

The Network Exchange



January 1998

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President's New Year's Greetings

By Hala El Kholy

Dear Friends and colleagues

It is this time of year again; a time of celebration. We celebrate a year of accomplishment all over the globe and prepare to celebrate yet another year of commitment and dedication to our hopes and dreams. Although an arbitrary division of time, it does seem to provide us all with a compelling urge to reflect seriously, and attempt to evaluate our varied human activities. It is a point in time where what we have been engaged in draws the map for what we will get involved in; where the past gives birth to the future. In the process we live our present.

Let me share with you my Son's gift for the New-year: "Some people say yesterday was history and tomorrow is a mystery but today is a gift. That's why they called it the present"

We have all developed throughout 1997, so have all the lives of those we have come in touch with. It would be virtually impossible to encapsulate the achievements world-wide, the pain and gain, in this greetings letter. It would require several books. Yet we have produced one such book: "Beyond Prince and Merchant - Citizen Participation and the Rise of Civil Society".

Thanks to many of you for sharing their priceless wisdom. Thank-you for the present.

Another major present is the tireless dedication of many to nurture new Associate Organisations. We look forward to welcoming our new partners in Asia, Africa, Europe and South America. As we embrace a growing network of partners, let us acknowledge the efforts to enhance global connections. We have all been engaged in a variety of networking meetings, conferences and workshops all around the world. All these contributions have helped shape the present.

Our newly found present(s) helps to demystify our near future, as we look forward to gathering for our third General Assembly in Brussels August 1998. In an attempt to further document our combined efforts globally, to probe deeper into defining our work and identity, and to aspire higher standards and better quality in our development interventions, we have all been invited to share our present(s).

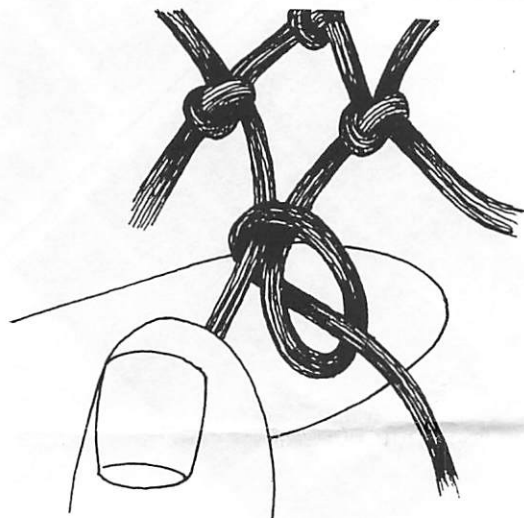
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Our visibility, credibility and transparency as a global Human Development Organisation has never been as pertinent. We must continue to work with as much effort and commitment, we must continue to learn and share our learning. We must continue to share our presents in order to secure a more sustainable, just and peaceful future. Thanks to all of you, we have contributed to the present.

With best wishes for and even more fruitful 1998.



NEWS FROM NIRADO, Nigeria

The following article is taken from NIRADO's Newsletter, October 1997.

NIRADO has conducted the following programs this year:

Annual Local Planning and Facilitators' Training Program

The 1997 Annual Local Planning and Facilitators' Training was held in Akwa Ibom state between January and February. 17 village groups from Itu and Ibiono Ibom Local Government Areas of the state benefited from this program. Besides, 17 members of the groups (one from each group) were also trained in some of our participatory methods to equip them with appropriate skills for effective facilitation of their group's activities. Moreover, NIRADO had a 2-day planning session with each of these groups where they identified their felt needs and planned to satisfy those needs through self-help. Each group had a 3-year plan during which development projects will be carried out.

3-Month Follow-Up Exercise

Three months after the Local Planning and Training, NIRADO conducted a follow-up exercise with all the 17 groups worked with. This exercise which came up from April to May 1997 was designed to know how far the groups have gone in implementing their

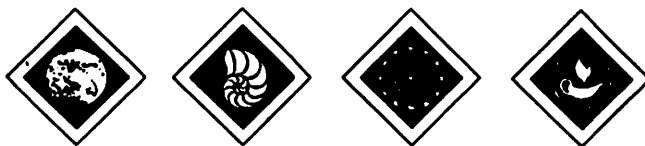
planned projects for the first three months, celebrate their accomplishments and re-plan with them their activities for the next three months. Although almost all the groups had embarked on one activity or the other, only 10 of the 17 groups had a full re-planning session while the remaining could only give reports of their activities.

The National Facilitators' Training Program

This year's National Facilitators' Training Program titled "Participatory Technology in Rural Development" took place in Lokoja, Kogi state, from July 17 - 19. 24 participants drawn from different parts of the country benefited from this training. Some of these participants were rural development practitioners from community based non-governmental organisations, states, rural development agencies and people with vested interest in the practice of rural development. The program, sponsored annually by Friedrich Ebert Foundation (Germany), Lagos office since 1993, is designed to promote the use of participatory approach among rural development practitioners.

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Cont. from page 2, NIRADO....

Coming Events

NIRADO has a number of activities to embark upon. Some of these are as follows:

Local Level

Towards the 1998 Annual Planning and Facilitators' Training Program coming up between January and February in Taraba state, two set-up trips were planned to the state. The first trip was made from October 8th to 22nd, 1997, during which NIRADO intimated the appropriate government authorities and the target population of the program. The second trip, which will be hold from November 8th to 22nd, is to identify and recruit the various village groups that will benefit from the program.

- o The 1997 Annual General Meeting of our Organisation, NIRADO, will take place at the Nigerian Institute of International Affairs, Kofo Abayomi Drive, Victoria Island, Lagos, on October 27th. All NIRADO members across the country are expected at this meeting.
- o Our Annual Members' Forum will take place on December 6th. 1997. This forum is a gathering of some members of NIRADO to interact with one another and also get updated with relevant information about NIRADO's activities. The venue is NIRADO office: 37 Oyedele Oggunniyi Street, Anthony Village, Lagos.
- o As part of our staff development efforts, NIRADO will conduct an in-house training for its staff members. The training which comes up from November 4th to 5th is designed to ensure that all our staff members can effectively use our participatory development approaches whenever the need arises.

International Level

- o Our Director of Operations, Mr. Moses Ogianyo attended an IFAD Consultation meeting between October 13th and 15th, 1997. This meeting which took place at the IFAD Headquarters in Rome was entitled "Local Action Development for Sustainable Resource Management". The meeting involved representatives of prominent non-governmental organisations from all over the world.
- o The meeting of all the African Directors of Institute of Cultural Affairs International to which NIRADO is affiliated comes up between November 9th and 16th, 1997, in Nairobi, Kenya. NIRADO will be represented by the Senior Program Officer, Miss Hannah Bruhns.



"Mamy Wata", drawing by Véronique Tadjó





Visit to CARE-Kenya

By Edward Mutiso

Benchmarking other NGOs is part of the preparation for the ICAI General Assembly in August 1998. On the 12th November 1997, Mr. Hani Sami (ICA MENA), Mrs. Ruth Lakona (ICA Zambia), Mr. Edward Mutiso (ICA Kenya) and Mrs. Doris Mutya Shobya (AFREDA Tanzania) visited CARE Kenya. The visit was hosted by Mr. Philip Selim. The purpose was to document the experience of CARE Kenya in the area of Human Resource Management. This was done as an attempt to learn how other organisations operate and get ideas for how we want to operate as ICAs. The following is Edward Mutiso's report from the visit:

Historical Background

CARE means Canada America Relief Everywhere. It was started in 1945 in North America to assist people who had been affected by the second World War, and it began to work in Kenya in 1968.

