

The Network Exchange



January 1997

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PRESIDENT'S NEW YEAR'S GREETINGS

by HALA EL KHOLY

Dear partners,

Allow me to take this opportunity to wish you all a very prosperous and productive 1997. The beginning of a new year is always a good time for reflection on past accomplishments and resolutions for future actions.

You have honoured me with the role of president. To the Board of ICAI and my colleagues of the executive committee and the secretariat; I am very grateful for your trust. On your behalf I would like to extend our deepest gratitude to Shizuyo Sato, Ray Caruso and Inga Bessin for their wisdom, support and innumerable contributions. To Tony Beltran and Simon Koolwijk (ICAI secretariat) thank you. We all look forward to your contributions in your different locations. To the new members of the Executive committee, Ruth Lukona and Miriam Balbela welcome on board!!

I am confident that all of us around the globe will be reaping the fruits of all the hard work and commitment demonstrated through out last year.

This year is additionally significant as it brings us closer to the end of a whole millennium. As we look forward to the beginnings of the 21st Century we must realize that the work we have been doing and are preparing to do now is going to directly affect and shape our world at this juncture of human civilization.

For the Institute, 1996 has been a year of many accomplishments. The result of which transpired clearly at The ICAI global conference: "The Rise of Civil Society in the 21st Century and our subsequent board

meeting in Cairo 1996. Many ICAs are gaining more institutional form, our national capacity is expanding, and we are preparing to welcome new additions to the ICAI. In Cairo we shared together, and with many partners worldwide, our learnings and experiences. We all renewed our commitment to the human factor in development. As we prepare for our next global conference 2000 in the USA, let us continue to learn, reflect, dialogue and act in partnership to share an even more enriching event. Much is expected from all of us and much will be accomplished by all.

Let us pledge to work even harder, gain more clarity, and understand each other better as we aspire to a more communicative, compassionate and cooperative interdependent civil society around the globe. Let us facilitate development of the human potential wherever we are and whatever we do. It is my belief that through our collectiveness and connectedness we are capable of enhancing that potential.

I urge you all to begin the year with more hope, courage, trust and commitment to yourselves, your families and your communities. Together we will make a difference.





AN EYE ON ICAI: ELEMENTS IN ITS EVOLUTION

by Tony Beltran

*This is the first of a 5 part serial called an "Eye on the ICAI, written by Network Exchange Editor Tony Beltran. The other titles in the series are: **Membership; Looking at Organizational Structure and Finances; Looking at the General Assembly/Board of Directors/GAB; and Looking at the Executive Committee/Secretariat.** The articles will appear in the February, March, April and May issues. The spark to research and write them came from the 1 Oct. 1996 ICAI Board Meeting. They are meant to give newcomers and old hands common points of reference in discussing the business of this organization. It is hoped that they will inform the readership about the organization in view of the upcoming 1988 General Assembly.*

The Origins of ICA: The parent organization of ICA was the social/spirit movement known as the Order Ecumenical (OE). Since its early days in the 1950s the mission of the OE was that of Human Development; understanding this term to mean individual and group empowerment to enable communities to take responsibility for their own life and well being. The OE was an "activist" organization which rebelled against the likes of disempowerment, victimism and victimization. It wanted to promote social justice always insisting upon inter-sectorial dialogue (private, volunteer, public and local sectors) and dialogue itself as its means. The OE understood "community development" and "human development" to be its principle vehicle for significant social change. The OE was itself an experimental community. Its practice involved experimenting with its own systems of governance in the hopes of sharing positive results with other communities and society at large. Its mechanism for sharing was the development of a great many "social and intellectual methods" based on group dynamics and managerial know-how. Its interpersonal methods to empower groups involved dialogue, reflection and story telling.

Important elements of the philosophy of the OE were based on the writings of Soren Kirkegaard, the father of modern day "existentialism", and subsequent writers influenced by Kirkegaard. Because of his strong social consciousness and his willingness to defy conventions, Kirkegaard was known as the "enemy of the people", meaning that he had a knack for irritating the morally callous, the smug and the comfortable. In a similar spirit of defiance of the "status quo", and with a vision of empowering "local people" (i.e. grassroots communities), the OE took its own organizational development and polity methods, borne from its communal experience, and moved wholeheartedly into the arena of international development.

Armed with its "participatory methods" and a crusading spirit to match the OE became the ICA/OE as it expanded "in 30 years from one location to 108, from one nationality to 37, from one continent to eight and from 42 people to well over 900", all within the framework of a missionally motivated, volunteer based, not-for-profit organization.



Looking at the High and Low Context of it All

In mobilising thus while maintaining a fierce commitment to the value of "intentional community", the organizational understanding of the ICA/OE evolved along the lines of what American anthropologist Edward T. Hall classifies as a "high context" culture. A high context culture is one in which understandings, norms and forms of communication have been strongly collectivised and internalised by individuals. High context cultures frequently rehearse commonality. They are characterised by a) extensive networks of friends, colleagues and clients b) collective behaviour c) informal information flows (through people to people interaction) d) rituals and models e) a strong emphasis on style, dress, eating patterns, in design and life. The key words describing them are "structure", "obligation" and "reciprocity". Japan is quintessentially a high context society. So are "old boys clubs".

By contrast, low context cultures are characterized a) compartmentalisation of personal relationships b) individualistic behaviour c) information flows through technical channels (through the written word, through technology, e-mail, cd ROM, ect. d) customer-supplier relationship, autonomy, and pluralistic lifestyles.

The key words describing them are Free, Freedom, Individuality. The USA is a quintessentially low context society. And "global markets" are a low context development.

The genius of the ICA/OE was that it was able for much of its history to creatively incorporate values of one and the other type of culture; ie high and low context. For example, the typical autonomous, free spirited drive characteristic of low context cultures was balanced with the more obedient communally focused tendencies of high context culture. And, the rich symbology of high context cultures was positively channelled to "release spirit" to some of the pragmatic ends and means of low context cultures. It is the same



kind of mixture that still animates the more successful "ICA methods".

Organizationally the "espoused theory" of the ICA/OE fell on the high context pole. So it was that leadership was symbolically vested in the Panchayat (circle of elders in Hindi), and the priors, or the first amongst equals. And that any decision was symbolically held to exist in "the center of the table", and that "consensus" was held forth as the arbiter of decisions to be made.

In spite of its many achievements over many years the creative tension which had made the ICA/OE successful for over 30 years was itself in need of torque by the early 80s. The sheer expansion and size of the organization had made its early model of centralized management unwieldy. Then again the times, the spirit of the times, as well as individuals change. The point being that by the middle to late 80s the ICA/OE was due for a change. This change, characterized by a move towards greater autonomy at the local level, and procedural, rather than symbolic, leadership structure at the international level, was called a "whole systems transformation". As a result of it, the internal relationships within the ICA, moved into a flatter network structure where the "partnership dynamic", meaning the right to establish meaningful partnerships outside of any pre-established form, is the norm.

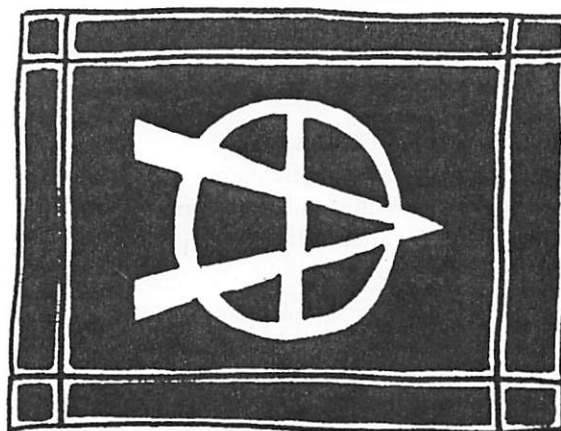
The Origins of ICA International

ICAI began as the European ICA/OE CENTRUM. A centrum was a regional centre from which the "Human Development" mission of the OE/ICA could be projected. There were 3 global centums: Chicago, Brussels and Hong Kong. From ICA International, in the Brussels centrum, Human Development programmes utilising ICA social technology methods were carried out in Europe and Africa.

At the time ICA/OE operations world wide were centralised in Chicago. Instead of a "Secretariat", with its attendant structure and its spelled out organizational procedures, the leadership dynamic holding the organization together was a symbolic, representative body called the Panchayat ("circle of elders" in the Indian tradition). Even under the rubric of the same mission; ie that of promoting "Human Development", the act of symbolising leadership in a Panchayat as opposed to a General Assembly, a Board and a Secretariat implies a radically different understanding of the meaning of "organization". "Polity" - i.e. the way decision are arrived at - in the ICA/OE, relied upon a "higher context", "corporate", consensus building method more akin to Japanese or Oriental communal practice than to the codified, "lower context", more pluralistic "Western" way.

The IERD (International Exposition on Rural Development)

Beginning in 1980 the International Exposition on Rural Development, a global conference meant to exchange development know-how with the world at large, was organized around the model of one of the most successful approaches of the ICA/OE: the "Rural-Urban strategy". This strategy called for the building of a network of high level supporters and friends in the city, to enable, and even actively participate in, village projects. This high level network was called a "frame". The activity of building a frame was called "framing". With the IERD what had been a national strategy turned into a global one. Thus a highly influential group of advisors, the Global Advisory Board (GAB), was formed.



As it built a global frame, ICAI, while still an offspin endeavour of the ICA/OE, took on a different dimension and possibility. The IERD required new exposure, a significant public face and a different understanding of the missional means. "Networking" with other organizations and the wider society rather than innovative "communal experimentation" was becoming a priority. Even while the organization continued to operate in a "high context" manner, with a Panchayat and other highly inventive and internal structures, the exposure brought by the IERD, suggested that to gain the attention of the world, a shift towards a "lower context", more open, and more conventional, forms were needed.

From 1980 to 1984 ICA/OE, under the cover of ICAI, had worked with literally hundreds of organizations and people in over 60 countries to put on the IERD. When it was all over while the mission of Human Development remained, the means to achieve it had changed. The concept of ICAI (networking, public recognition, partnership) became ascendant over that of ICA/OE (group experimentation, strong group identity, a willingness to do its mission alone).

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ICAI cont. from p 3

The IERD was a magnanimous achievement built upon previous painstaking village work carried out on a world wide scale by a unique organization, under a unique system of governance. The idea, the process and the concrete products of the IERD - a three volume collection on Rural Development projects, Development organizations and Development learnings - were/are a tribute to the integrity and commitment of ICA/OE to "Human Development" and its unique contribution to the ideal of global social justice and human solidarity.

From the IERD, ICAI gained consultative status with ECOSOC and the United Nations. Thus ICA offices around the world found it advantageous to be related to ICA International. The board pulled together by ICAI was commensurate with the new recognition and high profile that U.N. recognition brought. Included on it were the following:

President: Sir James Lindsey (U.K.)
 V. President: Alice Dujardin (Belgium)
 V. President: August Vanistendael (Belgium)
 V. President: Mary D'Souza (India)
 Treasurer: David Wood (USA)
 Secretary: Paul Shrijnen (Holland)
 Martha Talbott (USA)
 Connie Reemstma
 Evelyn Edwards (USA)
 Charles Hahn (USA)
 Venasithamby Dharmalingam (India)
 Eunice Shankland (Phillipines)
 Rafael Davila (Venezuela)
 John Patterson (Canada)
 Icelene Scaton (Jamaica)
 Margaret Matumbo

ICAI After the IERD and until Oaxtepec: After the actual IERD plenary event in India, the extraordinary effort that went into setting it up and executing it, was quickly reduced to the more focused goal of documenting what it had been all about. After the Delhi event a team spent two years producing the first two IERD books: Directory of Rural Development Projects and The Voices of Rural Practitioners. The editorial coordination for this was carried out by the "IERD Secretariat" based in Brussels. Included on the editorial staff were M. George Walters, Alan Berresford, Eugene Bolvin, Ronnie Seagren, Carol Walters and Williard Westre. In 1986 this team was dissolved and a new team of the Brussels "Primary Unit" of ICA/OE was assigned to work on 3 of the IERD series Approaches that Work in Rural Development. This team was to work as well on international fund raising for ICAs and to continue the networking initiative of ICAI which the IERD had started.

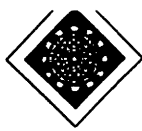
This team (Donna Wagner, Aminah Mwamose, John Stringham, John Burbidge, Linda Alton and Dick Alton) were given an initial grant and asked to become self-supporting through: 1. charging 10% of grants raised

for local ICAs and 2. charging a consultative fee for facilitation work with development agencies (GTZ and the Royal Tropical Institute). This work was done in the name of ICAI.

At the ICA Global Conference in Oaxtepec, Mexico, the 35 year old ICA/OE movement was officially terminated. One event symbolising this historic transition was the disbandment of the Panchayat. The conceptual change involved was called "a whole systems transformation". And indeed it was. It meant going from a very high communal and missional interpretation of what constitutes authentic social involvement to placing a premium on the Jungian concept of authenticity, even when acting on behalf of a social mission, through "individuation".

Already in 1988 ICA offices had, for the past 4 years, been on a journey toward indiginization and national autonomy. If these offices wished to continue to relate to each other they must decide how that was to be done. At the Oaxtepec conference Dick Seacord of ICA Belgium called for a meeting under the auspices of ICA International. As a structure already existed for ICAI the important thing was to secure financing. When asked how much they would be willing to contribute towards the continuation of ICAI, the 23 national ICAs present pledged US \$ 41,500. Thus the basis for the current understanding of ICAI, as a network of member organizations, was born.



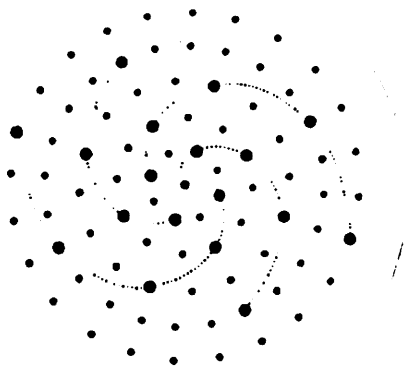


1996 European Interchange Meeting in Manchester

ICA in Europe is essentially "taking off". Energy, focus and ideas abound. Behind the new thrust is the indiginization of European ICAs. Young faces, often ones of returned volunteers, are everywhere and different approaches are being tried out. The results, as the following report from the 3rd European Interchange shows, is very exciting.

The third interchange of European ICAs of recent times took place at "Cliff Methodist" college near the rural town of Chesterfield in the Peak district of England; about one hour east of Manchester. Present at the meeting were Martin Gilbraith, Patrick Brennan, Marc Dunn, and Richard and JoAnn Bircher of ICA U.K., Anna Stanley and Renaud Houzeau of ICA Belgium, Simon Koolwijk and Tony Beltran of ICA International, Franco Voli and Ana Laura Ruiz of ICA Spain, Zlata Pavic of ICA Croatia, Carlos Cal of ICA Portugal, Sybrech Nevenzeel of ICA Netherlands and Ursula Winteler of ICA Germany.

Past ICA Europe Interchanges have been held in Brussels (November, 1994) and in Leuven, Belgium (November, 1995). The intent of these meetings is to strengthen the ICA European network, to look for practical ways of collaboration, and to begin outlining a common European strategy. By all accounts this year's interchange amply fulfilled, and surpassed each and everyone of these expectations. Furthermore, important decision making breakthroughs which will have immediate and medium range impact on ICA in Europe were reached at the metting.



Agreements and Resolutions

European Interchange Sequence and the 1997 meeting:

The sequence of European Intechanges will be as follows: Croatia in 1997 (the last week of September); Netherlands in 1998; Germany and/or Austria in 1999; Belgium in the year 2000 and Spain in 2001.

To aid the host country participants promised to make payments towards the event's budget at the beginning of each year. Interchange fees for 1997 were set at the US

\$ 150 per person rate that was charged in Chesterfield.

Renaud Houzeau will collect the fees of those planning to attend in January and February 1997. These will then be forwarded to Zlata Pavic in one lump sum to avoid excessive bank cheque handling charges. Zlata is looking forward to hosting the event the last week of September 1997 at a resort hotel on the Adriatic coast. It was decided that the ICAI president, Hala El Kholi, be invited to attend the Croatian Interchange.

Participants experienced satisfaction and optimism in the network's future as this plan to upfront the next interchange's costs was hammered out.

Euro-Interchange follow-up or "Sharing the Burden of the European Network"

It was agreed upon that the host of each year's interchange would do periodic follow ups to make sure that the resolutions and ideas expressed at the meeting would be brought to fruition. In 1997 Martin Gilbraith, host of this year's meeting, will research and communicate amongst the network the practical results of the meeting after 4 and 8 months (i.e. in March and July).

European Mailing list toward Human Resource information and accesibility

Martin Gilbraith will forward to Simon Koolwijk his mailing list of contact persons in the European network. Simon will develop and distribute a questionnaire requesting data of individual and professional skills useful for consultancies and/or facilitation. Simon will collect these questionnaires and keep up a data base at the new ICA Netherlands office he plans to initiate in Wageningen, Netherlands, after he leaves ICA International in January 1997.

Cross-Border Contracts

The participants at the European Interchange decided to affirm the recommendation of the Cairo '96 ICAI Board in the sense that for contracts outside national borders the local ICA be informed and possibly involved in implementation.

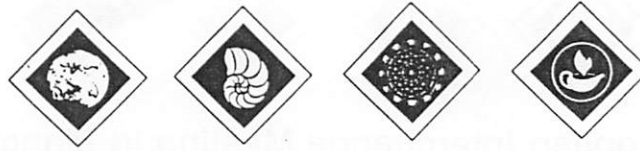
Portugal Concern

The European Interchange drafted a letter of concern to ICA Portugal, and to the President and the Secretary General of ICAI regarding the current procedural and institutional difficulties experienced by that organization. It is hoped that ICAI can play a helpful role in the matter.

Institutional Support Offered by ICAI

The Interchange affirmed the notion that ICA International assist local ICAs in institutional

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What was I doing in the desert?

Dhiraj Cherian

Dhiraj Cherian ran into the ICA while completing an MBA in Brussels. Since he has done the GFM series, participated in the Volunteer Interchange in Holland, and attended the Cairo Conference. In 1997 he plans to volunteer with ICA Japan in Japan. Dhiraj was one of a handful of adventurers to take up Martin Gilbraith on his one-in-a-lifetime desert trek to the Sahara. If you missed that grand happening read on. This is Dhiraj's account.

A lot of us have been winding up for the big day, when we would leave the comforts of the Rameses Hilton and Cairo and leave for the great expanse of desert which is creeping just on the periphery of the city. After being overloaded on Civil Society, facilitation and the mad traffic added for good measure, I was ready to leave at the drop of a hat.

Day 1. We start an hour late. Why? Some were packing and checking out of the hotels, others were changing money at the neighbourhood Shylock's and the rest of us lounged around like vagabonds (Ron had a jetsetting teddybear in tow - our mascot for the trip's duration) in the lobby of the Hilton, much to the staff's consternation. We left a couple of hours late, but made good time on the road to the bahariya oasis after a further delay in picking up 'the desert fox'. At a fuelling stop, we were given bottles of cold water and spicy potato wafers to cancel out any beneficial effects of the water.

At the oasis, we checked our luggage in at the Alpenblick (a mad Swiss's idea) and lunched at the 'Popular Hotel' run by a fat Egyptian with a whistle. Next, we were treated to a street by street tour of the oasis when we unashamedly went about playing the western tourist, i.e., photographing everything from landscapes to pack donkeys, grungy kids and date palms. It was interesting to see and fleetingly experience their way of life so unlike ours yet not so different in quality and purpose.

A beaming farmer brought out his best dates (the fruit variety) to share with us. At the hotel, we transferred to ancient jeeps and drove on to the Bir Ghaba springs where we were to spend the night. The 'bumpitty-bump' ride on stiff suspensions kept us flying and we hung on by the seat of our pants for the rest of the desert trip.

Okay, now for the good part - At the spring, we traded our clothes for swim gear and slid into the hot water.

Aaaah! What a treat; and who said life's luxuries can only be bought and by the privileged few? I was hungry after the swim, so I joined the campfire and talked and dined under the stars. Helga kept trying to save the kamikaze scarab beetles which seemed to have a penchant for self-immolation - CRAAAAZY! Lots of Stella beer later, we found ourselves dancing and gyrating to the haunting rhythms of our guides' musical instruments. I dropped off to sleep around midnight, with the sand for a bed.

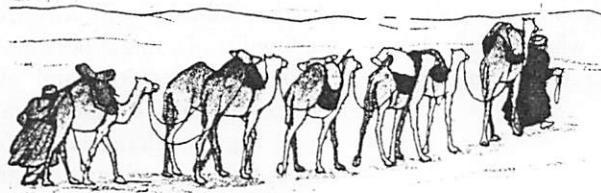
Day 2. Dawn was beautiful with the subdued colours in the sky and the cool breeze blowing through my hair (not to mention the sand). I stripped down and hogged the hot spring all to myself; well, at least for a while. In the light of day, the ladies declined the luxury of bathing after scooping out the resident algae and the regulars who bathed there. After a breakfast of pita, beans and feta cheese, we slowly moseyed on to our next destination and all stops between. All aboard! On our way to Ain il Ris, we detoured to a herd of camels which graciously let us ride them. The herders weren't immune to a bit of entrepreneurship - they were selling sweaters and socks made from itchy camel wool.

Lunch was a chance for the jeeps and us to recuperate. After a hot lunch (even had hot peppers in the salad), we ate dates offered us by a woman of indeterminate age

followed by a nap. The second leg of our drive took us into the sandy desert, where we raced on the dunes. Time for an *encore* of the drums - so bring on the musicians; bring on the dancing girls, oops?

At this juncture all the coordination flew out the window, literally. One of the jeeps started having a relapse and the other started weakening like the overworked, underfed horses you find at the pyramids. My chosen jeep for the trip was an old, but well-maintained, piece of work with an excellent driver who doubled as owner of the vehicle. We stopped on a rise which overlooked the most breathtaking landscape at sunset. It was indeed a Kodak moment. I took off my shoes and dug my toes into the sand while walking on the dunes while others ran down the sides or just sat on them. Time came for us to move on and the others had yet to catch up, so our jeep had to backtrack, leaving us behind. We started taking stock - we had dates (provided by Franco - the youngest at heart and most proficient dancer of us all) and a bottle of desert-warmed water and a million ideas of how to survive the desert.

During this planning session our jeep returned with the





load from the other jeep, which we crammed into and followed the now limping jeep (lost radiator cap). It was dark and we were riding over rough terrain, and in this chaos one of the jeeps capsized. It was sheer carelessness of the driver and we were saved from further mishap by the quick reflexes of the other driver.

Anyway, the fall resulted in lots of shock, some blood and bruises (not to mention the guide's ego). We righted the fallen jeep, performed emergency first-aid and moved on after a pause. I rode shotgun on the roof of our jeep as we drove on to the magic spring.

The spring was an amazing phenomena given that it pours out of the top of a small hillock (more like a bump in the featureless landscape) with a palm growing on it and no other greenery as far as eye can see. Our irritation at the earlier episode was somewhat salved by free beer on the house and Julia's ever present, genuine and full-throated laughter. After dinner, most of us just bedded down close to each other for body warmth and to keep the cold wind at bay (Mmmmm, was that comfortable).

Day 3. We washed in the camel trough, breakfasted on the now almost stale bread, jam, cheese and beans, and washed it down with tea. Around 10.00 AM, we drove on to the white desert (so called for its limestone formations) to the accompaniment of arabic hits (did I forget to mention our driver's extensive onboard collection of much used and abused audio cassettes). At noon, we rested at yet another clump of trees (Oops, I meant spring) where we lunched and slept protected from the white heat of the midday sun. On to Wadi Hinnis (a depression with quicksand with some stunted growth around it) and evening found us at our destination. The formations represented so many imaginative creatures that the psychiatrists' association would have made a killing off us.

As the sun set, we sat on the sand and played games. Rutger practised yoga on a limestone outcropping and exercised his voice by singing into every crevice he could find, much to our amusement. It was nice to lay on the sand and look up at the skies and see the wide expanse of the milky way in all its glory with shooting stars added for colour. It was humbling to see myself as a

speck of sand in this magnified expanse of the universe. The sand gets in everywhere, but it's clean, so I didn't mind.

Day 4. Throughout the trip we had taped music, a scribe to record everything for immortalization (Anne was as enthusiastic as a journalist after the Pulitzer) and lots of exposed film (Christian filmed some sequences). At Farafra oasis, we visited the museum which contained desert life and life of the desert dwellers portrayed in local clay. A little ways out, there was a spring where we city slickers had our first decent bath in two days. Lunch was followed by astrology and a semi-ORID session (Horrid, isn't it?) on why we came

on the trip and its highlights.

Back at Farafra, we had cold soda and a *shishah* (Egyptian water pipe). We loaded up on fuel and reinflated spare tyres and proceeded back to Bahariya. Drag racing between our jeeps was usual practise on every open stretch, be it sand or asphalt, while we hung on for dear life. At the "Crystal Mountain" we picked crystals and the ladies imagined that they were swamped by jewels - only the arabian nights could rival it! During the remainder of our ride to Bahariya, Hettie transformed us into singers, to rival anyone on MTV.

Finally, we arrive back in bahariya where we check into rooms and walk over to the fat restaurateur's home where we eat on the roof, drink beer and dance in turns (not all in that order). Afterwards, we went to the Bir Ramla hot spring (at 48 degrees Celcius, I'd say it's hot, wouldn't you?) to bathe. What a feeling! The blood rushing through your body and to your head, it is indescribable. Then we drove over to a nearby dune to have tea and be entertained with songs, music and dance under the moonlit sky. It was an immemorable finale to the desert trip before heading back to civilization (??).

Day 5. After breakfast, everyone went round shopping and bought the whole town. One store had the name 'The Cheap Shop in Town' (anybody's guess as to what it implies). Armed once again with the ever freely distributed bottles of mineral water and after a side visit to the museum of a famous local artist, we left for Cairo. Midway, we stopped to refuel on sodas, sandwiches and tea at the 'dilapidated halfway house'. Time to take a group photograph - of all the desert we rode through, we stopped by the roadside and went hunting for some pristine sand which didn't have a power pylon in the background to unmask the deception of a desert setting. Click, click, click, thank you and the photo session was over. We started off once more and arrived in Cairo in time for a late lunch at Felfela's, overlooking the Nile. We looked tired, but were pleased with ourselves for having undertaken this journey of adventure. A bond of companionship had formed between us and is likely to hold as long as we remember this trip. Personally, I am stocked up on sun and it's warmth for the coming cold winter.





MEMBER'S PROFILE: Zlata Pavic

Already during her high-school years and while playing basketball (at that time, you did not need to be very tall to play basketball), Zlata Pavic experienced the importance of being a well "tuned in" member of a team. At the age of 21 she spent a year in the United States as an au-pair girl and was fortunate to live in a wonderful family that also cherished the importance of sharing and doing things together.

When she returned to her hometown of Zagreb in 1969 she continued to study at the Faculty of Philosophy but also worked as a secretary and translator for a small foreign-trade company and then as a teacher of English and German at a foreign language school in Zagreb. The classroom has always been her true medium, in which she has always felt like "primus inter pares", even when she used to teach fairly young students. It is in the classroom where she believes she has developed sensitivity for diversity, different opinions and individual contributions. She was a little disappointed to realize later in her teaching career that what is so typical and wonderful with small children in terms of spontaneity and readiness to share, often tends to transform into disloyal and destructive competitiveness with adults.

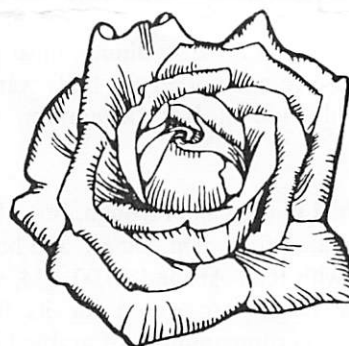
She often wondered what could be done to help people in Croatia overcome the journey of transition. They did not like to be treated as an amorphous mass. The recognition of their individual strengths and potentials was something they had culturally always striven towards. To find the ways to bridge the gap is still very difficult for many people who are otherwise aware of strong teams being stronger than any strong individuals. How to team up and how to overcome the feeling of a "personal loss"?

Meeting the ICA in 1993 and learning the facilitation skills was the right boost at the right time. Together with Drazen Letica and some other colleagues from the Zagreb Law School (where she now teaches English), Zlata was trained by Susan Fertig-Dykes and Susan Yates in the ICA participatory methods. Thus armed she helped facilitate a Croatian judges' conference. The positive comments of the members of this highly individualistic profession were a true encouragement to go on and further explore the field of the philosophy of participation.

Zlata is married to a company lawyer and has two children: a daughter (23) who is in her last year of Law School in Zagreb, and a son (21) who is in his third year of Graphic Design at Virginia Tech in Blacksburg, USA. They are both a source of pride for their parents for being successful students and responsible young people, having inherited a "cosmopolitan germ" but looking

forward to finishing school and contributing to their country's effort to overcome a traumatic transition.

As the director of the ICA Croatia, after the former director Susan Fertig-Dykes left to start a new ICA in Bosnia & Herzegovina, Zlata made the commitment at the last European Interchange in UK, to host the 1997 summit in Croatia. She is thrilled to be able to work again with her European colleagues and even more thrilled to be able to show them at least part of her small but beautiful homeland.



A SPECIAL GIFT

by Jann Barr

On December 17th Jann Barr, former Network Exchange editor and sagacious story teller left Brussels to resettle in Cleveland, Ohio, where she will live with her son Kim. Jann is something of an iconoclast who at age 60 left her home in the U.S. to work for ICA in the Ivory Coast. She was 6 years in Francophone Africa before swinging north to Brussels where she arrived at the beginning of 1994. Jann's wisdom, easy manner and her gift of myth making were a definite plus to the ICA in Europe. Before she left, the Network Exchange asked her for her profile. Always the spirit teacher, she left us the following text.

My husband, David, very seldom gave me a birthday or Christmas present. He did give me many presents but they were spontaneous and informally given. If he saw something that he thought I would like he bought it. When he came home, if it was small, the present still in the sack, would be thrown into my lap. If it was larger or heavy, he would leave it sitting on the dining room table for me to find.

This present was different. It was wrapped in gold paper and tied with a beautiful ribbon. It was our 20th anniversary and he presented it to me at the evening meal. Our six children were present and my husband made a little speech about the importance of our marriage. This was something that he had never done in all our married years. I was surprised and overwhelmed. I unwrapped a beautiful bottle of lovely perfume.



My image of perfume was that it was something to wear for special occasions like a formal dance, a special party or at least getting dressed up to go some place unusual. My husband and I did not do any of things very often. So I did not wear the perfume.

One day when David was eating his breakfast he said, "I have not smelled that perfume I gave you."

"I know," I answered, "I am saving it for something special."

As he finished his breakfast, he reflected to himself out loud, "Then, I may never get to smell it."

It took several days for his remark to register in my mind. When it did, I realized how I had been living as if life is not special. The mundane work of keeping a family of 8 going was so ordinary. I realized that I might not even recognize something that was special when it came along. I made a decision that day to wear the perfume that my husband gave me so that he could smell it. More important, I decided to wear perfume every day to remind me that today is the most special day I will ever have. Yesterday is gone; tomorrow will never arrive; there is only today. A VERY SPECIAL DAY to wear perfume.



Interchange cont. from p 5

strengthening operations. It further proposed that ICAI build into its budget items to include:

- a. Helping create and strengthen boards as well as helping to draft adequate statutes
- b. Funding and proposal writing
- c. Helping to develop financial systems and computer bookkeeping systems
- d. Establishing monitoring and evaluation systems
- e. Programme planning and budgeting
- f. Personnel and Human resource management

It was considered that there already exists in the European network the necessary expertise to assist in putting these initiatives in place. Funding for these activities could be raised in Europe and/or beyond.

Joint Fund Raising Efforts

The meeting agreed that all Europeans involved in fundraising coordinate their efforts. Members such as Simon Koolwijk, Tony Beltran, Martin Gilbraith, Renaud Houzau, Catalina Quiroz, Dick Alton will share on a regular basis their contacts and donors they are working on and the project proposals they have submitted. It was suggested that these people meet twice a year to co-ordinate their fundraising work.

The issue of joint fundraising for the key European Volunteer Programme, for sending Europeans to the ITOPTOT in Phoenix and even for raising funds for a European ICA-coordinator to be based in Brussels were brought up and discussed.

Euro-Top-Development and Methods Related Foci

Two sets of issues, one concerning adaptation of ToP Methods to local circumstances and the other having to do with legal and other issues (such as sharing Logos) surrounding the use of ToP in Europe, were discussed. ICA Belgium showed its new brochure and logo scheme. It offered to let other ICAs adopt without cost the brochure design, logo and colors developed in Belgium. ICA U.K. decided to adopt the facilitator development currently utilized by ICA Belgium and ICA U.K. talked of its pro-active efforts to have ToP methods recognized as a component of university qualifications in development studies in a British university.

Tony Beltran offered to open up a Euro-dialogue to do with country adaptation of participatory methods. Results of the dialogue will be published in the Network Exchange and in Euro-ICA.

Paid ICA Job Creation

Martin Gilbraith and Simon Koolwijk are at the stage of creating their own jobs at their local ICA (U.K. and Netherlands). In order to stimulate and inform themselves as well as others interested in this possibility, there will be shared communication and follow up of these initiatives.

ICA EVENTS FROM AROUND THE WORLD

CONTINENT

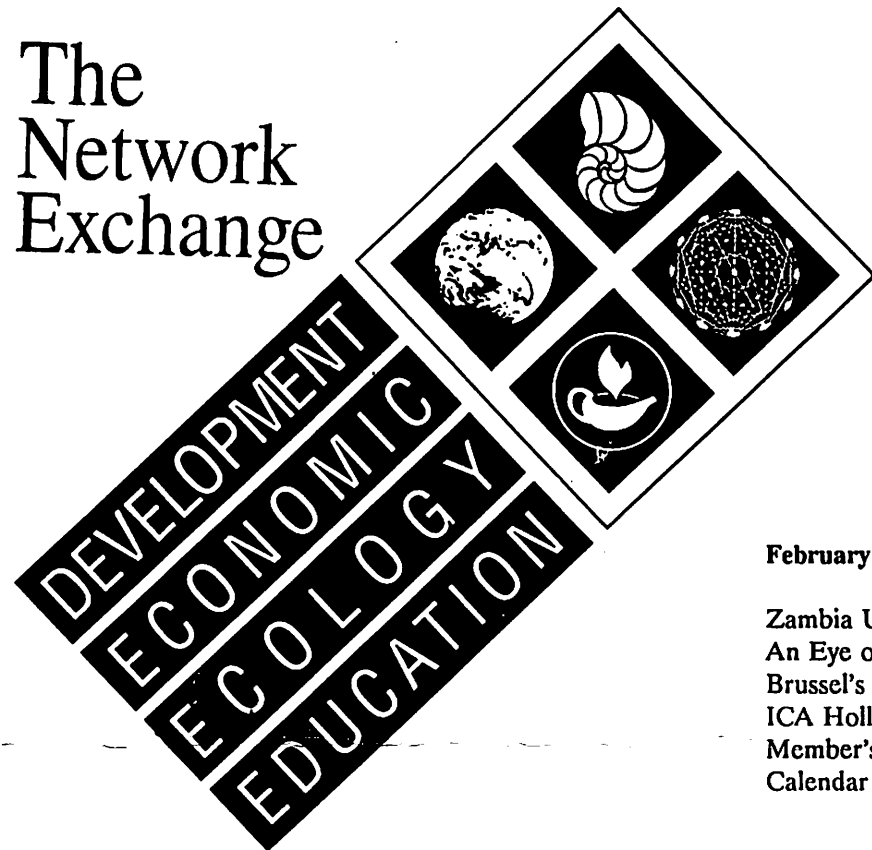


WHEN	EVENT	WHERE	RE
ASIA			
22 March	Life Superannuation Lab.	New South Wales Australia	Breakthrough Facilitation
EURASIA			
20-21 Jan.	Group Facilitation Methods, GFM (French)	Brussels	ICA Belgium
24-25 Jan.	GFM (English)	Brussels	ICA Belgium
30-31 Jan.	GFM	Manchester	ICA UK
17-18 Feb.	Participatory Strategic Planning PSP (English)	Brussels	ICA Belgium
21-22 Feb.	PSP (French)	Brussels	ICA Belgium
4, 11, 18, 25 March & 1, 8 Apr.	Facilitation Training Series (English)	Brussels	ICA Belgium
6, 13, 20, 27 March & 3, 10 Apr.	Facilitation Training Series (French)	Brussels	ICA Belgium
NORTH AMERICA			
14-15 Jan.	GFM	Toronto	ICA Canada
16-17 Jan.	Facilitation Planning	Toronto	ICA Canada
3-19 Jan.	Leadership Options 97	Chicago	ICA Western States

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The Network Exchange



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ZAMBIA UPDATE: CHALLENGES IN DEVELOPMENT

by Voice Vingo

When the Network Exchange issued a call to ICAs to give us an update on their activities, ICA Zambia was quick to respond. Below their report.

The Institute of Cultural Affairs Zambia has been carrying out a number of programmes in the areas of sustainable agriculture, water and sanitation, women advancement and road rehabilitation at the grassroots level. Apart from those programmes, others geared towards building the capacity in facilitation method of other organizations have also been done.

Sustainable agriculture which primarily focuses on small scale farmers started in 1991 with 20 small scale farmers. The project is an alternative method of agriculture which emphasizes the practical utilization of local resources and cuts down on artificial fertilizers and other chemicals which are not only expensive but are also an environmental hazard. In 1996 the number of farmers directly practising sustainable agriculture has increased to over 500 farmers in 20 different clubs. Most noticeable of the achievements have been the continued use by farmers of composting methods, sunhemp for nitrogen fixation and well intended crop rotations. Going around the farmers homesteads reveals the impact that agro-forestry component has had on people. Trees planted over the years, now all reaching different heights, are a sight to see! Farmers are more than proud in showing you around their homes and gardens and will explain to you how they have managed to work together and how they actually incorporated.

Agro-forestry is done within their general agriculture system. The ICA has learned over the years that projects cannot work without proper and sustainable structures. Facilitation techniques and planning done by outside agents to elicit and catalyse beneficiary participation will work for the short term but will not carry a programme over time. Sustainability requires local sustained input. This in turn thrives on leadership, dialogue and partnership.

Our strategy therefore has been to utilize the short term advantage provided by outside facilitators towards setting up and/or strengthening long term structures. Early on we train local farmers to conduct their own participatory and on-going evaluations of the projects. In our experience, farmers respond very well to our dialogue, leadership education and partnership approach. Sustainable agriculture is indeed a reality which works well given the right approach among small scale farmers.

Combined with sustainable agriculture initiative, "water" and "sanitation" are important components of our work. There is considerable need and room for improvement in these areas. Rural areas continue to rely on water from dirty and infected sources with the resulting ravages in the form of diarrhoea and typhoid fever. Our response to this has been a project to help communities to construct their own safe water wells. So far (since 1993) 20 wells have been dug. Two hundred people have benefitted directly from the new water sources.

Continued on p 7



AN EYE ON ICAI: Looking at Organizational Structure and Finances

This is the second of a 5 part series called an "Eye on ICAI" researched and written by Network Exchange Editor Tony Beltran. Other sub-titles in the series are: Elements in its Evolution (of ICAI, January), Membership (March), Looking at the General Assembly and the Board of Directors (April), Looking at the Executive Committee/Secretariat (May). The spark to research and write these serials came from the 1 Oct. 1996 ICAI Board Meeting in Cairo. They are meant to give newcomers and old hands common points of reference in discussing the business of this organization. It is hoped that they will inform the readership about the organization in view of the upcoming 1998 General Assembly. Any of the documents - General Assembly minutes, Board minutes and Executive Committee meeting minutes - from whence this report was pulled together are on file and available upon request at the ICAI office in Brussels.

The ICAI is the creation of the ICA network. It was set up by the network and it responds to the network's general needs and inputs (intellectual and financial).

In general terms it can be said that it is the job of ICAI to do four things: a) symbolize the ICA Network both to its members and to outsiders, 2) help guard the integrity of the network, 3) help bring direction and coherence to its mission and efforts, 4) help bring recognition to the member ICAs and the network itself.

ICAI ORGANIZATIONAL STRUCTURE

To do this the ICA network has authorized appropriate polity framework. What stands behind ICAI, starting from *first principles*, consists of:

- a) a body of dues paying Members who have pledged their resources and moral support to uphold the organization
- b) the legal incorporation of ICAI as an international not-for-profit organization, domiciled and registered in Belgium with a duly appropriate set of statutes
- c) a General Assembly of Members that meets once every 4 years to review and set general policy
- d) a Board of Directors, representing the membership, who meet in the intervening two years between every General Assembly meeting
- e) an Executive Committee chosen from the Board of Directors and made up of 6 officers: a president, 3 vice presidents, a treasurer, and a secretary. These officers of the board represent each of 5 continents with one "at large" member. They usually meet once a year in Brussels, and;

f) a Secretariat which is responsible for the day to day operations of ICAI in pursuit of the network's mission and objectives. The Secretariat is located in Brussels. It hosts the yearly meeting of the Executive Committee and keeps the organizational files.

BASIC FINANCIAL STRUCTURE OF ICAI AND THE ISSUES OF FUNDING AND STAFF

Total membership contributions (TMC) = members' dues + patron contributions. TMC constitutes the funding core of ICAI. It supports the dues funded budget of the organization (see chart). Nevertheless the personnel of ICAI have been authorized by the ICAI General Assemblies of '89 and '92 as well as subsequent Board and Executive Committee meetings to find funding outside of the TMC structure (*the "Professionalising the Secretariat" task force of the 1 Oct. '96 Board Meeting in Cairo raised a question about this practice*).

Below, for the benefit of our readers, the Network Exchange lays out relevant data on: a) the core income of ICAI the (TMC); b) the budget supported by the TMC; c) the basic facts of the Secretariat services compensation and d) the recommendations of the Cairo secretariat task force.

