE   | SONGAI COMMUNITY                     |
| JULY 19-AUG. 9    | rites OF PASSAGE:<br>VISION QUEST                         | SEATTLE   | SONGAI COMMUNITY                     |
| JULY 26 - AUG. 16 | rites OF PASSAGE:<br>"TOUR DE CULTURES"                   | SEATTLE   | SONGAI COMMUNITY                     |
| JULY 31 - AUG. 12 | LEARNING LAB FOR<br>EDUCATORS                             | CHICAGO   | ICA CHICAGO                          |
| *SEPT.18 -OCT.14  | INT. TRAINING OF<br>TRAINERS                              | PHOENIX   | ICA WEST                             |

# The Network Exchange



September 1995

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## ICA CÔTE D'IVOIRE'S NEW TUNE

by Alli Kouadio

*Alli Kouadio, ICA Cote d'Ivoire (ICA CI) Director, responded with this report to a request for an article for the Network Exchange. This report is exciting for me. From my experience in Côte d'Ivoire, I think that Alli has stated the issues correctly and their position well. I know that he believes in the ICA way is fighting for the eligibility and creditability of ICA CI in Côte d'Ivoire and all of Francophone Africa. Jann Barr*

Hello the Network Exchange team,

Thank you for requesting from us an article about our project. I understand from your inquiry that you would like to know a) what we are doing; b) where we are currently; and c) where we hope to be in the future.

Well, answers to these questions appear in a first instance very simple. And without scratching my head, I would reply and say:

- a) We are talking to the people
- b) We are standing at their doormat, and
- c) We hope in the future to be let in and be part of their realm

These answers may seem too simplistic. But they are determinative for us for some reasons as we look at the following ongoing events.

\*Not many in our urban and rural communities understand the NGO concept, though some efforts have been deployed so far to help the urban and rural poor to cook their own cake.

\*The ever growing number of new born national NGOs whose personnel have no prior training and expertise in their chosen field of intervention, cast discredit over the NGO community.

\*The present government has opened a direction office at the ministry of Foreign Affairs. This directorate's prime task is to assure liaison between established and operating NGOs and the government. It is also concerned with catalyzing NGO problems within the process of their work and solve them.

\*According to the government Action Plan regarding environmental problems, 10 major projects have been framed or identified with the view to conducting those projects in a coordinated way so to lead actions likely to orientate the development of the Côte d'Ivoire towards the expected sustainability. To achieve this, the government is calling NGOs to play a crucial role within their immediate community. But pretending NGOs must be eligible NGOs. In the option of the government and funds providers, an eligible NGO is one that has:

- a) sound administrative and financial status
- b) technical and expert approaches
- c) eligible or recognized NGO

The aforementioned trends are creating high consciousness among local and inexperienced NGOs who are fighting for eligibility and survival.

The ICA-Côte d'Ivoire who is walking across a

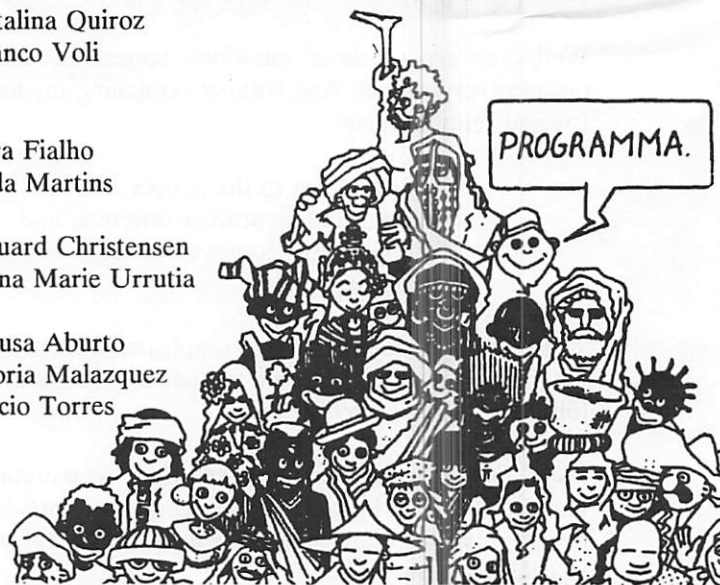
cont. p 4



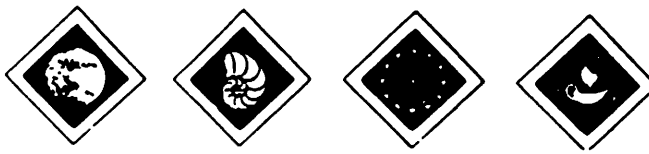
## TRAINING OF TRAINERS PROGRAMME PARTICIPANTS

*As the Phoenix International Training of Trainers Programme (Sept. 18 - Oct. 14) takes shape the following have confirmed that they are interested in furthering their ToP skills and will be present:*

|                          |                     |                     |   |
|--------------------------|---------------------|---------------------|---|
| <b>AFRICA</b>            | Côte d'Ivoire       | ICA Côte d'Ivoire   | Kouadio Pamphile Alli                                 |
|                          | Kenya               | ICA Kenya           | Eduard Mutiso   |
|                          | Nigeria             | NIRADO              | Sunny Kulutuye<br>Rosemary Nawangwu<br>Aderoju Odunsi |
|                          | Zambia              | ICA Zambia          | Achim Chimusanya                                      |
| <b>ASIA</b>              | India               | ICA India           | Mangla Gavai<br>Shankar Jadhav<br>Meera Rajda         |
|                          | Korea               | ICA Korea           | B.Y. Byun   |
|                          | Sri Lanka           | Agromart Foundation | Puthrika Moonesinghe                                  |
|                          | Taiwan              | ICA Taiwan          | Henry Wang  |
| <b>EUROPE</b>            | Austria/<br>Germany | ICA Germany         | Axel Backhaus<br>Hannerl Golda<br>Sabine Winteler     |
|                          | Belgium             | ICA Belgium         | Renaud Houseau<br>Anna Stanley                        |
|                          | Croatia             | ICA Zagreb          | Drazen Letica<br>Zlata Pavic                          |
|                          | Spain               | ICA Spain           | Catalina Quiroz<br>Franco Voli                        |
| <b>LATIN<br/>AMERICA</b> | Brazil              | ICA Brazil          | Nira Fialho<br>Cida Martins                           |
|                          | Chile               | ICA colleagues      | Eduard Christensen<br>Anna Marie Urrutia              |
|                          | Peru                | ICA Peru            | Jesusa Aburto<br>Gloria Malazquez<br>Rocio Torres     |







## ICA MENA EVALUATION

by Martin Gilbraith

*Martin Gilbraith writes of the work of ICA MENA and shares the results of a recently conducted USAID evaluation.*

The Institute of Cultural Affairs (Middle East & North Africa) currently has around 40 full-time staff in three locations - Bayad El Arab, Cairo and Beni Suef. Programmes of the original Human Development Project that was initiated in Bayad El Arab in 1976 are now in the process of transfer to local management under the six Community Development Associations (CDAs). Parallel to this transfer programme, a new expansion programme was launched in 1994 on the west bank of the Nile in Beni Suef to test the replicability of the successful models and methods that were developed in Bayad El Arab. Staff of the Beni Suef office are working with six CDAs on the west bank in an ongoing strategic planning process, with institutional strengthening training and integrated sectoral programmes.

"Communication Development" programmes of the Cairo team include the development network magazine Ru'ya, and a variety of training and facilitation programmes based on ICA methods and the Bayad El Arab integrated community development experience. The Programme Support Unit in Cairo comprises accounting, administration and funding teams.

As the Institute's role in the Bayad El Arab programmes is phased out over the coming years we will transfer many of our training and exchange programmes to a planned new residential facility in Bayad El Arab. This will serve to make the experience of the self-sustaining Bayad programmes accessible to practitioners and policy-makers from across the region, as well as enabling the Bayad CDAs to benefit from continuing exchange with their counterparts from other areas.

The transfer process in Bayad is largely funded, since 1994, by ICA (MENA)'s first USAID sub-grant. Under this grant, an experienced Egyptian consultant, Laila Stino, was hired to prepare a baseline data study. Following are her "Comments and Conclusions" from the study report:

### VI. COMMENTS AND CONCLUSIONS *(from a recent USAID evaluation by Laila Stino)*

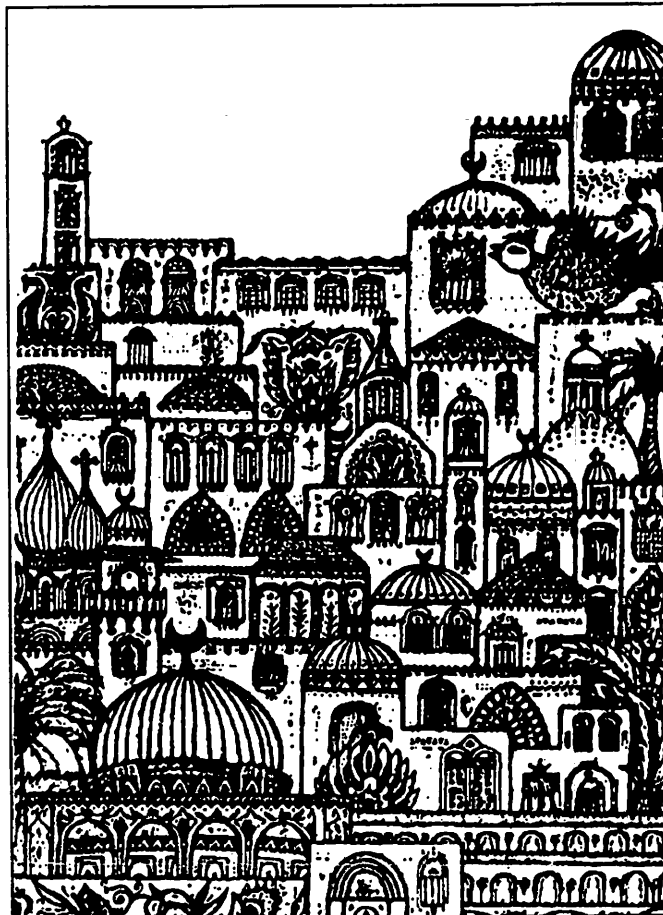
This baseline data study is a presentation of facts and figures drawn from documents and reports made available to the consultant, about the Institute's Project in Bayad El Arab Unit, Beni Suef Governorate. The compiled information and data from the field visits and interviews were objectively stated and comprehensively described, i.e. no value judgement was added, but rather documenting the Project present status. Certainly, the first baseline data ever established for the project's operations, for the past three years, will

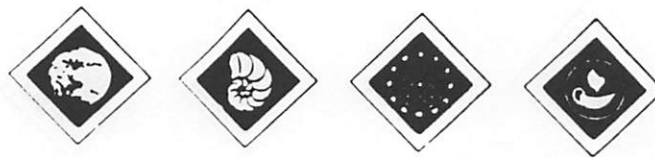
provide measurable indicators for the evaluation design.

Because this is a factual and a documentary research, that is partly based on field observations and unstructured interviews, the consultant would like to share with the readers some views and comments she formulated, during her study, that might be of interest to them.

First, allow me to congratulate the ICA for the success of replicating and expanding its Bayad Demonstration Development Project in Beni Suef, also for the final transfer process of the Project's five programs to the six CDAs of Bayad el Arab. To achieve this success, the

*cont. p 6*





*Côte d'Ivoire cont. from p 1*

transition period has so far taken wing mid air with many weaknesses. And these deficiencies are characterized by the absence of a legacy at the time of passover of the project to the locals. It is also marked by the lack of working equipment, low technical know how and expertise and a lack of administrative dynamic among the staff.

Jann Barr who felt the danger cast over our native team (she learned to live with it), flew in last November 1994 to facilitate a two week reflection session about the continuity of the project. Her teaching and suggestions were highly strengthening and full of enlightened steps and guidance. This has created motivation and let the staff see and appreciate clearly what is going on within the organization.

What I have been narrating may give you a clue about your three questions. But if it does not, may I ask you to note that the ICA Côte d'Ivoire is presently working for recognition. This is essential if we want to be eligible and accepted by the government as one privileged partner.

Proceedings of recognition have already been engaged and there are negotiations going on between the

government and ICA at two levels:

1) Ministry of Internal Affairs - to approve our status and working environment. This could be sanctioned by a serial enrolment number and official authorization to exercise our duties countrywide.

2) The Ministry of Foreign Affairs and Ministry of Economy, who are working to promote NGO growth, are concerned with favoring special entry an resident conditions to NGO extranational members from Europe and the USA. Demand for levy of tax on imported equipment for ICA demonstration programmes has also been introduced through these two ministries.

The ICA Côte d'Ivoire is ambitious - We want to fly high. But this can only be possible if negotiations described above reach a happy end. Our hope to be in the future depends on our eligibility.

#### **Deciding on Toumodi**

At the close of January 1995 the ICA opened its second

*cont. p 5*



*Côte d'Ivoire cont. from p 4*

rural office in Toumodi, a small district of about 10,000 inhabitants, spread midway from Abidjan to Bouake. Before the ICA came, only a Canadian NGO (CECI), was serving this community as a close partner to the "mairie" (Town Hall).

On May 3, 1995 the ICA held a one day meeting. Nine villages were invited to sit for three workshops. The meeting which was titled "Concertation avec les Villageois" (Coordinating with the Villagers) also brought in some of the government officials and training structures who have the privilege to pronounce three conferences:

\*Which community project for a sustainable development? - this conference did not take place because the lecturer was held by an unexpected emergency

\*The Role of Training Structures in Community Projects - pronounced by Doctor Coulibaly Sylvie from the ministry of Agriculture (ANADER), explained the role of ANADER to the villagers

\* The Role of NGOs and that of the government in community projects - pronounced by Mr. Bella, from the Ministry of Foreign Affairs

As a result of this gathering and the learning the officials experienced from villagers who told their own stories, drew their village map, expressed local needs, we received congratulations. The ICA participatory methods helped assess villager's needs and problems. A document of this meeting is available.

#### **Action Plan for Toumodi**

We are envisaging to set up an environmental Action Plan for Toumodi. This will require two separate workshops:

- a) An urban oriented discussion and exchange of urban views towards making of Toumodi town healthier. This will include problems of health, insalubrity, waste and waste treatment, etc.
- b) A rural issue oriented discussion with villagers. This will refer to rural living conditions and sensibilisation to new agricultural methods which will help improve the environment and reduce current environmental problems.

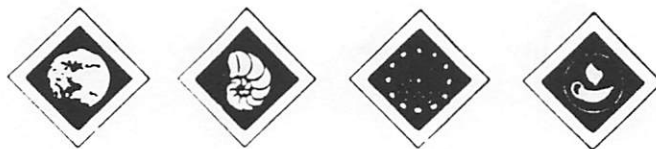
Each workshop will have a written document. Both documents will be confronted to draw the Action Plan on the Environment for Toumodi.