Current Activities

CARE Kenya's current activities have two programmes:

1. Relief

There are 3 refugee camps, each with about 120,000 people. In Northern Kenya CARE provides relief food.

2. Development

The development programmes are mainly concentrated on the Western side of Kenya.

These programmes are:

- Agro forestry
- Health
- Women Economic Empowerment (Loans)

Human Resource Management

Recruitment

- Each department identifies personnel requirements
- A request is then made to the Personnel Operations Department
- The vacancy is advertised internally
- If none of the candidates qualify, then the vacancy is advertised externally

- Short listing is done
- Interviews are conducted
- Selection is done
- Orientation of the new employee is undertaken.

Terms & Conditions of Service

1. All staff are contractual
2. There is a salary review after every two years
3. Medical

For out-patient, the employer provides 85% of the cost while the employee pays 15%; for hospital stays the employer pays 80% of the cost while the employee pays 20%

4. Pension

There is a provident fund. For the Management Staff, the employer pays 10% of the basic salary and for Non-Management Staff the employer pays 15% of the basic salary

5. The employee gets one month salary per each year served at the end of the contract.

6. Leave and leave allowance

- Annual leave for Management Staff is 25 days and for Non-Management Staff is 21 days.

- An employee gets a leave allowance based on 1/4 of his/her monthly base salary. Employees are entitled to compassionate leave.

• Maternity

Women employees are entitled for a 2 months paid leave and hospital bills are paid for 2 births only.

- CARE Kenya participates in salary and benefit surveys, so they get to know the market rates in the labour market.





Staff Promotions

Two performance appraisals for staff are conducted. One in mid-year and the other one is annual. An assessment form is used to rate the staff performance. The form has the following four categories:

- **Unacceptable Performance.** If one is rated at this category then he/she's contract has to be terminated.
- **Needing Improvement**
Employees rated in this category are informed where they have gone wrong. However, they are entitled for a cost of living adjustment (COLA).
- **Good Performance (G.P.)**
Employees rated in this category get a merit award at 5% of their basic salary and a cost of living adjustment between 2% - 5% of their basic salary.
- **Exceeding Expectations**
Employees rated in this category get a double merit award of 10% plus a cost of living adjustment. They are promoted in case a senior position falls vacant.

The following are aspects of a good organisation:

- good governance
- good and clear policies
- follow-up procedures
- support from top management
- good approach of Senior Staff to Junior Staff.

Staff Development

CARE Kenya undertakes training of its staff based on performance appraisal. It is done on cost sharing arrangements.

Networking

CARE Kenya networks with other development organisations especially on career related to recruitment of staff.

Vehicles

CARE Kenya has vehicles. All Heads of Department are entitled to vehicles. They are required to drive themselves as there is no provision to have drivers for them.

Financial Management

CARE Kenya has Internal Auditors and External Auditors are from CARE Canada.





ICA UK and ICA NL to offer Volunteer Foundation Course in the US, beginning September '98!!!

By Linda Alton

After a year of deliberations, the ICAs in Minnesota, the UK and the Netherlands will collaborate to provide the ICA's training and placement program long available to Europeans. Held in the early 1980's in the UK, moving to Belgium in 1986, to Portugal for 5 years, then to the Netherlands for the past 2 years...with 29 in the 10 day program in 1997! The current plans for 1998 are to hold three programs from July - September, in the UK, the Netherlands and finally in Minnesota, from September 11 - 23.

Simon Koolwijk and Martin Gilbraith will form the core of the faculty, with other US 'returned volunteers' perhaps joining (where are they? call if you are one, or are in touch with one!!!). Linda Alton will anchor the local logistics. When Linda, Lynne and Kay moved to Minneapolis, they found themselves inside one of the premier small pro-active community demonstrations in the US. The neighbourhood association there will help host the event. Families active in the neighbourhood projects will accommodate program participants, and the neighbourhood centre will be the centre for curriculum activities.

The process is three-fold:

- Volunteer applicants participate in the ICA's Technology of Participation 2 day Group Facilitation Methods seminar in their regions; the fee is negotiated locally,
- Volunteer applicants attend the 12 day VOLUNTEER FOUNDATION COURSE held in August or September in 3 locations: The Netherlands, the United Kingdom and the United States (Minneapolis, Minnesota). The current US fee for the 12 days is \$1000, including local accommodations and all aspects of the training;
- The placement interviews, decision, departure preparation - a \$300 placement

fee for ICA Europe to cover on-going communication and administration costs.

We ask that the applicant find her/his own funding at each juncture. The ICA will offer assistance in this area during the process, based on 20 years of working with international volunteers, receiving international volunteers, being international volunteers.

For more information, or to apply for one of the 20 openings in the September 1998 Volunteer Foundation Course offered in Minnesota, apply via email to LLBridging@aol.com, or fax to (612) 823-3547, to the attention of Linda Alton. Applications for the ICA Europe training opportunities may be emailed to Martin Gilbraith, ICA United Kingdom, ICAUK@gn.apc.org, or Simon Koolwijk, ICA Netherlands, ICAned@xs4all.nl.



NEW BOOKS

Beyond Prince and Merchant: Citizen Participation and the Rise of Civil Society *Edited by John Burbidge*

Small groups of thoughtful, committed citizens around the world are stepping up to solve society's problems where government and businesses have failed, say the compilers of this book. Twenty authors elaborate on what they say is a newfound populism shaping those grassroots efforts.

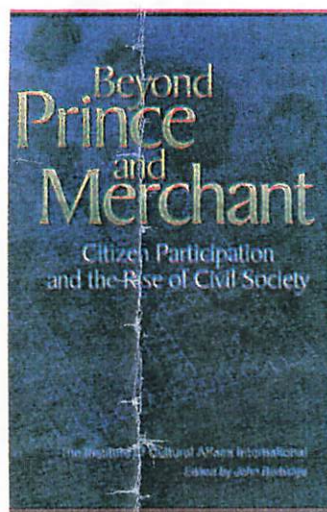
"While building civil society involves citizens working in partnership with government and business at all levels of society, it is essentially a bottom-up activity," writes Mr. Burbidge, the communications director at the Institute of Cultural Affairs in Seattle.

Contributors include Robert Bothwell, president of the National Committee for Responsive Philanthropy, who defines the elements that compose a "civil society"; Mildred Robbins Leet, co-founder of the New York-based Trickle Up Program, who shows how microenterprise loans have provided relief to impoverished villages in several countries; and Paul L. Watson, Jr., former executive director of San Diego Youth and Community Services, who details steps for helping troubled youths.

An appendix provides a plan developed by ICA to create and sustain volunteer groups that share common values and that work to improve their communities.

Publisher: Institute of Cultural Affairs, 1504 25th Avenue, Seattle 98122; (206) 323-2100; fax (206) 322-6266; World-Wide Web <http://www.ica-usa.org>; 314 pages; \$29.95; I.S.B.N. 1-888753-09-9.

50 Ways to Motivate Your Board: A Guide for Nonprofit

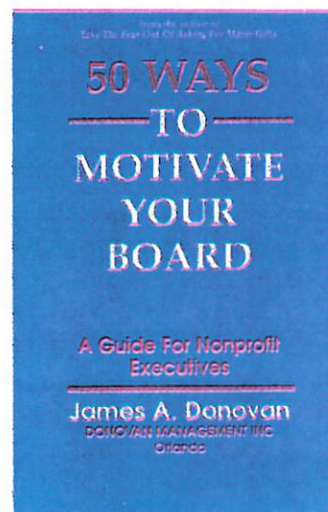


Mission-Based Marketing: How Your Not-for-Profit Can Succeed in a More Competitive World *By Peter C. Brinckerhoff*

The time when a non-profit group had a monopoly on the services it provided has passed, writes Mr. Brinckerhoff. This book examines how groups can employ business-like marketing techniques to insure survival while still embracing their charitable missions.