T.M.C. to ICAI for the past 5 years are as follows:
(all amounts are in US \$)

Year - T.M.C.	6 Biggest contributors, by order of contribution, as a percentage of TMC
1991 - 49,160	75% (total patrons, Heartland, ICA East, Egypt, Belgium, Australia)
1992 - 44,981	60% (Heartland, Egypt, total patrons, Belgium, Japan, Taiwan)
1993 - 43,972	74% (total patrons, Egypt, Heartland, Australia, Belgium, Japan)
1994 - 50,381	58% (total patrons, Egypt, Belgium Japan, ICA East, Heartland)
1995 - 45,904	64% (total patrons, Egypt, Belgium, Japan, ICA East, ICA West)
1996 - 42,336	57% (Egypt, total patrons, Belgium, Japan, ICA East, ICA West)



Breakdown of 6 main contributors in 1995 (*past dues submitted in 1995 and contributing to the yearly totals given, are not included*)

Egypt (\$ 6,600); Total Patrons (\$ 6,372); Belgium (\$ 4,800); Japan (\$ 3,500); ICA East (\$ 3,300); ICA West (\$ 3,300)

(Total Patrons in 1995 included 26 individuals and 2 organizations).

THE ICAI DUES SUPPORTED BUDGET

The basic Brussels ICAI budget, not including projects such as conferences or books, supports the following:

General Category	Approximate Expense*
I. Executive Comm. Travel & Operation	\$ 10,000
II. President's Travel	\$ 2,000
III. ICAI Operational Expenses (i.e. office expenses)	\$ 12,000
IV. Secretariat's Services (one full salary: 14,400/yr for the communications officer + 1/3 salary of 4,800/yr for other, variable, personnel funding)	\$ 19,200
V. Int. Council of Voluntary Agencies Membership (ICVA)	\$ 2,000
VI. Network Exchange	\$ 2,200
Total	\$ 47,200

* (expense on all except General Category III is variable depending, amongst many other factors, on the dollar-Belgian franc exchange rate. This is a model budget).

COMPENSATION FOR THE ICAI SECRETARIAT SERVICES

Since 1991 the Secretariat has utilized the services of the following staff: Dick Alton (Secretary General), Tony Beltran (Communications Officer), Jann Barr (Liaison officer with francophone Africa), Simon Koolwijk (Cairo conference co-ordinator), Dick Seacord (volunteer Finance Officer). Of the above services TMC provides the full salary for the communications officer (US \$ 14,400/year) plus 1/3 salary, \$ 4,800, which has alternated between the Secretary General and the Cairo conference co-ordinator. The budgetary allowance of the TMC does not of course account for the total Secretariat services compensation. Authorization for complementary incomes for some of the staff of the Secretariat have been repeatedly affirmed at General Assemblies, Board Meetings and Executive Committee

meetings. This income is obtained through 1) 10% fee on grants national ICAs procure through the services of the Secretariat staff 2) professional consulting and/or facilitation services provided on an occasional basis to other organisations 3) Secretariat participation in global conferences. All of the income raised by ICAI Secretariat personnel is registered either in the ICAI books or in the books of ICA Belgium.

With the above in mind, and for the consideration of our readership towards the 1998 General Assembly, we present the concerns of the task force on the Secretariat which met at the Cairo Board Meeting (1 Oct. 1996).

The task force sought to draw attention to the diversity of current Secretariat responsibilities. Its aim was to request the aid of the General Assembly in exploring alternate methods to accomplish those tasks which the task force felt the Secretariat should discontinue. These functions remain within the purview of the Secretary General as directed by the General Assembly and the Board of Directors.

CAIRO BOARD MEETING 1 OCT. 1996

Concerns of the ICAI Board Task Force on: Professionalising the Secretariat

* Focus issue: What the Secretariat should be doing and/or its specific value.

A) Caring for the Network

- 1) Collecting dues + donations + financial bookkeeping
- 2) the Network Exchange
- 3) Recommendation letters
- 4) Inquiry clearing house/liaison
- 5) Having an international office gives authority as an international organization
- 6) Hosting Executive Committee meetings
- 7) Providing assistance in organizing global conferences + General Assemblies (provide "buy in" talent)
- 8) ICAI - Directory (could be subcontracted)

B) What the Secretariat should NOT be doing!

- 1) Fundraising
- 2) Consultancy Services
- 3) IAF-support
- 4) Book project
- 5) Global Conferences (Function + Responsibility for the Board)

C) Concerns

- 1) 1 Professional Secretary General paid at the market rate
- 2) 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)
- 3) Comprehensive transparent bookkeeping including in-kind contributions



Civil Society Symposium

Brussels 12 Dec. 1996

Invitations sent out to "The Rise of Civil Society Conference" in Cairo attracted considerable attention amongst European NGOs and development consultants. Picking up on their interest, ICA Belgium and ICAI held a one day event on Civil Society in the Brussels facility. This event, a "think tank" type dynamic, was the second of its kind for ICA Belgium and ICAI. In August, Matrix Consultants, a high profile agency with strong links in the Dutch government, invited ICA to trade views on Strategic Planning at their headquarters in The Hague. Present were the most important Dutch funding agencies (Novib, Bilance-Cebemo, and ICCO). This time, with Civil Society as the topic, it was ICA's turn to be host. Success of this meeting points to the kind of activities other ICAs might engage in, in their home countries on the other side of the Cairo conference.

A joint effort of ICAI and ICA Belgium to promote dialogue on Civil Society brought together highly respected European development thinkers and practitioners. Included were Koenraad Verhagen (General Secretary of CIDSE, the umbrella organization for European Catholic funders, and ICAI Civil Society

book author), Thierry Verhelst (editor of the respected NGO journal "Cultures & Development", based in Brussels), Mr. Kees van der Poort, Mr. Ron Martens, Ms. Anneke Slob (for Matrix Consultants), Mr. George Martens (International Federation of Free Trade Unions), Mr. Oscar Marleyn (South Research, a Flemish consultant agency) and at least 20 other highly regarded professionals from Belgium and The Netherlands.

The venue was the conference hall of the ICA Belgium facility in Brussels. The day's design and presentations were straightforward but powerful. In the morning there were three presentations: 1st, Koenraad Verhagen, General Secretary of CIDSE, speaking on "Organized Religion as a Fourth Sector in the Civil Society Debate"; 2nd, Ms Anneke Slob of Matrix consultants whose topic was "A Whole Systems Re-appraisal of the Dutch funders' Development Approach in Bangladesh" and 3rd, Simon Koolwijk and Anna Stanley of ICA reporting

on the ICAI Global Conference in Cairo.

Koenraad Verhagen's input in the morning pointed to what he at one point referred to as the "decline in Civil Society" instead of the "Rise of Civil Society" as our own conference would have it. Mr. Verhagen's point being that the principal structures at the very fabric of different societies around the world, i.e. the family and organized religion are being strained by the modern economist approach to development. As the strains become greater, the danger lies in a turn towards fundamentalism both in matters of religion and in group identity (xenophobic nationalism). The question of social values traditionally vested in the great religious traditions and institutions needs to be incorporated into the Civil Society debate. The concept of development needs to be approached in such a way that it goes beyond a materialistic view of man and his needs. Civil Society needs to be expanded to include not just the Government, the private Sector and NGOs but also those institutions which confer dignity and significance to people (i.e. the great religious traditions).

Anneke Slob's presentation for Matrix consultants touched on the subject of how to keep development

theory responsive to the needs of society. The example was from Bangladesh and the re-appraisal

of the "apex" organization approach after 30 years of practice. The apex organizations she referred to are powerful umbrella groups in Bangladesh representing grassroots organizations, mostly involved in micro-lending, capable of political negotiations. A counterweight to the government and genuinely representative of the grassroots some 30 years ago. The passage of time has taken its toll on the usefulness of these organizations. Anneke Slob recounted the evolution of apex organisations and the recommendations of de-construction that her team has made to Dutch funders to continue to ensure appropriate Civil Society development in Bangladesh.

Simon Koolwijk and Anna Stanley reported on ICAI's Civil Society Conference in Cairo, making emphasis on the theoretical framework provided by Goren Hyden, the practical input given by participants in the



workshops, and the network creation and strengthening that resulted from the event. Armed with ample documentation including the October 1996 Network Exchange issue on the conference, they were able to favourably impress the participants.

In the afternoon two small groups were formed to look at "What are the Issues in the Current Civil Society Debate?" Notes on the issue of the two groups are presented below:

Group I - Civil Society Issues:

1. A definition or redefinition of the Roles of the Actors in Civil Society for each individual country. *The implication being that Civil Society takes different shapes in different countries.*
2. How to nurture "Trust"
3. How to nurture "Dialogue" and enable fruitful negotiation of differing positions

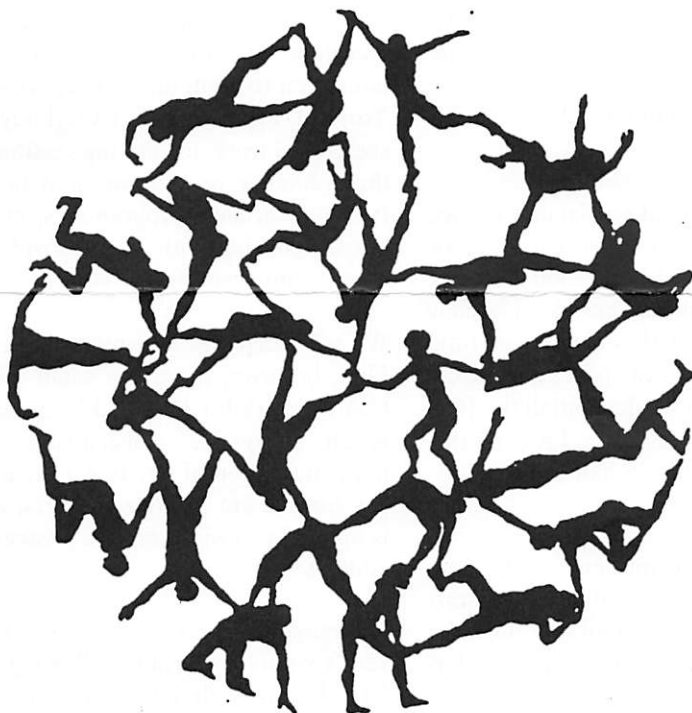
4. How to bridge cultural differences in a world suddenly turned multicultural

5. The importance of emphasizing value systems in the debate

Group II - Civil Society Issues:

1. Identifying where the "Civil Society" initiative is coming from. The problem of making it inclusive.
2. The tension that exists between our ideals and the global market economy - The "Good Society" and our current "Market Driven" society
3. Identifying the different layers of society - macro, middle, micro, individual - in order to intervene effectively.

A report and a reflective conversation of the two groups' work ended a day which put Civil Society on the agenda and has opened up new opportunities of networking for ICA in Europe.





ICA HOLLAND IS ON THE MOVE

Rutger and Simon are planning to take the first steps to open an office of ICA Netherlands soon. The office will probably be located in Wageningen. As you all know Rutger has been living there for a few years now, and as of January Simon has also settled in the town nearby the Rhine.

After serving with ICA International as Brussels conference registrar and after a very successful event in Cairo in September, Simon has decided to give proper form to the Dutch ICA network by setting up a proper office and putting in place an on-going sustainable programme. For the past year, even as he worked at organizing the Cairo conference Simon has invested considerable amounts of his time and money towards building up ICA Netherlands. Central to his efforts has been organizing and executing in August the first volunteer programme realized exclusively in Holland.

Addressing the same volunteers he trained in 1996, Simon explains in his own words the factors driving his decision to professionalise Holland's ICA efforts:

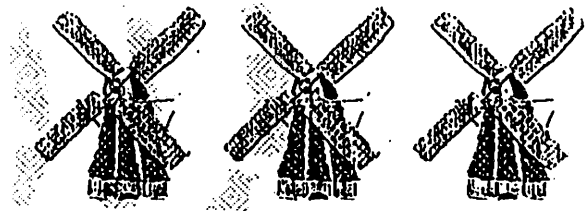
1) The need to bring more continuity to the Volunteer programme.

Albert and Lettie stopped working for ICA Netherlands which has caused some problems. For example, Who is going to do the correspondence?, and who will be permanently available to receive phone calls from interested parties? True Sybrech is handling these functions currently but she has announced that this is only a temporary arrangement.

Because good communications are of crucial importance we thought that the starting of an office with one or more permanent employees would be a good solution. Also it would be very difficult to ensure a steady volunteer training programme with only a part-time voluntary staff. It has taken us lots of spare time, after-hours and weekends, to plan and implement all the ICA Netherlands activities this past year. In the long run this will not work. Nowadays you can't do half a job . . .

2) New Programmes

During and just after the Cairo Conference, it became clear that there are lots of new possibilities to start community activities and consultancies in the Netherlands and in developing countries. Simon has contacts with two groups in the Bijlmermeer, a deteriorated area in Amsterdam. They are planning to do a strategic planning session in February/March 1997 with the local inhabitants of Amsterdam South-East! Rutger has serious plans to participate in a project called Wageningen 2000, which tries to help people to



formulate plans for their living environment. Hettie is working on a co-operation with "Aktie Strohalm" and the National Civic League in the USA towards starting LETS (Low Exchange Trade) systems in developing countries and in problem areas in Western cities.

Do you remember Peter van der Meer? He facilitated the session on the Groningen Farmers and their experience with strategic planning at the Development Interchange. There are possibilities of working with him. Beginning next year we will have a Dutch Group Facilitation Methods weekend in co-operation with him. In April 1997 a 1 day conference will probably be organised on the applicability of participatory methods in Large Scale Interventions in the Netherlands. As you can see there are lots of things on the agenda for 1997!

3) A secretariat as permanent base for volunteer work, for the volunteer experience overseas, and to push new initiatives

Because of your positive response during the Development Interchange we hope you will be interested to continue your activities for ICA after your "tropical experiences". Everybody can help with the secretarial work, facilitating sessions, helping to improve the volunteer programme and helping to initiate new ICA Netherlands programmes, even on a professional basis. Working with ICA provides you the means to create your own future.

We will keep you informed about all of these matters. First, however, there are some difficulties to consider: Can we work for ICA and keep our social security? Or is an alternative construction needed? Also the implementation of our ICA Office plans isn't very clear yet, but we are positive thinkers. As soon as the office is opened you will receive a postcard with the change of address.

Of course we are all very anxious to hear how all of this year's volunteers from Holland, Belgium and Italy will fare. Josien is already in Tanzania in total amazement by her impressions of Bukoba. "Keep up the spirit, Josien! Rik and Silvie will follow in January!"

For all of you BEST OF LUCK. Prepare well for your trip abroad and enjoy yourselves wherever you end up.
Ciao and love, Simon.



MEMBER'S PROFILE: SUNNY OTUNUYA KULUTUYE

On Sunday August 1st 1965 I was born in a small village called Emu-Obiogo in Mdokwa local government area of Delta state in Nigeria. I had my primary school education up to the University level from this village. I graduated from the University in 1991 in the field of Agriculture. During my secondary school education, I had the ambition of becoming a medical doctor but this ambition painfully changed when securing admission vehemently posed a barrier. However I have realized today that change wasn't a mistake because I still have the same ambition in another important way - providing people with food as against providing them with health.



In 1994 Mr. Felix Akpe, Nirado's president, introduced me to Nirado and I became a registered member. Nirado is an affiliate member of ICAI using ICA methods and approaches in all its activities. In that same 1994 I participated in the NIRADO members' Facilitation Training programme for rural development practitioners which was put on jointly with international personnel from ICA Belgium.

My job is facilitating development programmes in the field, design and conduct of training programmes, developing funding proposals, etc. I am proud of this work because it gives me joy in meeting different categories of people especially in the rural areas where the methods have built, restored and re-inforced the spirit of working together. However it is a hard task to be galloping from one village to the next and from one programme to another.

It is my ambition to be recognized in the development world by promoting development work and ideals, conducting seminars and workshops, delivering lectures, and documenting my experience in articles and eventually writing a book.

In one year I hope to be married to my lovely fiancée.



cont. from p1 Zambia Update

Yet another area of engagement for ICA Zambia is Women's Advancement. Projects ranging from livestock production to sustainable agriculture have been done specifically for women. We have made emphasis on enhancing the quality of both the corporate and individual life of women. For example both individual women and also women's groups are encouraged to raise livestock.

Road rehabilitation is a new programme which ICAZ has adopted. The construction of roads helps isolated communities establish links with the outside world. The project relies on the full participation of the people who have been adequately trained by a "road technician" brought in by ICAZ. Included in the effort are maintenance committees for assuring that, once constructed, the roads remain viable.

Still another area of involvement for ICAZ is capacity building for other NGOs interested in "people participation". In this regard ICAZ was recruited on a contractual basis to conduct training courses for Economic Expansion in Outlying Areas (EEOA) by CARE International and the American Labour Organization. The programmes also offer the opportunity to ICAZ staff to sharpen their own skills. The ICAZ has also been contracted by the government to carry out the facilitation component of its Agricultural Structural Investment Programme (ASIP)

1996 represented a challenging year for ICAZ in which it continued to strengthen its capacity to not only do community based development programmes but also begin providing its paid professional services to the government and other organizations dealing with grassroots development.



ICA Events from around the world

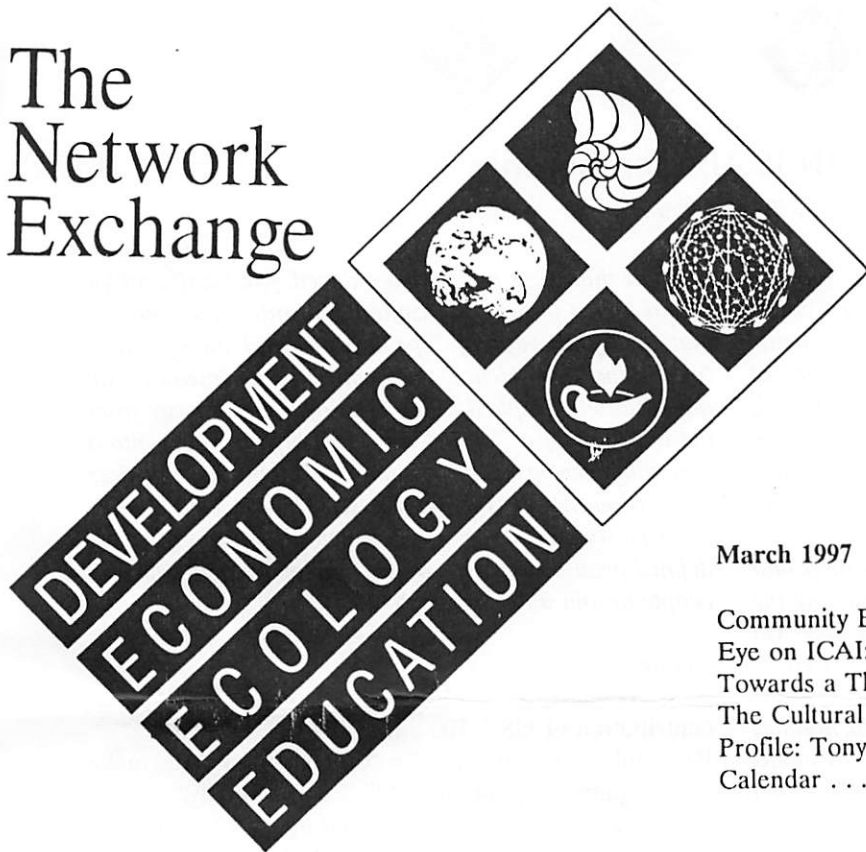


Where	Event	When	Reference
Asia			
Wentworthville	Your Manager Your Life	February 22	ICA Australia
New South Wales Australia	Superannuation Lab.	March 22	"Breakthrough Facilitation"
Eurasia			
Brussels	Participatory Strategic Planning, PSP (English)	February 17-18	ICA Belgium
Brussels	PSP (French)	February 21-22	ICA Belgium
Brussels	Facilitation Training Series (English)	March 4, 11, 18, 25 & April 1, 8	ICA Belgium
Brussels	Facilitation Training Series (French)	March 6, 13, 20, 27 & April 3, 10	ICA Belgium
North America			
Toronto	Group Facilitation	February 18-19	ICA Canada
Toronto	Team Leadership	February 20-21	ICA Canada
Toronto	Group Facilitation	March 18-19	ICA Canada
Toronto	Facilitation Planning	March 20-21	ICA Canada
Toronto	The power of Image Change	March 24-25	ICA Canada
Toronto	Group Facilitation	April 15-16	ICA Canada
Toronto	Working with Social Change	April 17-18	ICA Canada
Twin Cities	Leadership Options '97	April 4-20	ICA Heartland

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COMMUNITY BUILDING IN ICA TAIWAN

This report, submitted by Larry Philbrook on the occasion of the Cairo conference, speaks of the journey of ICA Taiwan. It is a journey to do with both cultural and existential deepening: the two themes of this Network Exchange issue.

* As a team, we increasingly put our deep thinking on the table, regularly affirm each other's gifts and consistently listen to our own and others "non-negotiable values"

* With clients we are more willing to expose our vulnerability, confront honestly and openly and with care, respect individual's and organization's process and openly work at a spirit level

* We are giving away everything we know and are learning as fast as we can. We are enjoying greatly and benefitting from the resulting "generative response"

* We take more time for personal dialogue, less for content and internal planning

* We search the horizon for spirit giants, investing lots of time when we find them

1. Profound Respect Demonstrations - We are working to call into being six or more demonstrations of Community Building in companies in Taiwan. This includes developing a Chinese faculty for community building, redefining leadership in "company communities", global interchange of demonstration participants and giving practical form to our

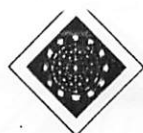
determination that it is perfectly normal to "care for each other while getting a job done."

2. Enlarging the Financial Pool - We are planning to operate so that 25% of all our Taiwan earned income goes to Associates who find and care for their own clients, 25% of our total income comes from corporate and individual sponsors, that we earn 25% of our earned income from outside Taiwan and that we are retraining those we at one time would have considered to be competitors.

3. Unfolding with the New World Order - We are assuming that a New World Order (NWO) has already happened and that it is our job to identify and continue to stay in relationship to its realization. For us, this includes realization that we are in a "both/and more and more" rather than either/or world, finding understandable ways to acknowledge chaos and complexity operating in the world, restating for ourselves "All the Goods/Gifts/Decision belong to all the people" and facilitating ongoing NWO conversations with our associates, colleagues and clients.

4. Determined to be only in Synergistic Alliances - We experience a drain of energy from trying to "force" old colleague and client relationships to work as they used to or as we think they should. Other relationships seem to produce energy in abundance. Therefore, we are testing old relationships for potential energy acceleration, screening new relationships to assure creativity and flow, testing the movemental energy of

cont. p 10



AN EYE ON ICAI: Membership

by Tony Beltran

This is the third of a 5 part series called an "Eye on ICAI" researched and written by Network Exchange editor Tony Beltran. Other sub-titles in the series are: Elements in its Evolution (of ICAI, January), Looking at Organizational Structure and Finances (February), Looking at the General Assembly and the Board of Directors (April), Looking at the Executive Committee/Secretariat (May). The spark to research and write these serials came from the 1 Oct. 1996 ICAI Board meeting in Cairo. They are meant to give newcomers and old hands common points of reference in discussing the business of this organization. It is hoped that they will inform the readership about the organization in view of the upcoming 1998 General Assembly. Any of the documents - General Assembly minutes, board minutes and Executive Committee minutes - from whence this report was pulled together are on file and available upon request at the ICAI office in Brussels.

What does it mean that ICAI is a "Membership Organization". Who qualifies as a member? What is required of members? This report traces back the meaning of "membership" within ICAI looking at the original definition made at the first General Assembly of ICAI in Brussels in 1989 and then looks at what appear to be two distinct periods - 1990-1992/1992-1996 - on what has been said and done by the G.A., the Board and the Executive Committee.

1989

Membership in ICAI: Key Definitions, Determinations and Recommendations from the 1ST ICAI GENERAL ASSEMBLY: BRUSSELS, 24 - 29 SEPTEMBER 1989

Defined:

ICAI statutory membership = recognized national ICA

Determined:

The criteria for being a recognized national ICA

1. copies of local registration documents on file at ICAI
2. annual financial statement on file at ICAI
3. be a non-profit/charitable service organization whose stated purpose is compatible with ICAI's purpose
4. have a board consistent with national law
5. pays ICAI annual membership dues
6. evidence of active programme

Recommended:

That national ICAs move toward a system of memberships (*Editor's note: this, in our view, was meant*

to imply that ICAs not have a reduced, fixed staff and/or Board linked to the organization's historical past but that they find ways of "opening up" and incorporating "new blood". Hence the call for a "membership organization". Implied is the idea of a move away from the old links of a "family" set up (a high context) into a non-volunteer based system ruled by standard practices of decision making (General Assemblies, elected boards, hired personnel, etc. ie. a lower context, a more explicitly defined organization, that would require less contexting for people to join and participate in it).

Defined:

A) ICAI "patrons" = "Individuals who make a minimum contribution of US \$ 100 annually".

B) "Affiliate Organizations" = "Organizations" who make a minimum contribution of US \$ 500 annually."

(*Note: This provision was modified by the General Assembly in Prague, 7-9 Sept. 1992, that associated member organizations be called patrons also, with groups paying \$ 600 and individuals continue paying \$ 100. This point has not been changed since).*

Determined:

A) That "affiliate organisations need recommendation for membership from a recognized national ICA."

B) That affiliate organisations "file copies of registration documents & annual financial statements with ICAI."

(*Note: this provision was questioned at the first Exec. Comm. meeting 27-30 January 1990 who recommended it be dropped. It has not been taken up again.*)

C) That affiliate organisations "have a stated purpose consistent with ICAI's purpose."

1990 - 1996

Editor's note: In the ensuing years (1990-1996) the dialogue on membership has oscillated between trying to determine membership standards from within (1990-1992) and looking at incorporating new members (1992 1996)

WHAT HAS BEEN SAID SINCE AT OFFICIAL MEETINGS (*short summaries on what has been discussed about membership at General Assemblies - Prague; Board meetings - Taiwan, Lonavala and Cairo; and Executive Committee Meetings - 9 in total*)

1990 -1992

Jan. 1990 (1st Executive Committee meeting - Brussels):

* Stress that there be compliance with the 6 point



Membership Criteria established at the Sept. '89 General Assembly."

Oct. 1990 (1st Board meeting - Taiwan):

* Showed much concern about opening channels to include "affiliate organizations."

April 1991 (2nd Exec. com. meeting - Brussels):

* Designed and sent out to national ICAs a criteria screen to be filled out and sent back. The screen showed concern that local ICAs be membership organizations themselves (ie, open to receiving new members)

Sept 1991 (3rd Exec. com. meeting - Brussels):

* Concerned with payment of dues. Sent out letters reminding ICAs of the benefits of belonging to ICAI and establishing minimal dues of \$ 500.

April 1992 (4th Exec.com. meeting - Brussels):

* Decided to recommend to the general assembly at Prague that it drop ICA Chile, ICA Jamaica and ICA Malaysia from the roster of statutory members.

Sept 1992 (2nd General Assembly - Prague)

Editor's note: In general it can be said that the General Assembly adopted a more "laissez faire" attitude towards membership than the Executive Committee had to this point. This was clearly demonstrated when the General Assembly decided not to accept the Exec. Comm. recommendation to drop 3 ICAs from the roster of Statutory Members but rather to attempt to reactivate them. The recommendation to drop the non-responsive ICAs was deferred to the next General Assembly.

Two currents of thought, one more rigorous and one less so, surfaced in Prague. Nevertheless after Prague the Executive Committee has not insisted on the 6 point criteria of the first General Assembly nor pursued the issue of examining Membership standards from within as before. Attention has since shifted to membership from without, that is, criteria for allowing new membership.

Two currents surfaced in relationship to the membership question in Prague:

More rigorous line (Form group)

* Asked question: How are national ICAs with closed membership regarded in relationship to being accepted as statutory members?

* Asked that the Exec. Comm. monitor fulfilment of "national ICA requirements to be a statutory member."

Less rigorous line (Capacity Building group)

* Proposed minimal criteria for ICA membership

- That national ICAs be legally registered in their respective countries.

- That they be active in programmes in line with ICA aims

- That they have an established mailing address and phone

- That they pay membership dues

- That they elect delegates to the ICAI Board

Sept. 1992 (5th Exec. com. meeting - Prague)

*Decided to monitor the status of inactive statutory members for the purpose of developing strategies for reactivation.

1993 -1996

April 1993 (6th Exec. com. meeting - Brussels)

Drafted regulations for internal procedures relative to Statute article 4 (the article on membership) which state "that National ICAs:

1) Have a recognised office

2) Pay dues to ICAI (based on ability to pay)

3) Present evidence of being a body legally constituted in line with the ICA aims within the country concerned."

April 1994 (7th Exec. com meeting - Brussels)

No specific reference to membership occurred at this meeting

September 1994 (2nd Board Meeting - Lonavala, India)

* In Lonavala "Membership" was looked at under the category "Extension" in the 7 point "working groups" chart originally used in Prague to track the issues of ICAI (see chart).

92-96 WORKING GROUPS' DIRECTIONS			General Assembly
EXTERNAL	PROCESSING	INTERNAL	
EXTENSION Consulting UNCED Central & Eastern Europe	VISION Mission Task Engagement Chart	FORM Internal Proceedings Board GAB	
CAPACITY BUILDING Membership Staff Funding	INTERCHANGE 94 India 96 Africa General Assembly	FINANCES Dues Budget Staff	
	NETWORKING Global Report Network Exchange Directory		

Susan Fertig Dykes, Drazen Letica, Zlata Pavic and Vlatka Vedris requested that the office they had opened in Zagreb be officially recognized by the Board as a "national ICA" (a statutory member). The ICAI board approved this request.

At the same meeting the Board put forth the following guidelines for new national ICAs: 1) that they include concerned individuals or groups with ICA experience, 2) that they provide a contact address and phone number, 3) that they have received initial training and have activities, 4) that they have contact with an established ICA or ICAI, 5) that they have researched the

Continued on p 10



TOWARDS A THEOLOGY OF DEVELOPMENT

by John Epps

This fine text by John Epps, published originally in the IERD series no. 3 book "Approaches that Work in Rural Development", illustrates the strong existentialist current which has historically nourished ICA. The text places individual consciousness - limits and the knowledge of death - at the centre of life's motivations and its possibilities. Thus it explores the question of "What is man?"

Dr. Joseph Van Arendonk's speech, "New Directions in Development", posed a sensitive challenge to groups concerned with the human factor. Primary among them was the question "What is Man?". For without a clear and adequate "concept" of the human, development will inevitably be thwarted at best and destructive at worst. It will be guided by false notions, ancient hypotheses or cultural biases that have little to do with reality. . . .

Indicating the human factor is an immensely complicated undertaking . . . But the challenge posed by Van Arendonk is not to provide an exhaustive and definitive description of humankind. It is rather to describe the crucial elements of humanity with sufficient clarity to focus development efforts on real issues, issues whose resolution will make a real difference and be an enduring contribution to the human enterprise. None of us involved with human development could wish for less, yet few of us know where to begin. Any response that approaches adequacy is bound to have a philosophical cast. The temptation is to wander into abstraction, or to restrict oneself to episodic insights in the manner of short stories. The former is too general, the latter too particular to be of much use.

The intent of this paper is to provide a set of indicators that point toward that about humanity which releases creativity, responsibility, and fulfilment. These comments, then, are an attempt to share insights into involvement with people around the world.

I will begin with five formulae concerning humanness, each with enough elaboration to provoke further reflection.

FIVE THESES

1. Human beings are limited and transcendent. This leads to the problem of suffering and death, and provides the possibility for religion or hope.

There is no point to efforts that attempt to exclude either the limitedness or the transcendence of human

beings. . . . Neither will go away and both deserve enhancement together.

The limits are faced most intimately in occasions of suffering and death. . . . The possibility in this situation is religion . . . the possibility of human significance is found in perception and affirmation of the ultimate Mystery whence we come and to which we go . . . fully engaging with people in their never-ending struggle with life's limits is mute but powerful communication of the significance that goes beyond successes and failures. It is to be a religious.



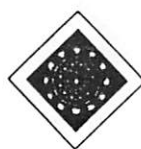
2. Human beings are unique, yet related. This situation presents the problem of evil and provides the possibility for reconciliation.

The uniqueness of each individual is self-evident . . . however . . . As John Donne noted, "No man is an island, entire of itself; each is a piece of the continent, a part of the main . . ."

Because of our relatedness, individual activities have consequences far beyond the person or persons involved. Likewise, as Freud observed, group structures and values often have harmful consequences for individuals. This is the basis of the problem of evil. For even if the individual and the group are well intentioned, the consequences of the benevolent activities are frequently destructive . . . Human life exists in the tension of being bound to that which frustrates.

The possibility for this situation is reconciliation . . . Real reconciliation occurs in its midst (of tension) when a bridging of the separateness appears providing a new linkage among people in their unique and tension-filled diversity. This reconciliation is the aim of human development.

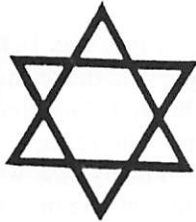




3. Human beings are structured and yet creative. This duality leads to the problem of vocation and presents the possibility of integrity.

Everybody want to do something creative with his or her life. Whether it be for one's own power or prestige, or on behalf of family, friends, community, nation, profession or ideal . . . Simultaneously, people are determined by accident of birth to act out their lives within the confines of particular structures . . . To the creative spirit, personal capacity is too little, friends too narrow, the community too moribund, the job too confining, the ideal too distant. This disillusionment is the vocational problem, and it is the inevitable accompaniment to the human journey.

In looking at the lives of admirable people . . . one finds not an absence of the problem but a transformation of it. The problem of vocation is not something to be escaped but something to be owned and valued and struggled with . . . This posture, and not defiance or transcendence, is behind the famous "here I stand" statement of Luther, often recognized as the motto of integrity.



4. Human beings are solitary and social. This presents the problem of participation and provides the possibility of responsibility.

A common phenomenon affecting us all is the painful sense of being "left out". . . When in a group, we feel called on to "back off" or "stand out", but when left to our solitude we are unbearably lonely. . .

Participation does not exist apart from the interior decision of responsibility . . . Responsibility (and participation) involves commitment of the self, the very opposite of protecting my solitude. Paradoxically, when the solitary self is committed, it does not go away, but rather is intensified . . .

You want to be where the action is? Then be responsible for the action. It works. . . Eliciting responsibility is at the heart of the development task.

5. Human beings are both rational and intuitive. This leads to the problem of values and presents the possibility of fulfilment.

The first half of this century saw the demise of absolutist values - a milieu in which good and bad, right and wrong were clearly and universally defined. The second half has seen a proliferation of value systems, each claiming exclusive validity.

The problem people encounter in this situation is: by what standards shall I measure life? Rational ethical systems exist to guide behaviour in the most diverse directions. . . At that point it is clear that values go beyond the rational; indeed . . . the intuitive capacity is more active than the rational in selecting values.

(Recognizing the) Arbitrariness (of one's own values) provides a unique opportunity to affirm the given as good . . . for however great the attempt to be tolerant, and however benevolent the intent, regarding the target of development as defective is condescending.





THE CULTURAL FACTOR AND DEVELOPMENT

by Thierry G. Verhelst
Network Cultures-Europe

This issue of the Network Exchange features the work of the "South-North Network of Cultures and Development", a small but dedicated think-tank located in Brussels. The world-wide correspondents of the South-North Network sat on all the fences of the Cold War ideological debate. In the post Cold War they have reconciled around the "cultural theme" as the centrepiece of their joint humanistic studies. Here culture is the field, or context, in which the question of "What is Man?", is posed. Culture is man's medium and his creation at the same time. A rich culture is rich in "meaning". The "existentialist" void is in a sense filled by culture and the meaning it provides. Nevertheless, unlike the void of infinity, culture is a relative, (i.e. humanistic) not an absolute (i.e. theological) construct. Existentially we are all finite. That is determinate and we all have that in common. Existentially what is interesting is the individual response to a common human conundrum. Culturally all individuals are slightly or greatly different. All are culturally programmed in slightly or greatly different ways. Culturally what is interesting is the interaction that occurs from this difference, not any fundamental or basic existential commonality. The emphasis here is on the response to the "relative" other rather than the response to the absolute. Put another way, acceptance of other here is not mediated by the concept of equality before the Universe, but in the knowledge and direct appreciation of variety and difference itself.

The article below appeared in the summer of 1996 in the Journal of the "South-North Network of Cultures and Development". We offer it here as an interesting counterpoint to John Epps fine existentialist piece: Towards a Theology of Development (see Network Exchange Feb. 97).

CULTURAL DYNAMICS IN DEVELOPMENT:

Summary of ten year's experience of collective research of the South-North Network, by Thierry G. Verhelst and Network Cultures-Europe

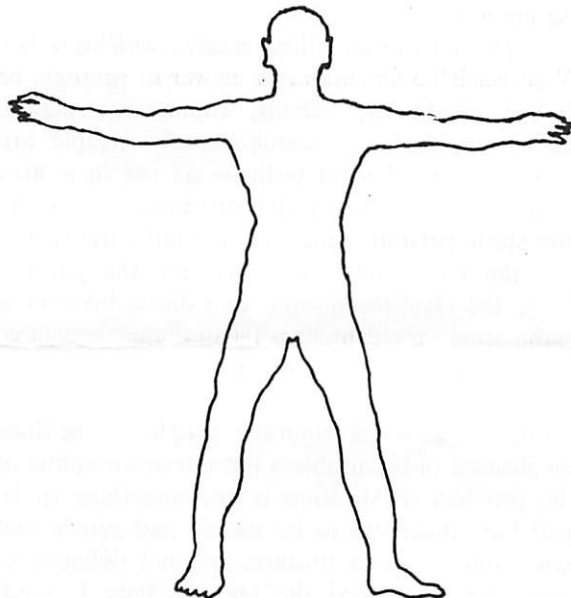
1. Preventing Confusion

Culture is understood by some to be about values and customs, others think essentially of art, others yet, think of education. In such conditions it is easy to go around in circles. We talk about everything and anything.

But if the outcome of our concern is to find specific recommendations with regards to action, clear and precise concepts are needed.

2. An Attempt to Define Culture

Definitions are many but the following seems to provide a good tool for clarification: "Culture is the complex whole of solutions that a given community inherits, adopts or invents to face the challenge of its natural and social environment."



3. Looking More Deeply into this Definition

We shall study, to begin with, the terms "complex whole" and then the terms "inherited", "adopted", and "invented". Then we will look into culture as a dynamic force to "face the challenges". Finally, we will indicate some pitfalls which this definition attempts to avoid.

4. Culture, a complex whole which is inseparably united.

It is risky, even fallacious to divide it into different "dimensions". Nonetheless, let us break it down into three elements or dimensions: The symbolic, the social, the technical (editor's note: *Shades of the Social Triangle!!*)

4.1 The Symbolic Dimension

Every culture is composed of cosmology, religion, spirituality, morals, psychological traits, archetypes, legends and proverbs, myths and symbols. Elements of this symbolic dimension can be found not only in art or in monuments but also in people's concrete everyday behaviour.

Thus, one culture is individualistic and drives people to controlling their time (usually personal but also corporate), their space (often individual but also corporate) and their entrepreneurial sense. Another will be more community oriented and more in tune with natural and inter-personal rhythms. We are not often very aware of this dimension of our culture as it merges so much with our deepest identity. This dimension is largely immaterial, invisible and unaccountable.

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Nevertheless this is upheld by entire systems of stories, structures and symbols, as often unwittingly internalized as formally acknowledged. This dimension, because it is systemic and often obscure, is tenacious and resistant to the changes the outside world tries to impose upon it.

4.2 The Social Dimension. The ways people are organized in a society make up an important part of their culture; the family, that can be extended and more or less patriarchal or egalitarian; the role of the church or the temple in the village or that of the king or the artist *or the facilitator*; the means of collaboration such as the cooperative for example; the methods for resolving conflicts such as the arbitration by a local elder, the search for consensus by all the concerned or the imposition of rank or will or yet again judicial litigation and even vendettas; the political and administrative forms of organisation such as the state, the region, the municipal council and their internal organisation. All of this contributes to the organisation of society and is an important element in the culture of a community.

4.3 The technical dimension. Every community disposes of know-how in areas as diverse as agriculture, medicine, architecture, cooking, craft work, fishing, stock-farming, food products, communication, industry, commerce, services...

4.4 Artistic activity and cultural expression could be mentioned as a fourth component although they are, in fact, already present in the three preceding ones. Indeed, a novel, a song, a dance, a mural or a film all participate in the symbolic, social and technical dimensions.

4.5 A caveat. Culture is an inseparable whole of the first three dimensions mentioned above and this ensemble is complex. It is risky and even erroneous to distinguish these dimensions because they are totally intertwined. But for the sake of our preoccupation with *action in development* and our wish to succeed in an orderly approach to all aspects of development of a given culture we make use of this scheme.

5. Heritage, Adoption, Invention.

5.1 Inheriting. Culture is partly inherited. It is nourished by the past. It is composed therefore, in part, of a heritage or a patrimony that was handed down by former generations.

5.2 Adopting. Every society, in the course of its history adopts cultural elements that are at first foreign to it. Indeed, every society is subject to countless exterior influences: ideas, objects, techniques, etc.. This blending

is positive and has enabled humanity to move forward. On the contrary, an introverted culture is in danger of sclerosis. Nevertheless, there has to be a certain balance between outside contributions and local identity, without which there is a danger of being crushed by the weight of outside influences.

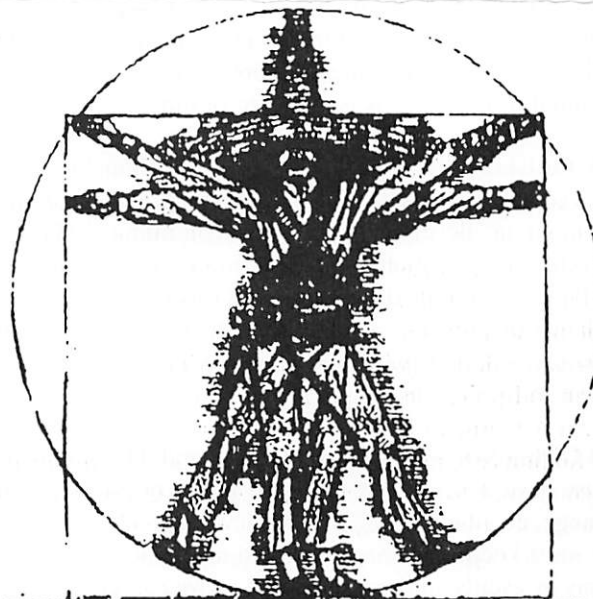
5.3. Let us note that if we adopt, likewise, we adapt! Generally we find adoption/adaptation. Every culture re-interprets, more or less in depth, the outside contributions it adopts in order to make them more appropriate and more adaptable. The result of this adoption/adaptation mechanism is that there is no "pure" culture: cultures are hybrid and crossed, especially in today's increasingly interdependent world.