We had a discussion with one agency of the Ministry of Environment (PNAE), who thinks the Toumodi Action Plan could interest many fund providers.

For the success of these two workshops we need one or two experienced facilitators in strategic planning from Europe or elsewhere with French as a second language.

This is where we suggest your brainstorming exercise could take into account not only sustainable development but also the issue of our environmental which has priority consideration for governmental policies.





*MENA cont. from p 3*

Institute had mobilized, to the maximum, all local resources, focusing on the human potential, which lead to the "REAL" sustainable community development.

From observations, it was obvious that, although the Bayad CDA's Boards are most committed to the participatory approach of development, they have not succeeded in increasing the number of participants in the CDA's General Assembly. For example, Bayad village population is estimated to be 6000, yet the CDA's membership registration stands at only 201 members, for years. Enrolment of new members should be encouraged.

To my surprise, the preschool classes in every village in Bayad El Arab are so crowded with children (30-40), mostly in uniforms, and enrolment is increasing! The most impressive two things in these preschool are: the teaching methodology used is the Montessori Pedagogy; and the Child-to-Child education programme is adopted and implemented with assistance from the health programme.

The ICA training courses, curriculum, content and the training methodology are participatory and effective, from my point of view as an experienced training advisor. Training programmes should be developed into modules, including on-the-job training and face-to-face communication, so that they could be shared by other organizations. Also, the Bayad Project Centre could be established as a training centre serving training need in Beni Suef and other governorates.

The Small Loans procedures are very simple, understandable and applicable specially to the beneficiaries. Because the borrowing and repayment schemes proved effective, there is a waiting list of borrowers!, in spite of a 10% rate of interest on loans. As I was told by women loan recipients, the loan changed their standards of living, their self-image and self-reliance. It created new concepts such as: time is money, transaction of repayments by instalment, the poorest are credit-worthy and bankable; and awareness of financial institutions such as banks.

It is almost inconceivable but in Bayad El Arab a primary health care programme staffed and managed by 30 village women exists. It has created enormous changes and radical impact on the status and role of women and health conditions in the villages. A substantial number of women have come out of their homes to perform untraditional services to their neighbours, playing a meaningful, socially acceptable role, as health caretakers in their villages.

Animal Caretakers and the Veterinary Mobile Unit are innovative development initiatives, as viewed by the researcher. The ICA extends these curative and preventive services to "animal loan" recipients (mostly women) in their homes and villages who are caring for improved breeds of animals and poultry in order for them to profit and payback loans.

Although the initiation of the sanitation and environment programme was in recent years, it has achieved fast and observable impact. Village streets are remarkably clean as well as inside homes where sanitation facilities were installed. The community awareness and pride of the village beautification made them participate and share with ICA efforts and costs.

To conclude my comments, I would like to stress that women participation and contribution in the Bayad El Arab in the development process is very high. The women beneficiaries from programmes include: Seventy five percent of total Small Loan recipients, two-third of Animal Husbandry loans recipients, twenty nine Health Caretakers, twelve Preschool teachers, approximately three hundred attend literacy classes, and almost one quarter of Sanitation loan recipients.

Five CDAs out of the six CDAs existing in Bayad El Arab have established Women's Development Centres. Three out of the five CDAs mentioned receive continuous financial support from MSA to develop and implement women activities. These CDAs are: Bayad, Beni Sulciman and El Tel. One CDA has elected one woman to its Board of Directors.





# The Network Exchange

SPECIAL GLOBAL CONFERENCE ISSUE

October 1995

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IN EGYPT the oldest recorded civilization flourished 5,000 years ago. THE WORLD OF THE PHARAOHS was founded on agricultural surplus and ordered by theocratic beliefs. Its central project, the pyramids, were not built by slave labour as is commonly believed, but through the organization of THE WORLD'S FIRST "CIVIL SOCIETY". In terms of time, Ancient Egypt has been MANKIND'S MOST SUSTAINABLE SOCIETY. At the threshold of a new millenium our secular, global culture would do well to take stock of the greatness of its humanistic past even as it beholds the unfolding of an ever interconnected, technological future.

## ANNOUNCING EGYPT '96

An Open Conference for NGOs Focussed  
on the Challenges of the 21st Century

# PARTICIPATING IN THE RISE OF CIVIL SOCIETY

**Location:** Cairo, Egypt\*

**Date:** 24 - 30 September 1996

**Sponsors:** ICA Egypt, ICA International\*\*

With presentations by the authors from the new anthology "Governance in the 21st Century: The Rise of Civil Society" (see p 4).

\* The hotel is still being negotiated with one option situated at the foot of the pyramids

\*\* U.N.D.P. has been asked to be co-sponsor. See letter on p 3.



# ICA Global Conferences and Events

2000 USA ?

1996  
CAIRO



1994 LONAVALA

second ICAI Board Meeting;  
a Global Gathering, honouring,  
deepening and bringing  
into the Global Context the  
work of local ICAs

1992, PRAGUE,  
first ICAI Global General  
Assembly and conference  
with workshops led  
by local people



尊敬

1990, TAIPEI

first ICAI Board Meeting  
established the rhythm  
for ICAI Global Meetings;  
a Global Gathering, Our  
Common Future

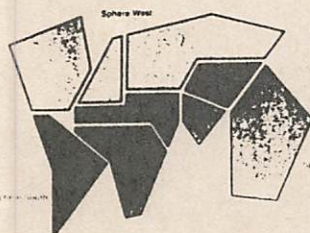


1989, BRUSSELS,  
the first General Assembly,  
created the practices  
of a real global network

1988, OAXTEPEC,  
workshop that created the  
present form of ICAI and  
scheduled the first General Assembly

?????

1986, BILBAO,  
named the People of the Question  
by Joseph van Arendonk



1985, GRANTED UN  
Consultancy status



1984, CHICAGO,  
decision to become autonomous,  
indigenous ICAs

1984, NEW DELHI, IERD,  
first glimpse of a Global Network

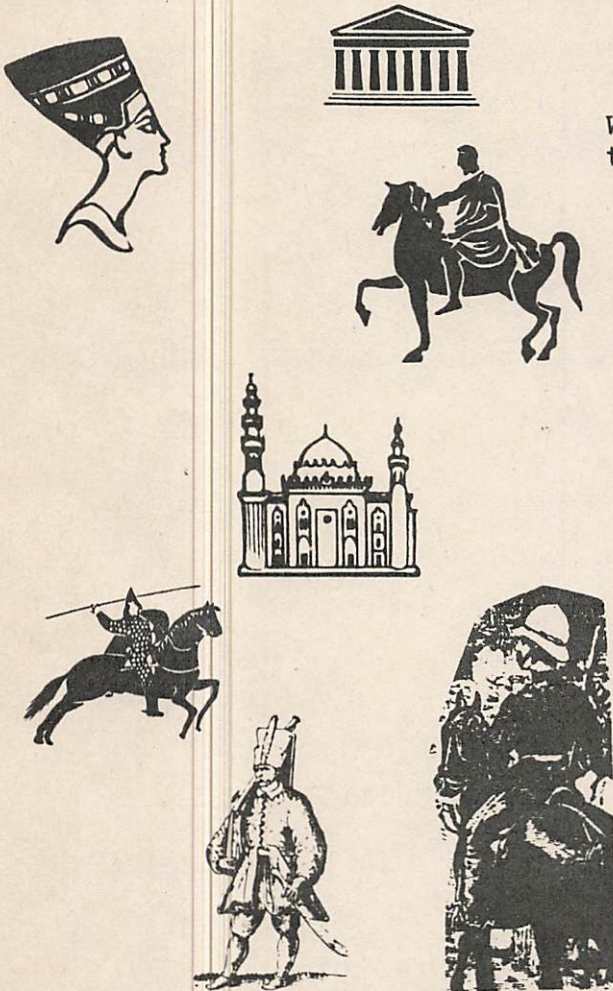


## Why Civil Society ? Why now?

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"As we move towards the 21st century, it is appropriate to ask the questions "What is needed to prepare ourselves for the Third Millennium? Where do we allow NGOs to be a dynamic force in enabling history to deal with the future?" - ICAI Executive Committee Report, May 1995

---



What are the issues for tomorrow?

---

The key issues after the Cold War are more philosophical and cultural than ideological or national. . . the old conflicts of public life which involved national frontiers or competing ideological systems are giving way to issues pertaining more to definitions of the good life and even ultimately, to questions about the scope of the "human authenticity" of the Individual. Zbigniew Brzezinski, *New Perspectives Quarterly*, *Soul of the World Order*, Summer 1993.

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Why is a conference on the future of civil society special in Egypt?

---

Egypt has for centuries provided an important bridge between the achievement oriented West and the Religious dominated East. It is a fascinating blend of cultures, for here, since ancient times, goods and ideas have been freely traded with both Europe and India. The Egyptian genius has withstood and dialogued with successive invading civilizations: Greek, Roman, Arab, Ottoman, French, English, and more recently, "global 20th century culture". Egypt is a unique crucible through which to view mankind's emerging horizon.

---







## CONFERENCE TIME DESIGN: "THE RISE OF CIVIL SOCIETY"



AN OPPORTUNITY TO SHARE  
INSIGHTS, IDEAS, AND DISCOVERIES  
ON A NEW MEANING FOR "CIVIL SOCIETY"

| ICAI CONFERENCE                                  |   |                |  |             |             |   | 24-30 SEPTEMBER 1996                        |
|--|---|----------------|--|-------------|-------------|---|---|
| THE RISE OF CIVIL SOCIETY                        |   |                |  |             |             |   |   |
| Tues-Sept 24                                     | Wed-Sept 25   | Thur-Sept 26   | Fri-Sept 27  | Sat-Sept 28 | Sun-Sept 29 | Mon-Sept 30                                     | Tues-Oct 1                                  |
| OPENING<br>CEREMONY                              | <i>CYD - 45min</i><br>PRESENTATIONS<br>REPORTS      | SITE<br>VISITS | <i>CYD</i><br>SEMINARS<br>WORKSHOPS<br>THINK TANKS   |             |             | SYMPOSIUM<br>THE PILLARS<br>OF<br>CIVIL SOCIETY | ICAI<br>BOARD<br>OF<br>DIRECTORS<br>MEETING |
| EXHIBITS<br>(GETTING<br>ACQUAINTED)<br>RECEPTION | PRESENTATIONS<br>REPORTS<br>(Scheduled before hand) | SITE<br>VISITS | SEMINARS<br>WORKSHOPS<br>THINK TANKS<br>(Open Space) |             |             | GETTING<br>TO THE<br>21ST<br>CENTURY            | ICAI<br>BOARD<br>OF<br>DIRECTORS<br>MEETING |

In Egypt, a Moslem country, Friday is their weekly holy day. The weekend is Friday and Saturday.  
Monday 23 September is a national holiday so we are starting on Tuesday 24 September.

YOUR PARTICIPATION IS REQUESTED AS A:  
✓Presenter or a Reporter For Your Organization  
✓Facilitator of a workshop, seminar or think tank

Indicate the appropriate track for your workshop, selecting from:

•Private Sector •PublicSector •Education •Human Services •Methods •Other

*Dick, Wendy  
John - meeting  
w/ SDYCS*





## GETTING INVOLVED

*If you are a National ICA . . .*

### CONFERENCE PREPARATION AND TASKS

1. **Present a "Project"** during the first 2 days of the conference.
2. **Bring along a local "partner"** and request they too bring a "project" for presentation.
3. **Do a conference brochure mailing** to ICA colleagues, friends and donors in their geography. At least 100 copies of the official conference brochure will be sent to each ICA for distribution in their geography April 1996 (6 months prior to the conference).
4. **Send your official ICA representative** to the Board Meeting.

### TO BE ON THE CONFERENCE MAILING LIST

**Fill Out the Following and Return to:**

ICA International, Rue Amedee Lynen # 8,  
Brussels 1030, Belgium or fax + (32-2) 219-  
0406 or E-mail [icai@an.apc.org](mailto:icai@an.apc.org)

Please put me on the Cairo Conference  
Mailing List.

Name:

Address:

Tel/Fax/E-mail:

*If you are an NGO, an INDEPENDENT or  
a NATIONAL ICA you are invited to put  
on:*

### PRESENTATIONS, WORKSHOPS, SEMINARS AND THINK TANKS or to **GO ON EXCURSIONS** (see p 10)

If interested please provide us with the  
following information at ICA International,  
Rue Amedee Lynen # 8, Brussels 1030,  
Belgium. Tel + (32-2) 219-0087 Fax + (32-  
2) 219-0406. E-mail: [ica@gn.apc.org](mailto:ica@gn.apc.org)

Name:

Address:

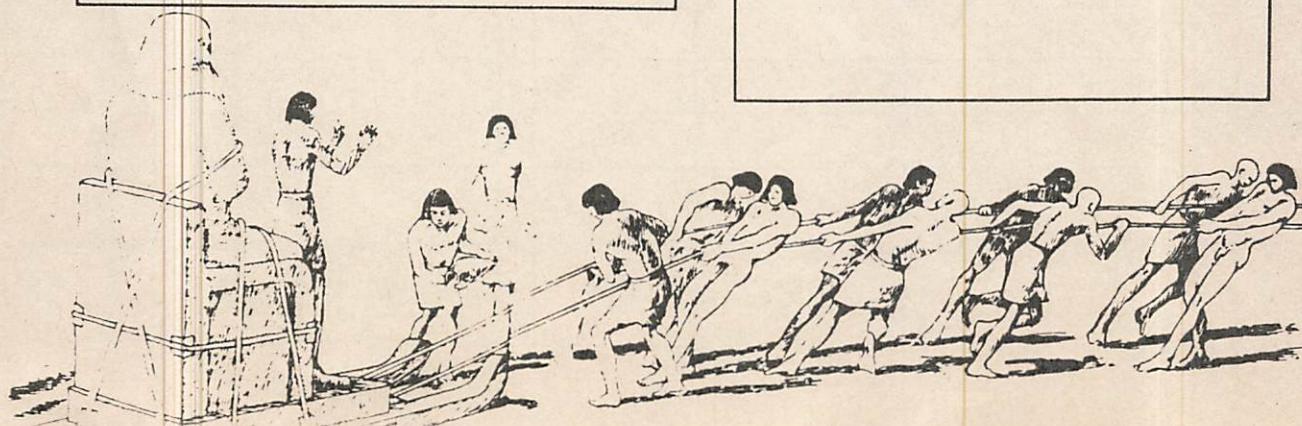
Tel/Fax/ E-mail:

Name and theme of event you would like  
to facilitate:

Excursion you would like to go on:

Names and data of others who might be  
interested in either leading events or  
going on excursions:

Other Suggestions for the Conference:





BRUSSELS

OCT 95

## GLOBAL RECRUITMENT RATIONAL

| CONTINENT              | COUNTRY       | ICA | PARTNERS | ASSOCIATES | OTHERS | TOTALS |
|------------------------|---------------|-----|----------|------------|--------|--------|
| AFRICA<br>MENA<br>72   | COTE D'IVOIRE | 1   | 1        | 1          | 1      | 4      |
|                        | NIGERIA       | 1   | 1        | 4          | 1      | 7      |
|                        | ZAMBIA        | 1   | 1        | 2          | 1      | 5      |
|                        | KENYA         | 1   | 1        | 3          | 2      | 7      |
|                        | EGYPT         | 1   | 1        | 30         | 18     | 50     |
| EUROPE<br>43           | SPAIN         | 1   | 1        | 1          | 1      | 4      |
|                        | PORTUGAL      | 1   | 1        | 1          | 1      | 4      |
|                        | UK            | 1   | 1        | 4          | 2      | 8      |
|                        | GERMANY       | 1   | 1        | 2          | 1      | 5      |
|                        | NETHERLANDS   | 1   | 1        | 3          | 3      | 8      |
|                        | BELGIUM       | 1   | 1        | 6          | 1      | 9      |
|                        | ZAGREB        | 1   | 1        | 2          | 1      | 5      |
| ASIA<br>39             | AUSTRALIA     | 1   | 1        | 2          | 1      | 5      |
|                        | PHILIPPINES   | 1   | 1        | 1          | 1      | 4      |
|                        | JAPAN         | 1   | 1        | 4          | 3      | 9      |
|                        | INDIA         | 1   | 1        | 2          | 1      | 5      |
|                        | MALAYSIA      | 1   | 1        | 1          | 1      | 4      |
|                        | HONG KONG     | 1   | 1        | 1          | 1      | 4      |
|                        | SOUTH KOREA   | 1   | 1        | 1          | 1      | 4      |
|                        | TAIWAN        | 1   | 1        | 1          | 1      | 4      |
| LATIN<br>AMERICA<br>24 | MEXICO        | 1   | 1        | 1          | 1      | 4      |
|                        | GUATEMALA     | 1   | 1        | 1          | 1      | 4      |
|                        | VENZUELA      | 1   | 1        | 1          | 1      | 4      |
|                        | PERU          | 1   | 1        | 1          | 1      | 4      |
|                        | CHILE         | 1   | 1        | 1          | 1      | 4      |
|                        | BRAZIL        | 1   | 1        | 1          | 1      | 4      |
| NORTH<br>AMERICA<br>72 | CANADA        | 1   | 1        | 5          | 2      | 9      |
|                        | EAST          | 1   | 1        | 15         | 4      | 21     |
|                        | HEARTLAND     | 1   | 1        | 15         | 4      | 21     |
|                        | WEST          | 1   | 1        | 15         | 4      | 21     |
| OTHERS                 |               |     |          |            |        |        |
|                        |               |     |          |            |        |        |
|                        |               |     |          |            |        |        |
|                        |               |     |          |            |        |        |
| TOTALS                 |               | 30  | 30       | 128        | 62     | 250    |





## NEW INITIATIVES FOR ICA KENYA

*Responding to a request for an updated article for the Network Exchange ICA Kenya filed the following report on their current emphasis and activities.*

### I. ORGANIC FARMING

#### Health/Agriculture/Income Generation Programme

The Programme is working with 30 women's groups; 15 selected from Kilifi District and 15 from Kwale District.

The key exciting component of this Programme is the organic farming. Since grassroots farmers in Kenya are not able to afford fertilizers or chemicals, and considering that most chemicals sold in Kenya are devastating to the environment, ICA Kenya decided to work together with the Kenyan Institute of Organic Farming to implement the agricultural part of this Programme.

The major objective of this component is to increase the agricultural production and introduce new sustainable farming methods amongst the members of the 30 women's groups. An additional objective is to ensure food security during periods of food shortage.

### II. SOLAR COOKER FOR RURAL FOLKS

The square wooden gadget looks simple and local but its technological performance in cookery is startling. Unlike modern normal cookers it neither has burners nor knobs. It does not need gas, electricity, paraffin or wood fuel to cook, yet water boils and meat cooks under its ferocious and mighty natural heat.

The solar cooker, designed by the Kabiro Youth Polytechnic (Nairobi), has been received with excitement and relief by the low income rural folks and environmentalists. Generally the cooker is meant specifically to help Kenyans cut cooking costs by using the natural energy from the sun.

### III. RURAL ENTERPRISE LOAN SCHEME

The Rural Enterprise Loan Scheme is one of the major projects carried out by the Institute of Cultural Affairs Kenya. It is still in its pilot stage. One trial programme has just ended but its continuation is expected very soon. The major goal of the trial programme was to strengthen the business and credit management skills of 24 women's groups from Murang'a, Krinyaga and Kakamega Districts. These skills are deemed necessary for the success and sustainability of their economic development.

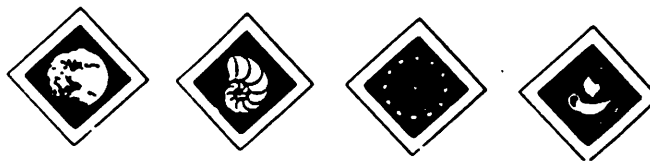
### IV. TRAINING WORKSHOPS WITH NGOS & COMPANIES



With the recent escalation of newly formed NGOs & companies in Kenya, the demand of external and internal training workshops has become critical. This has opened up for us new self-support possibilities. Recently, Mr. German Gituma explored how to raise undesignated funds for ICA through organising training workshops for NGOs and companies within Kenya and in neighbouring countries. Since the beginning of this year ICA Kenya has conducted the following workshops on Strategic Planning Process (FMII).

1. Strategic Planning workshop with general secretaries of National Organisation of Trade Unions in Kampala, Uganda.
2. Strategic Planning Workshop with general secretaries of Central Organizations of Trade Unions (COTU), Kenya held at New Stanely Hotel in Nairobi.
3. Strategic Planning Workshop with Board Members of Methodist Guest House, Nairobi.
4. Strategic planning workshop with National Confederation of Eritrean workers which was held at the Chamber of Commerce, Asmara.
5. Strategic Planning workshop with Mauritius Labour Congress held at education centre, Quatre Bornes.

A series of similar workshops are in the pipeline and we hope ICA Kenya will be able to generate substantial amounts of money to cater for ICA administration costs. The ICA Kenya and its clients recognize the quality of the professional services being offered by Gituma who gained invaluable experience during his participation in the Brussels I.T.P. programme in 1994.



## MEMBER'S PROFILE: A. CRISTIAN NACHT

I was born August 1 1942 in Buenos Aires, Argentina, the second of 3 brothers. My father was Rumanian and my mother East German. My parents met on the boat taking them from Europe, and the war, to Argentina.

I did my studies in Argentina at an English boarding school. My parents enroled me there, in part, to avoid the Peronist propaganda at the Argentinian schools. At 16 I was sent to boarding school in England to London-Dulwich College. I went to university at Cambridge (1961-64) where I received a degree in Engineering studies. In 1968, after trial and work periods in London, Paris and Brazil, I returned to England to study business administration at Ashridge Management College.

I met my Danish born wife Jytte Kjellerup Nielsen at Cambridge. We were married in 1966. In 1969 we moved to Rio de Janeiro, Brazil, where we made our home. We have had 5 children the eldest of which, Anna Sofia, died at 17 in a tragic domestic gas accident. Our other children are Francisca - who will be graduating in Business Administration from Copenhagen University this summer, Tomas - who is studying Industrial Design at the Catholic University of Rio de Janeiro, Antonia - currently a student of pedagogy who after performing one year at the Royal Danish Ballet had to give up a classical ballet career due to short Achilles tendons!, and last but not least Pedro Kaj aged 7 who was born unexpectedly soon after Ana Sofia's death. His birth was a truly blessed gift to all the family!

My mother and my remaining brother Nicolas still live in Argentina. Nick is a cattle rancher living in the interior of Argentina with his wife Helena, a painter and botanist.

For Jytte and me, Rio is home. With the children grown up Jytte is more active than ever. A wonderful dancer with a quick wit and contagious laughter, she is a frequent presence in the Rio night-life. During the days her time is increasingly dedicated to the Rio street children and the care of the elderly in our family.

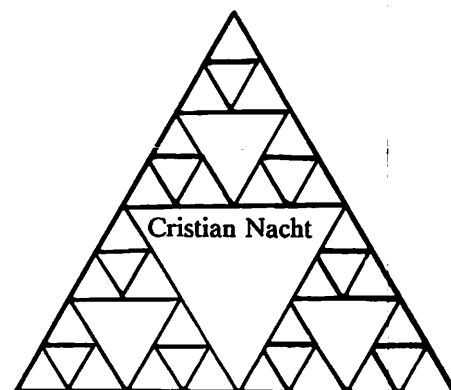
MILLS ANDAIMES TUBULARES is the company that brought us to Brazil in 1969, of which I am President, and in which we have a controlling interest. Begun by a few Rumanian immigrants in 1942 as a commercial company, it is today the largest scaffolding, shoring and formwork company in Latin America. With a turnover of US \$50 million, it employs over 1100 people for the sale, rental erect and dismantle, of engineering designed temporary structures used in the construction, industrial maintenance and entertaining industries. Besides

working all over Brazil, Mills also operates in Argentina, Chile, Uruguay and Peru.

Over the last few years Mills has become well known in Brazil because of its entertainment related activities. We have produced several rock shows with major artists like Eric Clapton, Paul Simon, Bob Dylan, Paul McCartney (his show in Rio is in the Guinness Book of Records as the largest paying public for a rock show) Michael Jackson and Madonna. In 1993 Mill's journey in participative management was included as one of the case studies in Jim Troxel's book "Participation Works: Business Cases from Around the World".

Mills is one of the main focuses of my time and attention, not because it supplies the means to pay the bills (important though that may be), but because I believe that we can make a major impact on the community, the city and the country, through the example and the influence we can bring to bear on those working within the company or related to it. In a country where institutions are weak and discredited, business has a great opportunity to demonstrate what it means to be a true citizen and a contributing member of the community.

Special Interests occupy more time than what a day, or night, contains. Besides the normal family activities, I enjoy dancing almost as much as Jytte and accompany her on most of her social engagements, which often means very late nights.



Then there is along standing passion for cinema, something genetical since my mother and my brother have it, I have it, our children have it, and I only don't know about our grand-children because we ain't got any yet!

Sport has always been an important part of my life. At the English schools and university it was rugby, cricket and tennis, as well as soccer, field hockey, swimming,





athletics,... etc. I played club rugby in London for two years and then concentrated on tennis. Today, with some slipped disk problems, I play a little tennis but keep fit mostly cycling, swimming, and walking.

Painting and photography are two other long time companions. I studied painting in Paris and did art history in London as a student, and began photography when still at school in Argentina. The quantity of photo albums at home attest to my diligence if not to my talent! Travelling is another passion. What I cannot do I read and plan for. Over the last few years, mostly together with some of the family, I have travelled in Salta and Jujuy in north Argentina, Patagonia, Morocco, the Pantanal (swamp-land in western Brazil), California and Arizona, and Bombay-Lonavla last October. My choice of travels is less and less the wonderful civilized countries and cities, and more and more the remote, unfamiliar, close to raw nature and different culture journeys.

If several of my special interests are sporadic, reading is constant. I read a several books all the time. I am pretty good at learning through reading, so I constantly read to study as well as for enjoyment. At the moment I am reading "Crossing the Threshold of Hope" by Pope John Paul II, Joe Mathew's Selected Talks, Ricardo Semler's "Maverick", which is remarkable story of audacious participatory management in Brazil, a novel by Danish writer Peter Hoeg "Smilla's Sense of Snow" and Michener's report on the 1956 Hungarian revolution "The Bridge at Andau". My reading reflects a spiritual search which increases every year and in which the ICA is helping me a great deal. Ghandi, Joe Mathews, Nikos Kazantzakis, the RS1 readings, Hans Kung, Scott Peck...as well as several ICA "old timers" have given me guidance and encouragement.

#### The ICA

My first encounter with the ICA was through Bill Slicker, sometime in 1979-80. He was calling on

directors of the American Chamber of Commerce of Rio de Janeiro. I think that my wife and I went to a village forum, but nothing much followed. Then came Sir James Lindsay, in 1982 I think, who gave a talk on the IERD to take place in Delhi in '84. I participated quite actively in organising the Brazilian delegation, and we managed to fund the participation, in India, of 5 Brazilian grass-roots projects. During that time I came to know the LENS methodology, so that in 1986, when Mills was at a particularly important cross-road, we did a LENS strategic planning seminar which remains, even

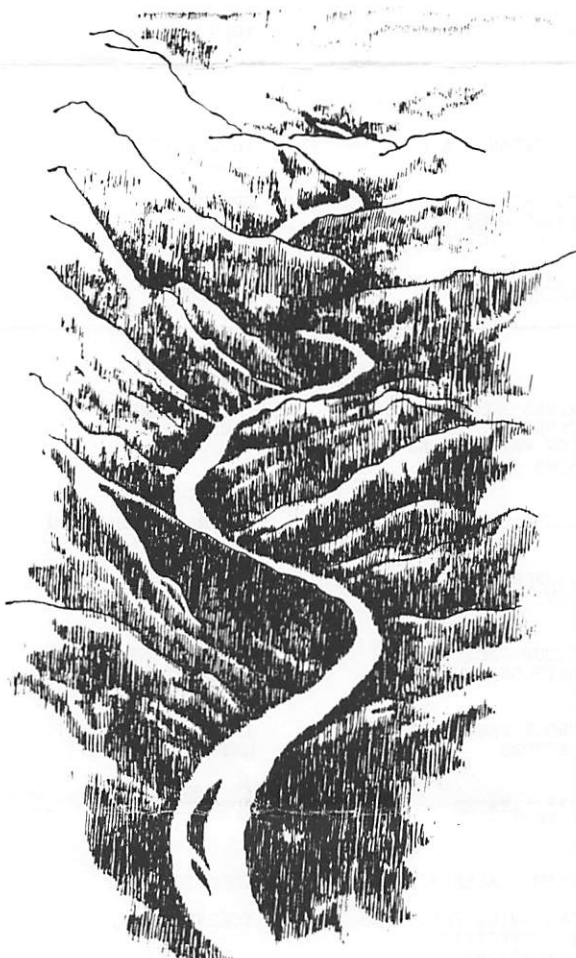
today, as an important land-mark in the history of the company. My involvement increased steadily from then on and under the guidance of Bill and Nancy Grow it went from the ToP methods towards RS1, their home church, and a deeper spiritual commitment.

