

The Network Exchange



January 1996

Shizuyo's New Year's Greetings	1
ICA UK	2
ICA Europe Interchange	3
ICA Secretariat's Accomplishments and Directions .	4
A Tidbit on Civil Society	6
Africa's Trade Unions Try ToP	7
Profile: William Luhanga and Teddy Chambwe ...	9
Calendar	10

NEW YEAR'S GREETINGS FROM SHIZUYO

Dear Colleagues,

I hope you had a wonderful holiday season. Thank you very much for your support of ICAI last year.

After one year serving in the presidential role of ICAI, I would like to deeply thank the executive committee, the secretariat staff, the board and other members who have supported me and have given me encouragement to work in this big role. Sometimes I have felt the demands were too big for me, especially during my struggle with cancer last year. When ICA had a development meeting in Japan in November 1995, I was moved in my heart seeing how people are connected to each other. I felt hot spirit flow through the room. I saw everyone thinking and working harmoniously as we built a new vision for the 21st Century. I felt that strong aspirations towards growth which expands and develops each person's capabilities.

Many events happened in the life of ICA globally last year. For example, the African ICAs met in Egypt to focus on organizational strengthening; the International Association of Facilitators (IAF) held another huge meeting in the U.S.A. and a smaller one in Europe; there was an all African NGO training event in Nairobi; ICA India completed the building of a huge women's entrepreneur training centre and began a reforestation environmental project; Mr. Franco Voli from Spain taught in Guatemala and Peru; the demonstration agricultural project in Zambia is helping to transform the rural providing a viable alternative to living in the slums of Lusaka; Kenya and Egypt have expanded and

employ a staff with about 55-60 people each; we are working in Russia; ICA Peru has transformed itself into an integrated dynamic holistic team; ICA had an important presence in the Copenhagen and Beijing conferences; and ICA alumni Rob Work celebrated 5 years as a UNDP staff person, to name just one of a myriad of colleagues who continue to collaborate with us from outside of our immediate ranks. These are only some of the activities, programmes and people ICA has been involved with. There are many more I would like to share, and even more that I do not myself know.

This year, I want to further emphasize building mutual support and more and more trust based relationships. I would like to encourage people to play multiple roles and work together, and through global interchange to continuously improve our work. Let's share directions and learn organizational strengthening in the midst of overwhelming responsibilities. Do take time to think about the meaningful purpose of life, who you are and who are we. Care for your health and spirit. Do not overstress yourselves but build in relaxation and enjoyment into your work everyday and strive to love your neighbours from the heart.

In January we had a visit with the recently retired director of one of the top twenty foundations in Japan which sponsors youth development programs. After a great round of chat, we focused in on the Egypt conference and on "building civil society". Mr. Mitani

Continued on p 8



ICA UK

ICA UK exemplifies how the global network of the ICA can successfully interact with local volunteers to the benefit of both parties plus that of village projects abroad. ICA UK is run by returned ICA volunteers who otherwise hold down regular jobs, are pursuing academic careers, or are busy raising a family. Nevertheless, even as they image themselves as a "mom and pop" outfit, ICA UK remains a reservoir of commitment and global social activism. It has, in fact, demonstrated a unique capacity for raising significant funds for village projects in developing countries (i.e. funds for Kenya), sending personnel to global meetings, paying dues, publishing regular newsletters and continuing to provide quality volunteers for overseas service. With its amazing "volunteer support structure" ICA UK holds out great potential as a conduit for any and all with a professional interest in development. Below we reprint excerpts from the ICA U.K.'s newsletter which highlight their concerns and bear witness to significant vigour and commitment.

VOLUNTEER ORIENTATION WEEKEND (VOW)

The current VOW is geared around questioning: questioning, What is development? and questioning, the value of volunteering.

Two weekends subsidised by the ICA Development Trust have taken place this year and the third is being planned (total subsidy £1,000). The paper "A Vision for VOWs" clarifies the issues surrounding the future of these weekends. We expect that a full evaluation on the "VOWs" will take place after the third in the series. Browsing through the file of participants' letters and evaluation forms shows that the weekends have been much appreciated as an opportunity for people to reflect on development issues and their motives for volunteering.

VILLAGE VOLUNTEERS

There continues to be a core of fifty sponsors with Keith Moultrie administering the programme on a low cost (no charges?) basis. £5,000 is sent to ICA Kenya. This programme will celebrate its 10th birthday in November of this year with a reception for sponsors, patrons and all interested parties in London. For more details see the diary. New VV materials are currently being printed.

WOMEN'S WEEKEND

There appears to be considerable interest in this event. Cathy Henwood has discovered "The Womens' Holiday

Centre" in Horton-in-Ribblesdale in Yorkshire. The cost to hire the whole centre is £120-£160 per night. The question was raised as to whether non-ICA friends who may welcome the break could be brought along, although this may change the feel of the weekend. If enough women are interested a weekend in Spring 1996 will be arranged.

ICA MEMBERSHIP MONEY

As current secretary of the ICA U.K. Network, Manuela was keen to find out if members had any ideas for putting the membership money (currently about £1,300) to good use. The external workshop at the Summer event was paid for by membership funds. It was generally agreed that any member would be welcome to construct a proposal for use of some of the funds for, for example attending ICA International events/training programmes. They would discuss their proposals with Manuela who will phone a few other Network members (Louise, Debs and Richard expressed an interest) to make a decision. *(In fact, Network funds helped Martin Gilbraith take part in the ICA Development Network meeting in Tokyo (Nov. 2-14); Manuela Wyss to attend the Philosophy of Participation in Brussels (Nov. 22-23); and Manuela and Rachel Searle-Mbullu the ICA Europe Interchange in Leuven, Belgium (Nov. 24-26).*

ICA EGYPT

Martin Gilbraith asked whether it would be possible for him to use the name (and Charity Number) of ICA Development Trust in the UK in his Fund-raising for ICA Egypt's Training Centre. The Network felt this was a reasonable request but formal agreement would have to come from the Trustees (Patrick Daniels and Keith Moultrie). It would also be important to clarify whether any money raised would have to go through the Development Trust Account although this has been done for ventures in the past without problem.

ICAI

Cathy Henwood has resigned from the board of ICAI and Martin Gilbraith will be taking her place.

THE PHILOSOPHY OF PARTICIPATION

At the Malvern meeting we asked the question, What would it take to begin running ToP courses here with ICA UK facilitators? We agreed that it would take the

Cont. p 8



ICA EUROPE INTERCHANGE

The third ICA Europe Interchange took place in Leuven, Belgium at THE EUROPEAN CENTRE LA FORESTA Nov. 24 - 26.

Present at the Interchange were:

U.K. - Helen Stride, Manuela Wyss, Patrick Brennan, and Rachel Searle-Mbullu

Netherlands - Nicolien Van Eijdsen and Sybrech Nevenzeel

Belgium - Linda Alton and Simon Koolwijk

Spain - Franco Voli

Germany - Ursula Winteler and Axel Backhaus

Zagreb - Susan Fertig-Dyks and Zlata Pavic

USA - Patricia Carducci and Marilyn Oyler (invited Philosophy of Participation facilitators)

Since the '94 European Interchange meeting, held traditionally in Nov., some clear patterns and important shifts are beginning to be felt for ICAs in Europe.

FM courses, for one, were scheduled on a more regular basis throughout the continent and are beginning to catch on. To date Belgium, Germany, Zagreb and Spain have all delivered FM 1s. Meanwhile plans for intensification and expansion of the offering are in the making. In fact, Patricia Carducci and Marilyn Oyler were brought to Europe to present and help train Europeans in the Philosophy of Participation course. In addition 9 European ICA-ers were present at the ITToPT training sponsored by ICA West in Phoenix and throughout North America.

For another, returned volunteers recently back from long sojourn in developing countries (i.e. Simon Koolwijk in Belgium and Martin Gilbraith in England) or presenters back from circuit (i.e. Franco Voli) have brought back to their respective ICAs and countries the motivation and renewed enthusiasm that work in the field generates. For Holland this meant that in '95 a Volunteer Orientation Weekend was held for the first time in The Netherlands using all Dutch staff. At the same time, in a somewhat unrelated but nevertheless significant event, Europe's first International Association of Facilitators Gathering was held in Ede, The Netherlands.

Then too, the publication of four issues of Euro-ICA, the gathering momentum of ICA activities in the U.K., and the participation by Ursula Winteler and Susan Fertig Dyks in the Beijing conference all contributed to an invigorated climate of renewal for ICAs throughout Europe.

Looking into '96 the Interchange participants divided themselves into four different task forces. The substance of these, and their principal recommendations, many of which were dealt with at the meeting, are held in the 4 by 4 presented below:

I. Task Force: Towards an Effective European Volunteer Programme

1. ICA U.K. and ICA Netherlands will discuss holding joint meetings to strengthen the Volunteer Programme
2. Placement research for volunteers will continue
3. The July-August Volunteer Interchange (the Foundation Course) will be decided by late January to be held in either Holland or Spain
4. The ICA Portugal site will continue to be marketed as an excellent venue for workcamps

II. Task Force: Communication System Towards Collaboration

1. Acknowledgement of communication pieces already "on the ground", i.e. - Euro-ICA newsletter, Yearly Euro-Interchange, Programme Opportunities and training in FM courses, Information mailings and ICAI directory
2. Improvements needed: designate contact person for each country, clearly identify how each ICA communicates its information and have access to it
3. Project a 5 year ICA Europe Exchange schedule asking the question of who will host it
4. Make a list of people, who will represent ICA at the ICAI-conference in Cairo

III. Task Force: Building up Facilitators' Journey

1. Part of facilitating is being comfortable with seminar logistics. Make this a part of facilitator training.
2. To gain confidence with the methods do as many demo's as possible with your own acquaintances
3. Observe others facilitation as often as possible
4. As a facilitator build up rapport with course facilitators; i.e. keep in touch and follow up on them

IV. Task Force: Developing Sustainable Programme (marketing recommendations)

1. Invite key people to your public courses for free or at a reduced rate; i.e. be strategic in your invitations

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ICAI SECRETARIAT'S '95 ACCOMPLISHMENTS AND '96 DIRECTIONS

The categories listed on following chart were created in the second ICAI General Assembly (Prague 1992) and used again at the following Board of Director's Meeting (Lonavala 1994). The activities of the ICAI Secretariat are guided these working group categories of the General Assembly and Board. The ICAI Secretariat's work is reviewed and directed at its yearly meeting with the Executive Committee of the Board.

GENERAL ASSEMBLY		92-96 WORKING GROUPS' DIRECTIONS		PRAGUE 92
EXTERNAL		PROCESSING	INTERNAL (ICAI)	
1.	EXTENSION (Other Relationships) Consulting UNCED Cen. & East. Europe Global Conferences	3. VISION Mission Engagement chart Design brochure	6.	FORM Internal Proceedings Board Meeting GAB
	2. CAPACITY BUILDING (Member ICAs) Membership Staff Funding ToP Course Series	4. INTERCHANGE Design 96 conference '98 General Assembly Review USA 2000 International Assoc. of Facilitators		7. FINANCES Dues Budget Staff (ICAI)
		5. NETWORKING Global Report Network Exchange Directory		

ICAI ACCOMPLISHMENTS 1995

1. Extension:

Marketing and developing consultancies with international agencies such as: UNDP Global Environment Facility and International Federation of Red Cross/Red Crescent

2. Capacity Building:

Increase number of donors funding ICA programmes. Funds raised or in process for ICA: Kenya, Nigeria, Philippines, Guatemala, Peru, Zambia, Cote d'Ivoire, and Egypt

Participated in promoting ICA participatory methods through supporting ToP courses in Kenya, Zambia and Europe

Facilitated and organized ICA Africa and MENA directors meetings

3. Vision:

Made available to ICAs a new ICAI brochure

4. Interchange:

"Civil Society" book and conference launched

5. Networking:

11 issues of the Network Exchange published including an additional issue on the Egypt Conference

1995 ICAI Location Directory with new activity reports by continents out in August

6. Form:

Executive Committee Meeting with new members, Hala El-Kholy, Bill Wang and Franco Voli. Gave form and strategy to Egypt Global Conference

Informed GAB about the Civil Society Conference and Book

7. Finances:

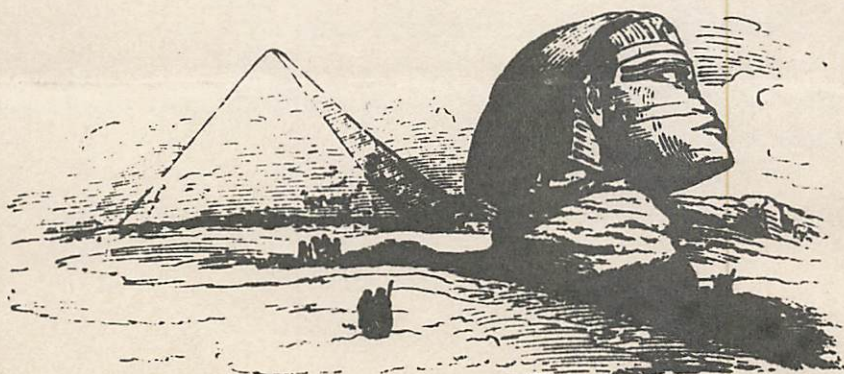
Simon Koolwijk joined ICAI team as Conference and Secretariat Administrator

Financial management of dues with 90% of the dues in hand

CAIRO CONFERENCE UPDATE (January 1996)

To present the following organizations will attend Cairo '96,
"The Rise of Civil Society", or are seriously considering doing so

WILL ATTEND	CONSIDERING
<ol style="list-style-type: none">1. African American Labor Center2. Aktie Strohalm3. CIVICUS4. IBM Tel-Aviv5. Institute for Multi-Cultural Success6. International Association of Facilitators (I.A.F.)7. International Federation of Red Cross and Red Crescent8. IRED (Innovations et Reseaux por le Development)9. Jacobs Foundation10. National 4-H Council11. National Civic League12. Near East Foundation13. San Diego Youth Services14. Trickle Up Program15. UNDP Global Environement Facility16. UNDP Life (Local Initiative Facility for Urban Environment)	<ul style="list-style-type: none">* Colorado State University* Food for All* Habitat Research Team, University of Eindhoven, The Netherlands* Japanese Ministry of Foreign Affairs* National Network of Grant Makers* Nippon Foundation* Rishsho Kosei-Kai Fund for Peace* Swedish International Development Authority: S.I.D.A. - Ethiopia* Soros Foundation



sponsored by ICA International and ICA Egypt

CAIRO CONFERENCE UPDATE (JANUARY 1996)

TOOLING UP FOR "CIVIL SOCIETY"

WORKSHOPS/ TRAINING TO EXPECT

- O Workshop: "Financial Micro-Alternatives" - Making Income Generation Work at the local level**
- O Workshop: "The Soul of Civil Society": Taping the spirit of a community, organization, or the work place**
- O Training: Participatory Rural Appraisal**
- O Think-Tank: Building a Global Network on the role of youth in Civil Society**
- O Training: Child to Child Methods**
- O Life Style Simplification Lab**
- O Training: Effective ways to build consensus**
- O Workshop: Strengthening Boards of Civil Society Organization: Role and Functions**
- O Training: Giving local people a voice through the arts**
- O Training: "Training of Trainers" programme**
- O Workshop: Technology of participatory methods how to promote at the national level**
- O Workshop: The role and function of Aid/ Foundation in Civil Society**
- O Workshop: Techniques to build team consensus**
- O Training for bottom-up loan scheme**



1996 ICAI PLAN OF ACTION

1. Extension:

Establish Global Partnership through consultancies and collaborative projects e.g. CARE, International Federation of Red Cross and Red Crescent, Youth (example 4H), Save the Children, etc.

Deepen Relationship with the United Nations through expanding work with IFAD, UNDP, UNICEF, World Bank and UN Volunteers-DDS

Continue to work towards establishing new ICAs in Uganda, Indonesia, and ICAI Associate organizations in Tanzania, and Sri Lanka

2. Capacity Building:

Deepen Global Fund Raising strategy by hosting a Funding Symposium, Oct. '96 in Brussels

Promote the global expansion of participatory methods by holding public courses

Intensive work with local ICAs through trips to Latin America, Africa, Middle East and North America

3. Vision:

Include "new" people, "new" organizations and "new" countries as participants in the conference.

4. Interchange:

250 participants at Cairo Global Conference with 10 non-ICA countries and 100 new people present

Publish Civil Society book and market it through magazines, newspapers, reviews with each ICA selling 100 copies

5. Networking:

Publish the '96 Global Directory and 10 copies of the Network Exchange

6. Form:

Host Executive Committee meeting in Cairo, February '96, and Board Meeting Sept. '96

7. Finances:

Expand the financial systems to included the management of the conference and the book

BUILDING GLOBAL PARTNERS (A REPORT)

Background: The International Federation of Red Cross/Red Crescent societies (IFRC) is one of the largest NGOs in the world with over 147 local societies. In 1994 a friend of ICA West, Michael Hayes, was hired by IFRC to strengthen the local societies around the world. Mr. Hayes has used the ICAI Secretariat to provide facilitators from local ICAs (Malaysia, Egypt, and Kenya) to help in this change process. The following report is on ICA:MENA's work with the local societies:

ICA MENA facilitate the second African meeting for Youth Directors of the Red Cross and Red Crescent Societies in Africa which was held 1-4 April 1995. Sixty participants from 38 African Nations attended the Meeting. They worked in small language groups (English, French and Arabic) looking at the problems of children and youth in difficult circumstances as well as the sexual and reproductive health problems of youth within their countries. They then worked in sub-regional groups to create action plans for the next two years and various means of co-operation.

ICA Zagreb has trained fifteen IFRC workers in Group Facilitation Methods(GFM). Because of the work in Egypt and Zagreb, the possibilities of using Strategic Planning and training in Participatory Methods across their network is increasing.

These ICAI relationships with IFRC was further strengthen when Michael Hayes made a presentation about issues faced by the Federations Offices at the International Association of Facilitators: European Chapter's first meeting in October. The feed back, from the facilitators present (most of them trained by ICA), Mr. Hayes has found very helpful.





A TIDBIT ON CIVIL SOCIETY

Civil Society is the buffer between the "State", in its highest, most abstrated, most idealistic, most obtuse form, and the "Individual" in his/her most private, ideosyncratic, idealistic and egotistical expression. Fascism on the extreme Right and Anarchism on the extreme left are ideologically (spiritually) misguided stances which contrast with the necessary "give and take" of human endeavour and "creative" democracy (also a spirit stance). The vigor, balance and ethics of a nation's Civil Society are determinate factors in the quality of life of that society. Artful governance begins with quality Civil Society. The abridged and edited text below, on Civil Society, came to us courtesy of Jim Troxel via E-mail. It is from the article "Toward a Global Civil Society" by Michael Walzer, which serves as the Introduction to the book International Political Currents - Volume I, A Friedrich-Ebert-Stiftung Series. 1995.Providence: Berghan Books.

There are many definitions of "civil society," and there is considerable disagreement at the margins about what the concept includes and excludes. . . enough to say that civil society incorporate many of the associations and identities that we value outside of the state and citizenship. The subject is of great interest just now because of the argument that democracy requires a strong and lively civil society for the sake of its coherence and stability over time. The citizens of a democratic state are not, on this view, self-sufficient creatures. They must be members elsewhere, in smaller, more accessible, less demanding, less dangerous places than the modern state.

For only in such places can they acquire political competence, learn to win and lose, learn to compromise, make friends and allies, explore oppositionist ideas. It is very risky for a democratic government when the state takes up all the available room and there are no alternative associations, no protected social space, where people can seek relief from politics, nurse wounds, find comfort, build strength for future encounters.

Civil Society is not a new place, either practically or conceptually. It was first named and discussed in the Scottish Enlightenment of the eighteenth century; Adam Ferguson undertook the earliest theoretical explorations.

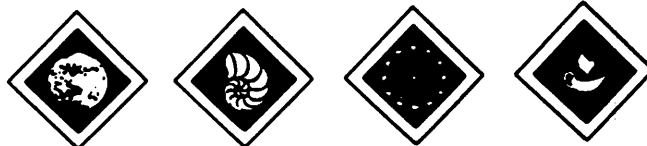
The idea was centrally important for Hegel, in whose work civil society is described as a realm of conflict and fragmentation: here economic interests, religious views,

and perhaps also ethnic solidarities are organized, expressed, and confronted. The Hegelian state then creates a superior unity...

The idea of civil society reentered political debate in the course of the struggle against totalitarianism in Central and Eastern Europe. In practice, civil society was the site of the struggle; in theory its goal. But the status of the idea today is determined also by two other features of contemporary political life. First, the new (or renewed) importance of national, ethnic, racial, and religious identities; these appear initially in civil society, though some of their protagonists have statist ambitions. Second, the extraordinary energy and commitment represented by the "new social movements," most importantly feminist, environmentalist, but also a wide variety of other new groups whose identities and movements often cut across neatly defined lines. Other, older, civil society groupings can and do co-exist along side the new; i.e. labor unions, professional associations, and political parties.

Civil society is usually thought to be contained within the framework of the state: it has the same boundaries as the political community. In fact, both the older and the newer associations reach for connections across those boundaries. The labor movement, the historic churches, contemporary environmentalists and feminists - all these have comrades, friends, and fellow workers in faraway places. This is not to say that the state has been superseded. Identity politics, particularly in its nationalist version, is still focused on the achievement of sovereignty. And dilemmas such as immigration policy, for example, can be dealt with only by the state, which retains the power of closure. Civil society is infinitely open; whatever the membership requirements of particular associations, it is always possible to form a new group. Citizenship has a different profile from the "civility" conferred by civil society. Citizenship can only be shared as the result of a political decision.

There is a close conceptual tie between social democracy and civil society, for the first of these calls for the self-direction of society by its members and the second represents the best possible site for the practice of self-direction - in detail, every day, by ordinary men and women. No doubt, the site must be framed and sustained by the democratic state, but it must also be another place.



AFRICA'S TRADE UNIONS TRY ToP

How German Gituma, Jonathan Dudding, The African American Labour Center and local trade unions are living in interesting times.

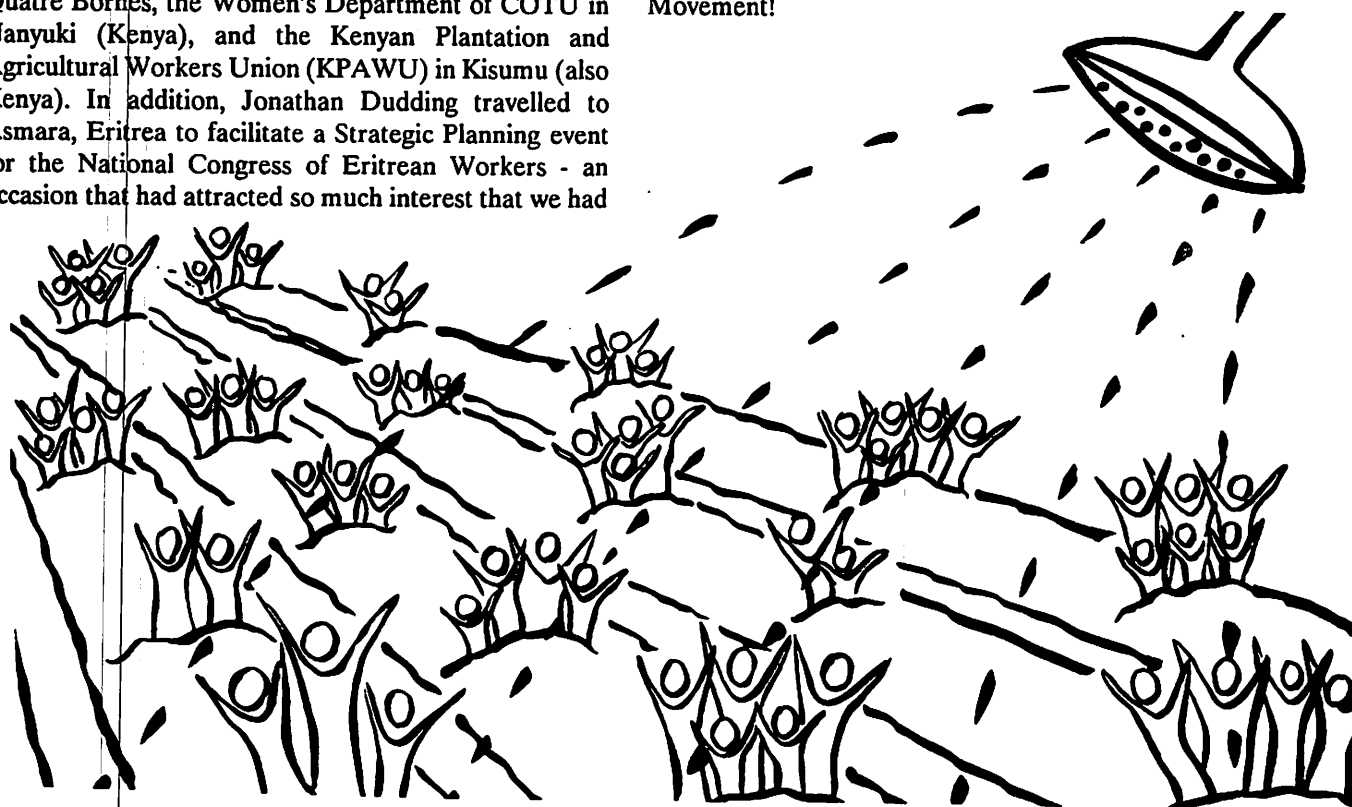
In March 1995 ICA Kenya was approached by Dan O'Laughlin, Regional Representative of the African American Labour Center (AALC) for assistance in AALC's work of strengthening the Trade Unions in the 17 countries covered by the AALC Regional Office in Nairobi. Specifically the request was to facilitate a Strategic Planning event of the National Organisation of Trade Unions (NOTU) in Kampala, Uganda. German Gituma duly travelled to Kampala and facilitated the event for the Executive and General Secretaries of the different Unions, taking them through the Vision, Underlying Contradictions, Strategic Directions, and ending up with the Timeline for the first year, and Implementation Plans for the next 90 days.

Due to the excitement generated amongst the unionists during this event, and the realisation by AALC of the appropriateness, usefulness and effectiveness of the methodology, the Kampala workshop marked the beginning of a series of planning events, follow-ups, and trainings that ICA Kenya have now facilitated. Since going to Kampala, German has facilitated planning events for the Confederation of Trade Unions (COTU) in Nairobi, the Mauritian Labour Congress (MLC) in Quatre Bornes, the Women's Department of COTU in Nanyuki (Kenya), and the Kenyan Plantation and Agricultural Workers Union (KPAWU) in Kisumu (also Kenya). In addition, Jonathan Dudding travelled to Asmara, Eritrea to facilitate a Strategic Planning event for the National Congress of Eritrean Workers - an occasion that had attracted so much interest that we had

214 participants and national radio and TV coverage!

While most of the events have been at the Congress/Confederation level, the AALC have now started to give attention to individual unions. Following the KPAWU Strategic Planning, an ICA team subsequently facilitated a four day Training of Trainers which introduced union Branch secretaries and shop stewards to the workshop method and trained them in facilitation skills. This will be followed in November by further events in different regions of Kenya at which those trained by ICA will train their union colleagues. Also in November three Strategic Planning events are planned for Tanzanian unions, and German and Jonathan will be facilitating a further ToT for unionists from five different countries.

The ICA/AALC partnership is beneficial to all concerned. AALC benefits from the methodology and the greater objectivity of ICA facilitators, ICA gains new experiences and valuable income, and perhaps most of all, the Trade Unions of East Africa benefit from the methodology and the increased democratisation it brings. After the East African experiences AALC are considering introducing ICA methods to other parts of the continent to assist the various Trade Unions there. These are exciting times, and the ICA are the people at the heart of facilitating change in the African Labour Movement!





Cont. from p 2, U.K.

commitment of an individual to run the programme on a part or full-time basis. Generally people were very enthusiastic about becoming part of a pro-active support network should anyone decide to take up the challenge. In the mean time Linda Alton is to pilot a course here in January and March of 1996.

After attending the PoP in Brussels, facilitated by Marilyn Oyler and Patricia Carducci of the U.S., Manuela Wyss reported that: "The two day course passed very smoothly. It brought together what we had learned in the previous two courses . . . I appreciated the opportunity to hear other people's difficulties in applying the methods in a variety of real life situations. I came away reassured that I was not alone on my journey of internalising the methods and learning to apply them to a variety of situations and deal with unforeseen problems."

ICA EUROPE INTERCHANGE

The second annual Interchange took place on 24th-26th November in Leuven, Belgium. It was hosted by ICA Spain, ICA Belgium and ICA Germany. Manuela Wyss, Helen Stride, Patrick Brennan and Rachael Searle-Mbullu attended for ICA U.K. . Rachel identified 5 key issues for the U.K. as a result of the meeting as quoted below:

1. the role of ICA U.K. in the European volunteer programmes - how much time/energy do we want to invest in being part of a more explicit dialogue, especially with ICAs in Holland, Germany, Spain and Belgium.
2. Encouraging European ICAs to become members of ICA U.K. and thereby keep in touch with developments in the U.K. (most others do not operate membership schemes).
3. Being aware of process and progress of ToP developments in other countries and being aware of each others support needs; Brussels is a valuable resource but not the only one.
4. Useful conversations with Germany and Austria (Ursula, Axel and Hannerl) who may be something of a kindred spirit in the European context!
5. November '96 - The next European Interchange will be (apparently!) in the U.K. Patrick Brennan is co-ordinating.

ICA U.K. CONTACTS

Membership Secretary: Manuela Wyss
Village Volunteer Co-ordinator: Keith Moultrie
ICAI Board Member: Martin Gilbraith

cont. from p 1, Shizuyo

said that the most urgent dialogue amongst the funding agencies today is about "whether Japan currently has and will continue to have a vibrant civil society". His answer was that "yes Japan has a strong civil society but that it is deteriorating as the youth become focused on consumerism and self gratification". He went on to ask, "Is it now too late to re-capture the heart of Japan?, its will to care and to serve?"

I was reminded that many around me are eager for only one thing - to really get a chance to significantly engage in building civil society.

For our coming Egypt conference is important for us to think about being adequately prepared for the next century. ICAI and the Egypt staff are preparing the 1995 conference in Egypt and need everyone's help. Let's expand our awareness, share our values, discuss our style, strengthen our support systems, and renew our energy in the midst of this great gathering of spirit colleagues, from our own ranks and beyond, who are truly concerned over the future of the planet Earth.

May you have peace and be prosperous,

Shizuyo Sato

Cont. from p 3, Europe Interchange

2. Identify target groups and areas. Advertise in specific journals
3. Collect testimonials from participants to your courses (with names)
4. Get personal editorial notes written and published

NEXT STEPS for the ICA Europe Network

* A ToP Trainers meeting the 1st or 2nd weekend in June 1996 at La Foresta European Conference Centre in Europe. This meeting is open to all who are interested in launching their own journey as a ToP Facilitator/ trainer

I.C.A. : U.K.





MEMBER'S PROFILE

WILLIAM LUHANGA

I was born on 15th August 1958 at Bomapasi Village in Chief Tembwe of the Chama District in the Eastern Province of Zambia.

I did my Primary school in various schools in Eastern Province since my Aunt, that I grew up with, was a teacher and was frequently transferred from one school to the other. I attained my secondary education at Chama Secondary School where I completed my Form Five in 1978. In 1979 I was offered a three year Diploma course at the Natural Resources Development College of the University of Zambia and majored in crop production. I further obtained an advanced Diploma in Crop Breeding at CIMMYT in Mexico City in 1989.

Upon graduation in 1982 I joined National Oil Seed Development Project with the "breeding groundnut team" under Dr. Sandhu within the crop research industry. I changed section to join the Zambia Seed Control and Certification Institute and was in charge of Eastern Province up to 1986. That year I was transferred to man Lusaka Province up to 1989. My job was that of Plant Seed Inspector.

Consequently I resigned from the Civil Service and joined the Zambia Seed Company as a production officer. Job details included farm supervision from planting, rogging, detasselling, and harvesting up to point of sales. All crop production management advisory methods were rendered to my farmers through planned efficient regular farm visits. I joined the actual world of farming as a farm manager with Water Green Farms Ltd. from 1989-1992.

My farm management job entailed crop production of seed for commercial purposes. We used centre pivot and overhead sprinkler irrigation as systems of irrigation in the dry season. I moved in the same capacity to Steelco Farms and Ngobe Farms before I finally joined ICA in March 1995. I have found it interesting to work with ICA visiting farms and communities to render agriculture expertise and later coming back to do office work. I have come to learn that ICA deliberation methods are effective in the communities' understanding of new projects. They are truly helpful in helping us communicate our know-how to the community.

My hobbies include watching soccer, playing billiards, and visiting friends when I am free. I enjoy reading international journals. And, I never miss going to my Presbyterian Church on Sundays.

TEDDY CHAMBWE

I was born on 1st May, 1968 in Kabwe. I went to Chibombo Primary School in Kabwe rural in 1977. In 1985, I was selected to Grade Eight at St. Paul's Secondary School about 25 km east of Kabwe town. I completed my Grade Twelve in 1989 and I worked as an untrained teacher in 1990 in Kabwe rural. In 1990, I was offered a place to study Agriculture at the Natural Resources Development College. I graduated with a Credit Diploma in Agriculture majoring in Crop Production.

In 1994, I joined Enviro-Flo Limited as a rose grower. I was in charge of four greenhouses with a total of 3.2 hectares of roses. I later resigned in March 1995 to join the Institute of Cultural Affairs Zambia as an agricultural expert. I have found it more interesting working with ICAZ more on the part of trying to develop the human factor and uplifting the standard of living of the people at the grassroots level. I have been learning ICA methods and the ICA approach to development. I am a very attentive student and I have found these techniques to be very effective.

I like watching football, listening to music, travelling, outdoor work and reading.



ICA EVENTS FROM AROUND THE WORLD



CONTINENT

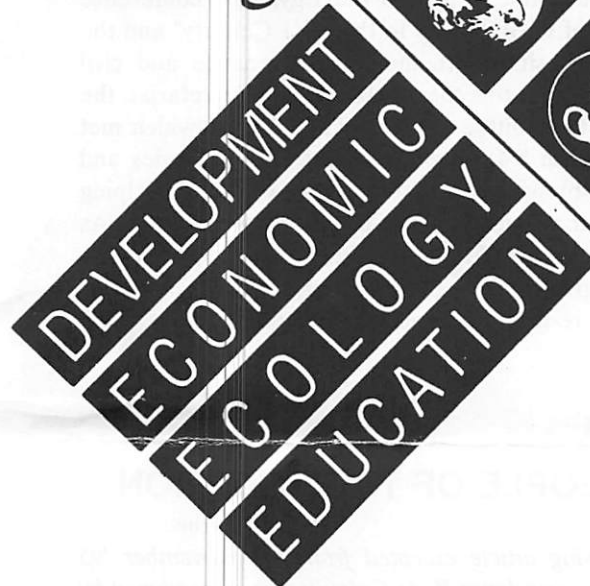
WHEN	EVENT	WHERE	RE
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FEB.	GFM/WOMEN LEADERS	VIENNA	ICA GERMANY/AUSTRIA
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MAR. 28-29	PARTICIPATORY STRATEGIC PLANNING	BRUSSELS	ICA BELGIUM
N. AMERICA			
JAN. 5-21	LEADERSHIP OPTIONS	CHICAGO	ICA CHICAGO
FEB. 1-2	TOWARD A PHILOSOPHY OF PARTICIPATION	SEATTLE	ICA WEST
FEB. 8-9	PARTICIPATIVE STRATEGIC PLANNING	SEATTLE	ICA WEST
FEB. 21-22	GFM	SALEM, OREGON	ICA WEST
MARCH 21-22	GFM	SEATTLE	ICA WEST

EDITOR'S NOTE: We know that ICA activities are happening. Much of the time we do not know what, where or when. Even though this calander is symbolic, your activities are important. If you have any suggestions about the form of this symbol, let us know. Please send a copy of your calendar to either Tony or Jann.

**ICA INTERNATIONAL
RUE AMEDEE LYNEN 8
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Tony Beltran, Jann Barr,
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The Network Exchange



February 1996

Executive Committee Ninth Meeting	1
A People of the Question	2
Cacao's Return	3
Member's Profile: Myriam Balbela	5
Egypt in Mind	6
Calendar	8

THE EXECUTIVE COMMITTEE'S NINTH MEETING

Executive Committee meets for the ninth time February 23-26 in Cairo Egypt. It is the first time the Executive Committee has met outside of Brussels in a non-conference setting. The meetings of the Executive Committee include the ICAI Secretariat; the Secretary General and his collaborators who are charged with the day to day workings of ICAI.

The meetings of the Executive Committee are relatively new in the annals of ICA history. In fact, there have only been two Executive Committees, the first was selected in Brussels, by the first ICAI General Assembly and Board, in February 1989. The second Executive Committee was elected in the ICAI Board meeting in Prague in 1992.

The Executive Committee are the officers of the ICAI board. There are 6 Executive Committee members. One for each of five continents (Africa, Asia, Europe, North America and Latin America) and a member at large. A value held in the election of the Executive Committee is that there be a balance of female and male members. Current officers include Shizuyo Sato member at large (President 1994-1996), Inga Bessin representing Latin America (Treasurer 1994-1996), Ray Caruso representing USA (Secretary 1994-1996), Bill Wang representing Asia (Vice President 1994-1998), Franco Voli representing Europe (Vice President 1994-1998), and Hala El Kholy (Vice President 1994-1998) representing M.E.N.A. and Africa.

A Story of Transformation

The story of the ICAI Executive Committee, together

with that of the Secretariat, the Board and the General Assembly is one of organizational re-invention. It is the story of transforming the spirit and volunteer movement that was the ICA, into a more formal, international, cross cultural "NGO". One easily recognizable as such by other actors on the world stage.

This latest chapter of ICA evolution begins in Sept. of 1989 in Brussels. The challenge facing the second ICAI General Assembly (the first was in 1984 at the IERD) was one of honoring and giving form to a process of maturation and indigenisation of the ICA world wide. The Quadrology of General Assembly, Board of Directors, Secretariat and Executive Committee (of the Board of Directors) was meant to keep in place and grow the many global efforts and relationships built up over a period of 30 years in at least as many countries.

First Concerns

The first agenda of the Executive Committee included certain fundamental themes whose form and workings have changed even while the concerns that underlie them are timeless. These includes themes of identity ("Membership"), resources ("The Budget"), the raison d'être ("Functions"), how to organize (Structuring a Working Board), and reaching out to the world ("Relationships with the U.N. and Other International Organizations").

Viewed from the present the relative emphasis given to any particular group of these themes, and how they were

cont. p 2



Executive Committee cont.

dealt with, falls into two periods: the Pre-and Post Prague agenda of the ICAI.

In the Pre-Prague period the main issues were of identity: Who is ICAI?; and of organization: What is a functional rotation scheme for substitution of Executive Committee members?, and How do we orchestrate alternating General Assemblies and Board Meetings so that each can accomplish its functions?. Currently some of these issues have either been worked through or have dissipated.

It is now clear, for example, that ICAI is a formal organization composed of some 29 members and that we also have associate members and individual supporters who for historical or practical reasons are recognized as such. Likewise, rotational schemes for Executive Committee members as well as for global conferences, Board Meetings and General Assemblies have also been set up.

The Post Prague period

The importance of the Prague General Assembly was that the Executive Committee and the Secretariat presented 7 categories of endeavour around which the working groups were formed. These 7 categories have since become the official agenda of the work of ICAI constituting a framework of thought and action. The 7 categories, normally presented in a chart headed "92-96 Working Groups' Directions and showing current concerns and topics are:

A. External

1. Extension - Consulting activities, Central and East Europe, Global Conferences
2. Capacity Building (member ICAs) - Membership, Staff, Funding, ToP Course Series

B. Processing

3. Vision - Mission, Engagement chart, Design brochure
4. Interchange - Design '96 conference, '98 General Assembly, Review USA 2000, International Association of Facilitators
5. Networking - Global Report, Network Exchange, Location Directory

C. Internal (ICAI)

6. Form - Internal Proceedings, Board Meeting, Global Advisory Board
7. Finances - Dues, Budget, staff (ICAI)

The Cairo '96 Executive Committee Meeting

The 9th Executive Committee Meeting in Cairo will have a very clear focus beyond the usual agenda. On the

horizon, of course, are both the Egypt '96 conference "The Rise of Civil Society in the XXI Century" and the book on the similar theme of governance and civil society being put together by ICAI. The Secretariat, the Executive Committee and the ICAI Board (which met in Lonavala in '94) have channeled their energies and given their blessings to these activities which are helping to focus our mission and put us on the world scene. As the 9th Executive Committee meets in Cairo to review and help give form to the conference preparations, its process of re-invention continues afoot.



A PEOPLE OF THE QUESTION

by Bill Grow

The following article excerpted from the November '95 issue of the newsletter ICA: Colquitt Trace, produced by Nan and Bill Grow, points to the ever present challenge of re-invention in fast changing times.

ICA in the eastern states met for its fall gathering in October in Sharpsburg, Maryland. The theme was "Visioning our Next Generation of Service". The program consisted of a study of part of Drucker's The Age of Social Transformation and the creation of a "Wall of Wonder" of the past 25 years. More than anything else, the retreat was a process of raising questions. Here are some of the questions that formed a part of our planning and deliberations:

1. As we envision the changes in society over the next 25 years, what needs must we address to keep the ICA on the edge of the civilizing process?
2. As our creative permeation of social structures expands in a profusion of partnership modes across many geographies, how do we sustain the ICA's unique legacy of spirit methods in these collaborations?
3. As opportunities continue to unfold for contracting the services of organizations with community building skills, how does the ICA configure itself to remain a significant player in this venture on the local, regional, national and world stages?
4. As old, new and potential colleagues raise the question of what is the ICA, how do we articulate clearly the common purpose, shared values and identifying features that mark our organizational culture?

With all the perplexity that surrounds our identity, this much is clear: we remain a people of the question.



CACAO'S REVIVAL

Not since the days of the Town Meeting has there been such a stir in the Barlovento low lands. Investments, homespun insight, enthusiasm and not a little work are leading local efforts to create new wealth from an old product, the ordinary but dependable cacao bean. Deep within the green entrails of the forest, in ICA Venezuela's spiritual homeland of Caño Negro, the spirit of enterprise is humming.

Here underneath the lush tropical canopy, new energy has been rekindled. ICA Venezuela's current management team - a highly professional corps of psychologists, sociologists, managers and accountants - has made a synergetic hook up with old rank and file ICA local change agents; i.e. the like of Jacobo Pacheco, Eliseo Rivero, Pablo Palacios, and Nelson Perez. An exciting new vision has emerged around the marketing of cacao - the stuff chocolate is made from - and Caño Negro's premium product.

In the late 80's and early 90's Venezuela embarked on a process of structural adjustments. When cacao was deregulated the government owned National Cacao Board (Instituto Nacional de Cacao) vanished, leaving in its wake nary a

trace. In its place private marketers, principally national chocolate industry giants, stepped in to buy the bean cacao directly from the producers.

Barlovento's cacao is amongst the finest in the world. Its bean responds powerfully to the process of fermentation giving local chocolate its highly valued flavour. On a small scale the fermentation of cacao poses no grave difficulty. Throughout Barlovento on the sides of the main highway, or in small concrete runways, small piles of beans are spread out. Under the tropical sun the beans will first dehydrate and later ferment releasing a powerful acid aroma into the air. The principal care is to make sure the beans are covered under a plastic sheet when characteristic sporadic rains threaten.

Such small scale production gives the small farmer no leverage with which to bargain prices when dealing with large purchasers. With small quantities of beans it is better to leave the fermentation of the cacao to the large companies. In doing so, however, the small farmer abdicates his best chance at adding value to his product.

But what if an entire village could act as a sole producer? Well then, the small farmer could begin thinking about getting a better price on his product and significantly improving his lot.

Large production however presents problems of its own that are both social and technical in nature. On the technical side bulk processing technology is needed in order to dehydrate large quantities of beans. Also required are storage space, fermentation vats and safe keeping, away from would be pilferers of the treated beans.

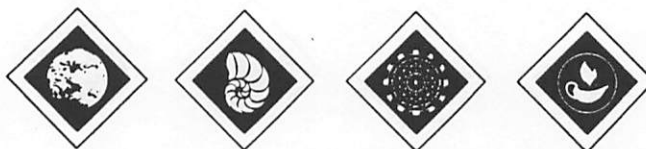
The social challenge is more daunting. How do you get subsistence farmers who historically have suffered the indignities of exploitation, have a low level of formal education and are addicted to petty quarrels to evolve

towards greater understanding, mutual self-trust, and higher levels of organization?

Well when those same small farmers have themselves been agents of social change, and when they have had sufficient exposure to methods of organization - collaborative and managerial - as our local ICA colleagues have, the problem becomes less formidable. Add to this equation a network of supportive city folks left over from the old "4 sector" days, and a sophisticated ICA team of socially conscious people (including Executive Director Myriam Balbela, Board member John Lawton, and financial manager Mario Zaccaro) and you have a powerful brew.