5.4 Inventing. The third verb in our definition is: to "invent". In fact, culture is also self produced, invented, created. And this process of creation is continual as long as culture is alive. The outcome is that there is no static or immobile culture. Every living community creates and evolves.

6.Culture, A Basis for Resolving Challenges. Culture, refers to the inventiveness of people to solve their problems and live according to their aspirations. Every human group is confronted with challenges and manages to find ways of facing up to them by way of their culture. Their culture is a springboard, a source of dynamism which affects all aspects of personal and collective life.

7. Ruling Out Reductive or Simplistic Conceptions.

If we want to grasp the entire importance of culture in the development of a society or region we must simultaneously: a) avoid the nostalgia of the past and its concurrent idealisation which can lead to fundamentalism, b) avoid excesses that are utopian or deterministic, c) avoid deceptive generalisations.





THE SOCIAL FUNCTIONS OF CULTURE

1. The Importance of Culture.

It is useful to know "what culture is for", if we undertake a cultural action or support a cultural project. What are the social functions of culture?

1.1 Self-Esteem is the sine qua non condition to any form of development whether it is personal or collective. Without a minimum of awareness of one's own value and capacities, without basic trust in one's own resources and means, the individual remains inert and voiceless. Figuratively and sometimes even literally. Paulo Freire analyzed this "culture of silence" which characterises dependant societies that have become mute. This silence, this apathy, are above all a result of loss of self-esteem as a society. If this society is repeatedly told that it is backward, ignorant, lazy, marginal, under-developed, anarchic, etc., it will end up internalising this message and behaving in a manner that is consistent with this negative image. On the other hand, asserting its value and potential opens up the path to creativity and action.

1.2 The Capacity to Select outside influences and to sort them is extremely important for every community. We are all bombarded by external influences whether they are in the form of images, techniques, or diverse images. One must certainly open oneself up, but if this opening up is to be enriching and not overwhelming, one has to know how to select. Every community must be allowed to choose freely what it judges to be worthwhile or good and what is superfluous or harmful. Ungrounded imitation is destructive: far from leading to creativity, it leads down the impasse to double dependency, first mental, and then economic and political. The underdevelopment of the Third World is an example of this: colonisation and numerous development strategies have often denied local peoples the right to select what, in the obviously rich Western influence, was beneficial for them and at the same time to reject what encroached upon their values. Imitation imposed in the name of progress is a dead end. On the other hand, an outside influence that is accepted, adopted, (and if possible adapted to local needs is a source of enrichment).

1.3 Resistance to what is imposed and thought to be unacceptable and harmful is an essential part of the harmonious development of any community. Having selected for adoption what is harmful, one now has to settle on a strategy of resistance. If this is not done, the balance of power just might lead to the passive, even unconscious, acceptance of what was not desired deep down in the first place.

1.4 Giving Sense to what we do is capital. Development must have a sense, meaning. In any process of social change, economic evolution, or development in general we must keep to a course if we do not want to be swept away by events and pressures and arrive somewhere we

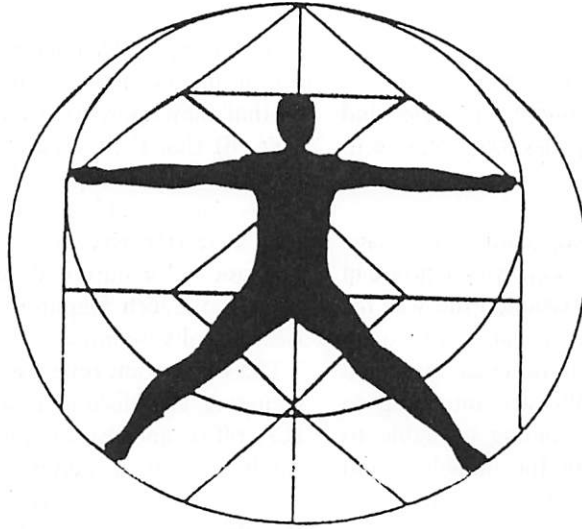
do not want to be. Giving oneself a direction, finding reference points, not losing one's bearings, not letting oneself be put off course are all of vital importance. Life itself must, at all times, have meaning for those who live it. In several European languages, the word "sense" means deep meaning and direction at the same time. This is exactly what it is about: On the one hand the rehearsal of values and on the other an orientation towards the future, a path in a given direction. The ability to give sense to what one does is proper for all. This ability constitutes, in one sense, the basis for self-esteem, selection and resistance mentioned above, but goes way beyond them. It is intermingled with life and the joy of living. Above all, culture is a dynamic producer of sense. In this respect, the symbolic dimension of culture (values, spirituality) plays a crucial part.

UNDERDEVELOPMENT AND DEVELOPMENT REVISITED

1. Culture is a Driving Force. What practical conclusion can be drawn from all of this? Culture is the springboard to the blossoming development of any community or region. If a group is culturally impoverished, it falls into underdevelopment for want of knowing how to find its bearings, how to select, how to resist and how to draw its indispensable self-esteem from its own identity. If this stage is reached, fatalism and submission, even inertia and anomie lie in wait for it.

1.1 Under-Development and Development. To follow this train of thought, we could define underdevelopment as being the decline in one's ability to decide on one's choices freely, that is to say "the entry into dependency". Development would be, on the contrary, a process of autonomous creation whereby a community or region decides for itself within the existing balance of power and market. Within a given community, can the work of cultural revitalisation bring back dynamism, strength and even material prosperity? If the answer is affirmative, if it is at least worth asking, then it would be wise to take it into account with regards to projects.

1.2 Cultural Revitalisation. Self-esteem, the ability to select, to resist, and to give a sense are all strongly encouraged by a visibly living culture. The historical heritage, the language, the monuments and legends, the specific forms of spirituality and the know-how, the memory of ancient struggles or strong seats of resistance, the ancestral cosmology and craftsmanship, the contemporary or past artistic creations, the local and original ways of organising work, family or village life, are all elements that contribute to culture and are thus important. It follows therefore that any project with the intention of revalorising, revitalising or restoring these cultural elements is a springboard to development. Research about regional history, teaching a local language threatened to disappear, supporting local



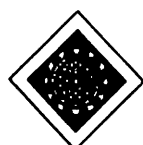
craftsmen and artists, creating museums dedicated to local know-how, restoring sites and monuments can all contribute to development. We can also add other types of intervention to these examples that are related to the activation of life in civil society, to the development of the community and to the exploitation of the hidden social dynamism in order to reinforce local democracy and the capacity to formulate a social project.

1.3 From Object to Subject. We would be as well to move from "the culture of the object" to "the culture of the subject". When Ricardo Petrella, former director of the EC FAST Programme, underlines the necessity of restoring meaning to our societies, he writes that the matter is basically one of cultural dynamics. "in a way, it means moving away from the culture of the object (building more houses, infrastructures, roads, facilities,

striving to have more passengers, goods and money circulate...) which has held a privileged position in the last 30-40 years to the culture of the subject (developing ties to live together, looking for the "qualitative"...). This requires a "holistic" policy ... and the setting up of devices for cognitive democracy. By this he means an in-depth and broad understanding of the area and the best possible ability for dialogue between the public authorities and private actors (companies, associations, trade-unions).

1.4 A Question of Sense, Dignity and Freedom. All this work on culture comes back to enabling citizens to find a sense (meaning) to their social, political and economic life and to their existence as free and dignified men and women.





Cont. from p 1, Taiwan

FCE's (Foundation for Community Enhancement? the Scott Peck group) community building process and paying greater attention to spirit giants who are able to reprogram us for synergy.

5. Giving Form to the Emptying Dynamic - We have experienced new power through the emptying learned in community building whereby it is assumed the way for a community to find its way out of chaos is through emptying rather than organization or even missional consensus and implementation. We are intending to contribute to making this understanding available to others. We will do this by caring for ourselves and others while doing our work in society, expanding our community with associates who see themselves as manifesting being in society, continually exposing our own personal addictions which prevent us from learning and caring and expecting spirit to move in when we empty out ourselves and the groups we are facilitating.

COMMUNITY BUILDING IN ICA TAIWAN

Community building process seems to be what we most need added to our own participation, consensus and implementation skills. We can do miracles with participation. We have not always cared for each other very well. When no one knew or was able to play this caring role, people were not sustained. In the NWO, sustainability is a given.

Community building has helped us see how community always begins with pseudo-community in which we assume everyone is the same, that it naturally moves into chaos which allows us to see how we are really very different beings but are still tempted to try to change or fix each other to help us be "acceptable". It enables us to empty individually and then as a group, of our expectations, our need to control, our need to make others become like us. Emptying allows a group to arrive at a new relationship being "responsible to" rather than "responsible for" each other.

We are living this out in our own expanding community and finding it highly compatible without our technologies of participation enabling us to "manifest being", our unique contribution to the world.



Cont. from p 3, Membership

requirements for national registration in their country, 6) that they apply to ICAI, 7) that they have a future, plan, 8) that they send staff for training or receive a trainer.

May 1995 (8th Exec. com. meeting - Brussels)

* Requests for statutory membership had been received from the Czech Republic, Uganda, Tanzania, Guinea Bissau and Colombia.

* The Exec. com. rehearsed the criteria for joining ICA including establishing a working relationship with an ICA office and presentation by that ICA office of the candidates at a general assembly. Of the nations mentioned above, organizations from the Czech Republic, Uganda and Tanzania had established relationships with ICA Belgium while organizations from Colombia and Guinea Bissau had done so with ICA Japan.

* The recommendation was made that these relationships be strengthened and that nominations for entry be made at the 1998 General Assembly in Brussels.

February 1996 (9th Exec. com. meeting - Cairo)

No specific reference to Membership occurred at this meeting.

October 1996 (3rd ICAI Board meeting - Cairo)

* Five organizations presented requests for statutory membership including: 1. Bosnia & Herzegovina (presented by ICA Zagreb), 2. Colombia (presented by Japan), 3. Sri Lanka (presented by Japan), 4. Tanzania (presented by Kenya), 5. ICA Centerpoints (presented by USA).

* A board task force decided to accept until the 1998 General Assembly in Brussels the five organizations above as "associate members, subject to continuing support of ICAI activities and remittance of membership dues". It made the following recommendations:

- a) That applicants be given "Associate Membership";
- b) To select a Membership Task Force to:
 1. Draw up criteria for formal ICAI incorporation
 2. Develop a process for assuring growth and development
- c) That the applicants be given a "provisional standard" of ICAI incorporation (not yet statutory members until b.1. criterion was set by ICAI and was met by applicants). Until that time the applicants would need to:
 1. have the recommendation of a full standing member
 2. Produce US \$ 600 (plus) in dues to ICAI
 3. Participate in other ICA international events
 4. Take certain basic training in ICA principles and practices
 5. ... and/or have shown positive results
 6. ..bc legally incorporated (or equivalent)



MEMBER'S PROFILE: TONY BELTRAN

I was born in Venezuela and grew up in Falls Church, Virginia, which is a suburb of Washington D.C. There I did most of my elementary school and all of High School. When I was nineteen, having finished one year of college at George Mason University in Fairfax Virginia, I decided I wanted to continue my studies in Latin America. This decision had to do with somehow feeling constrained by my suburban upbringing, a search for my own cultural roots, and a desire to travel.

I looked around to where there were possibilities for me to transfer and ended up going to university in Bogotá, Colombia, at the "Universidad de Los Andes", a very good private university. I got a bachelors degree in Biology but I did all of my electives in History and Philosophy where there were some very fine teachers. I can draw many parallels between the studies of Biology, History and Philosophy.

Living in Colombia had a great effect on me. Even though I spoke fluent Spanish and was brought up in a "Colombian" household, I was surprised and totally unprepared for how foreign it was to me. The politics were different, socializing was different, basic understandings were different, and what was expected of me was different. I had entered another sphere of understanding of how things are interpreted and done. It took me the better part of my five years there to get a sense of knowing exactly where I stood. It was a roller coaster experience!

After finishing my studies, I decided to move to my native Venezuela. I knew it to be different from Colombia but figured it would not be much. Wrong again! Even though they share similar colours on their flags, have a common "Liberator" (Simon Bolivar), and have similar geographical regions, they are diametrically opposed in the categories of understanding, behaviour, and spirit. This has surely to do with the fact that Colombia was at one point a Spanish Vice Royalty, with a court and its requisite hierarchy and sophistication, and Venezuela was always a backwater province. Of course their relative situation, in terms of wealth, became dramatically altered by the discovery of oil in Venezuela in the early 1900s. By the time I got there Venezuela was "oil rich".

I began doing a post-graduate in food technology but quickly found that my interest was not there. I began teaching English and making a reasonable income at it. I bought a Jeep and began making excursions into the interior of the country which is wild, dramatic and unspoiled. I participated in a number of exploration adventures of which the greatest was a two week

incursion, with Indian guides, up the side of Auyan Tepui which is the rock formation from which Angel Falls, the highest falls in the world, falls.

I ran into the ICA during my travels in Venezuela. I had bought the "Newcomers Guide" which was a publication of VAUW, the "Venezuelan American University Women's Association", which gave practical advice to incoming ex-patriates and waxed poetical on the natural wonders of Venezuela. I was intrigued by an article called "Machete Swinging Librarian". These were the adventures of an American librarian clearing the bush in the ICA Human Development Project in Caño Negro. I got in touch with the adventurous librarian, travelled to Caño Negro and saw the project. I was delighted by it. It was amongst the more unusual set ups I had seen in my travels, which in itself was a come on. I very much enjoyed, on a personal not necessarily a "corporate" basis, some of the people I met. This signalled to me that the organization was on the level. I joined ICA about a year later.

My experience with ICA Venezuela was a great and dynamic one. We accomplished a great number of things. We worked in different parts of the country, networked strongly at all levels of society, created materials, bought a training centre, and did a great many seminars and conferences with groups ranging from the grassroots to the highest ranks of the business elite. All of this while operating within a community made up of people of extremely diverse backgrounds. It was of course the time of the great ICA transition and every year was uniquely different from the previous one so that I have a crisp memory of each. I am grateful for the human development ideals of the organization, its commitment to empower people and thus help balance inequities, for its participatory methodology and for its willingness to change in response to changing circumstances. The greatest legacy of that work is the continuation of ICA ideals of self-help amongst the people of Caño Negro (see Cacao article).

Beginning in 1991 I worked in Brussels with ICA International. I worked to help empower the ICA worldwide network. Much of my work had to do with maintaining and helping perfect the structures that were created in 1989 to make sure that ICA remains viable. My particular part of all of this as Communications Officer was publishing the monthly newsletter, the Yearly Directory and helping raise funds for ICA offices. I am now leaving Brussels to live, in the near future, in the U.S.. I will remain connected. I look forward to meeting you in the future.

ICA Events from around the world

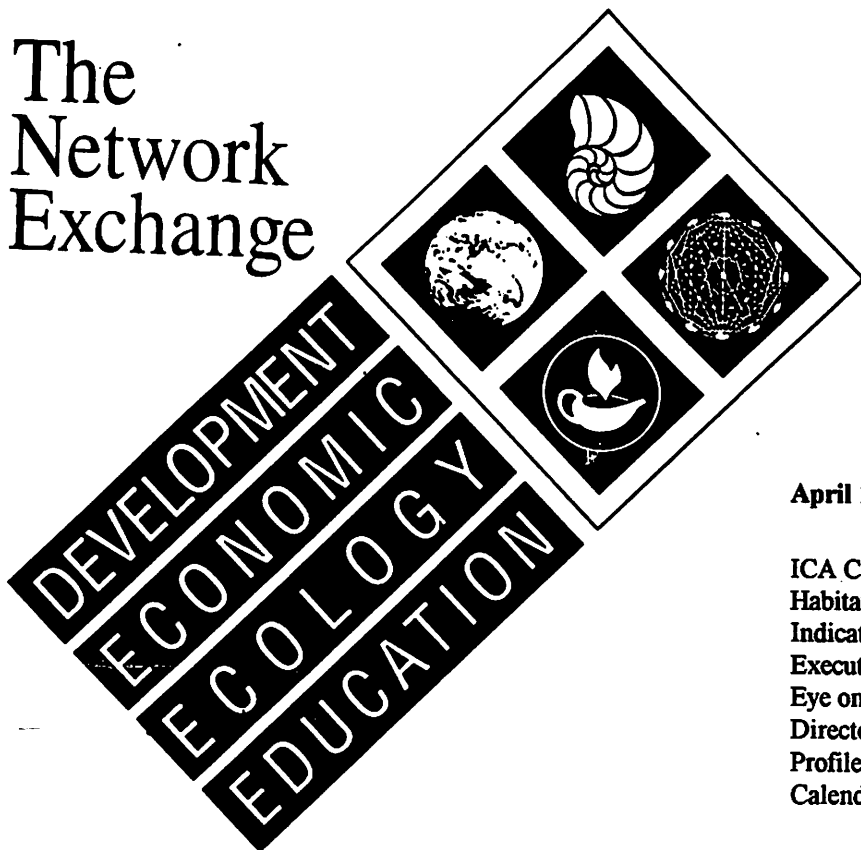


Where	Event	When	Reference
Asia			
New South Wales Australia	Superannuation Lab.	March 22	"Breakthrough Facilitation"
New South Wales Australia	Recovering Meaning in work	May 22	"Breakthrough Facilitation"
Eurasia			
Brussels	Facilitation Training Series (English)	March 4, 11, 18, 25 & April 1, 8	ICA Belgium
Brussels	Facilitation Training Series (French)	March 6, 13, 20, 27 & April 3, 10	ICA Belgium
Brussels	Group Facilitation Method (English)	April 21-22	ICA Belgium
Brussels	Group Facilitation Method (French)	April 25-26	ICA Belgium
Brussels	Participatory Strategic Planning, PSP (French)	May 6-7	ICA Belgium
Brussels	Group Facilitation Method (English)	May 9-10	ICA Belgium
North America			
Toronto	Group Facilitation	March 18-19	ICA Canada
Toronto	Facilitation Planning	March 20-21	ICA Canada
Toronto	The power of Image Change	March 24-25	ICA Canada
Toronto	Group Facilitation	April 15-16	ICA Canada
Toronto	Working with Social Change	April 17-18	ICA Canada
Twin Cities	Leadership Options '97	April 4-20	ICA Heartland
Phoenix	International TOP Training of Trainers	May 6 - June 10	ICA Western States

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The Network Exchange



April 1997

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ICA Canada's Talking Stick

We have received the following from ICA Canada.

On November 2, 1996, A combination of 20 Board, staff, and associates met for a full day to get out a vision for ICA that would situate it in the a unique position in the market place. Participants sat down at tables on which were scattered yo-yos, slinky toys, puzzles, destiny cards which communicated that a very different kind of day was in the offering. And so it was.

As the group followed the process initiated by facilitator, Deb Ackley, it was led through a series of past, present and future imagines of ICA. The thrust of the day was on working at the identity level. The focus on imaging managed to circumvent many of the old bugbears, and kept the feeling of the day quite light. Perhaps the highlight of the day was the personal stories as the virtual talking stick was passed around and each one told the story, including what it was that attracted them to ICA. Here are a few snippets from those responses:

Safe in a group & Well of wisdom

When I took my training with ICA, it was the first time I had ever felt safe in a group.... I got drawn to ICA through a news-stand experience when I first noticed Edges Magazine peeping out behind Macleans. I found a deep well of wisdom and creativity, and always a sense of awe.

Felt part of a community of practice

My colleague had done several courses with ICA. I saw the things he was able to do and found them most intriguing. It has made me much more effective in my profession.

Like a piece of meat to a dog

I found that I wanted to keep on returning to ICA . The story, the richness is there, and I want to be part of the sharing. It has so many tangible resources to offer the world.

Unwillingness to accept partial solutions

What attracted me to ICA was the community development aspect. Underneath it all, the organisation pushed for patterns of thinking and understanding that allowed me to make sense of what was going on. There was always the push to get an achievement that lasted.

Working with the poorest of the poor & Power of imaginal education

I was attracted by the idea that it was possible to evolve human beings into something new. When I came to ICA 30 years ago, people were having conversations on things like, 'What would humans be like in 1000 years' time. I was overwhelmed by the depth of ICA's wisdom and methodology. I saw how images and symbols could turn people's lives around by giving them a new perspective.

cont. p 2



Much richness happening so quickly & Birthday cake

I was asked to be a speaker at ICA's Annual General Meeting. I had never seen so much richness happen so quickly and so effectively. I have worked for several organisations, but ICA is the only one that celebrates birthdays with a cake, candles, a song and a conversation where I am asked what the key event of the year was, and what I am looking forward to in the next year. That is unusual. ...ICA works hard at keeping a balance between the business side and the human side of its work.



By Paul Insua-Cao

Like a homecoming & Something in them resonated in me

ICA has the most encompassing methods to bring about change in society and bring participation to the workplace; I have been impacted by ICA's capacity to put together a plan and see it through to the end, but always with a sense of humour. ICA is like a homecoming; I feel comfortable there: I could not imagine feeling so comfortable in a private business. I came to the ICA office, and met the staff and found something in them that resonated in me. There was a feeling of homecoming. I experienced myself recognising ICA and being recognised by it. I found I felt alive there.

Capacity to heal & Beckoning to the journey

My big brother told me about ICA. I took my first course thirty years ago. At ICA I found people who thought like me. I was impacted by ICA's capacity to heal lives and heal social structures, while dissolving the boundaries between people in groups. Subsequently I saw ICA's capacity to transform the world through facilitation. At my first encounters with ICA, I got bowled over by the sheer scope of ICA's intellectual capital, the practicality of its methodology and its commitment to the human factor in social change.

Habitat II Conference

By Ursula Winteler

In June 1996 Istanbul hosted the Habitat II; a conference on world settlement. This conference keeps in line with other famous UN-meetings beginning with UNCED in Rio, a conference on environment and development, a conference in Cairo on population, the social summit in Copenhagen, the World Women's Conference in Beijing to the Habitat II in Istanbul. Next in line has been the FAO World Food Summit in Rome, November 1996.

My thoughts go over all these gatherings to ask myself which one is the most important one. It is not easy to tell. I think without enough food nothing goes but "a home as small as it may be" is something of importance and a need for human beings.

In so many years of activities from so many countries, people and organisations, the results of these conferences may be low and sometimes discouraging. Even though, we will continue our work.

From my (a German) perspective, the conference in Istanbul had been well prepared. (The input of German NGO's was prepared by the members of the Forum "Environment and Development"). Habitat II put a lot of effort on including community-power to the whole. This became clear also in the structure of the conference. There was a special Committee I (CI) for the preparation of the final document. Whoever had to make comments or other inputs could do so in working groups as there were: preamble, tasks, principles, agreements, arrangements, as well as implementation, financing. NGO members could bring their input into the Committee in a written form or verbally through a floor-manager. The NGOs were not permitted to express themselves in the CI, they were allowed just to listen.

The Committee II (CII) had the target to discuss contributions and suggestions of NGOs, science and economy. These new arenas had been positively accepted by the States as well as the new "partners". They had a one-day time to explain their point of view and to have it discussed.

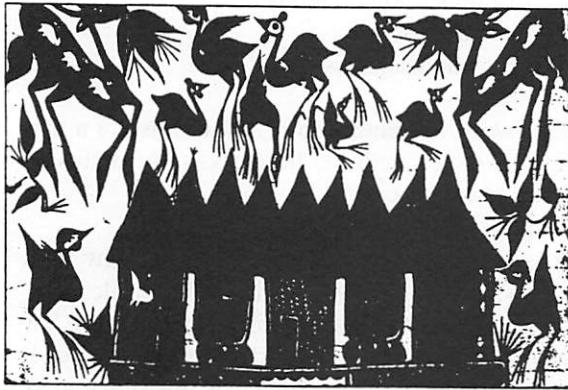
Results from CII went then to CI. The UN saw this as a success. Around 200 contributions have been worked through. On behalf of the time schedule, not all inputs got to the point, but ... even then a new start of communication has begun.

Cont. p 3



The core of Habitat II agenda is the so called "global-action-plan". Sustainable development of settlement and adequate housing for all should be core of the conference. "The right of housing" has been the main conflict in the first week and brought to a compromise in the second week. Right to housing as a human right in this time of forced evictions is more and more a demand.

Another long discussion was held about the meaning of "family". The alliance between Vatican and Iran wanted an exact definition of what is a family. Their arguments were: there is only one form of family whereas other countries, especially the Scandinavians, had a pluralistic understanding of family.



The situation in the hosting country, Turkey, played a smaller role as many people wanted and many officials feared, but even then the relationship between the situation in Turkey and the conference on right to housing was constantly present through all the events, actions, demonstrations and the introduction of different publications about the housing situation in Turkey, especially in South Anatolia.

The second main theme of the conference was: sustainable development in an urbanising world. The task of the agenda 21 from Rio maintained just not a step further in this time of urbanising.

Substance of negotiations was also the financial situation of the Habitat Center in Nairobi. All countries promised to provide assistance in "keep-going".

The work of the women's caucus had been excellently organised and prepared (e.g. at the Prep. Committee III in New York). The plan was to bring the women's perspectives into the Habitat II agenda, but this had been relativated by the conference itself. It needed hard work to get at least to the same wording as used in Beijing. One positive aspect was the possibility of microcredits for women with small income to buy land and become independent. At this arena, the question of the understanding of family was also raised. At this moment, it is not quite clear what this means concretely for women rights.

The Istanbul declaration had been prepared intensely in the last two years. The proposal came out from a big meeting in March '96 in Berlin in city planning and had been accepted by the EU. The discussions with the other States were sometimes controversial and were finished at the last day. The results: strong partnership between states, communities and NGOs, making clear again the right to housing and the promoting of UNCHR and criticising the product and consumer style of industrialised countries. Follow-up meetings, plans of realisations and regular meetings between the different groups have been installed as well.





Indicators of a Healthy Civil Society

Summary by Dick Seacord

In his chapter for the book on civil society, Robert O. Bothwell, representative of CIVICUS, presents his array of indicators of a healthy civil society.

He explains that CIVICUS, which is a new international organisation dedicated to advocate, promote and protect civil society organisations, and the autonomous citizen action they advance, initiated in the summer of 1996 an exploratory project to investigate the feasibility of a Civil Society Watch. As director of this project, it soon became clear to him that measuring the status of civil society in the various countries on our globe required an operational definition of what constitutes healthy civil society.

He notes that some scholars focus on what they see as the results of strong civil society, i.e., the behaviours they believe civil society produces. Trust, reciprocity, tolerance, inclusion are behaviours often mentioned. Peaceful dialogue, transparency, flexibility, listening are other behaviours noted. However, examination of a society's behavioural traits may not tell us clearly whether a country has a healthy civil society or not.

Other students of civil society focus on preconditions that must be met before a healthy civil society can come about. They might also be called the foundations for a healthy civil society. The author emphasises that these are preconditions for a *healthy* civil society, not for any kind of civil society.

The preconditions set a proper environment for development of civil society. But once met, they must also be maintained as foundations for a healthy civil society. Having achieved a healthy civil society, a country cannot expect to continue in this state if, for example, freedom of speech or freedom of association ceases, or if political violence or war dominates the country.

Many who write about civil society define it in terms of its composition. While all agree that civil society is the realm between the individual and the state, there is wide disagreement about who really is apart of civil society and who is not.

Mostly all agree that the following are part of civil society:

- Religious organisations, churches, mosques, etc.
- Social clubs
- Social movements
- Community based organisations (CBOs)
- Non-governmental organisations (NGOs)
- Private schools and colleges
- Free press or independent media
- Consumer organisations
- Labour unions
- Professional associations

Regardless, agreeing who is and who is not a part of civil society tells us little about the status or health of civil society.

In commencing his definition of a healthy civil society, Robert Bothwell explains that while many define civil society in terms of its composition, few focus on actually defining what is a healthy civil society. His paper seeks to remedy this situation by proposing a definition, and suggesting possible indicators, drawing heavily from observations and postulations in the existing academic and practitioner literature.

The CIVICUS group has identified six basic aspects of civil society in its approach to such a definition:

1. Organisational activity and resources
2. Civil Society Organisations' relationships with government
3. CSOs' relationships with the for-profit economy
4. CSOs' relationships with tribal/ethnic/racial/religious divisions of a society
5. Relationships among CSOs
6. Communications of CSOs

Bothwell remarks that there are many ways to measure activities and resources:

- Number of CSOs per capita
- Number of members per capita



- Number of contributors (of money) per capita
- Number of beneficiaries per capita
- Number of people involved per capita (volunteers, staff board members, conference participants, program planners, beneficiaries, etc.)
- Annual expenditures per capita
- Annual expenditures as % of gross domestic product
- Annual expenditures as % of government expenditures
- Annual revenues from indigenous sources per capita
- Annual revenues from indigenous sources as a % of GDP
- Annual revenues from indigenous sources as a % of government revenues
- Employment as a % of country's total employment
- Employment as a % of government employment
- Geographical dispersion of CSOs
- Sectoral variety (health, education, environment, etc.)

He notes that as of now, with current knowledge, no single one of these measures would tell us with certainty whether a civil society is healthy or not. Even if we knew the norm for a given region, a single indicator may tell us little. Over time, however, empirical research might separate out which of the above indicators are the best predictors of a healthy civil society.

He points out that fundamental to most scholars' observations on civil society are CSOs' relationship with government. Seven relationships are basic:

- Legal protection offered by government
- Opposition to the government
- Cooperation with the government
- Autonomy from the government
- Alternatives to the government
- Formal encouragement by the government
- Holding government accountable

He goes on to amplify these relationships in detail.

On CSOs' relationships with the for-profit economy, Bothwell states that although most scholars exclude for-profit economy from civil society, CSOs' relationships with it are crucial:

- Opposition to major for-profit interests
- Cooperation with the for-profit economy
- Autonomy from the for-profit economy
- Alternatives to the traditional economy

The author then clarifies these points as they contribute to the health of civil society.

CSOs may build bridges to different tribes, ethnic racial and religious groups. They do so formally by working within such groups to develop critical communications among them, expanding trust, tolerance, reciprocity with peaceful and attentive dialogue. They do so informally by engaging members of these groups to work within the CS Organisation in a cross-cultural mode.

Several relationships among CSOs contribute particularly to the health of civil society:

- Those which build bridges between their own type of organisation and others with different aims and objectives. For example, unions of workers in association with colleges, churches or international relief agencies.
- Those spanning several sectors, such as health, education and social services.
- Those engaged in developing an infrastructure of organisations promoting civil society.
- The propensity of individuals within one CSO to volunteer service to another.

Bothwell then points out the power of modern communications to enhance the health of civil society. For indicators, he notes these factors:

- Independent media
- Media attention
- Media and telephone usage
- Use of new technology, as e-mail, fax, TV

In summary, he states that it is probably clear that the cited indicators are somewhat of an ideal construct. Clearness depends on ready availability of data. However, these indicators have been suggested by thoughtful academics and practitioners. With persistence over time, researchers will be able to collect adequate data to produce a report of the state of civil society in the world.



MINUTES OF THE ICAI EXECUTIVE COMMITTEE MEETING 12 AND 13 APRIL 1997

The Executive Committee, consisting of the officers of the ICAI Board of Directors, opened its meeting at 0900 on 12 April in the ICAI Headquarters in Brussels. Present at the meeting were all the officers:

Hala El Kholy, Egypt, President
Miryam Balbela, Venezuela, Vice President
Donald Elliott, USA, Vice President
Ruth Lukona, Zambia, Vice President
Franco Voli, Spain, Secretary
William Wen Por Wang, Taiwan, Treasurer

Assisting at the meeting were Richard Alton, Secretary General; Elisabeth Wille and Richard Seacord, volunteers in the Secretariat; Robert Work of UNDP and member of the Global Advisory Board of ICAI.

The President began with a short address of welcome with special mention for the new members present. With the Secretary General, she presented the agenda for the full meeting, a copy of which is attached hereto.

The Secretary General provided the members with the summary reports of the 1 October 1996 ICAI Board of Directors meeting in Cairo and presented an oral review of the topics considered by the full board and its task forces.

The Executive Committee then received a proposal from the Secretary General to accomplish one step in professionalising the Secretariat.

This was to enter a contract for the employment of a full time ICAI Administrator. To accommodate this proposal, an increase in the secretarial services expense budget from US\$ 21200 to US\$ 25000 per year is required to meet the minimum standard of compensation under Belgian law for the professional qualifications for the post.

The committee proceeded to explore budgeted expense reductions to meet this minimum. The President informed the group that her travel expenses, budgeted at \$ 2000 annually, could be provided from other sources during her term. The Secretary General advised the meeting that the activities of the International Council of Volunteer Agencies, of which ICAI is a member, have shifted predominantly to those concerning disaster relief in which ICAI is not deeply involved. The annual dues for ICVA membership are a minimum of \$ 2400 per year, as in the current budget of ICAI. Another global organization, CIVICUS, which promotes civil society and has UN status equivalent to that of ICVA, has invited ICAI into its membership for a fee of \$ 100 per year. The Executive Committee unanimously agreed to reduce the President's travel budget to zero and that of International Organization Impact to \$ 100.

27 March 1997

Dear ICA colleagues,

Reference: ICAI book distribution

In June of 1997, PACT publishers of New York will be publishing our book on civil society.

Basically, we are asking each ICA to take a consignment (you get them free and pay ICAI back after you sell the books). We would like each ICA to take 20, 50 or 100 books which we will ship to you (again free of charge). The books sell for US\$ 29.95 but you have to pay back only US\$ 20 per book.

Hopefully, you would want to give the book to your donors, board members and other significant financial supporters of your work to help show our vision of the future. Secondly, the books can be used in your training programs as well as sold to your course participants. Thirdly, the book offers an ideal way for your Institute to go public by asking local book stores to sell the book and to ask local newspapers to review the book.

We are hoping for your maximum support in this new venture of joining in the global dialogue on the future.

We would like your reply by the first of May so we can arrange the shipment.

Sincerely,

**Richard H.T. Alton
Secretary General**

From the Bottom Up: The Rise of Civil Society

ORIGINS AND CHALLENGES OF CIVIL SOCIETY

Building Civil Society at the Turn of the Millennium

Goren Hyden

THE GLOBAL MOSAIC OF CIVIL SOCIETY

The Troubled Triangle: Populism, Islam and Civil Society in the Arab World

Basel Eddin Ibrahim

Engineering Civil Society in the Embers of War: The Former Yugoslavia

Susan Fertig-Dykos

Revitalizing Civic Governance: The Recovery of Civil Society in America

James Trostel

Launching A Business with Fifty Dollars: Trickle Up Economics

Mikred Leet

Training Ethiopian Villagers to be Their Own Change Agents

Terry Bergdall & Frank Powell

Consulting the Local Experts: Participatory Rural Appraisal in Egypt

Mariene Kanawati

Transforming Indian Education from the Inside Out

Bhimrao Tupu

Civil Society Development in Romania: Obstacles and Opportunities

Alice Johnson & Barbara Wright

NEW FRONTIERS OF CIVIL SOCIETY

18 Smoke Signals for the 90s: Trends in Civil Society

Brian Stanfield

Core Values of Civil Society

John Epps

Community Youth Development: Foundation for Civil Society

Paul Watson

Women and the Remaking of Civil Society

Janice Jiggins

Indicators of a Healthy Civil Society

Robert Bothwell

Facilitating Civil Society

Mirja Hanson

Developing Civic Infrastructure

Monte Roulier & Tyler Norris

Organized Religion: The Forgotten Dimension in the Civil Society Debate

Koenraad Verhagen

FUTURE DIRECTIONS FOR CIVIL SOCIETY

Why Civil Society Will Save the World

Alan Atkinson



Having allowed this budget latitude, the committee then unanimously agreed to accept the candidate proposed by the Secretary General, Elisabeth Wille, Danish born resident of Brussels, for the post of ICAI Administrator. She has completed four months of part time work in the Secretariat, including one month in the field with ICA MENA. She is willing to enter the contract when it is drawn up in due form.

Vice President Donald Elliott, who has been a long term member of the board of ICA US, presented that board's report on its readiness to host the ICAI Global Conference in the year 2000. The Executive Committee prepared its suggestions and comments on the theme, date, preferred location, and partnerships to be sought for the conference. These will be forwarded to the ICA US Board of Directors. The committee also encourages other members to follow this dialogue between the two boards. It also requested a report from ICA US in preparation for the next Executive Committee meeting in April 1998 so that it may refine a proposal to be presented to the 1998 General Assembly in Brussels for approval by that body.

The committee commenced preliminary work on the General Assembly design and directed the Secretariat to seek both support and design input from our member organizations.

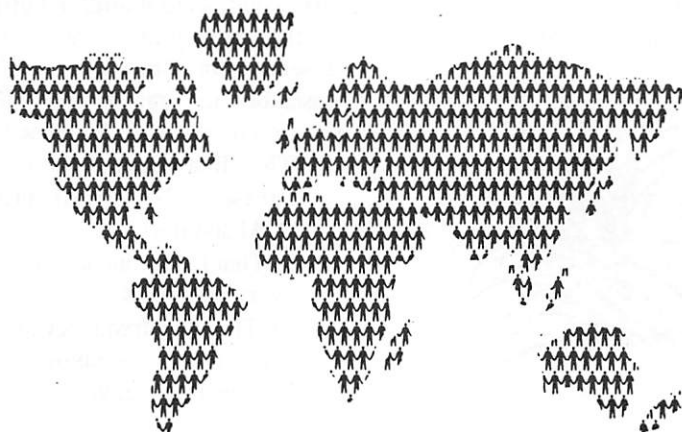
Each officer on the Executive Committee committed to follow up the distribution and sale of the "Civil Society" book with all members from their continent.

The committee heard and approved the financial reports for the full year 1996 and the first quarter of 1997. It approved the revision of line items mentioned above for the year 1997.

The committee recommended to each of its members to bring an activities report, including available financial summaries for 1996, from member organizations in their continents to the next meeting in April 1998.

Prior to closure, The committee drafted responses to a series of questions and other inquiries from member organizations.

The President adjourned the meeting at 1730 on 13 April 1997 with congratulations for the work accomplished.

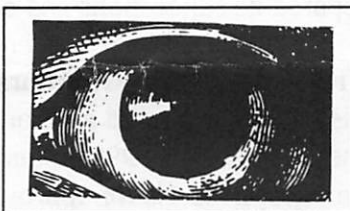




AN EYE ON ICAI: Looking at the General Assembly/Board of Directors/GAB

Researched by Tony Beltran

This is the fourth of a 5 part series focusing on ICAI. Other An Eye on the ICAI serials include : Elements in its Evolution (January), Organisational Structure and Finances (February), Membership (March) and the Executive Committee/Secretariat (May). The spark to research and write these serials came from the 1 Oct. 1996 ICAI Board Meeting in Cairo. They are meant to give newcomers and old hands common points of reference in discussing the business of this organisation. It is hoped that they will inform the readership about the organisation in view of the upcoming 1998 General Assembly. Any of the documents: General Assembly minutes, Board minutes and Executive Committee meeting minutes - from whence this report was pulled together are on file and available upon request at the ICAI office in Brussels.



At its meeting the first General Assembly set out general guidelines for ICAI which included: provisions for constructing an active Board; membership guidelines; a global gathering rationale; suggestions for relating to other international networks; guidelines for funding and funding support; guidelines for "implementing bodies" i.e. organisational structure, G.A., Board, officers of the Board, a Secretariat; and an operating budget.

The original conception of the ICAI board was that of a "working board" consisting of 20 members with 6 members from each of the 3 global spheres (South, East and West) + the Statutory Belgian + Sir James Lindsay (president of the existing but fundamentally different ICAI at the time). The Brussels '89 General Assembly did in fact elect such a Board. The Executive committee, its officers, were: President - Ursula Winteler (Germany); V.P. - Tony Beltran (Venezuela); V.P. - Ray Caruso (USA); V.P - John Walmsley (Australia); Secretary - Anne Yallop (Egypt) and Treasurer - Mary Coggeshall (USA).

Concepts of interest included: a) the recommendation that the President of the Board be a board member who is independent economically from ICAI/ICAI, and that b) the Executive Committee (i.e. the officers of the Board) meet annually with travel expenses in the budget. The original projected budget for the functions of ICAI totalled \$63,900 yearly.

I. GENERAL ASSEMBLY

a) Context

The first "official announcement" of an ICAI General Assembly appeared in the "new" Network Exchange in January 1989. It echoed the decision of the ICA network meeting in Nov. 1988 at the Oaxtepec global conference, to construct a "membership organisation". The announcement was put out by the "interim Secretariat" appointed by the Brussels Primary Unit and read thus:

"The General Assembly of the Institute of Cultural Affairs will take place at rue Amedee Lynen 8, 1030 Brussels from 25-29 September 1989 . . . All members of ICA are invited to attend. Each ICAI member organisation should designate an official delegate or proxy authorised as its representative."



b) Resolutions, Recommendations and Other with Historical, Actual and/or Future Relevance

In the three years between the Sept. 89 General Assembly in Brussels and the Sept. 92 General Assembly in Prague, the following events and/or decision of relevance happened or were taken:

- The first Executive Committee meeting in Brussels 27-30, 1990, proposed (change to the ICAI statutes):
 - a) That the frequency of General Assemblies be 1 every four years
 - b) That the frequency of board meetings be 1 every two years taking advantage of scheduled bi-annual global gatherings.



- One board meeting was held in Taiwan (29-31 Oct. 1990) and three Executive Committee meetings were held in Brussels.
- There was a change in the post of Secretary General: from Betty Pesek (1990-1991) to Dick Alton (1991 - present)
- The income budget never exceeded US \$ 50,000
- The conception of the configuration of the Board changed from representation of the 3 spheres to one representative elected from each national ICA.

2nd ICAI General Assembly, 7-9 Sept. Prague

The Prague 1992 General Assembly worked on 7 different arenas as identified by the Secretary General, these were:

1. Extension: one follow up arena became - Developing an ICAI Consulting Profile (the ICAI consultative division)
2. Capacity Building: one follow up arena became - Funding Enablement
3. Vision: one follow up arena became - ICAI mission statement
4. Interchange: one follow up arena became - Global conferencing and Networking Events
5. Networking: one follow up arena became - Review policies of network exchange topics, networks, etc.
6. Form: one follow up arena became - Regulations for internal proceedings referred to in statutes
7. Finances: one follow up arena became - Amount set on realistic dues (US \$600 minimum/member/year).