Today, ICA Brazil has no international staff any more, and we are struggling to keep it going. Although the future is unknown our small group has faith, competence and is committed. In my travels, as I came to know more about the ICA around the world, I learned that, that is the way it is, *small committed groups with no assurances of survival. That is us alright!*

Should anyone come through Rio de Janeiro, give us a call.

Jytte and Cristian Nacht

Fax + (55-21) 433-2345  
or 433-2168



## ICA EVENTS FROM AROUND THE WORLD



## CONTINENT

| WHEN                 | EVENT   | WHERE   | RE  |
|----------------------|---|---|---|
| <b>ASIA</b>          |   |   |   |
| SEPT. 4-15           | U.N. WORLD CONF. ON WOMEN   | BEIJING                                       | REPS. ICAs<br>Germany, Zagreb,<br>Japan, USA, Kenya |
| OCT. 29-31           | ECO-CULTURAL TOUR   | GREEN ISLAND                                  | ICA TAIWAN  |
| NOV. 3-15            | DEVELOPMENT NETWORK MEETING   | TOKYO, JAPAN                                  | ICAI/ICA JAPAN                                      |
| <b>EURASIA</b>       |   |   |   |
| OCT. 20-22           | EUROPEAN I.A.F.   | in EUROPE<br>(tba)                            | AFRICAN/EUROPEAN<br>FACILITATORS                    |
| NOV. 22-23           | TOWARDS A<br>PHILOSOPHY<br>OF PARTICIPATION                           | BRUSSELS                                      | ICA BELGIUM   |
| NOV. 24-26           | ICA EUROPEAN<br>INTERCHANGE   | LOUVAIN,<br>BELGIUM                           | ICA BELGIUM   |
| <b>N. AMERICA</b>    |   |   |   |
| SEPT. 3-5            | rites for mothers &<br>daughters and rites<br>for fathers and<br>sons | PUGET SOUND,<br>WASHINGTON                    | SONGAIA COMMUNITY                                   |
| SEPT. 9-16           | ADULT QUEST   | CENTRAL WASHINGTON<br>STATE                   | SONGAIA COMMUNITY                                   |
| SEPT. 14-15          | LAUNCHING A COMM.<br>DEV. PROJECT                                     | TORONTO                                       | ICA CANADA  |
| SEPT. 19-20          | GROUP FACILITATION<br>METHODS   | TORONTO; NEW<br>LISKEARD, NORTHERN<br>ONTARIO | ICA CANADA  |
| SEPT. 21-22<br>25-26 | GROUP FACILITATION<br>METHODS   | TIMMINS, NORTHERN<br>ONTARIO                  | ICA CANADA  |
| SEPT. 21-22          | FACILITATED<br>PLANNING   | TORONTO                                       | ICA CANADA  |
| SEPT. 25-26          | TEAM LEADERSHIP   | TORONTO                                       | ICA CANADA  |
| SEPT. 27             | DESIGNING SOLUTIONS<br>FOR SPECIFIC<br>SITUATIONS                     | TORONTO                                       | ICA CANADA  |
| SEPT. 27-28          | GROUP FACILITATION<br>METHODS   | KAPUSKASING,<br>NORTHERN ONTARIO              | ICA CANADA  |

**ICA International**  
**Rué Amédée Lynen 8,**  
**1030 Brussels, Belgium**

**THE NETWORK EXCHANGE**  
 Is a monthly publication (excluding August and  
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 Dick Seacord  
 Address all inquiries or comments to ICA  
 International, Rue Amédée Lynen # 8, B-1030  
 Brussels

# The Network Exchange

SPECIAL GLOBAL CONFERENCE ISSUE

October 1995

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| When in Egypt .....          | 12 |



IN EGYPT the oldest recorded civilization flourished 5,000 years ago. THE WORLD OF THE PHARAOHS was founded on agricultural surplus and ordered by theocratic beliefs. Its central project, the pyramids, were not built by slave labour as is commonly believed, but through the organization of THE WORLD'S FIRST "CIVIL SOCIETY". In terms of time, Ancient Egypt has been MANKIND'S MOST SUSTAINABLE SOCIETY. At the threshold of a new millennium our secular, global culture would do well to take stock of the greatness of its humanistic past even as it beholds the unfolding of an ever interconnected, technological future.

## ANNOUNCING EGYPT '96

An Open Conference for NGOs Focussed  
on the Challenges of the 21st Century

# PARTICIPATING IN THE RISE OF CIVIL SOCIETY

Location: Cairo, Egypt\*

Date: 24 - 30 September 1996

Sponsors: ICA Egypt, ICA International\*\*

With presentations by the authors from the new anthology "Governance in the 21st Century: The Rise of Civil Society" (see p 4).

\* The hotel is still being negotiated with one option situated at the foot of the pyramids

\*\* U.N.D.P. has been asked to be co-sponsor. See letter on p 3.



## Why Civil Society ? Why now?

---

"As we move towards the 21st century, it is appropriate to ask the questions "What is needed to prepare ourselves for the Third Millennium? Where do we allow NGOs to be a dynamic force in enabling history to deal with the future?" - ICAI Executive Committee Report, May 1995

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What are the issues for tomorrow?

---

The key issues after the Cold War are more philosophical and cultural than ideological or national. . . the old conflicts of public life which involved national frontiers or competing ideological systems are giving way to issues pertaining more to definitions of the good life and even ultimately, to questions about the scope of the "human authenticity" of the Individual. Zbigniew Brzezinski, *New Perspectives Quarterly*, *Soul of the World Order*, Summer 1993.

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Why is a conference on the future of civil society special in Egypt?

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Egypt has for centuries provided an important bridge between the achievement oriented West and the Religious dominated East. It is a fascinating blend of cultures, for here, since ancient times, goods and ideas have been freely traded with both Europe and India. The Egyptian genius has withstood and dialogued with successive invading civilizations: Greek, Roman, Arab, Ottoman, French, English, and more recently, "global 20th century culture". Egypt is a unique crucible through which to view mankind's emerging horizon.

---





Mrs. Sally Timpson  
Deputy Assistant Administrator  
Bureau for Policy and Programme Support  
UNDP  
One United Nations Plaza  
New York, NY 10017  
USA

August 30, 1995

Dear Mrs. Timpson,

Ref: UNDP Conference Co-sponsorship

In 1984 the UNDP co-sponsored a conference with ICA:International called The International Exposition on Rural Development which involved 500 local practitioners, from over 50 countries, presenting what works and does not work in rural development.

In September 1996, the ICA:International is holding a conference titled Participating in the Rise of Civil Society. As in 1984, this conference will focus people's attention on civil society and the complementary role that NGOs, government and the private sector can/should play in the 21st century. There will be presentations, workshops, training seminars and symposiums.

During the conference there will be the presentation of a new book on civil society called Governance in the 21st Century: The Rise of Civil Society that the Institute is organizing. We hope to have many of the chapter writers presenting seminars at the conference.

We feel UNDP's co-sponsorship will add depth and seriousness. UNDP sponsorship will encourage the support and participation of many other organization. UNDP sponsorship will provide the context that civil society is not only a local and national challenge but also, and maybe most important, a global challenge.

We have appreciated UNDP's support and partnership in many endeavours and hopefully this co-sponsorship will become a reality.

Sincerely,

Richard H.T. Alton  
Secretary General



## GOVERNANCE IN THE 21ST CENTURY: THE RISE OF CIVIL SOCIETY - THE BOOK!

*Governance in the 21st Century: The Rise of Civil Society is the name of the new book being written under the auspices of ICA International. The book is an anthology written by numerous authors with re-knowned expertise in the field of development. The authors will make presentations of their contributions at the Egypt '96 conference, with which the book shares part of its title. Editor John Burbidge, ICA USA, contributed the text below.*

### THE THEME

The last years of the 20th century are being marked by unprecedented turmoil in institutions of governments around the world: the breakup of former states such as the Soviet Union, Yugoslavia, and Czechoslovakia, Tribal conflict in many parts of Africa; deep disillusionment and cynicism about government in the so-called stable democracies of the United States and Europe -- the examples are many and diverse.

But in the midst of this apparent chaos, new shoots of hope and creativity are emerging often in some of the most unexpected places. From Ethiopia to the Netherlands, Guatemala to Canada, governance is being redefined, not so much by politicians, academics or civil servants, but by ordinary citizens in a variety of situations and localities. Civil society is on the move.

From the words of a draft strategy paper of the United Nations Development Programme:

Together with the state and the market, civil society is one of the three spheres that interface in the making of democratic societies. It is the sphere in which social movements express themselves through such diverse organizations as trade unions, cooperatives, service organizations, community groups, youth and women's organizations, academic institutions, media and religious organizations. Civil society organizations (CSOs) are helping to redefine the role of the state and the quest for new forms of governance. Many are committed to people-centred, environmental-friendly and participatory development.

But to most people in most countries, this renaissance in governance is not a reality. Its manifestations are isolated, they don't usually make headlines or fill prime time news slots and, as a global social movement, it is still in an embryonic phase.

At the same time, people, governments and nations are desperate for new models of how society can operate, models that go beyond the narrow confines and defunct ideologies of political parties, are inclusive of ethnic and other differences, and are built for today's globally interrelated society rather than the fragmented mosaic of the past.

This desperation is not likely to disappear as we move into the new millennium. Although global economics and environmental crises are forcing us to forge new ways of operating as nations and societies, the political forms and their cultural underpinnings that provide our operating frameworks are often the most resistant to change.

### PURPOSE

The primary purpose of this book is to alert people to the fact that alternatives to the status quo are not only possible but are being created, tested and refined right now around the world. It will provide a wide spectrum of examples of how civic organizations are beginning to make a difference in the societies of which they are a part, from Local Community Development Associations in Egypt to the Land Care Movement in Australia.

With chapters written by both field practitioners and leading authorities, the book will combine first-hand examples of CSOs in action with an historical and methodological framework that relates these examples and examines their implications for the future.

A secondary purpose of the book is to underscore the value of people's participation in government and the methods and skills that make this participation possible. To this end, the book will draw heavily on situations which have emphasized citizen participation, particularly those which have used the Technology of Participation methods developed by the Institute of Cultural Affairs (ICA).





## CHAPTER TITLES AND AUTHORS

**INTRODUCTION: A Framework for Civil Society**  
**Building Social Capital: The Evolution of Civil Society**  
by Goran Hyden, author of *No Shortcuts to Progress*, *Beyond Ujamaa in Tanzania*, and *Governance and Politics in Africa*

**Towards A Technology of Meaning: Participation Revisited** by John Epps contributing writer to the books *Approaches That Work In Rural Development* and *Participation Works*

**Nothing Less Than Whole Systems Transformation** by Robertson Work, senior advisor to UNDP's L.I.F.E. Programme for urban renewal

## CATALYZING GRASSROOTS INITIATIVES

**Training Ethiopian Villagers to be Their Own Change Agents** by Terry Bergdall, author of *Methods for Active Participation*

**Local Community Development Associations: Grassroots Democracy in Egypt** by Ahmed Badawi, editor of the bilingual development magazine *Ru'ya*

**Community Mobilization in Taiwan** by Larry Philbrook, international consultant and pioneer researcher and practitioner of large-scale, village based community development

**Launching a Business with Fifty Dollars: Trickle Up Economics** by Mildred Robbins Leets, co-founder and director of the *Trickle Up Program*

**Community-Run Health Services in a Nairobi Slum** by Keith Packard, international development consultant

**Village-Based Government in Guatemala** by Manuel Samayoa, Mayor of the municipality of Sanarate, Guatemala and development practitioner

**Indigenous Knowledge, Development by Women** by Janice Jiggins, editor of the publication *Indigenous Knowledge and Development Monitor*

**From Farmer to Stakeholder: Kenya's Small-Scale Irrigation Systems** by Oscar Damen, international development consultant and researcher

## STRENGTHENING CIVIL SOCIETY ORGANIZATIONS

**From Resistance to Participation: Transforming Dutch Farmers' Cooperatives** by Pieter Van Der Meier, development consultant and noted authority on Dutch farmers' cooperatives

**Making Education Come Alive: New Images for India's Teachers** by Bhimrao Tupe, trainer and facilitator working in rural India

**The Power of Participatory Planning in an International NGO** by Sandy Powell, former director of training for CARE International

**Recreating Civil Society in A War Zone: The Croatian Story** by Suzan Fertig-Dyke, publishing and television professional, director of ICA Zagreb

**Empowerment Indicators for Health Delivery in Canada** by Suzanne Jackson, co-director of the Community Health Promotion and Research Unit for the city of Toronto

**Volunteerism: Cornerstone or Crutch?** by John Stringham, contributing writer to *Approaches that Work in Rural Development*

## FORGING MULTI-SECTOR PARTNERSHIPS

**The Land Care Movement: A Citizen-Government Partnership to Preserve the Australian Environment** by Kevin Balm and Robert Chaffe international consultant/facilitator and Australian civil servant

**The Small Grants Program: UN-NGO Partnerships in Environmental Care** by Peter Hazlewood, senior adviser to UNDP's Small Grants Programme

**Conditions for Urban Renewal: The L.I.F.E. Program** by Robertson Work, senior advisor to UNDP's L.I.F.E. Programme for urban renewal

**Strange Bedfellows: The World Bank and NGOs as Partners in Development** by Koenraad Verhagen, Secretary General of CIDSE, the umbrella organization for the Catholic International Development effort

**Local Participation in Municipal Government (U.K.)** by Alan Berrresford, international consultant and facilitator

**Neighbourhood-Government Collaboration in Chicagoland** by James Troxel, editor of twin books, *Participation Works* and *Government Works*

## CONCLUSION: LOOKING TO THE FUTURE

**Development for What: The Question that Won't Go Away** by Joep Van Arendonk, former Deputy Executive Director of the United Nations Fund for Population Activities

**Governing, Democratization and the New Civil Society** by Sally Timpson, Deputy Assistant Administrator with the Bureau for Policy and Program Support of UNDP

## ICA METHODS

- Social Methods
- Intellectual Methods
- Motivational Methods

## RESEARCH ASSEMBLIES

### Produced -

- \* Community Forum Campaign
- \* Social Process Triangle
- \* Human Development Projects