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Cacao cont from p 3

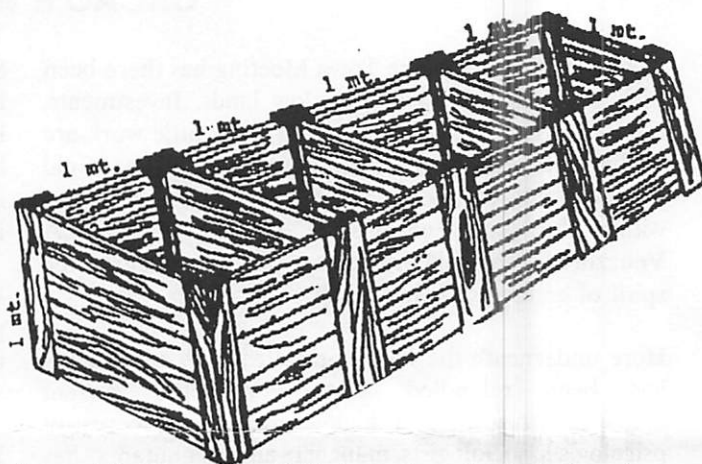
with the village itself and its cacao producers. Form a profit making company with your immediate neighbours, who you work the fields with every day and who live just down the street. Sell them company shares. Use your community development know how to do training, hold workshops and create a compelling vision locally. Use your professional colleagues, amongst whom there are accountants, to assure good accounting for your capital. Raise extra capital by selling some of your shares to your supportive network back in Caracas. Think through your plan with all stakeholders, make your budget, raise matching moneys, and get to work.

Your first task is the infrastructure. This should handle Cano Negro's almost 2,000 annual metric tons of cacao. It should do so efficiently and you should be able to make enough of a profit to eventually entice neighbouring villages to join you.

For the moment concentrate on the essentials:

1. One storage warehouse 20 meters long x 10 meters wide x 6 meters high with a concrete floor, cement block walls, corrugated roofing, corrugated metal roofing and windows and doors which permit ventilation and are "safe"

2. Ten 1 meter x 1 m. x 1 m. open top boxes of hard thick wood in which to ferment the cacao bean. Each box must hold half a ton plus of nearly ready chocolate. Processed material, quite valuable, which has to be cared for to maintain its quality and value. Think of big

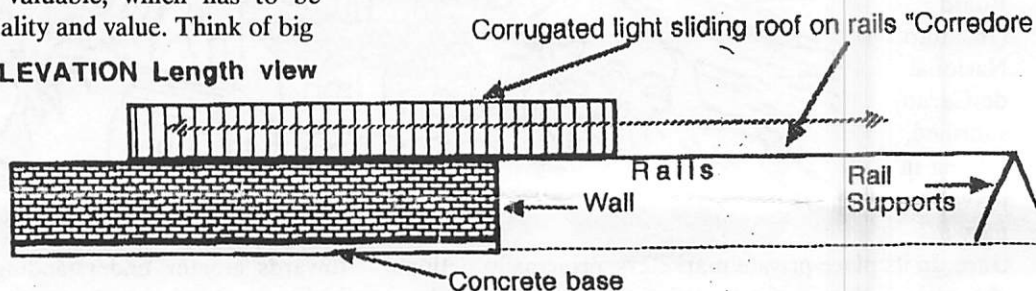


"nuggets" of brown gold that needs to be locked up in the storage Warehouse. This product represents each community members savings.

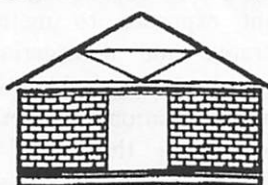
3. Four Sliding Roof Drying Houses. 6 meters long x 3 meters wide x 2 meters high (wall) with a sliding rail roof which permits rapid covering of the drying beans in the case of an unexpected downpour.

Above all keep up all the workshops and contextualizing the village needs to keep enthusiasm and creativity going. Make sure also that you procure fertilizers, fungicides, weed cutters, rakes shovels, and that you continue to upgrade your cacao fields and increase their yields. With the spirit flying high over the cacao plantations that shouldn't be so difficult.

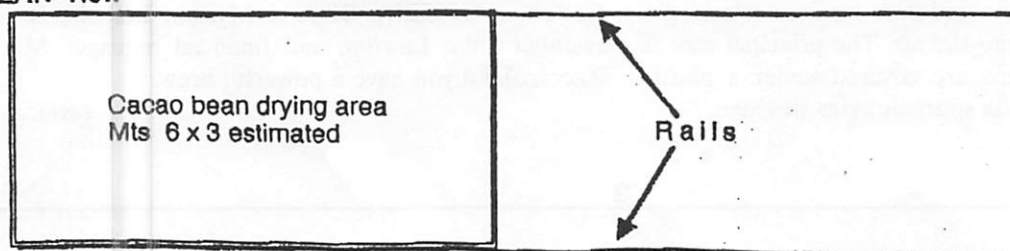
ELEVATION Length view



ELEVATION End view



PLAN view



The roof has to be a light assembly so it can easily be slid over the drying Cacao beans when a rain fall approaches; even children must be able to handle this operation.



MEMBER'S PROFILE: MYRIAM BALBELA

I wish I could be portrayed myself as managers are in Venezuelan business magazines, logical, and self-contained, but I can't. Unfortunately the history of my family has conditioned my conduct in a heterogeneous if creative and productive way.

My father's father, the son of diplomats - of a very distinguished family - ran away to join the circus and become a fire-breather. Later, in a more sober period, he became a founding member of the Union of Rail Road workers. My father's mother was an Indian woman with some knowledge of the healing arts. My mother's father was a priest. My mother's mother was the daughter of the town's notary public who set the Notary building on fire (with all the town's records inside) so as not to give their rightist political enemies certain sensitive information. This same woman later worked with the national Armed Forces and fooled people into believing my grandfather (the priest) was mad, as he was at least a little eccentric.

My father was in jail 15 times and ended up going to night school with me as he had to work during the day. He helped found the union in the textile factory where he worked. The last time he was put in prison, together with my brother, he was tortured but he was very brave.

My mother has raised many more children than she ever gave birth to. She was a "collaborator" helping "subversive" groups against a right wing military dictatorship (in a country whose name I won't mention because I'm still scared that someone will harm us). My mother is skilled at empowering people. Everyone that passes through her hands is set on a path and given a mission at which they work very hard.

I had only one brother whose death was caused by the dictatorship. He was manager and union representative for a factory. After he was released from jail he had to flee for his life to a neighbouring country where he died.

I have a maternal uncle who is the country's President and a paternal aunt who is a Senator for life, and still other relatives involved in national politics.

I arrived in Venezuela more than 20 years ago, at about the time of my brother's death, to protect myself from the any possible retribution from the dictatorship. I was just a young girl.

I love this country where I was re-born.

I graduated as a Social Worker and a Psychologist a long time ago. I am divorced.

I linked up with ICA about 12 years ago, since I met its people and felt we had much in common and that it was wonderful that, in spite of so many differences, people could relate to each other and produce positive result on behalf of local communities.

In spite of my spontaneous, sometimes irreverent behaviour, I have, through my own efforts, held the following posts: Executive Director for Venezuela of the Program of the United Nations High Commission for Refugees (ACNUR - UNHCR); Executive Director of the International Social Service, Venezuelan commission; Director of the Venezuelan Foundation for the Development of Communities and Municipalities (FUNDACOMUN). I have worked in "beliefs and conduct modification" towards cancer and my greatest pride is having won a scientific prize given by the private and public institutions which work in education and care to cancer patients.

My passion is working with communities and I have been asked to submit three research papers in this field for publishing, but that I have never got around to editing them properly. Another study on "Street Children and the Smoking Habit" was published in Canada.

I also give classes at the post-graduate level in social psychology at the Central University of Venezuela.

I have one daughter 12 years old, who plays the flute and is brilliant at school. She has such a composed, quiet ambition that she frightens me. She says she wants to be President of Venezuela and is preparing for it. I think she is going to make it!

For the past 5 years my work has been as the Director of a Private University Institute where teachers are formed. My work with ICA has been voluntary and part time. I do enjoy working with the cacao growers of Caño Negro!

One big regret I have is not speaking good English. I think my life's experience, where speaking English was something akin to being a spy, has had something to do with it.

I have to work Monday through Sunday, but I am happy to do it, its how a life is made.



EGYPT IN MIND

Some current prices in Egypt:

Admission to the inside of the Pyramids of Giza and the Sphinx Valley Temple (and to most other ancient monuments and museums) £E 10 or US \$ 3.00

Getting to the Pyramids of Giza by way of a "shared taxi" £E 1.00 or US \$ 0.30

Getting to the Pyramids of Giza by way of a normal taxi (one way) £E 6-10 or \$ 2-3 (depending on your bargaining skills)

Bottled Mineral Water £E 1.25 or \$0.40

Soft Drinks 40 pence to £E 2 or \$ 0.10 \$0.60

CAIRO BY DAY



Aside from the usual tourist fare of pyramids and ancient monuments, here are some fun things to look forward to doing in Cairo by day.

1. THE CAMEL MARKET in Souk el Gimaal - Located in the northwest of the city, beyond the area known as Imbaba and slightly off the beaten track.

Camel herders come from the Sudan with their camels, and farmers gather with goats, horses, donkeys and other livestock to sell. This is a real look at eternal Egypt. The people are simple country folk and very friendly. They will be as curious about you as you are about them, so don't mind the stares. Unlike in some of the older, more traditional areas of Cairo, these people are not camera shy. Very few will speak English, but still you shouldn't find it too hard to communicate. The camel market is open every Friday, Saturday and Sunday from very early in the morning. The best time to go is early: between 7-10 a.m.. You can combine this visit with a trip to the weaving village of Kerdassa.

2. A CRUISE TO MEMPHIS AND SAKKARA: A great way to cram a multitude of Egyptian experiences is to

take the **NILE PHARAOH** cruise to Memphis and Sakkara. The Nile Pharaoh is an exotic-looking ship, built to resemble the reed boats of the ancient Egyptians and decorated with a Pharaonic motif throughout.

The Nile Pharaoh has two cruise runs. In the morning, guests are picked up by bus at their hotels in time to board the ship at 9:15 a.m. En route, there's a brunch and entertainment. When the ship arrives near Memphis, another bus transports guests to the sights at the ancient capital and its necropolis of Sakkara, and then back to Giza, site of the great pyramids.

The afternoon cruise is just the reverse. Guests are picked up, also in the morning, at their hotels by a bus and taken by land to Giza, Memphis, and Sakkara. They then join the Nile Pharaoh for a 1 p.m. sail back to Cairo. On board, passengers enjoy a buffet lunch and Oriental entertainment, while watching the eternal Nile scenery pass by, and arrive back in Cairo at 4:30 p.m.

CAMEL AND HORSEBACK RIDING: Camels and Egypt seem to be an inseparable pair. At the plateau of Giza, around the Great Pyramids, there are scores of camel owners trying to rent their beasts for outrageous prices. They are very picturesque, and can be hard to resist, but the driver will expect to be paid as much as several pounds for a three-minute walk across the plateau. Getting your picture taken on camelback is an extra charge.

If you are planning a trip to Sakkara, you may want to use this opportunity to mount a "ship of the desert". Here, as at Giza, there are dozens of men milling around, offering their camels, donkeys, and carts as transportation across the sands and to the nearby mastabas of Ti and Mereruka. These men are easier to bargain with than the ones at Giza (still it will not be an easy task!) and you will have the satisfaction of going somewhere by camel, not just riding around in circles! For a different thrill, and a unique view of the Pyramids, try horseback. There are several stables in the area around the Pyramids. A particularly recommended one is "MG Stables". It's located on the edge of the desert in a little village beyond the Sound and Light area. You can take a bus out of town and then hike to it, but it's recommended that you take a car or taxi. Horses can be rented for 10-20 E. pounds an hour. You will be accompanied by a stable boy or one of the owners.

FELUCCA RIDE: These beautiful, ageless boats that sail the Nile are available for a relaxing ride on the river. In Cairo, you will do little more than sail back and

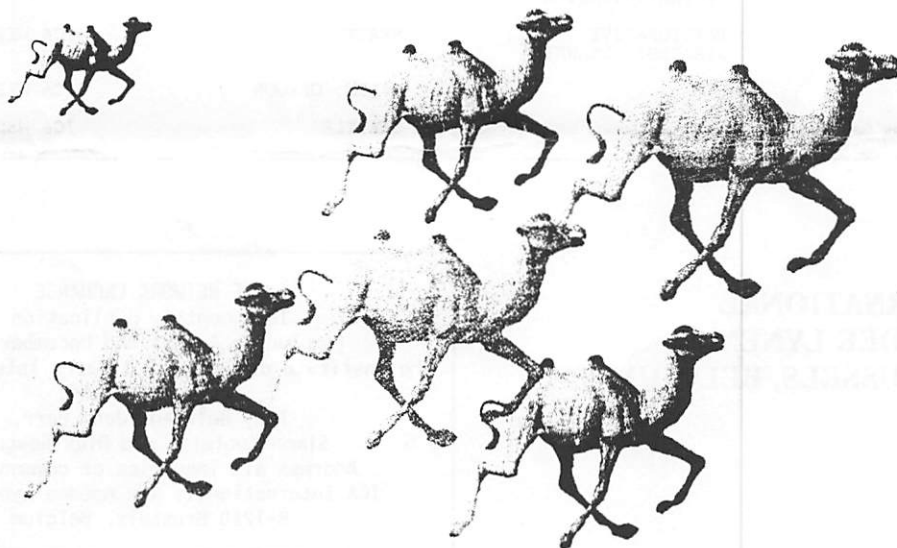


forth across the river because of the lowness of the city's bridges makes it difficult for the high masted boats to pass under them. But it's a lovely way to take a break from the bustle of the noisy city streets. It's specially nice on a warm summer evening. Feluccas can be rented for about 20-65 £E an hour (regardless of the number of passengers - as long as you don't overcrowd the boat). The price includes the services of a man who will sail the boat, but he will also expect a tip at the end. Most of the boats anchor in front of Shepherd's Hotel.

BAB EL LOUK MARKET: For a look at the daily life of modern Egyptians, walk through a market, the local equivalent of a supermarket. Bab el Louk Market is near Midan Tahrir. The smells and sights of the market are unforgettable. Wandering through, you'll see plastic toys for sale alongside a pile of fresh vegetables. There are sacks and sacks of herbs and spices to tantalize you (or your eyes and nose). Unleavened bread, fresh from the oven, is stacked high and ready for purchase of 5 millims (1/2 cent) per piece. All sorts of meats are for sale, from huge sides of beef to live chickens, slaughtered on the spot for customers. The market represents an entirely different philosophy of shopping, of food and of life from the West but this is not for the squeamish.

THE CAIRO ZOO: The Cairo Zoo was in its heyday one of the best in the world. It has declined considerably, but it is still one of the most popular spots in town for Cairenes on holiday. It is located on Sharia el Giza, just south of the Sheraton, and opposite kubri el Gamaa, which crosses over from Roda Island. On weekends and holidays it is unbelievably crowded with families who come to enjoy the gardens and to picnic. Weekdays are a little less jammed. There is a tea garden within the grounds for refreshments.

FISHAWI'S: For a calmer, more sedentary, way to enjoy the passing scene, take a table at Fishawi's cafe in Khan el Hkalili. The cafe is located in an alley to the left of the el Hussein hotel, near the entrance to Sharia el Muski. The cafe is not as large as it once was, nor as splendid, but it is still very popular with Egyptians and foreign visitors alike. You can sit for hours with a cup of Turkish coffee or a glass of mint tea and enjoy the passing scene. You can also request a nargila, or waterpipe, and experience this uniquely Middle Eastern way of smoking tobacco. Mustapha el Fishawi, the cafe's present owner, has custody of a series of guest books which have been signed by generations of visitors to his family's establishment. It's fascinating to leaf through them, and of course add your own name and comments.



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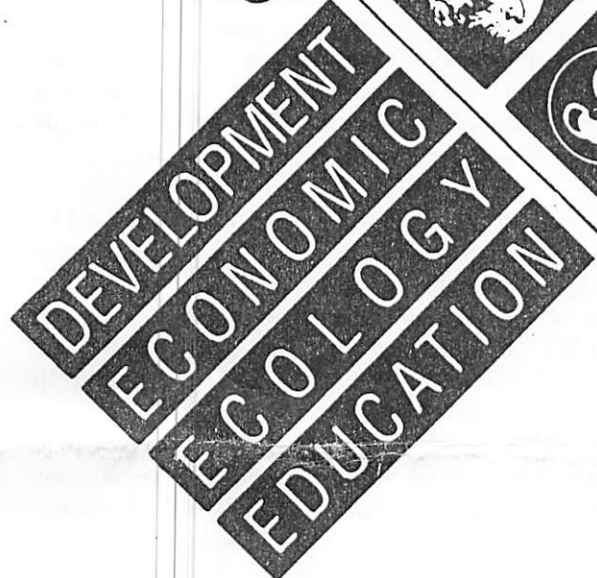
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MARCH 1996

1996 Executive Committee Meeting	1
ICA Spain's Uniqueness	3
Finally! GFM in Sarajevo	4
Building Civil Society	5
Egypt Through Indian Eyes	6
Profile: Franco Voli	7
Calendar	8
Insert: Practical Conference Information	
Insert: Address Changes	

EXECUTIVE COMMITTEE MEETS IN CAIRO

The 9th Executive Committee Meeting was held 24 - 26 February 1996 in the Ramses Hilton Hotel, Cairo Egypt.

The Officers present were:

President: Shizuyo Sato (1992-1996), at large
 Secretary: Ray Caruso (1989-1996), North America
 Treasurer: Inga Bessin (1992-1996), Latin America
 Vice Presidents: Hala El Kohly (1994-1998), Africa
 Franco Voli (1994-1996) Europe
 Bill Wong (1994-1998) Asia, represented by Gail West, proxy.

The Secretary General: Dick Alton and 3 Secretariat Staff: Jann Barr, Tony Beltran and Simon Koolwijk were also present. Mustafa El Shenawy, ICA MENA's lodging and tour coordinator, joined us for several sessions.

Shizuyo Sato welcomed us to the Executive Committee (E.C.), to the meeting, and to Cairo. Dick Alton submitted the Secretary General's report which presented the on-going business and new business of ICAI.

1. The financial reports of 1995 were reviewed and accepted. The budget for 1996 was reviewed. Shizuyo Sato offered that the line item for Presidential travel of \$2000 be used to up-grade the electronic communications abilities including E-mail and WWW capacity of ICAI in Brussels. This change was accepted and the budget approved.

2. Late in 1995, ICAI received a bequest of \$50,000 from the estate of Dorothy Whitney. Dick Alton

recommended that this money be used as a revolving reserve to cover cash fluctuations, for future conferences and projects such as the civil society book. This recommendation was approved.

3. It was recommended that beginning in November 1996 that the line item of secretarial services, \$20,400 be divided equally between two people, Tony Beltran and Simon Koolwijk. These salaries be supplemented through funding and consultancy fees. This is seen as a move toward a more sustainable secretariat than the present form.

4. The 1996 Board of Directors' meeting will be held on October 1, 1996 immediately following the global conference. There will be an election of officers who form the Executive Committee. Three new officers will be elected to replace the 3 officers whose terms finish at this Board Meeting (see the above list). The committee recommended that the Secretary General send a letter to each ICA reminding them to have their Board Member present. Only Board Members, not alternates nor proxies, are eligible to be elected to an office. The Board member **must** be present to be elected.

5. The new ICAI brochure was presented and accepted as the official brochure for ICAI. To reduce printing expense, Franco Voli volunteered to research printing costs in Spain.

6. The projected publishing time for the "book", in time for the conference, can not be met. The new projected date is April 1997. The E.C. recommend that the book



E.C. cont. from p.1

editor, John Burbidge, be encouraged by the Secretary General to set an early date, February 1997.

7. The recommendation of General Assembly '89 for the year and place of the next global assembly, 2000 in the USA, was reviewed. The E.C. recommended that this schedule be maintained.

8. A letter was received from the Archives task force recommending that ICAI become the "keepers" of the Archives. The Secretary General was asked to write to the taskforce asking that a proposal, including expectations and resources needed to maintain the Archives, be presented to the Board in October or at the General Assembly in 1998.

There was a discussion about ICA consultants who are working for international organizations and are asked to work in a country where there is an ICA office. It is understood that such consultancies are client driven and that the consultant usually has no control over who he/she can hire or where they are asked to work. Sometimes consultants come and go without contacting the local ICA office. The ICA office can then be caught unawares and embarrassed when the consultant's work is brought to their attention. This might cast some doubt on the competency of the local ICA. It was stated that this issue needs more work and will be discussed at the October Board Meeting.

Two and a half days were devoted to making decisions about the conference location, design, theme, speakers and logistics.



Ramses

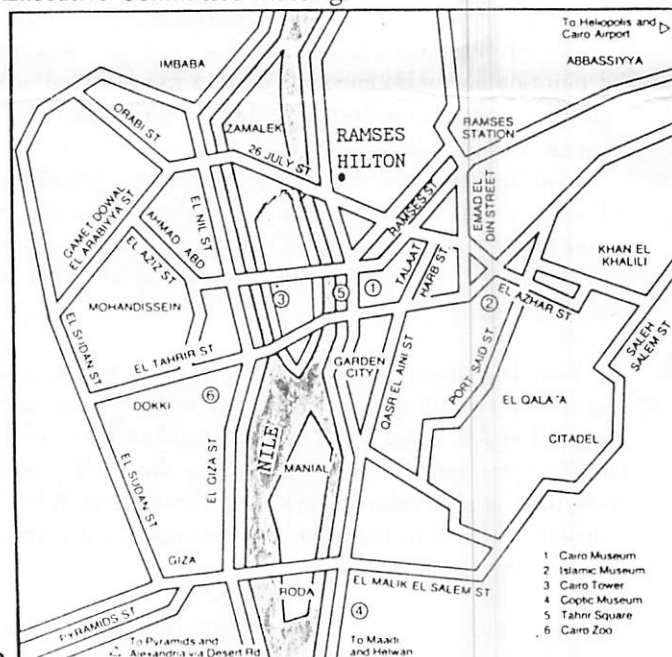
Hilton Hotel

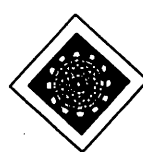
The Executive Committee stayed at the Ramses Hilton Hotel, the conference site recommended by ICA MENA. We found the hotel to be elegant with top class services. Mustafa Shenawy, the local travel agent, has negotiated special rates for the benefit of the conference. On the guarantee of 140 guests staying at the Ramses there will be no cost for meeting space. This will include the use of the ballroom for 2 full days plus 6 break-out rooms at no cost for the length of the conference. The negotiated rate for a double room is \$90, breakfast not included. This rate will include any pre or post days in the hotel that is adjacent to the conference. A great breakfast buffet is available for about \$9.00.

On the theme of the conference, "Civil Society", the Secretary General passed out a draft copy of some chapters of "THE BOOK" being edited by John Burbidge. The E. C. also studied a paper, "Bowling Alone", by Robert D. Putman, dean of the Kennedy School of Government, Harvard University.

The Executive Committee was favourably impressed by the quality of the chapters from "The Book". John Burbidge was commended for his work as editor. The review of the chapters and "Bowling Alone" proved invaluable as speakers for the conference were considered. Because Mr. Putman's imagery was fresh and begins to create a new language for civil society, the E.C. decided to ask him to be one of two key note speaker. The second key note speaker has already accepted. He is Dr. Goran Hyden, political science professor at the University of Florida. Four other professionals will serve on a 4 sector panel on days 5 & 6 of the conference. This panel is still to be selected.

To expand its Egyptian experience the E.C. drove 150 km to Bayad El Arab, ICA MENA's rural development project. The vitality shown by ICA MENA staff and the villagers was impressive. Back in Cairo the E.C. visited the oldest market of the city, "the Kahn", ate at local restaurants and shopped. In the Ramses Hilton the group attended a dinner theatre which included a belly dancer, whirling dervishes, folk dancers and a great comedy skit. The food was wonderful. The visitors enjoyed lunch as they cruised the Nile aboard Cairo's the newest and most elegant floating restaurant. Sunset at the Pyramids filled them with awe. The hustle and bustle of Cairo, the relics of its ancient past and the wonderful civility of this amazing culture permeated this Executive Committee meeting.





ICA SPAIN'S UNIQUENESS

Psychology of Participation Programmes

by Franco Voli

ICA methodology for facilitation is based on people's participation. We have conversation, workshop and strategic planning methods. The a newest instrument is the Philosophy of Participation designed by ICA West.

In each method is the concept of participation itself. Using these methods, we can find common denominators of psychological nature: the emotional factors which enter all fields and interfere in all human behaviours.

Situations, in which participation is fostered, can usually create new attitudes and can bring changes in people's behaviour. The participatory context allow new feelings and ways of thinking. "I can be part of it; I can make a difference and I can work together with other people of any kind, gender, culture, social status, race, etc".

Those new attitudes, beliefs and the correspondent actions encourage people to work together and to look for creative solutions and results. As people create new solutions new patterns of group and individual behaviour are created. These new patterns transform energies which have been consumed by their perception of themselves as victims of the social system, of parental and educational relationships and by their own negative approach to the self actualizing process.

The results and new formation of these attitude changes can be increased and facilitated more effectively when people have a wider awareness and acceptance of natural human potentials and a better understanding of the emotional conditioning all of us experience. This understanding can motivate people to work together and to seek ways to deactivate the relevant barriers to behavioural change. Reflective methods help participants discover practical ways and means to make these changes non threatening, healthy and rewarding.

We have designed, used and applied our Psychology of Participation Programmes (PPP) as an application of the ToP methodology to help and to foster self discovery in group settings. The ToP methods are used as tools to connect participants with the conscience of self as self actualizing human beings. It also helps participants learn that other people with whom we relate are also self actualizing persons. Each one of us wants success and positive productivity in our personal and profession relationships and actions.

We have discovered that people who practice effective and rewarding participation share these personality traits of self esteem:

1. Accepts that all human beings are valuable and important just for being persons.
2. States that we all can be responsible for our actions and for the way we relate to other people.
3. Fosters a feeling of security by being accepted into the group and being free to actually participate in the process of clarifying situations, to find solutions and defining actions, to let go of fears, resentments and preconceived judgments.
4. Increases the self concept by experiencing in action the capacity of creating, sharing and doing what needs to be done to accomplish the goals of the group as well as of him/herself.
5. Creates in the participants a feeling of integration and belonging and helps them to feel good with themselves and opens them up to better mutual relationships and effective action.
6. Motivates the participants by working, sharing and relating within the group, to be proactive and assertive in their group behaviour and in their own lives. Thus creating positive contexts of activity and success.
7. Opens people's intuition through sharing with others and therefore increases their competence and creativity.
8. Reduces the negative effects of frequently emotion based feelings of incompetence, insecurity, negative self image, difficult social integration, lack of motivation and feeling of not knowing and being able.

The Psychology of Participation Programme, using the ToP methods of reflection and discussion, leads people naturally and pleasantly to recognizable group discoveries and personal breakthroughs. Together, they very often recognize and get rid of personal and social taboos and preconceived ideas and limiting beliefs.

We are going to offer a sample of Psychology of Participation demonstration workshops in the Cairo Conference (Sept. 1996) and will be pleased to provide information about the PPP to any colleague.

Editor's note: As I prepared this article for publication, I was struck by the traits that Franco listed. These are traits that our mother organization, The Ecumenical Institute, promoted through the Religious studies. I was very glad to see these traits articulated and re-created through new contexts. Jann Barr





FINALLY! GFM IN SARAJEVO

By Susan Fertig-Dykes

This GFM course in Sarajevo was scheduled over a year ago and had to be cancelled because the fighting started again after a prolonged cease fire. When the present peace initiative was started, ICA Zagreb and International Rescue Committee immediately began to set up this course.

In February 1996, the first the GFM course was taught successfully judging from the enthusiasm of the participants, their quickness to "catch on" to the methods and the positive evaluations. But even more pleasing was the report from our co-sponsor, the International Rescue Committee (IRC). Apparently the participants, all of whom were project managers funded by the IRC Umbrella Grant (USAID money), gave rave reviews to IRC about us and the IRC passed comments to us. At the end of the course, one of the participants had arranged for the Sarajevo magazine Corridor to interview me.

Drazen Letica and I, the facilitators, arrived in Sarajevo on an UN flight. These are troop and cargo carriers - no frills. We stopped in Tuzla to let troops debark. They were told to hit the ground running because the engines would not be shut off. As soon as the troops had cleared the runway we took off again. We landed at the sandbagged airport in Sarajevo about 7 P.M and it was completely dark. The IRC driver was no where in sight. (Our fax had not gotten through.) We were stranded for awhile in a surreal surroundings. (Sandbags, tanks, razor wire, the premises deserted. The containers used for offices were locked up so there were no phones to use. An occasional French soldier passed by who did not speak English or Bosnian.) You understand this is not the kind of place you find a taxi stand or start walking. So we stood in the mud with luggage trying to decide what to do. When a couple of IFOR vans pulled up with NATO soldiers whose flight, as it turned out, had left early. They were kind enough to take us to the American Embassy where we caught a taxi which took us to our destination. Where we finally sorted out where we to stay and other details.

IRC (Umbrella Grant) had taken responsibility for finding us a seminar location and providing the lunches for the participants and trainers. They also found private homes for us to stay in for about \$30 instead \$300 per day at a hotel. Because of the local involvement we were able to stay within our budget (\$1000 from ICA Belgium and a small donation from ICA Zagreb).

It takes 3 days to do the course with translation. The



common language of the participants is Bosnian (same as Croatian which Drazen speaks). Drazen facilitates in Croatian and the translator translates quietly to just me. I facilitate in English and the translator translates for everyone. Participants arrived late and some of them missed whole sessions. One woman who had walking pneumonia left to go to the doctor but came back the next day. A mother who is nursing her baby came and went as necessary. The room was too cold to bring the baby to the course site. In spite of all of this the participants understood the methods and saw how the methods will make their jobs easier.

Life is difficult in Sarajevo. We had to contend with unpredictable availability of electricity and heat (doing a seminar with everyone in overcoats and gloves is kind of different). It snowed the whole time we were there and it was spectacularly beautiful, though seriously inconvenient. (Just once I would like logistics to be easier, I think.)

Drazen stayed in two different homes, and in neither of them was he able to get hot water to shower or shave. I was fortunate to be in a home that usually had hot water long enough for three of us to take a showers in the morning. But dishes were washed in cold water and this worried me a little. Even the Bosnian Institute of Health posts warnings about water bearing hepatitis and other meanies. The problem is that with so much bombing over such a long time all of the water lines are damaged -- so frequently there is leaching of sewage into the incoming lines because all the pipes leak.

Both the participants and the staff had difficulty travelling to the course site. It was on a hill and not near a tram line. It snowed all the time we were there.

In spite all of the difficulties of travel, sanitation, and language the course was completed in a style typical for flexible ToP trainers and the mighty Sarajevans.



BUILDING CIVIL SOCIETY AT THE TURN OF THE MILLENNIUM

by Dick Seacord

To help us get a grasp on the meaning and significance of "Civil Society" Network Exchange editor Dick Seacord has offered to write a series of short articles detailing articles from the upcoming book on civil society being compiled by ICA editor John Burbidge under the auspices of ICA International. The first of the series to be reviewed is Professor Goran Hyden's introductory article "Building Civil Society at the Turn of the Millennium: Philosophical, Origins and Present Challenges".

Dr. Goren Hyden has written this chapter for the book, *The Rise of Civil Society in the Twenty-first Century*. Professor Hyden, with his comprehensive and incisive style, traces the refinement of the concepts of social capital and civil society from their inception to the present day and sets the context for their future evolution. He describes social capital as "the normative values and beliefs that citizens share in their everyday dealings". Civil society "is viewed as the forum in which habits of the heart and mind are nurtured and developed". Both are necessary to achieve democracy and development.

He relates that these ideas were formulated by political philosophers of the late 18th and early 19th centuries. These thinkers had explored the tension in the relationship between civil society and the state. Hyden notes that these were all Western philosophers. However, today civil society has become a universal concern. The protagonists now are autonomous and active associations standing between the individual and political institutions. How have these philosophical principles been put into practise since their formulation?

He describes four schools of thought and action within the universe of civil society. One places emphasis on the balance of power of groups in action as well as the search for overlapping interests of individuals in

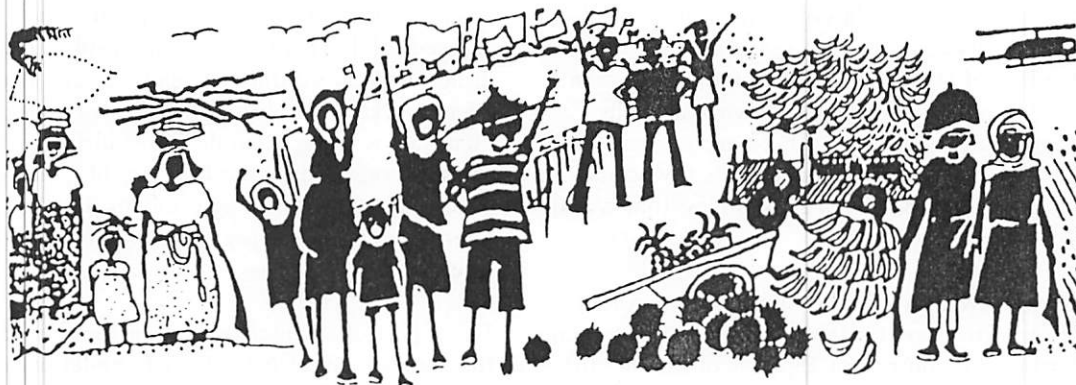
influencing policy. Another concentrates on social and political regimes to promote democracy. A third seeks structural reform to strengthen rights to private property. The last stresses the importance of social structures formed by the dominant economy. All four play a role in mobilizing resources out of reach of the state. They examine the power structure from the bottom up to advance democratization.

Dr. Hyden then covers the issues and strategies for associations in civil society, which vary with the scope and geography of their activities. At each level he describes some of the more serious risks they may encounter: locally, that of confrontation with state policy; at the level of the associations themselves, the risk of elitist dominance; globally, the possible loss of autonomy to donor agencies with world scope.

This author thus takes us on a world tour encompassing cultural and ethnic habits or tendencies which affect at different times and at different degrees the social, economic and political trends affecting the building of civil society and its underlying democratic development efforts. We have come to expect this treatment from the writer, a truly global thinker with a wealth of experience in human development practise.

He advises, in his summation, that "civil society will never become a global reality unless there is networking and exchange of ideas. Local perception of what is right and wrong or how to do things must be allowed a voice and be listened to by others before they are dismissed. Civil society is not being built by ignoring others or by shouting them down. It comes about through tolerance and the readiness to dialogue with others".

In these terms we do count ourselves as active practitioners in the building of civil society.





EGYPT THROUGH INDIAN EYES

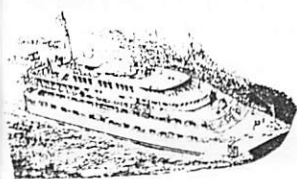
By Mangla Gavai,

When Dick Alton from ICA:I suggested that I be one of the team of facilitators to travel to Egypt to facilitate the Near East Foundation training, I had mixed emotions. On the one hand I was excited and on the other I was a little cautious. As an Indian woman and as a Hindu I wasn't sure what to expect from a predominantly Muslim country.

Now when I sit out in my balcony in Byculla, Bombay, and I think about all of the different countries I have visited over the last few years, I remember Egypt with most fondness. "Cairo is so crowded and polluted", this was something I heard many people say but compared to Bombay I thought not.

But I did think it was much more Americanised. Who would have thought you would find Mac Donalds, Pizza Hut or Benetton on every street corner. My hotel was in Zamalec, arguably the most 'up market' area in Cairo, home to most of the foreign embassies, five star hotels and designer stores.

There are not that many sari wearing Indian women in Egypt. Many people seemed to go out of their way to try and talk to me, to help me or sometimes to just tell me that they liked my dress. My concern about religious differences proved to be unjustified. I had conversations with many ladies and gentlemen, and always I felt respected.



I was fortunate to be able to do some travelling and just like any other self respecting tourist I opted for a cruise on the Nile. But before going on the cruise I visited the Egyptian Museum in Cairo, as well as the Pyramids and the Sphinx in Giza. All wonderful places but I only really began to get a sense and an understanding of Egyptian culture and history when I left Cairo for Upper Egypt. The environment in Upper Egypt is very different, there are no high rise buildings and bawdy billboards, just few towns and small villages along the riverside, temples, tombs and miles and miles of desert.

My cruise ship was called The Sun Goddess, and it took me on a five day trip from Aswan to Luxor. One of my favourite memories of Egypt is of waking up early while it was still cool, going up on the deck and

watching the activity on the bank of the Nile, water buffaloes and camels, farmers, people bathing and washing clothes. The Nile was much cleaner than I had expected. I found myself developing some very strong feelings for this river. It has, for me, an indescribable, almost spiritual, quality about it. The Nile made me think of the Ganges, two of the world's great rivers, to me both of them are sacred.

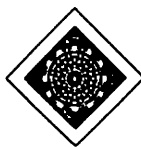
Inevitably I made comparisons, pharaonic temples and Hindu temples, Indian civilisation and Egyptian civilisation. Hindu temples tend to very lively places, our gods are bright colourful figures surrounded by lamps and covered with garlands. The temples I visited in Egypt all seemed very still and powerful at the same time, provoking a different kind of spiritual feeling.



Only having a month both to work and visit there were inevitably things I was unable to do. Five hours west of Cairo are the oases with their sulphur hot springs. Then there are resorts up in the North on the Mediterranean. Alexandria is of course the largest and most crowded but there are plenty of quieter, smaller and less expensive options both to East and West of the city.

It's interesting that no matter how much you travel there are always things about a new country that will catch you unawares. In Egypt like India, it was the system of having two prices, one for foreigners and one for the locals. Also anyone hoping to take flash photos from inside any of the museum or monuments will be disappointed, so please carry camera without flash too. I was pleasantly surprised at how much I enjoyed food. There were many tasty vegetarian dishes. Two more things I really enjoyed were visiting Khan market both during the day for shopping and at night just walking around. The Whirling Dervishes shows, sponsored by the Ministry of Culture on Wednesday and Saturday evenings, last for about an hour. Anyone will enjoy these excellent shows and it's free.

Being part of an international facilitation team under the sponsorship of Near East Foundation made this experience of Egypt possible for me.



MEMBER'S PROFILE: FRANCO VOLI

My name is Franco Voli, I am Italian but have lived for the past 34 years in Madrid, Spain. Life has taken me in many directions but my journey can be divided into two main parts.

1. When my Focus was Economics and Business:

After graduating in Rome in law and economics, I was; an assistant teacher in Economics; an advisor to the Liberal Party in economic matters; a freelance journalist specialized in economics; and a manager with the export division of Fiat. I first moved to Spain while I was working for Fiat.

Fiat decided to transfer me to another country, but I decided to stay in Spain. I resigned from Fiat and started a consulting office. Later I started a company to produce and distribute construction materials which eventually became an import/export company. I lived a very hectic life with time for myself or my family.

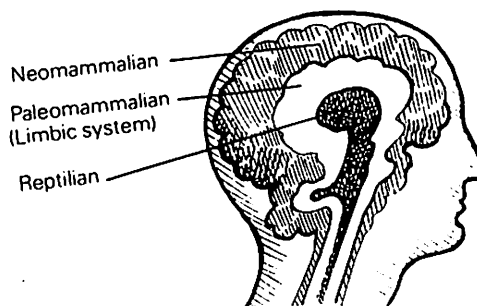
2. After my Focus Became Psychology and Pedagogy:

In 1985, I realized that I was not satisfied and that my family life was not working out satisfactorily. I decided to do something about this. In agreement with my wife, I liquidated my business, put aside my divergent activities and dedicated myself exclusively to study what could be done to foster self awareness for social change.

I studied psychology, pedagogy and sociology followed by many self-growth courses. I attended many educational gatherings and congresses. I interviewed people in the social sciences, teachers, administrators, parents and children. I also read extensively.

It was a very rewarding work. Consequently I concluded that in order to modify society we need to first modify our own educational contexts, both at home and at school. I formed a strong belief that it is necessary to help educators (parents and teachers) to become aware of their own potential and possibilities for change and growth. Only then would they be able to project a healthier model of personality to serve as a point of reference to children.

To this end, I designed and organized a series of lectures and courses in schools, universities and parents associations.

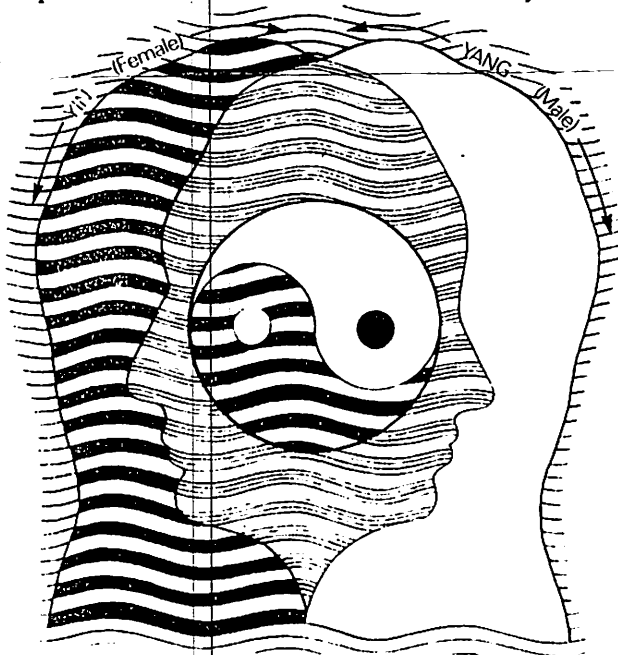


My connection with ICA started in 1984 when I participated in group discussions in ICA Spain. In 1986, I was asked to be a member of the Board of the Organization and in 1993, I became the president of ICA Spain.

I have been using ICA methodology for many years. I include ICA tools and dynamics in my courses. Presently I am writing a new book on "Psychology of Participation". I am using the ToP as a working tool to reach and increase awareness of people's own emotional necessities and motivations for change and growth.

The year of 1994 became a year of deeping my involvement in the ICA network. I was made ICAI board member and was elected to the Executive Committee. ICA Peru and Guatemala gave me the opportunity to facilitate a series of self esteem courses for teachers in their countries.

Professional life aside, I am an amateur painter, story teller, horse rider and tennis player. I love the sky before it snows.



ICA EVENTS FROM AROUND THE WORLD



CONTINENT

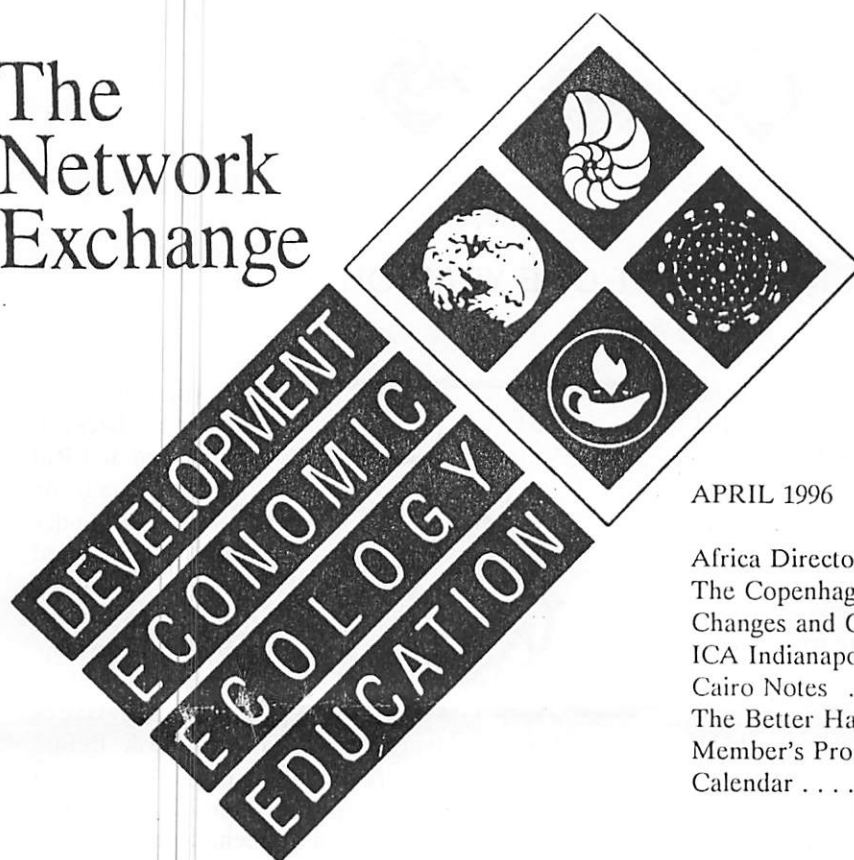
WHEN	EVENT	WHERE	RE
ASIA			
EACH MONDAY	FACILITATOR'S NETWORK	SYDNEY	ICA AUSTRALIA
EACH 2nd SATURDAY	JEAN HOUSTON HUMAN CAPACITY GROUPS	SYDNEY	MAGUIRES
MARCH 30	ANNUAL GENERAL MEETING	TOKYO	ICA JAPAN
APRIL 18-21	ASIA/PACIFIC O.T. NETWORK MEETING	MALAYSIA	ASIA/PACIFIC O.T. NETWORK
APRIL 24-26	ANNUAL GENERAL MEETING	SYDNEY	ICA AUSTRALIA
EURASIA			
APRIL 18-19	GROUP FACILITATION METHODS	BRUSSELS	ICA BELGIUM
MAY 9,11,15	THE LIFESTYLE SIMPLIFICATION LAB.	BRUSSELS	ICA GREENS-BOROUGH/ICA BELGIUM
MAY 18-19	GROUP FACILITATION METHODS	AMERSFOORT	ICA NETHERLANDS
MAY 31-JUNE 1	FACILITATION METHODS FOR VOLUNTEERS	SOEST	ICA NETHERLANDS
N. AMERICA			
APRIL 19-21	SPRING RESEARCH GATHERING	SHEPHERD'S SPRING, MARYLAND	ICA EASTERN STATES
APRIL 25-26	GROUP FACILITATION METHODS	SEATTLE	ICA WEST
APRIL 29-MAY 1	ICA USA STAFF RETREAT	BENNET'S LAKE, WISCONSIN	ICA USA

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B-1210 BRUSSELS, BELGIUM**

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any mail addressed to our
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The Network Exchange



APRIL 1996

Africa Director's Meeting	1
The Copenhagen Social Summit One Year ON.	2
Changes and Opportunities for ICA in Europe	3
ICA Indianapolis Celebrates its Success	4
Cairo Notes	5
The Better Half of Civil Society	8
Member's Profile: Alex Sharta	9
Calendar	10

ICA AFRICA DIRECTOR'S MEETING

The Executive Director of the five ICA offices located on the African continent, including the Middle East and North Africa (MENA), met for 5 days from 4-8 March 1996, at the Fairview Hotel in Nairobi, Kenya, to review the state of their countries' Strategic Plans. The ICA directors originally met in 1993 and then again in 1994. These serial meetings funded principally by Misereor and attended by ICA I Secretariat staff from Brussels, are important points of dialogue, motivation and strategic planning for ICA's African bureaus.