It was recommended by the G.A. that dormant members (i.e. Jamaica, Malaysia and Chile) be maintained still.

c) For the Future

3rd ICAI Board Meeting, Cairo, 1 Oct. 1996

The upcoming 1998 General Assembly in Brussels agenda points were reviewed. These included: the ICAI statutes, membership criteria, budget, next Global Conference (USA 2,000), long range strategy for ICAI: a 4 year plan.

II. BOARD OF DIRECTORS

Resolutions, recommendations of the ICAI Board of directors historical, actual and/or future relevance:

- 1st ICAI Board Meeting, Taiwan, 29-31 Oct. 1990: The Executive Committee was given the power to act for the Board within the consensus of the Board

- 1st ICAI Board Meeting, Taiwan, 29-31 Oct. 1990: Indicated that the Secretary General role be a permanent role, with no term given to it. The Secretary General's role is not a political appointment. But from time to time, relative to the person, it would be changed.



- 4th Exec. Comm. meeting, Brussels, 24-26 April 1992: In anticipation of the Board Meeting in Lonavala, India: The ICAs accepted and established a precedent, which changed the understanding of Board representation (i.e., no more representation on the basis of the South, East, West spheres), that: "Each statutory dues paying ICA member will elect one Board Member and one Alternate from their location. This will assure direct representation on the Board from each statutory ICA member."
- 2nd ICAI Board Meeting, Lonavala, India, 28 Sept. - 1 Oct. 1994: Utilised the 7 arena screen with Board working groups on Extension, Capacity Building, Vision, Interchange, Networking, Form, Finance which was first presented by the Secretary General in Prague
- 2nd ICAI Board Meeting, Lonavala, India, 28 Sept. - 1 Oct. 1994: Approved two US \$ 30,000 loans to be administered by the Executive Committee and the Secretariat for the purpose of a) a global conference in Cairo, Egypt in 1996 and b) a book on ICA's global development work; which later evolved to be the Civil Society book.
- 2nd ICAI Board Meeting, Lonavala, India, 28 Sept. - 1 Oct. 1994: Approved incorporation of ICA Zagreb as a statutory member.



- 2nd ICAI Board Meeting, Lonavala, India, 28 Sept. - 1 Oct. 1994: Approved change of statutes to be presented at the next General Assembly. Regarding statute 12 - Board of directors ; statute 13 - term of election of Board members; statute 17 Executive committee terms and how officers of the board are selected.
- 3rd ICAI Board Meeting, Cairo, 1 Oct. 1996: Set up working guidelines for ICA consultants contracted to work, by third parties, in countries where there is an established ICA office.
- 3rd ICAI Board Meeting, Cairo, 1 Oct. 1996: Requested review of the procedures for the election of the officers of the Board. Board members expressed concern about the process of election of new officers, i.e. the Executive Committee. They clearly stated that in future the nominations to the slate by the Secretariat and the Exec. Comm. should be communicated to them with 6 months prior notice.

III. GLOBAL ADVISORY BOARD

Approvals of new GAB members:

Dr. Joep Van Arendonk (former Deputy Executive Director of the UN fund for Populations Activities)

Jean Pierre De Bandt (De Bandt, Van Hecke, & Lagaea, a leading lawyer in Belgium), accepted to be on the Global Advisory Board (GAB) (3rd Exec. Comm. meeting, Brussels, 27-29 Sept. 1990)

Mr. Christian Nacht (President, Mills Group of companies, in Brazil) accepted to be on the GAB (4th Exec. Comm. meeting, Brussels, 24-26 April 1992)

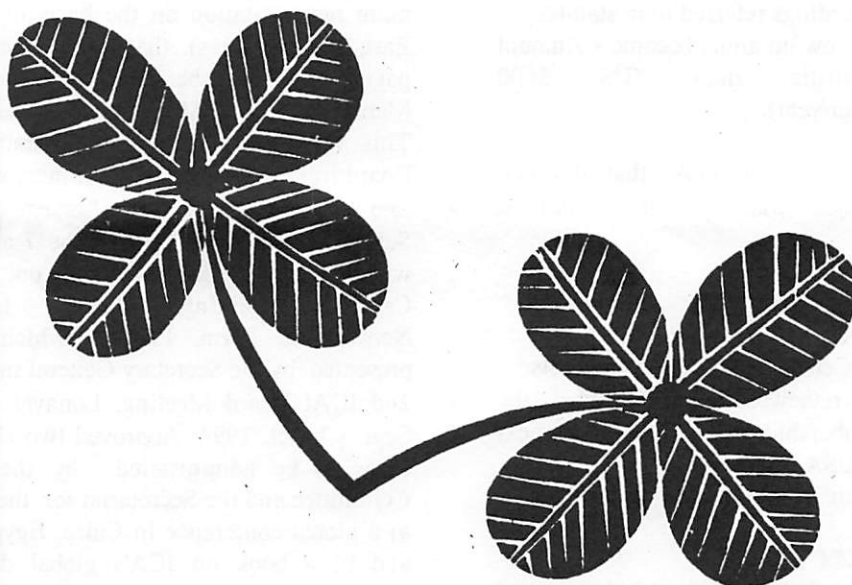
Dr. Hans Hedlund (Professor of Social Anthropology, Stockholm University) accepted to be on the GAB (6th Exec. Comm. meeting, Brussels, 30 April - 3 May 1993)

Sandy Powell (Director of Training in CARE, USA); **Robertson Work** (Senior Technical Director, Urban Development Unit, UNDP);

Koenraad Verhagen (Secretary General of CIDSE: European Catholic Funding Agencies);

Jesse Sixkiller (Native American Insurance Co. and past director of ACTION), accepted to be on the GAB. (2nd ICAI Board Meeting, Lonavala, India, 28 Sept. - 1 Oct. 1994)

George Kawai (Senior Managing Director, Teikoku Shigyo KK, in Japan) accepted to be on the GAB (8th Exec. Comm. meeting, Brussels, 5-8 May 1995)





Members Profile: Elisabeth Wille

I was born in Denmark in 1963 on the farm where my parents and my sister lived. Before I was 17, I had lived in 6 different places in Denmark and had gone to 4 different schools. So even though farmers are thought of as stationary, some of them move around quite a lot.

After high school I spent a year working in various hotels and restaurants before I joined the Danish Engineer Academy to become a Chemical Engineer. I studied in Copenhagen and enjoyed the study very much but got also involved in all kinds of students' activities: student representative in the council, got a job as counsellor for new students, made several cabarets, made a student newspaper, etc. All in all I had a lot of fun and learned many other things than chemical engineering.

I graduated in 1988 and started working 3 days later. I worked as a consulting engineer dealing with soil pollution on old industrial sites. Without going into details, I spent a lot of time standing in a mud-whole pointing at the spots where a big excavator should dig away the polluted soil. My next job was at a big research institute. This job dealt with the development of a mobile chemical laboratory build into a big van. The project was part of a big European project funded by EU.

From 1988 until 1994 I managed to take about 8 month of leave from my jobs. I used this leave to travel in Europe and in USA. Later on I got the chance to visit Russia, India and new parts of Europe. Both during the travelling and through my work on the European project, I came in contact with a wide range of cultures and nationalities. I enjoyed these experiences a lot and decided to start looking for job possibilities outside Denmark.

Then things started to get complicated: I met "the man of my life" and he got a job in Brussels right after we met!! So what did I do? I started to look for a job in Brussels and found one in a daughter company of a Danish company. It was a 60 years old Belgian company full of French speaking Belgians, and soon after I arrived also with a French director. You bet I learned a lot about French management style and cultural differences the year I worked there!!

After a year my job ended, and I went back to the university to get a master degree. I am studying Human Ecology at the Flemish University in Brussels. It is a two years programme that deals with the study of the relationship between man and his/her total environment. The Human Ecology program is based on an interdisciplinary and multicultural approach. The students are coming from all over the world.

I got to know about ICA when I participated in one of ICAB's courses in 1995. The summer 1996 I participated in the training series for facilitators with ICAB and during this course I developed my ideas about cooperation with ICA concerning my master thesis. This has resulted in connections to ICAI in Brussels, ICA-MENA in Egypt and to Terry Bergdall in Zambia. They are all playing an active part in my thesis, "Monitoring and Evaluating Participatory Development Projects".

Besides my thesis work I have started working at ICAI's secretariat two days a week and hopefully this will become full-time when I finished my thesis in June. At ICAI I am working on the Network Exchange, the Location Directory and assisting the Secretary General in his work. I find it very interesting to be part of the development that ICA is going through now. I am learning more and more about participatory methods, development issues and ICAs around the world every day, and I hope and believe that I can contribute to and be an active participant in the future development of ICA.



ICA Events from around the world

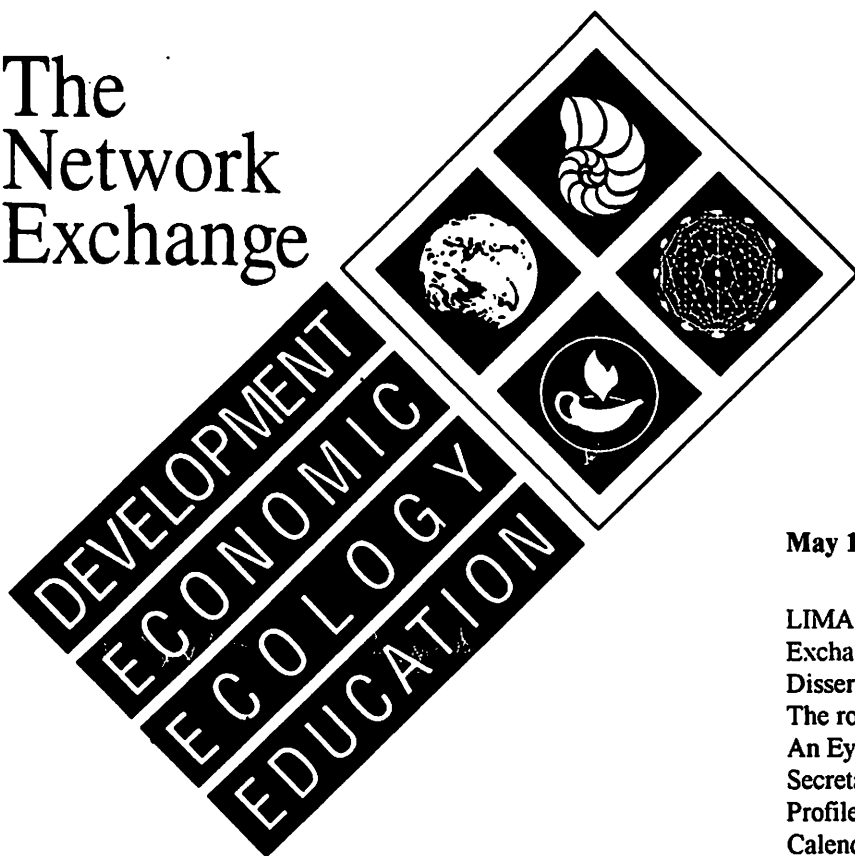


Where	Event	When	Reference
Asia			
New South Wales Australia	Imaginal Education for Facilitators	June 7 & 14	"Breakthrough Facilitation"
New South Wales Australia	Life Simplification Lab	June 21	"Breakthrough Facilitation"
Eurasia			
Brussels	Group Facilitation Method (English)	May 9-10	ICA Belgium
Brussels	Participatory Strategic Planning (French)	May 12-13	ICA Belgium
Brussels	Participatory Strategic Planning (English)	May 30-31	ICA Belgium
Brussels	Participatory Strategic Planning (French)	June 6-7	ICA Belgium
Brussels	Lifestyle Simplification Laboratory	June 14	ICA Belgium
North America			
Chicago	Group Facilitation Method	May 13-14	ICA Heartland
Toronto	Group Facilitation Method	May 20-21 & June 17-18	ICA Canada
Twin Cities	Group Facilitation Method	May 21-22	ICA Heartland
Toronto	Facilitation Planning	May 22-23	ICA Canada
Toronto	Team Leadership	May 26-27	ICA Canada
Phoenix	International TOP Training of Trainers	May 6 - June 10	ICA Western States

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The Network Exchange



May 1997

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LIMA DAYORI (Japanese for news from Lima)

In March we received this article, which Tony Beltran had translated and send to the ICAI secretariat from Peru

Context

Kanji Matsuzawa is one of a host of Japanese journalists covering the, at that time, on-going Japanese Embassy hostage crisis which began the 17 of December 1996 when armed MRTA (Movimiento Revolucionario Tupac Amaru) guerrillas stormed the Japanese diplomatic headquarters in Lima taking some 70 people hostage. In Lima journalist Matsuzawa was curious to know how the crisis looked from the standpoint of Lima's most humble citizens, the dwellers of the "new towns" or shantytowns that ring the city. His search put him in contact with ICA's development efforts in Villa El Salvador, a self-help community, and with Luz Rios, a highly committed ICA Peru project director. K. Matsuzawa filed this report.

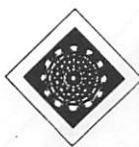
Lima, Peru, is found in the southern hemisphere about 12 degrees south of the equator, on the opposite side of the Pacific from Japan. We are in the summer months and the sun is radiant and warm. There is a 14 hour difference with Japan and everyday we communicate back home to an opposite time schedule.

Immediately after New Year I was asked to come to Peru to be part of the news team that is covering the hostage crisis at the Japanese Embassy in Peru. I arrived on January 9th and time has passed quickly since.

Five hundred years ago the Inca culture flourished in the Peruvian Andes. That culture was devastated by Francisco Pizarro and his men. The city of Lima was founded by Pizarro in 1532. From this city a Spanish Viceroy ruled. In this city the descendants of the Incas - men and women with a sharp facial profile, dark looks and dark skin - and the descendants of the Spanish Catholic culture live side by side. Walking each day amongst houses built in an old European style reminds me that I am far from my country.

The MRTA (Tupac Amaru Revolutionary Movement) is an armed extreme leftist group. They have originated the hostage crisis. Five years ago Peru lived under the daily threat of terrorist attempts.

cont.next page



Since president Fujimori has been in power he has strongly put down terrorism so that ordinary life in the cities is tranquil and prosperous. There are now more shops and commerce. For this reason many support Fujimori and his anti-terrorist policies. This also means that the conditions put down by the MRTA for ending the crisis, liberation of their jailed comrades and a money ransom, will not be easily accepted.

Yet Fujimori has not been able to solve the country's gap between the rich and poor. Social differences are very wide.

The streets of Lima are filled with second hand cars that at any moment are converted into taxis. Their driver's hang a phosphorescent "taxi sticker" on their front windshield. The majority of these taxi drivers are unemployed workers or under-professionals that are moonlighting on their off hours.

In 1908 the population of Lima was 180 thousand inhabitants, by 1954 it was 1 million 800 thousand and in 1974 it was 4 million. Today the population of Lima is 7 million, almost one third of the entire population of the country. Too many of these live in a ring of shantytowns that surround the city and grow day by day. The majority of the people living in these "new towns", as they are called here, fled the countryside in the heyday of rural terrorism in the Eighties.

On every street corner there are people, from children to old folk, selling different types of things. These are street vendors who sell candies, ice-cream, newspapers, magazines, car parts, maps; really an incredible variety of consumer articles. And even though there don't appear to be many buyers, they are always there making their way amongst the street traffic selling their wares.

These people are shantytown dwellers. I had the opportunity of visiting one such community accompanied by Ms. Luz Rios of ICA Peru, an NGO that receives financial aid from Japan by way of ICA Japan.

In this shantytown I visited a group of mothers who have organised themselves around a "community soup kitchen" where for just one Sol (US \$ 0.40 or Yen 40 but with the purchasing

power of Yen 200) they prepare meals for their families and others who wish to buy. The majority of these families have between 5 and 8 children and live in thatched straw dwellings with precious little furniture. Some sleep in beds made from bricks, others on the seats taken from old automobiles. Yet most of them have either radios or televisions. These are important elements that allow them to be informed and to know about the outside world as very few read journals. Although illiteracy is low, people are not used to reading newspapers that cost almost two Soles or the equivalent to two meals at the community soup kitchen.

Something people always brought up was the need for work. If they had a steady job they would be able to feed and maintain their families. Ms. Rios who works alongside the soup kitchen mothers and who helped organise them, warned us that it was not good to give people things for free as this creates dependency as has happened with other soup kitchens in other shantytowns. Ms. Rios is hoping to set up a hamburger factory which would generate work and income for the locals. She is currently engaged in raising funds to this end. Although I had just met Ms. Rios that very day, I felt an immediate kinship of spirit and was heartened by the thought that there are many noble hearted people around the world.

cont. p 4





EXCHANGE FORUM FOR PRACTITIONERS

From a notice given by the organizing secretariat at the Uganda Catholic Social Training Centre, Kampala.

At the ICAI Global Conference on the Rise of Civil Society in Cairo, September 1996, a committee of African participants organized a workshop to exchange information on participatory approaches to African development. As a result, they planned a later workshop to be held in Uganda to examine ways to improve territorial as well as methodological coverage in these activities.

Planning responsibility for the event was assigned to Dr. Macaulay Olagoke, Executive Director of NIRADO, and Mr. Bodo Immink, Training Consultant of the Uganda Catholic Social Training Centre. It will be held at the Uganda Catholic Training Centre from 6 to 13 July 1997.

The workshop will provide a dialogue on techniques and demonstrations by experienced users of such participatory methods. It will encourage collaboration to fill identified gaps in the training process. Its aim is to adapt methods to various local cultures.

All local expenses of participants in Uganda will be borne by the host organization, the Uganda Catholic Social Training Centre, except for personal items. Travel expenses to and from Uganda, including Entebbe airport taxes, must be borne by each participant. A maximum of thirty participants can be accommodated.

Presentations are being solicited from: IRED West Africa (Nigeria); ICA Middle East North Africa (Egypt); INADES Formation (Côte d'Ivoire); GRAAP (Burkina Faso); ADEN (Zimbabwe);

PREMESE (Kenya); Change Agents (Uganda); and CESAO (Burkina Faso).

One result anticipated by the planners is the creation of a field manual of effective participatory training approaches applied in Africa.



BUILDING CIVIL SOCIETY

Abstract by Martin Gilbraith

Martin Gilbraith has just finished his dissertation, "BUILDING CIVIL SOCIETY FOR A HUMANE AND SUSTAINABLE FUTURE: Toward a Global Role for the Institute of Cultural Affairs in the UK", for an MA in Development Administration & Management at the Institute of Development Policy and Management of the University of Manchester. The following is the abstract of the dissertation.

"The good life can only be lived in civil society... The picture here is of people freely associating and communicating with one another, forming and reforming groups of all sorts, not for the sake of any particular formation - family, tribe, nation, religion, commune, brotherhood or sisterhood, interest group or ideological movement - but for the sake of sociability itself. For we are by nature social, before we are political or economic beings" (Walzer, 1992).

The idea of 'civil society' is experiencing a renaissance in debates on development and democracy, as 'third sector' organizations and grassroots movements demand, and are often granted, greater space in which to contribute to the development and democratization of our societies at local, national and global levels.

As we approach the turn of the millennium, and the end of a century that has witnessed radical and often devastating socio-economic and environmental change, the need has never been greater, nor the time riper, for humankind to plan and act strategically in search of radical solutions to address the great global crises of our times. Korten (1990) has identified these as the crises of poverty, environment and social integration.

There are innumerable indications of positive change in many spheres, perhaps evidence of an emerging paradigmatic shift to a dawning 'solar age' (Henderson, 1993). Yet, the challenge remains for us all to participate effectively in the shaping of a more humane and sustainable future for all.

The Institute of Cultural Affairs (ICA) is a global network of private, not-for-profit organizations

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and networks concerned 'with the human factor in world development', and working actively to foster such participation by facilitating personal, organizational and social transformation in a variety of contexts. ICA:UK is a network of families and individuals sharing these concerns, most of whom have participated as volunteers in grassroots community development work overseas, and who now live and work in a diverse range of settings in Britain. ICA adopted 'Participating in the Rise of Civil Society' as the theme of its recent quadrennial global conference, held in Cairo in September 1996, and is now publishing an edited volume on the same theme (Burbidge forthcoming).

By drawing on relevant literature and documentary sources, as well as on the author's personal experience of working with ICA over 11 years in India, Egypt and the UK, this study explores the evolving idea of civil society and the debates surrounding it, with reference to the Institute of Cultural Affairs and ICA:UK.

The aims of the study are two-fold. Firstly, for those enthused by the idea of civil society and the sector's role in democracy and development, it aims to highlight some of the important dimensions of that role, in theory and in practice, and the practical approach of ICA that is not only working in building and strengthening civil society for such a role, but that is also uniquely appropriate to address to the great crises of our times as viewed from a civil society perspective. Secondly, for those involved with ICA or familiar with its approach, it aims to highlight the relevance and utility of the idea of civil society as an insightful (and newly fashionable) conceptual framework by which to understand and appreciate the work in which ICA has been engaged for over 25 years.

Chapter 2 introduces the idea of civil society in its historical context, and reviews its re-emergence and current place in contemporary debates on democracy and development. Chapter 3 explores how such a civil society perspective may offer insight into the dangers and opportunities of the global crises demanding our attention in the late-1990s, and into their implications for the role of civil society, and for all those concerned with acting, and catalyzing action, for positive change. Chapter 4 demonstrates the particular relevance of

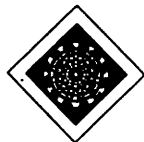
the idea of civil society to the Institute of Cultural Affairs and ICA:UK and, conversely, of ICA and its practical approach to the rising civil society and the challenges it faces. The study concludes, in Chapter 5, by reaffirming the high level of 'fit' apparent from a civil society perspective between ICA, its practical approach and the challenges of the contemporary global crisis of governance; and by calling for a dynamic learning approach to a renewal of civic engagement from all those who share ICA's concern with the human factor in world development'.



Lima...cont.from page 2

One other thing that Ms. Rios told me that deeply impressed me was that during the worst days of the terrorist onslaught people like her had to do their work keeping a very low profile to protect themselves from harm. The terrorists didn't appreciate people organising themselves in order to better their lot as that diminished their own pretext for violence. For this reason community organisers were at risk for their lives.

Terrorist groups such as MRTA or the "Shining Path" severely disrupted and harmed the life of the peasants and that is one reason that the new immigrants to the city, the shantytown people, say that, contrary to the terrorist's claims, they do not represent them at all. They pleaded with us as journalists to listen to what they themselves had to say and to not be misled. They hoped we would communicate their message to the world.



The Role of Facilitator in Shaping Civil Society

Summary by Dick Seacord

Mirja Hanson, longtime ICA colleague and practitioner with the International Association of Facilitators, has written a chapter to appear in the book The Rise of Civil Society in the 21st Century. Here are some impressions from that chapter.

Mrs. Hanson opens with a description of her search for a definition of civil society and her decision to explore it at the 1996 conference in Cairo on the subject. With thirty people there in a discussion group, she found a shared ignorance of an adequate definition. She invited this group, representing people from all the major world's continents, major sectors of government, science, academe, private sector, non-governmental organizations and local community, to seek a common definition. They were a mix of field practitioners, policy makers, private citizens and everything in between. She felt that their definition would be the first global consensus on civil society.

They commenced working in small groups, each to formulate several ideas which they agreed were key elements in civil society. These they shared in a plenary session which determined common characteristics of that phenomenon:

- Active and inclusive participation
- Respect for differences
- Access and opportunity to meet basic needs
- Empowered community and broad-based, positive responsibility
- Ongoing creative process.

The members of the group found that they had defined civil society by describing cultural values and practices rather than economic or political structures. Thus it constantly evolves and needs to be redefined and developed forever. It shapes its thinking, organization and action by institutionalized, non-violent and inclusive values and practises of give and take between citizens at all levels and at all times.

The author realized that if a civil society is based on the practical give and take between citizens - the ability for people to engage in dialogue, inquiry, analysis and decision making - the process for interaction becomes of utmost importance. Even in public forums, old methods of decision making are rendered useless by the diversity of

viewpoints and complexity of situations. The roles of facilitator and facilitative leader have emerged out of a need for better methods of interaction. The facilitator stands as a technician of public space or a guardian of public discourse and civic engagement. Facilitation has evolved out of the necessity to make sense of life in many different contexts.

Lists of disciplines within which facilitation professionals show and grow:

- International relations
- Legal field
- Mediation
- Government role
- Partnerships
- Self-directed teams
- Local Community
- School peer mediation

From her experience in these fields she has learned lessons about the factors which make or break civilized public interaction. In her chapter she presents these as the core assumptions about participation in the civil society, the core activities of public discourse and civic engagement and the core practises of facilitators working toward these ends.

The core assumptions are:

Interrelatedness - solidarity among people is a deep necessity. Facilitation is the art and science of forging new values, protocols, etiquette and formal methods for a small planet.

Respect - a true global citizen respects all other human beings, showing not just tolerance nor just understanding nor acceptance, but respect.

Participation - if facilitation is the practice of enabling effective discourse and civic engagement, everyone has a role.

The core activities are:

Catalyzing shared awareness - the safest definition of the situation in hand is constructed from the multiple views of participants who have a stake in that situation and its outcome.

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Deciding what is meaningful - the facilitator works to foster a forum for critical thinking, allowing a dialectical exchange between the topic and its broader social context.

Building consensus agreements - it used to be that a leader simply decided, announced and defended decisions. Now things are too complex to induce others to follow your decisions. The obvious new paradigm is decision by consensus. As the quest for civil society continues, there will be more efforts to institutionalize protocols for the use of consensus. Until such formal and legal definitions are in place, each group needs to define consensus appropriate to each situation.

Mobilizing productive action - just because decisions are agreed to, understood and overwhelmingly supported, they are not doomed to success. The facilitator's duty is to work with the discourse sponsors to assure collective decision making about the specific best steps, schedule and staffing for implementation.

The core practices are:

Design and build a process for thoughtful dialogue.

Build processes that embrace complexity.

Prepare thoroughly.

Take a respectful relationship to processing time.

Pay attention to the needs of those inside the group served.

Optimize the contributions of everyone in the system.

Mobilize all human senses and capacities to the task.

Continue to stand at the center of chaos.

Be an avid student of maps and methods to improve discourse.



In her conclusion, Mrs. Hanson notes that when every human being sees itself as a member of the leadership team, we have a chance to solve the most complex problems and also a chance at bending the troubling trends of our planet. In enabling the process of collective leadership, the facilitator has a role as cue to initiate or accelerate the self organizing capacity of civil society.

AN EYE ON ICAI: Executive Committee/Secretariat

Researched by Tony Beltran

This is the last of a fifth part series focusing on ICAI. Other An Eye on the ICAI serials include : Elements in its Evolution (January), Organisational Structure and Finances (February), Membership (March) and the Executive Committee/Secretariat until April 1997 (May). The spark to research and write these serials came from the 1 Oct. 1996 ICAI Board Meeting in Cairo. They are meant to give newcomers and old hands common points of reference in discussing the business of this organisation. It is hoped that they will inform the readership about the organisation in view of the upcoming 1998 General Assembly. Any of the documents: General Assembly minutes, Board minutes and Executive Committee meeting minutes - from whence this report was pulled together are on file and available upon request at the ICAI office in Brussels.

THE EXECUTIVE COMMITTEE

Resolutions, Recommendations and Other with Historical, Actual and/or Future Relevance:

2nd Executive Committee meeting, Brussels, 12-14 April 1991

Proposed and made plans to upgrade the image and position of the Secretary General to that of Executive Director.

Proposed to look for ways to raise ICAI income and suggested a budget of US \$110,000, double the previous figure. (note: In spite of this proposal ICAI income continued and continues to be based primarily on membership dues. In fact Total Membership Dues (TMD) including national ICAs and patrons dropped from about US \$ 50,000 in 1991 to about \$ 45,000 in 1992. In 1996 TMD stood at US \$ 42,336)

Proposed expanded functions of ICAI Secretariat to include: a) fund raising for ICAI b) more expanded and extended contact and offering of services to the members c) increasing the public image of the secretariat with the organising and hosting of the Global conference in 1992 (note: in spite of this proposal, the 1992 global conference in Prague became the primary responsibility of ICA Belgium who upfronted money to hire Alice



Rose as conference co-ordinator. ICAI had Tony Beltran, who became the new ICAI Communications office)

3rd Executive Committee meeting, Brussels, 27-29 September 1991

Worked on a budget of US \$ 70,000 (2/3 to come from ICAI dues). Received a report of the Secretariat on a) dues supported ICAI activities and b) non dues activities (Royal Tropical Institute consultancy, Practical Modes of Collaboration consultancy, Fund raising for ICAs, International Training Programme (ITP), New Proposals for Strategic Planning involving ICAs and non-ICA African NGOs).

4th Executive Committee meeting, Brussels, 24-26 April 1992

Recommended and established a precedent which changed the understanding of board representation (i.e., no more representation on the basis of the South, East, West spheres) that: each statutory dues paying ICA member will elect one board member and one alternate from their location. This will assure direct representation on the board from each statutory ICA member.

Approved the establishment of an ICAI consultancy group

Approved the preparation of a brochure to promote this ICAI group and its offerings to the international organisations.

5th Executive Committee meeting, Prague, 9 Sept. 1992

Resolved to delegate to the Secretary General the powers to enter contracts for ICAI to provide consulting services to client organisations.

Resolved to delegate to the Secretary General the powers to establish working funds required to provide such services and to establish bank accounts in the name of the Institute of Cultural Affairs International as repositories for those funds.

Assigned one member of the Executive Committee and/or the Secretariat to be specially responsible for one of the 7 arenas: i.e. Vision (Nan Grow - board member), Extension (Ursula Winteler), Form (John Walmsley), Interchange (Ray Caruso), Capacity Building (Inga Bessin), Networking

(Tony Beltran -secretariat) and Finances (Anne Yallop).

6th Executive Committee meeting, Brussels, 3 May 1993

Drafted Regulations for Internal proceedings covering the subjects of a) Associate membership - statute 4 b) national ICAs - statute 4 c) Term of office for Board and Executive Committee members - statutes 13 and 17 d) Treasurer's report to General Assembly - statutes 21 and 24.

Received report (from the Secretariat) on work being done on the ICA Consulting Division (gathering of C.V.s of ICA consultants).

Received (from the Secretariat) a comprehensive income and expense statement for ICAI operations as requested by the Prague General Assembly.

7th Executive Committee meeting, Brussels, 29 April - 2 May 1994

Upon detailed discussion by phone and fax with Nirado agreed to hold venue of 1996 Global conference at a site different from Nigeria.

Wrote letter to ICA USA board requesting a loan of US \$ 30,000 dollars for ICAI to put on a Global conference in 1996 in Africa.

Wrote a second letter to the ICA USA board requesting a second loan of US \$ 30,000 dollars for ICAI to publish a book

8th Executive Committee meeting, Brussels, 5-8 May 1995

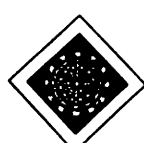
Issue of a new ICAI Brochure - resolved: presentation by the Secretariat to the Executive Committee of a mock up of a new ICAI brochure to be printed in the next 6 months.

9th Executive Committee Meeting, Cairo 24-26 Feb. 1996)

Issue: Use of \$ 50,000 inheritance received by ICAI in late 1995. The Executive Committee approved the recommendation of the Secretary General, Dick Alton that the fund be used as a revolving reserve to cover cash flow fluctuations, for future conferences and projects such as the Civil Society book.

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THE SECRETARIAT

Context, Resolutions, Recommendations and Other with Historical, Actual and/or Future Relevance:

Context: The budget from the first ICAI General Assembly 24-29 Sept. 1989 for the staffing of the Secretariat included : 2 full-time people to be paid US \$ 14,400 each out of a total budget of \$ 76,300. However the income to meet this budget has never been forthcoming.

Based on actual income figures, and respecting such important line items as the world-wide "Executive Committee travel", the 1st Exec. Comm. Jan. 27-30 1990 modified the personnel line items to:

- 1 full-time person at \$14,400 and:
- 2 part-time people at \$ 4,800 each (1/3 time)

The first Secretariat (May 1990 - May 1991) included the following:

Secretary General - Betty Pesek (full-time)
Liaison Officer - Dick Alton (1/3 time).
Bookkeeping - Dick Seacord (voluntary)
Open position - 1/3 time (for 2nd part time person) (1st Exec. Comm. Jan. 27-30 1991)

The second staffing configuration of the Secretariat dates back to 3rd Exec. comm. meeting 27-29 Sept. 1991 and lasted until 1997. It was:

Secretary General - Dick Alton (1/3 time)
Communications Officer - Tony Beltran (full-time)
Bookkeeping - Dick Seacord

Note: The Secretary General's 1/3 income has also been variously utilised. For example it was a component of the salary of the Cairo '96 registrar, Simon Koolwijk.

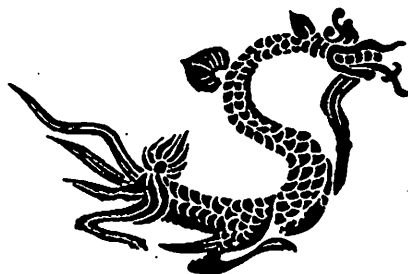
The second component for the Cairo '96 registrar's salary came from the \$ 30,000 conference loan provided by the ICA USA board. In essence due to insufficient income the function of Secretary General has been a self supported or volunteer one since September 1991.

In 2nd and 3rd Executive Committee meetings April 1991 and September 1991, new expense budgets of \$ 110,000 (April) and \$ 70,000 (Sept.) were drawn up in Brussels. However matching income were not found.

A series of resolutions and recommendations passed by the Prague General Assembly, the

Executive Committee and the ICAI board have acknowledged the difficulty explained above. These resolutions have looked for ways of expanding ICAI income. They include the establishment of an ICAI consultative division, and b) authorising of promotional materials to market the ICAI consultative division. The understanding being that funds raised through contributions (dues from statutory ICAs + patrons) hardly can cover the personnel funding costs of the Secretariat.

1994 was a specially hopeful year for the consultative division as it landed several contracts with the UNDP's Global Environment Fund (GEF). While these contracts were not renewed under the name of the ICAI consultative division after 1994, proper materials, the setting up of financial books and the necessary understanding, and networking, amongst qualified consultants continues in order to empower the ICAI consultative division.



THE FUTURE:

The Secretary General, Dick Alton, submitted a working paper and a budget towards hiring a European to act as an administrative assistant, to learn to handle the Secretariat's task, and to partake on a transitional process to place a new Secretary General by the year 2000. (8th Exec. Comm. meeting, Brussels, 5-8 May 1995)

Issue: the way the Secretariat functions and/or how that is perceived and how the proposed Secretariat budget is to be raised in future. A task force on professionalising the Secretariat, at the 1 Oct. 1996 Board meeting, made recommendations significantly different to the practice thus far established. These recommendations contemplated budgetary allowances but not the income sources to uphold them. They were: a) paying a market rate for the Secretary General b) making very specific the duties of the Secretariat c) what the Secretariat should and should not be doing (3rd ICAI Board Meeting, Cairo, 1 Oct. 1996).



Members Profile: Catalina Quiroz Asunto, ICA Spain

I was born in a great land of the INCAS: PERU, by the coast in Lima. There I completed my elementary and secondary commercial studies and two years on Animal Husbandry Engineering at the Agricultural National University La Molina. I decided before finishing this career to know the unknown and after five years of little savings I was able to travel to Europe. This represented a big step, especially for a Latin American woman. I was pleased with it and eager to show people where I came from and this action became an important cultural and spiritual link with all the people I was able to meet on a personal and professional level.

My encounter with ICA was in Peru. I was working at a multinational oil services company where ICA was applying for funding. After reading their annual report I got in contact with them (Judy, Luz Marina and Ken Hamje) and after visiting their Human Development Center in AZPITIA under construction, we started doing some work together: translating the IERD papers into Spanish and participating in some of their community development forums.

My ICA experience continued to be nurtured after eight months of my arrival in Europe, first at ICA Germany and later on participating in different activities organized by ICA Belgium, The Netherlands and Portugal. Also in Japan and the USA (Phoenix and Chicago).

Meanwhile I started new university studies at Salamanca University. This time Political Sciences and Sociology, specializing in Social Psychology. ICA and other Spanish and Dutch non-profit-organizations became my living university. I combined my social studies with my earlier agricultural ones and new ones that allowed me to become forewoman in horticulture. The last one has to do with my grassroots: although I was born in an urban area, my INCA spirit lead me to the rural environment and cultural development.

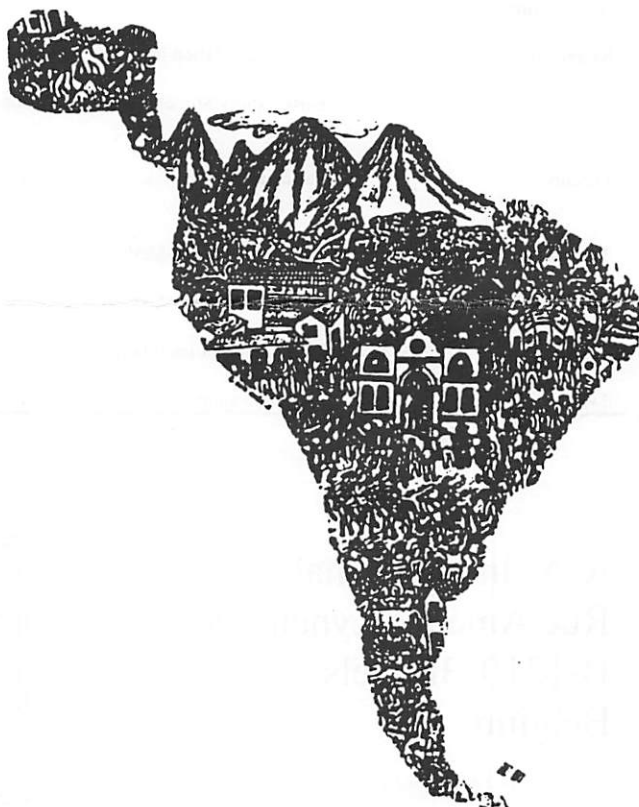
The need in Spain is to get reliable information about Latin American countries about their social, political, economical and environmental situation. So that has been one of the fields I have developed as my daily work, keeping university and school students, teachers and members of non-profit-organizations updated

with key information about developments in Latin America.

The design, implementation and evaluation of micro-social projects for Spanish non-governmental organizations have kept me in touch with the reality in South America. Meanwhile TOP courses and research work are being done at the Spanish Open University.

There is still the need to continue connecting people, ideas and work among Spanish and Latin American cultures, which have so much in common within their own University.

My energy is focused nowadays on finishing my last year of Ph.D. studies on Social Pedagogy and my thesis, The Social Development Agent Profile and Psychological and Labour Requirements. After finishing this academic level, I hope to continue assisting with the design of Social Educational and Agricultural Projects focused on human resources training and improving the quality of rural and urban projects in Latin America and Europe.



ICA Events from around the world

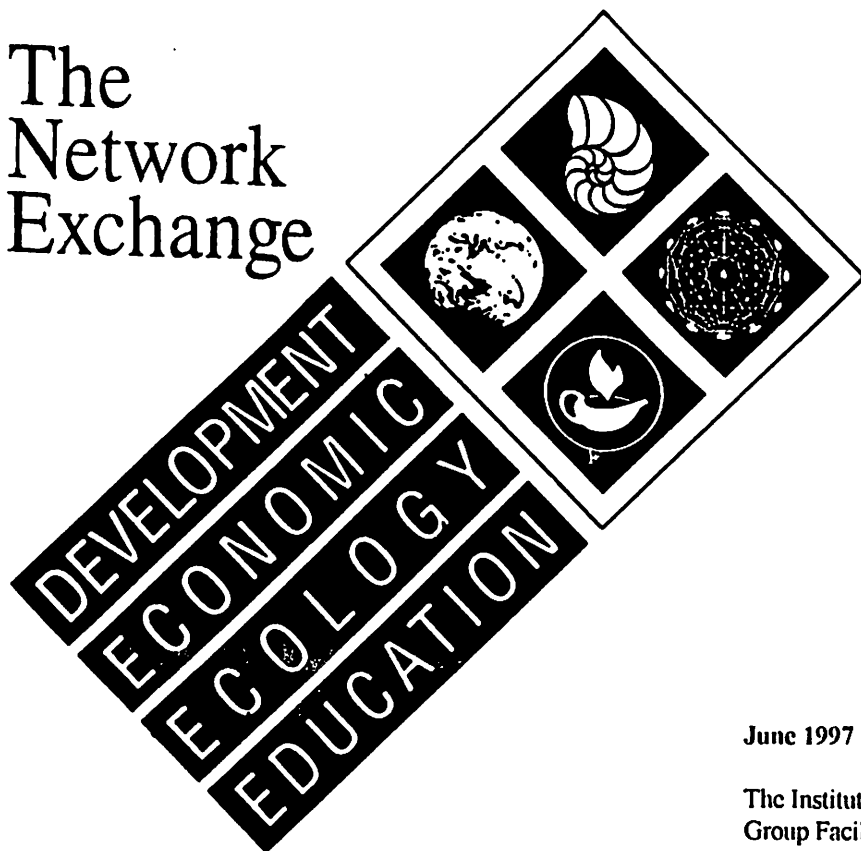


Where	Event	When	Reference
Africa			
Kampala Uganda	Workshop - Information Exchange on Participatory Approaches to African Development	June 6-13	NIRADO ICA Nigeria
Asia			
New South Wales Australia	Imaginal Education for Facilitators	June 7 & 14	"Breakthrough Facilitation"
New South Wales Australia	Life Simplification Lab	June 21	"Breakthrough Facilitation"
Eurasia			
Brussels	Participatory Strategic Planning (French)	June 6-7	ICA Belgium
Brussels	Lifestyle Simplification Laboratory	June 14	ICA Belgium
Brussels	Towards a Philosophy of Participation	June 20-21	ICA Belgium
Leusden	Group Facilitation Method	July 4-5-6	ICA Netherlands
Manchester	Group Facilitation Method	July 5-6	ICA United Kingdom
Manchester	Participatory Strategic Planning	July 26-27	ICA United Kingdom
North America			
Sacramento	Group Facilitation Method	June 11	ICA Western States
Nashville	Participatory Strategic Planning	June 12-13	ICA Western States
Phoenix	Participatory Strategic Planning	June 17-18	ICA Western States
Toronto	Group Facilitation Method	June 17-18	ICA Canada
Minneapolis	Group Facilitation Method	June 17	ICA Western States
Toronto	Foundations of Facilitation	June 19-20	ICA Canada
Twin Cities	Group Facilitation Method	July 22-23	ICA Heartland

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The Network Exchange



June 1997

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The Institute of Cultural Affairs Kenya Group Facilitation Methods Course

by: Jonathan Dudding

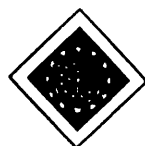
In 1994 and 1995 two international training courses were held in the East African region of Participatory Planning in Development. The first, held in Sagana, Kenya, was organised by ICA Kenya and facilitated by them in conjunction with external facilitators from ICA International. The second, in Bukoba, Tanzania, was organised by AFREDA and facilitated by them in conjunction with ICA Kenya and ICA International. In all, a total of 120 participants attended the two courses, with the bulk of the costs covered by grants from MISEREOR of Germany.