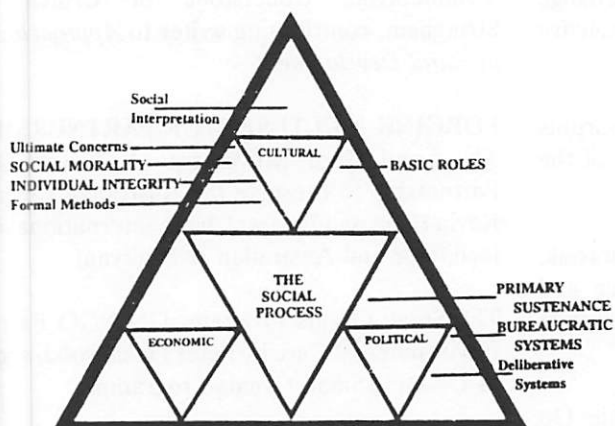
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## TOOLS

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## PRACTICAL RESEARCH

## ICA's TECHNOLOGY OF PARTICIPATION (TOP)



ICA's COM  
TO CIVIL S  
(1953 - 19



## ICAI BOARD MEETINGS

## ICAI GENERAL ASSEMBLY

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## NETWORKING

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## ICA GLOBAL MEETINGS

## PARTNER ORGANIZATIONS

- Local
- International Funders

U.N. STATUS  
AND COLLABORATION

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A GLOBAL CONFERENCE  
OF THE  
INSTITUTE OF CULTURAL  
AFFAIRS

**PART I**

# RISE OF

**24 - 30 September 1996**

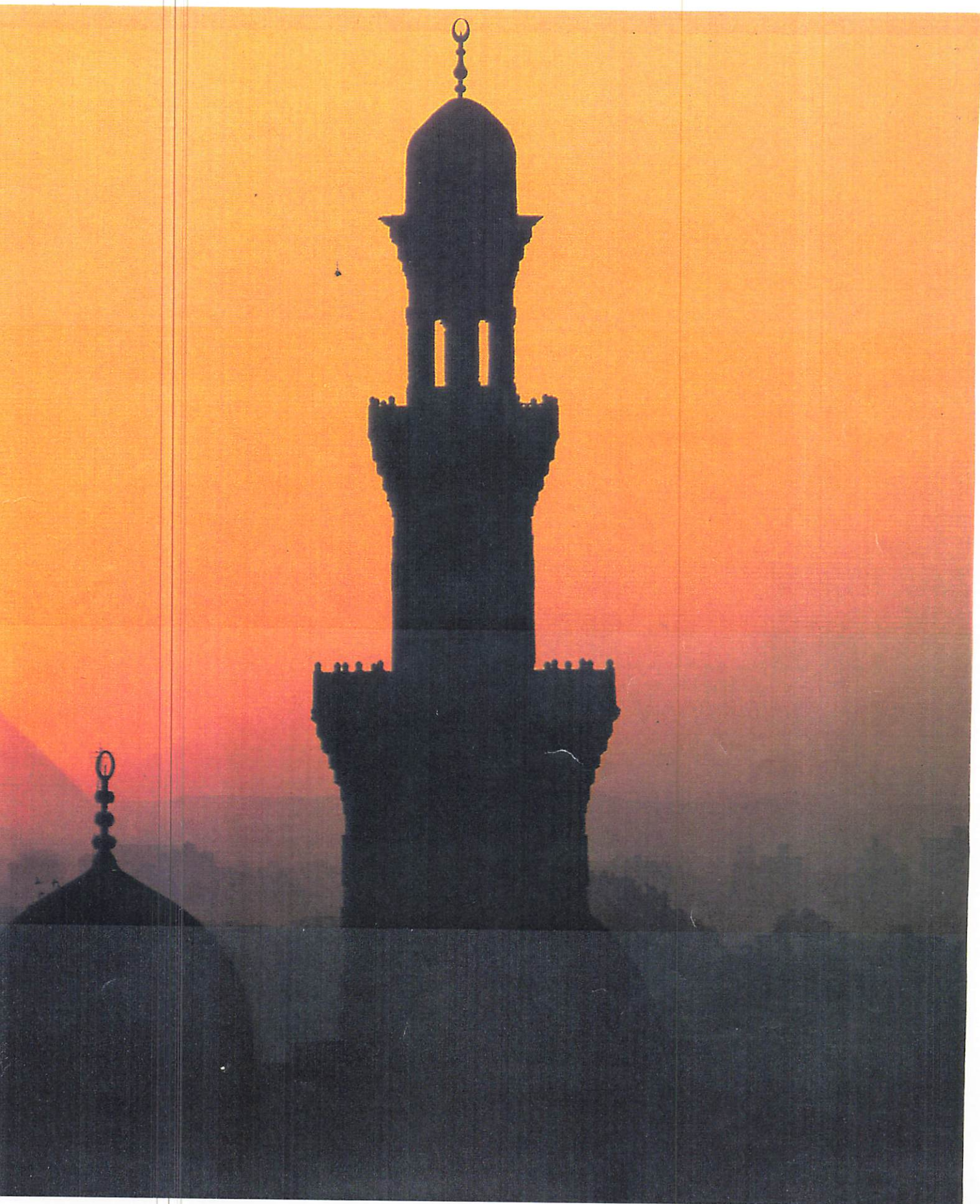
**CAIRO**

# EGYPT





# **CIPATING IN THE CIVIL SOCIETY**



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PHILOSOPHY

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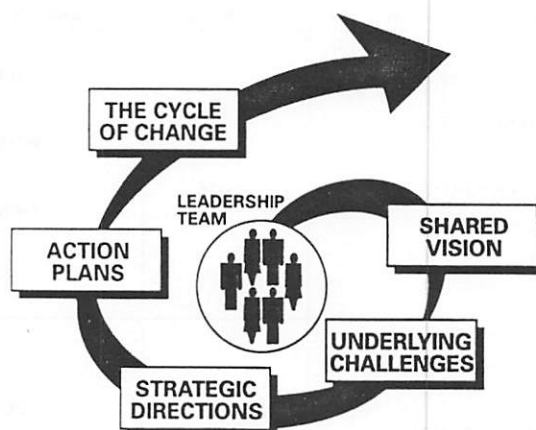
INCLUSION - PARTICIPATION

COMMUNITY/INDIVIDUAL

SELF-HELP

4 SECTOR DIALOGUE

- Community
- Private Sector
- Public Sector
- Voluntary



T.O.P. SEMINARS

FACILITATOR TRAINING

---

IMPLEMENTATION

---

ICA OFFICES AND PROJECTS  
IN 30 COUNTRIES WORLDWIDE

ORGANIZATIONAL  
TRANSFORMATION  
PROCESS



## CONFERENCE TIME DESIGN: "THE RISE OF CIVIL SOCIETY"



AN OPPORTUNITY TO SHARE  
INSIGHTS, IDEAS, AND DISCOVERIES  
ON A NEW MEANING FOR "CIVIL SOCIETY"

| ICAI CONFERENCE  |   |              |                    |  |             | 24-30 SEPTEMBER 1996                            |   |
|--|---|--------------|--------------------|--|-------------|---|---|
| THE RISE OF CIVIL SOCIETY                                |   |              |                    |  |             |   |   |
| Tues-Sept 24   | Wed-Sept 25   | Thur-Sept 26 | Fri-Sept 27        | Sat-Sept 28  | Sun-Sept 29 | Mon-Sept 30                                     | Tues-Oct 1                                  |
| OPENING<br>CEREMONY                                      | PRESENTATIONS<br><br>REPORTS                                |              | SITE<br><br>VISITS | SEMINARS<br><br>WORKSHOPS<br><br>THINK TANKS                     |             | SYMPOSIUM<br>THE PILLARS<br>OF<br>CIVIL SOCIETY | ICAI<br>BOARD<br>OF<br>DIRECTORS<br>MEETING |
| EXHIBITS<br><br>(GETTING<br>ACQUAINTED)<br><br>RECEPTION | PRESENTATIONS<br><br>REPORTS<br><br>(Scheduled before hand) |              | SITE<br><br>VISITS | SEMINARS<br><br>WORKSHOPS<br><br>THINK TANKS<br><br>(Open Space) |             | GETTING<br>TO THE<br>21ST<br>CENTURY            | ICAI<br>BOARD<br>OF<br>DIRECTORS<br>MEETING |

In Egypt, a Moslem country, Friday is their weekly holy day. The weekend is Friday and Saturday.  
Monday 23 September is a national holiday so we are starting on Tuesday 24 September.

YOUR PARTICIPATION IS REQUESTED AS A:

- ✓Presenter or a Reporter For Your Organization
- ✓Facilitator of a workshop, seminar or think tank

Indicate the appropriate track for your workshop, selecting from:

•Private Sector •PublicSector •Education •Human Services •Methods •Other





## GETTING INVOLVED

*If you are a National ICA . . .*

### CONFERENCE PREPARATION AND TASKS

1. Present a "Project" during the first 2 days of the conference.
2. Bring along a local "partner" and request they too bring a "project" for presentation.
3. Do a conference brochure mailing to ICA colleagues, friends and donors in their geography. At least 100 copies of the official conference brochure will be sent to each ICA for distribution in their geography April 1996 (6 months prior to the conference).
4. Send your official ICA representative to the Board Meeting.

### TO BE ON THE CONFERENCE MAILING LIST

**Fill Out the Following and Return to:**

ICA International, Rue Amedee Lynen # 8,  
Brussels 1030, Belgium or fax + (32-2) 219-  
0406 or E-mail ical@an.apc.org

Please put me on the Cairo Conference  
Mailing List.

Name:

Address:

Tel/Fax/E-mail:

*If you are an NGO, an INDEPENDENT or  
a NATIONAL ICA you are invited to put  
on:*

### PRESENTATIONS, WORKSHOPS, SEMINARS AND THINK TANKS or to GO ON EXCURSIONS (see p 10)

If interested please provide us with the  
following information at ICA International,  
Rue Amedee Lynen # 8, Brussels 1030,  
Belgium. Tel + (32-2) 219-0087 Fax + (32-  
2) 219-0406. E-mail: ica@gn.apc.org

Name:

Address:

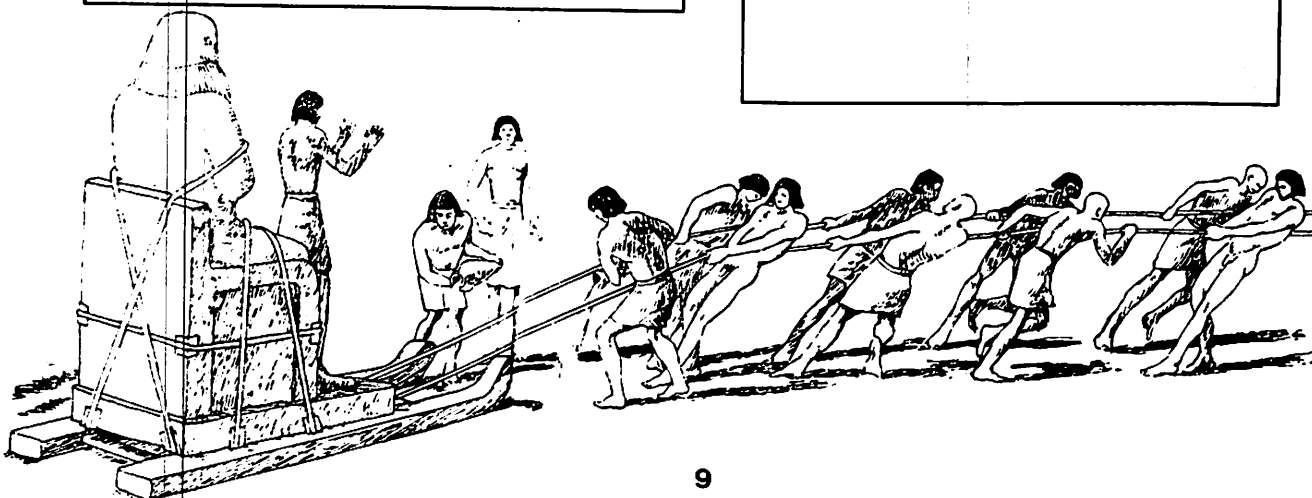
Tel/Fax/ E-mail:

Name and theme of event you would like  
to facilitate:

Excursion you would like to go on:

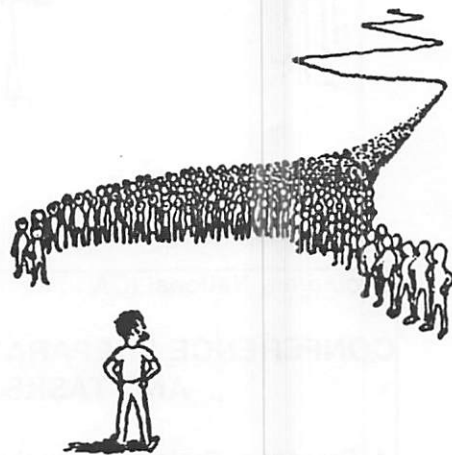
Names and data of others who might be  
interested in either leading events or  
going on excursions:

Other Suggestions for the Conference:





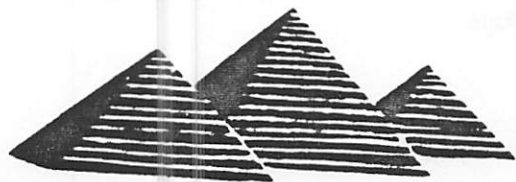
AND NOW  
SOMETHING  
COMPLETELY  
DIFFERENT...



Going to a Conference is not just sitting, talking and eating.  
You want to experience more than that!!!

Before and after the Conference, participants will be offered  
the opportunity to travel to adventurous sites in and around  
Egypt. Some aficionados are proposing to lead excursion  
groups to the following mysterious, ancient, religious, wild  
and adventurous places.

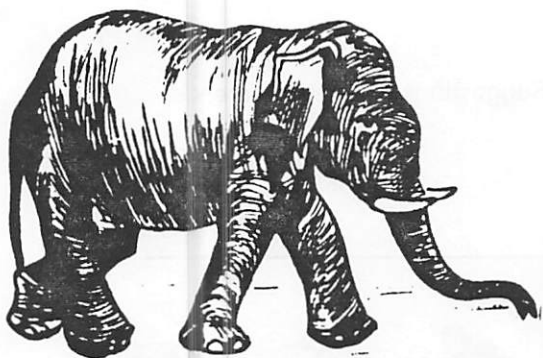
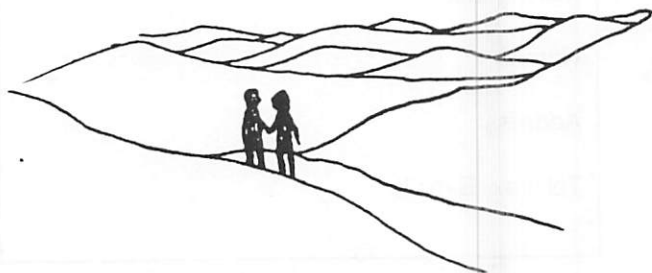
## An opportunity to make the most of your travel



### THE GREAT SAHARA DESERT.....

Rough and adventurous travel by jeep to  
an oasis and to the town of Siwah in the  
Egyptian part of the Sahara Desert, west  
of Cairo.