Mr. Brinckerhoff, a non-profit-management consultant, says that a competitive non-profit group knows its markets, treats everyone in and out of the organization like a customer, involves all staff members and volunteers in the organization's promotion, asks questions continually, tries new ideas, and doesn't fear competition.

He provides examples of groups from both the non-profit and the business worlds that either followed or failed to meet those stan-



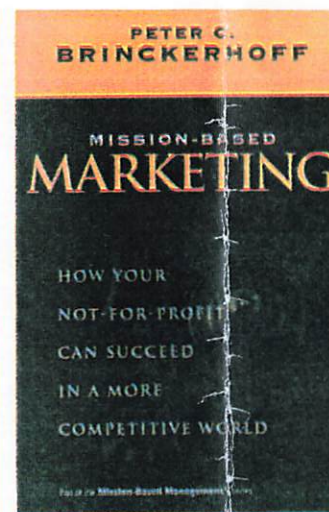
The 12,620 grants listed total more than \$1-billion in support for hospitals, medical research, health-care reform, nursing and medical education, mental-health services, national health associations, and rehabilitation.

Indexes provide an alphabetical roster of donors, officers, and trustees, as well as lists of grant makers by name, subject, state, and types of support awarded.

Publisher: The Foundation Center, 79 Fifth Avenue, New York 10003-3076; (212) 807-3690 in New York State or (800) 424-9836 elsewhere; fax (212) 807-3677; World-Wide Web <http://www.fdcnecenter.org>; 1,195 pages; \$150; I.S.B.N. 0-87954-710-3.

OTHER PUBLICATIONS

Finding Profit in Non-Profits: The Influence of Management Consultants on the Third Sector, by Christopher D. McKenna, traces the history of the consulting firm Cresap, McCormick & Paget, which provided management advice to many burgeoning non-profit organizations in the decades following World War II before the firm closed down in the 1970s. Mr. McKenna, a history professor at the Johns Hopkins University in Baltimore, looks at the firm's work for high-



at non-profit organizations and that its focus on charitable institutions "preceded the widespread perception that [non-profit groups] constituted a distinct sector of the economy." **Publisher:** Program on Non-Profit Organizations, Institute for Social and Policy Studies, Yale University, 88 Trumbull Street, P.O. Box 208253, New Haven, Conn. 06520-8253; (203) 432-2121; fax (203) 432-7798; 41 pages; \$4.50; ask for nonpo Working Paper No. 235 or I.S.P.S. Working Paper No. 2235.

An Invisible Crisis: The Educational Needs of Asian Pacific American Youth, by Laurie Olsen, is a report from the New York-based group Asian Americans/Pacific Islanders in Philanthropy that is intended to alert grant makers to the educational needs of children who speak an Asian language—and to shatter the stereotype that all students of Asian descent excel academically. The report provides statistics on the growing numbers of Asians who have migrated to the United States, including the percentages that live in poverty, and it argues for educational programs that stress both proficiency in English and appreciation of Asian culture and heritage. **Publisher:** Asian Americans/Pacific Islanders in Philanthropy, 116 East 16th Street, Seventh Floor, New York 10003; (212) 260-3999; fax (212) 260-4546; e-mail aapip@aol.com; 48 pages; free.

Nonprofit Organizations, Public Policy and



statutes when engaging in lobbying, voter education, and other "political" activities. Three sections summarize rules that govern groups classified under Sections 501(c)(3) and 501(c)(4) of the tax code, as well as issue-oriented political-action committees. Penalties imposed when those rules are broken are also explained. **Publishers:** the Tides Center, San Francisco, and Perkins Coie Political Law Group, Washington. Available from The Tides Center, P.O. Box 29907, San Francisco 94129-0907; (415) 561-6300; fax (415) 561-6301; 118 pages; \$10.

A Right Wing and a Prayer: The Religious Right and Your Public Schools is a report from the Washington-based organization People for the American Way that documents instances during the 1996-97 school year where PFAW asserts that right-wing religious groups forced their agenda on public schools. Censorship of books and films, promotion of school-sponsored religious activity, suppression of student expression, and lobbying in behalf of "parents' rights" initiatives are among the sins committed in 26 states by proponents of faith-based teaching and conservative politics, the compilers say. The religious right's ultimate goal, they allege, is the enactment of a voucher plan in which public money would support private and religious schools. **Publisher:** People for the American Way, 2000 M Street, N.W., Suite 400, Washington 20036; (202)

News about "Beyond Prince and Merchant"

CHARLES STEWART
MOTT FOUNDATION

WILLIAM S. WHITE
PRESIDENT

October 28, 1997

Mr. John Burbidge
Communications Director
The Institute of Cultural Affairs
1504 25th Avenue
Seattle, Washington 98122

Dear Mr. Burbidge:

Thank you so much for sending me a copy of the book *Beyond Prince and Merchant: Citizen Participation and the Rise of Civil Society*. While I have only had a chance to skim the book, I am deeply impressed with its depth and importance to the debate. For instance, I notice you challenge the assumption that the nonprofit sector is the "third" sector, rather than the first. I feel so impressed by the book that I am ordering extra copies of it to distribute to my staff for their consideration.

If you have an annual report or other information regarding the Institute of Cultural Affairs, I would appreciate receiving it.

Once again, thank you very much.

Sincerely,



William S. White

WSW:aco

cc: Robert Bothwell, National Center for Responsive Philanthropy

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A Letter from Meera Rajda, participant in IToP, 1995

We got the following letter on the e-mail. Meera Rajda is from India and works for the company Forbes Marshall who is supporting her efforts in community development.

October 3, 1997

Dear Mr. and Mrs. Oyler,

You will be pleased to know that after I have returned from the training I have made conscious effort to use the training in whatever areas of work I am involved in.

With Jhankar Jadhav and his colleague Mukesh Tashkande we conducted a training program for the supervisors of Forbes Marshall. With Shakuntal Jadhav I have conducted a training program for the ladies at the community development project at Kasarwadi Pune where our CO has been doing the development work. At this meeting we had set out 5 action committees and it is through these committees that some tangible work has been done, such as putting up tubelights at the subway in co-ordination with local municipal bodies.

It is the vision of these ladies to start a Kindergarten school by Forbes Marshall which was accepted by us and today we have started a pre-school facility. They wanted to start Adult Literacy classes, run voluntarily by this group of ladies, and it was started and is funded by us.

There are many other things which are happening. At the sustainable village development program where ICA and Forbes Marshall are partnering with the help of village participation, a children's park has been developed. We are now building Pour Flush Latrines with the help of Zilla Parishad and we have networked with the NGOs and, of course, the villagers. CO has also subsidised this activity. We are doing various school-programs.

Shankar Mukesh and I have conducted a Village/Gram Sabha (town meeting) and are in the process of evaluating whether we can take up this village for development.

Tomorrow Shankar, Shakuntala and Mukesh are joining me to conduct a Gram Sabha in a nearby village, where for the last three months I am doing some voluntary work. I was invited to do the work here by one of our CO employees who has been seeing our work at the village called Bopkhel.

I am happy to inform you that since April my area of work has changed to pure social work and I am not any more the Personal Manager. I am now designed as Manager Welfare, in charge of welfare of our employees, their families and the two community projects.