Building on that experience, and responding to a clear need identified amongst development workers for training on Participatory Methods, ICA Kenya recently organised its first open course on Group Facilitation Methods which was held in Nairobi from

14th to 18th April 1997. The event was facilitated by German Gituma, John Monanyi and Jonathan Dudding and guided the participants through a series of interactive sessions to enable them to use the ICA methods of the Wall of Wonder, the Discussion Method, the Workshop Method, Action Planning and Strategic Planning.

Held at a training centre on the outskirts of Nairobi, the event was attended by 14 participants from various international and local NGOs (including OXFAM UK and Ireland, MSF Spain and HABITAT FOR HUMANITY), the Government, the Trade Unions, and independent consultants. Each participant was required to pay an economic fee for the course, which amounted to approximately US\$

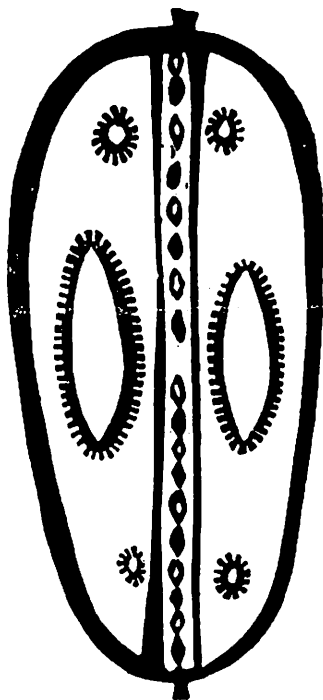
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180 per person. At the end of the week the evaluation carried out by the participants revealed a high degree of satisfaction with the course, with the relevance and usefulness of the methods, and the way that the training had been conducted. Expectations had been met and fears had not materialised.

With this positive feedback, and indications that there are more potential participants who will appreciate similar training, ICA Kenya is now planning to hold further such training courses and, hopefully, to make this a regular feature in the years to come. The intention is also to keep track of the participants trained to monitor whether they are using the methods, in what context, and what they have learnt from that experience. In that way it will be possible to incorporate such learnings into our approach.

Such courses are seen as very appropriate events for ICA Kenya to facilitate: they promote the ICA participatory methodology, they raise the profile of the organisation, and they bring in some undesignated income.



ICA work in Ecuador, Tanzania and Uganda

Report by Wayne Nelson, ICA Canada

The International Council for Local Environmental Initiatives (ICLEI) grew out of the 1992 Rio UN Earth Summit to mobilise and support locally based environmental initiatives. The Local Agenda 21 Model Communities Programme is an action and research initiative aimed at developing tools and models for sustainable development planning and action. ToP facilitators have worked with the Action Planning phase of the project in Ecuador, Tanzania and Uganda.

The International Council for Local Environmental Initiatives (ICLEI) grew out of the 1992 Rio UN Earth Summit.....

The first project took place in the south zone of Quito, Ecuador. It is a multisectoral coalition with the municipality playing a fairly strong role.

Joaquina Rodriguez from ICA Guatemala worked with the local steering committee and facilitated a two day workshop with the coalition of organisations involved in the project. These workshops enabled the coalition to take more concrete form and plan a wide variety of initiatives. Quito is in a mountainous region; so many of the initiatives focused on the ravines throughout the city that play a primary role in the ecosystem. Following the public forum, the steering committee did more work on coordination of the specific implementation plans.

Project implementation is really taking off. The task forces are working very hard on implementation. There is a group working with the city planners to develop policies and municipal legislation focused on

ToP facilitators have worked with the Action Planning phase of the project in Ecuador, Tanzania and Uganda.

environmental protection and land use management. It is expected that it will take effect in the next six months. The flurry of activity in the south zone of Quito has awakened



environmental concern and action throughout the city. The project is, indeed becoming a showcase project for the region.

While there were organisational difficulties in the initial workshop, when an ICLEI staff member returned to conduct a monitoring and follow up workshop, the steering committee had everything prepared for a participatory workshop - right down to the cards and markers. The local chairperson, facilitators and team leaders were well prepared, because, as they said, they were able to learn from the experience of a well facilitated workshop.

Aminah Kasinga (Mwamose) facilitated similar workshops in Mwanza, Tanzania, and Jinja, Uganda, on the shores of Lake Victoria, an area facing substantial environmental challenges. Work with the steering committees and the local coalitions went well. Since these events took place more recently, concrete results are not in, but implementation is well underway. A gentleman from Tanzania, trained in ToP methods by ICA Kenya, joined an ICLEI staff person to facilitate a reflection on the workshop in Tanzania.

ICLEI is moving to an expansion and replication phase in both Africa and Latin America.

ICLEI is moving to an expansion and replication phase in both Africa and Latin America. They believe that this experience has prepared them to catalyse local initiative and organise preparation and planning processes much more effectively. They have gained insight and skills from working along side ToP facilitators that they find valuable and will assist in the next phase of the project.

Local Agenda 21 is a highly practical initiative which is enabling people to participate directly in giving shape to civil society in these regions. Individuals and groups in these communities are joining forces with governmental and business organisations to address real local concerns. It is a real treat to be able to play a role in this venture.





Training for Trainers - Programme Participants

The following participated in the International Training of Trainers Programme in Phoenix from May 6 to June 10.

Africa	Egypt	ICA MENA	Diaa Eldin Ahmed Ataf Ahmed
	Ghana	Green Earth Organisation	Lambert Okrah
	Tanzania	Bukoba Tanzania	Doris Mutashobya
	Uganda	Former deputy development coordinator	Charles Wabwire
	Zambia	ICA Zambia	Voice Vingo
Asia	Taiwan	ICA Taiwan	Jean-Francois Brault
Europe	The Netherlands	ICA Netherlands	Simon Koolwijk
	The Netherlands	ICA Netherlands	Sybrech Nevenzeel
	The Netherlands	ICA Netherlands	Adinda De Vries
	The Netherlands	ICA Netherlands	Marije te Riele
	United Kingdom	ICA United Kingdom	Martin Gilbraith
Latin America	Brazil	Worked in governmental and private agencies	Duque Gabiate dos Santos
	Chile	Landscaper Has facilitated different groups	Anita Christensen
	Chile	Anthropologist	Javier Salinas
	Peru	Retired professor, Indiana State University	Luz Mestas Nunez
North America	USA	Community Service Administrator, Hopi Tribe	Wilbort Honahni





The Global Mosaic of Civil Society

By John Burbidge

The following is a section introduction to "From the Bottom Up: The Rise of Civil Society", the ICAI book.

People coming together and helping each other solve problems is by no means a novelty... What is distinctive about today is the extension of (the) virtues of solidarity and responsibility to the public sphere on a global scale.

Miguel Darcy de Oliveira and Rajesh Tandon

Globality is one of the undisputed givens of our time. It is the context in which we all live and is intensifying by the moment. Therefore, it is not surprising that a concept such as "civil society" should find a home so readily in all concerns of the globe today. Although the impetus for its being and the conditions for its acceptance vary greatly from place to place, civil society is one of the common threads of the human community as people demand a greater say in defining and controlling their destinies, demand greater accountability and responsiveness from governments, and challenge the growing power and value of the international market place.

The first half of this book reflects the diverse faces of civil society around the world. It does not attempt to provide a comprehensive coverage and analysis of civil society on all continents. Others have made useful strides in this direction¹. Rather, this "global mosaic of civil society" describes a variety of methods and approaches being used to enhance citizen engagement in quite contrasting social and cultural settings. Different chapters emphasise different aspects of civil society - the power of voluntary associations; the norms of values of reciprocity, trust, tolerance and inclusion; and the use of networks of public communication - but all point to the close relationship between a vibrant civil society and a well-functioning state.

In this chapter on "Populism, Islam and Civil Society in the Arab World", Saad Eddin Ibrahim reminds us that although the concept of civil society has Western European origins, its reality is much broader and deeper. He shows how contemporary Arab civil society is rooted in pre-modern Arab traditions of public participation through such mechanisms as merchant guilds, religious sects, and ethnic organisations. He also underscores the strong link between civil society and democracy, making the case that both are developing in the Arab world, just as they have in the West over several centuries in what has been a "long, arduous, and occasionally bloody march"².

Susan Fertig-Dykes illustrates just how long, arduous and bloody that battle is in her description of civil society initiatives rising Phoenix-like from the ashes of war in the former Yugoslavia. As one of thousands who have come to the region from outside to help carve out a civic sector in this battered and divisive society, she speaks about the complexity of building partnerships between foreign NGOs and indigenous associations, as well as among local organisations themselves. She also highlights the



fundamental necessity of establishing the rule of law and the vital role played by a free media in allowing civil society to take hold.

In shifting the focus to Ethiopia, Terry Bergdall and Frank Powell provide valuable insights into how civil society is manifesting itself at the grassroots in this ancient society, in the face of centuries of feudal imperialism, centralised communism, and a dependency mindset reinforced by international relief programs. Through years of systematic application, they have demonstrated the power of participatory methods to transform perceptions, prejudices, and

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practices of both government officials and community members. In so doing, they point to the crucial role of working with both the public and the civic sectors in a climate of trust, respect, and reciprocity to create civil society.

Troxel's chapters on the recovery of civil society in the United States. He makes a compelling case that both a radical renewal of citizenship and a concomitant transformation in the role government are necessary for civil society to be revitalised in the US. In contrast to the writings of Robert Putnam and others, he points out that there is a resurgence of associational life in America today. He also acknowledges efforts being made to "reinvent government" in the US. However, it is only when both trends converge in a symbiotic relationship - maintains Troxel - that a new form of civic governance is possible and civil society is revitalised.

In similar vein, but in a totally different setting, Marlene Kanawati argues that the challenge today is to unite communities and create a connection between the state and citizens to reconstitute civil society. From her experience in working with rural and urban communities in Egypt, she has found Participatory Rapid Appraisal (PRA) to be a highly effective methodology for doing that, especially among women, the poor, and the disadvantaged who are often denied a voice in decision making. It helps people realise their power as individuals and as a group, a power they can use not only to fight for their own rights but to influence public policy as citizens fully participating in their society.

Another example of how ordinary citizens are discovering their power to change policy and practice comes from India's Maharashtra State, where Bhimrao Tupe tells how a group of educators have come together in a fledgling social movement to breathe new life into the decaying structures of public education. Although the main actors in this drama are employees of government and private schools, it is their decision to pour themselves into renewing their schools in their capacity as citizens joining in voluntary association, in their own time and paying out of their own pockets, that is the address of this story. As in several preceding chapters, this also acknowledges the key role played by non-governmental organisations and participatory methodologies in building civil society.

Finally, Alice Johnson and Barbara Wright's description of an evolving partnership between private, public, and voluntary sector organisations in

Cleveland, USA, and cities in four regions of Romania reminds us again of the global nature of civil society today. It emphasises the value of networking, not only across national borders but also among the private, public, and civic sectors at all levels of society. Indeed, the authors depart from the three-legged stool analogy of society and define civil society as the "communal infrastructure" that underlies all three sectors.

These seven examples of the emerging, global face of civil society are a small but powerful sampling of the hundreds and thousands that could have been chosen for this book. They are diverse in place, culture, methodology and historical context. Perhaps their one common link is that they are written by men and women who are immersed in the very approaches and activities they describe. These are not collected thoughts of arm-chair commentators. They are the real-life experiences of those working to create civil society in their own particular situations. Not only does this lend a stamp of authenticity to their writing; it gives us all hope that the future we long for may be just a little closer than we think.

- 1) A good example of this is *CITIZENS: Strengthening Global Civil Society*, the report published by CIVICUS, the World Alliance for Citizen Participation, Washington DC, 1994. It provides a description of the state of civil society region by region across the world.
- 2) Saad Eddin Ibrahim. "Populism, Islam, and Civil Society in the Arab World." p.x.





CIVICUS

At the Executive Committee meeting, April 12-13 1997, it was agreed that ICAI should become a member of CIVICUS, see Network Exchange April 1997. We have looked in the documentation about CIVICUS and in the following given a summary about vision, history, goals etc. of CIVICUS.

VISION AND MISSION

CIVICUS is an international alliance dedicated to strengthening citizen action and civil society throughout the world.

CIVICUS is dedicated to pursuing a world in which voluntary citizen action is a predominant feature of the political, economic, and cultural life of all nations.

Citizen initiatives, private voluntary actions for the "public good" are expressed by a rich and diverse array of organizations operating outside formal governments - what CIVICUS' founders and members refer to as "civil society organisations" (CSOs).

CIVICUS believes a healthy society is one in which CSOs flourish and imagines a time in the not distant future when CSOs in all nations remain or become the common, respected, vehicles for responsible action. CIVICUS' special mission, therefore, is to help nurture the foundation, growth, protection, and resourcing of CSOs throughout the world, and especially in areas where so many today are fragile institutions, their work not well understood by peoples and governments, lacking in adequate resources and legal protection.

Specifically, CIVICUS seeks to fulfil its mission by serving as:

- a GLOBAL ALLIANCE of citizens and their organisations, to help advance regional and national agendas of common initiatives to strengthen the capacity of civil society. CIVICUS is committed to: 1) strengthening the visibility and understanding of civil society; 2) working to develop a more supportive environment of laws, policies, and regulations; 3) developing permanent, self-sustaining, and creative resource mechanisms.
- An OPEN FORUM, serving to facilitate and establish cross-sectoral dialogue, exchange information, develop a common understanding and shared identity, solidarity, cooperation and communication within civil society from various regions, and promote a common vision about the role of civil society.

HISTORY

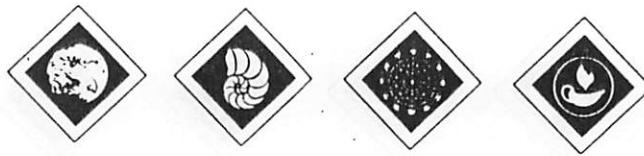
In 1991, an uncharted course was initiated, when a few civil society leaders first perceived the need for a new framework which would bring together citizen organisations on a world-wide basis. It was this vision that led to establishing the alliance.

The process began with the ratification of an international alliance for civil society by an international exploratory committee, and continued by a global organising committee which enlisted founding members and proposed an organisational framework. In May 1993 in Barcelona, CIVICUS was formally launched at the first meeting of the founding Board of Directors, a body of distinguished civil society leaders from 19 countries and six continents.

CIVICUS' founders were aware that it was one thing to formally establish a global organisation, but to survive, the alliance must gain recognition, support, and legitimacy in the regions. This challenge led to a strategy based on five building blocks: 1) preparation of seven regional reports on the status of civil society around the world (1993 - 1994); 2) production and distribution of over 8,000 copies of the world report CITIZENS - STRENGTHENING GLOBAL CIVIL SOCIETY (1995); 3) convening of regional

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consultations in six regions of the world (October - December 1994); 4) convening of the first World Assembly of CIVICUS in Mexico City (January 1995); and 5) building CIVICUS' membership to a level of approximately 250 members from 64 countries.

GOALS

To strengthen citizen action and influence throughout the world, CIVICUS must seek:

- o An increased understanding and visibility of the nature and contributions of civil society;
- o A more supportive political, legal, and fiscal environment that enables freedom and autonomy of association;
- o New creative, innovative forms of funding and partnerships for enhancing the resource base of civil society organisations;
- o A strengthening of institutional, leadership, networking, and advocacy capacities of the sector;
- o Increased and stronger partnerships among corporate, government, and civil society institutions.

BENEFITS OF MEMBERS

The most significant benefit of membership in CIVICUS is that all members become participants in a cutting-edge enterprise: a growing alliance of citizens and organisations from all over the world who believe that an active, locally and globally conscious citizenship will and should determine our future. Every member has access to this alliance, to the amazing diversity of experience and knowledge that is encompassed by the members.

All members receive a copy of a bimonthly newsletter, CIVICUS World, and free or reduced rates on other CIVICUS publications. Members may participate in CIVICUS' meetings, such as the biennial World Assembly, at reduced rates, and may apply to the CIVICUS Participation Fund for further financial assistance to attend CIVICUS meetings. Members also may request, free of charge, the CIVICUS mailing list to use for their own projects.

PUBLICATIONS

CITIZENS - Strengthening Global Civil Society, coordinated by Miguel Darcy de Oliveira and Rajesh Tandon, CIVICUS, Washington, D.C. 1994 (published in English, Spanish, French, Portuguese and Arabic).

Civil Society in the Asia-Pacific, Isagani R. Serrano, Philippine Rural Reconstruction Movement, The Philippines, 1994 (published in English).

Many Helping Hands: North America's Independent Sector, Michael Keating, Independent Consultant, Canada, 1994 (manuscript available in English).

Private But Public: The Third Sector in Latin America, Rubem Fernandes, Instituto de Estudos da Religião, Brazil, 1994 (published in English, Spanish and Portuguese).

The Status of the Third Sector in the Arab Region, Amani Kandil, Follow-Up Committee for Arab NGOs Conference, Egypt, 1994 (published in English and Arabic).

The Third Sector in Western Europe, Alain Anciaux, Inter-disciplinary Institute on Social Work and Innovations, France; Amaury Nardone, DMG Avocats, France; Dirk Jarré, International Council on Social Welfare, Germany; Sylvie Tsyboul, Fondation de France, 1994 (manuscript available in English).

The Voluntary Sector in Post-Communist East Central Europe, Ewa Les, Institute of Social Policy, Poland, 1994 (published in English and Polish).

The Voluntary Sector in Sub-Saharan Africa, African Women's Development and Communication Network, Kenya (final manuscript in 1997).

BOARD OF DIRECTORS

Farida Allaghi, Saudi Arabia; Mohammed Barakat, Lebanon; Margaret Bell, Australia; Tim Brodhead, Canada; Khadija Cherif, Tunisia; Miguel Darcy de Oliveira, Brazil; Eddah Wacheke Gachukia, Kenya; Marcela Gajardo, Chile; Ricardo Govea, Mexico; Thierno Kane, Senegal; Graça Machel, Mozambique; Amin Mekki Medani, Kuwait; Sara E. Melendez, U.S.A.; Maria Robledo Montecel, U.S.A.; Strini Moodley, South Africa; Horacio R. Morales, Philippines; Marek Nowicki, Poland; John Richardson, Belgium; Rajesh Tandon, India; Sylvie Tsyboul, France; William S. White, U.S.A. Executive Director is Miklos Marshall.





Members Profile: Renaud Houzeau, ICA Belgium

The first of June was the celebration of my second year anniversary working for the Institute in Belgium, and it feels really great to be part of this world wide « family ».

Raised in the Southern part of Belgium, my mother tongue is French and since I was a child, my family and I have spent our holidays travelling through out Europe. This probably explains my enjoyment in meeting and working with people from a different culture. Being a staff member of the Institute gives me this opportunity on a day-to-day basis !

High School in the Southern part of Belgium - Mons - (major in Latin and Sciences). Senior year at North Fremont High School, Ashton, Idaho - USA, Law school at Université Libre de Bruxelles - ULB, Degree in Marketing at Ecole Pratique des Hautes Etudes Commerciales, Brussels, is the formal background of my education. All this prepared me for working with the for profit sector, and not so much for dealing with groups, empowering them, and helping them to build their own future.

Well, I suppose that the 8 months spent in Central Bosnia - 30 km North from Sarajevo - in 1994, doing my military service with the United Nations Protection Forces (UNPROFOR), and the 3 months afterwards in Croatia as a civilian, dramatically changed my point of view about human distress and helplessness wherever it happens, in a situation of war or in my very own neighbourhood.

In 1995, ICA Belgium was looking for a Belgian to join their staff and I signed on the dotted line ! Since then, an intensive training in ICA methods in Phoenix, being a participant observer in a two week training in Tanzania, developing and translating our set of offerings in French with the help of my team, building partnerships with Belgian NGOs working locally or internationally have been the major highlights of my work for the Institute. On a more personal basis, it is not possible to make a list, too many of them ...

So, at 32 years of age this coming September, I look forward to being an active participant in the « Rise of Civil Society », on both a local and international level.



ICA Events from around the world

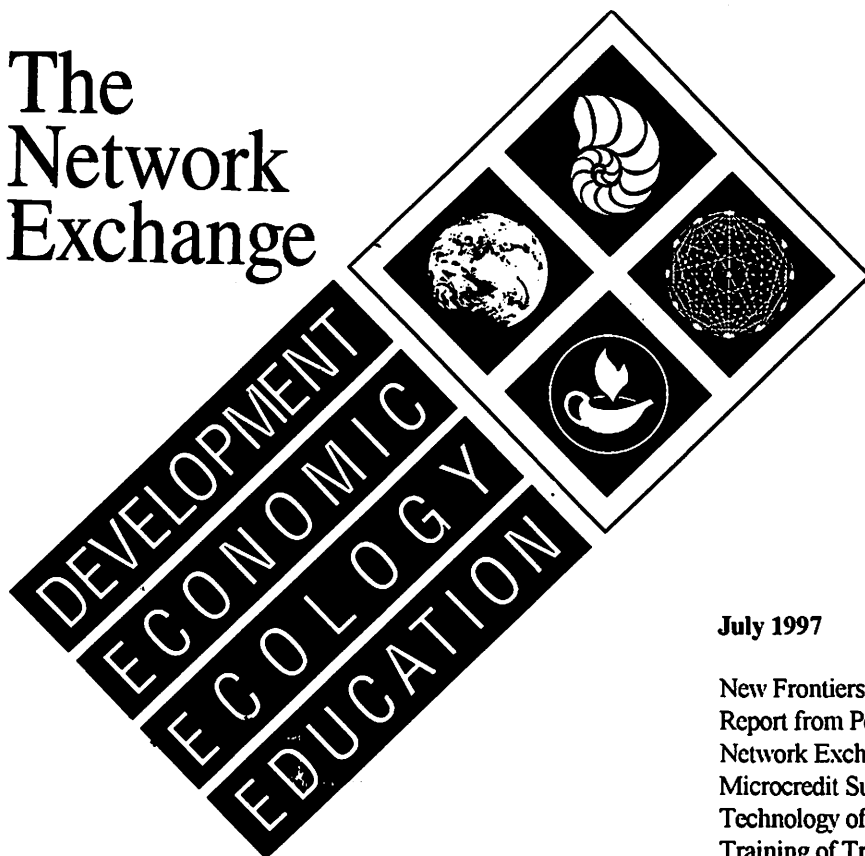


Where	Event	When	Reference
Asia			
Sri Lanka	Eco-Cultural Tours	July 11-20	ICA Taiwan
New South Wales Australia	Team Leadership	July 19 & 26	"Breakthrough Facilitation"
Eurasia			
Leusden	Group Facilitation Method	July 4-5-6	ICA Netherlands
Manchester	Group Facilitation Method	July 5-6	ICA United Kingdom
Manchester	Participatory Strategic Planning	July 26-27	ICA United Kingdom
Leusden	Volunteer Foundation Course	August 15-24	ICA Netherlands
Croatia	4th ICA European Interchange Meeting	September 24-28	ICA Zagreb
North America			
Toronto	Group Facilitation Method	10-11 July	ICA Canada
Toronto	Art and Science of Participation	14-19 July	ICA Canada
Toronto	Associate Facilitator Intensive	21-22 July	ICA Canada
Twin Cities	Group Facilitation Method	July 22-23	ICA Heartland
Seattle	Towards a Philosophy of Participation	7-8 August	ICA Western States
Dallas	Participatory Strategic Planning	13-14 August	ICA Western States
Denver	Group Facilitation Method	19-20 August	ICA Western States
Nashville	Group Facilitation Method	10-20 August	ICA Western States

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The Network Exchange



July 1997

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New Frontiers of Civil Society

By John Burbidge

The following is a section introduction to "Beyond Prince and Merchant - Citizen Participation and the Rise of Civil Society" previous called "From the Bottom Up: The Rise of Civil Society" but still the ICAI book! See also flyer insert in this Network Exchange. The section presented here contains the following articles: Citizen Analysis: Discerning the Signs of the Times by Brian Stanfield. Local Community: Seedbed of Civil Society by Monte Roulrier. Community Youth Development by Paul Watson. Women Remaking Civil Society by Janice Jiggins. Increasing Social Capital through Microenterprise by Mildred Leet. Facilitating Civil Society by Mirja Hanson. Indicators of a Healthy Civil Society by Robert Bothwell. Organised Religion: The Forgotten Dimension by Koenraad Verhagen. Core Values of Civil Society by John Epps.

"In country after country, people are acting to reclaim their basic rights and responsibilities as citizens to create societies more responsive to the needs and aspirations of ordinary people. They are reaching out across racial, cultural, religious, and national boundaries to build alliances with others similarly engaged. As this happens, we witness the awakening and formation of a politically and spiritually conscious globalized civil society engaged in reclaiming citizen responsibility and sovereignty."

David Korten

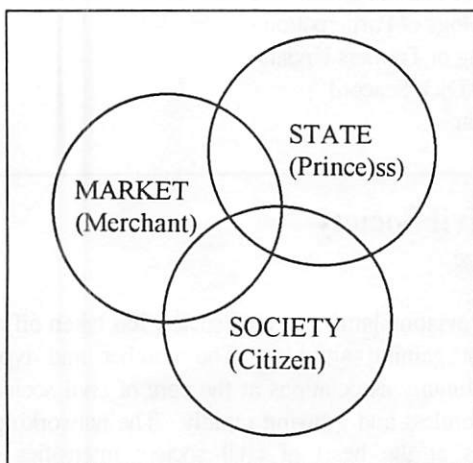
In aviation language, civil society has taken off and is fast gaining altitude. The number and types of voluntary associations at the core of civil society are countless and growing rapidly. The networking that lies at the heart of civil society intensifies daily, especially among those who have access to such communication channels as INTERNET and electronic mail. Collaborations and exchanges between organisations and across all kinds of boundaries continue to multiply. In the midst of this explosion of citizen engagement, there are particular dimensions of civil society that stand out as critical and deserving attention. The second half of this book draws attention to some of these.

To set the stage, Brian Stanfield presents the collective work of citizens from Canada and other countries who have identified key economic, political, and cultural trends in today's society. Given this is a "work in progress" and that it needs input from beyond North America, nevertheless it is a good example of citizens coming together outside the framework of government or marketplace to do their own social analysis as a basis for determining societal directions and public policy formation. This type of participatory, grassroots research is grist for civil society's mill. Significantly, one of the seventeen named trends is "Bracketed Civic Sector Finding Its Voice".

cont. page 2



One trend evident in many countries today is the desire to revitalize community life as the place where we learn the skills of citizen management. Monte Roulrier refers to this as the need to strengthen civic infrastructure - that complex interaction of people and groups through which decisions are made and problems resolved.⁽¹⁾ Drawing on his experience with the US-based National Civic League, he describes five of ten components of the Civic Index, a tool used by communities in several countries to assess and upgrade their community-building capacities. A useful part of this chapter is the inclusion of seven "success factors" which help determine how effectively communities are building communal infrastructure or social capital.



Paul Watson reminds us that one of the critical and often overlooked factors in creating civil society is the role of youth. In a powerful testimony borne out of his own experience growing up in the street of Harlem, New York, he calls for the full and equal participation of youth in community development, from planning through implementation. We exclude youth from these processes or give only peripheral roles to play, at our peril. What's more, he maintains, the traditional individual counselling approach will no longer heal the wounds and damage to society that such exclusion brings. Instead, Watson points to a growing global movement committed to making Community Youth Development an integral part of civil society worldwide.

In similar fashion, Janice Jiggins underscores the need for inclusive participation of all people in the development of civil society by highlighting the role of women, still deemed to have "minority" status in many parts of the world. She points to the powerful role of voluntary associations and organisational networks in remaking civil society, in face of strong cultural norms militating against such formation in two different societies. In the case of Nigeria, women health workers not only demonstrate the capacity to come together and respond to local health issues, they also show how they can directly impact government policy through intense collaboration and personal courage. The example of South Indian farmers shows how people gain confidence and power when they have access to knowledge based on their own experience and values - a confidence and power that can even challenge the vested interests of a powerful private sector.

Another way grassroots people have been awakened to their potential has been through microenterprise development. Ten years ago, providing seed capital to the poorest of the poor was a fairly new concept in international development. Today, it is an accepted keystone of economic development and is becoming recognised as a vital component in forming civil society. Mildred Leet documents one of the pioneers of the microenterprise movement. Trickle Up. Her examples show clearly that microfinancing does much more than provide capital to the economically disenfranchised. It also enhances self-esteem, provides organisational skills, and increases the social capital which builds civil society.

Mirja Hanson introduces another basic prerequisite of civil society - the need for effective methods to elicit the inclusive participation so often referred to in the literature on civil society but so often lacking in practice. Her many years as a professional facilitator in communities, government agencies, and private business have provided her with a wealth of practical skills and insights into what works and what doesn't work in participation. Techniques aside, perhaps the most valuable insight of Hanson's chapter is her call for a new kind of shared leadership which embodies civil society's values of inclusion, trust, reciprocity, and tolerance in favour of those of control, direction, elitism, and established interests.



Working to create civil society is one thing, knowing if and to what extent you are achieving it is another. Robert Bothwell, reporting on "a work in progress" shares his efforts to establish indicators to measure a

- are there universal values of civil society applicable to all socio-cultural situations and if so, who determines them and how? In his opening chapter of this book, Goran Hyden raises the same issue as the



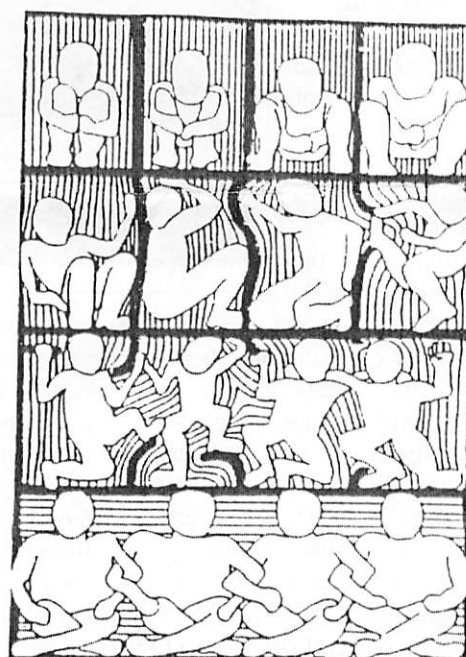
healthy civil society. While much work on indicators of sustainability is happening around the world, indices of civil society are not receiving quite the same attention. Given Bothwell's work is at an early phase, it is a valuable addition to the dialogue on civil society. When measures of civil society's strength and effectiveness can be substantiated, both governments and the private sector might be more ready to acknowledge civil society as an equal third party. At the same time, civil society itself can benefit significantly from the knowledge of the impact and deficiencies of its presence.

Defining who is and who isn't part of civil society is a matter of considerable disagreement, as Bothwell points out. Many would argue that fundamental religious sects and extremist political factions are, by definition, outside the realms of civil society.⁽²⁾ Most, like Bothwell, admit mainstream religious organisations as an integral part of civil society. Koenraad Verhagen asserts that religious organisations have a unique role to play in society, both in terms of the value systems they furnish and the catalyst for social transformation they often become. He proposes that organised religion be considered a distinct sector in itself, alongside government, the market, and the third or civic sector. Certainly, the question of the moral and ethical basis of society is a critical part of the dialogue that demands further attention.

Finally, John Epps begins to move in this direction in his presentation on core values of civil society. While he departs from the sectoral understanding of civil society and defines it as a society in which the economic, political, and cultural dimensions are in balance, he makes a strong case for defining core values of civil society and offers a participatory process whereby citizens can come together to redefine those values. A valuable contribution of his chapter is the question he raises of cultural relativism

struggle between the "universal" and "particular". His call for empathy, tolerance, and the readiness to dialogue with others, especially "those not yet convinced"⁽³⁾ is a helpful reminder to all of us involved in building a global civil society from the bottom up.

- (1) Monte Roulier. "Local Community: Seedbed of Civil Society".
- (2) For a discussion of the role of Islamic activism in Egypt and the Middle East, see Saad Eddin Ibrahim "Populism, Islam, and Civil Society in the Arab World"
- (3) Goran Hyden. "Building Civil Society at the Turn of the Millennium".





Report from Peru: Income Generation, Expense Substitution and Credits for Small Peasant Farmers.

By Tony Beltran.

This is the first part of a report, we received from Tony Beltran, who visited ICA Peru during the spring 1997. The second part will follow in the August issue.

The Association of Small Animal Growers and the INIA (Instituto Nacional de Investigacion Agraria)

This project continues to evolve in a very interesting and positive way. It has changed dramatically since the first time I visited the Lunahuana valley at the end of 1993. At that time it was a fledgling initiative in a removed corner of the Cañete valley two hours south of Lima. Currently there are many more elements of consolidation.

Perhaps the most interesting aspect of it all is that locals are responding and branching out in different ways as a response to the input of the development agency - in this case ICA Peru.

One local response is the formation of the "Association of Small Animal Growers". This association, amongst the normally highly independent and not particularly organised locals, serves as a means of introducing economic and commercial ideas to the "campesinos". These ideas, without uprooting them, are capable of bettering their lives. Through the association ICA has put the small animal research centre INIA (Instituto Nacional de Investigacion Agraria) in touch with the region. Also through the "association" credits as well as concerns about how to market small animals are being channelled. The association is still small, about thirty members, but

the receptivity shown by it surprises even the locals, outside of the religious "cofradías" set up by local priests, they have no credible history of associations.

The Advent of Adventure Tourism

I should add that many more factors other than the efforts ICA Peru are responsible for the changes that are taking place in the Lunahuana region of the Cañete valley. A principal cause of flux is the very recent development of a modest but steady tourist trade. Since 1991 river rafting has made an appearance in the valley.

Six months of the year, the summer months between November and April, small bands of weekend "adventure tourists" make their way to the Lunahuana valley from Lima to ride the rapids of the not -so- wild Cañete river. As a consequence a number of restaurants, rustic hostels, camping grounds and three more established but smallish hotels have gone up. According to the president of the Chamber of Commerce of Lunahuana they have gone from 4 restaurants and 1 hotel in 1990 to 50 restaurants and 24 lodging arrangements in 1996.



Despite these numbers my sense in visiting the region has not been spoiled by tourism which is a seasonal, weekend only, activity and dependent on the amount of water the river carries. This is a variable and at least this year the flow has been low. The valley is rather long and it is still mostly empty. The region still maintains its attractive rusticity and its vocation is still agricultural. It is impossible to foretell how all of this will evolve, it



could change very fast, but most of the land still belongs as always to small farmers; meaning up to three hectares of land but often one hectare or less. They have not been bought out nor does it appear imminent that this will happen.

These farmers have been blessed in that the narrowness of their fertile valley, which is surrounded on all sides by barren desert peaks, made it unattractive to large landholders. Thus in 1968 when the leftist military government of Juan Velasco Alvarado implemented a land-reform bill to break up traditional land monopolies, there was nothing to be done in Lunahauna. The land had for decades, if not centuries, already been parcelled and an equitable if still very much a subsistence life style had developed. Subsistence farming was complemented by cash from the Nispero fruit (harvest July) and to a lesser extent grapes (harvest January, February, March) which are used for wine and pisco production. Small animals including guinea pigs, chickens, ducks, pigs, bees etc. traditionally have been only for family consumption. Barter of different types (in goods or obligations) are as much part of the scene as money. Investments and or savings are done by purchasing a single pig or cow to be fattened and sold in town. Until recently there was not a paved highway to the town and the nearest bank was only in the town of Cañete some 60 kilometres downstream. For this reason the idea of money saving is not well developed.

ICA's Intervention

ICA is working in three villages - Paullo, San Geronimo and Condoray - of about 360 families or 2,000 people in total. Of the 2,000 dwellers, 60 people were interested enough to participate in an ICA sponsored training on the topic of raising small animals. The training was to help people either adopt small animal raising as a source of extra cash or, if they were already doing so, to provide more technology in this field. Until 1996 the strategy ICA was following encouraged people to raise their guinea pigs principally in bamboo cages. An ambitious raiser might have 15 to 20 of these cages in their backyard, each cage with about 5 guinea pigs each. This would allow the raiser to cull about 25 guinea pigs a quarter. At Soles 6/guinea pig, in one year the family's income could be supplemented by Soles 600/year (6 x 100 sales/year). For many this constitutes a significant amount of cash.

In January of 1996 ICA launched the "Granjas de Pequeños Animales" project which was geared at making the production of small animals more intensive. With a "granja" (Spanish for farm) a guinea pig farmer can quadruple the amount of animals raised and sold in one year. The difference is in 1) a strict control of genetic import, feed, care and handling in general and 2) in the close set layout of the "wells" of concrete, brick or reeds where the animals are kept which facilitates intensive care. "Granjas" which was inspired in the research on guinea pigs done by the INIA (Instituto Nacional de Investigaciones Agrarias) was also accompanied by technical advice from researchers of that centre. This personnel brought more advanced criteria and technology to the initiative. With the increase in numbers and the added technology, guinea pig raising has become less artisanal and more "industrial". This is a relative use of "industrial" as even granjas are not such large concerns, but they do appear to have crossed a threshold at which a significant amount of time is spent in caring for these animals and at which, costs/unit become important and one person can no longer suffice adequately for their care (growing the food, feeding, cleaning the wells, separating weighing, etc.). At this point the "granjas" become a family affair, or an employee might be hired or an associate incorporated. Amongst the 7 granjas that have been formed there exist each one of these modalities that go with intensification.

cont. Network Exchange August





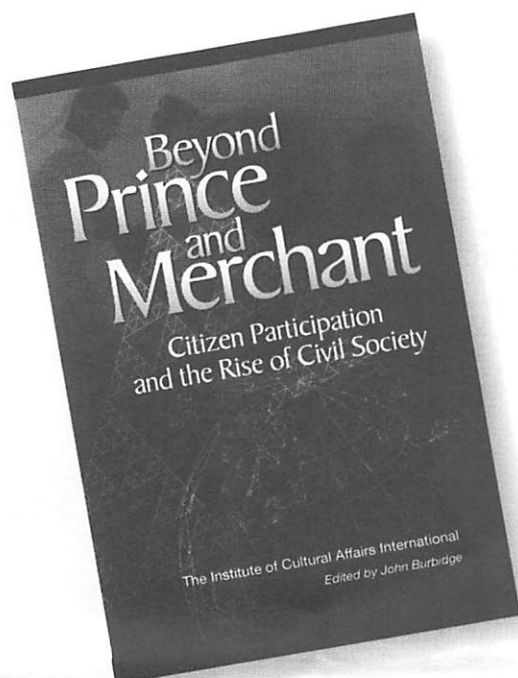
Network Exchange Review

From January 1996 to June 1997

Below, we (the editors) have tried to give an overview of the articles from ICAs around the world printed in the Network Exchange during the last one and a half year. The Network Exchange from this period and the previous years are filed at the ICAI Secretariat, so if you need a copy of an article or a newsletter, you can get it through the secretariat.

The idea of the Network Exchange is to inform about what is happening in the ICA world, who the ICA is, what it is doing and how it is doing. Our sources for doing this job are various and include: the ICAs' own national publications, reports on special events, reports on scheduled events that are important to the network, letters received here at the secretariat, reports from trips taken by the Network Exchange editors to the member organisations, reports requested by the editors from the national ICAs. As the listing below shows our coverage was broad. However, it was not complete. We hope, as you review that data below, you begin to consider what your location's contributions will be in the next one and a half year.

<u>Time</u>	<u>Title of some key articles</u>	<u>Time</u>	<u>Title of some key articles</u>
January 1996	ICA UK. Africa's Trade Unions Try ToP, ICA Kenya.	October 1996	Review: Cairo Conference. The Rise of Civil Society in the XXI century.
February 1996	Cacaos Revival, ICA Venezuela.	November 1996	Special Issue: The ICAI Board Meeting .
March 1996	ICA Spain's Uniqueness. Finally GFM in Sarajevo, ICA Zagreb. Egypt through Indian Eyes.	January 1997	1996 European Interchange Meeting in Manchester-UK. An Eye on ICAI: Elements in its Evolution.
April 1996	Africa's Directors Meeting. Changes and Opportunities for ICA in Europe. ICA Indianapolis celebrates its success. Egypt in mind...	February 1997	Zambia Update. Brussels Civil Society Symposium. ICA Holland is on the Move.
May 1996	ICA Canada's New Space. Towards a Civil Society: Africa Trade Unions. Egypt in mind...	March 1997	Community Building in Taiwan. An Eye on ICAI: Membership.
June 1996	Asia Organisational Transformation Network Explores the Other World. Learning Society in Taiwan.	April 1997	ICA Canada's Talking Stick. Civil Society Book. Executive Committee Meeting.
July 1996	The wonders of cross fertilisation: A Peruvian Experience. Egypt in mind...	May 1997	Lima Dayori, news from Peru . Exchange forum for practitioners, Uganda. Civil Society Book.
September 1996	National Prototype, ICA Guatemala. ICA Australia Update. Empowerment in Ethiopia. Holland Volunteer Exchange. ICA Canada - Environmental Partnership.	June 1997	ICA Kenya - GFM Course. ICA in Ecuador, Tanzania and Uganda. Training of Trainers - USA. Civil Society Book.



Beyond Prince and Merchant

Citizen Participation and the Rise of Civil Society

Edited by John Burbidge for the Institute of Cultural Affairs International.
Published by PACT Publications, New York. 320 pages. ISBN 1-888753-09-9.

In the abundance of literature on civil society, this book stands out with its clarity, understanding of diversity, and multicultural approach. A truly civil book on civil society.