Martin Gilbraith will be your guide on  
this adventurous track.



### KENYA WILD LIFE SAFARI

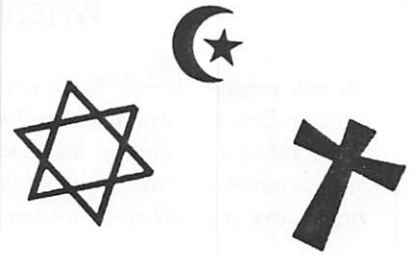
In the middle of nowhere, safe in a tent  
withdrawn amongst the wilderness. Listening  
to the sound of the crickets during a  
beautiful sunset. Then....., after the  
sunrise, the magnificent view of the  
elephants, the lions, buffalos and other  
wildlife. Wandering through the tropical  
lands of Africa becomes a reality.....

# Possible pre- and post-conference excursions



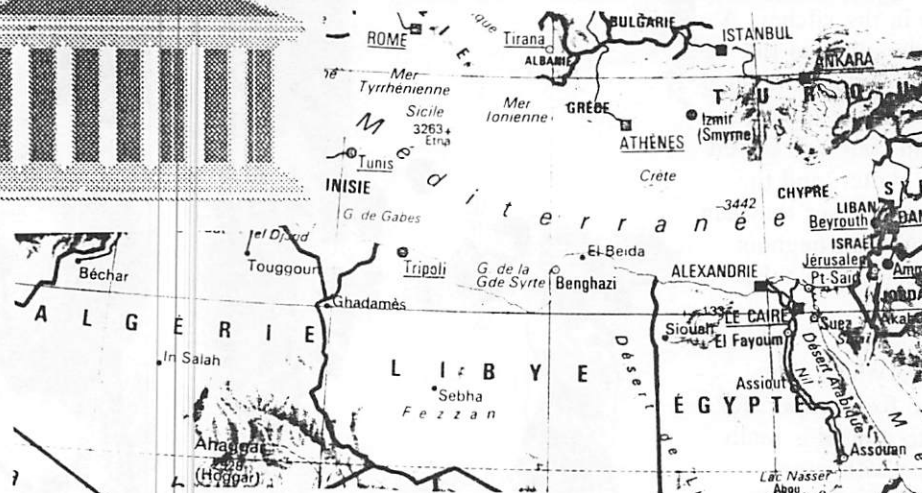
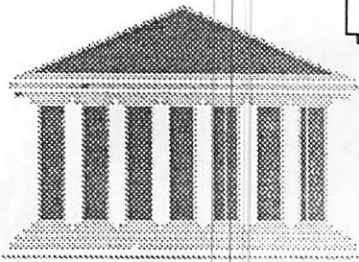
## ANCIENT GREECE

A trip to the Accropolis and other historic sites to be inspired by the Gods and heros of Hellene ..., who played a major role in the foundation of the ancient Greek civilization.



## JOURNEY TO THE ANCIENT LANDS OF THREE CULTURES

Travel to the land of the 'Cross', 'Crescent' and the 'Star of David'..... Trips to sacred places of the Middle-East ..... Jerusalem, Bethlehem, Nazareth, the Dead Sea and the Sea of Galilee.



## SNORKLING IN THE RED SEA

Explore the snorkler's paradise of the Red Sea. Pristine waters and coral reefs. A wonderful opportunity to experience the unexpected beauty of the flora and fauna in this colourful sea.



If you are interested, let us know at the Network Exchange!





## WHEN IN EGYPT . . . DO AS THE EGYPTIANS DO

*As you prepare to visit Egypt and other nations in the Middle East you would do well to read the text which, while set in a traditional home in Morocco, examines some cultural particularities of the "Arab World". You might save yourself some unnecessary embarrassment.*

Consider the case of the Western couple invited to a Moroccan family's home for dinner. Having pressed their host to fix a time, they arrive half an hour late and are shown into the guest room. After a decent interval, they ask after the host's wife, who has yet to appear, and are told that she's busy in the kitchen. At one point their host's little son wanders in, and the couple remark on his good looks. Just before the meal is served, the guests ask to be shown to the toilet so they may wash their hands. The main course is served in and eaten from a large, common platter, and the couple choose morsels of food from wherever they can reach, trying to keep polite conversation throughout the meal. Soon after the tea and cookies, they take their leave.

What did they do wrong? Almost everything. They confused their host by asking him to fix the hour, for in the Moslem world an invitation to a meal is really an invitation to come and spend time with your friends, during the course of which time, God willing, a meal may very well appear. To ask what time you should come is tantamount to asking your host how long he wants you around and implies, as well, that you are more interested in the meal than in his company.

One should be careful about asking after a Moslem man's wife; she frequently does not eat with foreign guests, even if female spouses are present, nor would she necessarily even be introduced. In any case, she belongs in the kitchen guaranteeing the meal is as good as she can produce, thereby showing respect for her guests and bringing honor on her and her husband's house. Nor should one praise the intelligence or good looks of small children, for this will alert evil spirits to the presence of a prized object in the home, and they may come and cause harm. It was not appropriate to ask to be shown the toilet either, for a decorative basin would have been offered for the washing of hands (and the nicer it is the more honor it conveys upon the family). Nor should one talk during the meal; it interferes with the enjoyment of the food to have to keep up a conversation and may even be interpreted as a slight against the cooking. And one should only take food from the part of the platter directly in front, not from anywhere

within reach. Not only is it rude to reach, but doing so deprives the host of one of his chief duties and pleasures: finding the best pieces of chicken or lamb and ostentatiously placing them before the guest. Culture shock, clearly, is not just something we experience, it's something we inflict as well. (The Art of Crossing Cultures, Craig Storti, Intercultural Press, Inc.)



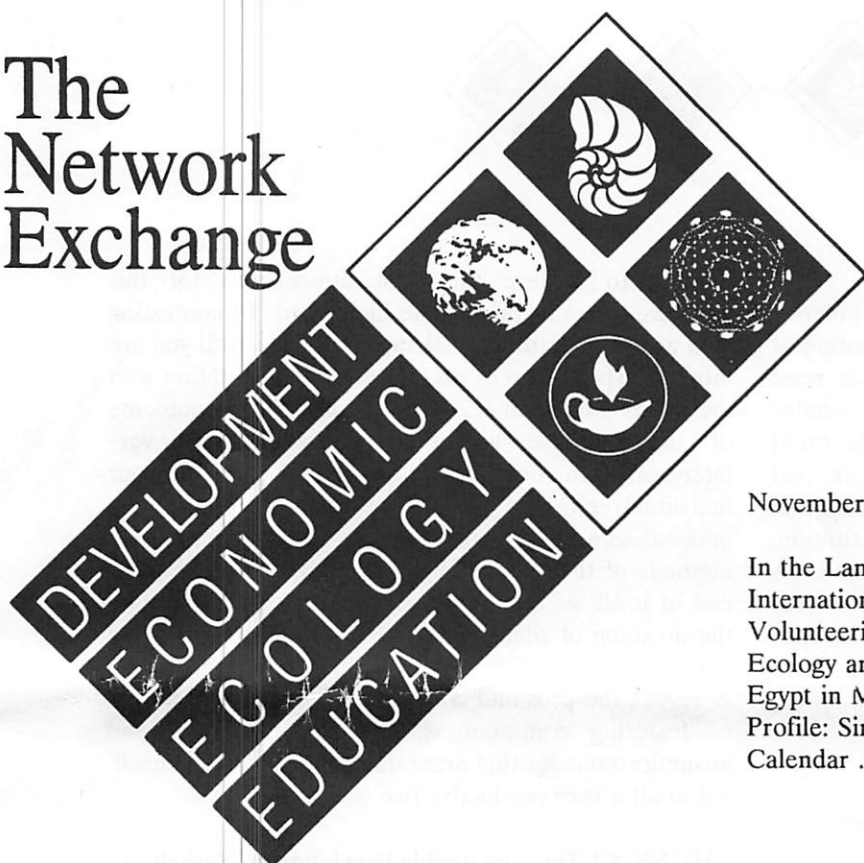
### THE NETWORK EXCHANGE

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# The Network Exchange



November 1995

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## IN THE LAND OF THE RISING SUN

Something about Japan, the Land of the Rising Sun, that illuminates perceptions differently thereby giving new meaning to old forms. Or at least, that was the experience of the "old time" ICA colleagues who met in Tokyo Nov. 2 - 14 to participate in the conference: "Towards 21st Century Sustainable Development".

This first **Development Network** meeting was a long awaited event. Never since the three ICA networks (Development, Education and O.T.) became identifiable entities had there been a global meeting singly focused on development.

That is not to say that most of the odd 25 participants to the conference had not met previously. We had in Prague, Taiwan and Lonavala. But those meetings were always in a larger more involved context, which while enriching and worthy, had always diverted from our "network" time. On this occasion, however, we were sequestered in Tokyo with the objective of getting to know the issues of our own network better. We spent time exploring the meaning of "sustainable development". We also took time to deepen our sense of identity and community, both within the "network" and with our Japanese "stakeholders".

The theme of our encounter was "Sustainable Development in the 21st Century". It is a theme that concerns us all and one in which we, wittingly or unwittingly, are more and more involved. Surely, ICA has responded to this challenge with a number of

different approaches as witnessed by ICA Zambia's S.A.V.E. model, Kenya's solar stoves, Taiwan's Eco-tourism, or the Philippines re-forestation projects to name just a few.

While in Tokyo we discovered that, as the nation of Japan looks towards assuming a greater profile in international affairs, ICA Japan has found a recognized niche as an indigenous international NGO. This is a most interesting and fortunate state of affairs. ICA Japan's status is recognized by powerful institutions and donors and also by the Japanese people. In fact the Japanese are discovering NGOs and the nature of their service. The quick NGO response to the Kobe earthquake, as opposed to official indecisiveness, stands as a case in point of how NGOs are different and worthy.

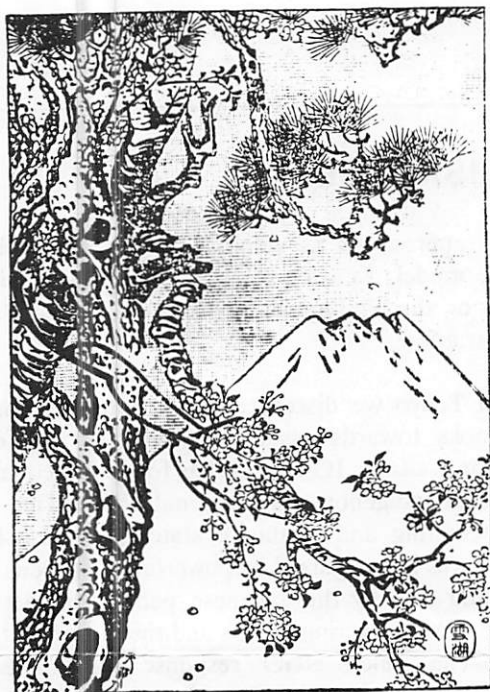
It is not surprising therefore that ICA Japan has attracted a corps of volunteers. Their invaluable services were one "key" to this conference. Our youthful and sometimes not so youthful Japanese colleagues include; ICA Japan Board Director Ryo Kawai, Mr. Takashi Matsumoto (Fuji Xerox), Mr. Shigaki Tabata and his wife Yumi Tabata (young Spanish speakers, under 30), Mr. Akira Uo (volunteered with ICA Kenya), Mr. Tsutomu Dei (appropriate technology researcher), and Ms. Akiko Matsumoto (logistics coordinator).

*cont. on p. 2, Sun*



*Sun cont. from p.1*

For the 25 ICA participants + 1 global partner (Wendy Wheeler of 4 H Youth Program) the generous nature of the event (US \$ 60,000 in air fares and expenses were picked up by Japanese funders) was a constant reminder of the favourable positioning of ICA Japan. The event was also a reflection of the amount of work and personal financial risk taken by Shizuyo and Wayne in making ICA Japan a reputable, trustworthy institution. This at times has included taking out considerable loans to assure smooth cash flow to projects where reimbursement of spent funds rather than up-front cash was required. Our sincere and grateful thanks to both Wayne and Shizuyo for the scope of their commitment and effort!



The time we spent in Japan can be divided into several distinct "movements" or chunks.

**CHUNK #1. The Community Building Workshop put on by the Foundation for Community Encouragement (FCE, the Scott Peck Group).**

Our conference began with this 2 1/2 day workshop. FCE facilitators Tom Buck and Carrol Langston were on a tour of East Asia which also included visits to other ICAs in the region. Their approach to community building begins with the individual and involves the creation of trust so that people may share or reveal aspects of their private journey. Through heart to heart interchange community building is facilitated. The

method to achieve the right atmosphere for this includes: a) contexting by the facilitators, b) contexting with a video, c) sitting in silence in a circle until you are moved to speak, and d) prefacing each intervention with the words "my name is . . ." or "I am . . .". The outcome of this exercise is/was unpredictable and very interesting. In our case it exposed some of our individual/cultural pre-suppositions. Indeed the understanding and interpretation of the means and methods of the workshop were highly variable. By the end of it all we had talked extensively of ICA culture, the meaning of silence and introspection, the pros and cons of self-revelation, the willingness or unwillingness to reveal, the pros and cons of ICA's traditional means of fostering commonness, fears we harbour, and misunderstandings that arose during the workshop itself. All in all a very productive two and a half days!

**CHUNK #2. The Sustainable Development Workshops.**

A substantial portion of our time was spent in workshops that helped us context and define our dialogue on "sustainable development". To bring us up to speed we looked at sustainability from the global as well as the local perspective. This involved two different sets of Vision, Contradictions, Proposals and Recommendations workshops. We also attempted to stand back and look at the presuppositions that determine how we view the world and humankind's place on the Earth. One interesting bit of dialogue revolved around the "Taker"(Anthropocentric) vs "Leaver"(whole-systems conscious) cultures. These paradigms are the theme of the current Turner Future Award winning book, *Ishmael* (also see *Ecology and Technology: A New Frame of Reference* on p.6 of this issue for a like-minded context)

**CHUNK #3. An Introduction to the Japanese Way.**

While in Japan we had plenty of impromptu encounters with the Japanese culture and people at the conference centre and in the subways, trains and streets. Luckily our hosts also provided us with a very well structured and profitable exposure to the Japanese way. **First**, we received the wisdom of ex-ICAer, long time Japan resident and businesswoman Christina Welty. Christina gave us a foreign observer's point of view on what makes Japan tick. Things like "The meaning of Japanese corporateness" or "How are Japanese and Korean women differ from their other Asian counterparts?", or "How do the Japanese search for WA (i.e. harmony)?" or "How to react if a Japanese businessperson falls asleep during negotiations!" **Second**, we visited Tokyo's principal Shinto Shrine and participated in a Shinto ceremony. **Third**, we visited the lovely Meiji Mura architectural museum. This is a lovely bucolic expanse

*Sun cont. p. 3*





*Sun cont. from p.2*

set amongst rolling hills where national treasures in the form of historically significant buildings have been painstakingly reconstructed. **Fourth**, we had a night out in a traditional Japanese after hours bar-restaurant where all 20 + of us sat around a one foot high square wooden table with our legs conveniently placed in a heated leg trench on the floor. **Fifth**, and most importantly, we visited the village of Haiwa (Haiwa-cho) where ICA Japan has worked extensively helping the locals to envision a participative and spiritually, not simply materially, fulfilling future. Haiwa-cho has in fact declared its intentions of being a "peace village". Our short stay of less than 24 hours included an assembly in the village's ultra-modern meeting hall, a citizen's panel discussion, a full fledged reception in the village reception hall with food, photos and speeches, and a one night homestay of friendship and appreciation - including an honorific ceremonial bath - with a village family.