I therefore use the techniques learned to the fullest. I am happy doing this job as it gives me a lot of satisfaction.

Please put me on your mailing list and as I am on e-mail, it is easy to contact me. Shall from time to time keep you informed on the progress of my work on the use of ToP method.

I take this opportunity to thank all of you for transferring this method so useful in doing work with groups of people.

Kindly regards also to Shirley and all the other faculty members.

With regards to both of you.





Member's Profile: A. Cristian Nacht - Reprint from September 1995

Member profiles are a good way to get an insight into the more "personal side" of ICA. A chance to get to know a few of the individuals within the organisation. However, it has been very difficult to get new profiles lately so that's why we have decided to reprint this profile. Please help us bring new profiles by sending us your profile!!

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

I did my studies in Argentina at an English Boarding school. My parents enrolled me there, in part, to avoid the Peronist propaganda at the Argentinean schools. At 16 I was sent to a boarding school in England, to London Dulwich College. I went to University at Cambridge (1961-1964) where I received a degree in Engineering studies. In 1968, after trial and work periods in London, Paris and Brazil, I returned to England to study Business Administration at Ashridge Management College.

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

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

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

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

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

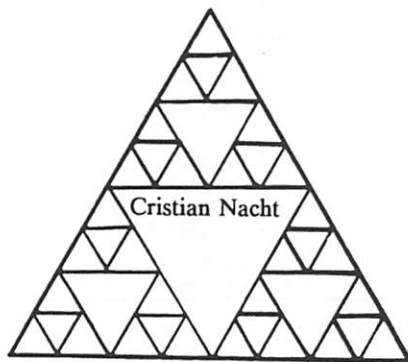
MILLS is one of the main focuses of my time and attention, not because it supplies the means to pay the bills (important though that may be), but because I believe that we can make a major impact on the community, the city and the country, through the example and the influence we can bring to bear on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



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

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

Sport has always been an important part of my life. At the English schools and university it was rugby, cricket and tennis, as well as soccer, field hockey, swimming, athletics, etc... I played club rugby in London for two years and then concentrated on tennis. Today, with some slipped disk problems, I play a little tennis but keep fit mostly cycling, swimming and walking.



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

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

The ICA

My first encounter with the ICA was through Bill Slicker, sometime in 1979-80. He was calling on directors of the American Chamber of Commerce of Rio de Janeiro. I think that my wife and I went to a village forum, but nothing much followed. Then came Sir James Lindsay, in 1982 I think, who gave a talk on the IERD to take place in Delhi in '84. I participated quite actively in organising the Brazilian delegation, and managed to fund the participation in India of 5 Brazilian grass-roots projects. During that time I came to know the LENS methodology, so that in 1986, when MILLS was at a particularly important cross-road, we did a LENS strategic planning seminar which remains, even today, as an important land-mark in the history of the company. My involvement increased steadily from then on and under the guidance of Bill and Nancy Grow it went from the ToP methods towards RS1, their home church, and a deeper spiritual commitment.

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

ICA Events from around the world



Where	Event	When	Reference
Eurasia			
Worcestershire	Volunteer Orientation Weekend	February 6-8	ICA United Kingdom
Brussels	Lifestyle Simplification Lab.	February 7	ICA Belgium
Brussels	Participatory strategic Planning (French)	February 10-11	ICA Belgium
Brussels	Participatory strategic Planning	February 13-14	ICA Belgium
Brussels	Group Facilitation Method (French)	February 17-18	ICA Belgium
Brussels	Group Facilitation Method	February 20-21	ICA Belgium
Australia	Your Money and Your Life	February 28	ICA Australia
The Netherlands	Volunteer Information Day	February 28	ICA The Netherlands
The Netherlands	Group Facilitation Method	March 5-6	ICA The Netherlands
The Netherlands	Volunteer Information Day	March 21	ICA The Netherlands
Taipei	Study Group (Mandarin)	March 22	ICA Taiwan
The Netherlands	Proposal writing and defending your budget	March 25-27	ICA The Netherlands
Bristol	Group Facilitation Method	March 27-28	ICA United Kingdom
Australia	Heart Politics Conference	March 27-31	ICA Australia
Australia	Life Directions	March 28	ICA Australia
Brussels	Group Facilitation Method Training	March 3-10-17-24-31	ICA Belgium
North America			
Toronto	Group Facilitation Method	February 17-18	ICA Canada
Toronto	Team Leadership	February 19-20	ICA Canada
Austin	Group Facilitation Method	February 25-26	ICA US
Greensboro	Group Facilitation Method	March 10-11	ICA US
Seattle	Group Facilitation Method	March 10-11	ICA US
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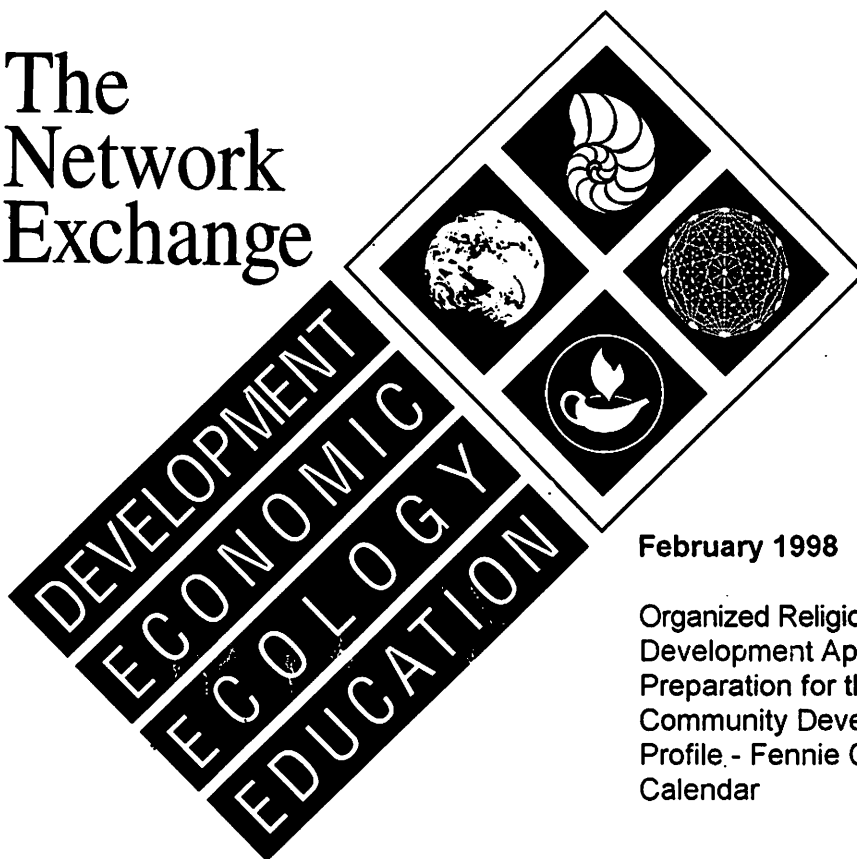
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The Network Exchange



February 1998

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Organized Religion: The Forgotten Dimension

Chapter 16 by Koenraad Verhagen from "Beyond Prince and Merchant"

Summarised by Dick Seacord

We have been studying "Beyond Prince and Merchant" at ICAI and have decided to bring you some of the chapters in a short and summarised form with some quotes from the respective chapters. We hope that these summaries and quotes will be useful for our readers.