Miklos Marschall
CIVICUS

Beyond Prince and Merchant describes the rise of civil society in a broad conceptual framework and practical, down-to-earth detail. The ICA is proud to be associated with this valuable contribution to the global dialogue.

Hala El Kholy
The Institute of Cultural Affairs International

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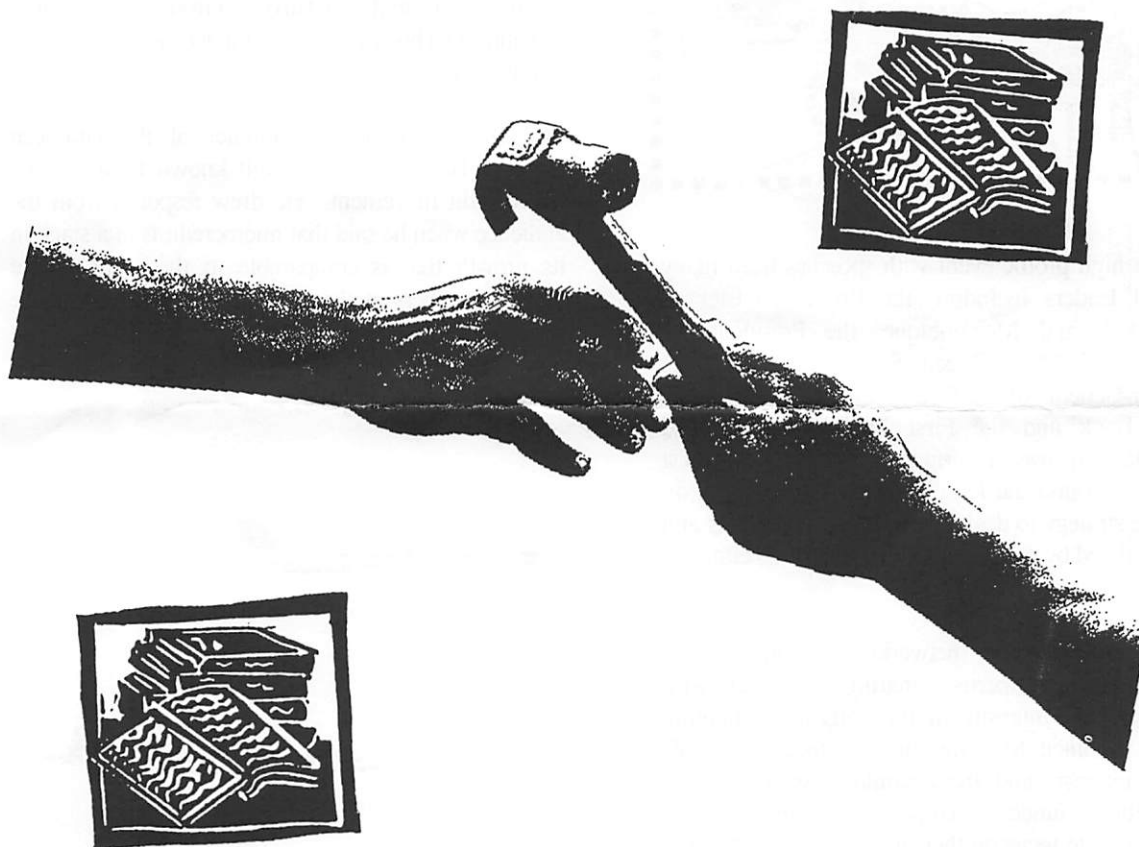


In the period from January 1995 to June 1997 the following profiles of ICA members have been presented:

Ray Caruso	Myriam Balbela
Larry Philbrook	Franco Voli
John Huchinson	Martin Grilbrith
Ken Otto	Rocio Torres
Susan Fertig-Duks	Wilma Palencia
Don Elliot	Zlata Pavic
Christian Nacht	Sunny Otunuya Kulutuye
Dina Raaf Khalil Fahmy	Tony Beltran
Simon Koolwijk	Elisabeth Wille
William Luhanga	Catalina Qoiroz
Teddy Chanbwe	Renaud Houzeau

We are always very happy to receive articles, all kinds of reports (we will be happy to edit larger reports into articles, if you don't have the time to do so) and profiles from ICAs around the world, so don't hesitate to send us news about what is happening in your part of the world.

Should you hear of anybody how would like to subscribe to the Network Exchange, please let us know. The price for a patron subscription is 100 US\$ per year and includes 10 issues of the Network Exchange and one copy of the ICA Directory.





Microcredit Summit

By Dorothea Jewell, ICA USA

Over 2000 participants from 110 nations gathered in Washington, DC in February, to support the expansion of microcredit efforts. While the largest number of participants were from NGOs, many officials of organizations such as the World Bank and UNDP were present, as were leaders of nations where microcredit is a growing strategy in dealing with poverty. The Summit was organized by the NGO, RESULTS EDUCATIONAL FUND and backed by several large American multinational companies. The stated purpose of the Summit was "We have assembled to launch a global movement to reach 100 million of the world's poorest families, especially women of those families, with credit for self-employment and other financial and business services, by the year 2005".



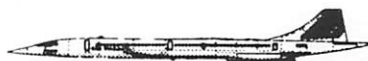
It was a high profile event with speeches from many national leaders including the Prime Minister of Bangladesh and Mozambique, the Presidents of Uganda and Mali, Queen Sophia of Spain, the Director-General of UNESCO, the President of the World Bank and the First Ladies of USA and Malaysia. It was a serious effort to put to rest questions around the feasibility of microcredit as an effective strategy to deal with poverty. anecdotes and stories related by practitioners reinforced this effort.

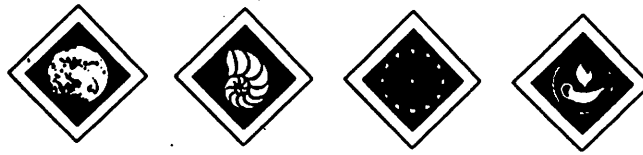
During the speeches, networking, business card-swapping, and expertise sharing went on with animation and intensity in the halls and adjoining spaces. Council Meetings brought together people similar interests and from similar organizations -- universities, funders, corporations, practitioners, advocates -- to focus on their unique roles in meeting the 2005 commitment.

The ICA was represented by several participants and by Dorothea Jewell (ICA Seattle) and Vaughn O'Halloran (ICA Washington DC) who guided a facilitation team that assisted Council meeting participants to think through how to implement their commitment. We developed procedures, prepared the nine facilitators for the sessions, and after each session debriefed the facilitators. The debriefing sessions were great! Our groups ranged from 50 to 400 in size. Some co-chairs assigned to Councils took a major leadership role and some left things entirely up to the facilitator. Some groups had to wait for the ballroom to be reset and had much less time, so flexibility and creativity were critical. Many people appreciated having a time to talk with those with whom they would not otherwise have connected.

There were questions and issues around microcredit: measuring impact; keeping a holistic approach which provides microcredit along with social strategies; avoiding the temptation to see only one model as valid; including users in the planning; dealing with the regulatory and legislative environment; training in handling a business; acquiring job skills and many more.

Muhammad Yunus, the founder of the Grameen Bank in Bangladesh, is a well known figure in the microcredit movement. He drew response from the audience when he said that microcredit is at a stage in its growth that is comparable to the work of the Wright Brothers at the turn of the century. "Some find our plane unsafe, clumsy, not good enough. But soon we will be flying our Boeing's, Concorde's and launching booster rockets".





International Technology of Participation - Training of Trainers Mid-point Update June 4, 1997

THE HIGHLIGHT OF WEEK 3 OF THE 5-WEEK INTERNATIONAL TRAINING PROGRAM WAS THE HOLDING OF 8 SIMULTANEOUS GROUP FACILITATION METHODS COURSES (1 IN MEXICO, 2 IN NORTHERN ARIZONA, 2 IN TUCSON, 3 IN THE PHOENIX AREA). AN AVERAGE OF 17 PEOPLE WERE IN EACH COURSE. PARTICIPANTS FACILITATED THE COURSES WITH AN ICA MENTOR TRAINER. GROUPS WITH THE TRAINING TEAM WERE:

1. Youth and adult leaders of the Hopi Tribe (Luz Mestas of Peru and Simon Koolwijk of the Netherlands working with Jim Wiegel);
2. Staff of the Winslow Indian Health Service and leaders of 11 Navajo chapters (Diaa Ahmed of Egypt and Martin Galbraith of the United Kingdom working with Kathleen Joyce);
3. Teachers and students of Chandler/Gilbert Community College (Marije te Riele of the Netherlands and Charles Wabwire of Uganda working with Pat Carducci of San Diego);
4. Neighborhood group leaders and members of the Neighborhood Partnerships Project of Phoenix (Lambert Okrah of Ghana and Jean Francois Brault of ICA Taiwan working with Gary Forbes of Tucson on the first day and Marilyn Oyler the second);
5. Youth, community members and staff of Pima Youth Partnership (Wilbert Honahni of the Hopi Tribe and Voice Vingo of Zambia working with Pat Julian);
6. University of Arizona Cooperative Extension for staff in Phoenix and a 4-H Project Team from District of Columbia., Montana & Massachusetts (Doris Mutashobya of Tanzania and Anita Christensen of Chile working with John Oyler);
7. Teachers and administrators of CESUES, a university in Sonora, Mexico (Dulce Gabiate Dos Santos of Brazil and Javier Salinas of northeast Chile working with Raul Jorquera and Lianne Raap, apprentice from the Netherlands);
8. PRO Neighborhoods of Tucson with adult/youth partnerships at least half the group being youth (Adinda de Vries and Sybrech Nevenzeel, both of the Netherlands, working with Gordon Harper).

SOME INITIAL REFLECTIONS ON "WHEN I GET BACK HOME,..."

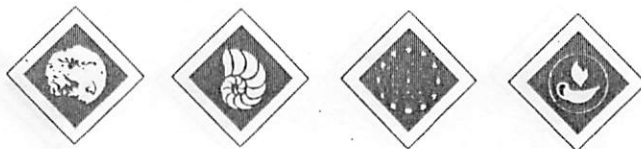
Sybrech Nevenzeel (The Netherlands) – ICA Netherlands will implement our learnings as trainers in the Volunteer Program as we train volunteers going to other countries to facilitate with the ICA methods in ICA projects or affiliated organizations. A youth program is scheduled in Amsterdam and we will do Group Facilitation Methods and Participatory Strategic Planning courses with the organizations involved. We also want to expand our activities to have more opportunities to practice and eventually may create jobs within ICA Netherlands.

Anita Christensen (Chile) – I plan to hold a Group Facilitation Methods course with a group of youth living in an area very far away from big cities in an area in southern Chile called Puerto Guadal. I plan to be a trainer with my father as my mentor. *Anita's father, Eduardo, and Anna Maria Urrutia participated in the IToP in 1995 and since then have re-activated ICA Chile, getting it registered with the government and holding courses.*

Lambert Okrah (Ghana) – I expect to start ICA in Ghana to enable development practitioners to have access to *Technology of Participation* methods locally.

Dulce Gabiate dos Santos (Brazil) – I want to revise the Portuguese materials of the *Technology of Participation* and to hold the first training course in July 1997. I want to create a trainer network in Brazil within the next 2 years.

Cont. page 10



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 Website: <http://www.ica-usa.org>

INTERNATIONAL TECHNOLOGY OF PARTICIPATION TRAINING OF TRAINERS

REVISED BUDGET

\$64,000 for the 5 weeks

\$20,000 for follow-up on site by volunteer mentor trainers

INCOME SO FAR \$39,053.55

\$13,262.00 from 10 staff & participants

\$25,791.55 from 36 board members, trainers, colleagues

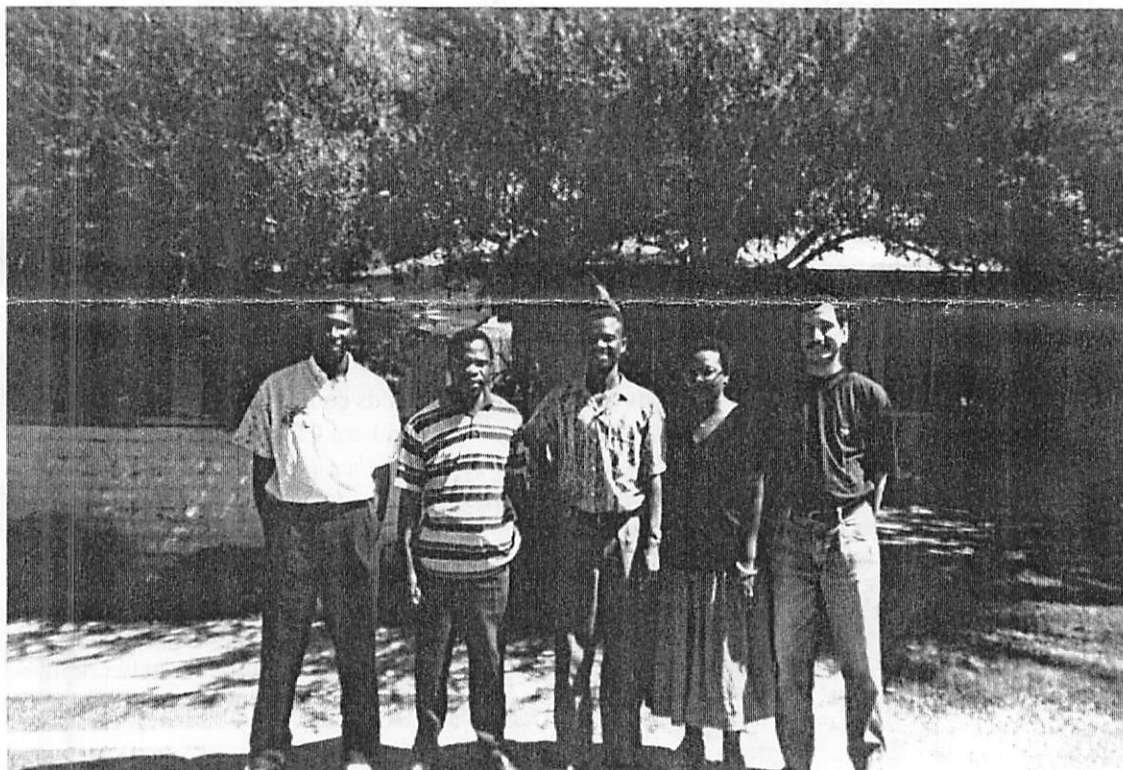
**WE INVITE YOU TO PARTICIPATE IN THIS INTERNATIONAL TRAINING NOW
 BY CONTRIBUTING AS MUCH AS YOU CAN TO THE PROGRAM.**

P.S. AN ITEM OF INTEREST TO *ToP* TRAINERS

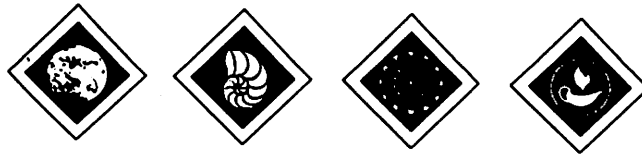
The participants in the international training experienced the Participatory Strategic Planning course earlier this week. The focus question was "How do we create a global *ToP* system over the next 3 years that is connected and mutually supportive?"

They agreed on four strategic directions:

1. Building a System for Deep Interchange and Learning
2. Developing a Global Framework for *ToP* Coordination
3. Creating Pro-Active Partnerships for Sustainability and Broader Impact
4. Developing Strong Local *ToP* Systems



Participants from the IToP Training 1997



Profile: Richard Seacord, ICA International

The ICAI is my third career. I began my first in 1940 as a midshipman in the class of 1944 at the U.S. Naval Academy. After graduation of my class in 1943 I married Joan Palmer, who lived then in New Haven, Connecticut, and was much admired by the male students at Yale University. We enjoyed a honeymoon of four weeks, then went to submarine school in New London. Later I was ordered to join the Submarine Force, Pacific Fleet. The orders gave us time to drive to San Francisco where Joan found a house to share with other submarine wives while she studied at the University of California in Berkeley. I sailed to Pearl Harbor to join my ship, the U.S.S. Steelhead. In her I made three combat patrols against the Japanese.

Shortly after the end of the war, I helped put the Steelhead out of commission, then served in another submarine of Sub Force Pacific until I was sent to graduate school in Annapolis, Maryland, for a master's degree in electrical engineering. Thereafter, I served in a third boat based at Key West, Florida.

for the manufacturing plants, plus the research and development laboratories, in 13 nations where IBM had such facilities. Each had separate and distinct national standards, regulations and ethic habits. The task required several visits to foreign locations for group and individual study. The first collective opinion I received was that it could not be done. At this point I had learned what a barrier language could become. However, I also learned that the numerical coding of accounts, different from country to country, could be a substitute for text and could lead to a common understanding of the underlying financial concepts. We began to translate from individual groups of numbers to another common set symbolising each financial concept. Six months later the job was done.

We spent five years of this second career in Japan. There I was charmed by the warmth and graciousness of my local coworkers. One had been bombardier in the raid on Pearl Harbor. Another had been a member of the Imperial Navy staff which had planned



Toward the end of this first career I held several posts in the Portsmouth Naval Shipyard, Kittery, Maine.

The second career began in 1956 when International Business Machines hired me as a financial analyst (of all things) in preparation for its organisation of a new Research Division in which I was eventually to serve as the senior accountant. There, I found I had to work with computer systems analysis in designing and implementing a financial management process specific to research work. Because these analysts had trouble working in a financial discipline, I learned the art of programming computers in after-hours training courses taught by the staff of research scientists. I could then demonstrate, through some simple program coding, the results we desired.

In 1960, after the system had been in operation for a year, I was reassigned to international work in IBM's World Trade subsidiary. Early in this position I became deeply involved in cross-cultural ambiguity of multinational management. I was given the task of designing and introducing a single accounting system

that attack. On many occasions we would share war stories and marvel about the new world we were helping to build.

While in Japan in 1969, Joan and I met the team from the Institute who were delivering courses in Asia. Shortly thereafter we became actively engaged in the work.

In 1982 at the end of seven years of work on international retirement fund planning and management, the company offered me early retirement. I then moved, as we had planned, into my present career of full time work with ICA globally. In preparation for this transition, while still with IBM, I had spent many evenings, weekends, vacation time working in ICA offices and projects at home and abroad. I recall vividly the summer workshop in Chicago which introduced the Town Meeting concept and timeline.

ICA Events from around the world



Where	Event	When	Reference
Asia			
New South Wales Australia	Team Leadership	July 19 & 26	"Breakthrough Facilitation"
Eurasia			
Manchester	Participatory Strategic Planning	July 26-27	ICA United Kingdom
Leusden	Volunteer Foundation Course	August 15-24	ICA Netherlands
Croatia	4th ICA European Interchange Meeting	September 24-28	ICA Croatia
The Netherlands	Conference on "Problem Solving & Empowerment Through Communication Organisations"	October 4	ICA Netherlands and T3C
North America			
Toronto	Associate Facilitator Intensive	21-22 July	ICA Canada
Twin Cities	Group Facilitation Method	July 22-23	ICA Heartland
Seattle	Towards a Philosophy of Participation	7-8 August	ICA Western States
Dallas	Participatory Strategic Planning	13-14 August	ICA Western States
Toronto	Group Facilitation Method	19-20 August	ICA Canada
Denver	Group Facilitation Method	19-20 August	ICA Western States
Nashville	Group Facilitation Method	10-20 August	ICA Western States
Toronto	Facilitated Planning	21-22 August	ICA Canada
Phoenix	Group Facilitation Method	9-10 September	ICA Western States
Toronto	Group Facilitation Method	16-17 September	ICA Canada
Twin Cities	Group Facilitation Method	16-17 September	ICA Heartland
Austin & San Diego	Group Facilitation Method	16-17 September	ICA Western States
Toronto	Team Leadership	18-19 September	ICA Canada
San Francisco	Group Facilitation Method	18-19 September	ICA Western States
Washington D.C.	Participatory Strategic Planning	18-19 September	ICA Heartland

The Network Exchange

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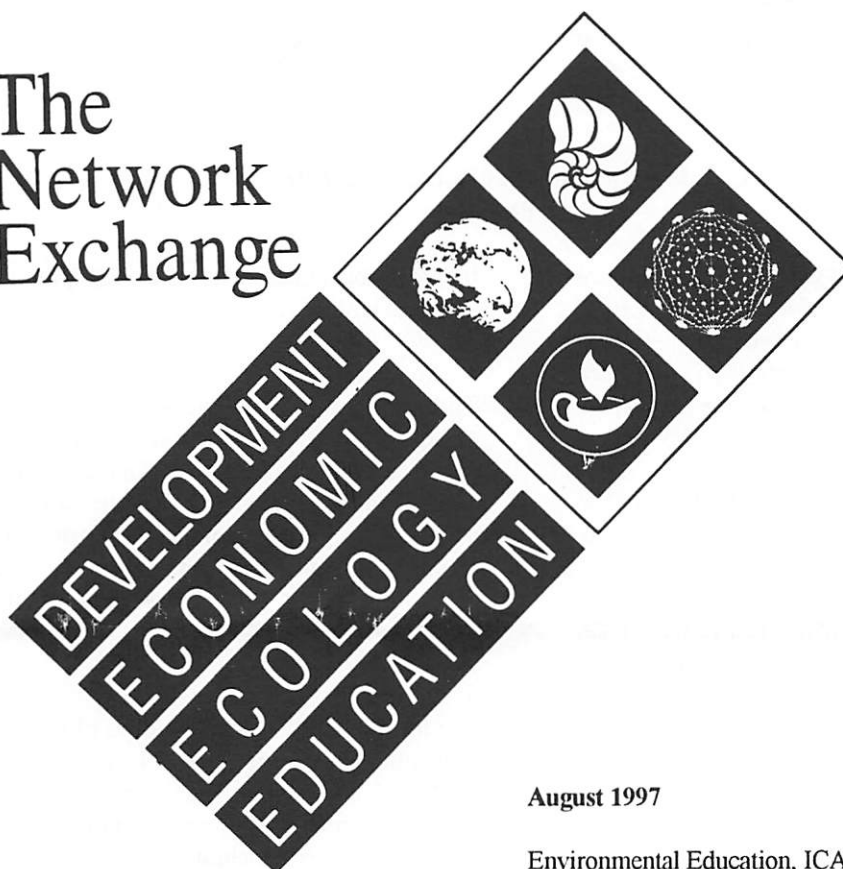
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The Network Exchange



August 1997

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Environmental Education Centre in Mavel Taluka, Pune District, India

By Shankar Jadhav, ICA India, Pune

We received the following report about a new Environmental Education Centre from ICA India, Pune in July. We have edited the original report, which was a proposal, a bit and here you have the results.

Introduction

The Environmental Education Centre is located at Talegaon Dabhade on the Pune-Bombay highway, in Maval Taluka.

The Centre will initiate the activities in Maval Taluka, taking Malegaon Cluster Project as a pilot project. The environmental issue is larger and can not be solved by few people. Therefore, our work in terms of environment education will be expanded gradually to the whole District, State and Nation. It will also network the locations around the globe, who are connected with the Institute. *(Editor's comment: Please let us hear more about what is happening in this field with other ICAs)*

Main beneficiaries will be the villages and the partnership will be invited from other organisations including business community, voluntary organisations and Government agencies. There are many organisations already working in this field independently, sharing is not done with each other, local expertise and resources are not fully utilised, the resources in cities are not reaching in rural areas. This Centre will create a process of dialogue and communication between villages, organisations and urban population.

Main function of the centre is to educate and make people aware of the environmental issues and its effects in various ways. The Centre will also provide practical mechanism to deal with environmental problems, and to create a long term vision of sustainable and maintain ecological balance.

cont. page 5



ICA Global Conference - 2000

By L.E. Philbrook

The preparation of the next global ICA conference in the year 2000 is already taking place. The ICAI Executive Committee discussed the Global Conference at their yearly meeting (see Network Exchange, April 1997) and this article is a report from the initial planning meeting in the US.

The initial meeting was held June 13-15, 1997 to plan the ICAI global conference in the year 2000. The guide team was made up of ICA USA board, staff, and colleagues from ICA West, ICA East and ICA Heartland. We were privileged to have Dick Alton from ICAI and Martin Gilbraith from ICA United Kingdom.

Following are recommendations for the conference:

1. Theme:

INVITING PARTICIPATION IN A NEW MILLENNIUM

facilitating a culture of participation
reinventing the social fabric
creating Ancient Futures into the new millennium

2. Dates:

August 15-22, 2000 (7 days)

3. Place:

Denver, Seattle or San Diego (in order of priority from present information. Other proposals are welcome)

4. Objectives:

Attendees would form themselves into a collaborative network or global servant force.

500 people would attend with at least 100 from outside of the U.S.

Result in a network of at least 5 close collaborating organizations

Other values:

Part of the conference would be shared globally by teleconferencing.

Balanced registration of men and women

One-third would be under 30.

All cultures of the globe would be represented.

Conference would be taped and video taped.

Registration fees would pay the cost of the conference.

Include colleagues who are not professionally involved with ICA.

5. Audience.

The people who will attend this conference are presumed to be : the cultural creative, that is, people who are already awakened, aware, have similar values, are global, holistic, and creative, desire social justice, economic integrity, authentic community, and true civil society, and seek fulfillment in an integral society of the 21st century.

6. The format

The format will be 7 days -2 days of presentations exchanging what has worked in the 20th century, 1 day of site visits, 3 days of workshops and projections, and the last day-the Great Event, with a closing plenary, celebrative activities, that would be projected through teleconferencing in some fashion.

7. Possible speakers

Possible speakers were brainstormed, various categories seemed important, for instance, men, women, Native Americans, global cultural groups, already awakened people, ICA staff members, globally conscious persons, contemporary thinkers, futurists who are actively doing something.

8. Co-sponsors

Co-sponsors will be sought, such as National Network for Youth, Habitat for Humanity, National 4-H Council, I.A.F., U.S.AID, NCPCR, University of the site, airlines, UNDP, IYF, Sustainable Seattle, Jacob's Foundation, Ford Foundation, Civicus, Fetzer Institute, and Lilly Foundation. Sponsors would help to plan, invest resources, provide technology, make presentation and send participants.

9. Additional collaborators will be sought, who will offer presentations, send participants and publish results.

10. College Credit will be sought through a participating university.

11. Promotion and Communication

These issues were outlined for the 3 years.



Year 1: internal so that ICA organizations can begin their plans for attendance.

Year 2: focus on getting the co-sponsors and collaborators.

Year 3 : recruitment brochure and packet.

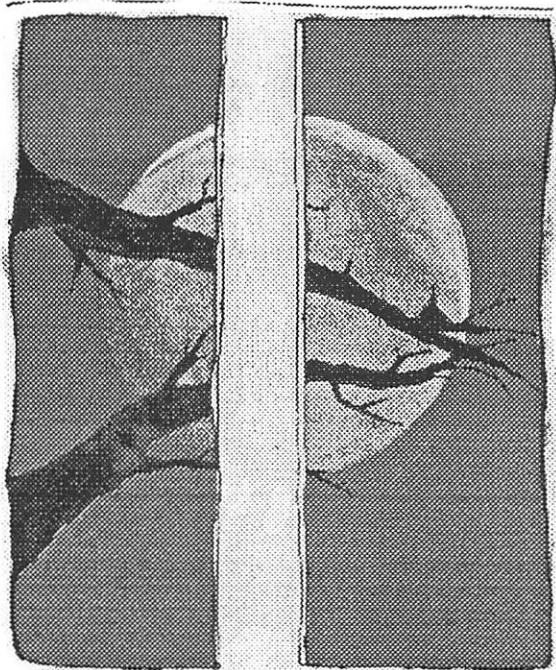
Next steps

1. One-day meeting of the planning teams before the ICA USA Board meetings in October 1997, February 1998 and June 1998.

2. An advisory consultation with possible co-sponsors the week of December 15-22 in Washington, D.C.

If you want to give inputs to the "guide teams" or participate in the work you can contact the three coordination teams:

- "Format & Site": Bill Alerding, Ellen Howie, Marge Philbrook, Cecil Gray, Verna Crooked Eyes, Tel: + 1 317/270-1876 or e-mail: walerding@agc.org
- "Sponsors & Funding": Barbara Alerding, John Oyler, David McCleskey, Judy Lindblad, J'Lein Liese, Carol Pierce, Bill Grow, Tel: + 1 317/270-1876 or e-mail: walerding@agc.org
- "Promotion & Communication": Ray Caruso, Louise Singleton, Lyn Edwards, Gordon Harper, don Elliott, Heide Kolbe, Tel: + 1 614/621-1112, e-mail: icacaruso@igc.apc.org



Report from Peru, second part

By Tony Beltran.

The first half of this report was printed in the Network Exchange in July. In the following we bring the final part of the article from Peru about income generation, expense substitution and credit for small peasant farmers.

ICA's Intervention, continued

In general granja farmers are usually better off than the ones who did not pick up on the idea. They are in a sense the local elite, people with more social status and education. As already noted with the increase in the size of the "herd" comes an increase in the sophistication needed in dealing with the animals: larger numbers mean more space, more food, more upkeep, etc. It also means that a more market oriented mentality begins to take hold. While there is currently unlimited demand for guinea pigs, the price paid is stuck at Soles 6.00 for an 800 gram animal. The trick lies in keeping costs as low as possible, selling the animals as soon as they reach 800 grams (further growth INIA researchers say doesn't compensate the extra feed input vs added income/gram). With the new methodologies a guinea pig can reach 800 grams in 3 months instead of the 6 months it takes by traditional means. Farmers can thus increase their yearly income. This has the added advantage that the animals' meat is more tender. This advantage is not yet considered by the middlemen who buy the guinea pigs but it could be an important selling point in the future. To offset costs granja farmers have begun growing alfalfa (not a traditional crop) to feed their herds, although guinea pigs will grow more quickly (60 days) when fed Purina (concentrated industrial feed), its price is prohibiting. INIA research shows that little or no margin is to be had with Purina.

Granja farmers are now beginning to think about how to add value to their animals. While nothing has yet developed they are discussing the options such as: promote a brand name, sell directly to Lima restaurants, sacrifice and package the animals in place, and others. The raising of small animals thus is becoming less artisanal and (in a small scale) more industrial. Very recently the SENATI (Servicio Nacional de Adiestramiento en Trabajo Industrial) dropped by to offer their services to help out exactly with the issue of management training and commercialisation.

cont. page 4



The whole idea of becoming more technical and opening up a "market" is highly appealing to some, and the very presence of the "Granjas" is a source of local animation, pride and prestige. There is much local excitement around this new development. And, the existing granjas are a demonstration that inspires others if not to go the full path to becoming a granja at least to better their herds genetically or to care better for their animals. There are about 10 mini-"granjas" which are simply improved concerns of a lesser size. It is mostly the granja owners and the mini-granja owners (along with the duck and rabbit growers) that have set up the "Association of Small Animal Growers".



Small groups

Regarding the small size of the groups formed to receive loans (only 4-7 people/association) this has to do with the fact that there has been very careful screening of the members of the association by the members themselves. Also while these people are not individualists in the modern sense of the word (i.e. highly rational, individual economic maximizers) they are autonomous in the sense that a) most of them have their own plots of land and are not dependent on any overarching superstructure for their livelihood and b) given a), they are not particularly communally grounded. They are not spontaneous formers of associations or groups. While family oriented as latins tend to be they are not known for their civic orientation. In fact the project serves to build social trust and to overcome petty quarrelling and personal suspicions. This in fact is what I will consider one of the great successes of the project. The size of the

groups reflects local social and economic realities above.

Procade Programme Expansion in 1997

Procade will expand in 1997 to 10 new villages in the Lunahuana region. As in the past the project will be centred on Income Generation, Expense Substitution, Health and Nutrition. While seven of

The size of the groups reflects the social and economic realities.

the 10 new villages are similar to the ones ICA has worked with in the past, three of them are significantly different. These have large contingents of Quechua speaking people who have migrated from the

Andean highlands to the foothills of the Lunahuana valley. These people, direct descendants of the Incas and other native peoples are semi-nomadic herders. That is, they set up rustic settlements on barren unusable lands and then herd their Jersey cows, sheep and goats to maize fields where they are allowed to graze, for a small fee, after the corn has been harvested. In their rustic camps they grow guinea pigs in the traditional way. I am not sure that the new methods for guinea pigs are applicable here. Maybe some improvements could be introduced. In any case ICA's zootechnician is suggesting improvement of genetic stock of the sheep and goats. Of course other aspects of Procade including health and nutrition are applicable anywhere. It will be interesting to see what new economic and or social novelties arise amongst these groups.

The other 7 new communities of the Procade expansion appear highly receptive. They have been contexted that the whole process, which includes regular visits by promoters and zootechnicians, lasts 1 year. At the end of that one year they should be at the level the original 3 communities are today...



ICA Events from around the world

Where	Event	When	Reference
Eurasia			
Manchester	Group Facilitation Method	November 28-29	ICA United Kingdom
Brussels	Group Facilitation Method (French)	December 12-13	ICA Belgium
Manchester	ICA:UK Planning & Christmas Party	December 5-7	ICA United Kingdom
Manchester	Group Facilitation Method	January 12-13	ICA United Kingdom
Brussels	Group Facilitation Method	January 20-21	ICA Belgium
London	Group Facilitation Method (French)	January 29-30	ICA Belgium
Manchester	Participatory Strategic Planning	January 30-31	ICA United Kingdom
Tokyo	Discerning our Futuric Roles for the 21st Century and Expanding the Development of Human Resources	February 7-15	ICA Japan
North America			
Toronto	Technology of conciliation	December 4-5	ICA Canada
Seattle	Group Facilitation Method	December 4-5	ICA US
Yakima	Participatory Strategic Planning	December 4-5	ICA US
Toronto	Lifestyle Simplification Lab.	December 6	ICA Canada
Washington DC	Towards a Philosophy of Participation	December 8-9	ICA US
Toronto	Group Facilitation Method	December 9-10	ICA Canada
Nashville	Group Facilitation Method	December 9-10	ICA US
Chicago	Towards a Philosophy of Participation	December 9-10	ICA US
Sacramento	Towards a Philosophy of Participation	December 9-10	ICA US
Seattle	Towards a Philosophy of Participation	December 10-11	ICA US
Toronto	Facilitated Planning	December 11-12	ICA Canada
Toronto	Group Facilitation Method	January 13-14	ICA Canada
Toronto	Facilitated Planning	January 15-16	ICA Canada
Santa Clara	International Association of Facilitators USA Conference	January 16-19	ICA US
Seattle	Group Facilitation Method	January 29-30	ICA US

The Network Exchange

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Profile Gemma Vriens, ICA-Zambia/ICA Netherlands

I have always had ideals. Big ideals about equality, about emancipation of the grassroots, about justice, about making this world a better place. To address these dreams and wishes I started my studies of rural development sociology at the Agricultural University of Wageningen in The Netherlands. I was focusing on development issues and projects, the unequal division of opportunities between the North and the South and tropical agriculture.

However, in my first year the disappointment was big. Failing development projects, white elephants and Western imperialism were every day subjects. For a moment I thought of giving up my ideals, but through my voluntary work for a Dutch refugee organisation, I came to discover that development is not something far away and unrealistic, but that it is a part of every human being. Development is inside yourself. Therefore I decided to focus my studies more on emancipatory extension science, which more or less means to let people discover their hopes and dreams for the future and to guide them in realising them little by little with the assistance of all valuable capacities every one of us has.

In the summer of 1996, I came in touch with ICA-Netherlands and I realised this could be an organisation that suits my own ideas of empowerment. I followed a 15 days course (The Development Interchange) about facilitation methods, project management, proposal writing and living and working in another cultural environment. I applied for a volunteer job (which is at the same time part of my practicals for my university) at ICA-Zambia, and in April 1997 I found myself in an aeroplane heading southward. The ICA-Zambia staff gave me a warm welcome. Full of enthusiasm and excitement, I arrived and started my new life in a small village called Kapini, nearby the capital city Lusaka. Immediately I felt at home, and soon I got used to cooking nshima on charcoal, hiking a van to town, wrapping myself in chitenjes, greeting in several local languages and coping with excited street vendors who want to marry me.

The work I am doing consists of project proposal writing, field visits, evaluation of projects and I

carried out a research about institutional influences on participatory processes. I learned how to work in a foreign organisation, together with farmers and my Zambian colleagues. I also found out that participation is not the easiest way to go, it is a long road, full of barricades. These barricades consist of a history of dependency, top down societal and organisational structures, as well as inflexible funding. But, once these barricades are broken down, increased local confidence, reliance and pride can pave the way to stronger individuals and sustainable development.

Anyway, my time is almost up. Next week I will be travelling to Zimbabwe for my holidays and in November I'll find myself in an aeroplane, heading back North. I'll be looking back at my time in Zambia as a big experience, with a lot of wise lessons, locally brewed beers, warm people and weather, optimism and farmers co-operation.

“The growth of the profession of facilitation may by one of the strongest indicators that society wants to take civil participation seriously.”

Beyond Prince and Merchant, Chapter 14 by Mirja Hanson



that small villages and towns around the world are striving for survival. They are lacking both basic technologies and the insights necessary to socially and culturally develop their communities. Consequentially, young people are leaving these communities against their deeper hopes. Older people are lacking hope and have stopped nurturing their citizens because they have lost contact with the world, and lack the new leadership skills necessary to lead the society. Holistic human resources training, including some outside of one's own country, is needed to gain fresh perspectives. We invite you to share in depth your understanding about our situation of the world, and how we can sharpen our ability to respond. This will be a significant meeting because we all realise that new strategies are necessary for living successfully in the 21st century. We also invite you to visit in Japan with other NGOs, citizens groups, government, and businesses who are actively seeking to be partners in meaningful global networks.

Schedule

Feb. 7 Arrival in Japan and opening ceremonies
Feb. 8-10 Case Studies, 21st Century Needs Analysis, Futuric Scenarios
Feb. 11 Citizens Conference: Citizen's Roles in 21st Century Development
Feb. 12-14 Human Resources Training for International Cooperation
Feb. 15-17 Visiting with NGOs, citizens groups, government, and businesses
Feb. 18 Departures to home countries

Purpose of this event

To focus the attention of development on long range approaches, including the engagement of citizens and the development of human resources.

Specific Objectives

Inter-cultural exchange and enrichment deepening and widening the dialogue about development project programs and skills interchange and training Building self-sufficiency skills and strategies. Developing our documentation and evaluation skills. Advancing our financial management abilities.

Possible Activities

- Sharing of sustainable human development technologies and resources
- Reviewing case studies of successes including what made them possible
- Updating development strategies into harmony with futuric global needs
- Coordinating strategies of human resource development
- Training in leadership and personal growth
- Completing documentation of existing partnership activities
- Planning the next year's partnership activities and projects
- Designing new resource materials (book, CD-ROM, training materials)
- Meetings with Japanese NGOs and Japanese government officials
- Site visits to places in Japan interested in building international relationships.

**“To create local habitats
that serve their needs,
people will need to
reclaim that power and
restore the rightful and
necessary role of
governance to civil
society”**

**Beyond Prince and Merchant,
Foreword by David Korten**



Development Conference in Japan

By Shizuyo Sato and Wayne Ellsworth

We have received the following letter on our e-mail from ICA Japan. For more information please contact: The Institute of Cultural Affairs: Japan Seijo 2-38-4-102, Setagaya-ku, Tokyo 157, Japan, Tel 813-3416-3947, Fax 3416-0499, icajapan@gol.com

Dear Colleagues,

At the Development Network meeting in Tokyo in November 1995, we examined global development needs and network responses necessary to prepare for our work in the 21st Century. In the last two years, we have achieved much and made giant strides in evolving our organisations. Yet the conspicuous pains and struggling in the world suggests that new perceptions and powerful strategic breakthroughs are needed to build a more intelligent and loving civil society.

It is important that we all know the trends in the world, and prepare to be more powerful trend creators. At the forthcoming conference on development, we shall make bold strides in preparing ourselves for being the radical leadership needed to make significant change towards a more peaceful world.

As a leader in development activities and strategies, we personally invite you to participate in the 1998 conference in Tokyo. Consider staying for a few days after the meeting to visit with Japanese people involved in development, and to make practical arrangements for partnerships with ICA Japan in the future.

We have secured funding to assist with travel costs, especially for those coming from lower income societies and needing to travel a long distance. We are minimising the cost of the conference itself, keeping the cost of food and lodging at a record low of US\$500. There will be no registration fee for the meeting.

1998 Development Conference Announcement "Discerning our Futuric Roles for the 21st Century and Expanding the Development of Human Resources"

International Meeting of Directors of Sustainable Human Development, February 7-15, 1998, Tokyo, Japan.

You are invited to participate in the 1998 International Development Conference in Japan. This will be an opportunity to deepen our dialogue on contemporary Sustainable Human Development themes including:

- 1) Local Community Empowerment,
- 2) Empowering Environmental Harmony,
- 3) Poverty Alleviation Systems,
- 4) Productive Employment and Income Generation, and
- 5) Advancement of Women through Gender Issues Resolution.

The conference will focus on preparing for 21st century development and the human resource potential needed to live effectively in our rapidly evolving world. One day will be devoted to a large open event with panel discussions, workshops, and presentations. Since 1989, the Japan ICA Global Partnership Center has supported sustainable development in various countries. In Japan, we have been doing development through community meetings with citizens and local government workers. We realise

"The key to finding our way back to civil society is through the community and its citizens working together with their public officials"

Beyond Prince and Merchant,
Chapter 5 by James P. Troxel



1997 ICAI action plan and report

1. ICAI Book

Published the book "Beyond Prince and Merchant - Citizen Participation and the Rise of Civil Society" in July and distributed 1500 copies to ICAs for sale.

2. Post-Cairo activities

- Participated in and published article of post-conference African meeting in Uganda concerning participatory development approaches in Africa.
- Published article about post-conference activities in USA concerning promotion of a program for International community youth development.
- Published article concerning the post-Cairo conference of ICA Belgium concerning civil society.

3. Nurture new ICA Associates

- Ghana and Uganda registered as local, national ICAs.
- Bosnia & Herzegovina up and running and paying dues.
- Benin is in the initial phase of starting up under the supervision of ICA Netherlands.

4. Executive Committee meeting

The Executive Committee: President, Hala El-Kholy (Egypt); Treasurer, William Wen-Por Wang (Taiwan); Secretary, Franco Voli (Spain); Vice President, Africa, Ruth Lukona (Zambia); Vice President, Latin America, Miriam Balbela (Venezuela); Vice President, North America, Don Elliot (USA) met in Brussels in April. They worked on mailing in preparation for the General Assembly 1998, reviewed plans for the Global Conference 2000 and responded to a series of particular issues.