Present at the meeting were:

Hala El Kholy: Director ICA MENA
 Edward Mutiso: National Director ICA Kenya
 Kouadio Alli: Director ICA Cote D'Ivoire
 Dr. Abioudun Macauley Olagoke: Director NIRADO (Nigeria)
 Ruth Lukona: Director ICA Zambia
 Richard H.T. Alton: Secretary General ICAI
 Simon Koolwijk: Secretariat Staff Member ICAI

Also present at the proceedings was Geoffrey Stevens, Director of the Rubaga Youth Development Association of Uganda. Geoffrey is a former ITP participant in Brussels (June - Dec. 1995) and an applicant for affiliation of his organization with ICAI. Not present due to illness but also an applicant for ICA International membership was Mr. Muchunguzi, Director of AFREDA, a Tanzanian NGO.

This year's meeting had a triple theme: Programmatic Strengthening; Organizational Strengthening and Financial Strategies. Not that ICA's African offices have

been slack about any of these three themes. Indeed two of the largest ICA's around the world currently, in terms of programmatic impact and budget are ICA Egypt and ICA Kenya. As a point of reference and as clearly demonstrated in the chart below from 1993 to 1996 ICA Kenya's budget nearly quintupled, ICA Zambia's quadrupled, MENA's more than tripled, and both Cote d'Ivoire's and NIRADO's nearly tripled. Clearly ICA Africa's offices are enjoying some success. These meetings are to analyze the causes of the success and to build upon it.

A special feature of the meeting were visits from important African funders and networking partners. Specifically the directors received the visits of Ms Jude Rand, Country Director of Care-Kenya; Mr. Moses Sika, Programme Director of Lutheran World Relief; and Mr. Brazille Msumba, Representative from the Secretariat of the National Council of NGOs of Kenya.

From the director's reports on their national strategies and activities we highlight the following points of programmatic interest:

Cote d'Ivoire:

*Currently involved in 2 sizable Agriculture-Agroforestry projects in Timoudi in central Cote d'Ivoire and in Brobo in the north of the country,

*Has recently received a grant through ICA Japan to put up a youth polytechnic in Brobo with the intention of training 21 students in carpentry and tailoring skills

Cont. on p 7



THE SOCIAL SUMMIT ONE YEAR ON

by Tony Beltran

One year and two weeks after the Copenhagen Social Summit of March 6-12, 1995, an event which assembled the political leaders of 114 countries, I attended a follow up meeting held in Brussels to assess the impact of the "Summit Declaration" and its "Action Programme" one year on.

Hosting the meeting were UNDP, I.L.O. (International Labour Organization), and the ICFTU (the International Confederation of Free Trade Unions). In previous times the ICFTU would have been the odd man out. Both UNDP and I.L.O. belong to the U.N. system (i.e. they represent governments at some level), but the ICFTU is not only an outsider, but in some ways an antagonist, a control. Nevertheless the trade unions have been invited to play an important role in helping to implement the summit's "Action Programme".

Demonstrating the weight attached to these proceedings the meeting agenda also featured the Belgian Minister of Development Cooperation, the Director of the United Nations Office in Brussels, the Director of the Political Bureau of UNDP, the Special Representative to the European Union of the World Bank, and a "Green" European Parliamentarian. All in all a heavy weight crowd.

To listen to and engage in "debate" were numerous NGO's, academics, representatives of European Foundations, members of the European Parliament, members of national Trade Unions from other continents, and representatives from diverse European Union Commissions. Over 150 people of a very diverse background.

That is to say in the '80s the mix of people present would have been highly improbable but now it is a sign of the times. For if anything characterises the new procedural mode of the international bodies making up the UN system - the World Bank, I.M.F., U.N.D.P., etc. - it is that they are truly trying to be more participative.

This after all was the message of the Copenhagen Social Summit, a meeting of which the late French President Francois Mitterrand said, "It is the first time that I know of that world leaders come together to talk about employment and social exclusion". One might add, instead of power politics and economics. And indeed it was, although, in the 90's, world leaders had already, albeit more gingerly, met over ecological concerns at the Rio "Earth Summit" in 1992.



One principal difference between Copenhagen and Rio summits seems to be that the U.N., under Secretary General Boutros Boutros Ghali, seems serious about the follow up. Given the weight of the core issues

discussed in Copenhagen this is no mean task. Before the conference these were identified as : 1. A reduction and the elimination of widespread poverty, 2. Productive employment and the reduction of unemployment and 3. Social Integration.

Focusing solely point #1, the reduction and elimination of widespread poverty, the talk is no longer of "poverty alleviation" as in the recent past, but of "poverty eradication". In effect the U.N. system has launched a major initiative calling 1996 the "international year" for the "eradication of poverty".

The problem is, as was pointed out at the Brussels follow up meeting, that currently "1.3 billion people are struggling to live on less than 1 dollar a day", and that "in the time we are talking for this opening session, some 1,400 children under 5 years of age will die from undernourishment and preventable childhood disease". So . . . the question is, what gives? With such an appalling perspective is there any substance behind the "international year of eradication of poverty" or is this purely a rhetorical subterfuge. The answer is not clear. It all depends on the definition given to "poverty". Clearly, however, unprecedented levels of poverty in the Third World, and the international lending organizations' failed recipes are behind much of the discourse.

Give the U.N.'s General Secretary credit for marshalling all of his/our forces to a noble cause. In fact the U.N.'s Administrative Committee on Coordination which is chaired by Boutros Boutros Ghali has set up three task forces to support the development and implementation of integrated national strategies for poverty eradication. One on the "enabling environment" is being chaired by the World Bank; a second on "basic services" for all is being chaired by UNFPA (UN Population Fund); and a third on "sustainable livelihoods" is being chaired by the ILO.

Cont. p 6



CHANGES AND OPPORTUNITIES FOR ICA IN EUROPE

Volunteers Galore

The world of the ICAs in Europe is changing rapidly. At the present time ICA Belgium and ICA Zagreb are the only ICAs with full time staff. Other ICAs are running on the strength of their volunteers. Yet there is a feeling of growing strength within the ICA network in Europe. For example, in Portugal, even though there are no longer any full time staff, volunteers will continue to host key work camps for people looking for overseas placement as . . . volunteers. These people are being sent to Portugal by returned ICA volunteers who from across the continent are helping to coordinate the Portugal effort. Meanwhile in the U. K., The Netherlands, Germany and Spain the networks of returned volunteers and others are solidifying their identities and re-discovering new possibilities within ICA.

The GFM in Europe

Much of the new possibility comes from the space that the Group Facilitation Methods series (GFM), out of ICA Phoenix, are opening up. Linda Alton, Programme and Facility Coordinator of ICA Belgium has worked hard these last three years to bring the GFM series to Europe. As people in the European networks have attended the series here in Brussels, they have caught a vision of programme opportunity in their own countries. The new vision was given a boost by the International Trainer of Trainers of ToP (IToTTTop) programme held in Phoenix last year. Seven Europeans participated in that event. Currently GFM materials have been or are being translated into German, Dutch, French and Spanish. There are scheduled courses for 1996 in the U.K., the Netherlands, and Germany, and the first meeting of the European Facilitators Guild will meet this year in June.

The European Network Grows Stronger

Adding to the new spirit blowing across the continent November 1994 saw the first European Exchange (EE) held in Brussels. It was organized by ICA Belgium. The 1995 EE, held near Brussels in Louven, but there it was ICA volunteers from across Europe who were in charge of all the coordination and facilitation of the meeting. The third ICA EE is scheduled for November this year in the UK. The European network, run by volunteers independent from ICA Belgium, have taken over complete responsibility.

New Staff and Configuration in Belgium

In the fall of 1995, ICA Belgium hired Renaud Houzeau, its first Belgian (French speaking) while Simon Koolwijk, Dutch, joined the staff of ICA

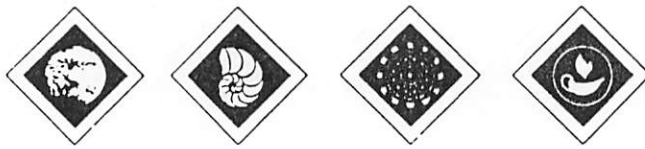
International (also based in Brussels). Through Renaud, opportunities for training and facilitation in French and Flemish are opening up. At the same time, Simon's work in Holland is having the same effect in that country and has considerably strengthened the ICA Netherlands network. Exciting new partnerships with Belgian and Dutch NGOs are developing.

ICA Belgium has always had an interest in training in the third world and particularly in Africa. Over the years The International Training Programme (ITP) has been attended by people from Ghana, Côte d'Ivoire, Nigeria, Kenya, Zambia, Tanzania, Egypt, Sudan, Uganda, Malaysia, Brazil and Peru. This year ITP may have as many as 12 participants; its greatest number ever. Through the graduates of the ITP, new opportunities to facilitate 2 week training events in developing countries are happening. Meanwhile ICA Belgium has established itself as a consultant for Care International and other international organizations.

The old convent that houses ICA Belgium and ICA International is slowly changing into an efficient facility. The life here is vibrant and lively as some 30 rooms are rented out to young people who come to Brussels to do work internships for periods of 3 to 6 months. Also our 12 room Bed and Breakfast service continues to have a very loyal clientele. Together young interns and B&B guests keep our occupancy rate at between 70 & 75%. Of course, our staff also appreciate the haven this building provides with its beautiful garden courtyard. When you step in from the street, it feels like another world.

Linda Alton, her daughter Kay, and Lynne Larson will be returning to live in the US 1 July 1996. A new configuration will create a facility management team and a programme team. Jann Barr, will shift from ICAI into the Resident/Guest (R&G) Programme Management team with Beverly Gazarian. Anna Stanley and Renaud will be the responsible people on the local programme team with Joan Seacord as a resource person. Jim Campbell will continue working with international training and consultancies. The ICAI team will consist of Dick Alton, Dick Seacord, Tony Beltran, and Simon Koolwijk. The R&G Management Team will be augmented by hiring people to help with the physical work and the bookkeeping will be handled through an accounting consultant. As new systems develop the future seems new, bright, and sustainable.





ICA INDIANAPOLIS CELEBRATES ITS SUCCESS

The following text is from the brochure of the 10-year celebration.

ICA INDIANAPOLIS, 10 YEARS OF "INDY SYNERGY": In 1986 ICA Indianapolis proposed an urban experiment in whole systems transformation. The aim was developing a safe and sustainable city for the future--a synergistic city charged with complementary initiatives and positive momentum. The proposal was presented and received at the ICA International Conference meeting in Bilbao, Spain.

Ten years later we are pleased to report many signs of success. Our success has been on the ground in Indianapolis neighborhoods, in promoting and executing job and life skills training programs, in developing prototypes towards healthy lifestyle models, in building up international relations, and, generally, in working with and empowering organizations of all kinds. With this trackrecord behind us our 10-year celebration is enabling us to ask bold questions, such as: To what extent is Indy becoming a prototype city? What is the further contribution that ICA can make in the process?

NEIGHBORHOODS: ICA staff are heavily involved in two Indianapolis neighborhoods: **Fountain Square** and **Mapleton-Fall Creek**. These neighborhoods have been selected by city government as "target" communities for inner city revitalization. Together, utilizing ICA methodology, several groups have collaborated to produce over 200 rehabilitated low income housing units. Cleanup and beautification projects abound. Further, Fountain Square residents worked directly with a Ball State University architectural team to develop a comprehensive neighborhood plan. Senior and youth organizations are making a comeback. Youth particularly have new activity options. As one community leader put it; "Youth now know another way", a way different from drug sales and gang activities.

What is evident after 10 years' experience in working with the neighborhoods is that ICA methods encourage people to listen to each other, that listening leads to dialogue and dialogue to a blossoming of spirit and the ability to cooperate in order to solve problems.

Over the next four years more housing units will be rehabilitated (100 in Fountain Square in 1996 alone). Support will be developed to enable youth to attend college, and urban cooperative ministries will continue to be enhanced.

JOB AND LIFE SKILLS TRAINING: Our two programs in this arena are **Training Inc.**, begun in Indianapolis in 1981, and the newly established **Maintenance Technical Services (MTS)**. We are proud to report that four hundred local businesses support these programs. Training Inc.'s record, in its mandate of *training for employment and citizenship development*, is an outstanding 1,700 graduates. Of these 82 percent have found jobs, and 82 percent of those employed are still working. The Training Inc. staff is also active in "training the trainers" of other educational groups in the city.

Imaginal Education is a key component in both programs, and the evidence is that it can dramatically modify attitudes and behaviors. One MTS alumni now supervises the maintenance of a 600 unit apartment complex, one short year after graduation!

Program evaluations indicate that continued staff training and on-the-job supervisor's training are essential for long-term success. Thus funding for program continuation is "the name of the game". Further we are establishing liaisons with higher educational programs to make sure that participants remain competitive in a high-tech workplace.

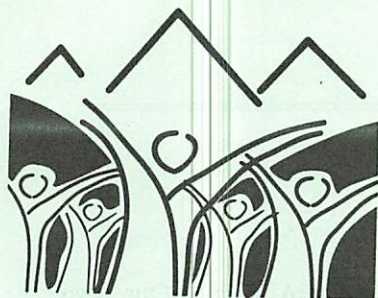
HEALTHY LIFESTYLE MODELS: In its role as a "greenhouse for innovations" ICA started the **Positive Change Network (PCN)** in 1992. Since then, PCN has become independently incorporated and granted 501(c)3 tax exempt status by the IRS. In turn, PCN has spawned several notable projects with ICA providing office and staff support. These projects include **Barter Bucks**, **Community Supported Agriculture (CSA)**, **The Vegetarian Society**, and **Household EcoTeams**.

Barter Bucks is local currency option to stimulate the local economy. **Community Supported Agriculture** connects urban consumers with local organic farmers through a "subscription" process. The **Vegetarian Society** provides information and community for those who chose not to eat meat. **Household EcoTeams** is a family approach to home-based environmental solutions. Each of these programs will require some paid staffers to augment volunteer efforts.

INTERNATIONAL RELATIONS DEVELOPMENT

Over the past decade, ICA has provided housing and counselling for professional interns from Albania, Brazil,

Cont. p 7



I.C.A. GLOBAL CONFERENCE

CONFERENCE PROGRAMME

I. PROJECTS

(4 representative samples)

**A. UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP);
LOCAL INITIATIVE FACILITY FOR URBAN ENVIRONMENT (LIFE)**

Promoting local-local dialogue and action to improve the living conditions in low-income urban communities. The goal is to help city dwellers to help themselves in finding local solutions to local problems such as sanitation, recycling, income generation, and environmental health.

B. JACOBS FOUNDATION

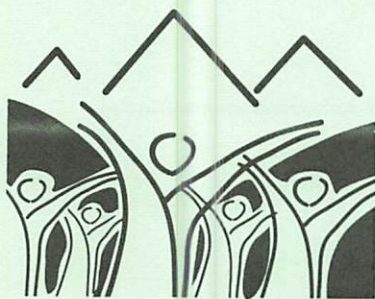
A unique private sector approach to supporting civil society through a foundation which focuses on organizational and social change, offers technical and training assistance, and mentors local non-profits. The Jacobs Foundation is committed to building and testing innovative, sustainable models for communities to solve current and pressing issues.

**C. SWEDISH INTERNATIONAL DEVELOPMENT AUTHORITY,
ETHIOPIA; COMMUNITY EMPOWERMENT PROGRAMME (CEP)**

The CEP objective is to build the capacity of rural communities to initiate and sustain their own development activities. Rather than a conventional blue print programme with predetermined objectives and outputs, the CEP is process-oriented making use of opportunities and developments as they appear on the "project theatre", the geographic location of the project.

D. THE CIVIC INDEX; THE NATIONAL CIVIC LEAGUE (U.S.A.)

The National Civic League developed the Civic Index to help communities evaluate and improve their civic infrastructure--the complex interaction of people and groups through which decisions are made and problems solved. The ten components of the Index serve as a description of the types of skills and processes that must be present for a community to deal effectively with its unique concerns.



I.C.A. GLOBAL CONFERENCE

CONFERENCE PROGRAMME

II. WORKSHOPS

(4 representative samples)

A. YOUTH

How do we increase the awareness of communities, organizations and businesses to the inherent value of youth? The establishment of partnerships between "Youth and Adults", "Youth and Business", as well as "Youth and NGOs" will be explored as a viable solution for building and sustaining civil society. The accent is on turning youth from a perceived issue into part of the solution.

B. WOMEN

"One Year Beyond Beijing" will be looking at the "Platform for Action" as stated in the Fourth World Conference on Women. The agenda for the "Platform" features Human Rights, Empowerment, Power Sharing, Equality, Development and Peace. The workshop will review what is presently being done and what needs to be done in the future.

C. LOCAL ECONOMICS

How do we empower local economic alternatives in a world that is ordered through global money systems? This workshop offers an opportunity to share in the experience and on-going research behind alternative money schemes presently being implemented. Local credit, bartering, savings for the purpose of alleviating poverty, creating employment, and sustaining the environment will be reviewed and evaluated.

D. NON-GOVERNMENT ORGANIZATIONS (NGOs)

This workshop will focus on government/donor/non-government agency cooperation in development. What is the role of NGOs vis-a-vis the government? What are the issues and creative solutions in real partnership? How do we strengthen Civil Society Organizations?



I.C.A. GLOBAL CONFERENCE

CONFERENCE PROGRAMME

III. TRAINING

(4 representative samples)

A. PARTICIPATORY RURAL APPRAISAL

How can we adopt the attitude of learners, conveners, catalysts and facilitators, and begin acting less as "development experts". A training seminar to sensitise practitioners toward approaches that empower others to do their own research, analysis, presentations, planning and implementation. Directions to access the two-way highway of mutual learning and intelligent development action.

B. TECHNOLOGY OF MEANING

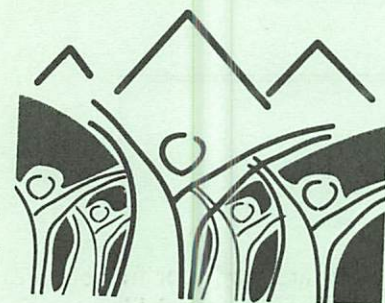
Civil Society depends on people finding meaning in their work. The sense of meaning is at the heart of motivation, commitment and productivity. This workshop will present theoretical formulations as guides and a framework to search for practical methods.

C. PARTICIPATORY METHODS

This training seminar looks at approaches and methods by which situational and strategic analysis as well as problem-solving solutions can take place through dialogue and group action. Techniques to spark and facilitate creative group participation and interaction make up the agenda.

D. COMMUNITY DEVELOPMENT

This training session draws on current research to find out where successful community efforts exist and what makes them so. Participants will benefit from presentations and teaching modules where novel conceptual and practical tools for the training of community workers will be presented.



I.C.A. GLOBAL CONFERENCE

CONFERENCE PROGRAMME

SPEAKERS

DR. GORAN HYDEN

A former professor of Political Science at the University of Dar es Salaam, Tanzania; the University of Nairobi, Kenya; and Makerere University, Uganda. He was the Director of the Ford Foundation for Eastern and Southern Africa and is co-author of the United Nations Development Programme work on Sustainable Human Development: "The Formation of Social Capital".

HOPE NEILL

Chairperson for the Queensland Aboriginal and Torres Strait Islander Education Coordination Committee. She is an Artist, Writer and Social Reformer as well as being an incredible Wise Woman.

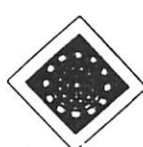
TO BE CONFIRMED

WANGARI MAATHAI

Greenbelt Movement leader, Kenyan civic activist, environmentalist, feminist and Alternate Nobel Prize Winner.

ALLEN J. PATHMARAJAH

Director and CEO, Great Eastern Life Insurance Ltd. Singapore. A leading Asian speaker on the role of corporations in society.



EGYPT IN MIND: CAIRO NOTES

by Tony Beltran

Cairo was a trip. Great! Fantastic! An amazing place! The city is elegant and clean: no litter at all, Japan-like in that regard. The skyline from the Ramses Hilton revealed architectural harmony, a smooth wave like flow of buildings with the taller ones set comfortably apart. Between the buildings is the stately Nile. It cuts an impressive silvery swath through the city centre flowing powerfully underneath arched concrete bridges teeming with fast moving traffic. On the river banks, in serene repose, sit distinguished looking cruise boats embellished with Belle Epoque furnishings; green curving lamp-posts, green European park benches and stained glass windows with cherubic female figures. Making their way upstream, ocean going barges effortlessly ply the strong currents of the Nile. These streamlined single minded vessels bespeak the late 20th century and yet are as much a part of the seamless scenery of Cairo as the Gallic cruise boats, the Pharaonic statues at the Cairo museum or the camel caravans at the foot of the pyramids. The Giza pyramids viewed from the heights of the Ramses Hilton are a modest sight. Architecturally they constitute a historical footnote at the edge of the desert.

Mornings a heavy mist, from the Mediterranean, perhaps from the trackless desert all around, or maybe from heaven itself, veils Cairo in a fine blur. The early morning glow, emanating from streetlights and city towers, stamp a phantom-like configuration on the 12 million strong metropolis. At the centre of the lights is the Cairo Tower. Once the tallest building in town, it's crested by a circular restaurant on top of which rises

and a long pointed mast. Its sides are a cylinder frame made of concrete ribbons which spiral upward like a double helix. A masterpiece of modern Islamic design. It was built by Nasser as a monument to Egyptian sovereignty and it is absolutely spectacular.

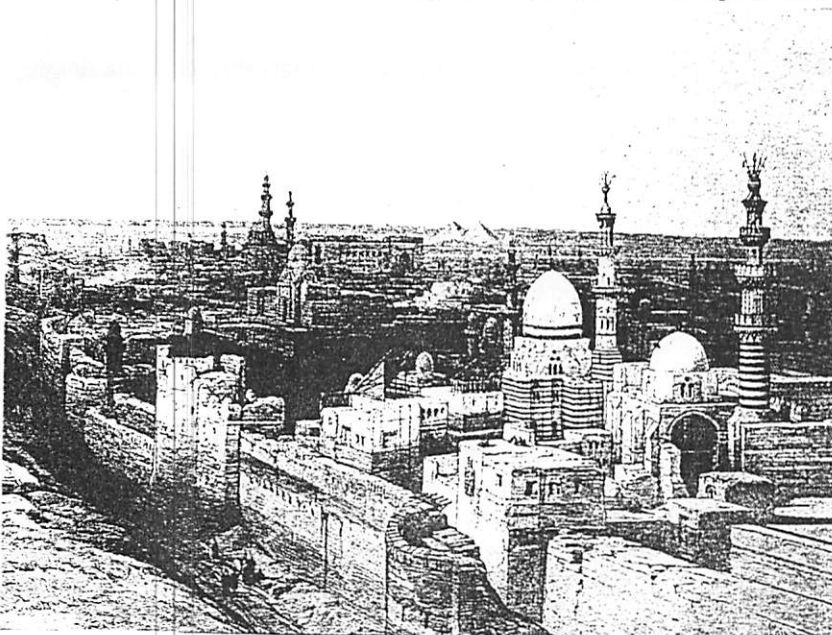
By 10 o'clock the air has cleared and limpid clear sky encases the city. The intensity of the light energizes. A drive by taxi along the main streets reveals an elegant layout with either domed mosques, delicate minarets or coptic churches regularly punctuating this light tan city. Traffic is heavy, as is air pollution, and getting around requires nerves of steel and not a little patience. But while the debris of constructions or repairs is not uncommon, there is not a speck of litter anywhere in sight.

On the sidewalk people are wearing all types of garb, from schoolgirls in uniform, to non descript modern fashion, to traditional long gown worn by both men and women. Diversity is the order of the day. Headscarves for women are common but so are western style clothes. People seem in good spirits and no one extremely needy or malnourished. This even though we were told that food stocks in Egypt are good for only two days. That much food is imported. Obviously agricultural self-sufficiency is an issue.

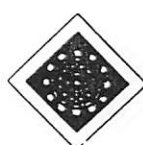
Leaving the Ramses Hilton on foot requires more than a little street smarts. The hotel sits on a pavement peninsula which juts out into three major arteries complete with overhead passes. Nowhere, except

perhaps in India, do pedestrians and traffic mingle so freely. The problem is that the drivers don't let up. The spirit of a bullfighter is needed to make your way across from traffic island to traffic island to get to the Egypt museum just across the way. That is, if you are not hustled in the opposite direction by a perfume vendor along the way.

Cairo may well be the safest metropolis on the planet, safer even than Tokyo in terms of personal security. We were told that anyone can walk at any hour in any place and feel perfectly safe from violent assault. The accent here is on "violent" because invariably assaulted you will be; by vendors.



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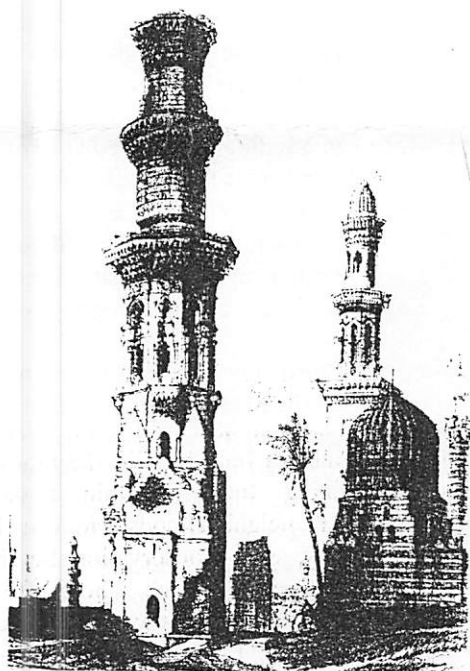


Cont. "Cairo" from p 5

Hustling to an Egyptian, like television to a couch potato, is a natural. Everyone is effortlessly going at it; from the uniformed guard at the back gate of the Cairo museum, to the smiling waiter at the cafe, to the talkative taxi driver the hotel has arranged to take you to the bazaar. Carry small change, know what prices are beforehand, beware of acts of wanton kindness (on the part of uniformed museum back gatekeeper for example), learn to say no (people take it in stride) and be prepared to smile when you are hoodwinked.

It is all quite annoying until you begin to realize that more than for the money, Egyptians are at it for recreation. It's social interchange, body language, interpersonal communication, seduction and a battle of the wits all rolled into one. If after being ambushed as you leave one perfume shop by a rival vendor (turned ambulant for the occasion), taken to his den by the promise of tea, swathed in a thousand different scents, riveted by personal stories straight from the Arabian Nights, and held by the arm to prevent you from leaving as yet one last deal is proposed, then, you know that you haven't dished out One Hundred "Bounds" (Egyptians have difficulty differentiating between P and B) for nothing when you could have bargained him down to Twenty.

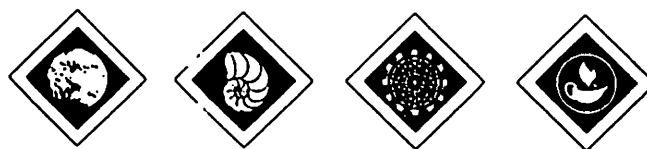
On the other hand you might take the contrarian approach to bargaining. As one sophisticated Cairene told us: "I don't care to bargain its too time consuming. I ask the price once and if, . . . to me - she put her hand over her heart - the merchandise is worth it, I buy". Full stop.



Cont. from "Summit" p 2

Meantime the World Bank is undergoing a major face change. As its representative to the Brussels meeting put it, "we have begun taking into consideration the opinions of borrowers and critics". Which is to say that "structural adjustment programmes" are no longer its axiomatic cure-all for a country's economic ills. Structural adjustment policies (i.e. government balanced budgets) have been useful in controlling currency devaluations and bringing down the price of some consumer goods but patchy in terms of education, health and "public sector reforms". So whereas the bank will continue to apply the policy of "structural reforms" where the record is strong (although not necessarily good in social terms), it will follow a more careful course elsewhere (where countries absolutely have been unable to cope). Here governments, often in consultation with NGOs, would design their own public expenditure programmes and then negotiate with donors for funding of a sector or subsector. This style of lending, called "integrated lending", would allow governments to coordinate donor funding more effectively and with less coercion.

Sounds better, unfortunately even as the U.N. system learns to listen to NGOs and trade unions, money for development initiatives is drying up. Donor nations, principally the U.S., are threatening to cut back development funds. Because of the "burden sharing arrangements" of the facilities that administer these funds, a cut back by one major member leads to proportional cuts by all others. As World Bank President James Wolfensohn said "it is bitterly ironic that just as the world is reaching a consensus on how to address issues of equity, environment and other development challenges, the threat to development assistance has never been greater." Truly these are interesting times.



MENA:

*Has provided extensive institutional training in the arenas of planning, administration, finances and management to local Community Development Associations CDAs in the El Bayad and Beni Suef areas to enable them to become self-sustaining

*Promotes development dialogue throughout the region through its magazine El Ru'Ya sent to NGOs and decision makers throughout the Middle East and the world

*Is generating undesignated income through training and consultancies with local and regional organizations. Among clients are the Ford Foundation, UNICEF, GTZ, the Canada Fund, and the Ministry for Social Development of Jordan

Organisation's staff & budget figures 1993 & 1995					
	1993		1995		Sources
Organisation	# Staff	Budget USD	# Staff	Budget USD	
Cote d'Ivoire	10	25.000	13	70.000	Grants Contracts
Kenya	43	130.000	60	600.000	Grants Contracts Donations
MENA	35	300.000	40	1.000.000	Grants Contracts Donations
Zambia	16	50.000	20	200.000	Grants Contracts Fees
NIRADO	3	50.000	9	130.000	Grants Contracts
TOTALS	107	555.000	142	2.000.000	Grants Contracts Donations Fees

NIRADO (Nigeria):

*NIRADO is actively expanding the use of participatory methodology with local groups and with NGOs in and outside of Nigeria

*At the end of 1994 NIRADO was invited to the International Development Research Centre, Canada. Abiodun Macauley Olagoke, NIRADO'S director was elected a member of an international NGO committee to manage a participatory development programme in Africa. The first meeting took place in Toronto, in 1995. This holds high potential for interchange between NIRADO and other NGOs involved in the IDRC programme

Zambia:

*The focus of ICA Zambia's programmes for the last 3 years have been on 1. Rural Development; 2. Food Security; 3. Water harvesting (construction of wells)

*ICA Zambia has employed three agricultural officers who have a background in working with the government and extension officers from the government are involved whenever there is a food security programme

*ICA Zambia has a good working relationship with Swedish S.I.D.A. and its Agricultural Sustainable Programme (ASIP)

Kenya:

*ICA Kenya has become an active member of the NGO council that is intensively dialoguing with the government and government officials have been included in its Board of Trustees

*Rain catchment watertank construction was included in 3 of the 8 ICA programmes, encouraging local people to do waterharvesting

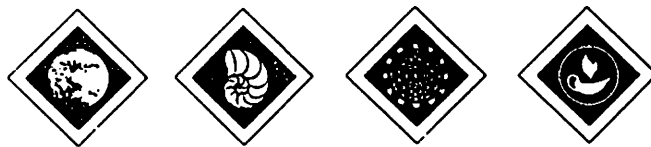
*In 1995 ICA Kenya started a consultancy team to generate undesignated income through training and consultancy. Clients include the African American Labor Center, K-MAP, Methodist Guest house, Premese, and the East African Wild Life Society.

Cont. from "ICA Indianapolis" p 4

Colombia, Germany, Guatemala, Japan, Jordan, Kenya, Latvia, Mozambique, Peru Puerto Rico, Saudi Arabia, south Africa, Thailand, and Tibet. These contacts enable us to be less provincial and more cosmopolitan in our thinking. They also provide a key link to the institutions of higher learning where these foreign students study.

FACILITATION AND TRAINING FOR ORGANIZATIONS: ICA's Technology of Participation (ToP) is widely used in Indianapolis. For example, a historic coalition composed of seven state-wide senior organizations employed the ICA for a process of grassroots involvement in issue prioritization and goal setting. "Indiana Senior Goals 2000", allowed eight hundred senior citizens to build a four year agenda.

Other organizations that have called on ICA are the Boys and Girls Clubs of Indianapolis, the State Library community, Training Inc., Fountain Square and Mapleton-Fall Creek neighborhoods, Monroe Guaranty Insurance Company, Soil Conservation Service, and Carmel United Methodist Church. These efforts have been so appreciated that ICA now receives numerous word-of-mouth referrals. The appeal, as always, is that ICA methods involve people in the creative process.



THE BETTER HALF OF CIVIL SOCIETY

by Dick Seacord

This is the second in the series of reviews of the chapters in ICAI's book on Civil society.

In her chapter, *Women and the Remaking of Civil Society*, Janice Jiggins, a long-time advocate and practitioner of the art of women's empowerment, explores two cases of collective action by women to gain a more healthy future for their gender and their environment.

In both cases, the groups of women with whom they worked wanted, in Jiggins words, "women's voices, values, knowledge and skills to contribute to defining the pressing problems that face families and societies today". She demonstrates the difficult necessity of breaking with tradition to remake civil society.

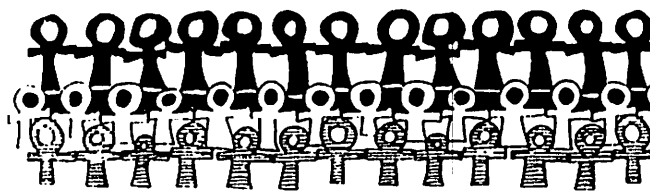
In Nigeria, Ms Jiggins and her colleague Andrea Irvin found a focus on women's perspectives on reproductive health issues, all those beyond maternal and child health care. There, one of the leading causes of female death was cervical cancer. The diagnosis and treatment of this disease required medical equipment and expertise well beyond the local resources. Rather than addressing the problems of providing such resources, their team decided to investigate with local women the underlying cause for this threat to female health.

They found and organized groups of women brave enough to discuss matters of sexuality and behavior which could lead to the spread of infection and infertility. In the African culture such matters of emotional intimacy between men and women were very rarely mentioned. These groups consisted of women from all walks of Nigerian life from lawyers and university professors to street prostitutes. Some men were included, among them street youth. They discovered a common factor in the reluctance of women to apply for diagnosis or treatment of sexually transmitted disease and cervical cancer. That was the fear of infertility.

So strong is the cultural pressure on a woman to conceive that many, even wives, may seek multiple sexual partners to attain this goal. Infertility remains high, usually caused by infectious blockage of the fallopian tubes. Danger to health, both female and male, has become aggravated by the onset of HIV and AIDS.

Ms Jiggins' team devised and followed a strategy of enabling groups of local women to learn about their own bodies and the means to promote reproductive health. Those groups could then organize others in the same

pursuit with the objective of a national network of reinforced women's associations. This was not easy because of ethnic and socio-economic differences. It was brought about by local, regional and eventually national collaboration.



Her second case occurred in Tamil Nadu, India, where threats to public health arose from the widespread use of chemical insecticides and to women's health from their implication in a range of gynaecological disorders and birth defects. In this region, farmers are being trained in a program of integrated insect pest management. Women organize themselves to trap, by net or by hand, samples of insects found on the crops. They teach themselves to distinguish beneficial from harmful varieties and to design the actions needed for pest control.

Several alternatives to chemical insecticides have been introduced by agricultural experts and trainers. Among them are the control of water levels about crops, manual destruction of eggs and larvae of predators and a homemade spray not harmful to the beneficial insects. The trained and experienced farmers present programs of promotion of these arts and found new schools to disseminate their knowledge. Also, some school groups help by forming savings and loan associations to finance non-chemical improvements in agriculture.

There is opposition. Manufacturers and dealers in chemical pesticides have a stake in maintaining their trade. The farmers' groups stage demonstrations to which the public, including the opposition, are invited. In these events the indiscriminate killing power of chemical products are shown by the destruction of beneficial as well as harmful insects in the test environment. Even day-old chicks may succumb to the treatment.

The new knowledge of the farmers is a threat to some sites of economic power as well as to areas of government which have supported, or been supported by, the proponents of the chemical solution.

The work goes on, sustained by the actions of local and national groups to spread the beneficial knowledge even among the "scientific illiterate".



PROFILE: ALEX MOGHOMA SHARTA

I was born in Ovwian, a village near the oil city of Warri in the Delta State of Nigeria, on February 28, 1940. I had my primary education in Warri and attended Saint Thomas's College in Ibuse. I graduated with a Grade Two Teacher's Certificate in 1961. This college was a pioneer Teacher Training college run by Irish missionaries.

While working as a college tutor, I studied for and passed the General Certificate of Education of Cambridge University Ordinary and Advanced Levels. I then proceeded to the University of Lagos where I obtained the Bachelor of Science Degree in Business Administration in 1970.

I worked for a time as an Administrative Manager for Mandilas Limited, a car marketing company in Lagos. Texaco Nigeria Limited hired me in 1971 as an Area Sales Manager. During my 22 year career at Texaco I held various middle and top management positions including the post of Retail Sales Manager, Administrative Manager (Personnel), Training and Staff Development Manager and Manager Services.

I am a member of the Nigerian Institute of Management, the Nigerian Institute of Personnel Management, The American Institute for Training and Development, The Amateur Computer Club of London, World Bank's Strategic Planning Steering Committee, The Management Training for African NGOs and Paul Harris Fellow of Rotary International. I am happily married with many children and grand children.



I came into the ICA family in a rather interesting way. In 1979 a team of Americans visited my office in Texaco to solicit for funds for the Human Development Project at Ijede, a village some 20 kilometres from Lagos. I could not believe that several American families were

living and working in a village which was being deserted by the natives as a result of harsh living conditions. I decided to visit Ijede and I found everything as it had been described by the project staff. I was so impressed by the Ijede Project that I sold the idea of support for rural development to Texaco which had just established a 25 square mile cassava farm in support of Nigerian Government's Operation Feed the Nation Campaign. Texaco did not only grant the funding request but also gave me official permission to work with the Ijede Project and the Cassava Farm project. Texaco was trying to find ways to be socially responsible to the Nigerian Public. During the 70s oil boom days, the company was making huge profits.

A combination of factors forced the expatriate ICA staff of the Ijede project to leave Nigeria in the early 80s. With no expatriate ICA staff and the need to prepare adequately for the International Exposition of Rural Development (IERD) in New Delhi, India, in February 1984 put the operations of ICA in Nigeria squarely on my shoulders.

Nigeria was represented by a team of 13 participants at the IERD. Upon our return from India we decided to form a indigenous organisation to disseminate, replicate and perpetuate the learnings from the IERD Event. Thus the Nigerian Integrated Rural Accelerated Development Organisation (NIRADO) was born, I was the first president and am currently the Secretary General of NIRADO.

As Secretary General I kept and ran the Secretariat of NIRADO for many years. Now that we have an Executive director with full time staff of eleven, my role has been scaled down to contributing to policy formulation, Board Meetings, and serving on Executive Committee which oversees the entire operation of NIRADO. I am the President of the Nigerian Agency for Voluntary Development Organisation (NAVDO) which is a network of development oriented NGOs in Nigeria. I am also a member of the Steering Committee of the Nigerian NGO Consultative Forum which the Federal Government of Nigeria, donor agencies and NGOs in Nigeria have agreed to set up as an apex organisation for all NGOs in Nigeria.

I am very active in both NAVDO and the NGO Consultative Forum. The NGO Consultative Forum promotes institutional building and a code of conduct for NGOs. Because of NAVDO's high ethical standards, it is widely acclaimed as a leader in the NGO scene in Nigeria.

ICA EVENTS FROM AROUND THE WORLD



CONTINENT

WHEN	EVENT	WHERE	RE
ASIA			
EACH FIRST MONDAY	FACILITATOR'S NETWORK	SYDNEY	ICA AUSTRALIA
EACH 2nd SATURDAY	JEAN HOUSTON HUMAN CAPACITY GROUPS	SYDNEY	MAGUIRES
APRIL 11-12	GROUP FACILITATION METHODS I	HURTSVILLE	TECHNOLOGIES FOR PARTICIPATION
APRIL 18-21	ASIA/PACIFIC O.T. NETWORK MEETING	MALAYSIA	ASIA/PACIFIC O.T. NETWORK
APRIL 24-26	ANNUAL GENERAL MEETING	SYDNEY	ICA AUSTRALIA
MONTH OF MAY	HARRISON OWEN VISIT	AUSTRALIA	BRIAN BAINBRIDGE
EURASIA			
APRIL 18-19	GROUP FACILITATION METHODS	BRUSSELS	ICA BELGIUM
MAY 9,11,15	THE LIFESTYLE SIMPLIFICATION LAB.	BRUSSELS	ICA GREENS-BOROUGH/ICA BELGIUM
MAY 18-19	GROUP FACILITATION METHODS	AMERSFOORT	ICA NETHERLANDS
MAY 30-31	PARTICIPATORY STRATEGIC PLANNING	BRUSSELS	ICA BELGIUM
MAY 31-JUNE 2	TOP TRAINERS MEETING	LEUVEN, BELGIUM	ICA BELGIUM
MAY 31-JUNE 1	FACILITATION METHODS FOR VOLUNTEERS	SOEST	ICA NETHERLANDS
N. AMERICA			
APRIL 19-21	SPRING RESEARCH GATHERING	SHEPHERD'S SPRING, MARYLAND	ICA EASTERN STATES
APRIL 25-26	GROUP FACILITATION METHODS	SEATTLE	ICA WEST
APRIL 29-MAY 1	ICA USA STAFF RETREAT	BENNET'S LAKE, WISCONSIN	ICA USA

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The Network Exchange



MAY 1996

ICA Canada's New Space	1
Participate (<i>a poem by Franco Voli</i>).....	2
Towards a Civil Society: African Trade Unions ...	3
The Trickle Up Solution	4
Where Bedouins Tread	5
Member's Profile: Martin Gilbraith	6
Calendar	8

ICA CANADA'S NEW SPACE

On the 23 March, ICA Canada and McArthur & Son Real Estate swapped locations; ICA Canada moved downstairs and McArthur moved upstairs. The move was carefully planned and resulted in a minimum of disruption.

The space transfer was much more than a simple move. The move was into a space that had been rebuilt, remodelled to our specifications and transformed. Board Member and architect, Gaethorne Burns, in consultation with ICA staff, drew up the architectural plans for the redesign and renovation of the space. Gaethorne also made himself available to work closely with the contractor in the course of renovation.

The remodelling means that ICA now has a much larger training space. Its location, at street level, and remodelled washrooms make the office wheelchair accessible. We also have enlarged storage space, and an expanded number of work and multi-purpose spaces that associates and colleagues can use.

With this move ICA Canada celebrates an anniversary. It was incorporated on March 26, 1976 - 20 years ago to the day. Moving into new quarters seems an appropriate way to celebrate.

Colleagues and friends who have visited in the last few days have been lavish with their praise. When visitors approach the front door, they see hanging in the window the 3' x 4' ICA logo accompanied by the phrase, "Training and Facilitation". The letters of the logo are high enough to be read from a passing streetcar, or from across the street.

Visitors entering through the double front doors are greeted by the sight of plants in full leaf in brand new glistening black pots. On the right they pass a waiting area with two chairs, a coffee table, and a brochure display. To the right of the waiting area is the Client Room. It has a round table with four comfy chairs. On the far wall are bookshelves interspersed with artforms. On the main wall hang four prints from the Group of Seven.