Koenraad Verhagen's major premise is that development and religion are interlinked. Religions through their systematic reflection on the values and norms of human behaviour provide the ethical basis of society. Presently there exists, particular in Western Countries, a renewed interest in spirituality. He sites the continuing power of the world's religious

"If we acknowledge this close relationship between inner and outer transformation, the time may have come for many persons and organizations involved in social action to reflect on their inner personal and organizational culture"

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

The major pitfalls on the path toward global unification are secular and religious fundamentalism. In these closed systems of values there is no room for divergent behaviour. To assure conformity all means are used and justified, even if great suffering results. The present ideology of international financial organizations and the business community values economy and its growth to the extent of excluding weaker sections of society.
Cont. page 2

"The culture of ordinary people is profoundly rooted in religion"



"To neglect the religious element is the opposite of participation"

Some religions, as well, continue to proclaim their one true way, repressing dissent from any quarter.

As yet, Verhagen finds no credible alternative to the dominant ideology which

makes economy the engine of development. We are entering a world without jobs for many. How can we break out of economic determination in order to apply both economic and ethical considerations to

meet the challenge? How can we bring our faith to bear to preserve the intrinsic value and dignity of every human being?

"In the evolution of humankind, there is an irresistible and accelerated movement of people becoming more and more linked to one another and moving towards one another"

Participatory Development Approaches in Africa - How to fill Geographical and Methodological Gaps

By Bodo Immink and Macaulay Olagoke

We received the following report from "the workshop organising secretariat" on the workshop that took place from the 6th until the 13th of July, 1997 in Kampala, Uganda.

BACKGROUND

This Exchange Forum for Practitioners of Participatory Development Approaches in Africa is a direct result of an international conference which took place in September 1996 in Cairo. This conference was organised by The Institute of Cultural Affairs International (ICAI) on the theme "The Rise of Civil Society in XXI Century".

During this conference, many presentations related to experiences with different participatory approaches in Africa, were made. Among this was a paper by Dr. Macaulay A. Olagoke, then Executive Director of NIRADO, Nigeria. This paper highlighted the need to fill existing gaps in the application of participatory techniques being used in Africa. The gaps outlines are both territorial (limited in geographical coverage) and methodological (limitations in contents and processes).

Towards the end of the conference held in Cairo all participants from African countries - those being African as well as those working in Africa - convened

and a committee was formed to organise a workshop as an Exchange Forum for Practitioners of Participatory Approaches by looking into ways of how to fill the gaps outlined.

The committee delegated the responsibility of planning the workshop to Dr. Macaulay A. Olagoke and to Mr. Bodo Immink, Training Consultant at Uganda Catholic Social Training Centre.

EVOLUTION OF PARTICIPATORY DEVELOPMENT APPROACHES

Many efforts by government, international bodies, national and local organisations in the area of poverty alleviation during past decades did not achieve the desired results in terms of positive change and sustainable development. On the contrary, the number of people in many African countries living in desperate poverty, not being able to cater for their basic human needs, is ever increasing.

Where "positive change" was achieved, it often did not last very long after external interventions had ceased, hence the "change" was not sustainable. In other cases, external interventions at the local level were even resisted by the people. Either promises were given but people were left worse off than



before, or the project measures were not relevant to the people.

The foregoing led to the need to reflect upon the development approaches being practised and resulted in the search for alternative approaches which would enhance self-reliance among communities and reduce dependence on external interventions by involving people in poverty alleviation right from needs assessment, prioritising needs, identifying appropriate solutions, as well as in the planning, implementing, monitoring, and evaluation of project measures.

During the last 25 years or so, participatory development approaches have become quite popular and a number of concepts, methods and techniques with respective strengths and weaknesses have evolved.



Kiga design scorched into calabash jug, Uganda.

This Exchange Forum is one step in the process of continuous search for appropriate development approaches. The Forum is intended to provide opportunities to reflect on the experiences made and in learning more about the people whom we should serve and who should be the main focus of any development strategy.

KEY QUESTIONS ABOUT PARTICIPATORY DEVELOPMENT

The literature on participation in general and participatory development approaches in particular is not overviewable any more. Everybody in development circles would ratify the slogan of the day that participation is a pre-requisite to development. For example in 1990 a big conference on Participation took place in Arusha. The so-called Arusha-Declaration was later adopted at an OAU summit by all African Heads of States.

In spite of this general acceptance of and emphasis given to participatory development, there is need to ask certain questions:

Conceptual Questions

- What do we really mean by participation? It is enough to call for peoples participation in the execution of often externally pre-planned activities and name it participatory development?
- What are the elements which constitute "true" participation?
- What are the elements which constitute "true" empowerment?

Methodological Questions

- How participatory are our participatory development approaches? Who takes which decisions?
- What major barriers to true participation have we observed in the field? What steps have we taken to overcome these barriers?
- How much of true participation do we practice on the field as partners with the local people?
- How much of true participation do we practice within our own organisation?
- How do we guard against abuse of participatory approaches by practitioners and other partners?
- How do we ensure quality control without being un-participatory?
- How and when do we measure the outcome of participatory development approaches?
- What are the methods and indicators for monitoring and evaluation?
- How do we sustain the relevance and adequacy of our participatory approaches within a changing environment?



Questions for this Exchange Forum

- What specific gaps have we observed in our field experience?
- Why do those gaps exist?
- What practical steps have we taken to overcome some of the gaps?
- How can the different methods being represented at this Exchange Forum benefit and learn from each other?
- What practical steps can we take together to deal with the remaining gaps?

THE ENVISAGED PROCESS DURING THE EXCHANGE FORUM

Based on foregoing questions the following are the goal and objectives for the Forum:

Goal

To promote sustainable rural and urban development in Africa through the application of field-effective participatory training approaches in the planning, implementing, monitoring and evaluation of community development projects.

Objectives

- To provide a better understanding of selected participatory techniques in use in Africa through demonstration sessions by experienced users.
- To catalyse the wider use of the various techniques as each presenter will have an opportunity to learn new methods for the main purpose of practical application upon return to the respective organisation.
- To serve as a forum to enhance the field-effectiveness of each method as experienced users will work together to fill some of the identified gaps and adapt the methods to suit local situations without distorting the basic elements.
- To provide substantial data and information for the production of a synopsis of participatory development approaches for use by workers throughout Africa and similar environments.

These foregoing questions and objectives are our challenges for this week of exchange. It would appear clear therefore that this Exchange Forum is not a training programme on participatory development approaches. Nor it is an occasion to

advertise our own methods which might have already some answers to the foregoing burning questions. Rather, it is a gathering of the family of experienced practitioners trying to answer some of the questions. We will be exposed to 8 presentations covering 8 different participatory methods:

- Development Education Programme (DEP)
- Participatory Rural Appraisal (PRA)
- Strategic Planning Process (SPP)
- Workshop Method (WM)
- Regenerated Freirian Literacy through Empowering Communities Techniques (REFLECT)
- Action Planning Method (APM)
- Uganda Change Agent Association-Method
- Groupe de Recherche et d'Appui pour l'Auto Promotion des Populations (GRAAP)



Basketweave pattern on Nyoro pot stand, Uganda.