5. Network Exchange and location directory

Published 10 issues of the Network Exchange and the 1997 location directory.

6. Promote ICA participatory methods

- Enabled participation from Tanzania, Uganda, Ghana, Zambia and Egypt in the IToP.
- Participated in conference on participatory methods in Uganda.

- Participated and facilitated part of the Netherlands, United Kingdom volunteer course.
- ToP training program for CARE Kenya.

7. New Personnel

Released communications officer, Tony Beltran, and conference co-ordinator, Simon Koolwijk, to pursue local ICA activities. Hired Elisabeth Wille to the post of ICAI Secretariat Administrator.

8. World Wide Web and Internet

Continued use of internet and worked on design of ICAI Homepage.

9. Visit to ICAs

Visited: USA:Heartland, USA:West, USA:East, Egypt, Peru, Guatemala, Kenya, Zambia, United Kingdom, Netherlands, Belgium, Croatia and Renaud Houzeau, ICA Belgium, was sent to visit Cote d'Ivoire for ICAI. Furthermore, ICAI personnel participated in the European Interchange, with ICA representation from: Bosnia & Herzegovina, Belgium, Croatia, United Kingdom, the Netherlands and in the ICA African/Middle East Strategic Planning with representation from: Kenya, Cote d'Ivoire, Uganda, Ghana, Egypt, Zambia, Tanzania and Nigeria.

10. Global connection

- Participated in CIVICUS conference in Budapest, Hungary in September.
- Visited UN in December.

In addition

- Repaid to ICA US the full amount of 30.000 USD loan for the 1996 Cairo conference.
- Lent funds to ICA Cote d'Ivoire, and to prospective ICA in Uganda to finance institutional development for the purpose of assuring donor funds.
- Received repayment in full of funds loaned to ICA Peru for institutional development.
- Participated in ICA USA preparatory meeting for the global ICA conference in 2000.
- Assisted in organising year 2000 Conference cosponsor meeting in Washington, DC.



no to them. But they have enough on their hands getting their cooperative working again so that they can pay off their loans to the bank. If they don't they might lose their lands which served as collateral. Pressure from the bank has made the cooperative begin to work again. So we don't expect them to come rushing to change into organic. Organic also has the disability so far that it is for home consumption and not very marketable. Hopefully this could change as more and more farmers started practising it. In the Indian regions of Guatemala it has had a lot of success. There are two reasons for this 1) Indians are happy to produce for their own consumption instead of having to have a market and hard cash, 2) Indians are highly organised within their communities and will take corporate decisions whereas Ladinos (Hispanics) have to be convinced one by one. Our misfortune is that all our efforts are in the poorest of the poor Ladino areas, where people are not highly cooperative. Of course we have also worked with some Indian communities to the West of the country. Already Ligia Sagastume has the idea of introducing Roberto and organic agriculture there. I think Misereor is likely to finance such a scheme and then ICA Guatemala could move from \$ 25,000/year to full partnership at \$ 50,000/year. I think many possibilities might open up on this count.

Board of Directors

The Board of Directors here is well off, influential, basically philanthropic and willing to collaborate. We had one meeting with them with me being here and they are appreciative of the obligations to ICAI and the need to raise money locally. Upon seeing that there was substantial money entering and that some of the programs were getting under way they offered to hold another meeting where they would invite more of their friends who could be induced into helping to raise funds.

"...the people know what needs to be learned, and unlike the great bureaucracies...."

Beyond Prince and Merchant,
Chapter 18 by Alan AtKisson

".....once awakened, the power of new self-images among ordinary citizens cannot be underestimated."

Beyond Prince and Merchant,
Chapter 4 by T. Bergdall & F. Powell

International Community Youth Development, continued from page 5

Phase II

- Global marketing
- Self-evaluation and learning, integrity (financial oversight also)
- Country-to country interchange and exposure
- Documentation (dissemination)

International mix within each team

Possibility of strengthening organizations with compatible missions (e.g. Habitat for Humanity)
Possibility of continental training of trainers -> recruit international council and form teams.

Address information

All inquiries and correspondence should be addressed to:

Wendy Wheeler, Director, Community Youth Development, National 4-H Council, 7100 Connecticut Avenue, Chevy Chase, MD 20815-4999, USA. (e-mail: wheeler@fourhcouncil.edu)
-or-

Karin F. Yamashita-Uraire, Coordinator, Community Youth Development, National 4-H Council, 7100 Connecticut Avenue, Chevy Chase, MD 20815-4999, USA. (e-mail: yama@fourhcouncil.edu)

-- OPPORTUNITIES --

1) You may support the work of the Institute of Cultural Affairs International (and receive the Network Exchange) as an Associate Member. The minimum donation should be US\$ 100 per year.

OR

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

Fill in the following form and send it with your contribution to ICA International, rue Amédée Lynen 8, B-1210 Brussels, Belgium. Checks may be made payable to the Institute of Cultural Affairs.

YES - I wish to support the work of ICA International.
Enclosed is my check (or traveller's check) for US\$ _____

YES - I wish to subscribe to the Network Exchange for one year. Enclosed is my check for US\$ 35
(Subscription price US\$ 25 plus US\$ 10 to cover bank charges)

or

Enclosed are my traveller's checks for US\$ 25.

NAME : _____

ADDRESS: _____

Note: Donations may also be sent by bank transfer to account no. 210-0958249-38 at Generale Bank, Chaussee de Louvain 84, B-1210, Brussels, Belgium



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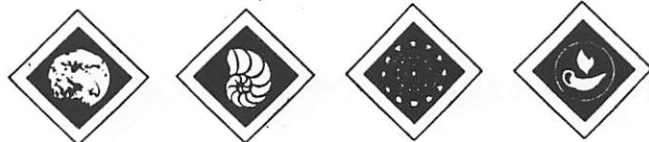
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ICA Guatemala report

By Tony Beltran

Tony Beltran visited ICA Peru and ICA Guatemala in the spring 1997. We received a report from him in June and are pleased to bring this summary of his documentation on ICA Guatemala. The reports from ICA Peru were published in July and August 1997.

Agro-ecology and Health

The Misereor proposal dealing with Agro-ecology and Health is coming along and may offer some bright possibilities for the future. The team working here is Joaquina, Freddy Aroche (the accountant), Merida (Freddy Aroche's wife) and Roberto Aroche (the organic agriculture expert and Freddy's brother). Roberto is not part of ICA, he is a hired expert. Inga Bessin is also part of this team. Taking their work by parts it shakes out this way:

1) Health - This is mostly a matter of coordinating with local health authorities, the Ministry of Health, and INCAP (the Central America and Panama Nutrition Institute). So far this year an important course for midwives involving personnel from all the villages in the municipality has been held. ICA actually paid for the food and all the transportation involved while the other agencies contributed with their professional expertise. ICA (in the person of Joaquina) was also instrumental in getting all these agencies to coordinate their efforts and talk to one another. Later in the year (as a part again of the Misereor proposal) there will be 4 health fairs for the villages. Some of the work that ICA has done with pre-school mothers in relation to health might also be incorporated into this rubric. Certainly the materials produced by the pre-school group with regards to women's biology finds much overlap with the objectives, and some of the target group, of this thrust.

2) Ecology: This has to do principally with tree planting and it is being done in conjunction with Cementos Progreso, a big cement plant near the project area. Cementos Progreso started reforesting the hills around their plant when in the early '70 it looked as though oil would remain

expensive and they would have to go to wood as a fuel. So they set up a tree nursery. As it happens they were able to continue burning gas and so their tree nursery operation became a peripheral concern. In the past 5 years a partnership between ICA and Cementos Progreso has developed in which they use our long time relationship with the villages to promote tree planting. I have not on this occasion visited the different villages to see how this is progressing but Joaquina says that finally people are beginning to catch on. They are planting trees for reasons of obtaining firewood and slowing down erosion. In February of this year there was a course given by Agrobosques (Cementos Progreso nursery) and ICA for local tree seed collection. Also visits to the villages for them to prepare for planting trees have occurred in March and April while the actual planting happened in May and June when the rains came. For the rest of the year there will be little activity as tree planting season is over. Again it appears that this program is gathering momentum.

3) Organic Agriculture: This has been slow in getting going but is finally taking off and may be the most attractive of all the initiatives. Roberto Aroche (Freddy's brother and 21 years old) was trained by Altertech (an organic agriculture institution) and has become a creative enthusiast of organic farming. For the past three years he has worked his own farm utilising organic principles and has got quite an impressive demonstration going. The objective is to try to replicate his success. Just last weekend we had an excursion of some 10 village farmers visiting Roberto's farm. The idea now is to set up another demonstration in Conacaste at Manuel Samayoa's father's farm. Back in '81 at the time of the initial drip irrigation project it was also Mr. Manuel Samayoa Senior who offered up his farm for a demonstration. So we are going to do it again although this time not so much for the benefit of the farmers of Conacaste but rather for others in the municipality. Of course if Conacaste farmers become interested no one is going to say



Bonuses:

- Provide opportunities for site visits
- Provide technical assistance for documenting conference results
- Accessible, cost-wise

Phase II : IICYD Planning Meeting

Purpose:

- To develop next steps in global CYD movement.
- To provide opportunities for people to share successes and challenges with CYD implementation.

Goal : After TOT in August 1998 and before September 1999

-or-

4-day training within one year of the TOT training.

Host considerations: (same as TOT)

Phase III: Immersion Opportunities in Active CYD Sites

Purpose:

- To provide opportunities for an in-depth CYD experience.
- To provide immersion participants with an opportunity for hands-on learning.
- To strengthen and bring visibility to local efforts.

Goal : Immersion opportunities would range from one week to one year.

Host considerations:

- Determine length of time for immersion offering
- Must be dedicated to project and immersion participants for scheduled time period
- Provide accommodations and meals (some exceptions may apply)
- Have a written description of immersion offering available at Phase Two IICYD planning meeting.

Next steps :

1. We are transferring communications for IICYD from San Diego to the Center for Community Youth Development at National 4-H Council in Chevy Chase, Maryland.

2. We are recruiting individuals to participate in one of the three IICYD strategy teams:

- Communications
- Resource development
- Training of trainers meeting (Phase I).

3. We are inviting countries to volunteer to host the IICYD Train the Trainer Conference in July or August 1998 and/or the Phase II planning meeting. If you are interested in this opportunity, we ask you to submit a letter of interest by 1 November 1997 and a formal proposal by 1 December 1997.

4. An updated address list of members of the IICYD Planning Committees and others on the mailing list will be mailed out on 1 November 1997 to all people who have responded to this mailing by 5 October 1997.

We are very excited about the future work of the International Institute for Community Youth Development and hope that you will participate in our future plans.

DRAFT STATEMENT OF PURPOSE - IICYD

Purpose of IICYD

Methodology: Youth/Adult Partnership

Focus: Local Community

Distinguishing Characteristic :Based on values, principles, not prescriptive (international training network)

Impact: Breakthrough in youth participation in development (as women in development now)

Management/Leadership Structure

Structure must facilitate open and shared leadership, defining different roles and responsibilities and include international representation and youth/adult partnership.

Roles and responsibilities

Phase I

- International CYD training of trainers draft criteria for participation bid process collecting resources internationally
- Communication hub collect what is happening with IICYD personal contact with key people
- Resource development develop funding prospects

Cont. page 7



regions for distribution complications but we could still sell approximately 5.000 copies in three years. Last year, we gave the right to republish it to a Spanish publisher who in 18 months has sold another 5.000 copies in two editions. Incidentally we still have in stock about 1.000 books of the old ICA Spain edition and we will love to sell them in Spanish speaking countries at the minimum cost price of 3 dollars plus transportation. The book has been given excellent review by the specialised press in Spain and we are also receiving favourable comments from foreign readers who write to us on the subject. We foresee that the English edition will raise the same or a higher interest and acceptance specially as there will be a reference program in Internet..

Program on "Convivencia"

While taking care of the above, ICA Spain has been developing a new program concerned also with self growth and education. In it we propose that teaching and learning could be focused on "Convivencia" which means how to live effectively, accepting and lovingly together (in the family, the school, the business and all other context where there is a community). We feel that this is a must, to balance the present perspective of competitive education which teaches the way to survive in this difficult world at the expense of whoever is interfering.

The focus would be into looking and searching for feeling good with oneself and others, and how to cooperate and participate for creating the best scenario for our own well-being and for the well being of others.. Living together is an holistic word: it covers all possible facets: living together with ourselves, with the others (whoever they can be), with nature, with happiness, with suffering in order to accept and overcome it, with success and failure and endless other contexts. In all of them it would promote cooperation and mutual understanding instead of confrontation. It is a subject which also includes self esteem from the view point of mutual acceptance and appreciation of ourselves and others. People with self esteem are opened to create effective and satisfactory communication and relationship at whatever level.

We are proposing courses on this "convivencia" subject and are preparing a text book to support the correspondent teaching and learning. It will be based also on the TOP methodology as tools for the definition by consensus of a written agreement of the terms of the "Convivencia" to be signed by the members of the relevant community..

Other Books on "How to create your own job"

Our Antonio Macias, after giving some courses at the University of Panama on our program "How to create your own job", has been requested by the local UNESCO to prepare a book on "Self Employment" and he is working on it. Also in this book, he plans to include the ICA methodology and claim his ICA Spain membership. The Unesco will publish and distribute the book in Latin America .

I myself am also finishing or better I am correcting the last pages (and correcting is the most difficult part) of my book on "feeling good with one self as a human right". Actually I have been working on the book for the last 3 years and include in it all the TOP methods.. The book is dedicated and intended for all categories of people. In it we will be asking the readers to give us feedback as to how the self growth basic program illustrated in the book can be applied professionally. In this way the readers from different professions in which people deal normally with the public (lawyers, salesmen, priests, doctors, etc.) could become co-authors of supplements to be published as such when ready. I guess this book will be available in Spanish also by the first quarter of 1998.

Other courses

Together with the above activities, we go on with our other programs like teaching TOP methods, self employment, volunteers basic preparation, programs for elders and courses for Human Factor Departments in the business world. We are moreover at disposal of all our ICA colleagues to share with them our programs and, as mentioned above, we will really appreciate a feedback and co-operation on some of the points mentioned above.



International Community Youth Development

Summary by Dick Seacord

A group of young colleagues have taken the initiative to follow up a proposal originated at the 1996 Cairo Conference on the Rise of Civil Society. They are promoting a program for International Community Youth Development. The report below is a planning update submitted by Wendy Wheeler, Director, Community Youth Development, National 4-H Council (USA).

A planning session to follow up on the International Institute for Community Youth Development sessions conducted at last year's conference in Cairo was held in San Diego, California, USA on 4-8 August 1997.

Ten people from across the US and a representative from Kenya participated in the planning session.

Additionally, we tried to connect via e-mail to all people who had expressed an interest in IICYD and had an e-mail address.

We had a very productive meeting and are excited about the possibility of mobilizing a global movement of Community Youth Development. We will be shifting the communications for the IICYD from San Diego to my offices at National 4-H Council in Chevy Chase, Maryland. Recommendations from the planning meeting are as follows:

IICYD Recommendations, August 1997

Phase I

That we convene a 2-week training of trainers meeting. The purpose would be to develop an International CYD curriculum using the current USA curriculum as a foundation.

Phase II

That we convene a 4-day planning meeting after the training of trainers meeting. The purpose for this meeting is for each country to share its CYD activities and to plan the next steps in the development of the Global CYD Movement.

Phase III

That we establish volunteer learning opportunities. The purpose of this effort is to create opportunities for an in-depth experience at a CYD site that could be as little as one week or up to as long as one year.

We have need for countries to host these meetings. If you are interested, you should indicate your interest in the form of a proposal or bid. We are requesting that any country willing to host either the Phase I meeting or the Phase II meeting please reply to the planning committee by 1 November 1997. Your reply should simply state that you have read the attached criteria to

be a host of either of these meetings and that you are interested in being the host. The second step is to send a reply to the committee by

1 December 1997 stating that you have secured the resources necessary to be the host of either meeting. The planning committee will then make a decision as to what country would be best suited to host the meeting and will notify everyone by 1 January 1998.

Schedule of Proposed Events

Phase I : Training of Trainers in CYD Curriculum

Purpose : To create an international cadre of CYD trainers equipped with the values, principles and tools to implement CYD.

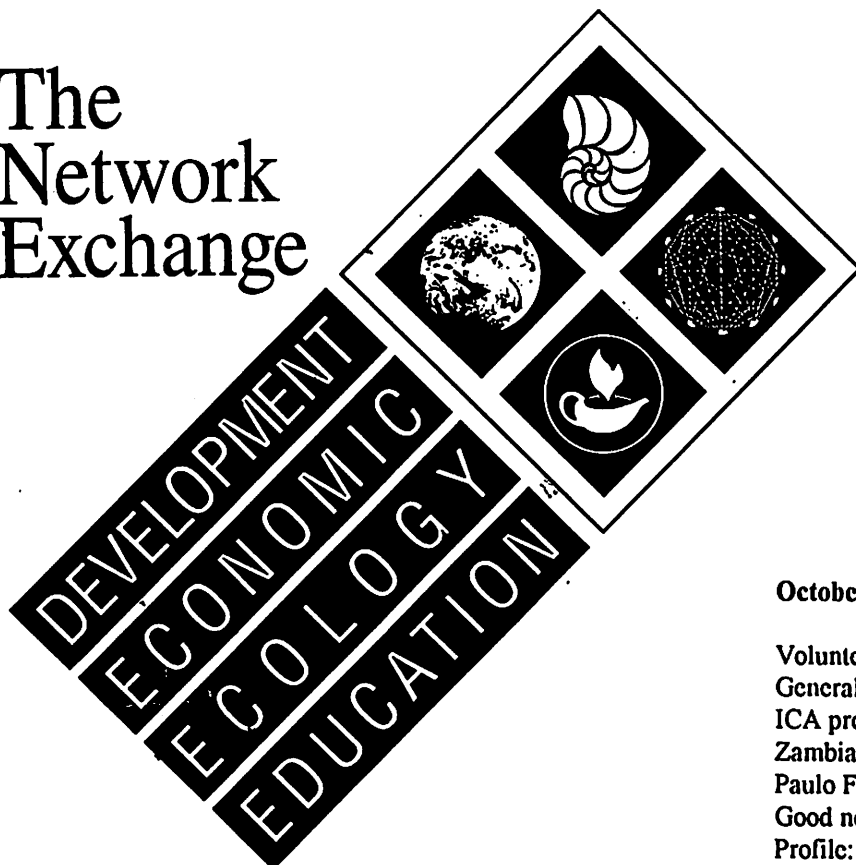
Goal : A 2-week training to be held July/August 1998.

Host Considerations : The hosting organization or country would need to be able to:

- Underwrite local costs (conference location, accommodations, transportation, food, sight-seeing opportunities, etc.)
- Insure accessibility and inclusiveness of all people and countries desiring to participate
- Handle all in-country conference logistics (travel, accommodations, etc. for participants, arranging conference center)
- Appoint one person to serve on international planning committee.

"The experimental learning approach, placing knowledge in the hands of ordinary men and women, has made the real difference"
Beyond Prince and Merchant,
Chapter 12 by Janice Jiggins

The Network Exchange



October 1997

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Progress on the ICA volunteer program 1997: Who are going??? .. and where are they flying to???....

By Simon Koolwijk, ICA Netherlands

Just recently, from the 18th to the 21st September, ICA-Netherlands completed the last stage of the ICA-Volunteer Training 1997. This year, twenty-nine people, 24 women and 5 men, attended the training. Twenty-four came from The Netherlands, one from Belgium and four from the UK. The same as last year, the training consisted of three phases: the Group Facilitation Methods course, the 9-days Development Interchange Training, and the Participatory Strategic Planning and final weekend. The core training was the nine-day Development Interchange Training where the volunteers were trained in fundraising, report writing, project planning, monitoring & evaluation etc....

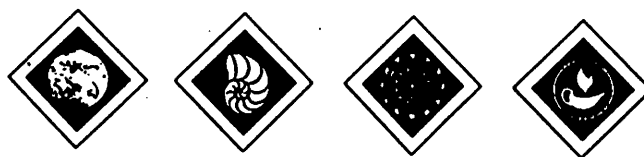
As it looks now, it seems to be very likely that around 25 volunteers will start working with a non-governmental organisation overseas between October '97 and May next year. Most will go to work with an organisation for about 9 months to a year. Food and accommodation are in most cases covered by the hosting organisations. For the moment, around 20 volunteers have secured a placement or can choose between available placement options, while another five are still in

the process of applying. Basically, the volunteers are going to the following places:

A. Western, Eastern and Southern Africa (Ghana, Kenya, Tanzania, Uganda, Zambia, South-Africa)

1. Tamara van de Wijdeven (Uganda or Kenya)
2. Yke Poll (Uganda or South-Africa; choice only has to be confirmed)
3. Suzanne Lucassen (Uganda or Kenya; choice only has to be confirmed)
4. Marion Stijnen (Egypt or Suriname)
5. Rooske de Joode (Homa Hills Community Development Organisation in Kenya)
6. Myke Pecters (ICA-Zambia in Zambia)
7. Annette Zvicp (ICA-Zambia in Zambia)
8. Judith Grootsholten (Institute of Rural Literacy and Community Development in Uganda)
9. Anne-Wil Wiemer (Kibera Community Self-Help Group in Kenya)
10. Sammy Scholten (Benevolent Community Education and Rural Development Society in Cameroon)

cont. page 5



**General Assembly
Institute of Cultural Affairs International
24-28 August 1998
Brussels, Belgium**

In August ICAI started to prepare for the General Assembly 1998. We have sent introduction material out to all the national ICAs and are anticipating responses anytime. The following shows part of the intro material.

In the Cairo 1996 ICAI board meeting there was a concern that the General Assembly in 1998 clearly spell out 'who the ICA is'. This would not only set standards for ourselves but also prepare for new ICAs. We presently have interest from Columbia, Uganda, Tanzania, Barbados, Sri Lanka, Russia, Ghana and Indonesia.

In preparation for the ICAI General Assembly, the 1997 Executive Committee is asking each ICA to do the following:

ICAI 1998 Executive committee elections

Elect your new ICAI board member or at least make sure your current board member will be present at the General Assembly and is willing to be on the ICAI Executive Committee. The committee meets in Brussels once a year. During the ICAI Cairo board meeting it was suggested that the election of the executive committee be more public through having the three nominated for the Executive Committee be presented to the ICAs before the General Assembly. In order to do this the present Executive Committee must have before them the names of the 1998 ICAI board by April of 1998.

Documenting ways we operate

In order to prepare ourselves to state who we are and how we operate we are asking ICAs to document for the General Assembly "organisational ways" that could be used to show how ICAs operate. Two examples:

- I (Dick Alton) was at a meeting at ICA Phoenix in which they did their yearly planning.
- ICA:Zambia has just produced a three year plan of action.

Shouldn't a yearly listing of goals and a three year strategical plan of action be part of how an ICA operates? We are asking each ICA to document one practice, they think should be part of a manual of examples of how ICAs' function.

Bench marking other NGOs

Visit an NGO asking about keys to running an organisation. Arenas that need thinking:

People: Staff evaluation, recruitment and selection, training and development, leadership.

Public: Management of stakeholders, boards, public relations, fund-raising, marketing, managing the media, logo.

Control: Finance management, information management, computer system, administrative system, auditing, internal rules and procedures.

Program/project: Project planning, delivery of services, goal setting, productivity, resource allocation, project evaluation.

Hopefully, you will join us in this research journey of clarifying 'who ICA is' not only for ourselves but also for the next generation of ICAs.

Time line:

1998 board member - November 1st, 1997

Document own practice - December 1st, 1997

Bench marking other NGO - January 1st, 1998



Global Civicus Conference urges shift to three sector partnership - Leaders from 50 countries gathered in Hungary

Dick Alton and Hala El Kholy participated in the CIVICUS conference in September. The ICAI Executive Committee decided in April this year that ICAI should become a member of CIVICUS, so this was our first opportunity to promote ICA within this organisation. Hala El Kholy had a presentation and Dick Alton promoted our new book - Beyond Prince and Merchant. The following summary from the conference material lists some speakers and a lot of the questions discussed during the conference.

More than 500 civil society activists and supporters from around the world -- including politicians, NGO leaders, business people, government leaders, researchers, grass-roots community activists, artists, scholars, funders and grantees from North and South, East and West -- convened in Budapest for CIVICUS' Second World Assembly (September 23-26). The theme of the gathering "Engaging Our Partners" signals the importance of constructive interaction among society's three major socio-economic forces -- government, business and the independent sector.

Among the prominent speakers who addressed the state of the global third sector movement were Kofi Annan (UN Secretary General), Javier Perez de Cuellar (former UNSG), Hungarian President Árpád Göncz, international businessman and philanthropist George Soros, Latin American novelist Carlos Fuentes and Hala El Kholy (ICAI President)

The theme of this Second World Assembly of CIVICUS had two concepts which have gained enormous currency in recent years. We were gathered in Budapest to reflect upon the interrelationship between these two contemporary phenomena. What does globalization imply for civil society? What are the opportunities and challenges created by globalization that have consequences for civil society?

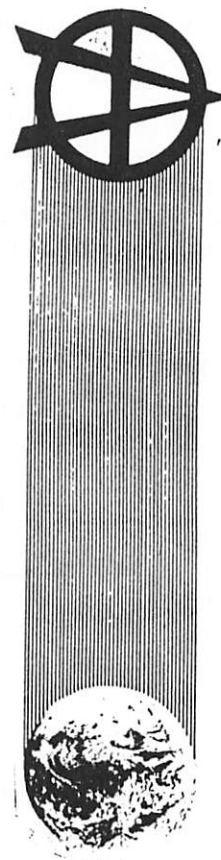
In its most commonplace meaning, globalization implies emergence of a global economy. Growth of global trade, multinational corporations and private capital flows characterise modern global economy. Civil Society needs to learn to influence these institutions of global economy and convene dialogues with the private sector.

Worldwide spread of democracy as an acceptable form of governance opens up opportunities for civil

society to participate in establishing rights, institutions and culture of democratic functioning in societies not accustomed to opportunity for citizen's participation. Functioning of democracy needs to be developed at the grassroots level with greater transparency and accountability. How can civil society contribute towards this? Decentralisation and devolution of authority to local bodies is another characteristic of modern context. How can civil society participate in making these local bodies effective institutions of local self governance ?

One of the rapidly growing problematiques of globalization is the rise in homogenisation of culture worldwide. Fuelled by global media, social and cultural diversity of human endeavours is being eroded. Civil society is the arena for evolution of values and nurturance of culture. How can civil society promote the cultural diversity so critical for creativity and survival of human species?

cont. page 6





Lobbying for agricultural policy

From a report by Ruth Lukona, Executive Secretary, Institute of Cultural Affairs Zambia

Summary by Dick Seacord

ICA Zambia, under the sponsorship of Misericordia, the donor agency in Germany, assembled over thirty participants who contributed presentations and discussion material on this subject. They represented such local agencies as: the Ministry of Agriculture, Food and Fisheries; the National Association of Peasant and Small Scale Farmers of Zambia; non-governmental organisations and plural NGOs; the Non-governmental Organisation Coordinating Committee; and the Zambia Council for Social Development.

The event, the Agricultural Policy Lobbying Workshop, was held at the Pamodzi Hotel in Lusaka 26 and 27 February 1997. Its main objectives were to evaluate and examine the present government policy on agriculture relative to sustainable agriculture and marketing, recommending appropriate suggestions to benefit small scale farmers; and to suggest strategic steps that will need to be taken by NGOs in order for the government to incorporate sustainable agriculture in the agricultural policy.

The workshop was intended to create an atmosphere where actors in sustainable agriculture could work together to promote a viable agricultural policy in Zambia as well as to make the final results and documentation of the event available to the press and other organisations for the purposes of promotion and creation of awareness.

The major changes in agricultural policy recommended by the workshop were:

- * The government should decentralise to the district the administration of export and import permits for agricultural commodities so that small scale farmers in remote areas can also participate in the exportation of produce and importation of inputs.

- * The government should encourage private institutions, through specific and tangible incentives, to decentralise their input distribution to service small scale farmers in remote areas.

- * The government should not leave agricultural credit to the private sector alone but should continue to support lending to small scale farmers as a matter of top priority.

- * The government should urgently scrutinise, review, strengthen and enforce all laws related to agricultural credit in order to safeguard the interests of small scale farmers.

- * Agricultural lending institutions should be encouraged by the government to lend to all farmers, including small scale farmers, with less emphasis on membership and other collateral requirements.

- * The government should intensify the promotion of programs for diversification of agricultural production especially among small scale farmers in order to assist them accumulate their own capital and gradually reduce dependence on government.

- * The government policy on diversification of agricultural production should not be imposed on small scale farmers and should guard against wholesale promotion of high cash value crops at the expense of traditional subsistence food crops.

- * the government should urgently provide and strengthen logistical support to extension staff so that mobility and communication among extension staff is increased.

- * The government should improve the remuneration and conditions of service for extension staff after the current restructuring and reduction of staff in the Ministry of Agriculture, Food and Fisheries.

- * Non-governmental organisations should participate in the formulation of governmental policies in agriculture.

- * Non-governmental organisations working with small scale farmers should play a complementary

cont. page 6

BEYOND PRINCE AND MERCHANT UPDATE

- o Last month we sent out 1500 copies of this new ICAI book.

- o Mrs. Clinton/Mrs Gore

"Shizuyo Sato, former ICAI President, and Director of ICA Japan, was in Washington DC in a high level dialogue between Japanese and American Diet members, their wives, and some NGO people. The group met with Mrs. Clinton and with Mrs. Gore, and presented ICA's new book BEYOND PRINCE AND MERCHANT to each of them. Each book was signed by the whole Japanese Delegation, including the Japanese Prime Minister's wife, and several Diet (Congress) members."

- o Trickle Up
(see back side)



TRICKLE UP PROGRAM®

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*Glen Leet
*Mildred Robbins Leet

2 October 1997

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*Board Members

Dear John,

I am just back from some holiday weeks in France and England, and was delighted to find your note, and to find a copy of "Beyond Prince and Merchant" on my desk.

It's wonderful to have the book, you will be pleased to know that it occupies a prominent place in our new (donated) display case in our new offices. Yes, we moved on August first of this year, and our new offices, though modest, are more spacious and we are all thrilled with them.

I think you would also be interested in knowing that Millie Leet and Glen Leet, are seeing to it that a copy of the book is given to every member of the Trickle Up board, we are proud of being a part of the book, and proud to be a part of the building of a Civil Society.

With appreciation, and with good memories of Cairo, I am

Yours sincerely,



Suzan Habachy
Executive Director

Business Council

Dr. Amelia Augustus
Jason Berger
Chester Burger
Angela Cason
Craig Dixon
David Larkin
Bruce Nelson
Ron Nelson
Liaton Tatum



Volunteer... *cont. from page 1*

11. Kristel De Lathouwer from Belgium
(Akyepaim Rural Development Association,
Accra, Ghana)

12. Kate Wyche from the UK (Ghana)

13. Martijn van de Rijdt (East London
Construction project in South-Africa)

14. Roel Lichtenberg (East London
Construction project in South-Africa)

B. Middle-East region

15. Vera de Groen (Freres School in
Bethlehem, Palestine)

16. Sandra Bessems (Freres School in
Bethlehem, Palestine)

17. Paul Prillewitz (Palestine or Jordan;
choice only has to be confirmed)

C. Asia

18. Guusje van Adrichem (Social
Awareness Centre, Surkhet, Nepal)

19. Marco de Vries (Development
Education Society, Bangalore, India)

20. Nicky Hodge from the UK
(Development Education Society,
Bangalore, India)

21. Jaklien Vlasblom (Centre for Rural
Technology, Kathmandu, Nepal)

D. Latin-America

22. Barbara Nijhuis (ICA-Guatemala, Guatemala)

23. Manoli Alvarez Morcus (Casa Hogar Temporal
Bencaleth, Tegucigalpa, Honduras)

24. Jacobien Wubs (Equador or Chile)

E. North-America, USA

25. Eva Vlasman (ICA-Phoenix, USA)

26. Sadhne Oediet-Doebe (San Diego, USA)

27. Mercedes Nunez Sandez (Escondido or San
Diego, USA)

Volunteers who are not going in the coming year:

28. Daniel Start from the UK (he recently found a
job with an international environment research
institute in the UK)

29. Justine Wang from the UK (she will complete
her studies in 1998, and after that she will make a
study trip to Mozambique)



The 1997 volunteer group and facilitators in the Netherlands

The Volunteer Programme '97 was conducted by trainers/ facilitators from ICA-Netherlands (Rutger van Mazijk, Simon Koolwijk, Nicolien van Eijdsen, Sybrech Nevenzeel, Adinda de Vries, Joutert van Geene, Josien Stringer, Marc ter Brugge, Jolanda Villerius), ICA-UK (Martin Gilbraith), ICA-International (Elisabeth Wille), ICA-Belgium (Anna Stanley) and guest trainers/ facilitators including Peter van der Meer from T3C-Companen and Paul Watson from the Institute of Multi-cultural Success, USA. Special thanks for Rick van Keulen and Silvie Walraven, who prepared a case-study (FM in Kenya) for the 9-days Interchange course.

We are welcoming new returned volunteers next year to join the team to help to strengthen and refresh the next volunteer training. New season, new chances, new experiences and new ideas keep the next generation volunteers and our minds refreshed and updated.



Civicus conference, *cont. from page 3*

The new information technology is offering opportunities for instant and universal access to knowledge. In the face of such enormous opportunity, half of the population of the world has yet to make a telephone call. How can civil society gain and promote access to new information technology such that local knowledge of citizens and their associations can travel in cyberspace.

Loss of social cohesion, growing anomie and isolation, dependence on drugs and violence are interrelated phenomena in contemporary global order. Citizens and their social associations are the most effective prevention against and cure for such social malaise. Globalization spreads the social virus across national and geographical boundaries. Antidotes and preventive vaccines of citizens initiatives need to find cross-border connections.

In the context of above, the greatest concern centres around the growing evidence of social and economic exclusion of vast sections of society. Global economy is excluding the participation of many, both as producers and consumers in the marketplace. New democracies do not create space for active participation of all citizens. Women, youth, indigenous people, minorities are the most excluded groups worldwide. Advocates of civil society are attempting to create conditions for universal inclusion and equitable participation of all citizens in the processes and institutions of the new global order. Efforts to open up spaces in the United Nations system and such global institutions as the World Bank and European Union are beginning to show results. How can civil society make its impact more meaningful in this regard ?

It is in this context that regional and global networks of civil society need to be built and strengthened. It is in this sense that capacity building for civil society organisations must enable their regional and global advocacy roles. It is in response to such challenges that CIVICUS emerged as a global platform for citizen participation. Advocating for universal standards of freedom of association, expression and information for citizens, promoting secure and autonomous resource base and celebrating visibility of citizen participation have been the strategies for CIVICUS in this pursuit. How can CIVICUS and similar civil society institutions act to promote a global order that is equitable, just and sustainable for all humanity ?

Lobbying, *cont. from page 4*

role in providing extension services through group participation.

* Non- governmental organisations should lobby the government for changes in agricultural policies by organising and participating in local and international meetings, workshops and conferences on agriculture and rural development.

In the course of small group work, an action plan of strategic steps was formulated. The objective of each group was to formulate suggestions on how NGOs can influence government policy on agriculture to make it more favourable to small scale farming and to sustainable agriculture. This presupposed a review of existing government policies and their effects on small scale farmers - for good or ill.

In the plenary meeting, participants heard a report in depth on each major policy change recommended in the individual sessions. This was followed by short descriptions of methods to instigate change. The plenary culminated with the construction of a timetable for actions and assignment of responsibility for each step to groups participating in the workshops.





Paulo Freire: Passionate to the end

By Dick Scacord

Below are excerpts from an article appearing in UNESCO SOURCES - June 1997 issue, on the life of Paulo Freire, a Brazilian writer on the philosophy of education. Freire, who died on 2 May of this year, wrote material which inspired the early efforts of ICA in developing participatory methods.

Freire said of himself: "By nature, I am tropical, extroverted. I speak with my hands, with passion. I work, write and live passionately. And I will die the same way."



In an interview in 1991, he reflected "I don't have the right to have regrets in my life, even if reality didn't permit me to reach all my goals. I have my family, friends and the knowledge of having done positive things. I didn't have to die to get people to read and apply my work."

He was the author of dozens of books, the most famous being "Pedagogy of the Oppressed" and "Education of the Oppressed." More than 20 universities throughout the world have bestowed him with honorary doctorates.

For Freire, it was essential "to read the world before reading the word. The question for me was how to put these two kinds of readings together... Why am I hungry today? Because I don't have food. Why don't I have food? Because I don't have a job. Why can't I find a job?... Each question proposes another, and in providing different kinds

of answers, the learner begins to unveil the *raison d'être* for certain kinds of phenomena."

The clarity of his convictions and technique stemmed from childhood experience in Brazil's Great Depression, which financially ruined his middle class family, teaching him what it meant to go hungry. Years later, after continuing his studies and passing the bar exam, he abandoned the legal profession for social work. Fine-tuning his teaching techniques with poor urban factory workers, he and his colleagues stunned the world in 1961 by helping almost 300 adults in the state of Rio Grande do Norte to become literate in less than two months, with some learning to read and write after just 30 hours of guidance.

"There is no text without context", he insisted repeatedly. Using "generator words" which express the learners' "actual language, their anxieties, fears, demands and dreams", Freire rooted reading in daily life, critically discussing the meaning of a word before analyzing it as a "graphic symbol."

For Freire, there was no denying that "education is always a political act. Sometimes education is very political because it hides the *raison d'être*. Sometimes education is political because it unveils the *raison d'être*."

This thinking did not garner much support in Brazil's upper social echelons. Indeed, a military coup cut short his work on a national plan for fighting illiteracy in 1964. "I was put in jail and I was told I was not an educator, but an ideologist", he recounted. After 70 days in prison, he was exiled to Chile where set out once again to put his ideas and methods into practise. He worked there and in other developing countries like Guinea-Bissau, Mozambique and Angola. He worked as a special consultant to UNESCO's regional office in Santiago through the 1960s. In 1980 he returned to Brazil to teach at the State University of Sao Paulo. He served as State Secretary of Education of Sao Paulo between 1989 and 1991 with the task of guiding school reform for two-thirds of the nation's schools.

cont. next page



Never known for diplomacy, while accepting UNESCO's Prize for Peace Education in 1986, he boldly announced that he did not "believe in any effort to establish so-called peace education which, instead of unveiling the injustices of the world, covers them up and tries to blindfold its victims."

"I ask that UNESCO stop using such ideological language", he said later in an interview. "What does it mean to eradicate illiteracy? It gives the impression of pulling out bad weeds. It's insulting. We don't need to eradicate illiteracy, but the injustice which produces it." Freire saw the same problem with the expression out-of-school children. "The expression sweetens a very bitter reality. These children are prevented from going to school by government. It's not a question of money but of political will."

With the same goals if not the same means or approach as UNESCO, Freire was the ideal critic and ally. "My aim is not to deny the importance of UNESCO - but just the opposite, to valorise it. I only ask that UNESCO assumes its responsibility, which is enormous. It's Don Quixotesque!"



Good news from Japan

By Shizuyo Sato, ICA Japan

We have just received the announcement of seven grants from one agency, and wish to pass the good news on to all of you. We are grateful to the people in these projects for the work they are doing in these projects with such high quality and commitment to local people.

The grants that we receive cover a portion of the total costs of the projects, and other funders are also supporting them. We realise that the funding is quite tight, and additional contributions to support staff management costs are very needed and most welcome.



The recently approved partnership grants are:

1. COLOMBIA - Sibate Homeless Girls Vocational Training
2. COTE D'IVOIRE - Youth Vocational Training Center Construction
3. EGYPT - Animal Husbandry Loan Scheme
4. GUATEMALA - Women's Training Center Renovation
5. PERU - Rural Water and Farming
6. SRI LANKA - Pre-school Equipment and Teachers Training
7. Sustainable development network TRAINING MEETING in TOKYO

Others which we have already begun are:

1. COTE D'IVOIRE - Youth Vocational Training
2. PHILIPPINE - Bio-Diversity Conservation
3. PUNE, INDIA - Environmental Training Center Construction
4. ZAMBIA - Youth Vocational Training

We are sending Technical Support to:

1. COTE D'IVOIRE - Demo Farm Assistance
2. MEXICO - Irrigation System



Profile - Florence Chikatula, ICA Zambia

I have been working with ICA Zambia for 13 years now. I came in contact with ICA Zambia through one of the pre-schools which were established near my home village, called Kantupu pre-school. The pre-school had one untrained teacher and the parents wanted another teacher. I was excited to hear that they needed a teacher and I was interviewed by the pre-school committee. I was picked and I started teaching the pre-school children. By then I had just completed my secretarial course.

I taught at the pre-school for one year and then I was requested to attend a one month workshop conducted by ICAZ, focusing on village development meetings. The process was "Doing Our Own Projects" (DOOP); the community was involved in planning of self help projects. After the workshop I had the first experience in facilitating village planning workshops in Kabwe Rural District in the Central Province of Zambia.

During this period I was doing voluntary work. I was so involved and I was interested in doing this type of work. After 6 months of voluntary work I was chosen to become one of the full time staff. There was a big celebration of volunteers who became full time member of ICA Zambia. This first year I was involved in conducting village development meetings, village leadership workshops, residential and non-residential. After one year of conducting these workshops my assignment changed.

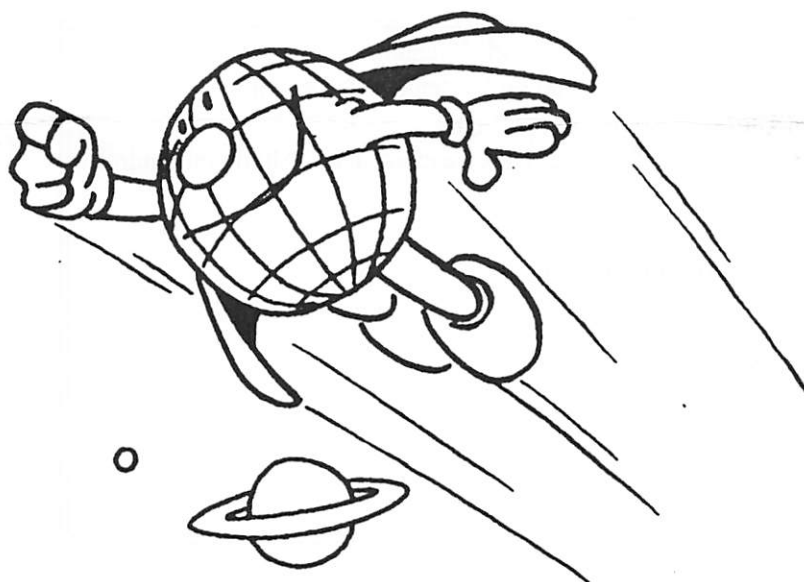
I was assigned to the fundraising team, conducting effective management courses for middle managers and supervisors of different companies. This was done at home and abroad, especially in the neighbouring countries. The training exposed me to different areas and to different people.