The next eye-catcher is "The Flying Wedgeblade", a commissioned work of art by Ilona Staples featuring the Guild symbol used by ICA International for many years as its main icon. On the right is the Reception Centre, and adjacent to it the Xerox Room. The newly painted walls in mushroom and burgundy catches the visitors' eyes as they move down the main hall.

On the left are the three newly built offices occupied by Michael Szuta, Wayne Nelson and Bill Staples. At the end of the hall is the wainscotted former "corner office" of Mr. McArthur. It is now occupied by the archives on one side and the office of Brian Stanfield on the other. The hallway does a zigzag and ends at the back door.

Moving round the back of the office, one comes next to the project room and the kitchenette (also staff lunch room). On the west hallway are the washrooms, associates' carrels, the finance office (Jeannette Stanfield) and Jo Nelson's office.

Canada cont. p.2



Canada cont. from p 1

Between the west and east hallways is the office of the Executive Director. It also serves for a small staff meeting space for up to six people.

Finally, the training space is a large room that accommodates 40 people. The training room has an anteroom housing a snack centre and a book/magazine display case.

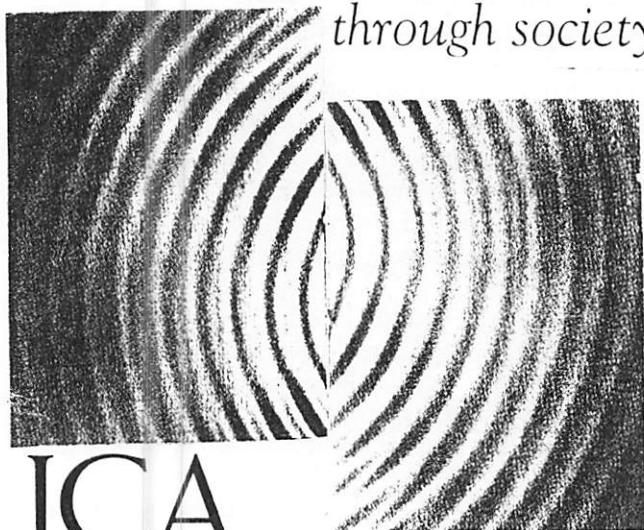
A series of 12 prints of "The Hero's Journey" outside the training room intrigues and address anyone who passes by.

Offices are equipped with separate lines for modems and fax, so that each office can send and receive e-mail and fax messages.

Shortly after moving in, the staff celebrated the new ICA office with a sweetgrass ritual. We visited each of the 24 separate spaces, anointed each with sweetgrass and claimed the promise of creativity and sustenance for each. A photo of the staff standing on the footpath in front of the ICA logo was taken; another snapshot featured Duncan Holmes, Gae Burns, Paul McArthur and Jeanette Stanfield who were responsible for all the plotting and planning which created this wonderful new space. The staff of ICA is also grateful for the volunteers who showed up on moving day to assist in the process.

If you are in the area, please feel free to drop in and visit. Please note that the new ICA address is 579 Kingston Rd, not 577 as it used to be. We are phasing the new address in gradually.

*Spreading ripples
through society*

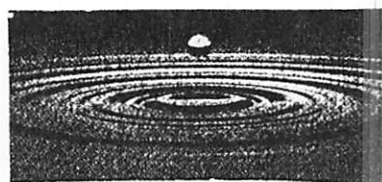


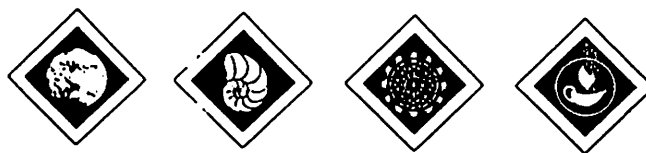
ICA
C A N A D A

Participate

a poem by Franco Voli

PARTICIPATE! What does it mean?
Don't we all do it? Isn't just living participation?
living and doing and suffering,
creating, enjoying and being.
What's the big fuss?
Being part of something? a feeling?
Isn't being oneself enough to participate?
It may be along big lines but that's not what we mean.
Action in action,
cooperation and sharing,
looking together for something we need.
Creating new contexts in the world we live,
finding solutions which serve you and me,
taking a stand, be done with the wrong,
Feel good with yourself for helping things be.
Don't let anyone decide things for you,
helping make your life as whole as can be.
You can, and she and them and I
be the real cause of ourselves and our life.
We are open to play the role we decide.
We choose it. We change it. We act and we try,
Together we build our stories.
We allow them to be great moments of glory.
I help you and you help me on your side,
To make things be solved, reshaped and alright.
I give you permission and you allow me to be healthy,
clever and proud for being a nobody else but just me.
No shame nor fear for being what we are,
no guilt of mistakes or risk of being judged.
No fear of belonging
or pain for being shy. We are people,
and persons and humans. We can.
We have the right to feel good when we try;
That's part of the whole.
That is participating together or alone.
I help you, you help me, we share and we are.
We act in the action, we manage our life.
Let's start if from now,
let it happen just here, I am ready, I decide,
I'm going and apply.
Be welcome whoever you are, let's participate.
We can when we try.





TOWARDS A CIVIL SOCIETY: FACILITATING CHANGE IN THE TRADE UNION MOVEMENT IN EAST AFRICA

Within the development community in East Africa the concept of building a civil society is gaining increasing importance. Practitioners are beginning to look beyond the immediate aims of institutional strengthening and capacity building, and to think in terms of what all these activities are geared towards the need to have strong local and representative organisations outside the immediate sphere of government.

ICA Kenya is no exception to this awareness and the interest being shown in the forthcoming ICAI conference in Cairo is an indicator of how relevant the central theme is. In the eight development programmes we implement around Kenya a key component is the strengthening of the local group and/or community to take charge of its own future, and to plan and implement its own projects. But the building of social capital is not only concerned with creating and strengthening new groups at the grass root level, but also to work with existing organisations seen as essential to the establishment of a civil society. One example of these is Trade Unions.

ICA Kenya was introduced to the Trade Union movement in the region through the African American Labour Centre (AALC), one of the development arms of the American Federation of Labour - Congress of Industrial Organisations (AFL-CIO). A current focus of both the AALC and the AFL-CIO is on democracy and organising: making unions more responsive to their membership, promoting more democratic procedures, and encouraging the unions to expand their membership by recruiting more workers. ICA Kenya and the regional office of AALC have been working together now for over a year, conducting strategic planning events at both the federation and individual union level, doing follow ups, training staff in participatory techniques, and carefully monitoring progress to measure the impact.

Results so far have varied. The key indicators used are to see how many of the planned activities are carried out, whether targets (on number of new members recruited, for example) are met, and how far the new methodology has been incorporated into the union structure/procedures. In some cases the results have been quite remarkable with activities implemented and targets exceeded, while in other cases virtually nothing has been accomplished. Most unions, however, fall between these two extremes. Most demonstrate a strong determination to implement what they have planned, but do not always manage to achieve everything. To us, this does not necessarily represent failure. On the contrary, the ICA planning process is a continuous dynamic,

designed to be reviewed and replanned as the implementors learn from their experiences and as the environment around them changes. In this regard, regular follow ups every 90 days are seen as essential to ensure that the plan created remains relevant, appropriate, and useful for the union. Currently the approach is that AALC and ICA try to facilitate the first one or two follow ups, and to identify key people in the union to continue the process after the external assistance has been withdrawn.

One of the key factors is the commitment shown by the leadership of the union. In cases where the leadership demonstrates its support, interest, and involvement in the process, then the chances are that implementation will be carried out, and that this system of planning will continue to be used in the union. Experience has also shown, however, that an active and committed leadership is not essential. In one particular case, the other participants in the planning event have put pressure on the leadership to take action, with very positive results.

Until now the focus has been on East Africa but the planned strategic planning event to be held for the Zimbabwean Congress of Trade Unions in May 1996, marks a broadening of the approach as the AALC takes what it has learned in East Africa, and starts to apply the process elsewhere. That event will be facilitated jointly by ICA Kenya and ICA Zambia with the intention that ICA Zambia will be able to continue the process by working with AALC in Southern Africa.

The labour movement, and Trade Unions in particular, have an important role to play in the building up of a civil society. In many countries in Africa they are often the only significant established organisations which are outside the immediate sphere of government and which can play a crucial part in the whole democratisation process. Their past history has not always reflected that as, in some cases, they themselves were too close to the party in power or were actually part of the government structure, but with multi-party-ism and democracy on the upturn in Africa, there are many signs now that Trade Unions can and will be able to establish their role as truly representative and democratic organisations within society. Such development does not happen overnight, and many Trade Unionists acknowledge the historical burden they still carry, but change is coming, and the incorporation of a more participatory and flexible planning system is one of the tools that can be used to encourage that change.



THE TRICKLE UP SOLUTION

by Dick Seacord

This is the third in the series of reviews of the chapters in ICAI's forthcoming book on Civil Society

Mildred Robbins Leet, co-founder of Trickle Up and a global advisor to ICAI has contributed a lively chapter to the coming book on "The Rise of Civil Society". She encapsulates the life of her organization from its inception to its present attainment of global scope and influence.

In the 1970s she and her husband, Glen Leet, observed how the usual delivery of development aid from the top down had been deficient in reaching the intended beneficiaries on the local scene. They devised an alternative process in which grants would be made directly to local entrepreneurial applicants. The international development people with whom they discussed their idea for over a year responded with enthusiasm but without offers of financing. In 1979 the Leets decided to use \$1000 of their personal funds to launch the program.

Key elements of the process were the limitation of the total grant for a project to \$100 and the requirement of a business plan for the first draft of \$50 to be followed by a business report for the final draft of the same amount. They chose Dominica as the country to start the experiment. There they encountered a development officer and a group of voluntary agencies with whom he worked. Losing no time, these people came up with ten business plans, drawing seed money from the Leets' investment to begin operations. Seven of these businesses still continue. This survival rate is most impressive in any economic environment.

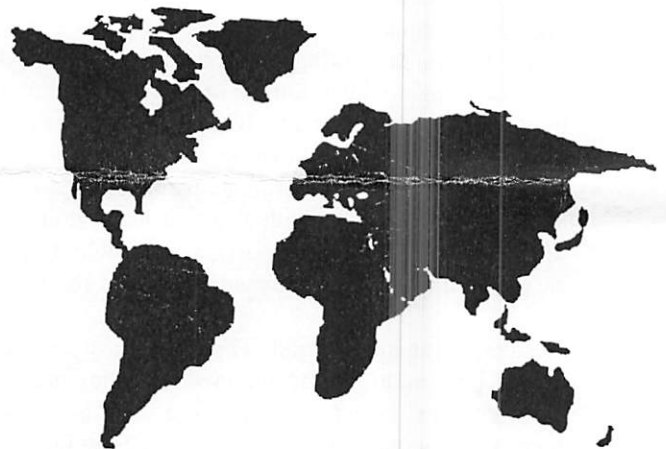
The process involves intermediaries. These are members of local non-government agencies and associations who assist in teaching the preparation of business plans and reports. They help the entrepreneurs teach themselves economic literacy. Each operation dedicates 20% of its profits to reinvestment. The planning is both simple and thorough. The financing, even in the modest amounts conveyed by the grants, introduces the recipients into new fields of money management and banking affairs. Over 40% of recipients have opened bank accounts.

The dual advantages of individual planning of one's own business and self-employment induce the beneficiaries into full involvement in their work. The habit of reinvestment makes them grow in independence. These effects appear in diverse cultural and economic conditions.

Mrs. Leet relates how the international reputation of Trickle Up has spread from its beginning. It was introduced to BBC International by a British volunteer returned from the first projects in Dominica. BBC continues to air annual interviews with Trickle Up staff. Since 1980, Trickle Up has presented workshops on its process at the United Nations World Conferences on Women, the most recent in Beijing. Trickle Up works in partnership with UN agencies and UN Volunteers in the field. Large grants from the Netherlands government followed this exposure. In sixteen years, one quarter million entrepreneurs have started or expanded about 40 thousand enterprises in 112 countries.

Trickle Up has already entered new and difficult areas including unemployed youth, regions attacked by HIV and AIDS with their burden of health care costs, as well as zones harbouring refugees and displaced persons.

Mildred Leet colours her chapter with several local success stories from around the world. She gives high honours to the local coordinators for the advancement of the program. She leaves us with a challenge for the future to grow more partnerships among local NGOs using the Trickle Up strategy to enhance civil society.



Union Cont. from p 3

A further issue is that Trade Unions have tended to be at odds with many of the development NGO activities, being regarded as something "different" from their own networks, support organisations, aims and objectives. There is a lot of truth in that, but when considering a concept as broad and all encompassing as civil society, we cannot ignore these vital organisations. Will they be adequately represented in Cairo?



EGYPT IN MIND: WHERE BEDOUINS TREAD

Having lived, explored and thoroughly enjoyed his six year stay in Egypt, Martin Gilbraith is organizing an adventurous journey into the Bahariyah Oasis, one of four mayor oases, in Egypt's western desert. This is not a trip that you will find in mass market tourist brochures. It is for the adventurous. It involves four wheel drive vehicles and long stints under a glaring sun. Yet the rewards for a little discomfort are great. Imagine yourself in the desert wilderness, far from the bustling crowds, looking at silent sand dunes, listening to the rustle of the wind in the palm groves, bathing in hot springs under the stars, being soothed by soft Bedouin music played on traditional instruments, breathing in the pure desert air, sipping cool oasis water and tasting the fruit from desert orchards. On your visit to Egypt the rich yet austere pleasures of the desert are not to be missed. To expand your appreciation of the its physical and spiritual wonders we include a text by Dr. Ahmend Fakhry, writer and desert connoisseur. For precise information of what to expect we include a schedule of what a trip might entail. If you would like to undertake such an adventure you may contact Martin Gilbraith in the U.K. at m.gilbraith@stud.man.ac.uk

The Oases of Egypt: Bahariyah and Farafra Oases
by Dr. Ahmed Fakhry (excerpts)

* Until the year 1969, the road to Bahariyah was only a desert track almost 340 kilometres in length, which, starting near the Pyramids of Giza, followed an ancient caravan route. It was considered the most difficult and the most dangerous desert road to the oases of the Western Desert of Egypt because it was not well marked, and in many places it crossed sand dunes. Cars frequently lost their way or broke down during the journey, and numerous travellers suffered severely; some, indeed, lost their lives. Now the picture has changed; the road is macadamized from its starting point near the Pyramids. The trip to Bahariyah has become safe and rather pleasant.

* . . . for the rest of my life I was very grateful for this trip, which taught me many lessons which were helpful in all future journeys. Whenever I went into the desert I took all the necessary precautions. It is always safer to have two cars, and in event that one broke down, we had to have tools and spare parts and all other essentials in case we had to spend a few days longer than planned. I learned never to fix a time of arrival, for this is really and truly in the hands of God.

* The desert can have its moods. It can show love and kindness at certain times, but it can give its lover a hell of a time too. However, it is in the desert that you can feel very near to God; that you begin to experience a real need to understand yourself; where you test your patience and your ability to face difficulties; here, too, you taste the pleasure of victory. It is in the desert that the air you breathe seems so pure, and the water tastes better;

cont. p 6

What to Expect on Martin Gilbraith's Adventure Tour
to the Bahariyah Oasis.

Being There: What you will see or experience

Geologically: Hills, mountains, sand dunes spectacular views, the Black Desert and the Rainbow Canyon. The fossils at Gebel District

Agriculturally: Palm gardens, fields and orchards in the middle of the Sahara

Archaeologically: The pharaonic tombs at Qaret el Subi, the temple of Bes, the chapels of Ain il Muftilla, the temple of Alexander the Great at Qasr el Migysbah, rock cut tombs at Qaret Hilwa and Gabala, rock inscriptions at Zabw

Historically: The Church of St. George at Al Hayz, Qaseir Mharib - an extensive Roman/Christian Church with impressive ruins up to two storeys high, a World War I lookout post on the summit of Gebel Mayisra

Sites and Villages:

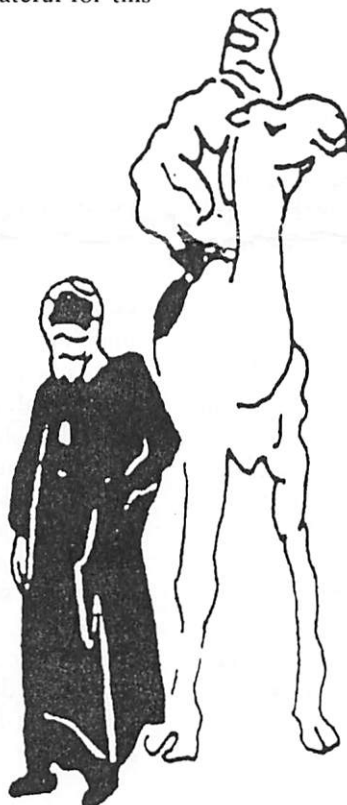
1. Bawiti and el Qasr: Alpenblick Hotel, the Roman spring, palm gardens, local musicians playing bedouin and oasis songs on traditional instruments.

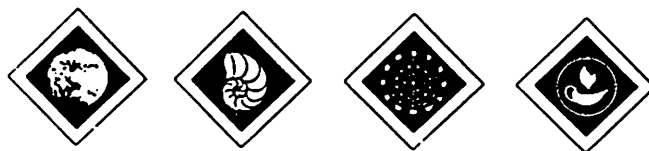
2. Bir Ramla: Bathing under the stars in 45 centigrade water, the hottest in the oasis

3. Bir Ghaba: Hot springs and eucalyptus groves in the desert

4. Agouz: A picturesque medieval oasis village founded by women from far off Siwa Oasis near Libya.

Adventure Tour cont. p 6





MEMBERS PROFILE: MARTIN GILBRAITH

I was born in 1964 in Edinburgh (Scotland), the youngest of three children to my parents, a civil servant and a teacher. Although my surname is evidence of Scottish ancestry somewhere down the line, my parents were brought up in England and Wales, and moved to Edinburgh with my father's work. When we all moved south to England in 1975 for him to take up the bursarship of a Cambridge college, my Scottishness faded. Now I feel again that my roots are more in Edinburgh than anywhere else - although 'home' was in Egypt until recently, and is now Manchester (for the first time).

I went to school in Edinburgh and then Cambridge. I suppose my interest in travel and culture began with a series of exchange visits with a German family from age 13. I went on to college in Portsmouth, graduating with a BA in Business Studies in 1986. I enjoyed my studies very much (after an initial focus on enjoying the live music at the Student Union). I also enjoyed my internships with an international frozen food company. These included a summer job in a small town in California, another rare cultural insight! By the end of the course though, I knew that frozen food, indeed business, was just not important enough to me to devote my career to it. Brought up as a Quaker, and coming of age in the Thatcher/Reagan years of the early 1980's, I became aware of more important things through the anti-nuclear movement. But my main concern as I graduated was to travel, to explore the world and its cultures, and myself.

This was about the time that my sister Sally returned from a nine month volunteer placement with ICA in Cote D'Ivoire, and on her recommendation I attended a Volunteer Orientation Week-end at the ICA's London House in June 1986. I felt challenged and inspired by my encounters with ICA, and felt that this could be what I needed. So I went to India, and spent a year with ICA in Jawale and Bombay, and traveling widely. It was a great learning experience - at the same time great fun and enlightening, and hugely frustrating and disillusioning. I came away with a passion for travel and culture, but not for ICA or development, and still none the wiser about what I wanted to do next.

The friendship and commonness of experience and concern that I found in the returned volunteer network kept me involved with ICA UK and its programmes throughout my next year and a half in London, and until now. But it was the offer of a job with a small charity funding grassroots projects in Africa that led me to realize that I wanted to stay in

development. Then when an opportunity came up in one of Africa Now's projects, the Bayad Small Loans programme of ICA in Egypt, I jumped at the chance to cross over to the receiving end of that grant, moving to Egypt in July 1989. This time, I thought, I'd stay at least two years, maybe three.

In fact I spent three and a half years in Bayad and then two and a half in Cairo, working on the Bayad economic programmes, keeping ICA's accounts, and then working as Funding Co-ordinator. I learned Arabic working with my colleagues and drinking tea in the villages, which offered an endless source of insight, challenge and enjoyment throughout my time in Egypt. ICA MENA went through some painful transitions in the early 1990s, but my work never failed to be rewarding and the quality of the programmes, as evidenced by increasing goodwill and respect from all sides, made it all worthwhile. The transition from stipends to salaries brought its own reward and security so that there was no incentive to limit my stay, although eventually I became so comfortable that I longed for a new challenge, and a fresh perspective. A return to the UK to study (for a masters in Development Administration and Management) seemed the perfect solution - a year 'out', reconnecting with my roots and broadening my horizons, and reflecting on my time in Egypt and on what to do next, be it in the UK, Egypt or elsewhere. I am enjoying the intellectual stimulation immensely, and seem to make new mental connections and further clarify my views and values every day.

On the future, I am clear that I want to stay in the same line of work (although, now studying development, I hesitate to use that metaphor to describe it), and that, at the very least, I want to maintain a connection with ICA. I am looking forward very much to being in Egypt over the period of the Cairo conference, just as my course ends, and revisiting old friends and favorite places. Egypt and the Egyptians are very special - don't miss this chance to go! And now the advertisements for myself: I shall be leading a conference side-trip to one of my favourite stamping grounds, Bahariyah oasis and the western desert - please let the conference organizers know if you're interested in going; and I shall be looking for work, and will be keen to meet with anyone at the conference (or hear from them sooner) if they might have any to offer me! See you in Cairo in September. . .

Martin Gilbraith

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Manchester M20 6 UJ, UK
email: m.gilbraith @stud.man.ac.uk



The Oases of Egypt cont. p 5

in its silence your thoughts are always noble and your heart full of forgiveness.

*The Bedouin regard the motorist as a stranger; while you are assured of hospitality in their camps, (with some reciprocal benefit expected from you), the car seems to raise a kind of barrier between you. However, if you travel by camel you receive a warmer welcome; the Bedouin look on you as a cousin who does what they do. Whenever I arrived by car near some of their tents, one or two men would emerge and welcome me, inquiring if they might render me a service; a few children might dare to come near, while the women usually kept their distance. But when you arrive by camel, the Bedouin watch from afar and on arrival there is a more genuine welcome and hospitality, especially if one of the men of your caravan is an old friend, or one of the same tribe in whose territory you are travelling.

* Camels can be more sensitive than human beings and they appreciate kindness, but they never forget harshness or cruelty. . . It is necessary to mention here that the use of the camel in our desert on a large scale dates only from the fifth century B.C. Before that time, donkeys were used for travel between the Nile Valley and the various oases. The camel came to Egypt with the Persian conquerors in the year 525 B.C. and since that time its use and influence in the desert has continued to increase.

* Camels can be quite happy with the moisture they get from some of the plants on which they graze, and in winter camels have been known to go up to ten days without water. When the camel lives in the village, however, and is used by the peasants for transporting their produce to the city, it becomes fatter and needs watering every day. In other words, it loses its best qualities, and its span of life becomes shorter.

* Enough has been said about camels and their use in travelling in the desert. No modern day traveller to Bahariyah will prefer the camel to the comfortable trip by car on a macadamized road in the space of five to six hours from Cairo.

Let us now visit the oasis and enjoy its gardens, meet its peaceful inhabitants and study its monuments.

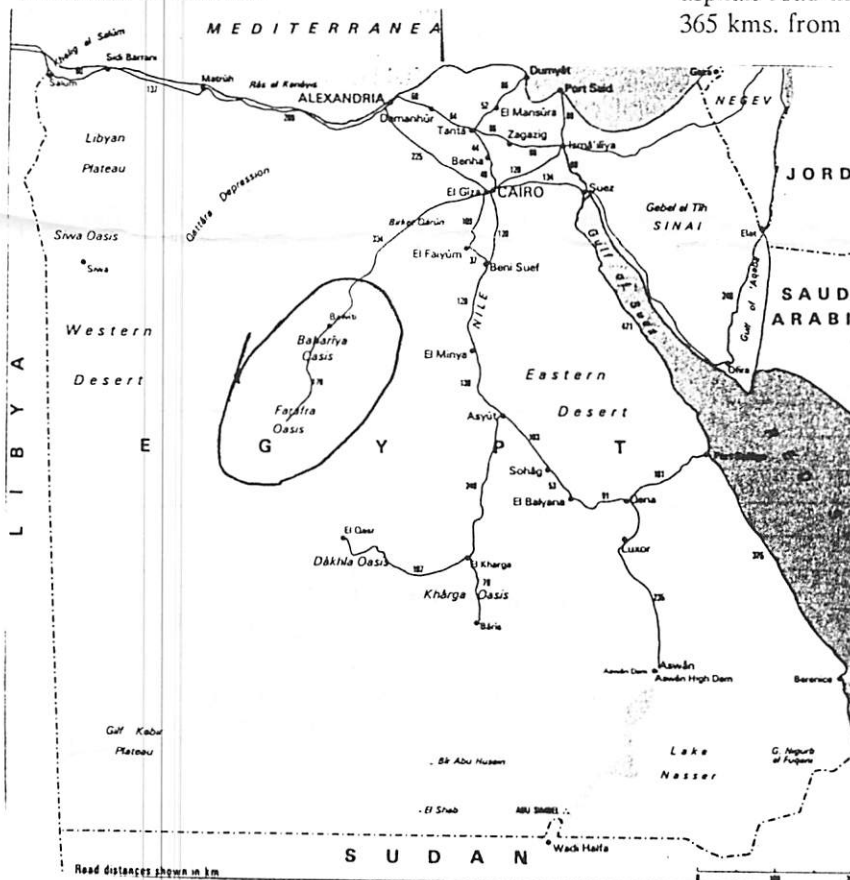
Tour cont. from p 5

5. Mandisha - A charming little place and the oldest village in Bahariyah. It descends gently down a hill into the palm groves.

6 . Ain Youssef - Hot and cold springs, an ancient aqueduct and irrigation systems, underground galleries, and small lakes.

Getting There: By taxi or rented vehicles. A good asphalt road links Giza to Bahariyah. Bawiti is around 365 kms. from the Pyramids. At 155 kms. there is a resthouse with drinks and snacks. At 270 kms. the road surface deteriorates just a bit. At 310 kms. you pass an avenue of trees and a checkpoint at the mines of Managum.

Getting Around: All the villages of the Oasis are connected by good asphalt roads, so you can get around in a regular vehicle. 4 X 4s can have even more fun.



ICA EVENTS FROM AROUND THE WORLD



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MONTH OF MAY	HARRISON OWEN VISIT	AUSTRALIA	BRIAN BAINBRIDGE
JUNE 7-10	RETREAT: WOMEN/MEN ISSUES	MAROON DAM	ICA BRISBANE TEAM
JUNE 5-6	GROUP FACILITATION METHODS	TAIPEI	ICA TAIWAN
JUNE 12-13	PARTICIPATORY STRATEGIC PLANNING	TAIPEI	ICA TAIWAN
EURASIA			
MAY 30-31	PARTICIPATORY STRATEGIC PLANNING	BRUSSELS	ICA BELGIUM
MAY 31-JUNE 2	TOP TRAINERS MEETING	LEUVEN, BELGIUM	ICA BELGIUM
MAY 31-JUNE 1	FACILITATION METHODS FOR VOLUNTEERS	SOEST	ICA NETHERLANDS
JUNE 14-15	GROUP FACILITATION METHODS	BRUSSELS	ICA BELGIUM
N. AMERICA			
JUNE 5-7	PHILOSOPHY OF PARTICIPATION	SEATTLE	ICA WEST
JUNE 11-12	GROUP FACILITATION METHODS	SALEM OR.	ICA WEST
JUNE 13-14	PARTICIPATORY STRATEGIC PLANNING	SALEM OR.	ICA WEST
JUNE 18-19	GROUP FACILITATION METHODS	TORONTO	ICA CANADA
JUNE 24-25	TEAM LEADERSHIP	TORONTO	ICA CANADA
JULY 1996	LEADERSHIP OPTIONS	CHICAGO	ICA HEARTLAND

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The Network Exchange



JUNE 1996

Asia O.T. Network Explores the Other World	1
Learning Society in Taiwan	3
Egypt in Mind: Introduction to Ancient Egypt	5
From Average Employee to Business Person.	7
Member's Profile: Rocio Torres	8
Conference Notes	9
Faith in Civil Society	11
Calendar	12

THE ASIA O.T. NETWORK EXPLORES THE OTHER WORLD

The Asia Organizational Transformation Network met for the 11th time April 18-21. A central theme of this meeting was the "Other World", meaning those intangibles beyond deductive logic and quantifiable observation which move our spirit and give meaning to our motives. John Epps of LENS International Malaysia filed this report.

It has now been two weeks since our three-day OTN "seance" in the Other World on the Island of Langkawi in Malaysia. We've more or less returned and, if you're like us, are still in some wonder about the experience.

You will be interested to know that two days after returning, we received the material sent from the Archives, and from the Jenkins. Both are incredibly rich resources for exploration. Even though they were not available for our meeting, they will continue to inform our on-going work.

If anyone wants a verbatim transcript of the meeting, we suggest you contact Larry Philbrook in Taipei. A cursory reading of it indicates he has attempted to capture almost every word spoken.

The 16 participants who met for the 11th Asia OTN meeting 18-21 April 1996 were:

Mary D'Souza (New Delhi)
 Audrey Fernando, Ann and John Epps (Kuala Lumpur)
 Park Young Chul, Jason Kang, Jake Kim, David Lee and Jee Hee Seo (Seoul)
 Wanda Holcombe (Cabanatuan City)
 Larry Philbrook (Taipei)
 Fred Buss (Hong Kong)
 Wayne Ellsworth and Shizuyo Sato (Tokyo)
 Jack and Judy Gilles (Bombay)

These representatives from associated ICA offices across Asia gathered on the tropical island of Langkawi, Malaysia to focus mind, body and spirit on the Other World topography in order to discover how this great wealth of corporate wisdom of the past could be transposed into current usage of work with business corporations, community development NGOs, public sector agencies and other groups with whom we work. This session was built off conversations held at the OTN meeting in Taipei in May 1995 and in Dallas at the end of the IAF Conference to work on the emerging concern to tap into and facilitate the dimension of spirit in our consultations. It was also related to the ongoing work of the Archives in Chicago. Many of us have felt that we are sitting on a pot of gold and handing out brass buttons. It is time to get serious.

The aim of this meeting was to explore the recovery of our work on the Other World and its application to the world of organisational transformation.

Five pre-arranged participatory presentations helped us get into the "spirit" of the task:

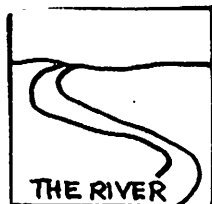
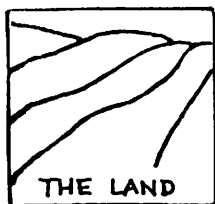
1. Audrey & John led us in a context to introduce the subject and invite participation in the environment of the Sea of Tranquillity as well as the four treks of the Other World.
2. Wanda let us in a workshop on the "Spirit Mood of Asia".
3. Jack led us in a presentation on "The Task of Recovering the Other World".
4. Fred led us in a discussion of "The World of Business and The Other World."
5. Judy led us in morning Yoga exercises on the beach. Each location gave a 10-minute reports on its "edge". activities.

See page 2



We spent a half day on each of the four Areas of the Other World beginning with an "orientation" exercise and proceeding to team work focused on determining practical methods we could or do use to explore this area with clients. The team sessions were rich in interchange and in exploration. We began to get clear about what IS this arena, how we experience it, and how we sometimes find it in organisations with whom we work. Then we began projecting methods to take it deeper. The plenaries were reports of what we had come up with -- and they were rich beyond expectation.

One insight that was useful in working with this Spirit Method: The Other World is a MAP, not a CAR. You don't DRIVE a MAP. This was helpful in comparing OW with some of the other Spirit Methods -- like NRM 144's, which are more on the "driving a car" dynamic, i.e., exercises to do to develop a discipline. OW is just THERE, an is-ness that we all encounter, like it or not. You don't have to disclose it. It shows up on its own. But we DO need a MAP of what this IS and what is an appropriate response to it. That is what we have developed in the OW charts, poetic as they are. Our questions in approaching the METHODS relative to the Other World are: "when does one need a map?"; "what is appropriate to enable people to incorporate a 'map'?" and "what does it take to adopt the OW as the paradigm of profound human life?" Finally and most important, "how can we translate the language and imagery of individual experience (in which the charts were written) into the language and imagery of organisational life?"



We watched the movie "Dead Man Walking" one evening and found it an unanticipated assault of the Other World. It was great to have colleagues available to discuss it with. All four areas and most of the 64 states were among us that evening.

The celebration was in a restaurant 400 meters out a boardwalk over a mangrove swamp. Walking that walk at dusk hearing and smelling the life all around was indeed an Other World excursion. Thanks to Audrey Fernando for finding and arranging this trek. Also the food was outstanding -- Thai.

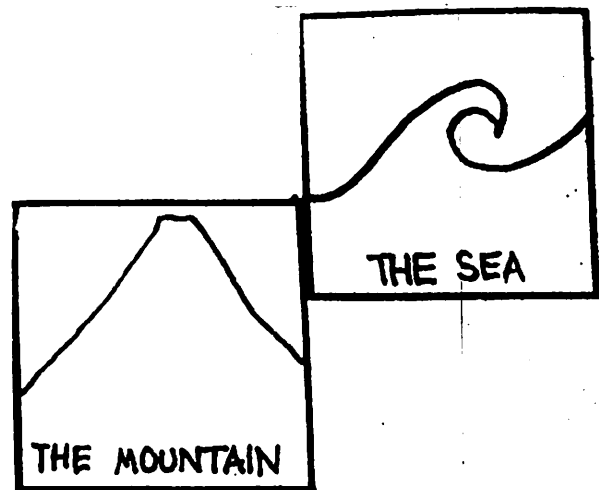
We decided to embark on some practical projects in development of practical methods for using the Other World map with clients, and want to invite whoever will to join them.

OW Book -- along the lines of Bruce William's "50 ways..." -- Jack Gilles, Fred Buss, Larry Philbrook.

OW Diary/Journal -- quotes and art with reflection pages -- Shizuyo Sato, Audrey Fernando.

OW "Cards" -- like the cards from Van Oech: 1 state per card to use in group or personal reflections -- Wanda Holcombe, John Epps, Wayne Ellsworth.

CD-ROM Technology & production -- gearing up to OW Stories -- collecting episodes re OW experiences, and planning for the second leadership training session for Save the Children Asia -- Mary D'Souza, Ann Epps, Judy Gilles.



The next meeting of this virtual task force will be in Chicago in June at the Archives PSU. The people will be different, but the task and context will be similar. After that, Cairo in September, Tulsa in January, and Seoul or Tokyo next April. Get your calendars ready.

Meanwhile, the work on products will continue online. Wayne is talking about getting an internet home page so that thousands can participate in developing OW methods and materials. Meanwhile, you can contact Jack re the OW Book; Wanda re the OW Cards; Park Young Chul re the CD-ROM; Judy re the OW Stories. We always enjoy receiving mail in KL, and are becoming quite a repository of classical OW materials.

A closing image: Picture in your mind's eye a gorgeous tropical island resort with blossoms surrounding the path to the pool. It is evening, and people have returned from the celebration, some for a evening swim. There standing under the fountain in the pool is Park Young Chul singing "O Solo Mio" in Italian with full Pavarotti resonance to the group comprised of people from Hongkong, Taiwan, Malaysia, India, Japan and Korea.

It was a happening.



PETER SENGE - LEARNING SOCIETY IN TAIWAN

Peter Senge author of the influential management book "The Fifth Discipline" gave a talk in Taiwan of which Larry Philbrook sent us his notes. Senge puts the challenge of business into a larger perspective than simple "profit making". Senge attempts to give a new understanding of "what it means to be human" and what it takes to be "inspired" in these turbulent times. In doing so he illuminates how ordinary business management best contributes to civil society.

Great honor to be here. This is my first morning, my first day in Taiwan.

Today I am going to talk about the work I do on behalf of management and management systems. This work is not just based on the practices of the West but in many ways it is based on sound practice anywhere in the world, whether in the Chinese, Japanese or any other oriental tradition. I am glad the book is available here so we do not have to spend so much time on the book but can talk about where the book came from.

Learning is "a process which over time changes us". I have worked for several years with thousands of managers trying to look at systems/metal models/vision and purpose. It was not just me doing all this work but an entire community, a work team, of which I am just a representative. It is an irony that the work has become associated with me as an individual because ours has been an inspired team. Let us reflect today on the sources of our effort - - the inspiration.

Inspiration is an interesting word because its actual meaning is to breathe life into . . . to instill spirit. Few cultures do not have a word for spirit. Usually this word is associated with wind or movement. Our notion of leadership is that it is that which inspires. Today let us explore deeper ideas from my work community to your productive community.

I believe the world today is a very dangerous place. We are living in a way we cannot sustain. Some see the economic development of the past century and feel a sense of accomplishment but at a deeper level we are beginning to feel a sense of profound imbalance. We are not living from our income but from debt. We are living in a way that people of the future will have to pay for. The focus and orientation that have contributed to our success are causing a backlog of costs. We feel more than see these costs. We sense that our ways are not sustainable.

Immunologists at a recent conference in the U.S. looked at the long term impact of the byproducts of economic success on our individual immune system. The verdict of

the conference was not definitive but the convener went into a state of clinical depression: In one or two generations every child in the world will suffer from a weakened immune system. This is not a prediction but a serious possibility!

In the US I often ask a question: "Do you feel the world safer today than it was 100 years ago? For yourself? for your children? Never less than half say they are more afraid. This seems to be an obvious contradiction one hundred years ago life expectancy was half what it is now. But I know what people will say when I ask why?

They will say the cities, crime break down of families and of education or they will talk of global warming, pollution, ozone, or even the deterioration of our immune systems.

At one level my work is a response to some of these concerns and I would recommend yet another book for translation into Chinese. It is a book by Daniel Quinn. It is called "Ishmael". It is the story of the conversation between two beings: a gorilla and a man. The book really captured me it asks the same questions I do.

The gorilla had been captured at 5-6 years old and shunted from one zoo to another all its life. At some point he is adopted by an intellectual who provides him with a formidable education and an unusual capacity for deep reflection and thought. But when the intellectual dies the gorilla returns to captivity in a zoo. One day the gorilla puts an ad in the paper "Teacher looking for a student who is willing to learn and willing to care for the planet". The gorilla says to the man who answers his ad, "Do you understand what I have to teach? I can only teach on one thing. I am an expert on captivity. The man answers, "That doesn't interest me, I am not a captive." The gorilla answers, "You are a captive of your culture, your set of assumptions, your society. Each of these teaches you how the world works. They have taught you a story of domination. they have taught you that the world is here to serve you.

"Our Story" has taught us to consider things as fragmented. It teaches us to observe "things" not processes. If you don't like the thing you have get another: a car, a book, a wife . . . Since we moved into the industrial age our need to understand and flex to unexplained, unquantified factors has diminished to the point that today most of us no longer have the ability to survive in nature. Further we have developed the notion that natural resources -- mineral, water, human,--are there for our taking, to be consumed by us. As our



world is reduced, quantified and fragmented, overarching meaning, and spirit, disappear.

Society too is fragmented and diminished. But we will never have the learning organizations described in the "Fifth Discipline" until we have a learning society.

Managers have much to learn. As a class we are often stuck at the positivistic level: If you can't measure something it doesn't exist and you mustn't consider it or take it into account.

But reality is not what it used to be. Newtonian quantification was great for solar systems but it didn't work at the level of atoms. Rather at micro levels Heisenberg kicks in and "when we try to measure something we alter it". Take the example of the atom and the electron. An electron can be either a particle or a wave depending on how you look at it. This isn't easy to reconcile logically and it has the effect of driving you crazy if you are unable to accommodate a little paradox.

In business reality has also changed. The measurement dependent manager is at a loss because reality has been speeded up and everything, from the physical to the sublime, is better understood as process instead of immutable fact. Take your body for example. Your hand is constantly changing as its cells die and are continuously replaced. Every 9 years your whole body will change. Viewed from this perspective your body is not a "thing" but instead a "process". We measure to gain understanding but simple measuring can be static, it may not capture the dynamics involved in "process" or change. Yet our system of management, deeply rooted as it is in 17th scientific theory, does not dare to venture beyond simple markers and quantification. It is biased towards things not processes, toward analysis instead of synthesis, the static instead of the dynamic, separating and isolating the givens instead of generating spirit and creating the new.

Currently a world wide revolution in management is taking place and I predict it will continue for 30 to 50 years more. We have come to realize that all systems of management are based on what we think about people. The basic questions that are being asked have to do with "what it takes to lead/operate/and control and organization.

The first wave of the current revolution was the quality revolution. Deming referred to it as a core set of assumptions in quality. The old assumptions held that people need to be motivated just as they need to be controlled. Here the key management roles are planning; organizing; and controlling.

For example, What is the purpose of an organization? When you ask some people they say "return on investment" or something else monetary. If that is true it is almost guaranteed to be mediocre. Russel Akoff has said; "Making money for a company is like oxygen for a person, if you do not have enough you will die but breathing is not the purpose of life.

What about people? In the US they have been called in the past "hands", or if not "brains". Either way they are seen as resources waiting to be used. None of us think of ourselves as waiting to be used!

The "Learning Organization" may be a fad right now but we are going for something different: the ability to compete based on the ability to learn. Then the individual and the organization depend on each other to succeed. This is a profound change. Only human beings carry knowledge. This is not the knowledge in "I know about". Real knowledge is knowing how to do. Knowledge is the capacity for effective action.

In the industrial world of the 19th and 20th century human resources are the same as the other resources, they are there waiting to be used. You can measure and apply them according to some formula. But we are now in a new world. We have moved from considering materials (raw materials for example) as the most important thing to the consideration that relations are what is primary. How do you quantify relationships. Deming said that statistics are only 2% of management. How do we measure persistence, creativity and courage? But why measure? Inspiration not measurement is what is required. The revolution is in a new perspective and new tools. Learning and knowledge is what is important and in any learning process purpose is the key.

Two things are relevant here: Systems and teams. Individuals bring their talent and mastery into the team but to be effective they must work as a team. By team we mean a group of people who need each other to get something done. An individual learns for a team when that learning is translated into action. People are only a team when they learn to play as a team. The skills needed here are systems skills. You must think comprehensively in terms of inter-related team learning. Human beings are complex and I do not think there is much leverage in trying to get people to do things with little meaning behind them. The leverage lies in helping people to aspire to the way they would like to be. Power comes when we recognize that.



Hierakonpolis
painting detail
c. 3500 B.C.



Palette of Narmer
c. 3000 B.C.

Stepped Pyramid,
Saqqara
c. 2650 B.C.



EGYPT IN MIND: AN INTRODUCTION TO ANCIENT EGYPT

Portrait of the Land: The Nile Valley north of the Sudan rests in the hot sands of Egypt and Nubia like a fragile green stem supporting its blossom, the Delta. The Nile is the only conqueror of the forbidding Sahara. The river is born in Khartoum from the union of the turbulent Blue Nile, cascading down from the Ethiopian highlands, and the serene northward flowing White Nile which originates in Lake Victoria deep in equatorial Africa. Before entering Upper Egypt, the even flow of the river is disturbed six times by natural barriers of crystalline rock which are the Nile cataracts. In the barren lands of Nubia high granite embankments keep the river along its track but in Upper Egypt there appears, around the Nile's banks, a narrow but fertile plain.

Before the advent of the Aswan Dam, from June to October, when the highlands entered the rainy season, dark Ethiopian silt renewed the soil of the fertile plain. This was the pulsebeat of Ancient Egypt and the caprice of the river could spell feast or famine for the land. In the main the river was kind and the flat narrow valley brimmed green with life - a harbinger of the incredibly fertile heartland of Lower Egypt, the moist and often marshy Delta. Aptly did the early Egyptians call their domain "the black land".

The Dawn of Civilization: The seed of civilization sprouted in the black land around 5,000 B.C. in the guise of domestic barley. Confined by an encroaching desert, man the cultivator took the first step of the twenty-century march that led to the dazzling Egypt of history. While the Nile rose and subsided 2,000 times a neolithic people progressed. Slowly farming villages became cities and then city-states of a distinctly Egyptian character. Experiment, improvisation, and invention were stimulated by an increasing foreign trade. Metal was added to stone, and clay, ivory, and wood became raw material for the imagination. Decoration began to vie with utility and minor crafts became major art.

By 3500 B.C. the city-states of the Nile had combined into the separate, often hostile kingdoms of Upper and Lower Egypt. Carved slate palettes and ivory knife handles of the period bear elaborate scenes of kings, battles, cities, and captives - glimpses of the time. These are Egypt's first hieroglyphs.

The story of Egypt has had a host of tellers. Many writers of classical antiquity knew the land of the Pharaohs in its faltering old age; some visited it. The Greek writer Herodotus, whom Cicero called the "father

of history", was the first tourist to describe Egypt. His anecdotal account paints a vivid picture of the land in the 5th century B.C. Two hundred years later, Manethos, a priest from the Nile Delta, compiled a chronicle of Egypt's kings, listing the 30 basic dynasties that spanned history from the first Pharaoh to the decade before Alexander the Great.

In 1822 Jean-Francois Champollion stunned the scholarly world by deciphering Egyptian hieroglyphic writing. With this breakthrough, the science of Egyptology was born. Exactly 100 years later Lord Carnarvon and archaeologist Howard Carter gazed through a newly pierced wall into the incredibly splendid tomb of the young Pharaoh Tutankhamen.