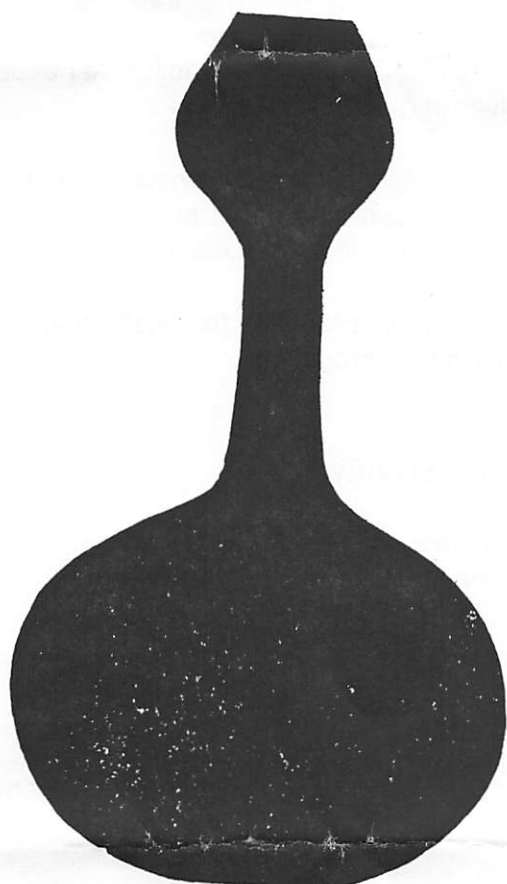
We are well aware that more than those 8 methods are represented in this Exchange Forum. Unfortunately, time does not allow us to present all different approaches. But we are sure that during the discussions and by means of the on-going exhibition to which everyone of us contributed, important experiences with other approaches will enrich the outcome of this gathering.

There will be two sessions for each method for presentation and discussion. Like Paulo Freire, we do not believe in teachers on the one side and students on the other side. We rather believe in teacher-students or students-teacher. Therefore, each presenter turns into a participant to contribute towards the discussion of the other methods as soon as his/her presentation is finished.



During the last two days after the presentations and discussion of the various methods, we will be sharing in depth burning issues emerging from the exchange.

We appeal to everyone to pay less attention to his/her own method and a lot more to the others in a very constructive manner. Perhaps, this is the only way through which we can fill the gaps within the family.



Ganda terracotta water jug, Uganda.

ACKNOWLEDGEMENTS

Much credit is due to The Institute of Cultural Affairs International (ICAI) which organised the Cairo 1996 Conference that led to the present Forum. We are particularly honoured by the personal presence of ICAI's Secretary General, Mr. Richard H.T. ALTON, for the duration of the workshop.

The financial and other institutional support of MISEREOR to numerous development-oriented organisations throughout Africa in general and to this Forum in particular is acknowledged with gratitude. We also thank MISEREOR for arranging for Mrs. Claudia Schwegmann to participate with us at this Forum.

This courageous decision by the Uganda Catholic Social Training Centre (UCSTC) to host us is equally acknowledged with sincere appreciation. In this connection, we are grateful to our Director, Ms Elizabeth Namaganda and her colleagues for all their kind efforts towards the successful conduct of this workshop.

We would also like to recall the various important roles played by the following individuals:

- Ms Anna Stanley of the ICA Belgium (Brussels) who was the Moderator during the Cairo presentation;
- Mr James Troxel who was the originator of the whole idea of a "method fair" which culminated into the present gathering;
- Ms Ruth Lakona, Abdel Moneim Nagwa, Shimi Ntuybaliwe as well as Messrs Alli Kouadio, Edward Mutiso and Olatunji Owolola, who contributed in various ways as Forum Planning Committee members during the Cairo Conference.
- Messrs Olubunmi Adetunmbi, Executive Director of the Nigeria Community Development Trust Fund and Anthonie Emiru of the UCSTC provided very key input into the documents that were sent to all the participants during the period of planning for this workshop.

Finally, we would like to thank all the presenters, other participants, such organisations as the UNDP and various (inter)national NGOs as well as all individuals whose names we may have omitted inadvertently, for their indispensable contribution to the anticipated realisation of the goal and specific objectives of this Forum.



Preparations for the ICAI General Assembly, August 1998

The ICAI General Assembly, August 98, will be looking at defining who ICA is for new ICAs as well as looking at what we have learned about being an organisation. To get ready for this Brussels meeting we have asked ICAs to document their practices and other NGOs. This article on ICA Kenya's finance review and the YMCA is part of this process.

ICA; KENYA FINANCE OFFICE VISIT

Visitors: Kouambe Kuadio Faustin (ICA Cote d'Ivoire)

Dick Alton (ICAI Brussels)

Hosts: Mr. P. Ngugi (Financial Manager)
Ms. H. Ikatatka

The four members of the Finance Office are the Financial Manager (CPA), the Accountant (CPA) and two accountant assistants who act as cashier and do clerical work such as computer input.

"The question is how can we prevent problems rather than chase people; checking for totals and accuracy and doing spot checks of independent sources, such as calling hotels."

Advice on the keys to effective financial systems:

- Professional skills are needed for accounting and computers.
- Need experience especially NGO and not commercial which is concerned with profitability.
- Equipment need - computers and calculators.
- Good accounting system which involved: DOCUMENTATION - How you transact with documents, such as when receiving money and accounting with vouchers.
- Internal Controls: Financial ordering which minimises mistakes. No work should be carried out by one person from beginning to end. If money goes to field, let participants sign for it.

Good separation of duties so can trace things, counter-check things, team approach.

- Our focus is on grant accountability, so grant dependent. Donor wants less overhead, so staffing is a problem which has to be carefully thought through.
- Boards should be advisory and not involved in management. In particular they should not be signing or approving checks. If the Board is involved in supervising expenditure, it needs to be involved in raising money.
- Savings/ Reserves: money should be put in fixed deposit accounts to attract more interest, and to respond to the need for a reserve.
- Need saving program for staff that is also revolving loan program.

YMCA INTERVIEW

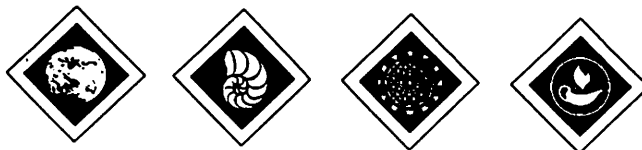
Visitor: Lambert OKRAH - ICA Ghana
Hannah BRUHNS - NIRADO
Dick ALTON - ICAI
Kouambe Kouadio Faustin -
ICA:Côte d'Ivoire

Hosts: Mr. James GOMEZ
Executive Secretary, Africa Alliance of
YMCA

Mr. Robert DRAPER
Associate Executive Secretary (Financial
Development)

Ms. Eularia ZULU
Associate Executive Secretary (Refugee &
Gender Development)

- The job of the Alliance is to build up and facilitate national YMCA movements. Each national YMCA belongs to the African Alliance and the World Alliance. The Alliance is an attempt to decentralise YMCA - and they have three staff,



having divided Africa into zones covering a total of 25 countries. They meet annually by zones, chaired by the host country. Every 6 months the staff visit a local national YMCA.