**CHUNK #4. Building Relationships.** Last and most relevant for the future we went around the business of relationship making and interchange. With regards to our Japanese fundors Shizuyo made sure that we met/saw our gracious patrons as well as Japanese NGO representatives. Thus, we listened attentively to a talk from a representative of Japan's NGO umbrella organization JANIC, and made visits to the Postal Savings, Fuji Xerox, AICAF, and the Construction Ministry amongst others.

We also interchanged amongst ourselves learning about each location its needs and its resources. Of particular interest was ICA Japan itself, its mission of helping to fund projects and the fees and matching system it employs in doing so.

In wrapping up our time together in Japan one recommendation which sounded loud and clear is that we all find ways of connecting and dialoguing regularly through E-mail. It is a call which will empower the Development Network's work in the days to come.



## INTERNATIONAL TECHNOLOGY OF PARTICIPATION TRAINING OF TRAINERS (IToPToT)

*October 1, 1995. Report to the U.S. Board Members and Arizona Advisory Council*

To date, \$53,865 has been committed for the IToPToT programme. All of this coming from the generosity of individuals who see themselves as stakeholders in the ICA. Some of you may have met one or two of the IToPToT participants during the regional treks this last week in Albuquerque, Dallas, Denver, Phoenix and San Diego, Sacramento, San Luis (AZ) and Seattle. During the treks, participants experienced a public course in Group Facilitation Methods, made visits and documented how course grads are using ToP methods, and participated in member/grad gatherings to share learnings.

The twenty participants came from twelve countries, ranged in age from 30 to 67. Eleven of them are under 40 years old. Six are men. Experience with ICA is from three months to twenty-one years. The group includes: Austria, Hannerl Golda; Belgium, Anna Stanley and Renaud Houzeau; Chile, Eduard Christensen and Ana Maria Urrutia; Croatia, Zlata Pavic and Drazen Letica; Egypt, Dina Raouf; Germany, Sabine Winteler and Alex Backhaus; Guatemala, Joaquina Rodriguez Ruiz; India, Shankar Jadhav and Meera Rajda; Nigeria, Rosemary Nwangwu and Aderoju Odunsi; Spain, Catalina Quiroz and Franco Voli; Sri Lanka, Puthrika Moonesighe; Zambia, Florence Chikatula and Ruth Lukona.

Full-time faculty and staff includes Louise Albright, Elena Harper, Gordon Harper, Shirley Heckman, Dorothea Jewell, Raul Jorquera, John Oyler, Marilyn Oyler, Angelica Rodriguez, Frank Ruiz, Tara Ruiz, Jananda Sample and Jim Wiegler. Working with the program part time in Phoenix and in the regions are Nadine Bell, Pat Carducci, Ray Caruso, Alan Gammel, Beret Griffith, Duncan Holmes, Dennis Jennings, Linda Jones, Mike Kaplan, Tim Karpoff, Heidi Kolbe, Jaimie Leopold, George Packard, Keith Packard, John Rader, Ann Stewart, Sandra True and Catherine Welch.

When the participants were asked the question "What has this 3 week programme meant for you?" Some of the participants responded as follows:

**DRAZEN, Croatia:** It was a beautiful opportunity to meet new colleagues and to share experience with them. At the same time I met old friends from Lonavala. The course was intensive and useful. It helps to understand the ICA methods and allows us to practice them.

*IToPToT cont. on p. 4*



*IToPToT cont. from p.3*

**SABINE, Germany:** In Germany we've already begun setting up a *ToP* system similar to that in the US. So this month's training was just at the "right time" for helping us to get started. We've worked out a quite detailed plan of what we're going to do and what we want to accomplish within the next two years. Besides getting trained again in the methods, we interchanged with people from all over the world on how they're doing the courses and how they are adapting the curriculum to their particular situation. Their insights will help a lot in our work of the next months. I'm convinced the fruits of this effort will be seen around the world and in Germany, although right now it might be difficult to imagine.

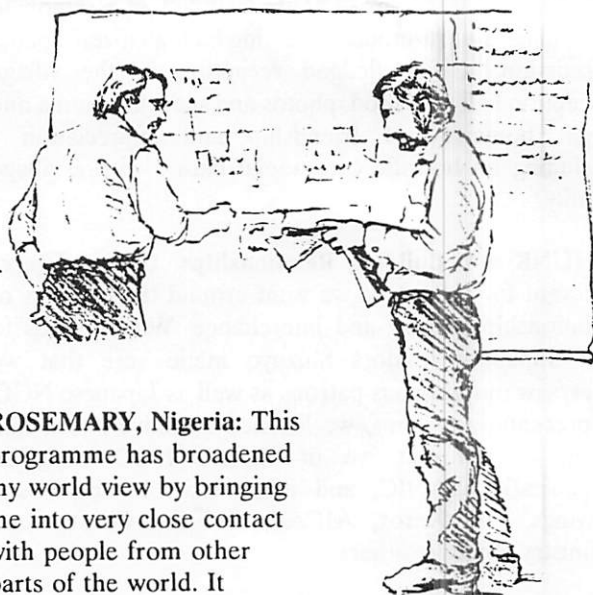
**ADEROJU, Nigeria:** The *IToPToT* programme has been the most enriching and informative. The diverse experience brought into the course by participants from all over the world makes the learning deeper and offers more insights. I am grateful to ICA Phoenix for the opportunity and commend them for their foresight. It is my hope that we can continue to build upon this network.

**FRANCO, Spain:** -Confirmation of the quality ICA people all around the world. -Deepening of the feeling for *ToP* and the motivation to use it and teach it in various contexts in Spain. -Discovering the possibility of preparing with ICAI a "book on credibility" including the most important and motivating "victories" of ICA and *ToP* all around the world, (will enlarge on the subject later). -Finding out about the adaptability of the methods and how they fit in many contexts and applications. -Making connections with other ICA people to share, visit and cooperate with in the future.

**MEERA, India:** The training has been incredible. The course was very practical, easy flowing and comprehensive.



**SHANKAR, India:** I was amazed the way this programme was designed and put together. The methodology is the same but the way the programmes are conducted reflects a different style of facilitation. For this reason the programme was refreshing. I had an opportunity to re-think and to re-confirm old methods as well as learning new ones. We had the opportunity to hear presentations, practice in small groups and actually conduct programmes. This training provided us the opportunity to rebuild our network and to rebuild ICAI again. I was delighted to be here. It was learning from the faculty as well as from the participants. I hope we continue these types of programmes in the future.



**ROSEMARY, Nigeria:** This programme has broadened my world view by bringing me into very close contact with people from other parts of the world. It has made me a better facilitator and increased my opportunity to succeed in a rapidly shrinking world. It has also given me an opportunity to truly know Americans. I feel privileged to have been a part of the team.

**ANNA MARIA, Chile:** For me this programme was a growing experience and it confirms for me the positive effects of participatory methods and their spiritual meaning. These methods are humanistic. They are for the people and honour every opinion. The strategic planning is also excellent. We believe these methods will have wonderful results with our university people and enterprises. I am grateful to ICA for the opportunity to learn *ToP* methods and for being made aware of the enormous power they have.

**ZLATA, Croatia:** These 3 weeks have really helped me to put the whole GFM puzzle together. I did have bits and pieces floating in my head before but now they seem to have found their place. Also, it was wonderful to hear how many insights and questions 20 people from

*IToPToT cont. p.9*



## VOLUNTEERING IN THE PHILIPPINES

*Annette Maguire, daughter of Maria and Richard, from Australia, is a volunteer with ICA Philippines. She contributed the following article on her experience to ICA Australia's Sept.- Nov. '95 "Pacific Waves".*

Over the past few weeks I have been enjoying getting to know some of the "Backside" people a little better and that's really nice. I'm learning some Tagalog and they're practising their English, so we meet in the middle somewhere and have some good interactions (not quite conversations), though it usually stays on a relatively simple level. I would like to talk to them more about their experiences/lives, dreams, problems, struggles but that's hard with no one to translate.

A few weeks ago we had a ground-breaking ceremony here for the Community Centre although construction has been going on for two months or more. Lots of important people came, including a Senator, a Congressman, the Mayor, the head of a major Catholic charity and the priest of Mandaluyong's main church. And guess what else? I danced a traditional Filipino (Spanish era) dance with five others, and they even made me a dress which was finished just before we had to go on. It was a lot of fun and the audience loved it in spite of numerous mistakes.

I have also been visiting a number of different groups, which I plan to spend more time with in September. One is human rights group, whose members will take me to some centres where internal refugees are staying (people displaced by the government's development projects"). Other groups are a big alliance of women's

groups called Gabriela, two different urban poor people's organisations, and a student group which I will stay with for about 2 weeks. I want to learn about all aspects of life and the efforts many of the struggling / disadvantaged people are making to change things.

Lately I've been thinking so much about the world and what I believe in. I find myself challenged over and over again by what I see around me and the information I have access to. Although sometimes I wish my eyes had never been opened and that I didn't know the things I know, I really don't believe I could ever be satisfied living for the sake of my own self-interest. Fulfilment for me can only come through being a part of something is larger than myself, which is the collective struggle of all sentient people for a structure and life that make a little more sense than the current one, and is not as blatantly destructive of our potential, capacities, dignity and ultimately our survival! It is much more difficult not to care here because the realities are so stark and pervasive.

I have been speaking to people from the College Editors' Guild of the Philippines who are very progressive and interesting. They suggested I write a piece for a column called 'Youngblood' in a major Manila newspaper, where they print articles by young people discussing their views and experiences. I'd like to do it, but I'm a bit scared because I don't know specifically what to write about (there is so much) or what style to use. I will meet them again and maybe get some help.







## ECOLOGY AND TECHNOLOGY: A NEW FRAME OF REFERENCE

by Jose Lutzenberger

*We reprint the following article from the newsletter CornerStones, October 1995, published by the Research Office of the Right Livelihood Award Foundation. Jose Lutzenberger is the former Minister of Environment of Brazil and an environmental activist.*

**ARTICLE CONTEXT:** *In the introduction to a new book\* from the United Nations University, José Lutzenberger stresses that the central powers in the world today are not nation states but transnational corporations. And if environmentalists want to be effective they must be knowledgeable--"otherwise there is danger of attacking at the wrong point or arguing on the wrong level--the level the powerful choose and on which they almost always win." The following article, with the author's permission consists of excerpts from his paper.*

When conventional wisdom divides the world into rich and poor countries, what is usually left out of the argument is the fact that the poor people of today were formerly not poor at all. While their traditional cultures were intact, with very few exceptions they were rich--rich in human fulfilment. What made them poor was development.

Today the transnational corporations are the centre of technology development and the technologies they develop and impose are not necessarily conceived to satisfy true human needs, they are conceived in their interest, to conquer markets and to solidify and amplify their power. So we need a political and ecological critique of technology. Even among environmentalists, many do not realise what is happening.

But our present environmental predicament is not just a problem of technology gone astray. Most serious damage is done by well-meaning people. Better filters on our chimneys and exhausts, more efficient sewage treatment stations, healthier and more sustainable agriculture, cleaner food processing, more recycling of wastes, more and bigger nature reserves: all this will help, but it is not enough. It will not save our descendants.

We must reexamine our aims. What is progress, what is development? What is technology for? How are we going to put civilisation back in step with Creation and at the same time make a just society?

Ecological awareness must now go beyond confrontation and technical fixes, beyond even fundamental

reformulation of technology and technological infrastructures. Most important and certainly most difficult of all is the necessary rethinking of cosmology. The anthropocentric world view Westerners inherited from our remote Judeo-Christian past has allowed our technocrats and bureaucrats, and most simple people, too, to look at Planet Earth as if it were no more than a free storehouse of unlimited resources to be used, consumed and wasted for even our most absurd or stupid whims. Nothing in nature is sacred. Nothing, except us humans, has sufficient inherent value not to have to yield when 'economic' or other human interests dictate it.

How are we going to spread the new--actually very, very old--holistic ethics the planet now needs for the marvellous process of organic evolution to be allowed to unfold unhampered again? The human brain has the capacity to become an agent of increasing creativity within the flow of life or it can continue disrupting it until it is too late, until points of no return have been overshoot.

With very few exceptions indigenous peoples (those we like to call 'primitive') developed mythologies, taboos, rituals and attitudes that made their existence compatible with the survival of the ecosystems they depended on, sometimes even enriching them. In modern terminology we would say their lifestyles were sustainable. Modern global industrial civilisation, though, is fundamentally unsustainable.

We need a new frame of reference. If I said 'mythology' many scientifically-minded people might protest. James Lovelock suffered stinging attacks from people who thought he was too emotional. But his concept of Gaia, the Earth as a homeostatic system that regulates itself so that environmental factors remain within what is appropriate for life, lends itself both to a strictly scientific interpretation and to more mythological ways of looking at the world, which is what most people need.

The most urgent and noble task of NGOs now is to mobilise all the forces that can contribute to the necessary change in world view. Our modern technologies of communication and publicity make it possible. The political will to do it can only come from below, from the citizen.