3,100 B.C., Menes (Narmer) Unites the two Kingdoms: According to Herodotus and Manethos, Egypt's national history began when Menes, the first Pharaoh, united the Upper and Lower Kingdoms. Egyptologists place the date at 3100 B.C., and cautiously identify Menes as Narmer, the conquering warrior figure on the slate palette found at Hierakonpolis in 1898. Little is known of Menes successors but tradition says that they ruled from Memphis their fortified capital not far from modern day Cairo. This is known as the Protodynastic Period and it lasted about 400 years. Later three distinct eras known as the Old, Middle and New Kingdoms are distinguished.

Djoser Builds the first Pyramid: In 2650 B.C., the Pharaoh Djoser embarked upon his after life in a unique step pyramid that rose from the sand to dominate all the tombs of his predecessors; with this monument the Old Kingdom, or the age of the pyramids, had come into being. This first period of Egypt's greatness lasted for 500 years. It was an era of total royal power wielded by the god-kings of Memphis. The art of the pyramid culminated in the three simple and symmetrical structures still to be seen on the desert edge at Giza. They have stood in inanimate dominion over the sands for 4,500 years - an expression of the eternity sought by their builders.

The Fall of Memphis and the Rise of Thebes: Memphis fell in 2160 B.C.. In the confusion, Egypt divided. During the IX and X Dynasties the kings of Herakleopolis ruled in the Lower Nile while the princes of a hitherto insignificant town, Thebes, rose to lead the rebellious districts of the Upper Nile. By 2040 B.C. Theban strength prevailed and Egypt was once again united. To secure their gains the Theban princes moved their capital northward to Ittowy, a city located nearer



Pyramids, Gizeh
c. 2530 - 2460 B.C.



Rock-cut tombs, Beni Hasan
c. 2000 B.C.

Queen Nefertiti
c. 1360 B.C.



to Memphis. Prosperity returned ushering in the age of the Middle Kingdom.

Prosperity and Fall of the Middle Kingdom: During the Middle Kingdom, the god-kings of the Nile became slightly more human: the power of the Pharaoh derived more from ability than godhood. The royal pyramids became smaller, and tombs of nobles and minor officials grew more elaborate. A secure Egypt, guarded on the south by the massive system of defensive fortresses, just above the Second Cataract, traded far beyond its borders: Lebanon, Sinai, and distant Punt sent exotic woods, gold, slaves, and other luxuries demanded by the dynamic riverside civilization.

But in 1786 B.C. the first horse-drawn war chariots rolled into the Delta, bringing Asiatic nomads whose bronze weapons dealt the Middle Kingdom a fatal blow. These "Hyksos" invaders ruled Egypt from Avaris, a city in the eastern Delta. By 1576 B.C. however, Thebes rose under Ahmose I and the invaders were expelled.

Thebes - Zenith of the Empire: The essence of Egypt's 500 year "Age of Empire", the New Kingdom, is frozen in the surviving grandeur of the ruins of Thebes. Here, on a broad plain bisected by the Nile, the Pharaohs built monuments that have staggered the imagination of every succeeding generation. Homer knew of its glory:

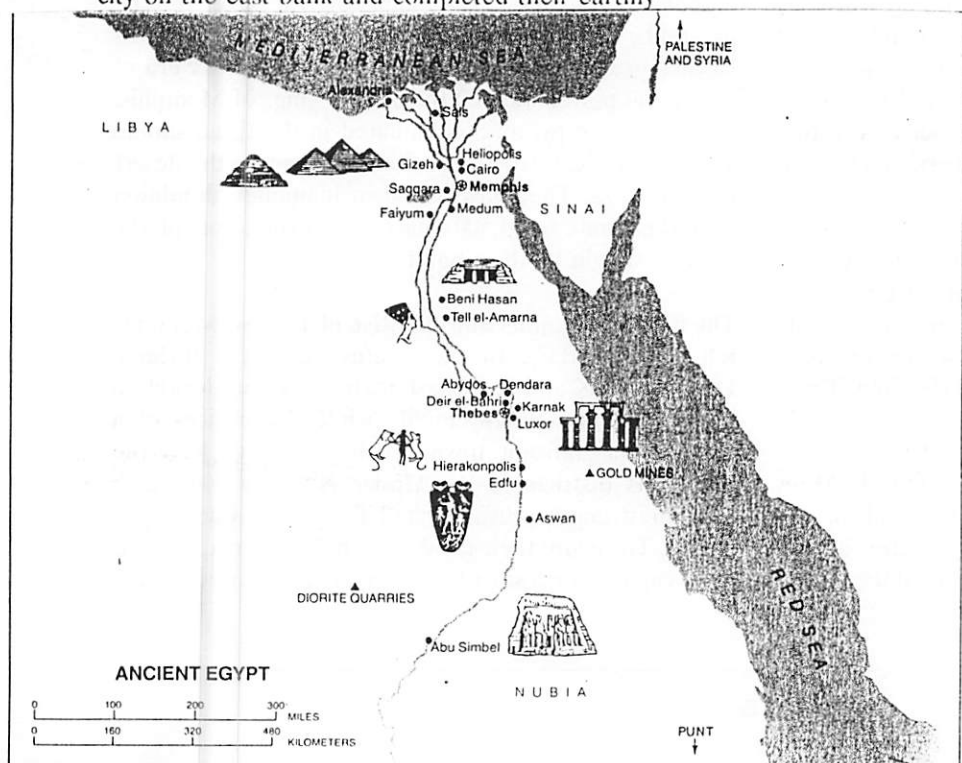
"Where, in Egyptian Thebes, the heaps of precious ingots gleam, the hundred-gated Thebes, where twice ten score in martial state. Of valiant men with steeds and cars march through each massy gate"

The kings of Thebes ruled among the glory of the living city on the east bank and completed their earthly

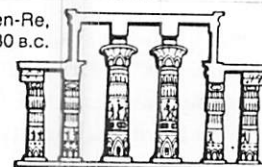
journey in the Valley of the Kings, on the west bank. These were Egypt's mightiest ruler: Thutmosis I, first conqueror of all Nubia and of the lands of the Middle East as far as Syria; the female Pharaoh Hatshepsut; Thutmosis III, under whom the empire reached its greatest extent; and Ramesses II, the great builder of antiquity.

The golden Age of the Egyptian Empire wavered only once when a heretical Pharaoh moved the capital 240 miles north of Thebes and initiated a short lived reformation based on the worship of one god, the Aten, or sun's disk. In his zealous preoccupation the Pharaoh neglected the kingdom and lost a portion of his domain. His successor restored the old gods, the supremacy of Thebes and much of the lost empire.

The 1,000 Year Decline: Eleven centuries before the birth of Christ, the Egypt of the Pharaohs faltered for the last time and fell into a 1,000 year decline. During this time the country was invaded by numerous alien empires and faiths that boiled out of neighbouring lands. In the 8th century the Nubians invaded and set up their own dynasty of kings turned Pharaohs. In the 7th century the Assyrians bumped them out. And while members of the XXXVI dynasty made a brief comeback the armies of Imperial Persia conquered Egypt in the middle of the 6th century B.C.. Two centuries later, Alexander the Great included Egypt in his conquered world and left it to be ruled by his general Ptolemy I. With the death of Cleopatra, the last of the Ptolemies, in 30 B.C., the Empire of the Nile perished. Egypt became a province of Rome and its the coveted granary.



Temple of Amen-Re,
Karnak c. 1280 B.C.

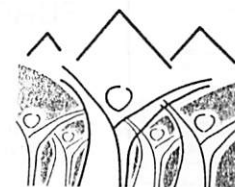


Abu Simbel
c. 1257 B.C.

PARTICIPANTS UPDATE

- JUNE 1996 -

This is an up-date on the participants that are, will be or might be coming to the Cairo Conference on "Discovering The Rise of Civil Society". At this moment, early June '96, we have registered 28 people, 73 have said yes they will attend, 89 others are considering to come. In the meantime we in Brussels, our Conference team in Egypt, and our member colleagues around the world are still finding ways to get more people excited for this Global Event from the 24th - 30th September in Cairo, Egypt. Let's make this list as big as possible, so that we have a great global gathering in Cairo.



I.C.A.I. GLOBAL CONFERENCE

Cairo, Egypt
24-30 September, 1996
Ramses Hilton Conference Center

Following is the status on each of the 6 continents around the world:

1. AFRICAN CONTINENT

The following participants and organizations from Africa will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
<ol style="list-style-type: none"> 1. Mr. Moses Sika, LWR 2. Mr. Terry Bergdall, SIDA Ethiopia 3. Mr. Thabo Manyathi, Association for Rural Advancement, South-Africa 	<ol style="list-style-type: none"> 1. Representative from PRIDE Africa, Kenya 2. Mr. Luc Kinotti, ECLOF 3. Rosemary Nwangu, NIRADO 4. Mrs. Anne Owiti, Kibera Com't Self-Help Group 5. Mr. Dan O' Laughlin, AALC, Kenya 6. Mr. Miller, Ford Foundation, Kenya 7. Mr. Dag Skoog, SIDA Ethiopia 8. Elisabeth Castiglioni, ICA-Kenya 9. Edward Mutiso, ICA-Kenya 10. Ruth Lukona, ICA-Zambia 11. Felix Apke, NIRADO 12. Abiodun Olagoke, NIRADO 13. Ali Kouadio, ICA-Cote d'Ivoire 14. Hans Hedlund, Zambia 	<ol style="list-style-type: none"> 1. Representative from the Nat. Council of NGOs, Kenya 2. Ms. Jude Rand, Care Kenya 3. Jonathan Dudding, ICA-Kenya 4. Mr. Philip Muko, IRED Zimbabwe 5. Stanley Mbagathi, GS Consult, Kenya 6. Boniface P. Kiteme, Laikipia Research Programme, Kenya 7. Priscilla Jere Mwiindilla, Women for Change, Zambia 8. Mr. Dennis Muchunguzi, AFREDA, Tanzania 9. Khalaf Ismail Mohammed, SABAH, Sudan 10. Merinah Kanyayo, Women's Advisory Group Uganda 11. Mr. Olu Atetunmbi, Nigerian Com't Dev't Trust Fund 12. Prof. A.G. Onibokun, CASSAD, Nigeria



ASW



2. LATIN-AMERICAN CONTINENT

The following participants and organizations from Latin-America will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
<ol style="list-style-type: none"> 1. Miriam Balbela, ICA-Venezuela 	<ol style="list-style-type: none"> 1. Nira Fialho/ WWF Brazil 2 & 3. Two other representatives from WWF-Brazil 4 & 5 Ron and Ethel Bauer, Puerto Rico 	<ol style="list-style-type: none"> 1. Christian Nacht, ICA Brazil 2. Gloria Santos or Esaud Caycho, ICA-Peru 3. One staff from ICA-Guatemala

PARTICIPANTS UPDATE - JUNE 1996 -

3. EUROPEAN CONTINENT

The following participants and organizations from Europe will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
1 & 2. Richard & Joan Seacord, ICAI & ICA-B 3. Anna Stanley, ICA-Belgium 4. Andrea du Suray, ICA-Belgium 5. Simon Koolwijk, ICAI & ICA-Ned 6. Hettie Yff, ICA-Netherlands 7. Franco Voli, ICA-Spain 8. Rutger van Mazijk, ICA-Netherlands 9. Mr. Piet Beekman, Eindhoven Univ., The Netherlands	1. Martin Gailbraith, ICA-UK 2,3 & 4 Three representatives from Christian Aid, London, UK 5. Jann Barr, ICA-Belgium 6. Tony Beltran, ICAI 7. Dick Alton, ICAI 8. Susan Fertig-Dykes, ICA-Zagreb 9. Zlata Pavic, ICA-Zagreb 10. Drazan, ICA-Zagreb 11. Henk van Arkel, Aktie Strohalm, The Netherlands 12. Richard Douthwaite, Aktie Str., Ireland 13. Bruno Jehle, Aktie Str., Switzerland 14. Elizabeth Crowther-Hunt, Prince's Volunteer Trust, UK 15. Truman Gregory Packard, Univ. of Oxford, UK	1. Vesna Grubic, Croatian Law Centre, Croatia 2. Mrs. Baranovic, Inst. Social Research, Zagreb, Croatia 3. James Deane, Panos London, UK 4. Dr. Michael Greaves, Advisor ODA, UK 5. Daphne Ruben, Child Right World Wide, The Netherlands 6. Sharon Robinson & Diana Bailey, the Commonwealth Foundation, UK 7. PMK, Germany 8. Mr. Keyzer, Cebemo, The Netherlands 9. Dr. Jackline Wahba, Univ. of Southampton, UK 10. Representative of TNI, Amsterdam, The Netherlands 11. Dorcus Pratt, CIDSE Cambodia/Laos, Belgium 12. Thierry von Cauwenberg, Belgium



The following participants and organizations from Europe will attend the Civil Society Conference Sept. '96 in Cairo, Egypt

Already registered	Have said they will attend	Considering
		13. Mirella Despotovic, IRC Umbrella Grant, Croatia 14. Wolfgang von Schmettau, WWF European Office, Belgium 15. Sarah Gelpi, Water Aid, UK 16. Gillian Martin, Int. Academy for environment, Geneva, Switzerland 17. Oscar Damen, Univ. of Bradford, The Netherlands/UK 18. George Martens, Free Trade Unions, Belgium 19. Helen Prescott, "Der Blaue Reiter", UK 20. Ursula Winteker, ICA-Germany 21. Cathalina, ICA-Spain 22. Hannerl Golda, Austria 23. Caroline Harper, Save the Children Fund, UK 24. Dr. Hanzekovic, Croatia Bar Assoc., Croatia 25. Andrew Clayton, INTRAC, UK 26. Gerd Reif, Start in den Beruf, Germany 27. Marie-Christine Aulas, European Fed. of Green Parties, France 28. Marije te Riele, Advisor on Gender for the Dutch Embassy in Tanzania, Netherlands



PARTICIPANTS UPDATE - JUNE 1996 -



4. ASIAN/AUSTRALIAN CONTINENT



The following participants and organizations from Asia and Australia will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
1 & 2. John & Robyn Hutchinson/ ICA-Australia 3. Anne Yallop/ ICA-Australia 4. David Trustum, ICA-Australia	1 & 2. Bill Wang & his son/ ICA Taiwan 3 & 4. Dick & Gail West/ ICA-Taiwan 5 & 6. John & Ann Epps/ LENS Malaysia 7 & 8. Cyprian & Mary D'Souza, ICA-India 9 & 10 Wayne & Shizuyo Elsworth, ICA-Japan 11, 12 & 13 Three other staff from ICA-Japan 14. Ms. Hope Neill, Australia 15. Robert F. Chaffee 16. Darlene Lee, FS & Associates, TAIWAN 17. Stephen Cantor, Sharing, Caring & Doing, Australia	1. Puthrika Moonesinghe, Agromart Foundation, Sri Lanka 2. Christina Welty, Japan 3. Allen J. Pathmarajah, Malaysia 4. ICA-Panvel, India 5. ICA-Bombay, India 6. ICA-Pune, India 7. Mr. Masahiro Nemoto, Rishho Kosei-Kai Fund for Peace, JAPAN 8. M.W. Faruque, YADC, Bangladesh 9. Sue Chapman, ICA-Australia 10. Dr. Bengt Ageros, Redd Barna, Thailand 11. Marguerite Theophil, INDIA 12. Grace Taguba-Bengwayan, Igorot Tribal Assistance Group, Philippines 13. Chris Thiagarajan, Dev't Education Society, India

5. MIDDLE-EAST CONTINENT

The following participants and organizations from the Middle-East will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
	1. UNDP-Egypt 2. Roger Hadister, Director NEF, Egypt 3. Lucy Nusseibeh, Palestinian Center for the study of Non-Violence, Palestine 4. Dr. Ibrahim, Egypt 5. Dr. Marie Assad, NGO Steering Committee, Egypt - around 40 staff of ICA-MENA will attend	1. Near-East Foundation, Egypt 2. Tamara Awad, Egypt More than 300 organizations and individuals will be approached to attend the Conference



PARTICIPANTS UPDATE - JUNE 1996 -



6. NORTH-AMERICAN CONTINENT

The following participants and organizations from North-America will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.		
Already registered	Have said they will attend	Considering
<ol style="list-style-type: none"> 1. Jean Watts, ICA New Orleans, USA 2 & 3. Richard & Ellen Howie, ICA USA 4. Joann Sutherland, ICA-New Orleans, USA 5. Shirley Heckman, ICA-Phoenix, USA 6. James Troxel, Mil. Consult, USA 7. Ruth Gilbert, ICA Champaign, USA 8 & 9. Ray & Sheryl Caruso, ICA-USA 10. Susan S. Habachy, Trickle-Up Program, USA 11. Patricia Carducci, San Diego Youth & Com't Service, USA 	<ol style="list-style-type: none"> 1. Paul Watson, San Diego Youth & Com't Services, USA 2 & 3. Axel Magnuson & Sylvia Vriesendorp, USA 4. Peter Hazlewood, UNDP, USA 5. J' Lein Liesse, Inst. for Multi-cultural success, USA 6. Duncan Holmes, ICA-Canada 7 & 8. John & Marilyn Oyler, ICA-Phoenix, USA 9. Jim Wiegel, ICA-Phoenix, USA 10. Diane LeResche, USA 11. Wendy M. Wheeler, 4-H Council, USA 12. Monte Roulier, Nat. Civic League, USA 13. Tyler Norris, Tyler Norris Associates, USA 14. Mirja Hanson, IAF, USA 15. John Burbidge, ICA Seattle, USA 16. Vaughn O' Halloran, ICA-East, USA 	<ol style="list-style-type: none"> 1. Bruce R. Williams, Chicago, USA 2. Dr. Linda K. Jacobs, Jacobs Foundation, USA 3. Elaine Stover, USA 4. Mr. Miklos Marschall, CIVICUS, USA 5. Dr. Wanda Ross Cody, Inst. Intercult. Com., USA Leadership 6. Alan Atkinson, Atkisson & Associates, USA 7 & 8. George & Keith Packard, ICA-Chicago, USA 9. Abel Hewitt, USA 10. Joe Davis, AALC, USA 11. Nancy A. Banman, Dept. of Social Work Colorado, USA 12 & 13. Jean & Art Smith Associates, IDRC, Canada 15. Don. E. Eberly, Civil Society Project, USA 16. Sarah Medlicott, Carmichael, USA 17 & 18. Jeanne Bracken & Sonnie Russell

The *Rise* of Civil Society in XXI century

*Shaping Community at Home,
in the Workplace, and in Society
through Greater Participation*



The following participants and organizations from North America will attend the Civil Society Conference Sept. '96 in Cairo, Egypt		
Already registered	Have said they will attend	Considering
	<ol style="list-style-type: none"> 17. Kathy Toner, Catholics for a Free Choice, USA 	<ol style="list-style-type: none"> 19. Wendell & Shirley St. John, Bloomington, USA 20. Sara Munshin, USA 21. Lesley, Arlington, USA 22. Stanley Scott, Longmont, Colorado, USA 23. Michael H. Kaplan, Charlottesville, USA 24. John Anderson, USAID, USA 25. Sarah Finkelstein, Princeton Univ., USA 26. Don E. Eberly, Civil Society Project, USA 27. Emma A. Melton, ICA-Cleveland, USA 28. Jessica Jordan, Int. Centre for Research on women, USA 29. Ron Thomas, Consultant in Seattle, USA 30. Mahila Malan, USA/India 31. Alice Johnson, Case Western Reserve Univ., USA

SEE YOU IN EGYPT!!!



FROM AVERAGE EMPLOYEE TO BUSINESS PERSON

This article originally printed in the Lens International newsletter out of Malaysia arrives at many of the same conclusion as Peter Senge's article (see page) without, interestingly enough, apparently factoring in the same breadth of social or humanistic concerns.

"The word 'teamwork' gets thrown around a lot and not many people really understand it. Teamwork is a collection of people with the right attitude. And that attitude is that everyone can contribute ideas".
(from LIBERATION MANAGEMENT)

I don't think anyone knows how to manage intelligence. We engineers and managers know what to do with things we can touch. But that's trivial in value in today's economy. So we find ourselves spending all our time "managing" what doesn't matter anyway - the sand and plastic.

Bill Gates says it best: "Microsoft's only factory asset is the human imagination."

The question business has to ask is: How to create and manage the human imagination? Better yet, you can't manage it; you create a garden where it can flower and bloom.

I know of a chemical company which recently underwent a securities assessment. They discovered that its worth was \$175 million more than its assets. What is it that makes the value so much higher than physical assets? Conclusion: There must be knowledge in the organisation.

Now you don't do brainwork in groups of 1,000- or even 100. You do it in pairs, trios, groups of 10, 15, or 25. Value added comes from brainwork. As someone said, "Once people start not knowing people in the building, its time to break up the organisation." Just changing into five strategic business units won't do the job. You have to change the culture: what people see, how they're paid, where they work, everything. You're trying to capture the entrepreneurial energy in small units. The best way to do that is to change the culture, and that's best done by changing the place where people work.

Managers today need to be creators, impresarios, movie directors. You should not invite management gurus to talk to you. Invite interesting people - movie directors, ballet dancers, magicians. We need new perspectives. If you don't re-invent yourself in the next three years, you ought not be retained.

Akio Morito of Sony says "The job of the CEO is to rekindle a childlike curiosity in people."

How do you make a company CURIOUS?

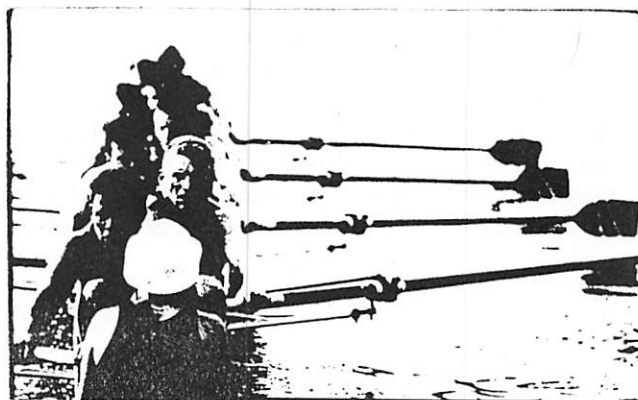
For one thing, hire curious people . . insist everyone take vacations . . . foster new interaction patterns and physical environments. . measure curiosity on performance reviews. . seek out curious work. . make it fun . . change the pace. Fun is not a dirty word. Make Thursday miniature golf day; if you're showing a training film serve popcorn to everyone. Look at you own office reception area and see if it's boring. We go to restaurants and go back again because they turn us on, not because their providing a fair return on shareholders' investments through quality work.

In the new economy, CONVERSATION is the way knowledge gets used and work gets done. We used to say "Stop talking on the phone or chatting at the water fountain and get to work." Now we say, "start talking on the phone and chatting at the fountain and get to work."

We want each person to be a business person. The average employee is not a business person but rather a bureaucrat passing memos from one side of the desk to another. We can turn the average worker into a business person. Here's my list for how to do it:

- Cross train
- Quality management
- De-layer
- Fold almost all staff into small project units
- Place remaining staff on call
- Informationalise everything
- Empower to decide
- Give people significant spending authority
- Develop a sense of curiosity within the organization

The key is knowledge-imagination-brainware.





MEMBER'S PROFILE: ROCIO TORRES ROBLES

My name is Rocio Torres Robles and I was born in Canete province, Lima department in 1961. My father died when I was two years old and I lived with my grandparents in El Arca rural community from Lunahauana District afterwards. I did my primary school studies in Paullo, a neighbouring community and secondary studies at Canete province. I studied Nursing by mail and deepened my learnings studying technical nursing subjects later on. In 1982 I met ICA when its members were doing a recruitment campaign for a three-week International Community Training Course (CICC). I was pleased to have the opportunity to share its philosophy, methods, care for our world, teamwork, the respect for the human factor and the caring for the well being of communities. At first I worked in my own community advised by ICA staff. Later I became a national volunteer for a year and eventually a full-time member.

My first task was to look for funds and in-kind donations in Lima. It was a great experience as I had never been in the city before. I was afraid of everything but was lucky to always have someone around to encourage me, give me advice and the courage to continue. I was aware I had embarked on a life-long learning process.

In 1987 I had the opportunity to attend the New Learnings Horizons Event in Guatemala. It was a very important step in my training process. The different ICA methods which were progressively learnt helped me to effectively manage my life and share my learnings through facilitated events. In the last seven years I have been coordinating and facilitating many training events providing ICA methods to many different organizations in Peru as well as Bolivia.

In 1992 we designed and implemented a "Women's Project" which included training and a demonstration program in health, nutrition, environmental sanitation and income generation in 10 communities of Canete Province. We put into practice all we had learnt about ICA methods. We had a measure of success with women's Income Generation and overcame many a challenge. Our programmes directed at people's self-esteem and self-management do help people to solve their daily problems and grow their businesses. ICA has attained recognition from community authorities and leaders.

My daily work these days is in PROCADE our current income generation/expense substitution initiative. I consider it my life's university. I have learnt to devote

my time to my work and responsibilities. I have assumed challenges, celebrated and shared learnings. I have given holistic support to less fortunate ones and most importantly I enjoy going back to the communities to provide people with alternative ways of solving problems some of which I have also experienced. As a local person I am committed to my communities and to ICA too. I will continue to support the work in the Canete area and provide a great demonstration of our work for human development.

Currently I am also a member of the ICA administration in Peru. Also I have coordinated and managed an integral Education Programme and Community Kitchen for children below 5 years.

Briefly ICA has been my university of life. I met people concerned with development across the world like Judith Hamje, a woman who shared her expertise with Peruvian ICA members plus other colleagues who are concerned about community life, projects and the world as a whole.

I am aware that I am in need of continuous personal development in order to expand possibilities for all. I envision upgrading my knowledge and experiences in order to continue providing rural community people with better services and support, my special interest is in women from the poorest communities and how to allow them to be self-sufficient.



CONFERENCE SPEAKER'S PROFILE

HOPE NEILL

Hope is an Aboriginal Kubbi-Kubbi (from her mother's side) who was born and raised at Cherbourg.

Hope has been employed as Director/Chairperson of the Queensland Aboriginal and Torres Strait Islander Education Consultative Committee since 1995. A major responsibility of her position is to provide advice on the strategic and operational functions of Aboriginal and Torres Strait Islander Education and Training in consultation with respective agencies for the Minister for Education and the Minister for Training and Industrial Relations. QATSIIECC represents the views for Aboriginal and Torres Strait Islander population of the State.

Hope was employed previously as the Assistant Executive Director (Aboriginal and Torres Strait Islander education) in the Peninsula region which has 42% of the Aboriginal and Torres Strait Islander population of the State and twelve of the fifteen Aboriginal Community schools across Queensland.

She has gained experience whilst working for a number of years in positions within a variety of educational settings - teacher aide, classroom teacher, tutor, lecturer and coordinator of teacher education programs at Brisbane College of Advance Education, which included preschool, primary and secondary schools. Hope has worked in both state and Catholic educational systems and was employed as principal coordinator at the Aboriginal and Islander Cultural Education Centre at Inala.

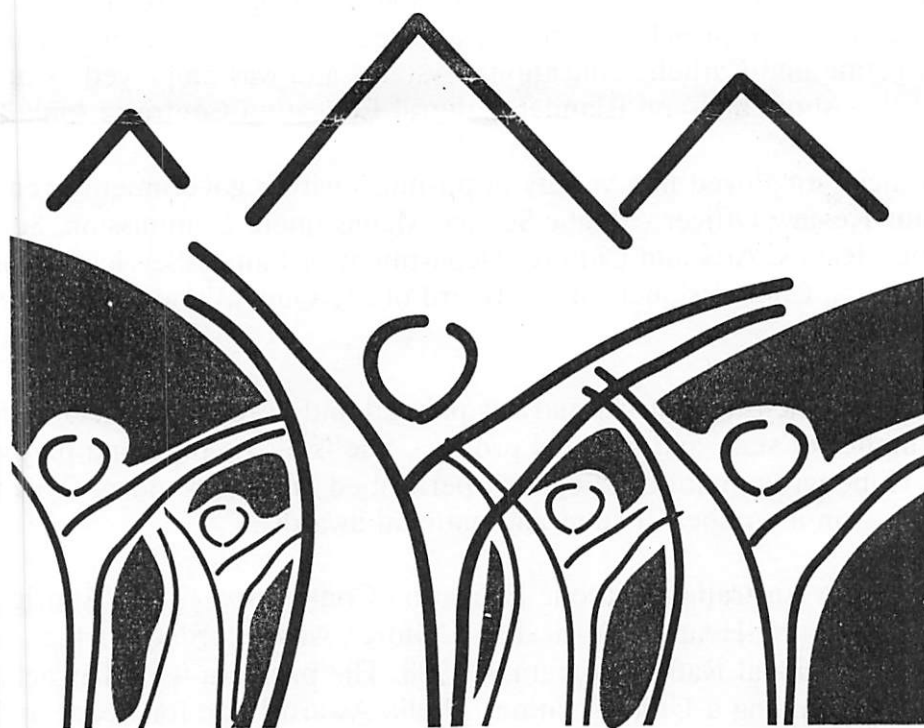
Hope has also been employed in a variety of positions within government agencies, including Senior Review Officer - Public Service Management Commission, Senior Officer - Human Rights, Arts and Culture, Department of Family Services Aboriginal and Islander Affairs, Commissioner on the Board of the Queensland Corrective Services Commission.

She is also a multi-dimensional artist and has painted and designed posters and book covers for a number of state and national projects. She is also a poet and playwright. The play that Hope wrote, entitled "Legend", performed at the Cremorne Theatre, South Bank, has won a number of state and national awards.

Hope's speech at the Australian Catholic Education Conference, titled "Aboriginal Spirituality is the Beating Heart of Australian Culture", was recorded for the "Encounter" ABC National Radio Program in 1988. The program itself has achieved numerous awards including a United Nations Media Award Prize for Peace and the Australian Human Rights Media Award Prize 1988/89.

As well as her present position, Hope is a trustee of the Queensland Art Gallery. She has gained recognition as an artist and has portrayed Aboriginal history in her paintings. Her exhibition, "Hope - A Continual Dreaming", was opened by Premier Wayne Goss in October 1993. This exhibition was Hope's gift on behalf of her people to everyone in the Year of the World's Indigenous Peoples.

The *Rise* of Civil Society in XXI century



I.C.A.I. GLOBAL CONFERENCE

**Cairo, Egypt
24-30 September, 1996**



FAITH IN CIVIL SOCIETY

Koenraad Verhagen, Secretary General of International Cooperation for Development and Solidarity (CIDSE), has written the chapter "Role and Place of Organized Religion" for the forthcoming book, The Rise of Civil Society in the Twenty-first Century.

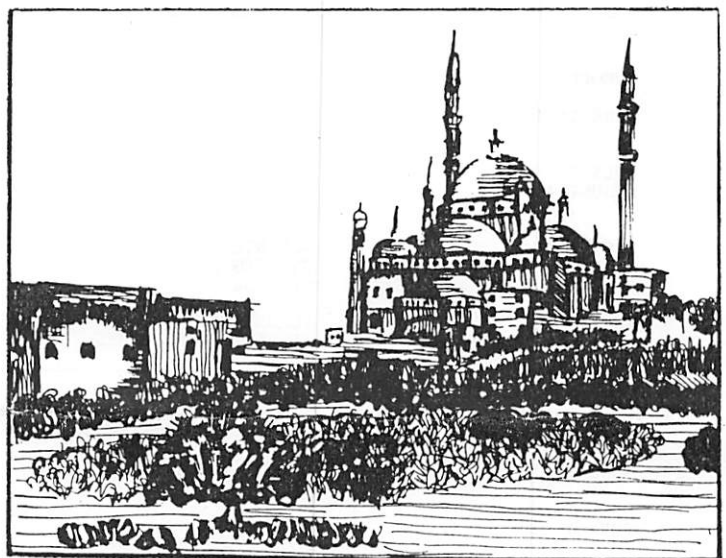
The majority of other writers choose to divide the world's organizations into three categories: political, economic and civil society. Verhagen makes a strong case for considering a portion of their third segment as a sector with adequate power to stand out as a fourth category. That sector would include the world's organized religions.

His major premise is that development and religion are inter-linked. However, the modern impetus of secularization has driven a wedge between believing and acting. The tenets of rationalization and economism have become the two dominant forces for shaping society. Still, religions through their systematic reflection on the values and norms of human behavior provide the ethical basis of society. Presently there exists, particularly in Western countries, a renewed interest in spirituality.

He cites the continuing power of the world's religious communities to influence other organizations in the social and political field. There is a need for what he calls "irrational faith", belief, hope and spiritual vision in citizens confronted with the challenges of solving global issues. This can be provided by religions, both as institutions and as movements, directed toward social and political change especially among the poor and all those searching for conflict resolution by non-violent means of action.

The author points to the major pitfalls on the path toward global unification. These he names secular and religious fundamentalism. In these closed systems of values there is no room for divergent behavior. To assure conformity all means are used and justified, even if great suffering results. The present ideology of international financial organizations and the business community values economy and its growth to the extent of excluding weaker sections of society. Some religions, as well, continue to proclaim their one true way, repressing dissent from any quarter. Verhagen believes all groups of people to be susceptible to this trend to some degree.

He then probes the question of how civil society can counteract the fundamentalist propensity. As yet he finds no credible alternative to the dominant ideology which makes economy the engine of development. We are entering a world without jobs for many. How can we break out of economic determinism in order to apply both economic and ethical considerations to meet the challenge? How can we bring our faith to bear to preserve the intrinsic value and dignity of every human being?



ICA EVENTS FROM AROUND THE WORLD



CONTINENT

WHEN	EVENT	WHERE	RE
ASIA			
EACH FIRST MONDAY	FACILITATOR'S NETWORK	SYDNEY	ICA AUSTRALIA
EACH 2nd SATURDAY	JEAN HOUSTON HUMAN CAPACITY GROUPS	SYDNEY	MAGUIRES
EUROPE			
JUNE 14-15	GROUP FACILITATION METHODS	BRUSSELS	ICA BELGIUM
JULY 27 TO AUGUST 4	VOLUNTEER PROGRAM DEVELOPMENT INTERCHANGE	NETHERLANDS	ICA NETHERLANDS
SEPT 4-6	VOLUNTEER PROGRAM STRATEGIC PLANNING METHODS	NETHERLANDS	ICA NETHERLANDS
SEPT 7-8	VOLUNTEER PROGRAM PLACEMENT PRACTISES	NETHERLANDS	ICA NETHERLANDS
N. AMERICA			
JUNE 11-12	GROUP FACILITATION METHODS	SALEM OR.	ICA WEST
JUNE 13-14	PARTICIPATORY STRATEGIC PLANNING	SALEN OR.	ICA WEST
JUNE 18-19	GROUP FACILITATION METHODS	TORONTO	ICA CANADA
JUNE 24-25	TEAM LEADERSHIP	TORONTO	ICA CANADA
JULY 6-27	RITE OF PASSAGE JOURNEY	CANADA	ICA CANADA
JULY 1996	LEADERSHIP OPTIONS	CHICAGO	ICA HEARTLAND

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The Network Exchange



JULY 1996

(special pre-conference Peruvian/Egyptian issue)

A Peruvian Experience	1
Member's Profile: Gloria Santos	3
Egypt in Mind: Sightseeing in Cairo	4
Egypt in Mind: Shopping in Cairo	5
Egypt in Mind: Rough Riding ICA Tour	6
Egypt in Mind: A Story of the Heart	8
Egypt in Mind: Do as Carl Jung Did	8
Participant's Update July '96	10
Calendar	14

THE WONDERS OF CROSS-FERTILIZATION: A PERUVIAN EXPERIENCE

Tony Beltran reports on an aspect of his recent trip on behalf of ICAI to Peru

Amazing what a bit of cross-fertilization can do. In Peru where ICA works with rural folk helping them raise small farm animals - ducks, rabbits and guinea pigs - "new" animal husbandry technique, like cross-fertilization, can make the difference between income generation opportunities and the ho-hum business of bare survival as usual. Likewise with ideas and projects. A little cross-fertilization can go a long way.

Take for example ? . . . Guinea Pigs! Guinea Pigs are the income generating/nutritional component of PROCAD: ICA Peru's integrated rural development initiative (see Member's Profile, Gloria Santos). Procade has worked with 12 villages in three rural valleys just south of Lima. It works with women's groups helping them to organize themselves better, to learn and practice preventive health, to grow vegetable gardens, to learn more about nutrition - especially about how to prepare Quinoa and Kiwiche two ancient native plants brimming with protein -, and to raise Guinea Pigs. The guinea pig is a native to the Andes and was a food source for the ancient Incas. Quechua speaking people still consume the guinea pig. To Spanish speaking people it is a delicacy to be eaten at expensive restaurants in much the same fashion as say, frogs legs in the West. There is a market for it but its image needs work.

Procade was conceived and implemented by Rocio Torres and Gloria Santos two experienced ICA staff. It

is a project which integrates a great many elements, feels right on target, and it honours the concept of autochthonous human development as well or better than any project around. So, what could be better?

Enter intellectual cross-fertilization and make room for Catalina Quiroz. Catalina, a Peruvian and staff member of ICA Spain visited the project and let herself be inspired. She recognized and admired its simplicity, its straight-forwardness, and its integrity. Its capacity to reach its target group and really make a difference. She thought about how it could be made more powerful. About how her special gifts could be applied forcefully.

While Catalina knew the ICA in Peru before setting off for Spain, her story is a bit different from that of other Peruvian staff. There is enough difference in her background to be able to effectively cross-fertilize; i.e., bring in new criteria and a fresh outlook without "capsizing the boat".

In Madrid Catalina had run across an old Spanish community development plan, called "Cotos Escolares" (School Gardens), which meant to restore villages devastated during the Spanish Civil War. She figured that aspects of the common hispanic heritage would translate easily to Peru. Community things. How people structure their relationships, their reactions, ways of honouring and of becoming inspired. The more she thought about it the more excited she became.

cont. p 2



Cross-fertilization cont. from p 1

From Europe Catalina went to the Phoenix and the IToPToT, the international training of trainers event in Phoenix in October 1995. New people, new ideas, and new approaches; cross-fertilization of mind. From Phoenix she was off to Japan to attend the first "Development Network Meeting" in november. Again intellectual stimulation and this time the possibility of funding from ICA Japan!

Catalina wrote to Rocio and Gloria in Peru about her idea and a project whose name was now simply "Granjas" (farms). Rocio and Gloria accepted Catalina's proposal that she come for six months and integrate Granjas into Procade: Granjas special focus being mainly the "technification" animal husbandry, without losing sight of community building.

Catalina arrived in Peru early, in December, and went right to work. It was non-stop. She poured her pent up passion into a seven month time frame. It was project conceptualization, followed by research and "frame" building, followed by training events, followed by implementation, followed by documentation and research, and on and on until it was time to return to Spain in June 1996.

Following in the wake of this furious activity I was able to appreciate important additions to the original project.

In the first instance I noticed the new the physical structures which bespeak novel thought and new patters of understanding. There are now 5 substantial prototype farms for guinea pig raising built of materials varying from bamboo and strings, to simple adobe, to brick. These prototypes cater to differing economic possibilities common sense of the families involved. All of them share a common objective: to improve the numbers, size, weight of guinea pigs so as to make their

commercialization more viable. Visibly these "Granjas" are a source of pride for the communities and people. They are also a step up developing a "guinea pig market".

In the second instance there exists the creation of a new community: that of University researchers, ICA staff and local people. There are great resources here. People here such as Ingeniera (agricultural engineer) Lilia Chauca - of the University of La Molina - who has spent her whole adult life studying the guinea pig and its potential in helping to feed Peru's people. This new community of interest unites serious technical research to distinctly social ends.

In the third there is the heartfelt gratitude of the locals themselves. A case in point being Sr. Sanchez, the owner of the country inn that Catalina, Gloria and Rocio utilize during their visits to Lunahauna; the guinea pig area. Mr. Sanchez is not building a "Granja", his passion is in a different direction.

Mr. Sanchez speaks of his friendship with Catalina and the project their extended conversations has spawn. Since February he has added a whole new wing with 5 rooms to his old inn. They new rooms are wider and have better lighting than the old ones. Mr. Sanchez is in the process of laying new tiles and putting fancy curtains over the windows. Some of the rooms contain built in toilet and shower facilities. All in all a transformation is taking place. The new inn will be of a different aspect; more vital, more inviting, more service oriented. "I want my little hotel to be at the same time a museum of local plants and animals and a sanctuary where visitors can let go of all their stress. I want the visitor to open his curtain or the door and be moved by sights and sounds of the Andes. A kind of eco-farm displaying the best of our magnificent flora and fauna". Right on Sr. Sanchez!





MEMBER'S PROFILE: GLORIA SANTOS

My name is Gloria Santos R. and I was born in July 1962 and lived my first seven years of my life in San Pedro de Huallanchi, a highland community in Huarochiri Province, Lima, Peru.

My parents emigrated to the coastal zone looking for better living conditions and possibilities. Then we moved to a rural community called El Carmen situated in Chilca District, Cañete Valley.

In 1983, during vacations I was studying secretarial subjects when I met some ICA members who invited me to a three-week International Community Training Course in a Training Centre in the village of San Vicente de Azpitia. During the course I felt very comfortable living with all of 60 people. I became aware that many people were worried about the development of the most needy ones and their communities. At this time I was invited to become part of the national ICA staff. Thus I began my mission in development work.

I was lucky to meet many good people like Judith Hamje. Later we made a great team in Bolivia. I worked laying bricks during the San Vicente de Azpitia Training Centre construction. I also became involved in the Community Forums in the Cañete Province.

Gradually I began to learn the ICA philosophy: its participation and motivational methods. I worked in Azpitia community where we were awarded the Bronze Shovel by the Peruvian government.

In 1985-1987, we began a campaign of Regional Symposiums for Rural Development in many cities around Peru. Cities like Arequipa, Cusco, Juliaca, Tarapoto, Huancayo, Cajamarca, Piura and Lima were selected to interchange of stories of successes experiences in development. At the same time the ICA International organized an event called "International Exposition of Rural Development" (IERD) in India.

Our Regional Symposiums were reinforced in our Training Program in the ICA centre in Azpitia. We carried out many Training Courses events inside Peru even though we were going through a very hard time due to terrorism (these were Shining Path years).

In Bolivia, I designed and coordinated a Project on "Training in Leadership Effectiveness" with the National Confederation of Mothers' Clubs. We worked in nine provinces for two and a half years. At that time, after much experience with women in the rural area as well as after much work as an ICA facilitator, I felt sure of what I wanted to accomplish. I studied business administration and took some English classes - English

is a language which I have been learning slowly but surely.

I have had many great learnings which I am happy to be able to share at work and with in my family life: I am now a mother since I got married and had a baby, Cynthia Andrea.

More recently, I am part of an ICA team that began an Integral Development and Training Program in the most needy zones of Cañete Province. The program, PROCADE is a training and demonstration program in basic nutrition, integral family health, environmental sanitation and income generation. It emphasizes breeding of household animals, profitable businesses and revolving funds. PROCADE involves twelve communities in the four valleys of Cañete Province. It was a three year program and has recently ended. Women were impressed with the program as there was no development program like that one in the zone. It created an awakening within many people's life.

As we work and spend our time in the rural communities, we develop a close relationship with the people there. They share with us their worries, ideas, and needs. Their confidence lets us feel stronger and encourages us to continue aiding them in the development process. We are accomplishing many positive changes; women now have a higher self-esteem and self-confidence. Little by little they are introducing their husbands and children to community scheduled activities and some of them are actually taking part in them. Now, I am able to testify that ICA motivating and participating methods are of great help to people. Perhaps, in the past I have not faith in their effectiveness due to my inexperience. Now I realize that everything has a process and takes time. It is not possible to get immediate results, people can change and improve if they have the opportunity, you and I can change, it takes time, work, perseverance and decision.

I have had many personal experiences with ICA in Peru and overseas. I value very much the strong decision assumed by national staff to continue working with ICA programs, and demonstrative projects despite we having no international members within our staff for the last two years. Now we have a great commitment to go on with a unique common objective and improve, strengthen our ICA community. Thanks, for giving me the chance to share my life experience with you.



EGYPT IN MIND

SIGHTSEEING IN CAIRO



CAIRO TOWER

Zamalek. Beautiful views of Cairo and all points form the top; great for camera enthusiasts. There is a revolving cafeteria but food is mediocre.