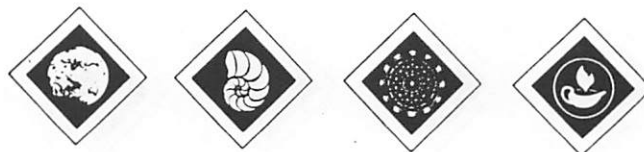
- The team is working on building inter-movemental co-operation in which YMCA-to-YMCA partnerships are formed. People are participating in a Human Relations Exchange Programme; there are also partnerships between say Germany and Ghana, in which Germany financially supports Ghana's programme. In such a case the requesting national YMCA distributes a needs list through YMCA Global Headquarters in Chicago, who brokers the needed relationships in response.
- All YMCAs are self-reliant, paying for their own administration through local fund-raising, membership drives, hostel and other projects (vocation schools, gardens, etc...). As a way of helping YMCAs move towards self-reliance, a revolving loan programme has been initiated, in which, for instance up to \$25,000 could be available to start an income-generating project.
- The YMCA has built stronger national YMCAs through writing good constitutions that provide rotation on the Board (not one person staying forever), and providing annual audits and annual reports to members. Now, all jobs have been made contractual for a set period of 2 to 5 years. There are no permanent positions, and each is expected to do their job - a far cry from traditional civil service conditions. There are "job performance" programmes to provide "job transparency", giving opportunities to say where each is strong and weak.
- The biggest struggle is with the need to be self-reliant. Morally, it is wrong to be dependent. The YMCAs must be able to do the programmes by themselves; it's right and fair.
- The biggest victory has been to build a strong relationship between the African Board National Chairman and Directors. A week was spent by the Chairman and Directors defining the role of the Board and the role of the staff. It was started

by having the individuals concerned meet separately to define their roles and then report together allowing to work through differences. Having too strong Boards and having too strong staff are both problems, both manifesting a tendency to hide and hoard.

- The other key difficulty has been that the YMCAs have been ashamed to reveal their problems, although there is now more and more open dialogue. Having principled leadership able to say no and acting transparently has provided a focus for building a frame for involving more youth and women in the organisation. If a new YMCA is to be started, there needs to be a means of providing initial staff and start-up capital. The organisation is presently working on starting new YMCAs using South-South or North-South partnerships that help provide start-up capital.



Kikuyu engraved wood dancing board, Kenya.



COMMUNITY EMPOWERMENT, The Netherlands

By Simon Koolwijk

The following report is from ICA-Netherlands.

For the first time since the DORPSDAGEN in 1977, ICA-Netherlands conducted a community Empowerment Training Programme in The Netherlands. The project took place in the capital of The Netherlands, Amsterdam. From the 1st September up to early October, ICA did strategic planning events, group facilitation methods training, proposal writing and political empowerment activities with local inhabitants (living here ranging from 4 to 20 years) from 10 different African origins all living in and around Amsterdam. Thirty-five participants, mainly coming from Ghana, Nigeria and Suriname learned about participatory approaches in community development, and were enabled to write project proposals for their communities.



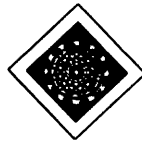
The programme was being run by the Sikaman Foundation (the mother organisation for Ghanians, other Africans in Amsterdam and The Netherlands) in collaboration with Business Information & Service Centre, The Institute for Multi-Cultural Success International (USA) and The Institute of Cultural Affairs - Netherlands. The training part was conducted by the last two institutions. Paul Watson, an Afro-American who grew up in the suburbs of New York and who is now an experienced facilitator in Youth Community Development and Board member of ICA-USA, was the leading trainer for this programme. His partner, J'lein Liese participated on behalf of the Institute for Multi-cultural Success, Anna Stanley, ICA-Belgium facilitated as well, while ICA-Netherlands was represented by Simon

Koolwijk, Sybrech Nevenzeel, Adinda de Vries and Rutger van Mazijk.

The most surprising thing was the high turn up for every training session. For 4 weeks in sequence, every 4-hour training day, all 35 participants were represented. Their openness, and their willingness to learn, to discuss, to think and to act about their own future were the most heart warming things of this programme. When we finished our last training session on Friday, the 26th September, their work was still not finished. They still had to complete an exam before the 1st October. During the proposal writing training the participants had divided themselves into 6 working groups, each working on a project proposal. When I passed by on the 30th September, I saw all groups still working hard on finishing their tasks. The day after, I was astonished by the results from the groups. Proposals about a 1) women's school, 2) tourism in Benin, 3) day-care centre, 4) woman counselling centre, 5) cycling tour and 6) chicken demonstration farm showed all to be of a very high level.

On the graduation day, the 3rd October, the participants performed a Symbol, Drama and Speech. "Special guests" Mr. Ronald Janssen, Chairman of the City Council of Amsterdam South-East and Ms. Margreet Schaafsma from NCDO were very impressed with the enthusiasm of the group. One of them expressed "I am always impressed by the eagerness of Africans to learn and to adapt to new situations. We need more of these kind of trainings in Amsterdam South-East". Probably, the program might be continued in the near future, where ICA-Netherlands might be involved in assisting grassroots panels (to be led by the participants) to get community development going.

Following is the speech of the participants, which expressed their feelings about what they had experienced during the last 4 weeks in September. Words can only tell you what happened...



A address presented by the entire Participants of the Community Empowerment programme at the closing ceremony on October 5, 1997.

Good Afternoon, Ladies and Gentlemen!

I am presenting this short speech on behalf of the entire participants of this course.

The events of the last 4 weeks of our training period can be better imagined than told. This sums up the total feelings of all the participants and the facilitators as the training came to an end last week Friday. We have just got through a training that even a university education would not have been able to provide.

It is indeed the first time in Holland that Africans and Africans of black descent, representing 10 nationalities, have been brought together to be trained on how to improve their skills and knowledge which would help them to facilitate the empowerment of their local community in Africa and here in The Netherlands.



The high degree of attendance and punctuality at each session by every participant throughout the training underscores the importance attached to the essence and the need for such human development programmes for African immigrants residing in The Netherlands.

Throughout the training period, we were able to share individual feelings, exchange ideas, work in groups, despite our diversity in cultural and language backgrounds.



Our main facilitator, Mr. Paul Watson of the Institute of Multicultural Success International, USA, summed up during his last day with us here "I think we have learned more from you than what we have given you in the past three weeks. We will explore every opportunity to come back again in the near future".

The training enabled everyone of us to draw on each other's experiences and it came hand in arriving at consensus at every group decisions made. The participatory approach in community development applied by the facilitators gave us a new recipe and antitode for solving complex community problems and achieving success.

We were trained amongst other things: in leadership skills, strategic planning, proposal writing, community and political empowerment activities, etc. Indeed, this training could not have come at a better than this time when "all friends of Africa" including the Western democracies, international finance institutions, United Nations, etc... are formulating policies and implementing strategies on how best to help the continent manage its debt crises and achieve real growth and sustainable development.

We are quite delighted as a group that the skills and knowledge gained from this training are the necessary tools required to identify the problems and need assessment of various communities. We have learnt during the training how to formulate



strategic directions and activities relating to achieving our practical visions and projection interventions. We now have full understanding of the implementation process and good proposal writing.

We therefore urge the International Donors, especially those present here today, to support our fund raising activities at the time we submit our various proposals for your consideration and funding.

"To Mr Ronald Jassen, Chairman of the City Council and Head of the Social Economic Renewal in the Bijlmermeer, we have acquired the skills and expertise to assist and help the people on the grassroots level to empower themselves."

We, as pioneers and first beneficiaries of these program, will sincerely appeal to all those concerned and what you have started today and the results you are seeing today, will not bring division between you and our peoples, and indeed, should not been seen as a wasteful investment but should be seen as a step in the right direction.

We sincerely trust that more and more of this courses and training will be extended to all immigrants of all nationalities resident in The Netherlands, in order to have an opportunity to contribute to his or her local community empowerment.

Finally, we sieze this opportunity to express our appreciation to the sponsors and organisers of this training program, especially Nana Edu Ampoma for her selflessly service and initiatives in pursuing laudable human development training programmes for the Ghanaian Community and the Africans in general.

We hope and trust that you will continue to support her efforts in funding future training programmes for the benefit of African immigrants and community development in Africa.

Thank you and God bless you.