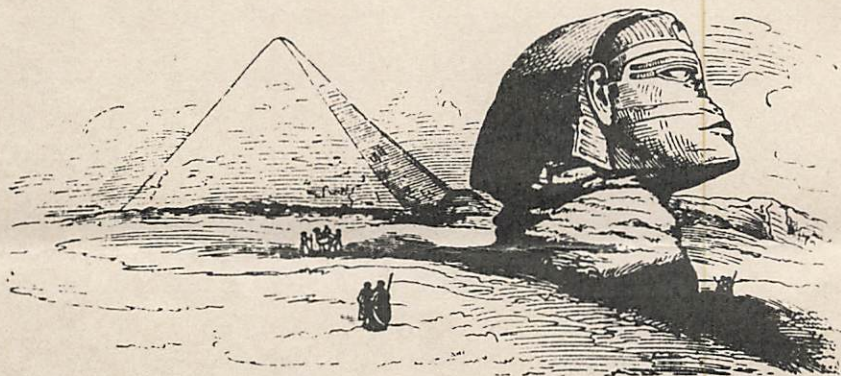
\* *Steering Business Toward Sustainability*, Fritjof Capra and Gunter Pauli (eds), United Nations University Press, 1995

**1996**

**GLOBAL CONFERENCE**

**IN**

**CAIRO, EGYPT**



**START SAVING Now!**

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## REMINDER : SUBSCRIPTIONS EXPIRE

**This November issue is the last Network Exchange  
for 1995**

1) You may support the work of the Institute of Cultural Affairs International as a Patron (and receive the Network Exchange). We request a minimum donation of US\$ 100 per year.

**OR**

2) You may subscribe to the Network Exchange for one year.

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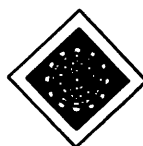
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**Note:** Donations may be sent also by bank transfer to account number 210-0958249-38 at Generale Bank, Chaussée de Louvain 84, B-1030 Brussels, Belgium.

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## EGYPT IN MIND

### THE PYRAMIDS

The word pyramid comes to us from the Ancient Greeks. The *Pyramis* was a sort of wheat cake made in the now famous triangular shape.

The first pyramid dates back more than 4,700 years to the reign of the pharaoh Zoser. Zoser was not content with the traditional burial site known as a *mastaba*. A mastaba was a simple, long flat one story tall brick construction which housed a statue of the dead king or noble and which stood over and protected the underground chamber that housed the sarcophagus or tomb. Zoser demanded of his counsellor and architect, Imhotep, something special. When Imhotep finished the construction of the King's mastaba, he got the idea of expanding it. Instead of making it longer, he built another smaller mastaba on top of the first. And then another and another, until there were six mastabas stacked on top of one another. Zoser was still reigning, so Imhotep had the whole structure expanded. This first pyramid ever built, the "Step Pyramid of Zoser", is in what is now Sakkara (Saqqarah in the illustration)

### THE GIZA COMPLEX

The most famous pyramids are found in Giza (Guizeh in the illustration). These are the Great Pyramids which are accompanied by the Sphinx. They are located west of Cairo on the Giza plateau on the west bank of the Nile. Although the three main pyramids capture the imagination, there are in fact a total of nine pyramids in the complex at Giza.

The three great pyramids of Giza are the tombs of 3 Pharaohs. In the spirit world the cardinal directions were all important. The entrances to the pyramids are all facing the north star, where the paradise of good spirits exists. The funerary temples, where the spirit left the body and the corpse was embalmed, were distinct buildings located to the east. This was important as the east signified rebirth. The west, where the sarcophagus was laid to rest inside the pyramid, signified the empire of the dead.

Beyond Giza, littering the western desert as far south as Beni Souef, there are literally dozens of pyramids.

### THE PYRAMIS OF CHEOPS

King Cheops had it constructed to serve as a tomb for his royal body and it was considered to be one of the seven wonders of the world. 100,000 men worked for 20 years to accomplish this. It is estimated that this, the greatest of all the pyramids, holds over two million stone blocks which average 2 1/2 tons each. Each side of the

pyramid measures 746 feet along the base; in other words each side is about 2 1/2 football fields in length. The tip of the pyramid is now 450 feet off the ground, but with its original limestone cover, it may have been as much as 30 feet higher.

### THE PYRAMID OF CHEPHREN

Chephren was the son of Cheops. Chephren's pyramid gives the impression of being higher than that of Cheops. However this is due to the fact that the plateau on which it stands is slightly higher.

### THE PYRAMID OF MYKERINUS

Mykerinus was the son of Chephren. His pyramid seems a mere babe in comparison to the other two. It stands only 204 feet high with a base 356 feet long. To its southern side there are 3 smaller Queen pyramids.

### THE SPHINX

The sphinx (or Aboul Hul) has the body of a lion with a human head and is considered to be an effigy of King Chephren. Many people are disappointed when they see the Sphinx for the first time. They expect it to be colossal, but next to the pyramids it looks kind of small. It's only 66 feet high, and a mere 240 feet long. The Sphinx's nose was bobbed by a number of groups. The first to take potshots at it were soldiers in the Mamlouk era (13th to 16th centuries), but the soldiers of Napoleon's expedition also used the Sphinx for target practice.

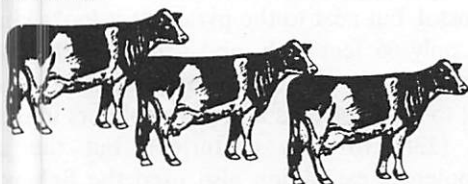




## PROFILE: ICAI'S NEWEST STAFF MEMBER

*Simon Koolwijk, joined the ICAI staff in September '95 as the Conference Administrator. He is a good addition to the staff with his energetic style and willingness to do what is needed.*

Around 30 years ago, I was born on a farm in Stolwijk, a village located in the Western part of The Netherlands. The area where I grew up is situated below sea level, characterised by green meadows, Holstein and Frisian cows, small dykes with willows, plenty of canals, farms with pyramid-roofed haystacks and friendly people. While I was growing up amongst the animals, I was dreaming of a future becoming a novel writer or journalist. My uncountable trips through the grasslands and cycle trips to school developed my imagination and particularly my love for nature. The dynamic of the four seasons and the always changing weather conditions have fascinated my spirit. Later on, my close attachment to nature helped me to understand and think through regular reappearing and changing patterns in life. At that time I was not aware, I would ever end up in the world of development work.



After my secondary school period, I went for a four-years study at the College of Agriculture in Dordrecht situated about 25 kilometres down south from my parents home. There I learned all the basics of modern agriculture, and did a specialised study in the final year to prepare myself for a managerial job in the Agro-business. Before settling down, I joined the army for a 14-months period in order to do my military service. At this time I started asking questions about the future direction of my life. I felt that my presence in the army was quite useless, and saw no sense in being involved in a Cold War Dynamic between the big powers that had been going on for more than 40 years. Intuitively, I also felt that a career in the business world would not be my ultimate goal in life. Somehow I had the vision that I would be working in a developing country somewhere on this globe interacting with people. Because I could not make a decision about my future working life, I decided to do a two-year Master in Business Administration study. During my study period (1988 - '90), I became involved in voluntary work with Service Civil International in Amsterdam, an institution that organizes short-term workprojects for international

volunteers with the purpose of improving cross-cultural relationships, and reducing the conditions of social injustice. I organised about 7 summer workcamp projects, and was strongly involved in the organisation's fundraising activities. Through all the contacts with people from Europe, Africa, America and Asia, I was once again confronted with my vision of working "Down South in a Developing Country".....

My first encounter with the ICA was in 1991. At a volunteer orientation weekend, I became excited about ICA's philosophy and the activities that it was doing. I went through the ICA volunteer programme, and after the summer of that year, I sent several applications to member ICAs in Africa and Asia. Eventually my vision became reality. Kenya was my new destination of work.

My stay with ICA-Kenya was a great learning experience. The main focus of my work was guiding the staff in fundraising and keeping up the programme administration. We were quite successful. ICA tripled its income from funding within two years, and the organisation went through a major organisational transformation in professionalising its structures and programme activities. I also learned more about African people's cultural habits, values and rituals all while having that continent's most magnificent natural scenery as a backdrop. Eventually, in early 1995, after three-and-half years, I felt that my time in Africa had come to an end. I needed a new challenge.....

Since September this year, I am part of the ICAI Secretariat team in Brussels, Belgium. I was very happy indeed, when my application was accepted. It was like a new fire enlighten up within my soul. Working on Human Development has always been a factor that has attracted my interest, and I was glad I could continue with that. My present position is very much in line with what I did in Kenya. Part of my job is to bring southern member ICAs into contact with donors with regards to fundraising and information exchange. The next ICAI Conference '96 in Egypt also takes a major part of my time in which I am acting as the Conference Administrator.

Besides these activities, I am involved in the promotion of Technology of Participation courses marketing them to individuals and public and private institutions. In connection to that, I am going through the training process of becoming a 'Facilitator'. A

*Profile cont. p 9*



*IToPToT cont. from p.4*

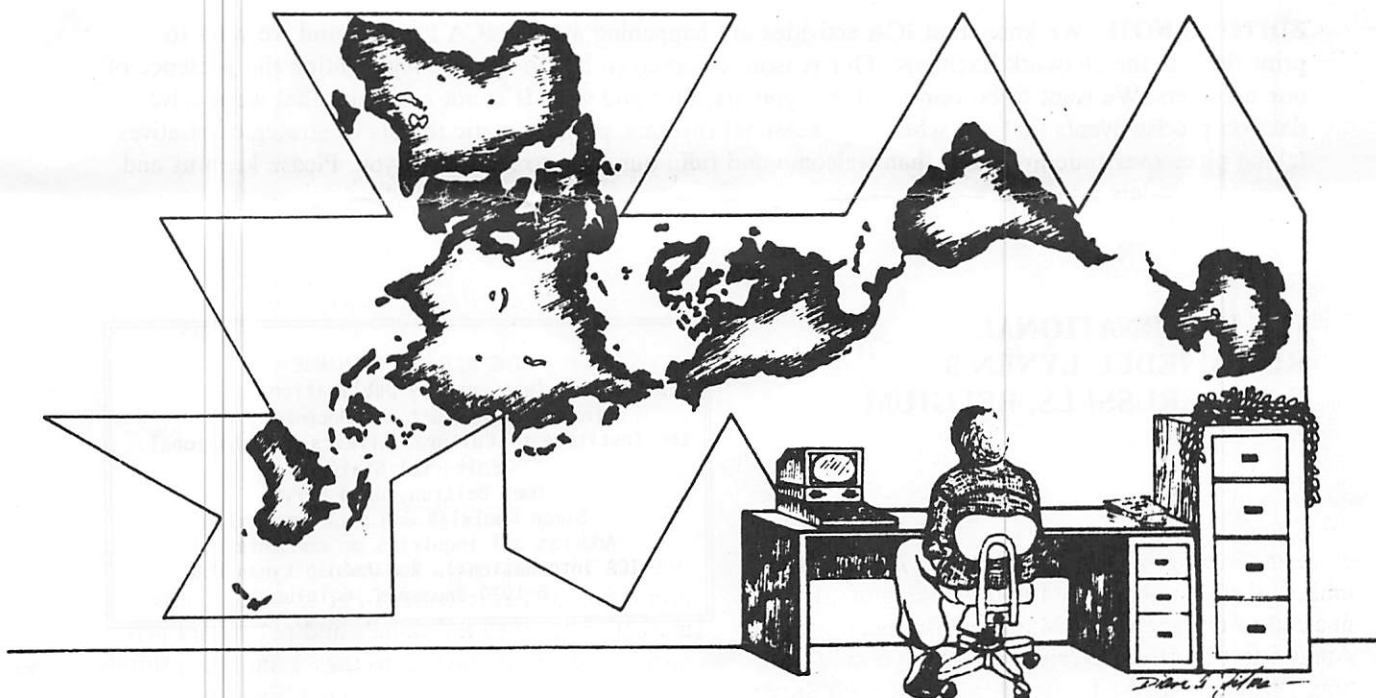
different parts of the globe shared. Again and again it's been proven that there is that common human thread connecting us all and our diversities only make it stronger and more colourful. Thanks to the ICA West. We have had yet another chance to experience it.

**JOAQUINA, Guatemala:** An intense programme. The first part of it was all about coming up to speed with the FM 1 course: the latest changes, formats and materials. We also learned about our target audiences - why, how and who is interested in this course. Later, after two weeks of listening, observing and experimenting we had the opportunity to facilitate a course. The Spanish speaking team was sent to the community of San Luis, on the Colorado River. The team included Catalina Quiroz and Franco Voli (ICA Spain), Ana Maria Urrutia and Eduard Christiansen (Chile), Joaquina Rodriguez (ICA Guatemala), Keith Packard (ICA Chicago). After a great course we returned to Phoenix to take the course "The Philosophy of Participation" and still more training. At the end of it all I am coming back home with the dream of being able to communicate the strength and power these methods to the people of Guatemala in a more professional and deeper way.

*Profile cont. from p.8*

Still far away is my life dream of putting up a social, cultural, education centre in The Netherlands promoting facilitation and artistic practices. ICA will play a major role in this transition, and hopefully it might be even an ICA-centre that will flourish somewhere between the green meadows and the canals. Although I never became a writer or journalist, it feels I have not gone far from that vision. Somehow, somewhere development, facilitation, art and communication are interrelated with each other. All of them stand in connection with the transformation of the human mind. People keep on learning and changing. That makes life so beautiful!

Simon Koolwijk







## CONTINENT

| WHEN              | EVENT                                  | WHERE           | RE                 |
|-------------------|--|-----------------|--------------------|
| <b>ASIA</b>       |  |                 |                    |
| DEC. 16-17        | GROUP FACILITATION<br>METHODS          | TAIPEI          | ICA TAIWAN         |
| <b>EURASIA</b>    |  |                 |                    |
| DEC. 8            | CORE MEETING                           | AMERSFOORT      | ICA NETHERLANDS    |
| JAN. 6            | ICA:UK CHRISTMAS /<br>NEW YEAR'S PARTY | BIRCHER'S HOUSE | ICA UNITED KINGDOM |
| JAN. 20-21        | GROUP FACILITATION<br>METHODS          | LONDON          | ICA UK             |
| FEB. 14-15        | GROUP FACILITATION<br>METHODS          | BRUSSELS        | ICA BELGIUM        |
| MAR. 9-10         | GROUP FACILITATION<br>METHODS          | LONDON          | ICA UK             |
| MAR. 28-29        | PARTICIPATORY<br>STRATEGIC PLANNING    | BRUSSELS        | ICA BELGIUM        |
| <b>N. AMERICA</b> |  |                 |                    |
| DEC. 5-6          | GROUP FACILITATION<br>METHODS          | TORONTO         | ICA CANADA         |
| JAN. 5-21         | LEADERSHIP OPTIONS                     | CHICAGO         | ICA CHICAGO        |

**EDITOR'S NOTE:** We know that ICA activities are happening at each ICA location and we want to print them in the Network Exchange. Our reason for doing so has to do with highlighting the presence of our members. We want to be reminded that you are alive and well. It is not necessary that we receive data on precise events that are scheduled. Seasonal rhythms, programmatic thrusts or strategic initiatives taking place over time are more than welcome and fulfil our need to hear from you. Please keep us and all of our readers informed.

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