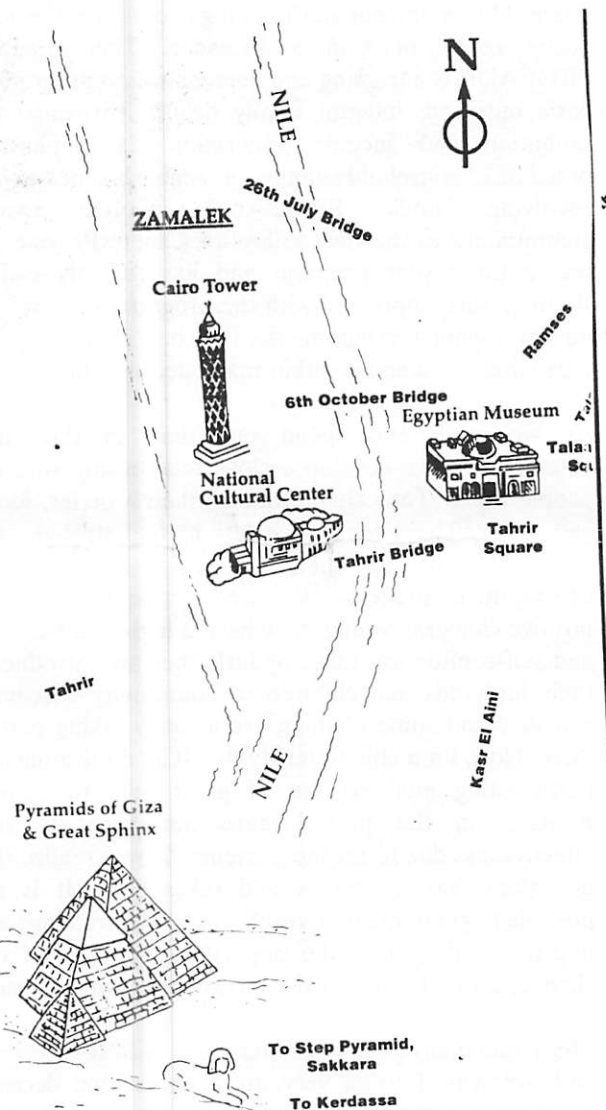
EGYPTIAN MUSEUM

Across from the Ramses Hilton Downtown

The museum holds the world's largest collection of Egyptian antiquities, covering over 3,000 years of Pharaonic history

KHAN EL KHALILI BAZAAR

Hussein Square, downtown. Huge and wonderful with a warren of narrow passages and winding alleys lined with small shops, all glittering with gold, silver, colorful souvenirs, leather, copper, brass, gems and textiles. Great fun!



Ramses Square

26th July

Ezbekliya Gardens

Geish

Port Said

Khan El Khalili

El Azhar

Bustan

El Qalaa

Port Said

Ibn Tulun Mosque

Gayer Anderson House Museum

Qalaa Square

Citadel

PYRAMIDS OF GIZA AND THE GREAT SPHINX

Giza. A sight not to be missed and awesome at any time of the day or night

SOLAR BOAT

Behind the Great Pyramid at Giza. Preserved for 4,500 years, the Solar Barque ferried the Pharaoh Cheops from Memphis to his tomb.

KERDASSA

East of Giza. This village offers great shopping for textiles, carpets, leather, copper and brass.

IBN TULUN MOSQUE

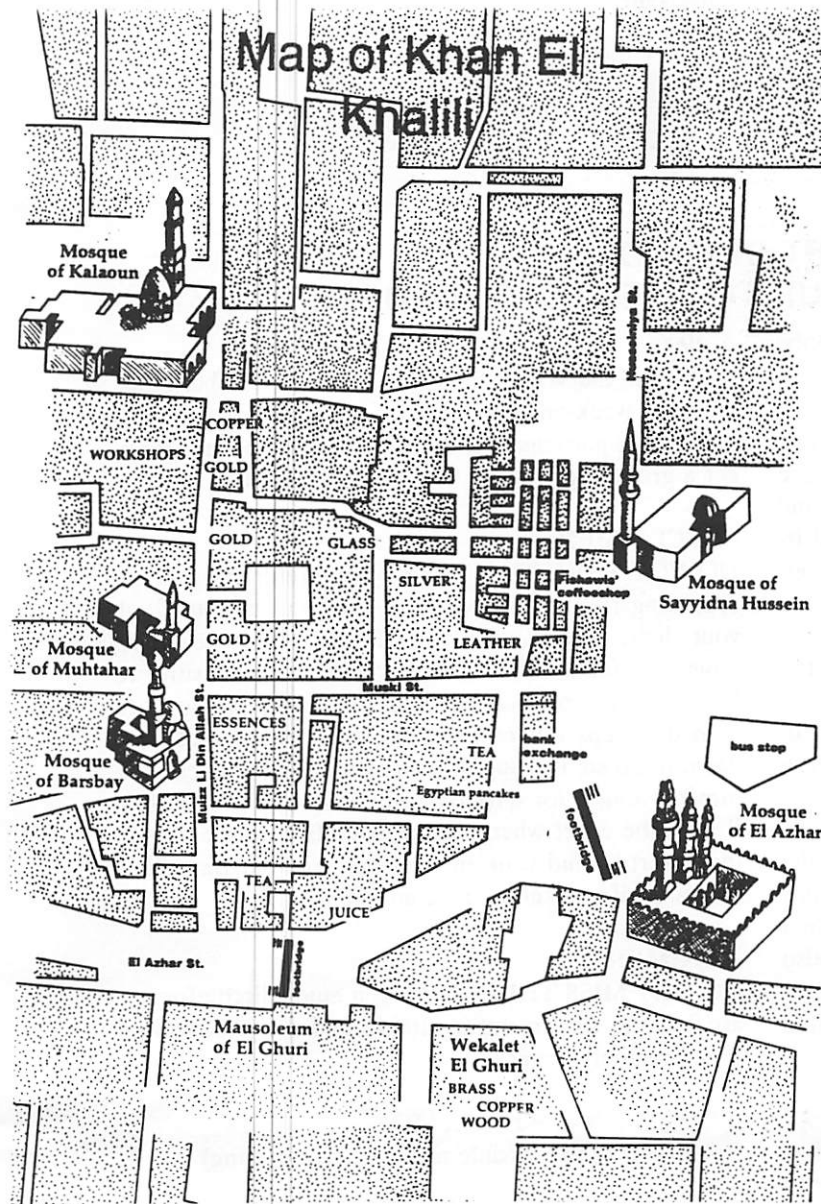
El Azhar district. One of the masterpieces of Islamic architecture, built in 879 by Egypt's first independent Muslim ruler. Its massive scale and elegant simplicity makes it one of Cairo's most impressive monuments.

THE CITADEL

Salah El Din Square, Mokattam Hills. Built by Saladin, the chivalrous opponent of the Crusaders in 1176, as the fortress home of the Egyptian Sultan. Subsequent rulers added mosques and palaces inside its walls. Within the compound are the mosque of Mohamed Ali, the Jewelry Museum, the carriage Museum, and the Military Museum.

EGYPT IN MIND

SHOPPING IN CAIRO



BAZAARS

There are two main bazaars in Cairo - one located in the Pyramids area which sells souvenirs, papyrus and perfumes; the other is Khan El Khalili, one of the oldest bazaars in the world. The khan, having preserved its medieval identity with the mashrabeya (lattice wooden screens) of intricately carved wood and narrow alleys, offers a wider variety of products: gold, silver, carpets, souvenirs, incense, perfumes, and kohl eye liner, among other items. Don't forget to bargain.

JEWELERS

Unlike most other parts of the world, gold in Egypt is only available in a high rate of purity; 18k (75% pure) and 21k (85% pure). Like silver, all gold items are stamped by the government to assure the buyer of its purity, and it is sold by weight (with only a small percentage added for craftsmanship) according to the international market per gram. Best to check the daily papers for prices. When gem stones are involved, their value has already been added by the jeweler. The most famous gold smiths are found in El Sagha Souk, or market, and on Abdel Khalek Sarwat Street, both downtown. Typical Egyptian designs include the cartouche, on which you can have your name in hieroglyphics, and the ankh, or key of life.

BOUTIQUES

Because Egyptian cotton is famous as being the best in the world, it is not surprising that the first cotton outfits were worn by the ancient pharaohs. The long fiber of Egyptian cotton gives it a soft, silky touch and guarantees high quality. Most cotton items are specially treated and preshrunk. Added to a relatively low cost makes Egyptian ready-to-wear cotton garments, towels and blankets highly competitive in the international markets.

CARPETS

Egyptian carpets are known to be among the best in the world. hand woven carpets are available in silk, wool or a combination of both. Kelims are made from wool in bright colors. The dyes are from natural plants; karkadeh for red; kurkum for yellow and tea leaves for brown. The higher the number of knots, the more expensive the carpet. The average price per meter of silk carpets ranges between LE 3800 (81 knots) to LE 6000 (100 knots).

PAPYRUS

Papyrus, an ingenious invention, was used to produce the first "paper" in history. Other uses included making boats and sandals; it was even eaten in salads by the pharaohs. When the Chinese method of paper making was introduced, papyrus became extinct for nearly ten centuries. In the 20th century, Dr. Mohamed Ragab successfully reproduced the making of ancient papyrus after 6 years of tests. Today, authentic papyrus can only be purchased in Egypt - but beware of imitations which are coarser and can split when crushed in your hands.



EGYPT IN MIND: ROUGH RIDING ICA TOUR TO THE WESTERN DESERT

October 2-6, 1996

Organized by Martin Gilbraith, ex-ICA Egypt

-WHAT TO EXPECT-

During my six years in Egypt, Bahariyya Oasis became a favourite haunt of mine. It always felt a great release to be out of the Nile valley, beautiful though it is, and into the 'real Egypt' - the 96% of it that is not fed by Nile waters, and is not crowded with people, buildings and cultivation.

Of the desert I loved the openness, the starry skies, the clear air, the palm gardens and hot springs, and the local Bedouin music and culture. After a number of return trips I became well known, at least to those in the emerging tourist trade.

I became particularly close friends with Reda Abdel Rasoul (aka the Desert Fox), a high school geography and history teacher, singer and bandleader, and champion of local Oasis culture and tradition - and also a part-time cowboy tour operator of some 15 years standing. So I became his guest whenever I visited Bahariyya, and he was my guest in Cairo.

I began to organize groups to share the cost of our ever-grander off-road desert trips, going as far afield as Siwa Oasis by the Libyan border. We did six major trips from 1993-95, including one for 56 people in eight jeeps - the largest group the Oasis had seen and, as by chance we coincided with a visit of the provincial Governor, we made national TV!

We'd plan the trips together, then I'd arrange the group and he'd take care of local arrangements - accommodation, jeeps & drivers, supplies, and a crew of helpers to build the campfires and do the cooking - and to ensure enough musicians and singers for a good party wherever we stopped for the night. So, while we do have some experience of putting on these trips, we're not offering what you'd call a seamless professional service! Delays happen, plans change, vehicles break down, in fact you'd be amazed how much can go wrong. But we've not lost anyone yet (!), and if you're prepared to take things as they come and just relax and enjoy the adventure, you can't go wrong. Its the stuff memories are made of.

I consider this a kind of homecoming celebration. Before I left Egypt last August, Reda threw a farewell party for me by the Bir Ghaba hot springs in Bahariyya, attended by around 30 friends resident in Cairo who drove down for the week-end. I'll be visiting Reda after the conference, and inviting some friends from Cairo to

meet us in the White desert over the 6th October bank holiday week-end to relive past glories. ICAI conference participants are invited to join me, and if we get a group together we can make a trip of it!

-DISCLAIMER-

DO NOT TAKE THIS TRIP if you prefer things to go according to plan; if you don't like sand in your food, your hair, your underwear; if you object to going unwashed for days on end; if you're overly sensitive to heat and sun, or local food; if you're not prepared to help dig jeeps out of the sand, or perhaps wait until dawn to do so; if being thrown around in the back of a moving vehicle for days on end is not your idea of fun; if you'll be upset when you get back from three days in the desert to find your en-suite bathroom in Bawiti has no water; if you suffer from agoraphobia...

-CLAIMER-

DO NOT MISS THIS TRIP if you enjoy discomfort, or are looking for an unforgettable and truly alternative experience of Egypt...

-PROVISIONAL ITINERARY-

(subject to 1,001 possible mishaps, God-willing)

Day 1 - Wednesday, October 2

* 9am - depart Cairo Ramses Hilton in hired minibus(es) - approx. 365 km/6 hours by pretty good asphalt road

* arrive Bawiti, Bahariyya Oasis - check in at the Alpenblick Hotel

* lunch at Bayoumi's Popular Restaurant roof terrace, mainstreet

Bawiti - expect a clip around the ear from Bayoumi if you can't count to ten in Arabic, and to marry one of his daughters (or sons) if you can

* explore Bawiti and El Qasr on foot - discover the Roman Spring, the palm gardens and the old village, Bawiti museum and the handicrafts shop

* Barbecue, with traditional local music and dancing at the Bir Ghaba hot springs, in a Eucalyptus grove 7km from Bawiti - bring swimsuit & towel

* sleep under the stars at Bir Ghaba camp site, or return to Alpenblick Hotel

Day 2 - Thursday, October 3

* endless waiting for all the jeeps, drivers, passengers, spare parts, food, firewood, Stella beer (that's the local Pyramids Brewery; not the Belgian, variety), etc to all come together in a wanton display of deeply flawed planning and organization



- * eventual departure in a convoy of vintage jeeps and landcruisers and a cloud of dust
- * off-road and across the dunes to Al-Hayz, 50km to the south in the Bayariyya depression
- * lunch and bathing at Ain il Ris warm spring - last chance to wash until Farafra!
- * nap in the shade while the jeeps undergo their first of innumerable major overhauls
- * up the escarpment and across the desert plateau, keeping an eye out for a growing speck on the featureless horizon that will turn out to be the clump of palm trees marking 'the Magic Spring'
- * BBQ, campfire, Stella, local music etc
- * accommodation - unlimited soft sand, boundless starscape - be prepared to share your space with the local residents, desert foxes etc.

Day 3 - Friday, October 4

- * dig the jeeps out of the sand (again), and head off across the plateau toward the Farafra depression, being careful to skirt the quicksands of Wadi Hinnis
- * descend the escarpment into Farafra, past Ain El Wadi cold spring and into the White Desert - an eerie moonscape of limestone pavements and bizarre rock formations, framed in golden sands
- * explore the White Desert on foot, or crawl under a rock to escape afternoon sun! Discover the lone tree.
- * BBQ, campfire, Stella, local music etc. joined by a crowd of Cairo-resident week-enders

Day 4 - Saturday, October 5

- * climb the nearest rise for an un-missable sunrise over the White Desert, as the limestone reflects all the colours of the rising sun
- * along the road to Farafra Oasis, and bathing at Bir sitta hot springs - at last!
- * explore El Qasr village, Farafra, golden yellow among the dunes
- * visit the Art Museum of local artist Badr, self-designed and built, and filled with his own sculptures and paintings, and featuring a collection of dusty stuffed desert fauna and Badr's 'fantasy desert' in the yard
- * lunch by the shore of the lake!
- * return to Bahariyya along the road, about 3-4 hours along more-or-less OK asphalt
- * check in at the Alpenblick hotel, and imagine you're at the Hilton
- * dinner on the roof-terrace of Bayoumi's Popular Restaurant, mainstreet Bawiti - make sure you've memorized your Arabic numbers
- * overnight at the Hilton



Day 5 - Sunday, October 6

- * breakfast at the Alpenblick Hotel
- * return to Cairo by hired minibus, to arrive mid-afternoon, God-willing

-COST-

Not more than \$200 per person for the 5 days, all inclusive (except beer), and depending on the number of trippers.

-BOOKINGS-

Please let me know as early as possible if you want to come, and how many you are. Contact: Martin Gilbraith, 19 Lansdowne House, Manchester M20 6UJ, UK. Tel/fax: +44 161 448 2497
E-mail: m.gilbraith@stud.man.ac.uk

Pay me your money on the first day of the conference (Tuesday, September 24), and you're booked.

-RECOMMENDED READING-

- * Cassandra Vivian (1994) "Islands of the Blest - A Guide to the Oases and Western Desert of Egypt" - International Publications Ltd, 95 Road 9, Maadi, Egypt & Trade Routes Enterprises, Monessen, Pennsylvania 15062
- * R.A. Bagnold (1987) "Libyan Sands - Travel in a Dead World" - Michael Haag Limited, PO Box 369, London NW3 4ER

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EGYPT IN MIND: A STORY OF THE HEART

ICA colleague, Richard Wampler, of California, USA, is a pioneer in modern medical engineering. For eleven years he has laboured to invent and promote the Hemopump, a tiny device that keeps blood flowing after the heart has stopped functioning, thus allowing damaged tissue to recover. The inspiration for this invention came from his participation in the Bayad Human Development Project consult in 1976. Here is his story of this remarkable confluence of events.

A long time ago, I found myself on a plane headed for a village in Egypt. It was to be my job to consult on issues of health in the setting of an ancient Bedouin society that had changed little since the time of Christ. There was little need here for a heart surgeon, complex medicine or exotic drugs. Most who died there could be helped with improved sanitation and vaccines. It seemed clear that I should be an 'expert on water supplies, so I read up on wells from an engineering text as I flew. More particularly, I read on deep wells and sump wells.

I arrived in the village and while there began work on a well which was later completed. Not once, in the midst of that hot, desolate, primitive, wonderful place, did I ever think of pumping blood. I never considered that a deep well with a sump pump could be the model for a heart and hemopump.

Yet some time later, as I began to do research on blood circulation and circulatory assistance, I found myself going back to that book I had read on the plane on my way to Bayad and to the diagram of a deep well pump.

Many times since, my thoughts have wandered back to the village and I have marvelled at how my experience there influenced my thinking in relation to the development of the hemopump. Incidentally translated into English, El Bayad is "The White".

During the experiments to develop the hemopump, we were working late one night labelling samples. My colleague George, used to name the test calves so their lab work could be identified at the vet school. On a breakthrough occasion, when we finally hit upon a design that led to the final development of the hemopump, I had to read the name on a label over and over before I could believe what George had written. Scrawled in his characteristic Brznsk scratches was the name, "Whitey."

When I finally went to bed the morning after the experiment, I could see myself standing on the bank near the Nile. There was a sunset and an old Bedouin tribesman standing next to a well. He placed his hand over his heart and bowed his head to greet me. Through his parched and lined face, I saw eyes that sparkled. He was smiling. I knew I was there to say thank-you.

Some time later, I was with a patient. He was one of the "hopeless ones" whose life had been given back to him. Outside the family waited, he was going home. It occurred to me then that if he should ever pass close to the Nile, he should go to the village The White and say thank-you to an old man.

WHEN IN THE SAHARA DESERT . . . DO AS CARL JUNG DID

Early in 1920 the famous Swiss psychologist Carl Jung re-known for his theory of "archetypes" and "synchronicity" (see in this issue "A Story of the Heart") went deep into the Tunisian desert to "see the European from outside, his image reflected back at him by an altogether foreign milieu". The following passage is from "Memories, Dreams and Reflections" a semi-autobiographical account of his life.

* . . . Frequently I sat for hours in an Arab coffee house, listening to conversations of which I understood not a word. But I studied the people's gestures . . . and thus learned to see with different eyes . . .

* What the Europeans regard as Oriental calm and apathy seemed to me a mask; behind it I sensed a restlessness, a degree of agitation, which I could not

explain. . . . This strip of land, it occurred to me, had already borne the brunt of three civilizations; Carthaginian, Roman, and Christian. What the technological age will do with Islam remains to be seen.

* While I was caught up in this dream of a static, age-old existence, I suddenly thought of my pocket watch, the symbol of the European's accelerated tempo. This no doubt, was the dark cloud that hung threateningly over the heads of these unsuspecting souls. . . . (they) vaguely scent him - "him" - being the god of time who will inevitably chop into the bits and pieces of days, hours, minutes and seconds of that duration (our life) which is still the closest thing to eternity.

* As we approached the oasis, a single rider, wholly swathed in white, came toward us. With proud bearing



he rode by without offering us any greeting, mounted on a black mule whose harness was banded and studded with silver. He made an impressive, elegant figure. Here was a man who certainly possessed no pocket watch, let alone a wrist watch . . . He lacked that faint note of foolishness which clings to the European. The European is, to be sure, convinced that he is no longer what he was ages ago; but he does not know what he has since become. His watch tells him that since the "Middle Ages" time and its synonym, progress, have crept up on him and irrevocably taken something from him. With lightened baggage he continues his journey, with steadily increasing velocity, toward nebulous goals. He compensates for the loss of gravity and the corresponding *sentiment d'incomplétude* by the illusion of his triumphs, such as steamships, railroads, airplanes, and rockets, that rob him of his duration and transport him into another reality of speed and explosive accelerations.

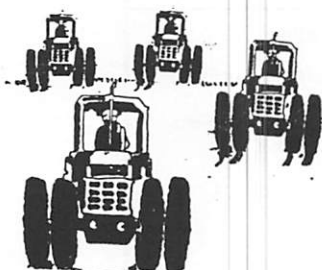
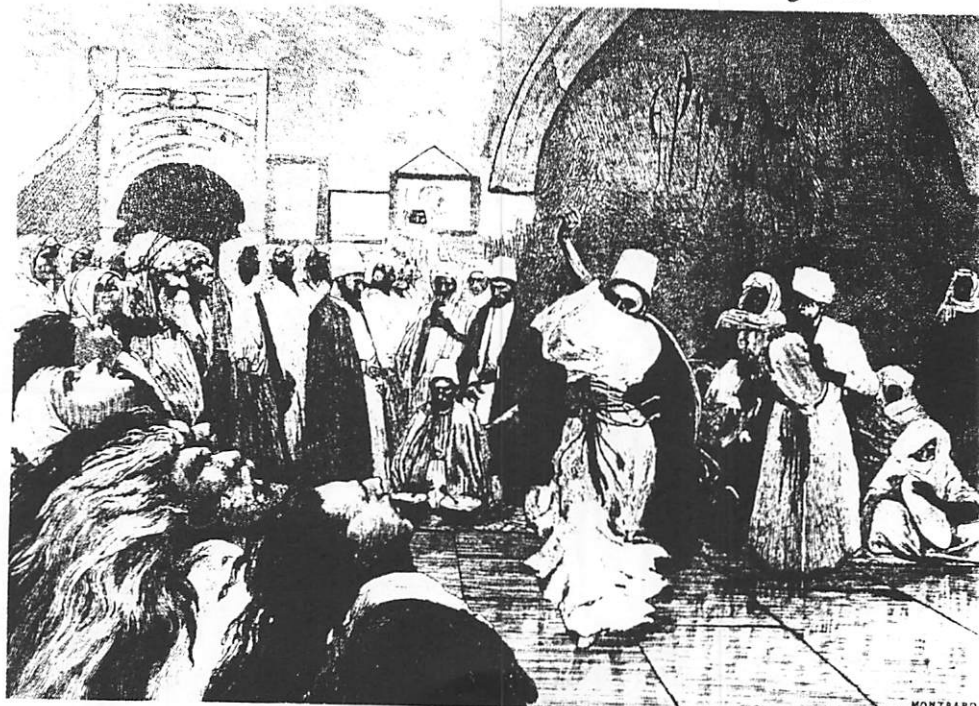
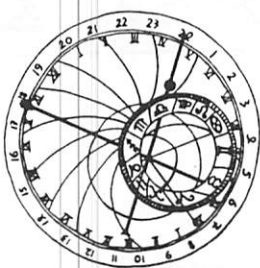
* The deeper we penetrated into the Sahara, the more time slowed down for me; it even threatened to move backward. The shimmering heat waves rising up contributed a good deal to my dreamy state, and when we reached the first palms and dwelling of the oasis, it seemed to me that everything here was exactly the way it should be and the way it had always been.

* Early the next morning I was awakened by the various unfamiliar noises outside my inn. . . The camels groaned and announced in manifold variations of tone their chronic discontent, and the donkeys competed with cacophonous screams. The people ran around in a great state of excitement, shouting and gesticulating. My dragoman explained that a great festival was being celebrated that day. Several desert tribes had come in during the night to do two days of field work for the marabout. The marabout was the administrator of poor relief and owned many fields in the oasis. The people were to lay out a new field and irrigation canals to match.

* At the head of a long procession of hundreds of men carrying baskets and short, wide hoes appeared a white-bearded, venerable old man. He radiated inimitable natural dignity, as though he were a hundred years old. The men danced around him, beating small drums. The scene was one of wild excitement, hoarse shouting, dust and heat. With fanatic purposefulness the procession swarmed by, out into the oasis, as if going to battle.

. . . * Here (at the oasis) if possible, even greater excitement prevailed; people were beating drums and shouting wildly; the site of the work resembled a disturbed anthill; everything was being done with the utmost haste. Carrying their baskets filled with heavy loads of earth, men danced along to the rhythm of the drums; others hacked into the ground at a furious rate, digging ditches and erecting dams. Through this wild tumult the marabout rode along on his white mule, evidently issuing instructions with the dignified, mild, and weary gestures of advanced age. Wherever he came, the haste, shouting, and rhythm intensified, forming the background against which the clam figure of the holy man stood out with extraordinary effectiveness. Toward the evening the crowd was visibly overcome by exhaustion; the men soon dropped down beside their camels into deep sleep. During the night, after the usual stupendous concert of the dogs, utter stillness prevailed, until at the first rays of the rising sun the invocation of the muezzin - which always deeply stirred me - summoned the people to their morning prayer.

This scene taught me something: these people live from their affects, are moved and have their being in emotions. Their consciousness takes care of their orientation in space and transmits impressions from the outside, and it is also stirred by inner impulses and affects. . The situation is not so different with the European; but we are, after all, somewhat more complicated . . What we lack is intensity of life. . . * Obviously, my encounter with Arab culture had struck me with overwhelming force.



PARTICIPANTS UPDATE - JULY 1996 -



The closer we come to the starting date of the Conference, the more exciting it becomes. Registrations keep coming in for the Cairo Conference on "Discovering The Rise of Civil Society". At this moment, early July '96, we have registered 66 people, 55 have said yes they will attend, 97 others are considering to come. Still we hope to get more people excited for this Global Event from the 24th - 30th September in Cairo, Egypt. If you know somebody who is interested, please let us know. Let's make the list for your continent as big as possible, so that we have a great global gathering in Cairo.

Following is the status on each of the 6 continents around the world:

1. AFRICAN CONTINENT

The following participants and organizations from Africa will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
<ol style="list-style-type: none"> 1. Mr. Moses Sika, LWR, Kenya 2. Mr. Terry Bergdall, SIDA Ethiopia 3. Mr. Thabo Manyathi, Association for Rural Advancement, South-Africa 4. Mrs. Anne Owiti, Kibera Com't Self Help Group, Kenya 5. Mr. Luke Kinotti, ECLOF, Kenya 6. Mr. Brazille Musemba, National Council of NGOs - Kenya 	<ol style="list-style-type: none"> 1. Representative from PRIDE Africa, Kenya 2. Rosemary Nwangu, NIRADO, Nigeria 3. Mr. Dan O' Laughlin, AALC, Kenya 4. Mr. Miller, Ford Foundation, Kenya 5. Mr. Dag Skoog, SIDA Ethiopia 6. Elisabeth Castiglioni, ICA-Kenya 7. Edward Mutiso, ICA-Kenya 8. Ruth Lukona, ICA-Zambia 9. Felix Apke, NIRADO, Nigeria 10. Abiodun Olagoke, NIRADO, Nigeria 11. Ali Kouadio, ICA-Cote d'Ivoire 12. Hans Hedlund, Zambia 	<ol style="list-style-type: none"> 1. Ms. Jude Rand, Care Kenya 2. Jonathan Dudding, ICA-Kenya 3. Mr. Philip Muko, IRED Zimbabwe 4. Stanley Mbagathi, GS Consult, Kenya 5. Boniface P. Kiteme, Laikipia Research Programme, Kenya 6. Priscilla Jere Mwiindilila, Women for Change, Zambia 7. Representative from Care - Zambia 8. Representative from Young Childrens Christian Programme, Zambia 9. Mr. Dennis Muchunguzi, AFREDA, Tanzania 10. Khalaf Ismail Mohammed, SABA, Sudan 11. Merinah Kanyayo, Women's Advisory Group Uganda 12. Mr. Olu Atetunmbi, Nigerian Com't Dev't Trust Fund 13. Prof. A.G. Onibokun, CASSAD, Nigeria 14. Jose Gabriel, Ford Foundation, Zimbabwe 15. John Gerhart, Ford Foundation, South-Africa 16. Steven Lawry, Ford Foundation, Namibia 17. Yusto P. Muchuruza, KADETFU, Bukoba, Tanzania



24 - 30 - September 1996



2. LATIN-AMERICAN CONTINENT

The following participants and organizations from Latin-America will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
<ol style="list-style-type: none"> 1. Miriam Balbela, ICA-Venezuela 2. John Lawton, ICA-Venezuela 3. Christian Nacht, ICA- Brazil 4. Ron Bauer, Puerto Rico 	<ol style="list-style-type: none"> 1. Nira Fialho/ WWF Brazil 2 & 3. Two other representatives from WWF- Brazil 4. Vilma Hernandez, ICA- Guatemala 	<ol style="list-style-type: none"> 1. Mr. Humberto Lucasaire, INPPARES, Peru 2. Gloria Santos, ICA-Peru 3. Inga Bessin, ICA-Guatemala 4. Maria A. Laurz, ICA-Venezuela

PARTICIPANTS UPDATE - JULY 1996 -

3. EUROPEAN CONTINENT

The following participants and organizations from Europe will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered

- 1 & 2. Richard & Joan Seacord, ICAI & ICA-B
3. Anna Stanley, ICA-Belgium
4. Andrea de Suray, ICA-Belgium
5. Simon Koolwijk, ICAI & ICA-Ned
6. Hettie Yff, ICA-Netherlands
7. Franco Voli, ICA-Spain
8. Rutger van Mazijk, ICA-Netherlands
9. Mr. Piet Beekman, Eindhoven Univ., The Netherlands
10. Nicolien van Eysden, ICA-Netherlands
11. Dick Alton, ICA-International
12. Suzan Fertig-Dykes, ICA-Bosnia/ Croatia
13. Truman Gregory Packard, Univ. of Oxford, UK
14. Patrick Brennan, ICA-UK
15. Tony Beltran, ICA-International
16. Edgar Campers, Aktie Strohalm, The Netherlands
17. Richard Douthwaite, Aktie Str., Ireland
18. Bruno Jehle, Aktie Str., Switzerland

Have said they will attend

1. Martin Gailbraith, ICA-UK
- 2,3 & 4 Three representatives from Christian Aid, London, UK
5. Jann Barr, ICA-Belgium
6. Tony Beltran, ICAI
7. Zlata Pavic, ICA-Zagreb
8. Drazan, ICA-Zagreb
9. Elizabeth Crowther-Hunt, Prince's Volunteer Trust, UK
10. Ursula Winteler, ICA-Germany

Considering

1. Vesna Grubic, Croatian Law Centre, Croatia
2. Mrs. Baranovic, Inst. Social Research, Zagreb, Croatia
3. James Deane, Panos London, UK
4. Dr. Michael Greaves, Advisor ODA, UK
5. Sharon Robinson & Diana Bailey, the Commonwealth Foundation, UK
6. Mr. Keyzer, Cebemo, The Netherlands
7. Dr. Jackline Wahba, Univ. of Southampton, UK
8. Representative of TNI, Amsterdam, The Netherlands
9. Dorcus Pratt, CIDSE Cambodia/Laos, Belgium
10. Renate Scheepen, Dorcas, The Netherlands
11. Sylvie Tysboul, European Third Sector Network, Belgium
12. Mr. David Dunn, Consultant for PCC, Moscow, Russia
13. Alexei Kuzmin, Director PCC, Moscow, Russia
14. Mr. John Richardson, EFC, Belgium



Considering

15. Mirella Despotovic, IRC Umbrella Grant, Croatia
16. Wolfgang von Schmettau, WWF European Office, Belgium
17. Sarah Gelpe, Water Aid, UK
18. Gillian Martin, Int. Academy for environment, Geneva, Switzerland
19. Oscar Damen, Univ. of Bradford, The Netherlands/ UK
20. George Martens, Free Trade Unions, Belgium
21. Helen Prescott, "Der Blaue Reiter", UK
22. Cathalina Quiroz, ICA-Spain
23. Hannerl Golda, Austria
24. Caroline Harper, Save the Children Fund, UK
25. Dr. Hanzekovic, Croatia Bar Assoc., Croatia
26. Andrew Clayton, INTRAC, UK
27. Gerd Reif, Start in den Beruf, Germany
28. Marie-Christine Aulas, European Fed. of Green Parties, France
29. Marije te Riele, Advisor on Gender for the Dutch Embassy in Tanzania, Netherlands
30. Helena Barends, Netherlands

PARTICIPANTS UPDATE - JULY 1996 -

4. ASIAN/AUSTRALIAN CONTINENT

The following participants and organizations from Asia and Australia will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
1 & 2. John & Robyn Hutchinson/ ICA-Australia 3. Anne Yallop/ ICA-Australia 4. David Trustum, ICA-Australia 5 & 6. Wayne & Shizuyo Elsworth, ICA-Japan 7. One other staff from ICA-Japan 8. Hany Samir, ICA-Australia 9 & 10. Maria & Frank Maguire, ICA-Australia 11. Jay Wisecarver, Redd Barna - Asia, Thailand 12. Shankar Jadhev, ICA-Pune, India 13. Stephen Cantor, Inst. for Geonomic Transformation, Australia 14 & 15 Ray & Elaine Richmond, The Wayside Chapel, Australia	1 & 2. Bill Wang & his son/ ICA Taiwan 3 & 4. Dick & Gail West/ ICA-Taiwan 5 & 6. John & Ann Epps/ LENS Malaysia 7 & 8. Cyprian & Mary D'Souza, ICA-India 9 & 10 Two other staff from ICA-Japan 11. Ms. Hope Neill, Australia 12. Robert F. Chaffee, Australia	1. Puthrika Moonesinghe, Agromart Foundation, Sri Lanka 2. Christina Welty, Japan 3. Allen J. Pathmarajah, Malaysia 4. ICA-Panvel, India 5. ICA-Bombay, India 6. Rupa Dital, CWIN, Nepal 7. Mr. Masahiro Nemoto, Risho Kosei-Kai Fund for Peace, JAPAN 8. M.W. Faruque, YADC, Bangladesh 9. Sue Chapman, ICA-Australia 10. Rabindra Nath Sabat, CIVIL Township, Orissa, India 11. Marguerite Theophil, INDIA 12. Grace Taguba-Bengwayan, Igorot Tribal Assistance Group, Philippines 13. Chris Thiagarajan, Dev't Education Society, India 14. Mrs. Farzana Panhwar, Sindh Rural Women's Uplift Group, Pakistan 15. Representative of SEWA, India



5. MIDDLE-EAST CONTINENT

The following participants and organizations from the Middle-East will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered	Have said they will attend	Considering
	1. UNDP-Egypt 2. Roger Hadister, Director NEF, Egypt 3. Lucy Nusseibeh, Palestinian Center for the study of Non-Violence, Palestine 4. Dr. Ibrahim, Egypt 5. Dr. Marie Assad, NGO Steering Committee, Egypt - around 10 - 15 representatives from organizations are intending to give a presentation - around 40 staff of ICA-MENA will attend	1. Near-East Foundation, Egypt 2. Tamara Awad, Egypt 3. Toine van Teeffelen, Pax Christi, Palestine 4. Mr. Almawrid, The Palestinian NGO Host System, Palestine More than 300 organizations and individuals will be approached to attend the Conference



PARTICIPANTS UPDATE **- JULY 1996 -**

6. NORTH-AMERICAN CONTINENT

The following participants and organizations from North-America will attend the Civil Society Conference Sept. '96 in Cairo, Egypt.

Already registered

1. Jean Watts, ICA New Orleans, USA
- 2 & 3. Richard & Ellen Howie, ICA USA
4. Joann Sutherland, ICA-New Orleans, USA
5. Shirley Heckman, ICA-Phoenix, USA
6. James Troxel, Mil. Consult, USA
7. Ruth Gilbert, ICA Champaign, USA
- 8 & 9. Ray & Sheryl Caruso, ICA-USA
10. Susan S. Habachy, Trickle-Up Program, USA
11. Patricia Carducci, San Diego Youth & Com't Service, USA
- 12 & 13. John & Anita Gibson, ICA-Indianapolis, USA
14. Alice Johnson, Case Western Reserve Univ., Cleveland, USA
15. George Packard, ICA-Chicago, USA
- 16 & 17. John & Marilyn Oyler, ICA-Phoenix, USA
18. John Burbidge, ICA-Seattle, USA
19. Gordon Harper, ICA-Seattle, USA
20. Judy Gilyeart, Seattle, USA

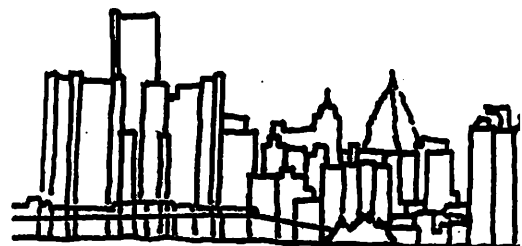
Have said they will attend

1. Paul Watson, San Diego Youth & Com't Services, USA
- 2 & 3. Axel Magnuson & Sylvia Vriesendorp, USA
4. Peter Hazlewood, UNDP, USA
5. J' Lein Liesse, Inst. for Multi-cultural success, USA
6. Jim Wiegel, ICA-Phoenix, USA
7. Diane LeResche, USA
8. Wendy M. Wheeler, 4-H Council, USA
9. Monte Roulier, Nat. Civic League, USA
10. Tyler Norris, Tyler Norris Associates, USA
11. Vaughn O' Halloran, ICA-East, USA
12. Kathy Toner, Catholics for a free Choice, USA

Considering

1. Bruce R. Williams, Chicago, USA
2. Dr. Linda K. Jacobs, Jacobs Foundation, USA
3. Elaine Stover, USA
4. Mr. Miklos Marschall, CIVICUS, USA
5. Dr. Wanda Ross Cody, Inst. Intercult. Com., USA Leadership
6. Ms. Anne Firth Murray, Global Fund for Women, USA
7. Abel Hewitt, USA
8. Joe Davis, AALC, USA
9. Nancy A. Banman, Dept. of Social Work Colorado, USA
- 10 & 11. Jean & Art Smith
12. Don. E. Eberly, Civil Society Project, USA
13. Sarah Medicott, Carmichael, USA
- 14 & 15. Jeanne Bracken & Sonnie Russell
16. Wendell & Shirley St. John, Bloomington, USA
17. Lesley, Arlington, USA
18. Sara Munshin, USA
19. Stanley Scott, Longmont., Colorado, USA
20. Michael H. Kaplan, Charlottesville, USA
21. John Anderson, USAID, USA
22. Sarah Finkelstein, Princeton Univ., USA

The Rise **of Civil Society** **in XXI century**



JOIN US!



The following participants and organizations from North America will attend the Civil Society Conference Sept. '96 in Cairo, Egypt

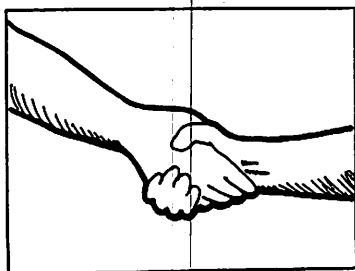
Already registered

21. Jo Nelson, ICA-Canada
22. Judy Harvie, ICA-Canada
23. Mirja Hanson, Millennia International, USA

Have said they will attend

Considering

23. Don E. Eberly, Civil Society Project, USA
24. Emma A. Melton, ICA-Cleveland, USA
25. Jessica Jordan, Int. Centre for Research on women, USA
26. Ron Thomas, Consultant in Seattle, USA
27. Mahlia Malan, USA/India



SEE YOU IN EGYPT!!!

ICA EVENTS FROM AROUND THE WORLD



CONTINENT

WHEN	EVENT	WHERE	RE
ASIA			
EACH FIRST MONDAY	FACILITATOR'S NETWORK	SYDNEY	ICA AUSTRALIA
EACH 2nd SATURDAY	JEAN HOUSTON HUMAN CAPACITY GROUPS	SYDNEY	MAGUIRES
JULY 13 & 14	RETREAT	PAX BREA, TURRAMURRA	ICA NEW SOUTH WALES, Network
AUGUST 2-4	ECO-CULTURAL TOUR	GREEN ISLAND, TAIWAN	ICA TAIWAN
AUGUST 18	STUDY: 'The Long Walk Home' by Nelson Mandela	BRISBANE	ICA BRISBANE TEAM
AUGUST 17-29	JEAN HOUSTON TOUR OF AUSTRALIA	ADELAIDE, SYDNEY, MELBOURNE	ICA AUSTRALIA
EUROPE			
JULY 27 TO AUGUST 4	VOLUNTEER PROGRAM DEVELOPMENT INTERCHANGE	NETHERLANDS	ICA NETHERLANDS
SEPT 4-6	VOLUNTEER PROGRAM STRATEGIC PLANNING METHODS	NETHERLANDS	ICA NETHERLANDS
SEPT 7-8	VOLUNTEER PROGRAM PLACEMENT PRACTISES	NETHERLANDS	ICA NETHERLANDS
N. AMERICA			
JULY 6-27	RITE OF PASSAGE JOURNEY	CANADA	ICA CANADA
JULY 1996	LEADERSHIP OPTIONS	CHICAGO	ICA HEARTLAND
JULY 16 AUG 14	VISION QUEST	SEATTLE	ICA WEST
JULY 24 AUG 14	TOURS DE CULTURES	SEATTLE	ICA WEST
JULY 25-26	GFM	TORONTO	ICA CANADA
AUGUST 1-2	PARTICIPATIVE STRATEGIC PLANNING	SEATTLE	ICA WEST
AUGUST 20-21	GFM	TORONTO	ICA CANADA
AUGUST 22-23	FACILITATED PLANNING	TORONTO	ICA CANADA

ICA INTERNATIONAL
RUE AMEDEE LYNNEN 8
B-1210 BRUSSELS, BELGIUM

The Network Exchange



SEPTEMBER 1996

From Municipal Experiment to National Prototype .	1
ICA Australia Update	3
Community Empowerment Programme in Ethiopia	4
Netherland's Volunteer Exchange Training	5
Egypt '96 Presentations and Workshops	6
Canada Explores Environmental Partnership	8
Questions Being Asked of ICA Canada	9
International Facilitator's Companion	10
Member's Profile: Wilma Palencia	11
Calendar	12

FROM MUNICIPAL EXPERIMENT TO NATIONAL PROTOTYPE

A two year stint in promoting grassroots participation from his seat in Town Hall as the mayor of the municipality of Sanarate has led to some interesting developments for Manuel Samayoa, former director of ICA Guatemala, for ICA Guatemala, and for Guatemala's Social Investment Fund.

From 1994 to 1996 Manuel Samayoa, as municipal mayor, and ICA Guatemala as a local NGO experimented with a new way of coming at local politics. Instead of making decisions on the municipal budget in a closed environment and in the typically personalised way, mayor Samayoa decided to open up some new space. Ordinary people, not just the mayor, were to be encouraged to identify issues and organize themselves towards the solution of their needs.

Targeting "Presidencial-ismo"

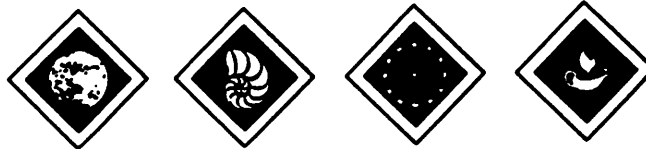
What Manuel wanted was to empower his constituency. Part of the problem in traditionalist hispanic societies is that the responsibility, and power, is too heavily concentrated onto officials. There is a Spanish "-ism" word for this, it is called "Presidencial-ismo": the person at the top thinks and does absolutely everything down to the most minute detail. The result is a bottlenecked system whose creative impulses are too often stifled. The best argument for participation is in fact that many hands and many brains are better and can advance the common good a lot more than just one, regardless how brilliant.

So with ICA Guatemala's help mayor Samayoa came at things differently. What was needed was a new relationship to the constituency. Dialogue and thought had to happen at all levels, not just at the top.

Before requesting help, local people needed to meet, speak up, exchange points of view and identify concerns. If they needed official help they had to organize as a community first in order to present, in an open meeting, their proposals to the mayor and his staff. Proposals presented in such a manner, and which were within the means of the municipality, received the greatest of attention and where applicable were eligible for official financing. ICA Guatemala's role in all this was to provide the tools with which people could organize.

This process reached 26 villages, about half of the total in the municipality. The results were very encouraging. First, many dormant ideas were awakened and given creative solutions: such as, How to plug El Carmen, an isolated village, into the national electric grid? Answer: Not from within its own Municipality but by requesting it from a neighbouring administrative centre. In another isolated village peoples' passion was to raise money to build a small chapel, so why not encourage them?, and so it went as each of the 26 villages mobilized around its own particular concerns. In essence what happened was that a little official encouragement and a little financing went a long way. Second, an attitude shift with an emphasis towards ever greater self-help was mobilized. Third, the project was a good show of governance or

cont. p 2



National Prototype cont. from p 1

mutuality between government and governed.

A good show and an interesting start, but only that, as social processes take time and municipal politics are as unpredictable as any other. Despite the effort Manuel was not elected for a second term. Nonetheless his "municipal" work set a interesting precedent and did not go unnoticed. With national elections just finishing, the new president of Guatemala's Social Investment fund, Mr. Fito Paiz, an "old" ICA G. patron, had been watching. Mr. Paiz was sufficiently impressed to offer Manuel the post of "Co-ordinator of the General Programme of Community Organization".