As the organisation at one time went through hardship of no funds, no salaries and "zambianization" of the organisation, which I may call "the painful journey", I continued holding on to the organisation, until the organisation picked up again. After this painful journey, being one of those who went through this hardship, we built the new ICA Zambia. I feel proud to be around and I call myself a strong person. I have survived the bungee jump.

Therefore my benefits from ICA Zambia have been:

- being exposed to more advanced trainings in participatory techniques conducted at international level;
- doing more consultancy work with different organisations locally and outside Zambia;
- attending different courses at regional level;
- designing different courses, workshops and seminars for different organisations.

To end my profile I urge all people not to leave their organisations when they are in trouble. They should undergo a serious training of "how to survive the bungee jump".



ICA Events from around the world



Where	Event	When	Reference
Africa			
Nairobi	ICA Africa/Middle East Strategic Planning	November 10-14	ICA Kenya
Eurasia			
Brussels	The Academy for Leadership Skills Development	October 1, 8, 15, 22, 29 & November 5, 12, 19	ICA Belgium
Manchester	Group Facilitation Method	October 27-28	ICA United Kingdom
Brussels	Group Facilitation Method	October 28-29	ICA Belgium
London	International Association of Facilitators Europe/Africa	October 31- November 2	ICA United Kingdom
Brussels	The Art of Facilitation	November 13-14	ICA Belgium
Brussels	Group Facilitation Method	November 21-22	ICA Belgium
Manchester	Group Facilitation Method	November 28-29	ICA United Kingdom
North America			
Vancouver	Facilitated Planning	October 29-30	ICA Canada
Toronto	Community Development Intensive	November 3-7	ICA Canada
Greensboro	Group Facilitation Method	November 5-6	ICA US
Sacramento	Participatory Strategic Planning	November 11-12	ICA US
Sacramento	Group Facilitation Method	November 14	ICA US
Seattle	Participatory Strategic Planning	November 13-14	ICA US
Toronto	Group Facilitation Method	November 18-19	ICA Canada
San Diego	Participatory Strategic Planning	November 18-19	ICA US
Phoenix	Group Facilitation Method	November 18,19,20	ICA US
Winnipeg	Group Facilitation Method	November 18-19	ICA Canada
New Orleans	Group Facilitation Method	November 18-19	ICA US
Toronto	Team Leadership	November 20-21	ICA Canada
New Orleans	Towards a Philosophy of Participation	November 20-21	ICA US
San Francisco	Group Facilitation Method	November 21	ICA US
Toronto	Working With Social Change	November 24-25	ICA Canada

The Network Exchange

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The Network Exchange



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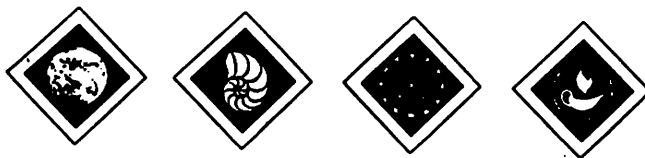
1998 ICAI Plan of action

1. Hold Executive Committee meeting in April 1998 to set agenda and proposals for the General Assembly and recommend nominations for the ICAI Executive Committee based on the board nominees.
2. Host and facilitate the ICAI General Assembly including a board meeting with election of officers, 24-28 August 1998 in Brussels, Belgium.
3. Continue working on the Global Conference 2000 with ICA USA.
4. Market and promote "Beyond Prince and Merchant - Citizen Participation and the Rise of Civil Society" and pay first book loan repayment to ICA USA, Capitalisation Fund.
5. Make the functions of the ICAI secretariat transparent and sustainable through documenting operations.
6. Publish 10 issues of the Network Exchange and a 1998 local Directory.
7. Strengthen global connections through visits with United Nations, CIVICUS and other global agencies.
8. Explore with publishers and distributors ICA book promotion and new publications.
9. Monitor and facilitate new and prospective ICAs in Ghana, Benin, Tanzania, Chile, Uganda, Nepal, South Africa and Zimbabwe.
10. Enhance North-South funding possibilities through promoting visitations, volunteer programs and conferences.

(See also the 1997 ICAI action plan and report page 8)

"Civil society's capacity to welcome and channel the creative capacities of virtually everyone is the source of its energy and power"

Beyond Prince and Merchant, Chapter 18 by Alan AtKisson



Activity report from Spain

By Franco Voli, ICA Spain

We have received the following report on our e-mail from Franco Voli. It is, as Voli puts it, "just a few lines to sum up ICA Spain's activity and goals".

Self esteem program for teachers in internet

ICA Spain is already in Internet with a presentation of a program of "Self Esteem for Teachers" in Spanish, which will include in its development effective applications of the ICA methodology. We have been interested in self esteem for teachers for many years. We have been giving courses on the subject in Spain, Peru, Guatemala and Nicaragua. In all contexts we were able to witness how the participants entered into a very different mind-set with regard to education and their own personal and professional well being.

Self esteem is a vital item for educators, teachers in particular, as each of them is projecting his/her personality and habits of communication and relation to thousands of children. Their personal growth, as people, has a very relevant impact in the development of society, now and for the future. As a result of the courses, the participants were able to improve their relationship with themselves and with their pupils. The focus or locus was transferred from feeling insufficient and victims of the system to the value and importance of recognising for both themselves, the pupils, the colleagues, etc., a status of self actualising persons just for being persons. On the basis of the impact the courses had made in the past, we decided to design one course on the subject to be put in INTERNET. We have joined with a technological partner and are already prepared with a presentation. We have started it in Spanish and will have an English version by January. The address of the presentation of the program is: [HTTP://www.bjssoft.com/ica](http://www.bjssoft.com/ica)

The presentation is directed at first to the ICA colleagues. At the same time, it is intended also for publishers, schools, foundations and organisations interested in the subject and who

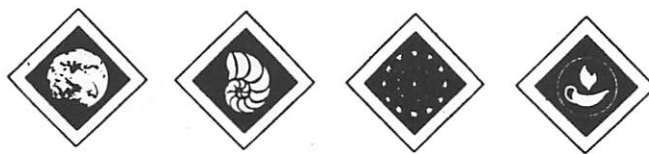
would be willing to pay in order to have the program accessed from their own Web page (link) or that the program includes a reference to their activity. The idea is not to charge the teachers but to obtain a sufficient funding from those organisations for publicity.. The program is interactive and with dynamics and exercises for the visitors to do and save. It will include a mail box for comments, questions and suggestions and we will promote a forum where people can share and debate the different items. It can be a very motivating program for all the participants and would also promote new attendance.. At this moment, as it is intended as a presentation, we have activated only a few items of the subjects we have indicated. The rest of the material is already prepared to be included on a periodical basis. We plan to present the program in January in English and Spanish to the UNESCO and other world organisations connected to education. .

We shall very much appreciate any suggestion, support or feedback we can receive from our ICA colleagues..... (Contact Franco Voli: 102775.760@CompuServe.com)

Self esteem book translation into English

In the meantime, as I had been frequently asked to do by many ICA colleagues, my book on the same subject "Self esteem for Teachers", which was written originally in Spanish, is being translated into English. It will be ready by the end of the year. We will print a special edition for the ICA friends who may be interested in reading it and possibly present it to their local educators. If they are interested they could take care of a preliminary distribution in their countries.

As a second step, after a first distribution under the ICA name, we will get in touch with a publisher who will republish it and will take over the distribution. We did the same procedure with the book in Spanish which was actually published at first under the ICA Spain name and was distributed by ourselves through different bookstores. We could cover only a few Spanish



International Community Youth Development

Summary by Dick Seacord

A group of young colleagues have taken the initiative to follow up a proposal originated at the 1996 Cairo Conference on the Rise of Civil Society. They are promoting a program for International Community Youth Development. The report below is a planning update submitted by Wendy Wheeler, Director, Community Youth Development, National 4-H Council (USA).

A planning session to follow up on the International Institute for Community Youth Development sessions conducted at last year's conference in Cairo was held in San Diego, California, USA on 4-8 August 1997.

Ten people from across the US and a representative from Kenya participated in the planning session.

Additionally, we tried to connect via e-mail to all people who had expressed an interest in IICYD and had an e-mail address.

We had a very productive meeting and are excited about the possibility of mobilizing a global movement of Community Youth Development. We will be shifting the communications for the IICYD from San Diego to my offices at National 4-H Council in Chevy Chase, Maryland. Recommendations from the planning meeting are as follows:

IICYD Recommendations, August 1997

Phase I

That we convene a 2-week training of trainers meeting. The purpose would be to develop an International CYD curriculum using the current USA curriculum as a foundation.

Phase II

That we convene a 4-day planning meeting after the training of trainers meeting. The purpose for this meeting is for each country to share its CYD activities and to plan the next steps in the development of the Global CYD Movement.

Phase III

That we establish volunteer learning opportunities. The purpose of this effort is to create opportunities for an in-depth experience at a CYD site that could be as little as one week or up to as long as one year.

We have need for countries to host these meetings. If you are interested, you should indicate your interest in the form of a proposal or bid. We are requesting that any country willing to host either the Phase I meeting or the Phase II meeting please reply to the planning committee by 1 November 1997. Your reply should simply state that you have read the attached criteria to

be a host of either of these meetings and that you are interested in being the host. The second step is to send a reply to the committee by

1 December 1997 stating that you have secured the resources necessary to be the host of either meeting. The planning committee will then make a decision as to what country would be best suited to host the meeting and will notify everyone by 1 January 1998.

Schedule of Proposed Events

Phase I : Training of Trainers in CYD Curriculum

Purpose : To create an international cadre of CYD trainers equipped with the values, principles and tools to implement CYD.

Goal : A 2-week training to be held July/August 1998.

Host Considerations : The hosting organization or country would need to be able to:

- Underwrite local costs (conference location, accommodations, transportation, food, sight-seeing opportunities, etc.)
- Insure accessibility and inclusiveness of all people and countries desiring to participate
- Handle all in-country conference logistics (travel, accommodations, etc. for participants, arranging conference center)
- Appoint one person to serve on international planning committee.

"The experimental learning approach, placing knowledge in the hands of ordinary men and women, has made the real difference"

Beyond Prince and Merchant,
Chapter 12 by Janice Jiggins



regions for distribution complications but we could still sell approximately 5.000 copies in three years. Last year, we gave the right to republish it to a Spanish publisher who in 18 months has sold another 5.000 copies in two editions. Incidentally we still have in stock about 1.000 books of the old ICA Spain edition and we will love to sell them in Spanish speaking countries at the minimum cost price of 3 dollars plus transportation. The book has been given excellent review by the specialised press in Spain and we are also receiving favourable comments from foreign readers who write to us on the subject. We foresee that the English edition will raise the same or a higher interest and acceptance specially as there will be a reference program in Internet..

Program on "Convivencia"

While taking care of the above, ICA Spain has been developing a new program concerned also with self growth and education. In it we propose that teaching and learning could be focused on "Convivencia" which means how to live effectively, accepting and lovingly together (in the family, the school, the business and all other context where there is a community). We feel that this is a must, to balance the present perspective of competitive education which teaches the way to survive in this difficult world at the expense of whoever is interfering.

The focus would be into looking and searching for feeling good with oneself and others, and how to cooperate and participate for creating the best scenario for our own well-being and for the well being of others.. Living together is an holistic word: it covers all possible facets: living together with ourselves, with the others (whoever they can be), with nature, with happiness, with suffering in order to accept and overcome it, with success and failure and endless other contexts. In all of them it would promote cooperation and mutual understanding instead of confrontation. It is a subject which also includes self esteem from the view point of mutual acceptance and appreciation of ourselves and others. People with self esteem are opened to create effective and satisfactory communication and relationship at whatever level.

We are proposing courses on this "convivencia" subject and are preparing a text book to support the correspondent teaching and learning. It will be based also on the TOP methodology as tools for the definition by consensus of a written agreement of the terms of the "Convivencia" to be signed by the members of the relevant community..

Other Books on "How to create your own job"

Our Antonio Macias, after giving some courses at the University of Panama on our program "How to create your own job", has been requested by the local UNESCO to prepare a book on "Self Employment" and he is working on it. Also in this book, he plans to include the ICA methodology and claim his ICA Spain membership. The Unesco will publish and distribute the book in Latin America .

I myself am also finishing or better I am correcting the last pages (and correcting is the most difficult part) of my book on "feeling good with one self as a human right". Actually I have been working on the book for the last 3 years and include in it all the TOP methods.. The book is dedicated and intended for all categories of people. In it we will be asking the readers to give us feedback as to how the self growth basic program illustrated in the book can be applied professionally. In this way the readers from different professions in which people deal normally with the public (lawyers, salesmen, priests, doctors, etc.) could become co-authors of supplements to be published as such when ready. I guess this book will be available in Spanish also by the first quarter of 1998.

Other courses

Together with the above activities, we go on with our other programs like teaching TOP methods, self employment, volunteers basic preparation, programs for elders and courses for Human Factor Departments in the business world. We are moreover at disposal of all our ICA colleagues to share with them our programs and, as mentioned above, we will really appreciate a feedback and co-operation on some of the points mentioned above.



Bonuses:

- Provide opportunities for site visits
- Provide technical assistance for documenting conference results
- Accessible, cost-wise

Phase II : IICYD Planning Meeting

Purpose:

- To develop next steps in global CYD movement.
- To provide opportunities for people to share successes and challenges with CYD implementation.

Goal : After TOT in August 1998 and before September 1999

-or-

4-day training within one year of the TOT training.

Host considerations: (same as TOT)

Phase III: Immersion Opportunities in Active CYD Sites

Purpose:

- To provide opportunities for an in-depth CYD experience.
- To provide immersion participants with an opportunity for hands-on learning.
- To strengthen and bring visibility to local efforts.

Goal : Immersion opportunities would range from one week to one year.

Host considerations:

- Determine length of time for immersion offering
- Must be dedicated to project and immersion participants for scheduled time period
- Provide accommodations and meals (some exceptions may apply)
- Have a written description of immersion offering available at Phase Two IICYD planning meeting.

Next steps :

1. We are transferring communications for IICYD from San Diego to the Center for Community Youth Development at National 4-H Council in Chevy Chase, Maryland.

2. We are recruiting individuals to participate in one of the three IICYD strategy teams:

- Communications
- Resource development
- Training of trainers meeting (Phase I).

3. We are inviting countries to volunteer to host the IICYD Train the Trainer Conference in July or August 1998 and/or the Phase II planning meeting. If you are interested in this opportunity, we ask you to submit a letter of interest by 1 November 1997 and a formal proposal by 1 December 1997.

4. An updated address list of members of the IICYD Planning Committees and others on the mailing list will be mailed out on 1 November 1997 to all people who have responded to this mailing by 5 October 1997.

We are very excited about the future work of the International Institute for Community Youth Development and hope that you will participate in our future plans.

DRAFT STATEMENT OF PURPOSE - IICYD

Purpose of IICYD

Methodology: Youth/Adult Partnership

Focus: Local Community

Distinguishing Characteristic :Based on values, principles, not prescriptive (international training network)

Impact: Breakthrough in youth participation in development (as women in development now)

Management/Leadership Structure

Structure must facilitate open and shared leadership, defining different roles and responsibilities and include international representation and youth/adult partnership.

Roles and responsibilities

Phase I

- International CYD training of trainers draft criteria for participation bid process collecting resources internationally
- Communication hub collect what is happening with IICYD personal contact with key people
- Resource development develop funding prospects

Cont. page 7



ICA Guatemala report

By Tony Beltran

Tony Beltran visited ICA Peru and ICA Guatemala in the spring 1997. We received a report from him in June and are pleased to bring this summary of his documentation on ICA Guatemala. The reports from ICA Peru were published in July and August 1997.

Agro-ecology and Health

The Misereor proposal dealing with Agro-ecology and Health is coming along and may offer some bright possibilities for the future. The team working here is Joaquina, Freddy Aroche (the accountant), Merida (Freddy Aroche's wife) and Roberto Aroche (the organic agriculture expert and Freddy's brother). Roberto is not part of ICA, he is a hired expert. Inga Bessin is also part of this team. Taking their work by parts it shakes out this way:

1) Health - This is mostly a matter of coordinating with local health authorities, the Ministry of Health, and INCAP (the Central America and Panama Nutrition Institute). So far this year an important course for midwives involving personnel from all the villages in the municipality has been held. ICA actually paid for the food and all the transportation involved while the other agencies contributed with their professional expertise. ICA (in the person of Joaquina) was also instrumental in getting all these agencies to coordinate their efforts and talk to one another. Later in the year (as a part again of the Misereor proposal) there will be 4 health fairs for the villages. Some of the work that ICA has done with pre-school mothers in relation to health might also be incorporated into this rubric. Certainly the materials produced by the pre-school group with regards to women's biology finds much overlap with the objectives, and some of the target group, of this thrust.

2) Ecology: This has to do principally with tree planting and it is being done in conjunction with Cementos Progreso, a big cement plant near the project area. Cementos Progreso started reforesting the hills around their plant when in the early '70 it looked as though oil would remain

expensive and they would have to go to wood as a fuel. So they set up a tree nursery. As it happens they were able to continue burning gas and so their tree nursery operation became a peripheral concern. In the past 5 years a partnership between ICA and Cementos Progreso has developed in which they use our long time relationship with the villages to promote tree planting. I have not on this occasion visited the different villages to see how this is progressing but Joaquina says that finally people are beginning to catch on. They are planting trees for reasons of obtaining firewood and slowing down erosion. In February of this year there was a course given by Agrobosques (Cementos Progreso nursery) and ICA for local tree seed collection. Also visits to the villages for them to prepare for planting trees have occurred in March and April while the actual planting happened in May and June when the rains came. For the rest of the year there will be little activity as tree planting season is over. Again it appears that this program is gathering momentum.

3) Organic Agriculture: This has been slow in getting going but is finally taking off and may be the most attractive of all the initiatives. Roberto Aroche (Freddy's brother and 21 years old) was trained by Altertech (an organic agriculture institution) and has become a creative enthusiast of organic farming. For the past three years he has worked his own farm utilising organic principles and has got quite an impressive demonstration going. The objective is to try to replicate his success. Just last weekend we had an excursion of some 10 village farmers visiting Roberto's farm. The idea now is to set up another demonstration in Conacaste at Manuel Samayoa's father's farm. Back in '81 at the time of the initial drip irrigation project it was also Mr. Manuel Samayoa Senior who offered up his farm for a demonstration. So we are going to do it again although this time not so much for the benefit of the farmers of Conacaste but rather for others in the municipality. Of course if Conacaste farmers become interested no one is going to say

ICA NATIONAL OFFICES (Update October 1997)

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-- OPPORTUNITIES --

1) You may support the work of the Institute of Cultural Affairs International (and receive the Network Exchange) as an Associate Member. The minimum donation should be US\$ 100 per year.

OR

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

Fill in the following form and send it with your contribution to ICA International, rue Amédée Lynen 8, B-1210 Brussels, Belgium. Checks may be made payable to the Institute of Cultural Affairs.

YES - I wish to support the work of ICA International.
Enclosed is my check (or traveller's check) for US\$ _____

YES - I wish to subscribe to the Network Exchange for one year. Enclosed is my check for US\$ 35
(Subscription price US\$ 25 plus US\$ 10 to cover bank charges)

or

Enclosed are my traveller's checks for US\$ 25.

NAME : _____

ADDRESS: _____

Note: Donations may also be sent by bank transfer to account no. 210-0958249-38 at Generale Bank, Chaussee de Louvain 84, B-1210, Brussels, Belgium



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no to them. But they have enough on their hands getting their cooperative working again so that they can pay off their loans to the bank. If they don't they might lose their lands which served as collateral. Pressure from the bank has made the cooperative begin to work again. So we don't expect them to come rushing to change into organic. Organic also has the disability so far that it is for home consumption and not very marketable. Hopefully this could change as more and more farmers started practising it. In the Indian regions of Guatemala it has had a lot of success. There are two reasons for this 1) Indians are happy to produce for their own consumption instead of having to have a market and hard cash, 2) Indians are highly organised within their communities and will take corporate decisions whereas Ladinos (Hispanics) have to be convinced one by one. Our misfortune is that all our efforts are in the poorest of the poor Ladino areas, where people are not highly cooperative. Of course we have also worked with some Indian communities to the West of the country. Already Ligia Sagastume has the idea of introducing Roberto and organic agriculture there. I think Misereor is likely to finance such a scheme and then ICA Guatemala could move from \$ 25,000/year to full partnership at \$ 50,000/year. I think many possibilities might open up on this count.

Board of Directors

The Board of Directors here is well off, influential, basically philanthropic and willing to collaborate. We had one meeting with them with me being here and they are appreciative of the obligations to ICAI and the need to raise money locally. Upon seeing that there was substantial money entering and that some of the programs were getting under way they offered to hold another meeting where they would invite more of their friends who could be induced into helping to raise funds.

"...the people know what needs to be learned, and unlike the great bureaucracies...."

Beyond Prince and Merchant,
Chapter 18 by Alan AtKisson

".....once awakened, the power of new self-images among ordinary citizens cannot be underestimated."

Beyond Prince and Merchant,
Chapter 4 by T. Bergdall & F. Powell

International Community Youth Development, continued from page 5

Phase II

- Global marketing
- Self-evaluation and learning, integrity (financial oversight also)
- Country-to country interchange and exposure
- Documentation (dissemination)

International mix within each team

Possibility of strengthening organizations with compatible missions (e.g. Habitat for Humanity)
Possibility of continental training of trainers -> recruit international council and form teams.

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1997 ICAI action plan and report

1. ICAI Book

Published the book "Beyond Prince and Merchant - Citizen Participation and the Rise of Civil Society" in July and distributed 1500 copies to ICAs for sale.

2. Post-Cairo activities

- Participated in and published article of post-conference African meeting in Uganda concerning participatory development approaches in Africa.
- Published article about post-conference activities in USA concerning promotion of a program for International community youth development.
- Published article concerning the post-Cairo conference of ICA Belgium concerning civil society.

3. Nurture new ICA Associates

- Ghana and Uganda registered as local, national ICAs.
- Bosnia & Herzegovina up and running and paying dues.
- Benin is in the initial phase of starting up under the supervision of ICA Netherlands.

4. Executive Committee meeting

The Executive Committee: President, Hala El-Kholy (Egypt); Treasurer, William Wen-Por Wang (Taiwan); Secretary, Franco Voli (Spain); Vice President, Africa, Ruth Lukona (Zambia); Vice President, Latin America, Miriam Balbela (Venezuela); Vice President, North America, Don Elliot (USA) met in Brussels in April. They worked on mailing in preparation for the General Assembly 1998, reviewed plans for the Global Conference 2000 and responded to a series of particular issues.

5. Network Exchange and location directory

Published 10 issues of the Network Exchange and the 1997 location directory.

6. Promote ICA participatory methods

- Enabled participation from Tanzania, Uganda, Ghana, Zambia and Egypt in the IToP.
- Participated in conference on participatory methods in Uganda.

- Participated and facilitated part of the Netherlands, United Kingdom volunteer course.
- ToP training program for CARE Kenya.

7. New Personnel

Released communications officer, Tony Beltran, and conference co-ordinator, Simon Koolwijk, to pursue local ICA activities. Hired Elisabeth Wille to the post of ICAI Secretariat Administrator.

8. World Wide Web and Internet

Continued use of internet and worked on design of ICAI Homepage.

9. Visit to ICAs

Visited: USA:Heartland, USA:West, USA:East, Egypt, Peru, Guatemala, Kenya, Zambia, United Kingdom, Netherlands, Belgium, Croatia and Renaud Houzeau, ICA Belgium, was sent to visit Cote d'Ivoire for ICAI. Furthermore, ICAI personnel participated in the European Interchange, with ICA representation from: Bosnia & Herzegovina, Belgium, Croatia, United Kingdom, the Netherlands and in the ICA African/Middle East Strategic Planning with representation from: Kenya, Cote d'Ivoire, Uganda, Ghana, Egypt, Zambia, Tanzania and Nigeria.

10. Global connection

- Participated in CIVICUS conference in Budapest, Hungary in September.
- Visited UN in December.

In addition

- Repaid to ICA US the full amount of 30.000 USD loan for the 1996 Cairo conference.
- Lent funds to ICA Cote d'Ivoire, and to prospective ICA in Uganda to finance institutional development for the purpose of assuring donor funds.
- Received repayment in full of funds loaned to ICA Peru for institutional development.
- Participated in ICA USA preparatory meeting for the global ICA conference in 2000.
- Assisted in organising year 2000 Conference cosponsor meeting in Washington, DC.



Development Conference in Japan

By Shizuyo Sato and Wayne Ellsworth

We have received the following letter on our e-mail from ICA Japan. For more information please contact: The Institute of Cultural Affairs: Japan Seijo 2-38-4-102, Setagaya-ku, Tokyo 157, Japan, Tel 813-3416-3947, Fax 3416-0499, icajapan@gol.com

Dear Colleagues,

At the Development Network meeting in Tokyo in November 1995, we examined global development needs and network responses necessary to prepare for our work in the 21st Century. In the last two years, we have achieved much and made giant strides in evolving our organisations. Yet the conspicuous pains and struggling in the world suggests that new perceptions and powerful strategic breakthroughs are needed to build a more intelligent and loving civil society.

It is important that we all know the trends in the world, and prepare to be more powerful trend creators. At the forthcoming conference on development, we shall make bold strides in preparing ourselves for being the radical leadership needed to make significant change towards a more peaceful world.

As a leader in development activities and strategies, we personally invite you to participate in the 1998 conference in Tokyo. Consider staying for a few days after the meeting to visit with Japanese people involved in development, and to make practical arrangements for partnerships with ICA Japan in the future.

We have secured funding to assist with travel costs, especially for those coming from lower income societies and needing to travel a long distance. We are minimising the cost of the conference itself, keeping the cost of food and lodging at a record low of US\$500. There will be no registration fee for the meeting.

1998 Development Conference Announcement
"Discerning our Futuristic Roles for the 21st Century and Expanding the Development of Human Resources"

International Meeting of Directors of Sustainable Human Development, February 7-15, 1998, Tokyo, Japan.

You are invited to participate in the 1998 International Development Conference in Japan. This will be an opportunity to deepen our dialogue on contemporary Sustainable Human Development themes including:

- 1) Local Community Empowerment,
- 2) Empowering Environmental Harmony,
- 3) Poverty Alleviation Systems,
- 4) Productive Employment and Income Generation, and
- 5) Advancement of Women through Gender Issues Resolution.

The conference will focus on preparing for 21st century development and the human resource potential needed to live effectively in our rapidly evolving world. One day will be devoted to a large open event with panel discussions, workshops, and presentations. Since 1989, the Japan ICA Global Partnership Center has supported sustainable development in various countries. In Japan, we have been doing development through community meetings with citizens and local government workers. We realise

"The key to finding our way back to civil society is through the community and its citizens working together with their public officials"

Beyond Prince and Merchant,
Chapter 5 by James P. Troxel



that small villages and towns around the world are striving for survival. They are lacking both basic technologies and the insights necessary to socially and culturally develop their communities. Consequentially, young people are leaving these communities against their deeper hopes. Older people are lacking hope and have stopped nurturing their citizens because they have lost contact with the world, and lack the new leadership skills necessary to lead the society. Holistic human resources training, including some outside of one's own country, is needed to gain fresh perspectives. We invite you to share in depth your understanding about our situation of the world, and how we can sharpen our ability to respond. This will be a significant meeting because we all realise that new strategies are necessary for living successfully in the 21st century. We also invite you to visit in Japan with other NGOs, citizens groups, government, and businesses who are actively seeking to be partners in meaningful global networks.

Schedule

Feb. 7 Arrival in Japan and opening ceremonies
Feb. 8-10 Case Studies, 21st Century Needs Analysis, Futuric Scenarios
Feb. 11 Citizens Conference: Citizen's Roles in 21st Century Development
Feb. 12-14 Human Resources Training for International Cooperation
Feb. 15-17 Visiting with NGOs, citizens groups, government, and businesses
Feb. 18 Departures to home countries

Purpose of this event

To focus the attention of development on long range approaches, including the engagement of citizens and the development of human resources.

Specific Objectives

Inter-cultural exchange and enrichment deepening and widening the dialogue about development project programs and skills interchange and training Building self-sufficiency skills and strategies. Developing our documentation and evaluation skills. Advancing our financial management abilities.

Possible Activities

- Sharing of sustainable human development technologies and resources
- Reviewing case studies of successes including what made them possible
- Updating development strategies into harmony with futuric global needs
- Coordinating strategies of human resource development
- Training in leadership and personal growth
- Completing documentation of existing partnership activities
- Planning the next year's partnership activities and projects
- Designing new resource materials (book, CD-ROM, training materials)
- Meetings with Japanese NGOs and Japanese government officials
- Site visits to places in Japan interested in building international relationships.

“To create local habitats
that serve their needs,
people will need to
reclaim that power and
restore the rightful and
necessary role of
governance to civil
society”

Beyond Prince and Merchant,
Foreword by David Korten



Profile Gemma Vriens, ICA-Zambia/ICA Netherlands

I have always had ideals. Big ideals about equality, about emancipation of the grassroots, about justice, about making this world a better place. To address these dreams and wishes I started my studies of rural development sociology at the Agricultural University of Wageningen in The Netherlands. I was focusing on development issues and projects, the unequal division of opportunities between the North and the South and tropical agriculture.

However, in my first year the disappointment was big. Failing development projects, white elephants and Western imperialism were every day subjects. For a moment I thought of giving up my ideals, but through my voluntary work for a Dutch refugee organisation, I came to discover that development is not something far away and unrealistic, but that it is a part of every human being. Development is inside yourself. Therefore I decided to focus my studies more on emancipatory extension science, which more or less means to let people discover their hopes and dreams for the future and to guide them in realising them little by little with the assistance of all valuable capacities every one of us has.

In the summer of 1996, I came in touch with ICA-Netherlands and I realised this could be an organisation that suits my own ideas of empowerment. I followed a 15 days course (The Development Interchange) about facilitation methods, project management, proposal writing and living and working in another cultural environment. I applied for a volunteer job (which is at the same time part of my practicals for my university) at ICA-Zambia, and in April 1997 I found myself in an aeroplane heading southward. The ICA-Zambia staff gave me a warm welcome. Full of enthusiasm and excitement, I arrived and started my new life in a small village called Kapini, nearby the capital city Lusaka. Immediately I felt at home, and soon I got used to cooking nshima on charcoal, hiking a van to town, wrapping myself in chitenjes, greeting in several local languages and coping with excited street vendors who want to marry me.

The work I am doing consists of project proposal writing, field visits, evaluation of projects and I

carried out a research about institutional influences on participatory processes. I learned how to work in a foreign organisation, together with farmers and my Zambian colleagues. I also found out that participation is not the easiest way to go, it is a long road, full of barricades. These barricades consist of a history of dependency, top down societal and organisational structures, as well as inflexible funding. But, once these barricades are broken down, increased local confidence, reliance and pride can pave the way to stronger individuals and sustainable development.

Anyway, my time is almost up. Next week I will be travelling to Zimbabwe for my holidays and in November I'll find myself in an aeroplane, heading back North. I'll be looking back at my time in Zambia as a big experience, with a lot of wise lessons, locally brewed beers, warm people and weather, optimism and farmers co-operation.

**“The growth of the
profession of facilitation
may be one of the
strongest indicators that
society wants to take
civil participation
seriously.”**

**Beyond Prince and Merchant,
Chapter 14 by Mirja Hanson**

ICA Events from around the world

Where	Event	When	Reference
Eurasia			
Manchester	Group Facilitation Method	November 28-29	ICA United Kingdom
Brussels	Group Facilitation Method (French)	December 12-13	ICA Belgium
Manchester	ICA:UK Planning & Christmas Party	December 5-7	ICA United Kingdom
Manchester	Group Facilitation Method	January 12-13	ICA United Kingdom
Brussels	Group Facilitation Method	January 20-21	ICA Belgium
London	Group Facilitation Method (French)	January 29-30	ICA Belgium
Manchester	Participatory Strategic Planning	January 30-31	ICA United Kingdom
Tokyo	Discerning our Futuric Roles for the 21st Century and Expanding the Development of Human Resources	February 7-15	ICA Japan
North America			
Toronto	Technology of conciliation	December 4-5	ICA Canada
Seattle	Group Facilitation Method	December 4-5	ICA US
Yakima	Participatory Strategic Planning	December 4-5	ICA US
Toronto	Lifestyle Simplification Lab.	December 6	ICA Canada
Washington DC	Towards a Philosophy of Participation	December 8-9	ICA US
Toronto	Group Facilitation Method	December 9-10	ICA Canada
Nashville	Group Facilitation Method	December 9-10	ICA US
Chicago	Towards a Philosophy of Participation	December 9-10	ICA US
Sacramento	Towards a Philosophy of Participation	December 9-10	ICA US
Seattle	Towards a Philosophy of Participation	December 10-11	ICA US
Toronto	Facilitated Planning	December 11-12	ICA Canada
Toronto	Group Facilitation Method	January 13-14	ICA Canada
Toronto	Facilitated Planning	January 15-16	ICA Canada
Santa Clara	International Association of Facilitators USA Conference	January 16-19	ICA US
Seattle	Group Facilitation Method	January 29-30	ICA US

The Network Exchange

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The whole idea of becoming more technical and opening up a "market" is highly appealing to some, and the very presence of the "Granjas" is a source of local animation, pride and prestige. There is much local excitement around this new development. And, the existing granjas are a demonstration that inspires others if not to go the full path to becoming a granja at least to better their herds genetically or to care better for their animals. There are about 10 mini-"granjas" which are simply improved concerns of a lesser size. It is mostly the granja owners and the mini-granja owners (along with the duck and rabbit growers) that have set up the "Association of Small Animal Growers".



Small groups

Regarding the small size of the groups formed to receive loans (only 4-7 people/association) this has to do with the fact that there has been very careful screening of the members of the association by the members themselves. Also while these people are not individualists in the modern sense of the word (i.e. highly rational, individual economic maximizers) they are autonomous in the sense that a) most of them have their own plots of land and are not dependent on any overarching superstructure for their livelihood and b) given a), they are not particularly communally grounded. They are not spontaneous formers of associations or groups. While family oriented as latins tend to be they are not known for their civic orientation. In fact the project serves to build social trust and to overcome petty quarrelling and personal suspicions. This in fact is what I will consider one of the great successes of the project. The size of the

groups reflects local social and economic realities above.

Procade Programme Expansion in 1997

Procade will expand in 1997 to 10 new villages in the Lunahuana region. As in the past the project will be centred on Income Generation, Expense Substitution, Health and Nutrition. While seven of

The size of the groups reflects the social and economic realities.

the 10 new villages are similar to the ones ICA has worked with in the past, three of them are significantly different. These have large contingents of Quechua speaking people who have migrated from the

Andean highlands to the foothills of the Lunahuana valley. These people, direct descendants of the Incas and other native peoples are semi-nomadic herders. That is, they set up rustic settlements on barren unusable lands and then herd their Jersey cows, sheep and goats to maize fields where they are allowed to graze, for a small fee, after the corn has been harvested. In their rustic camps they grow guinea pigs in the traditional way. I am not sure that the new methods for guinea pigs are applicable here. Maybe some improvements could be introduced. In any case ICA's zootechnician is suggesting improvement of genetic stock of the sheep and goats. Of course other aspects of Procade including health and nutrition are applicable anywhere. It will be interesting to see what new economic and or social novelties arise amongst these groups.

The other 7 new communities of the Procade expansion appear highly receptive. They have been contexted that the whole process, which includes regular visits by promoters and zootechnicians, lasts 1 year. At the end of that one year they should be at the level the original 3 communities are today...





Year 1: internal so that ICA organizations can begin their plans for attendance.

Year 2: focus on getting the co-sponsors and collaborators.

Year 3 : recruitment brochure and packet.

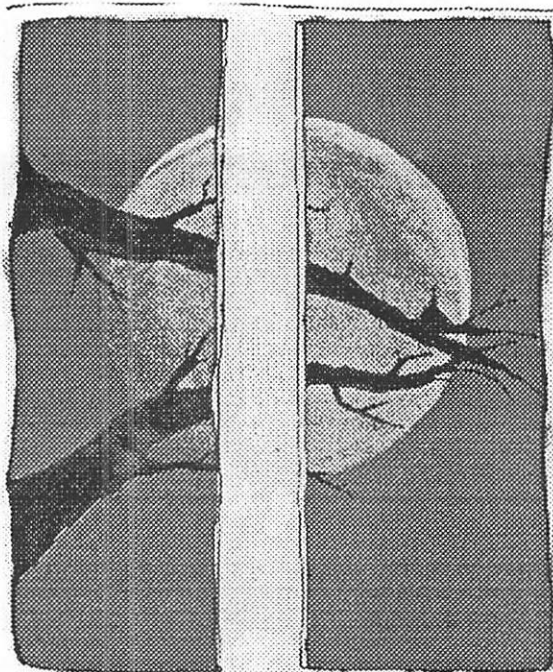
Next steps

1. One-day meeting of the planning teams before the ICA USA Board meetings in October 1997, February 1998 and June 1998.

2. An advisory consultation with possible co-sponsors the week of December 15-22 in Washington, D.C.

If you want to give inputs to the "guide teams" or participate in the work you can contact the three coordination teams:

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Report from Peru, second part

By Tony Beltran.

The first half of this report was printed in the Network Exchange in July. In the following we bring the final part of the article from Peru about income generation, expense substitution and credit for small peasant farmers.

ICA's Intervention, continued

In general granja farmers are usually better off than the ones who did not pick up on the idea. They are in a sense the local elite, people with more social status and education. As already noted with the increase in the size of the "herd" comes an increase in the sophistication needed in dealing with the animals: larger numbers mean more space, more food, more upkeep, etc. It also means that a more market oriented mentality begins to take hold. While there is currently unlimited demand for guinea pigs, the price paid is stuck at Soles 6.00 for an 800 gram animal. The trick lies in keeping costs as low as possible, selling the animals as soon as they reach 800 grams (further growth INIA researchers say doesn't compensate the extra feed input vs added income/gram). With the new methodologies a guinea pig can reach 800 grams in 3 months instead of the 6 months it takes by traditional means. Farmers can thus increase their yearly income. This has the added advantage that the animals' meat is more tender. This advantage is not yet considered by the middlemen who buy the guinea pigs but it could be an important selling point in the future. To offset costs granja farmers have begun growing alfalfa (not a traditional crop) to feed their herds, although guinea pigs will grow more quickly (60 days) when fed Purina (concentrated industrial feed), its price is prohibiting. INIA research shows that little or no margin is to be had with Purina.

Granja farmers are now beginning to think about how to add value to their animals. While nothing has yet developed they are discussing the options such as: promote a brand name, sell directly to Lima restaurants, sacrifice and package the animals in place, and others. The raising of small animals thus is becoming less artisanal and (in a small scale) more industrial. Very recently the SENATI (Servicio Nacional de Adiestramiento en Trabajo Industrial) dropped by to offer their services to help out exactly with the issue of management training and commercialisation.

cont. page 4



ICA Global Conference - 2000

By L.E. Philbrook

The preparation of the next global ICA conference in the year 2000 is already taking place. The ICAI Executive Committee discussed the Global Conference at their yearly meeting (see Network Exchange, April 1997) and this article is a report from the initial planning meeting in the US.

The initial meeting was held June 13-15, 1997 to plan the ICAI global conference in the year 2000. The guide team was made up of ICA USA board, staff, and colleagues from ICA West, ICA East and ICA Heartland. We were privileged to have Dick Alton from ICAI and Martin Gilbraith from ICA United Kingdom.

Following are recommendations for the conference:

1. Theme:

INVITING PARTICIPATION IN A NEW MILLENNIUM

facilitating a culture of participation
reinventing the social fabric
creating Ancient Futures into the new millennium

2. Dates:

August 15-22, 2000 (7 days)

3. Place:

Denver, Seattle or San Diego (in order of priority from present information. Other proposals are welcome)

4. Objectives:

Attendees would form themselves into a collaborative network or global servant force.

500 people would attend with at least 100 from outside of the U.S.

Result in a network of at least 5 close collaborating organizations

Other values:

Part of the conference would be shared globally by teleconferencing.

Balanced registration of men and women

One -third would be under 30.

All cultures of the globe would be represented.

Conference would be taped and video taped.

Registration fees would pay the cost of the conference.

Include colleagues who are not professionally involved with ICA.

5. Audience.

The people who will attend this conference are presumed to be : the cultural creative, that is, people who are already awakened, aware, have similar values, are global, holistic, and creative, desire social justice, economic integrity, authentic community, and true civil society, and seek fulfillment in an integral society of the 21st century.

6. The format

The format will be 7 days -2 days of presentations exchanging what has worked in the 20th century, 1 day of site visits, 3 days of workshops and projections, and the last day-the Great Event, with a closing plenary, celebrative activities, that would be projected through teleconferencing in some fashion.

7. Possible speakers

Possible speakers were brainstormed, various categories seemed important, for instance, men, women. Native Americans, global cultural groups, already awakened people, ICA staff members, globally conscious persons, contemporary thinkers, futurists who are actively doing something.

8. Co-sponsors

Co-sponsors will be sought, such as National Network for Youth, Habitat for Humanity, National 4-H Council, I.A.F., U.S.AID, NCPCR, University of the site, airlines, UNDP, IYF, Sustainable Seattle, Jacob's Foundation, Ford Foundation, Civicus, Fetzer Institute, and Lilly Foundation. Sponsors would help to plan, invest resources, provide technology, make presentation and send participants.

9. Additional collaborators will be sought, who will offer presentations, send participants and publish results.

10. College Credit will be sought through a participating university.

11. Promotion and Communication

These issues were outlined for the 3 years.