Guatemala's Social Investment Fund

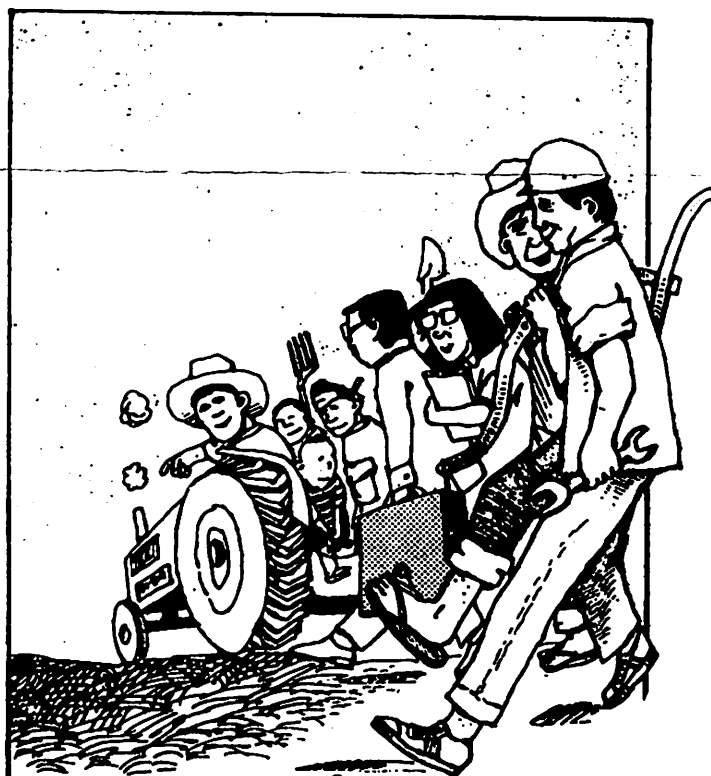
The Social Investment Fund (F.I.S.) was set up as an autonomous national institution meant to coordinate and rationalize Guatemala's many development initiatives. It is funded by the Guatemalan government and has received one time loans from the World Bank and the IMF. It was created for a duration of 8 years, three of which have already been served. The FIS works with local, national and international NGOs - which it prefers to call by the positive name of OSCs (organizations of Civil Society) - and with rural Municipalities. It encourages development "actors" to coordinate efforts and to create FIS "enterprises" which then are eligible for funding.

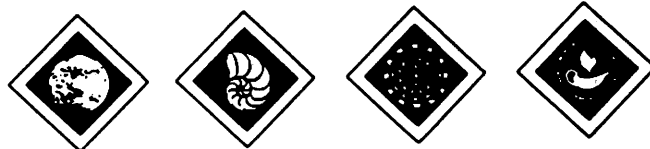
The FIS is currently working in 21 departments nationwide. It has supported more than 3,000 projects

including many to do with water, drainage, rural infrastructure, schools, and education. Essentially the FIS promotes its activities, solicits the co-ordination of rationalized efforts, evaluates project proposals and "invests" in the more promising ones. Its main departments or programme arms are Pre-Investment (promotion and evaluation of proposals), Investment, Human Resources, Planning, Finances and Community Organization.

The idea of the Community Organization department is to find ways of coordinating more fully between the villages and the municipal government. It is the Sanarate Municipality prototype on a large scale. Essentially it asks villages to come forth with their own local mini-plans. It sensitises municipal mayors to be more attentive to these grassroots plans. At the present the FIS will help finance village plans; in the future, municipalities will consider them for inclusion in their budgets.

There are some 330 municipalities in Guatemala. To gain an initial experience the Community Organization department is selecting 15 within which to uplift the grassroots. These 15 offer a cross-section of regions and ethnic groups. Depending on the results, efforts can be intensified where positive results warrant greater input. Manuel's hope is that eventually all 330 municipalities are covered. So does ICA Guatemala who, amongst others, will be working training both trainers and some grassroots groups. The attack on presidencialismo continues!





ICA AUSTRALIA UPDATE

ICA Australia has been active in the Australian continent and participating globally since 1968, when it focused its early projects around local churches and the conducting of religious and cultural studies programs as the Ecumenical Institute. By the early 1970's, the focus had shifted to the implementation of comprehensive community development projects. The ICA staff worked in the inner cities, in rural areas and with aboriginal communities, notably the communities at Oombulgurri and Mowanjum in north-west Australia, and at Murrin Bridge in the western part of the state of New South Wales. In the 1980's, ICA Australia's emphasis moved to providing training and consultancy utilising the methodologies and perspectives developed by all of us. Today, ICA Australia is a network of members involved in a wide range of program activities and vocations.

NETWORK GATHERINGS

Across Australia, particularly in the major cities, network gatherings, events and roundtables are held. Two to three day retreats are common in 3 of the states, which allows time for the members to draw on the expertise, insights and support of colleagues. There is the sharing of reflections, discerning of trends and the planning of future activities.

FACILITATOR NETWORKS

In recent times, as a result of the efforts of various colleagues across the continent, several networks have come into existence. Through the efforts of Richard and Maria Maguire there is a monthly facilitator group meeting in Sydney. As a result of ToP programs being taught by Adrian Rhodes and John and Robyn Hutchinson, assisted by colleagues such as the Telfords and Titus Jayasekera and Elaine Richmond, the Hurtsville Facilitators Network meets on a bi-monthly basis. This year, 1996, saw the Organizational Transformation Network bringing together facilitators from Australia and New Zealand, with a focus on the need for Regional Development. This event was catalysed out of the work of Kevin Balm. Following a ToP Methods update in February, 1996, in Adelaide conducted by Kevin Balm and Deb Lange, a South Australian Facilitator Network was formed, with an additional possibility of holding an Imaginal Education update in September.

TOP TRAINING PROGRAMS

With the decision taken by ICA Australia to cease having any Program Units as such, several of the

members have taken up marketing ToP training programs to business, government, community and church organisations. Adrian Rhodes is marketing ToP programs through St. George Careers Development Centre in Hurtsville, where he is the Training Officer, John and Robyn Hutchinson are marketing through their consultancy, Breakthrough Facilitation, and Richard and Maria Maguire through Unfolding Futures.

FACILITATION AND CONSULTANCY

Across the nation ICA trained colleagues are involved in a wide range of facilitation and consultancy programs using ICA developed methodologies together with methods drawn from other sources. Strategic planning, team building and leadership development with a wide range of organisations, including a national bookshop chain, an advertising company, a government department of health, a political party, groups from the Land Care movement, Local Exchange Trading System (LETS) groups, permaculture groups, church groups education bodies and local government councils.

Some colleagues have been involved in Seminars on Life Directions, such as Your Money or Your Life-Voluntary Simplicity, base on the book by Dominguez.

ARCHIVES PROJECT

The ICA Australia archives have moved twice since the closure of the Sydney House. The current situation is that the archives are in a safe, dry and accessible storage. The archives contain a lot of material related to in-kindings, donations, organisational contacts and Tongan projects. Some material related to courses, constructs and methods. The A-Team is in dialogue with Chicago to decide about future collection and access of archival material.

ICA RESOURCE CENTRE

Following the decision by the Board to set up an ICA Resource Centre, to have a point of reference for those wishing to obtain ICA publications such as "Winning Through Participation", Drude Townsend from Canberra volunteered to set up and run the centre.

PACIFIC WAVES

Pacific Waves is the magazine for the ICA Australia Network. Under the editorship of Julie Miesen, it is the glue that binds us together across the nation. This is a quality publication, highly informative, concerning ICA Australia and is aware of others across the globe.



COMMUNITY EMPOWERMENT PROGRAMME IN ETHIOPIA

Terry Bergdall, consultant for the ICA from Zambia, has written a chapter for the forthcoming book on Civil Society. Here is a short review of his piece "... and miles to go before we sleep".

Sweden and Ethiopia agreed, late in 1993, that initial Swedish support of a long term rural development programme should be directed to the South Wollo zone of Region 3 in Ethiopia. Government officials of the zone formed a steering committee. Based on its prior practical experience, this committee was convinced that any future programme should be built from the bottom up. It should be based on the local population's perception of its own development needs. The first phase of the model programme called for the conducting of Community Empowerment Workshops (CPW) to determine these local perceptions in twenty-four areas of four pilot districts, or woredas.

In the country much had been said, but little done, about gaining the support of local participants. The steering committee sought external consultants specializing in community participation to train local people in such methods. These were furnished by the Swedish International Development Agency. A critical element in the process was the selection of community organizations to approach and the style of gaining access to them. The two types of organizations selected were the kire and the Peasant Association (PA). Bergdall describes these with some notes on their operational habits.

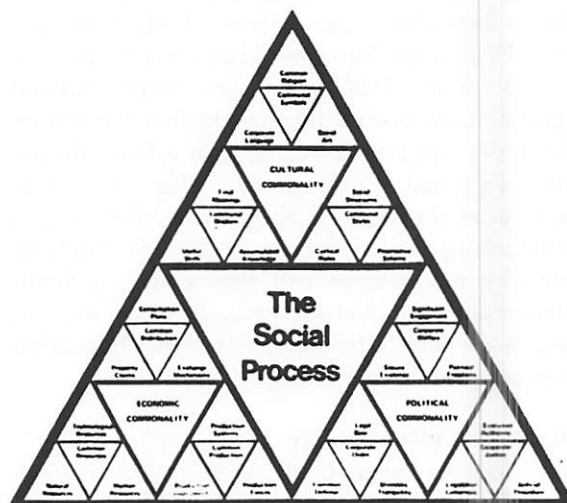
Kires are found in every Ethiopian community, urban or rural. They are relatively small, encompassing in South Wollo, about 150 households. They are neither economic nor political nor religious groups, governed by customs and essentially patriarchal. Women are active in a kire, ceding to decisions of male heads of households. Peasant Associations are the lowest unit of the political system, holding 600 to 1000 households within a geographical area. Members of a single kire can belong to different PAs. During the epoch of top-down bureaucratic approach to development, the PA became the official development authority. They fell out of favor because of public resentment against the coercion they exert to mobilize labor to implement centrally planned projects. The steering committee sought to avoid public reaction to forced mobilization by conducting workshops through the kires. They did, however, equip the workshop facilitators with letters from woreda offices to Peasant Association leaders in each area requesting assistance to set up the local workshops. Thus one

roadblock was avoided.

The workshops were designed to be short, no longer than two days. This would allow farmers, particularly women, to attend. The facilitators drew up a graphic display of 'comprehensive local development' triangles as a way of inviting participants' inputs on a broad range of topics. These included natural resources, agriculture, village industry and commerce in the economic development category; then primary health care, functional education and community welfare for the social development category; followed by a human development category containing living environment, communal organizations and symbolic community identity. Using the triangles and naming the strengths and weaknesses of their community in each triangle, participants in each group were able to identify and prioritize the top five development needs in each major category.

Bergdall gives details of two areas where workshops were completed, the Atare Genda Kire and the Soye Kire. He makes an assessment of the lessons learned by the participants, such as: the voluntary spirit is essential, people work best for their own benefit; to get accomplished without difficulty, activities should be in full control of the community; people are interested in working together if the problems are felt by everyone.

It is significant to learn from the author how the facilitators, with an academic background from Europe learned to use local means of transport, eat local food and live in local habitation. This gave them lessons about their own attitudes and work habits which, they felt, had changed for the better.





HOLLAND'S VOLUNTEER EXCHANGE PROGRAMME

by Dhiraj Cherian

ICA Netherlands is serious about using the ICA I network and other contacts to help young Dutch volunteers who want to do a year abroad. It's no wonder that all of the teachers at the exchange programme in Holland this year (the first of its kind) were returned ICA volunteers - Simon Koolwijk (Kenya), Rutger Mazijk (Cote d'Ivoire), Nicolien van Eijdsen (Guatemala), Marc ter Brugge (India), Martin Gilbraith (Egypt), Albert and Lettie Boumeester (Portugal), Hettie Yff (Brazil). Likewise all the trainees, except Dhiraj Cherian (a University of Leuven business school graduate from India and a candidate to work with ICA Japan) were Dutch. Dhiraj reports:

Back from the interchange in Amersfoort, Holland - life as I know it has taken a turn.

Hi, I'm Dhiraj and a participant at the Development Interchange of the ICA along with 11 others who have become dear to me. As a professional in foreign trade, my work has taken me to many countries and given me a taste of different cultures in an executive capacity. The year spent with ICA Belgium as resident, brought me in close touch with its work and, frankly, it impressed me. I heard of the Volunteer Placement Programme, and felt this a good opportunity to commit a year of my time for a personally satisfying and socially productive cause.

We came in to the coachhouse of the "Castle" in Amersfoort by road, rail, plane from as far as Italy. All of the others knew each other from the earlier GFM course, which I did not. This did not stop me from wading right into the flow of things and getting to know them. A great bunch of people, specially as I got to know them during a cultural introduction and through the rest of our time together. The sleeping arrangements included rooms and tents for the more adventurous.

Some things that all of us did from the start were to share the upkeep of the house and we all did lots of facilitation (till we choked on it). The food was innovative and the vegetables came from the garden. Boy, it was a culinary miracle! It was a close second to the fun we had and the wine we drank; kept our most experienced and vivacious volunteer, Betty, 62 years old on and even keel and Nicolein, our logistics officer, shopping for more.

We learned a lot about the kind of work that is done in our chosen corners of the world.

People from different walks of life and varied experiences shared their pearls of wisdom with us. Hettie taught us local remedies, for curing flu to anti-poisoning potions. She also showed us slides of her work in Brazil. Simon and Rutger gave us an impression of Kenya and Rwanda, while Martin introduced our imaginations to the sands of Egypt. Oh, in all this cultural immersion, let me not forget to mention the proposal writing and facilitory reflection at every stage.

We played a lot of games to increase our awareness of the times we will face and what it means to work with multicultural groups (though we were not a very diverse bunch - a huge Dutch contingent). The game "Manomiya" was great, where we played a kind of rural monopoly. I must mention that all of us gave ourselves silly aliases to match the first alphabet of our names, that had some relevance to us - like Doctor Dhiraj (Mr. fixit's my middle name), Mumkin Martin (anything is possible for him) and Nude Nicolein (a flight of fancy) amongst others.

We had campfires, limbo dancing and plain dancing (yeah!). Hidden talents came to the fore when we introduced our inventive, musical and acting abilities which shot us to instant stardom for a week. We created a great bond between us and I look forward to seeing them this September, for the last round of three training encounters in Brussels.

The Development Interchange



PRESENTATIONS 2nd & 3th DAY OF THE CONFERENCE

A. COMMUNITY EMPOWERMENT

1. "Community Empowerment Programme, Ethiopia":
Swedish International Development Authority (SIDA)
Presenter: Mr. Dag Skoog/ Terry Bergdall

2. "Community Empowerment with the Aboriginal People of Australia"
Presenter: Hope Neil

3. "Nine Ways to Empower Civil Innovations in Urban Systems", ICA-Indianapolis
Workshopleaders: John and Anita Gibson

4. "Citizens the Building material of cities" - a practical case study on participatory town planning in Gadaref, Sudan"; Eindhoven University, The Netherlands

5. "Basaisa Community Development"; The American University, Cairo, Egypt
Presenter: Salah Arafat

6. "Self-esteem programmes: A set of tools to facilitate participation and effective communication skills in civil society"; ICA-SPAIN
Presenter: Franco Voli

7. Healthy Communities: National Civic League, USA
Presenter: Tyler Norris

WORKSHOPS 6h & 7th DAY OF THE CONFERENCE

1. "Participatory Rural Appraisal; Near East Foundation for the Middle-East
Workshopleaders: Not yet known

2. "Local Economics and Financial Micro Initiatives"; Aktie Strohalm, The Netherlands
Workshopleaders: 1) Richard Douthwaite; 2) Martina Hammerli; 3) Edgar Kampers & 4) Marc van der Valk

3. "International Community Youth Development Institute", 4-H Council, ICA-Phoenix & Youth & Community Dev't Services, San Diego, USA
Workshopleaders: 1) Wendy Wheeler, 2) John Oyler, 3) Paul Watson & 4) Patricia Carducci

4. "Working with Social Change"; ICA-Canada
Workshopleader: Jo Nelson

5. International ToP-methods Follow-up: ICA-Phoenix
Facilitator: Marylin Oyler

6. "Women: From Dreams to Commitment";
Facilitator: Judith Hamje

7. "Technology of Meaning"; Asia O.T. Network & LENS INTERNATIONAL,
Facilitator: John Epps

8. Workshop on "Arab Civil Society"; American University of Cairo, Political Sociology Department.
Presenter: Prof. Saad El Din Ibrahim

EVENING SESSIONS

1. "Demonstration on Internet & World Wide Web"; Unfolding Futures and Asia Organizational Transformation Network
Presenter: Frank Maguire and Wayne Ellsworth

2. "Down Under All Over - A Multi Media Presentation on Key issues Facing Australian Civil Society"; ICA Australia
Presenter: John Hutchinson

3. ICA-MENA 1976 - 1996: ICA-MENA

ICA GLOBAL CONFERENCE



I.C.A.I. GLOBAL CONFERENCE
PRESENTATIONS AND WORKSHOPS
Cairo, Egypt
24-30 September, 1996

P R E S E N T A T I O N S

&

W O R K S H O P S

B. YOUTH AND CHILDREN

1. "Caring for Aids Orphans & street children in the slum community in Nairobi, Kenya"; Kibera Community Self-Help Programme
Presenter: Mrs. Anne Owiti

2. "Community Youth Development"; San Diego Youth & Community Services, USA
Presenters: Paul Watson & Patricia Carducci

3. "Children as Health Advocates: Child to Child Programme Beni Suef", ICA MENA

4. "Youth Voices and Action"; 4-H Council, USA
Presenter: Wendy Wheeler

5. "Youth & Voluntarism, an HEEA-Experience" Health and Environment Educational Association
Presenter: Salma Galal

6. "Children, Youth and Adults: Working Together"; Red Barna Asia
Presenter: Jay Wisecarver

1. METHODS AND METHODOLOGY
1. "The Role of the Facilitator in Shaping Community: From Novelty to Necessity". International Association of Facilitators
Presenter: Mirja Hansen

2. "Using a Discussion Method for Critical Incident Stress Debriefing"; Institute for Multicultural Success, Phoenix, USA
Presenter: J'Lein Liese, M.A.

3. "Filling the gaps in Participatory Rural Development Approaches in Africa - Experiences from the Application of some ICA-based & non ICA-based Techniques"; NIRADO
Presenter: Abiodun Macauley Olagoke

4. "Community Satisfaction Index"; Competence Development, PGR - A business group of JK Synthetics Ltd.
Presenter: Vinay Kumar Garg, General Manager

5. "Participation Without Consensus: The Need for Methods" NIRADO,
Presenter: Rosemary Nwangu, Phd.

6. "Delta Methods for Empowering Local Community Groups Towards Local Responsibility"; Uganda Catholic Social Training Centre
Presenter: Bodo Immink

7. "Using Appreciation to Facilitate Cross Cultural Work"; ICA USA-East
Presenter: Vaughn O'Halloran

8. "Strategic Planning for Technology Transfer"; Atut Project Egypt
Presenter: Kelly Harrison

J. IMAGE SHIFT TO AN INCLUSIVE SOCIETY

1. "The Role of International Volunteers in Building and Strengthening Civil Society in the Development World"; ICA Netherlands
Presenters: Rutger van Mazijsk, Nicolien van Eysden & Martin Gilbraith

2. "Life Style Simplification Lab"; Institute of Cultural Affairs
Presenter: Ruth Gilbert

3. "Journey through inclusive community to profound respect"; ICA Taiwan
Workshopleader: Gail West

4. "The Global Mosaic of Civil Society"; ICA Seattle, USA
Workshop leaders: John Burbidge & Valerie Nash

5. "Designing Civil Society from a Multicultural Perspective"; ICA-Seattle
Presenter: Judy (Gilyeart) Stillwater

6. "Money and Purpose to release Civil Society; Unfolding Futures, Australia;
Presenter: Maria Maguire

C. GOVERNANCE AND ACCOUNTABILITY

1. Civil Society in Romania: Obstacles and Opportunities:

Case Western Reserve University, USA

Presenter: Soad Mansour on behalf of Alice K. Johnson, Associate Professor Mandel School of Applied Social Sciences

2. The Civic Index; National Civic League, USA

Presenters: Monte Roulier

3. "The Living Organization: A Systems approach to the organizational development of NGOs and their work. Reflections on the ICA-experience in Egypt"

Presenter: Ahmed Badawi (former El Ru'Ya editor)

4. Ensuring Accountability, Good Governance, Prudence and Justice: An NGO Code of Conduct for Self Regulation: NGO Council of Kenya

Presenter: Mr. Brazille Musumba

G. EMPLOYMENT, BUSINESS AND CIVIL SOCIETY DEVELOPMENT

1. "Twenty Five Years of Civil Society Action" ICA-Archives

Presenters: Judy Gilles and David Mc. Clesky

2. "Civil Companies"; Shalankany Law Office, Egypt;

Presenter: Mona Zulficar

3. "Empowering Entrepreneurship"; Egypt Skills Centre, Egypt

Presenter: Magla Mortagy

4. "The Impact of Public and Private Partnership in Meeting Today's Work Force Needs. The Implication of Economic Self-sufficiency"; Towards Employment, Cleveland, USA

Presenter: Mrs. Soad Mansour

5. "Presentation from the American Labour Organization"; American Labour Organization

Presenter: Gebreselassie & Gerremariam

H. ENVIRONMENT and EDUCATION

1. "Propagation of Neem Trees in Egypt for Environmental Protection"; Egyptian Society of Biological Control of Pests (ESBCP)

Presenter: Dr. Ibrahim El Kilany

2. "Presentation of Association of Upper Egypt for Development Education"; Assoc. Dev't Education

Presenter: Safwat Sebeh

3. "Presentation 'Life Programme'", Global Environment Facility & LIFE, Egypt;

Presenter: Emad Adly

4. "Soap Operas for Training: A Model"; Support Centre International

Presenter: Robert G. King

5. "Presentation from AMOCO", AMOCO, Egypt

Presenter: Abd El Aziz Al Aguizy

6. "Presentation from APE, Egypt", APE, Egypt.

Presenter: Leila Kamel

7. "Education"; President's Association for the Advancement of Education;

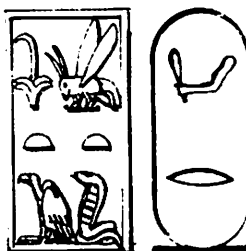
Presenter: Ms. M. Makran, former member of the Egyptian Parliament

8. "Presentation from SPAAC", Egypt; SPAAC

Presenter: Ms. Sara Loza



THE RISE OF CIVIL SOCIETY



D. LOCAL ECONOMIC SYSTEMS

1. "Rural Credit Schemes as an example of initiatives that have strengthened communities in Kenya": Ecumenical Church Loan Fund (K-ECLOF)

Presenter: Mr. Luke Kinotti & Mrs. Margeret Mwaniki

2. Modern Banking Techniques in rural areas in development countries/ Kenya & Tanzania: Pride Africa

Presenters: Ms. Shimimana Ntuyabaliwe & Mr. Elias Ntambi

3. "The Trickle-Up Programme", The Trickle-Up Programme, USA

Presenter: Suzan Habachy

4. "Local Institutional Strengthening: Through credit schemes, how ICA-MENA uses Credit Schemes to enable sustainable institutional development"; ICA-MENA

Presenter: Mohammed Yasin & Mono Ismail

5. "Grameen Bank Model System in India", Development Education Society, Bangalore

Presenter: Mr. Chris Thiagarajan

6. "The Bio-Village Model", M.S. Swaminathan Research Foundation, Bio-village project

Presenter: Dr. R.S.S. Hopper

7. "Bonussystem (donor-backed local currency)": Swiss Environment Consultancy network

Presenter: Matina Hammerli, Switzerland

8. "Local Exchange Trading Systems & Time Dollar Schemes in developed countries": Aktie Strohalm, The Netherlands

Presenter: Edgar Kampers

9. "Interest-free Banking": Irish environment consultancy network

Presenter: Richard Douthwaite & Marc van der Valk

10. "Economic Empowerment of women in Zambia: The urban and rural savings and credit programmes": Women Finance Trust of Zambia & Zambian Co-operative Federation;

Presenters: Mrs. Monde Yeta & Mrs. Elizabeth Simonda

E. CONFLICT RESOLUTION

1. "Conflict Resolution in the former Yugoslavia"; ICA Bosnia & Herzegovina

Presenter: Susan Fertig Dykes

2. "Community and Peace Building in Bosnia & Herzegovina": United Methodist Committee on Relief (UMCOR)

Presenters: Jaco Cilliers & Julia Demichelis

3. "Dealing with Refugees and resettlement after war time"; Government of Bosnia

Presenter: Minister of Refugees of Bosnia & Herzegovina

4. "Conflict Resolution in Eastern Africa"; Lutheran World Relief;

Presenter: Mr. Moses Sika

F. WOMEN

1. "See the World through Women's Eyes"; ICA-GERMANY

Presenter: Ursula Wintelery

2. "Gender Strategies"; NEDWORK (Networking in Development Co-operation)

Presenter: Ms. Marije te Riele

3. "Empowered local women: Health Care taker programme in Bayad El Arab": ICA-MENA

Presenter: Iman Fathy, Azza Ali and Sabah Khalifa

4. "Womens' Role in Agriculture in Jordan"; Near East Foundation

Presenter: Ms. Sameela Majali

ICA CANADA EXPLORES AN ENVIRONMENTAL PARTNERSHIP

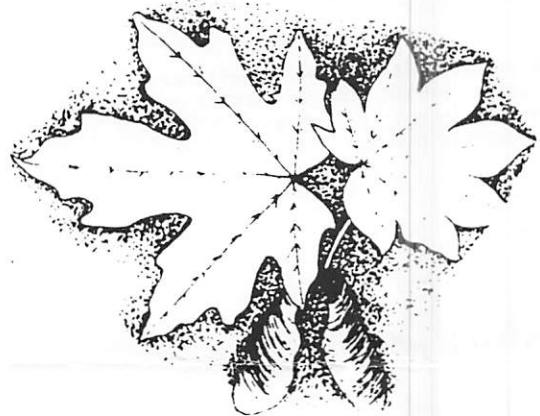
by Wayne Nelson

We have just been presented with a rather exciting opportunity to develop a kind of working partnership with the International Council for Local Environmental Initiatives (ICLEI). ICLEI is an organization that grew out of the 1992 Rio UN Earth Summit to mobilize and support locally based environmental initiatives. Their secretariat is here in Toronto. The specific project is called Local Agenda 21 Model Communities Programme. It is "an action and research initiative aimed at developing tools and models of sustainable development planning". They work with a "multi-sectoral coalition of organizations" in each situation with a fairly strong focus on local government involvement, but that does not seem to be an absolute precondition. I think a significant number of the specific project activities will be related to infrastructure.

They are currently working with communities in Latin America, Africa, Asia-Pacific, Europe and North America. In collaboration with a good group called the International Development Research Centre based in Ottawa, they have developed a planning guide. It is a process oriented guide to project planning. Not ICA methods, but not all bad, built out of a rational-logical paradigm. They are interested in working with us on the phase of the project called "action Planning".

They include more than we do in action planning and I don't think they get quite as far. They do have a process - a bloody great manual - but they have realized that they do not have either facilitators or practical designs and procedures to do this effectively in these communities.

Someone who has been in our facilitation courses recommended us as a resource. As we talked, they decided to engage us at ICA Canada to put together a



practical design and to engage locally based ICA facilitators to do the actual facilitation.

The first project on their action planning schedule is Quito, Ecuador. It is a multisectoral coalition with the municipality playing a fairly strong role. The Mayor of the city is on the local steering committee. The coalition also involves NGOs and others. I do not know the details. This is a fairly large scale, complex and probably sophisticated project - that is to say it is not a neighbourhood effort. They are dealing with cities of around a million people.

They need someone to facilitate the action planning process in October of this year. I expect it will take place after the Cairo event. Other locations will come on stream later. From what little I currently know about the ICA organizations in Latin America. I have begun conversations with ICA Guatemala.



In terms of their design and the work I have done so far, it means a total of five days of work for the local facilitator. ICLEI will contract directly with the individual ICAs at their consulting rate (they will probablyicker) We (ICA Canada) have a small contract for design work only. We have also discussed this kind of work with them in Colombia, Brazil, India, Uganda and Tanzania. There may be others as time goes on.

QUESTIONS BEING ASKED OF ICA CANADA



1. What is the history and background of ICA?
2. How, over the next 5 years, can CICA be positioned to deliver our total accumulated wisdom to a broad market?
3. How will CICA be structured so that it will have involved three to ten times as many people in the next three years?
4. How do we talk about the uniqueness of what CICA delivers, so that the market will understand it?
5. What structure will allow us to develop effective partnerships, collaborations and strategic alliances?
6. What image will hold CICA's geographical and sectoral expansion across Canada?
7. How do we intend to incorporate into ICA's programs the work done between 1984 and 1990 on myth, ritual and spirit?
8. How do we get more crossover between training and consultation?
9. How do we spin our work with Hydro into other contracts with First Nation people in our training program?
10. How, in the midst of the social research work, do we get out a compelling new vision for CICA in relation to the new millennium?

More ICA Canada Tidbits

The Social Research Project: The research group continued to meet through June and July. At present, three main possibilities are being explored for expanding the scope, reach and depth of the research.

1. A series of funded, one-day, social research events across Canada, which would take a series of soundings on what is emerging in Canadian society.
2. Setting up a participatory set of questions on the ICA Canada home page on the World Wide Web. Users would be invited to answer the questions, then click on a box to see how their answers have been processed into the database. In this way, contributors will not only participate in the social research, but experience the values and methodology that ICA stands for.
3. Screening 250 books on the social process for key insights on trends and indicators of social change.

Wide-reaching invitations would be extended to ICA staff, Board Members and colleagues to select, screen and send in reports on books. This information would be added to the database. #2 and #3 would give an international flavour to the contributions and the data.

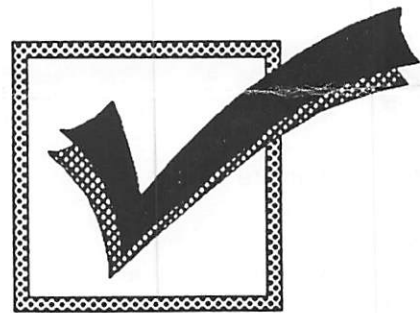
More bits . . .

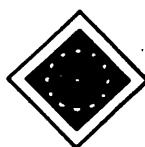
. . . The six day summer programme, Art and Science of Participation, had 13 participants, and was a great event.

. . . Many people jumped at ICA's "Super Summer Specials" course offerings during summer downtime, making effective use of the office. The offer is still open for discounted rates for those who pay before August 16.

. . . Colleague Dick West from ICA Taiwan paid us a visit in July and spoke to the staff about the work of community building in corporations.

. . . A group of old time ICA folk in the Toronto area (not staff) are participating in the editing of 1000 archival papers which are due to appear in a CD-ROM by the end of the year. It will sell for \$150 and be available from the global Resource Centre in Chicago.





INTERNATIONAL FACILITATOR'S COMPANION

by Jon Jenkins

The International Facilitator's Companion is a professionally designed and published boxed set of 14 booklets for use by both trainers and facilitators working internationally. It is suitable for use by both those serving in a professional capacity and for those serving occasionally as content experts. Each of the booklets can be used independently as a guide for developing various training tools. Used in combination the booklets can be used to design a course using various methods in an appropriate manner. It can also be used by a facilitator to create the appropriate processes for an event.

The 14 booklets are:

- Introduction
- Training Needs Assessment
- Curriculum Design
- Session Design
- The Basic Conversation Method
- The Lecture Building Method
- The Lecture Illustration Method
- The Basic Workshop Method
- Ice Breakers
- Role Plays
- The Case Writing Method
- The Case Study Workshop Method
- The Implementation Planning Method
- Worksheets (a compilation of all the worksheets in the other booklets bound so that they can be laid flat for photocopying.)

Each booklet has the following sections:

1. The Theory
2. The Process
3. Examples
4. When Appropriate
5. How to develop
6. Worksheets
7. Tips for developing and using
8. References

The Companion is based on the Technology of Participation (ToP) Methods developed by the Institute of Cultural Affairs as they apply to training situations. These methods have been used extensively in North and South America, Western, Central and Eastern Europe, Africa, The Middle East, South, Southeast and East Asia. They have been used with businesses, government agencies, voluntary organisations and NGO development organisations.

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PROFILE: VILMA EDELMIRA PALENCIA HERNANDEZ

I was born in the provincial capital of Sanarate, the municipality where the ICA project of Conacaste is located; 10 February 1973.

I first learned about ICA as a child. I was about 7 years old and there was a community forum in my town. My mother had been recruited to help with cooking for about 200 people. I remember Manuel Samayoa driving up and down my street reminding people to come to the forum from a loudspeaker mounted on a jeep. There was a sense of importance about this meeting. I was very curious but no one seemed to know quite what it was about. Because water is such an issue in Sanarate, I remember someone saying that a big swimming pool was going to be built in the middle of the town square. Even though I liked swimming, I wasn't so sure about this idea! In fact I wasn't mistaken about there being talk of water. Water was brought up, with pumps and hoses from deep wells, but this was to irrigate fields of tomatos, cucumbers and other crops. It was the beginning of Conacaste's drip irrigation programme!

After that I had a long time to get acquainted with ICA and ICA people who always seemed to be rushing about doing community forums or escorting University or Church groups visiting from abroad. I was very fortunate in 1992, when ICA invited British writer Edward de Bono, to do one of his seminars. We did a course with him called the "Seven Thinking Hats".

I finished my secondary school at the "Colegio Vespertino Mixto El Rosario" in Sanarate at the end of 1990. Previously I studied mechanography at a private institute also in Sanarate. My first job was as a secretary with "Plan International", an international NGO which helps local people construct schools. I was happy at P.I. because their work involves doing something for communities and children.

Nevertheless I soon felt the need for a greater challenge. About this time I became friends with Ernestina Lopez who worked with ICA. Ernestina invited me to join the staff. The two of us worked on the same team and were involved in two different arenas: 1- The pre-school Program for rural areas which put us in touch with 8 rural villages and, 2-ICA Guatemala's Integrated Development Courses where residential training was offered to village practitioners 3 times a year. These two programmes in which I got my ICA training in 1993 have been very useful to me ever since. I continue working in these two fields.

Specifically over the past two years I have been actively involved in our "Municipal Government Experiment" where ICA has used participatory



methods to bridge communications between the mayor (Manuel Samayoa) and the villages of the municipality. This very rich and rewarding experience has mobilized us as never before. It seems we are always facilitating, planning or following up on something. In the future we are looking to deepen our relationship with these same villages in the arenas of Reforestation, Organic Agriculture and Health. We are already developing the partnerships with which to develop these arenas. Our plans are very ambitious but I for one am very excited and look forward to the experience.

THE NETWORK EXCHANGE
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the Institute of Cultural Affairs International.
Editorial Staff:
Tony Beltran,
and Dick Seacord
Address all inquiries or comments to
ICA International, Rue Amédée Lynen # 8,
B-1210 Brussels, Belgium

ICA EVENTS FROM AROUND THE WORLD

CONTINENT



WHEN	EVENT	WHERE	RE
ASIA			
SEPT 5-6	COMMUNICATION WORKS	KUALA LUMPUR	LENS INT. MALAYSIA
SEPT 12-13	ELICITING COMMITMENT AND MOTIVATION	KUALA LUMPUR	LENS INT. MALAYSIA
SEPT 7	HALF A DAY SHARING	TO BE DECIDED	ICA NSW NETWORK, AUSTRALIA
OCT 20	STUDY: TOWARDS A CIVIL SOCIETY	BRISBANE	BRISBANE TEAM, ICA AUST.
OCT 26	YOUR MONEY OR YOUR LIFE	WENTWORTHVILLE	UNFOLDING FUTURES
NOV 17-19	DISCIPLINE OF HIGH-PERFORMING LEADERS	KUALA LUMPUR	LENS INT. MALAYSIA
EURASIA			
SEPT 4-8	FOLLOW UP WEEKEND FOR VOLUNTEERS	BRUSSELS	ICA NETHERLANDS
OCT 22-23	GFM (FRENCH)	BRUSSELS	ICA BELGIUM
MENA			
SEPT 24-30	ICAI GLOBAL CONFERENCE ON CIVIL SOCIETY	CAIRO	ICAI/ICA MENA
OCT 1	ICAI BOARD MEETING	CAIRO	ICAI
NORTH AMERICA			
SEPT 17-18	GFM	TORONTO	ICA CANADA
SEPT 19-20	TEAM LEADERSHIP	TORONTO	ICA CANADA
SEPT 19-20	GFM	SEATTLE	ICA WESTERN STATES
OCT 21-22	GFM	NORTHERN ONTARIO	ICA CANADA
OCT 21-22	GFM	SASKATOON	ICA CANADA
OCT 23-24	FACILITATED PLANNING	SASKATOON	ICA CANADA
OCT 24-25	FACILITATED PLANNING	TORONTO	ICA CANADA
OCT 26-27	ANNUAL FACILITATOR'S CONFERENCE	TORONTO	ICA CANADA

ICA INTERNATIONAL
RUE AMELEE LYNNEN 8
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The Network Exchange

C
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'96



OCTOBER 1996

Cairo '96 review	1
Panel Workshop on Development	3
Panel Workshop on Education	3
Panel Workshop on Culture and Civil Society	4
Panel Workshop on Business	4
Workshop on Social Triangles	6
Workshop on Women	7
Workshop on Participation	8
Workshop on PRA	9
Workshop on Technology of Meaning	10
Workshop on Local Economics	11

Cairo '96: THE RISE OF CIVIL SOCIETY IN THE XXI CENTURY in Review

What to say about ICAI's 1996 conference in Cairo? That it was a smashing success? That it was a phenomenal networking event exploring the meaning of Civil Society in all its dimensions: philosophical, intellectual, structural, practical and human? That it substantially added to our practical and theoretical knowledge of the subject? That it placed the "civil society" network at a higher and broader level of engagement and visibility? That it was just one step on a much longer "institutional investment" for ICAI whose next stop is a civil society book? That it points to a replicable model of pluralistic "practical research" whereby diverse NGOs may periodically listen and be listened to by others with similar concerns but different or novel points of view? That it proved to be economically viable? That Egypt provided participants with the awe inspiring experience of its ancient monuments (Cairo, Giza and Luxor), its paradisaical resorts (the Red Sea) and its diverse, untamed deserts (Martin Gilbraith and company's once-in-a-lifetime trek to the Western desert!)?

For those not fortunate enough to be there this Network Exchange means to provide an overview and a taste of what it was all about. Significant parts of the conference - the 70 plus, presentation briefs, the field trip venues, the panellists descriptions, and the substance of Goran Hyden's keynote speech - were in the conference packet received by all participants. We will not attempt to reproduce this material here. We did ask however the

facilitators to the "panel workshops" and the workshop leaders of the last 2 days to give us information about the results of their events. Such material as we have in our possession we are happy to present in this issue.

We begin with a short conference overview.

Conference Participation

There were in Cairo a total of 260 participants representing 39 countries and all the continents. This number substantially surpassed the 207 participants registered at our last major conference in Prague. Also this number represents by far a larger spread of institutions and organizations as the ICA vs non-ICA participation at this event was about 50/50 on a person by person count, a much more diverse crowd than what we had in '92 and a conference goal in its own right.

The shakedown by continents and countries is as follows:

Participation at the Cairo '96 Conference

Continent/Country(ies)	No. of Participants
Egypt	102
Other M.E.N.A. (Jordan, Lebanon Sudan, Tunisia)	6



Conference cont. from p 1.

Participation at the Cairo '96 Conference

Continent/Country(ies)	No. of participants
Sub-Sahara Africa (Kenya, Tanzania, Uganda, Zambia, Nigeria, Cote D'Ivoire, Zimbabwe)	17
Asia (Japan, Taiwan, Malaysia, India, Sri Lanka, Thailand)	18
Australia	9
Europe (Netherlands, Germany, U.K., Belgium, Croatia, Bosnia, Poland, Russia, Romania, Ireland, Switzerland, Spain)	32
Latin America (Peru, Colombia, Brazil, Guatemala, Venezuela)	13
North America (Canada, U.S., Puerto Rico)	63
Total no. of participants = 260	

Conference Highlights

- Keynote Address by Hope Neill on the Civil Struggles of Australian Aborigines
- Keynote Address by Professor Goran Hyden on the "Philosophical Origins and Present Challenges" of Civil Society
- The opening address presented by His Excellency the Minister of Social Affairs of Egypt, Dr. Amal Osman
- The address sent by UNDP Resident representative Mrs. Soheir Kansouh Habib on "Charting a Course to Sustainable Human Development: The Participatory Approach"
- The 70 + presentations of 90 minutes each covering at least the following Civil Society themes:
 - * Community Empowerment; * Youth and Children
 - * Good Governance and Accountability
 - * Local Economic Systems; * Conflict Resolution;
 - * Women; * Business and Civil Society Development
 - * Environment; * Education; * Methods and Methodology; * Image Shift and Social Inclusion

- Four Panel Presentations on Civil Society:
DEVELOPMENT by Professor Goran Hyden (U. of Florida, Political Science Dept.)

CULTURE by Hope Neill, Educator and Australian Aboriginal Artist

BUSINESS by Christian Nacht, President of the Mills Group of Companies, Brazil

EDUCATION by Prof. Mona Makram Ebeid, former member of parliament and Pres. of the Ass. for the Advancement of Education

- One Afternoon of Panel Workshops with the 4 panelists referenced above

- 1 1/2 day Workshops to explore the future of Civil Society comprised of the following subjects: Youth, Women, Participation, Meaning Giving, Local Economics, Social Research Analysis, and the Participatory Rural Appraisal approach

- 9 Field visits to the following outstanding Egyptian organizations: The Association for the Protection of the Environment; ICAMENA Human Development Project; Marketing Link (handicrafts marketing); Cairo House - Environmental Education Project; CARE; Social Fund for Development; Near East Foundation; United Nations Emergency Fund, CEOSS

Social Highlights

- A 2 hour evening ride aboard a cruise boat on the Nile
- An evening reception at the Australian Embassy
- A dinner invitation and Middle Eastern folk lore presentation at the American University in Cairo
- A moonlight dinner at the foot of the Pyramids

Conference Benefits

- A substantive theoretical framework on "Building Civil Society" submitted by Dr. Goran Hyden; sure to stimulate thinking, dialogue and further research within the network
- Another step towards publishing a book on "Civil Society" in 1997.
- A model towards the next quadrennial global conference to be held in the USA.
- An opportunity for international networking and new programmatic projections of which at least several organizations, especially the youth groups present, were able to pick up on profitably. ♦



PANEL WORKSHOPS CONTENT AND CONCLUSIONS

PANEL WORKSHOP ON DEVELOPMENT

Panelist: Goran Hyden

Facilitator: Terry Bergdall

Discussion Points: Participants discussed their insights on development and Civil Society. Results from the workshop came in the form of two lists, one on **Key Learnings** about Civil Society and the other on **Priority Principles** for building Civil Society in the future.

Key Learnings

1. Civil society (CS) must be built from the ground up and it must honour local wisdom
2. Public policy on CS is crucial as is its promotion
3. A global context needs to be maintained
4. It is important to keep funders informed (go to see them even when not asking for money!)
5. NGO coordination is important for maximum effectiveness
6. CS interventions require action NOW - can't always wait for ideal pre-conditions (civil stability, peace, good governance etc.)
7. Youth need to participate (so said the youth)
8. Women's participation is important (so said the women)

9. Men's participation is important (so said the men)
Priority Principles

1. Government and NGOs must create an enabling partnership
2. NGO's & CS associations must be transparent and open to their stakeholders
3. Development must be based on people's "roots" (i.e. culture, habits of heart and mind) to be effective
4. People must be conscious of doing development through their own responsibility
5. A holistic approach is required
6. Resurrect traditional care structures, but not exclusively so to the point of cutting off innovation
7. Acceptance of multiple models of development (there is no one way)
8. Networking on voluntary basis to share experiences
9. Sensitize global village about global citizenship (development education and needs both in the North as in the South)
10. Human rights and definitions of Civil Society need to hold the universal and particular in a proper balance ♦

PANEL WORKSHOP ON EDUCATION

Panelist: Professor and former Parliamentarian, Mona Makram Ebeid

Facilitator: George Packard

Context: The workshop group asked Dr. Ebeid questions on her panel presentation in the morning. Dr. Ebeid talked about the Egyptian educational system. Further discussion resulted in the following chart.

The Challenge of Education in Building a Civil Society			
A. Community Schools, Literacy and Girls' Education	B. New Paradigm for Education	C. Curriculum Development	D. Role of NGOs
Community Attitude change towards girls' education needed	Lifelong Education - learning to adapt to change	Give equal weight to art, theatre & sports etc. (extra curricular)	Link Edu. NGOs to lobby policy and decision makers
More community based schools needed	Learning to rely on interconnectedness	High School exam to identify careers	Create private NGO schools to teach demo. and problem solving. ex: students organize to clean sch.
Non-formal education for non starters and dropouts	Education as a community responsibility, not the gov'ts.	Transform entire culture to driving force instead of hindrance	
Functional literacy including values and skills for girls	Education of mind & spirit/more recreational facilities	Partnership: private/public/edu. through NGOs	Private NGO schools to link students and comm.(school sponsored comm. events)
More well trained teachers	Training in all skills; Solicit equal status; perpetuate full dignity	Think globally: enable children to know the whole world	Application of concept of freedom of education to NGO school



PANEL WORKSHOPS CONTENT AND CONCLUSIONS

PANEL WORKSHOP ON CULTURE AND CIVIL SOCIETY

Panellist: Neill Hope
Facilitator: Judy Gilles

Strengthening Cultural Uniqueness While Maturing
Intercultural Respect

CHALLENGES:

Exposure to New Possibilities

- Making an example
- Victims of our own culture
- Exposure to new possibilities

Intercultural Communication

- Languages (verbal and non-verbal)
- Mass Media

Identifying/ Acting out of a Common Ground

- Identify the common elements of all cultures
- How could ecological service become as important and well supported as military service?

Recovering a Tie and Understanding of Land and Nature

- Practices of indigenous people
- Document old agricultural books

Fostering Tolerance

- Eliminate cultural bias in judging other cultures
- Understanding tolerance of other cultures
- The grass is greener on the other side

Early and Lifelong Learning Process

- Expanding opportunities to learn from nature
- Grassroots early education ♦

PANEL WORKSHOP ON BUSINESS AND CIVIL SOCIETY

Panellist: Christian Nacht
Facilitator: Gail West

What does a business look like that is contributing to Civil Society?

Group I : Metaphor: The Nile - flowing, dynamic, self-correcting, sustaining life, nourishing whole area around - delta

1. Manifests within itself what it wants society as a whole to look like/ 2. Makes decision comprehensively, ie in view of all people/issues/needs inside its own whole organization plus its local/global total environment/ 3. Represents an ongoing creative process, responding to and creating new developments/ 4. Uses dynamic vision for production and profit as well as "history making". Includes new ways of making money, etc./ 5. Considers education and community or environmental care as essential for its role & task/ 6. Training and expertise are freely shared with the community at large/ 7. People are motivated not only by money, promotion, position, awards, but equally by a sense of personal achievement and of making a contribution to the whole/ 8. Enables/practices continuous learning for all its members

Group II : Metaphor: Tinwerh dancer (Sufi) twirling on 3 levels (foundation/purpose, changing environment/needs, its people)

1. Excellent education/learning institutions/ 2. Appreciative of community needs/ 3. Educate political structures and reach mutual agreements/ 4. Consensus in decision-making and collaboration/ 5. Win/win benefit to consumers/ 6. Strength in small business/ 7. Attitude and behaviour of profiting beyond money/ 8. Re-educating people in changing negative attitudes toward business/ 9. Re-define ROI as for public good/ 10. Train and care for employees as company's resources/ 11. Share resources with community/ 12. Share science and engineering with schools/ 13. Cultural adaptation of business and its work/ 14. NGO can work in business but understands business first



Group III: Metaphor: Like a dancer with fire in its belly at a carnival parade

1. Responsible management/ 2. Participatory work environment/ 3. Profitable/ 4. Workers can do community work/ 5. All involved in forming rules/ 6. Everyone knows the "books"/ 7. A culture of learning/ 8. Teamwork, flat hierarchy/ 9. Decision making at the lowest level/ 10. Lots of information exchange, ie education, social trends/ 11. 360 degree performance appraisal/ 12. It sets up industry standard/ 13. Multiple ownership and profit sharing and community investment/ 13. Fun and fosters creativity

Group IV: 1. Work toward releasing 100% energy in the workplace/ 2. Tap individual's purpose of meaning/ 3. Permit all workers to participate in decision making/ 4. Local/global impact - affects positive social change & engages in public dialogue/ 5. Marketplace -need balance on large/small, government/private/ 6. Business promoting local economic development (enrich soil to harvest additional crops)/ 7. Tend to the whole person enrichment. Provides safe and secure environment for all staff/ 8. Supporting entrepreneurship/ 9. Responsibility to help less developed countries - profit not primary motive/ 10. Business support of life-long education/ 11. Long term strategic partnership with communities/ 12. Paradigm shift to stewardship of whole person/ 13. Employees participate in how business gives to community

Group V: 1. Has clear and noble purpose, shaping human resources as the most valuable asset/ 2. Recognizes its responsibility to the larger community/ 3. Pays attention to unseen spirit side of human beings/ 4. Appreciates people at all levels/ 5. Produces goods and services valuable to people and meets customers expectations/ 6. Maintains quality products and environment -aims for total customer satisfaction/ 7. Shares resources with those who don't have them/ 8. Is honest in advertising/ 9. Avoids pushing community to release resources; - is environmentally friendly with sustainable technology/ 10. Educates customers to use products effectively/ 11. Promotes interaction among employees and conducts community service programs/ 12. Shares profits with employees/ 13. Supports diversity and provides leadership for community

Where do you Personally Experience Barriers and Blocks to Civil Society Business?

Key Barriers:

Group I: 1. Victimization within employee ranks - passive action by management/ 2. Business dictating the needs of the community. Advertisement not being honest ie Coca-cola/ 3. Lack of assistance in training, wanting only the results of the training/ 4. Clashes of interest between company, employees, especially women and customers/ 5. Companies not carrying out environmental procedures.

Group II: 1. Abuse of power and humiliation of employees/ 2. Very limited input into decision-making/ 3. Takes all your energy (time, stress, worry, etc.)/ 4. Non-flow state of ineffective communication channels/ 5. Expectations and structures support (white) male leadership - difficult for others to break in.

Group III: 1. Lack of trust - up, down and sideways/ 2. Elders and youth excluded from decision making/ 3. Unfair environment and regulations don't promote civility/ 4. Fear of loss of control perpetuates top down management/ 5. Negative attitudes: cynicism, "its a man's (or woman's) job", shareholders and senior mgmt greed.

Group IV: 1. Downsizing creates community distrust/ 2. Growing gap between rich and poor/ 3. Public sector is unpredictable and disempowering/ 4. Female perspective is undervalued/ 5. Over dependence on freemarket capitalization

Group V: * Overarching system of market economy: 1. Competition vs Collaboration - win/lose/ 2. Hierarchy/ 3. Growth to be sustained/ 4. Consuming (both multinational and locals)/ * Hierarchical organizational structure: 1. Unshared information/ 2. Focus on numbers rather than people/ 3. Sacrifice family and environment in order to grow/ 3. Vested interest is money and political to keep existing system going

Challenges for Business

1. Divide: male-consuming, exploiting principle vs feminine-conserving and nurturing principle. Gender bias
2. Perpetuates uncivil paradigm of growth-growth at any cost
3. Lack of trust, communication and safety, tunnel vision, vulnerability and little respect
4. Inclusiveness, no freedom to participate in decision making
5. Systems limited and are inappropriate - abdication of responsibility and blame



WORKSHOP ON SOCIAL TRENDS: "Identifying Social Trends"

Workshop Facilitator: Jo Nelson, ICA Canada

TRENDS identified in workshop

1. From Mass Polarization through Communal Tensions towards Empathic Adaptation
2. Towards New Images & Forms of the Nuclear Family
3. Towards Profit Motive Drives, Values and Choices
4. Towards More Inclusive Global & Local Product & Monetary Exchange
5. Toward Moving Responsibility from State to Individual
6. Toward more Positively Inter-related Social Groupings
7. Towards Understanding & Using Advanced Communications Technology
8. Material through Spirited Mass Communication Towards Greater Awareness

STRATEGIC DIRECTIONS (derived from the question "If these are the trends, how do we engage them?")

I. Towards Encouraging Social & Spiritual Behaviours in Civil Society (back up data below)

1. Strengthening & sustaining links
2. Project development for Civil Society
3. Enhancing spiritual development

II. Towards Teaching, Researching & Communicating

4. Researching & teaching facilitation skills & Civil Society
5. Teaching technical skills
6. Using media to portray positive examples of Civil Society (write-speak-tv-video-law making)

III. Towards Demonstrating Humane Social Constructs

7. Promoting community
8. Creating humane economies
9. Promoting alternative resource usage
10. Encourage communal/family living

#I. Towards Encouraging Social & Spiritual Behaviour' in Civil Society

(Proposals data)

1. Strengthening and sustaining links: Organize dialogues across boundaries/Maintaining and strengthening conference contracts/Draft plan using electronic technology to network
2. Project development for Civil Society: Entrepreneurship serving Civil Society/Initiate projects for assistance to those in need/Give back for gifts received/Introduce saving schemes into all projects
3. Enhancing spiritual development: Give yoga classes/Be in contact with nature/Be still within myself/Make more time for the spiritual

#II. Towards Teaching, Researching and Communicating

4. Research & Teaching: Facilitation & Civil Society research projects & courses - Civil society/Talk to universities associated in Canada about getting facilitation taught & used at universities
5. Teaching technical skills: Teach & demonstrate technical skills/How to manage bee hives and honey products, to treat bee diseases and expand in women's income and expand bees hives/Using pre-school computers for Adult Education
6. Using media to portray positive examples of Civil Society (write-speak-tv-video) Law making: Design projects for pre-school parents - communication/Write an article on using ToP technology to enable the formation of new entrepreneurial practices/Bridging cultures and groups/Call Vision TV in Toronto with proposal to produce TV shows telling stories/Create media stories of "successful" alternative families/Re formulate, re-interpret rights for both genders/Write articles & books - Civil Society/Create interchange of living examples - trust & cooperation

III. Towards Demonstrating Humane Social Constructs

7. Promoting community: Do comprehensive "Neighbourhood Watch" plan/Facilitate patient empowerment group/Maintain and strengthen comm. development initiatives/Commence '97 - whole school community "Meeting Places" collaborative project/Establish alternative healing processes and places



8. Creating Humane Economies

Stop buying products supporting large profit motive/Create home snacks for the family/Regulate commercial advertising in sporting & cultural events/Develop the environment global economy based on need not growth/Support-participate in local public radio & television station

9. Promoting alternative resource usage

Do life simplification labs around the world/Extend promotion of trading in LETS

10. Encourage communal/family living

Put granny flat near existing house/Assure non-restrictive housing codes ♦



WORKSHOP ON WOMEN: "From Dreams to Commitment"

Workshop Facilitator: Judith Hamje, ICA M.E.N.A

Commitments from the Women's Workshop

1. Eliminate violence against women in all its forms:

* Active participation against violence, * To eliminate the practice of female genital mutilation, * Convince that women circumcision is dangerous

2. Strengthening positive cultural identity to youth:

* Cultural identity specially in young people, * Education that respects cultural identity and motivates women and girls to be educated, * Youth Projects

3. Empower women's full participation in all sectors:

* Organize and motivate women to participate, * Enhancement of the role of women in community, * Increase the women awareness in the social, economic, and health sectors, * Increase political involvement of women, * Awareness of rural women's rights, * Empowering the women politically (CDA member), * Develop the rural women, * Ensure the inclusion of women issue in the national five year plan

4. Providing specialized training based on needs to assure community sustainability:

* Training of Trainers, * Production of training materials, * Establishing a center at Alexandria for taking care of handicapped children and training them in 3 centers to support themselves, * Capacity building of NGOs to fully participate in the development of women's issue, * Continuous training for health volunteers on new health information and promote the sustainability of the health awareness, * Teaching principles of Home Economics for 100 women, * Organizing a training to create 10 women leaders to help the CDA

5. Enhancing opportunities to assure financial stability for women:

* Searching for some donors to donate small loans to poor women, * Fund programme to take care of street children for education and accommodation, health care and training in Alexandria, * Increase financial independence, * Manage money through investments, * Searching for a funding resource which generates the income of the female headed households, * Improve income level of rural women through training small industries and marketing it, * Raise the income of the female headed households, * Participation of women in income generating projects, so that every 3 women implement one project

6. Health service access as a right for all: * Improve health status of women, * Start the programme for health, culture and read and write, * Health awareness in Upper Egypt in mother and child aspects and in circumcision

7. Interchange and networking for advocacy: * Women's forums organized by NGOs, * Inform people in the Netherlands about the position of women in other countries, * Exchange ideas and experiences and learn, Authentic communion and activity across USA cultures

8. Assuring basic education for all: * Facing the problem of girl school drop outs, * Develop self-education process and not just receiving information. This means the child self-discovery, * There will be no girl drop outs in slums from schools, * Establishing a programme to educate and train the girl child to be effective women in civil society in future because girls will be the key for future, * Center for facilitation and

cont. p 8



"Women" cont. from p 7

help women to complete their education, * Participating in eradicating the illiteracy of 100 women and teaching them reading and writing, * Literacy programmes for women, * Improve mind & skills of young people through competitions

9. Increase number of NGOs working with women effectively: * Establishing a female association to serve girls and women in field of education, training and family planning, * Center or association for women to give them a chance to work ♦

WORKSHOP ON PARTICIPATION

Workshop Facilitator: Marilyn Oyler, ICA USA: Western States (Phoenix)

I. Context: Overview of Workshop presented - Technologies of Participation; a description presented and the group's expectations obtained.

II. Workshop Product:

WHAT ARE THE ESSENTIAL COMPONENTS OF PARTICIPATION IN A CIVIL SOCIETY ?

A.. Basic Needs Including Food Security and Economic Equity

1. All people provided basic needs: food, water, clothing/Access to needed goods and services (health, education, info)/ 2. Food Security - safe water, contact with nature, physical access/ 3. Economic equity

B. Innovative Information Exchange

1. Information system (invite knowledgeable people)/ 2. Good networking among NGO's/ 3. More informed population with reading & listening skills/ 3. Sharing & exchange information/goods/media/inter-cultural programs

C. Effective Dialogue for Partnership

1. Regularly scheduled gatherings/forums, group discussions (to realize common goals) facilitated by ToP training/ 2. Representation of all people: literacy and education/ 3. Gov't & NGOs work in partnership/ 4. Regular dialogue NGO/Gov't/Donor/ Building communication skills in dialogue and advocacy

D. Continuous skills development

1. Leaders are skilled in facilitative leadership skills (facilitation, mediation, conflict resolution, team building and consensus making/ 2. Training for members in skills/ 3. Continuous training 7 Staff empowerment/ 4. People encouraged to do "personal work" continuously, i.e. self-esteem, self respect, independence, personal growth/ 5. People trained in sensitivity to diversity (community meetings, seminars, workshops)

E. Caring Joint- Accountable Citizenship

1. People to set up mechanism to scrutinize legal and economic system/ 2. Feeling of security, all people safe, trust/ 3. Conscious citizens with defined problems/ 4. Citizens chose to engage in political process

F. Effective Human Rights Recognition

1. Implementation of the UN convention on human rights/ 2. Gender equity/ 3. Integrated and effective women's role/ 4. Inclusive of all ages, ethnic groups, gender, etc.

G. Accountable Leadership

1. Political leaders investing in country's development/ 2. Competent leadership (defined objectives)/ 3. Transparency openness and accountability

H. Build Sustainable Human Rights

1. Human to human respect - create high value lifestyle (actions, communication)/ Build appreciation for emotional intelligence, for cooperation and care

I. Individual and Organizational Plan of Action

1. Practice transparency and accountability at individual and organizational level/ 2. Plan and policies to implement the plan/ 3. Decentralize planning and decision making

J. Individual Commitment to Time & Service to the Community

1. Individuals committed to voluntary action/ 2. A people willing to volunteer time, resources on a regular basis/ 3. Build strength and confidence at the community level

K. Articulate Values, Goals & Symbols

1. Recognizable symbol (song, t-shirts, etc.)/ 2. Articulating values and setting goals at individual & organizational level

III. Resolves:

The group agreed on a format for the presentation of our resolves to the full conference. Each member was assigned a task. The final resolves include:

To: 1. Intensify information exchange; 2. Actively support environmental alignment; 3. Actively oppose discriminatory practices; 4. Practice dialogue and partnerships; 5. Strengthen organizational capacity; 6. Increase participatory skills

Values of our resolves: 1. Action oriented; 2. Team Building; 3. Common Issues; 4. Down to Earth ♦



WORKSHOP ON PARTICIPATION RURAL APPRAISAL, P.R.A.

(also known, more exactly, as PLA for Participatory Learning and Action)

Workshop Facilitator: Dr. Marlene Kanawati, Manager, Education for Development Unit, Center for Development Services, Near East Foundation, Cairo

I. Context:

A very well researched and received definition of Civil Society and related terminology. Below the notes taken by the workshop scribe.

Questions and Definitions were:

What is Civil Society?

That aspect of social life that is distinct and removed from the realm of the state. The premise is a community of free individuals. Free not only from state control but also of communally imposed ideological or religious doctrine . . . but nevertheless regulated by civil law.

What are the main Categories of Civil Society?

1. Professional syndicates/ 2. Trade unions/ 3. Private volunteer organizations/ 4. the Media/ 5. Opposition political parties.

These organizations expect to be listened to and their demands to be placed on the political agenda. Directly or indirectly they are involved in the determination of policy making or at least, of having a say in the determination of their own affairs and/or those of society at large. There is an issue here of "the people vs. the interest of a state bureaucracy".

Notes on What is Democratization?

It is a process whereby a stable balance of power is eventually attained between the state and civil society. Through it the state comes to use less and less its power arbitrarily or by command and instead resorts increasingly to bargaining, compromise and accommodation.

"All strata of society need to have a voice. PRA (PLA) is providing the lower strata with a voice."

Notes on Political Democracy

* It has formal decision making methods/ * There exist mechanisms that permit civil society to control the state rather than the reverse; for example: a set of Political Rights (voting, representation, etc.), a set of respected Civil Liberties (personal rights and freedoms like ability to express your opinion, etc.)

What is P.R.A.?

* An approach to development based on dialogue, participation, and empowerment.

* An attitude of deep respect for the people and their ways

* A method of involvement with people utilizing a set of inter-active, imaginal tools to make scientific inquiry (appraisals) as well as dialogue effective.

* An approach to participation that can eclectically use or adapt any tools that permit effective interaction.

* A way of "Participatory Learning and Action" (PLA)

PRA is attributed to Robert Chambers of the Institute of Development Studies of the University of Sussex who took up the idea of codifying, writing a book about, and promoting certain very effective developmental practices, attitudes and tools in scattered usage around the world.

Attitude is the foundational stone of the PRA system:

Attitudes needed in PRA: • Participatory, • Respect for community members, • Interest in what they do, say, show, • Patience (not interrupting), • Listening (not lecturing), • Humility, • Methods and tools that empower community members to express, share, enhance, • You have to spend a lot of time talking and studying attitudes.

Features of PRA: • Accurate information gathering, • Multi-disciplinary teams, • Cross-checking information

Some Tools of PRA: • The use of maps to communicate precisely - Life map, daily routine map, cross-section map of village (Transect): • A Research Plan (including direct observation, mapping, interview, group discussions, ranking, seasonal calendars and other tools), • On-the-spot analysis (research team cross de-briefing), • Project Cycle Needs Assessment (People and PRA), Project planning in dialogue with the people (by the people and PRA), Implementation (by the people), Monitoring (people and PRA), Evaluation (PRA), Next steps (people and PRA). ♦





WORKSHOP ON TECHNOLOGY OF MEANING

Workshop Facilitators: Gail West, ICA Taiwan;
John Epps, Lens International Malaysia; Jack Gilles,
ICA India; Jean Watts, ICA USA

The first phase of the workshop, led by Gail West, commenced with a group discussion. Each participant was encouraged to state an important task she or he would undertake that, for the responder, was fraught with meaning. Then each was asked a question regarding the value of the task: "what would make you say that this is time well spent?"

In the next passage, John Epps presented some past findings of the Organizational Transformation Network on the incidence of meaning in work.

- Mystery pervades all that is.
- Meaning occurs when the dimension of mystery is encountered in relation to work.
- Work is commonly laborious, onerous, but contains meaning always.

Then he posed a focus question: "What are the methods that will disclose to people the meaning of their work?"

Jack Gilles then offered some indications of "motivity" methods. These included: moving human interior feelings into an extended time frame; expanding space (mental range) beyond the immediate location; finding a significating story; building inclusive community; and fostering intensified engagement.

Later, Jean Watts posed the question of blockage to the perception of meaning. She asked, "what do you experience as barriers to finding meaning in work?" The group arranged its 58 responses to this question under eight headings:

- Fragmented self-story
- Doing and being imbalance
- Questioning the significance of impact
- Limited sense of possibilities
- People disconnected from the whole
- Organizational structure constrains engagement
- "Money is meaning"
- Enforced solitary work style

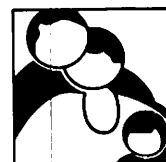


The morning session of the closing day consisted of three team projects. The first team, led by Jack Gilles, examined techniques of presenting the details of a group problem-solving or performance strategy scheme in a three dimensional form (Tetrad). The major elements of the scheme appear on each of the four triangular faces of the form. The logical connections between these elements appear on the seams where the faces are joined.

The second team, led by Jean Watts, explored the boundary of physical and non-physical consciousness styles. It used a technique developed by Anthony Gregorc, named the Style Delineator, to arrive at a profile of the team members' perceptual abilities ranging from abstract to concrete in one dimension and from sequential to random in another.

The third team, led by John Epps, examined ways to use an array developed in the '70s by ICA, named "The Other World" which relates to intangibles beyond deductive logic and quantifiable observation which move our spirit and give meaning to our motives.

The workshop concluded with a full group exercise led by John Epps, using the "MARS" technique, to divulge the core values of civil society held by the whole group of participants. ♦





WORKSHOP ON LOCAL ECONOMIC SYSTEMS

Workshop Facilitators: Marc van Der Valk and Edgars Kampers, Aktie Strohalm (Netherlands)

I. Context

The globalisation of the economy has had, and will continue to have, a strong impact on the lives of people living in different places and under very different circumstances. Widely regarded as a source of innovation and creative thrust in the West, the development path characterized by - "free markets" - is not a universal cure all. The free market economy can have devastating effects for those societies whose organizing principles cannot be easily geared towards competition and entrepreneurship. Rather than stimulating a creative response, free commercial interchange may establish and perpetuate an *unhealthy dependency* between culturally, socially and economically diverse populations. The ensuing dis-balance is having a negative impact both socially (gross disparities in living standards both internationally and inside nations) and ecologically (un-enforced environmental protection laws, export of pollution from rich to poor nations, etc.) in many societies throughout the globe. This is one of the great challenges facing the XXI century.

We wondered whether and how we could devise economic systems that could provide a truly sustainable development at the local level. That is a type of development that would be in balance with nature, would empower people (especially women and the poor) and would improve the quality of life of ordinary people.

One approach that has attracted our attention has been Financial Micro Initiatives (FMIs). By FMI we mean any institution, organisation, structure or group capable of providing financial services to develop "the local". Many of the participants in our workshop have experience with micro-credit, credit unions, revolving or rotating funds, as well as other FMIs.

II. What happened?

A. Issues explored

We discussed the principal functions of money as an exchange medium and an instrument for savings & investments; the importance and effects of interest; the importance of "banking on ourselves"; the concept of local currencies; and, ways of circumventing inflation. In smaller working groups we explored a number of monetary systems and financial organisations, like credit unions, interest-free banking, Local Exchange and Trading Systems (LETS), organisational models for

micro-credit. We thoroughly investigated the 'Bonus system'; where foreign donor money is used to issue and back-up a local (not national) currency. This system, it was pointed out, creates both supply and demand in the local market.

B. Opportunities

The main issue was: can we apply these models, ideas, examples in other countries, especially the developing countries? And will they lead to sustainability and development? Will they really empower people? We reached no definite conclusions to these questions, but we did feel that the models presented are worth testing. Each model can and will have to be creatively adapted to the local situation. Getting experience by working with them, sharing it and learning from it was considered a fruitful path to pursue.

III. Insights gained

The single most important insight was that there are many, many FMIs that can serve developing communities, often better than western commercial banks. The diversity, ingenuity and importance of these systems have been underestimated. There is so much, both in terms of inspiration and of actual techniques, that we have much to learn from each other.

IV. Resolves

The need was felt to have a more thorough and comprehensive training on FMIs. As a start, the organisers of the workshop were asked to provide the participants with accessible documentation of the theoretical framework of the workshop. At a later stage, a set of descriptions of FMIs will be added to this. The participants will provide the descriptions after receiving a format that will be sent to them. Many participants expressed the intention to organise further workshops on FMIs on (supra-)national levels. Maybe most importantly, many of the participants stated that they would try to implement one or more of the models discussed. As a result of this conference, the first (five!) LETSsystems in the developing world might spring up, a number of credit unions or micro-credit providers might create an interest-free branch and maybe also the Bonus system will be applied in various communities. To be continued! ♦

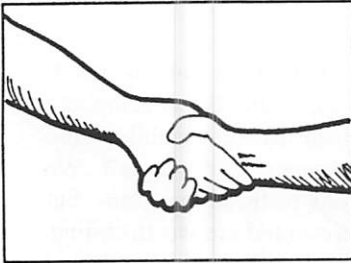




"Business" cont. from p 5

Personal Declarations

1. What is your own next impossible task in building civil society through business?
2. What do you personally need to change or let go of so the new spirit can come in and you can manifest civil society business?
3. What change will you work on in your business/organization? ♦



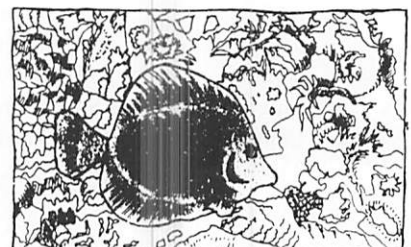
I.C.A. GLOBAL CONFERENCE

Location: Cairo, Egypt

Date: 24 - 30 September 1996



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The Network Exchange



November 1996
SPECIAL ISSUE
THE ICAI BOARD MEETING

ICAI Board Meeting Minutes	1
Task Force Workshop: 1998 General Assembly ...	3
Task Force Workshop: Membership	4
Task Force Workshop: Programmes Across Borders	4
Task Force Workshop: Professional Secretariat ...	5
Task Force Workshop: Global 2000 Conference ...	6
Task Force Workshop: Book/Budget Exploration ..	7
ICAI Secretariat 1996 - 1997	8
Cairo Conference Finance Report	10

Cairo '96: ICAI BOARD MEETING MINUTES

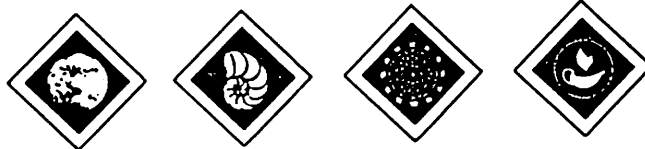
The 1996 ICA International Board in Cairo witnessed some of the fruit born by the recommendations of the 1994 "Lonavala Board". (See the special Nov. 1994 Network Exchange issue on the Lonavala meeting) Foremost amongst these was the completion of a successful conference in Egypt. It was in Lonavala that the board approved that ICAI negotiate an interest-free loan of \$ 30,000 from the ICA USA Board for the purpose of upfronting the costs of a global conference. Also in Lonavala the Board approved a second recommendation from the Executive Committee that ICAI negotiate yet a second US \$30,000 loan from ICA USA, for the purpose of publishing a book. In Cairo board members were pleased to hear that the "book project" is well underway with a finished text expected by the first quarter of 97. At the time of our Cairo meeting some of the riddles of Lonavala such as the rhythm of global interchange, and a rotational system for Executive Committee members seemed old hat. Other issues including elections, membership to ICAI, programmes across borders and continuing professionalisation of the organization were still very much in vogue or are rapidly coming up.

The minutes below plus the product of the 6 Board task forces which looked at current issues show where the new balance of concerns lies.

Minutes of the ICAI Board of Directors Meeting 1 October 1996 - Cairo, Egypt

Statutory members present:

Australia, John Hutchinson; **Belgium**, Andrea de Suray and Anna Stanley; **Brazil**, Christian Nacht; **Canada**, Judy Harvie and Jo Nelson; **Côte d'Ivoire**, Alli Kouadio; **Egypt**, Hala El Kholy, Mohamed Yasin and Judy Hamje; **Germany**, Ursula Winteler; **Guatemala**, Inga Bessin; **India**, Vijay Lokande, Lakshmi Bhattacharya and Shankar Jadav; **Japan**, Shizuyo Sato and Wayne Ellsworth; **Kenya**, Edward Mutiso; **Netherlands**, Nicolien van Eijdsen; **NIRADO**, Aboki Maimunato; **Peru**, Gloria Santos, Luz Marina Aponte, Rocio Torres, Yolanda Yanase; **Spain**, Franco Voli; **Taiwan**, William Wen Por Wang; **United Kingdom**, Martin Gilbraith and Patrick Brennan; **USA Heartland** Ray Caruso and George Packard; **USA West**, Don Elliot, Jean Watts and John Oyler; **Venezuela**, John Lawton and Miriam Balbela; **Zambia**, Ruth Lukona; **Zagreb**, Susan Fertig Dykes.



Absent: Chile, Hong Kong, Jamaica, Korea, Malaysia, Mexico, Philippines, Portugal, USA East.

At 0900, President Shizuyo Sato opened the meeting with a welcoming address and expressions of congratulations on the successful completion of the conference on the Rise of Civil Society in the XXI Century. She stated her confidence in the effectiveness and style of ICAI member organizations and staff in their work to promote global community progress.

The Secretary General, Richard Alton, presented his report covering ICAI advancement of activity into new territories. He also cited the growth of financial strength of the African members. The Secretary General concluded by announcing his intention to retire from that post after the General Assembly in 1998.

Richard Seacord presented the financial report on the year 1996 to date. He then proposed a budget for the year 1997 for board approval.

Raymond Caruso presented the slate of new officers of ICAI proposed by the Executive Committee for election at this board meeting: for President, Hala El Kholy; for Treasurer, William Wen Por Wang; for Secretary, Franco Voli; for new Vice President at Large, Ruth Lukona; for Vice President representing Latin America, Miriam Balbela. He then called for discussion of the slate. In this, two statutory member representatives, Gloria Santos (Peru) and Judy Harvie (Canada) expressed concern that the slate had not been published adequately in advance of this meeting. Also Inga Bessin (Guatemala) noted that continental representatives had not been heard on the subject of choice of new representation, as they had been at the Prague General Assembly. After some discussion Susan Fertig Dykes (Zagreb) moved for a vote on the existing slate,

seconded by Christian Nacht (Brazil). The board then unanimously elected the slate of candidates into office.

Raymond Caruso then presented to the board requests from organizations seeking membership in ICAI. The first, in Bosnia i Herzegovina, has been trained by ICA Zagreb for over a year. The former director of ICA Zagreb has taken up residence in Sarajevo. The board accepted this organization as a statutory member. Four other national organizations had applied: Colombia, now being trained by ICA Japan; Sri Lanka's Agromart Foundation, being trained by a graduate of the ICA Academy, Chicago 1982, and the ToP Trainers Course, Phoenix 1995, who resides in Colombo; Tanzania's African Relief organization, ALFREDA, is being trained by ICA Kenya; also, a group wishing to be called ICA Uganda, is being trained by ICA Kenya. An additional group, based in Chicago, USA, composed of some experienced members of ICA USA, calling themselves ICACenterPointS, requested consideration. The board accepted all these last five as associate members, subject to continuing support of ICAI activities and remittance of membership fees.

The Conf. Coordinator, Simon Koolwijk, then presented a brief report of the financial results anticipated from the Cairo conference. Registration fees, in hand and in transit, should provide income in excess of total expenses by an estimated US\$ 2000. The board accepted this report with gratitude.

After a small task group had studied the questions of production, publishing and marketing of the book on the Rise of Civil Society in the XXI Century, for which the board had authorized preparation at its 1994 meeting, that group proposed an amendment to the 1997 budget request. This would add an amount of US\$ 6000 to the budget as income from book sales in 1997. the board unanimously accepted the amended budget.



Other task groups studied the following arenas and presented their reports to the full board:

- Agenda for the 1998 General Assembly
- Membership criteria and application process
- Cross-border programs involving ICA members from one country providing services, such as consultancy, within the borders of another country, home of a national ICA organization
- Professionalism for the Secretariat
- Global conference in the year 2000

- Book/Budget Exploration

The board accepted these reports and agreed to delegate further work required therein to their Executive Committee of board officers.

The new President, Hala El Kholy, closed the meeting at 1800 with congratulatory remarks.

(Signed)

(Signed)

Hala El Kholy
President

Richard H. T. Alton
Secretary General

ICAI Board Meeting

Cairo, 1 Oct. 1996

Task Force Recommendations:

1998 GENERAL ASSEMBLY IN BRUSSELS

- 1) Statutes - Same or Change?
- 2) Members - Current Members
Newly Admitted by Board in Cairo (1 Oct.
Board meeting)
New Proposed (all proposals need to in
Any to Terminate 6 months before G.A)
- 3) Elect Board - One per member organization. Person must agree to serve on the board. Profile of board member must be circulated at least two months before G.A..
- 4) Budget - The Executive Committee to prepare recommendation before G.A.
- 5) Global Conference - Theme, date & site of next Global conference to be decided by Board at the General Assembly and reported back to the General Assembly
- 6) Long Range Strategy for ICAI (building 4 year plan)
- 7) Promotion and Schedule info. on G.A. to be distributed by Exec. Comm. at least 3 mo. before G.A.
- 8) Any other proposed business to be submitted to Exec. Comm. at least 6 mo. before G.A. by the statutory member making the proposal.
- 9) CELEBRATION



ICAI Board Meeting

Cairo, 1 Oct. 1996

Task Force Recommendations:

MEMBERSHIP

- A) Associate Membership
- B) Select Membership
task force to:
 - 1. Draw up criteria for formal ICAI incorporation
 - 2. Develop a process for assuring growth and development
- C) Provisional Standard (until B. 1 completed) of ICAI incorporation
 - 1. Recommendation of a full standing member
 - 2. Produce US \$ 600 (plus) in dues to ICAI
 - 3. Participated in ICA international events
 - 4. Take certain basic training in ICA principles and practices
 - 5. And/or have shown positive results
 - 6. Legally incorporated (or equivalent)
- D) Task force develop criteria for "functional ICA"

ICAI Board Meeting

Cairo, 1 Oct. 1996

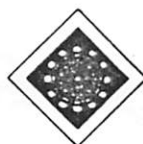
Task Force Recommendations:

PROGRAMMES ACROSS BORDERS

Principles: Respect, Partnership, Trust, Flexibility

Working Guidelines towards Policy (Recommendations)

- 1) Inform & consult the local ICA
- 2) Involve local ICA whenever possible; strongly persuade client
- 3) Provide "3 for the price of 2" to involve local ICA if necessary (or documenters)
- 4) Use creative images of local staff to change view of client
- 5) Market a team wherever possible in order to build up relationships that sustain local ICA's (and vice versa)
- 6) Market individual and/or local product with global trademark- i.e. "ToP inside"
- 7) ICAI contracts should be delivered through statutory members, who may ask associates to deliver programs
- 8) ICAI should benefit (\$) from contracts it shares
- 9) Each local ICA is responsible for its own legal and financial structure and updating
- 10) Reconsider associate membership roles and benefits



ICAI Board Meeting

Cairo, 1 Oct. 1996

Task Force Recommendations:

PROFESSIONALISING THE SECRETARIAT

A) **Caring for the Network**

- Collecting dues + donations + financial bookkeeping
- Network Exchange
- Recommendation letters
- Inquiry clearing house/ Liaison
- Having an international office gives authority as an international organization
- Executive Committee meetings
- Provide assistance in organizing global conferences + General Assembly (provide "buy in" talent)
- ICAI - Directory (could be subcontracted)

B) **Should not be doing**

- Fundraising
- Consultancy Services
- IAF-support
- Book project
- Global Conferences (Function + Responsibility for the Board)

C) **Recommendations**

- 1 Professional Secretary General paid at the market rate
- 2 or 3 volunteers from different continents for approximately one year to work at the Secretariat with room and board (preferably from the ICA network)
- Comprehensive transparent bookkeeping including in-kind contributions

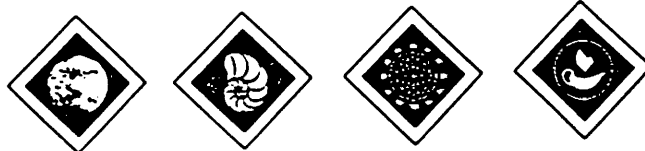


Palette of Narmer
c. 3000 B.C.

THE NETWORK EXCHANGE

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

Editorial Staff: Tony Beltran and Dick Seacord
Address all inquiries or comments to ICA International, Rue Amédée Lynen # 8, B-1210 Brussels



ICAI Board Meeting

Cairo, 1 Oct. 1996

Task Force Recommendations:

GLOBAL 2000 CONFERENCE

A) Vision: "Only a spiritual vision, cosmic in its dimensions and global in its scope can rescue civilization"

Each ICA (50) goes back and brainstorms their vision for the conference: the images, practices, needed research and focus. These will be sent back to ICA CentrePoints in Chicago

B) Current Recommendations:

- Location - University campus
- Rates - Low rate for everyone
- Increase interchange of info.
- Team of dedicated translators
- Conference needs a focus with daily interchange of information, synthesis and mechanism for harvesting results
- Inclusive closing celebration - corporate
- Showcase ICA's work - using videos
- More training and sharing of methods
- Research event more products and context
- International reporting presentations; 5 or 6 content speakers; Visionaries encompass multi-political and religious perspectives

C) Preparation Methods & Communications

- WWW
- Exchange of articles
- Local research exchanged globally
- Vision workshops locally
- Papers

Stepped Pyramid,
Saqqara
c. 2650 B.C.





- | | |
|---|--------------|
| • AUC Press - 3,000 books in house printing . . . | \$ 9,000.00 |
| @ \$3/book | |
| • Mailing cost (for books distributed | 5,000.00 |
| on a consignment basis) | |
| • Writing/Editing/Publishing | 15,000.00 |
| • Marketing/Promotion | 1,000.00 |
| (including 2 Flyers; in Nov. 500 flyers | |
| in Jan. 1,000 flyers @ \$.50/flyer | |
| = \$ 750.00) | |
| * Total | \$ 30,000.00 |

Pricing Strategy:

cost/ book = \$ 10/book (\$30,000/3,000 books from first print run)

cost/ book including distribution costs = \$ 12.50

Retail price of book \$ 19.95

Target Audience:

- A. • 300 Cairo participants, • National ICAs, • NGOs, • Development (training and research institutes), • Universities
- B. • Distributors of development books (3), Intercultural Press, Miles River + others
- C. Publishers
- D. Chapter Writers

Needs:

- Title and sub-title (need to have by Nov. flyer)

Book Timeline: Issues - new contributors (pressure); John Burbidge's time needs protection (between now and March, need agreement with ICA West)

Nov.	96 - flyer & pre-promote
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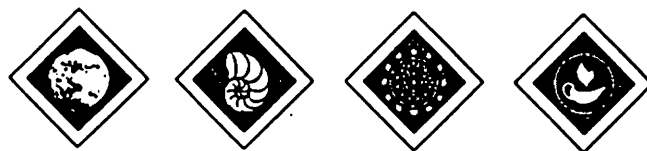
Jan.	97	- 2nd flyer
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1 Feb. '97 - Print

15 March '97 - distribution on consignment

Estimate of Sales April - Dec. '97: 500 books

500 x \$ 12.50/book = \$ 6,250 income for 9 months in '97
= income/month = \$ 694/month income.



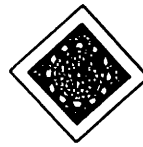
ICAI SECRETARIAT'S '96 ACCOMPLISHMENTS AND '97 DIRECTIONS

1996 ICAI PLAN OF ACTION

1. 250 people present at Cairo Global Conference with 10 non-ICA countries and 100 new people present
2. Publish Civil Society book and market it through magazines, newspapers, reviews with each ICA selling 100 copies
3. Host Executive Committee meeting in Cairo, February 1996, and Board Meeting September 1996
4. Deepen global fund raising strategy by hosting a Funding Symposium, October 1996 in Brussels
5. Promote the global expansion of participatory methods by holding public courses
6. Establish global partnership through consultancies and collaborative projects, e.g. CARE, Inter-national Federation of Red Cross and Red Crescent, youth (example 4H), Save the Children, etc.
7. Publish the 1996 Global Directory and 10 issues of the Network Exchange
8. Intensive work with local ICAs through trips to Latin America, Africa, Middle East and North America
9. Deepen relationship with the United Nations through expanding work with IFAD, UNDP, UNICEF, World Bank and United Nations Volunteers-DDS
10. Continue to work towards establishing new ICAs in Uganda, Indonesia, and ICA Associate organizations in Tanzania and Sri Lanka

1996 PLAN OF ACTION REPORT

1. 300 people attended the conference from 39 countries, 150 new people were present from 12 non-ICA countries, Thailand, Switzerland, Uganda, Colombia, Sri Lanka, Jordan, Lebanon, South Africa, Poland, Romania and the Commonwealth of Independent States (formerly USSR)
2. ICAI Executive Committee, at the suggestion of the book editor, John Burbidge, postponed the publication of the book until after the conference in order to continue work on the best possible chapters. The American Cairo University Press agrees to publish the book, with 1 April 1997 as the date of readiness for the public
3. Inga Bessin, Ray Caruso, Franco Voli, Bill Wang and Shizuyo Sato met in Cairo, February 1996, to work on conference details and the Board meeting. The ICAI Board meeting was held on 1 October 1996 with 55 people present
4. The Funding Symposium was not held although, after the Cairo conference, we hosted ICA Peru for donor visits in Europe
5. Promoted and assisted ICAs in holding courses, doing consultancies and designing participatory projects in Europe, Africa, Latin America, North America and Asia
6. Continued to nurture global relationships with CARE, CARITAS, International Federation of Red Cross and Red Crescent, Save the Children and the International Council of Volunteer Agencies (ICVA)



7. Published the 1996 Global Directory and 10 issues of the Network Exchange

8. Secretariat visited local ICAs in Latin America, Africa, Middle East and North America

9. UNDP and UNICEF co-hosted the Civil Society Conference in

Cairo. Secretary General visited UNDP in New York, as well as the World Bank. Work was done the field with UNDP, UNICEF, IFAD and U.N. Volunteers-DDS

10. Presented Uganda, Tanzania, Sri Lanka, Colombia and Bosnia & Herzegovina to the ICAI Board as applicants for membership

1997 ICAI PLAN OF ACTION

1. Publish and promote ICAI book on the Rise of Civil Society. Distribute 1000 books to ICAs and other organizations

2. Follow up conference through publishing post-Cairo activities

3. Nurture new ICA Associates in Tanzania, Sri Lanka, Uganda, Barbados, Colombia and Bosnia & Herzegovina toward statutory membership

4. Hold April Executive Committee meeting to review Board meeting and prepare for General Assembly

5. Publish 10 issues of the Network Exchange and a 1997 location directory

6. Continue to promote ICA participatory methods through training, consultancies and collaborative work

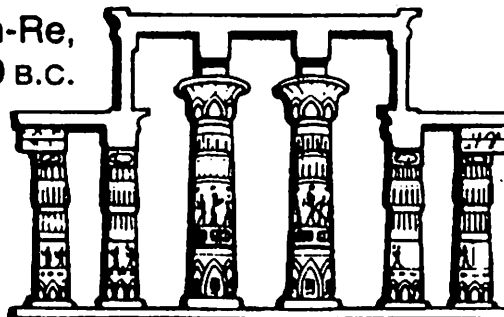
7. Document and make functional ICAI Secretariat for new personnel

8. Build up ICAI's use of the information systems through use of WWW and Internet

9. In preparation for the 1998 General Assembly, construct a plan to visit every ICA over the next two years

10. Strengthen global connections through visits with the U. N., Int. Council of Volunteer agencies (ICVA), CIVICUS and other global agencies

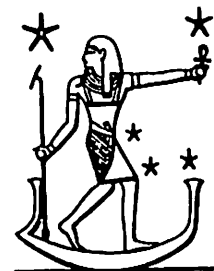
Temple of Amen-Re,
Karnak c. 1280 B.C.



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CIVIL SOCIETY
CAIRO CONFERENCE



INCOME - EXPENDITURE STATEMENT

24th - 30rd SEPTEMBER '96

		<u>US \$</u>	<u>US \$</u>
<u>Income</u>			
ICA-International	1995	299.29	
	1996	53,757.13	

	Total ICAI		54,056.42
ICA-MENA	1996		
	Conf. fees	17,500.00	
	Contribution	7,857.08	

	Total MENA		25,357.08

	TOTAL		79,413.50

<u>Expenditure</u>	<u>Budget</u> <u>US \$</u>	<u>Costs</u> <u>US \$</u>	
1. Staff travel and accomodation	6,700.-	7,172.-	
2. Equipment and rental supplies	5,000.-	5,500.-	
3. Communications	12,200.-	17,473.-	
4. Operating supplies	5,000.-	8,000.-	
5. Decor	500.-	700.-	
6. Speakers	5,000.-	5,578.-	
7. a. Publishing brochures & document	2,800.-	4,832.-	
b. Photocopy	1,800.-	1,735.-	
8. Staff support	19,000.-	19,349.-	
9. Documentation	0.-	0.-	
10. Bankcharges	1,800.-	676.-	
11. Celebration & Gift	5,500.-	5,729.-	
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Total	65,300.-		76,744.00

	SUB TOTAL		2,669.50
Exchange Rate loss			- 266.46

	TOTAL PROFIT		2,403.04

Exchange rate: 1 US Dollar = 30.0 BFrS.