Member's Profile: Fennie Chan, ICA International

I was born in Hong Kong, a city where the Chinese, English and American cultures have thrived amongst one another, a place where I belong.

I still remember, vividly, the day when I took my very first leave from my family, toward the unknown country, England, where I found myself completely alone, without friends and family...I just turned sixteen.

Ever since then, I have been studying and living in Europe, and have been travelling round. I did return home, and I even spent a whole year with my family. It was merely wonderful to be with them again after all those years.

I spent my first four years at Brockwood Park School, England, founded by J. Krishnamurti. A school where his teachings and philosophy are being studied has changed my whole perceptions of

life and values, as well as the way I used to see and judge things. From someone deeply educated to be materialistic into a student of Fine Arts. I took my A-Level exams on Fine Arts and Photography. Then, I began my Fine Arts Degree at Parsons School of Design in Paris. Unfortunately, due to my financial difficulty, I was forced to stop my studies without having been able to finish with my degree. I remember going into a total depression right after, and, all of a sudden, I lost all the confidence I had gained from

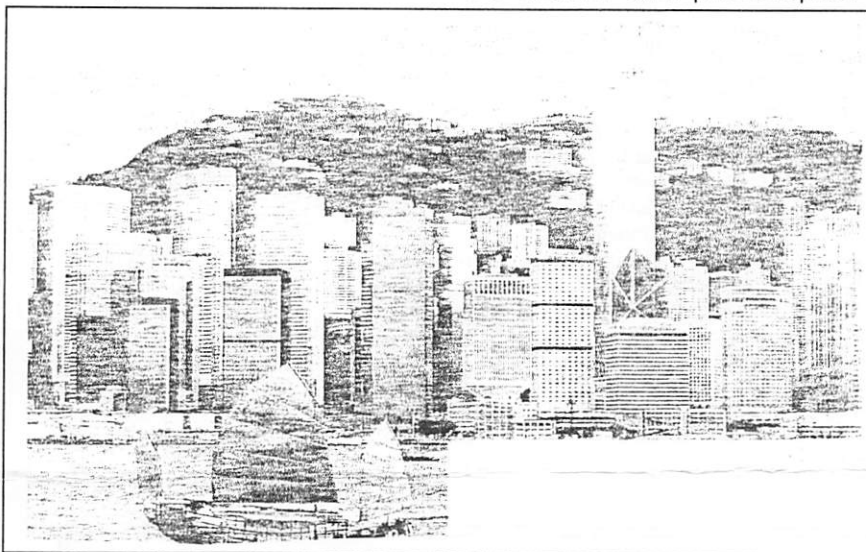
my school in England and there were no hopes in my life then.

My life has altered entirely since I met my husband, it had always been unpredictable and unstable before. Now, he has convinced me to stay in Belgium with him, and I am, finally, settling down. *C'est la vie!*

How did I come to know about ICA? It was through a friend of mine who happens to be a friend of Elisabeth Wille. I have started working, as a volunteer at the ICA International office since the beginning of this year, and will be replacing Elisabeth from April through June while she will be absent and preoccupied with her new born

baby.

Congratulations again Elisabeth!



I enjoy working here so much that I feel I have been here for centuries already! It is true, though, that it has brought me back to life, while for a long time I had been dragging along

my life that I have lost all my hopes and dreams. The fact that I am working amongst lovely people and doing an interesting job enriches me. I feel I am ready to face problems which have been lingering within me and to make the most out of life.

I am hoping to stay on at ICAI, and to finish up with my studies that are yet to be done.

ICA Events from around the world



Where	Event	When	Reference
Eurasia			
The Netherlands	Volunteer Information Day	March 21	ICA The Netherlands
Taipei	Study Group (Mandarin)	March 22	ICA Taiwan
The Netherlands	Proposal writing and defending your budget	March 25-27	ICA The Netherlands
Bristol	Group Facilitation Method	March 27-28	ICA United Kingdom
Australia	Heart Politics Conference	March 27-31	ICA Australia
Australia	Life Directions	March 28	ICA Australia
Brussels	Group Facilitation Method Training	March 3-10-17-24-31	ICA Belgium
Taipei	Study Group (Mandarin)	April 5	ICA Taiwan
Manchester	Group Facilitation Method	April 6-7	ICA United Kingdom
Brussels	Group Facilitation Method Training	April 7	ICA Belgium
Taipei	Facilitators Forum	April 16	ICA Taiwan
Derbyshire	Volunteer Orientation Weekend	April 17-19	ICA United Kingdom
Scarborough	Volunteer Orientation Weekend	April 17-19	ICA United Kingdom
The Netherlands	Volunteer Orientation Weekend	April 18-19	ICA The Netherlands
Brussels	Group Facilitation Method	April 21-22	ICA Belgium
Brussels	Group Facilitation Method (French)	April 24-25	ICA Belgium
Manchester	Toward a Philosophy of Participation	April 25-26	ICA United Kingdom
Taipei	Community Building Workshop (CBW) (Chinese & English)	April 25-27	ICA Taiwan
North America			
Salem	Participatory Strategic Planning	March 18-19	ICA US
Toronto	Facilitated Planning	March 19-20	ICA Canada
Toronto	Power of Image Change	March 23-24	ICA Canada
Edmonton	Group Facilitation Method	March 24-25	ICA Canada
Waterloo	Group Facilitation Method	March 26-27	ICA Canada
Edmonton	Team Leadership	March 26-27	ICA Canada
Regina	Group Facilitation Method	March 31 - April 1	ICA Canada
Regina	Facilitated Planning	April 2-3	ICA Canada
Toronto	Group Facilitation Method	April 15-16	ICA Canada
Toronto	Facilitation Refresher	April 17	ICA Canada
Toronto	Working With Social Change	April 20-21	ICA Canada
Vancouver	Group Facilitation Method	April 21-22	ICA Canada
Vancouver	Team Leadership	April 23-24	ICA Canada
Seattle	Group Facilitation Method	April 23-24	ICA US
Calgary	Group Facilitation Method	April 27-28	ICA Canada
Calgary	Tech. of Conciliation	April 29-30	ICA Canada

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Millennium Conference

By Dick Alton

29 January, 1998

Workshop Questions

Dear Colleague,

During this year ICAI - ICA:USA are preparing to launch the Year 2000 ICAI Global Conference called "Participating in the New Millennium" through having a series of focused workshop discussions.

The results of the first discussions in Washington, D.C. USA is enclosed. A second workshop has been held in California, January 1998 and one in Japan, February 1998. Hopefully, others will be held before a pull together in Brussels, August 1998. We are enclosing the workshop questions so if you were not present you might still contribute.

We thank you for your participation and interest as we strive to make this endeavour from the beginning a partnership conference.

Richard H.T. Alton
Secretary General

- For you and for your organisation where is the edge of your work as we prepare for the millennium?
- What are the projects that you believe will carry us into the new millennium?
- What are new images that give us a glimpse of the new millennium?
- There are many ways to do conferences - what are for you keys for a new millennium conference?
- Name/Organisation/Address/Tel/e-mail

Participants in Workshops:

- Louise Singleton, President ICA USA Board
- Truman G. Packard, World Bank
- John Oyler, ICA Phoenix
- Vaughn O'Halloran, ICA East
- Ray Caruso, ICA Board
- Richard H.T. Alton, ICAI
- Dwala Ferrell, ICA Board
- Paul Watson, Institute for Multi Cultural Success International

Cont. page 2



- J'Lien Liese, Institute for Multi Cultural Success International
- Sherwood Shankland, IAF
- Ella Hughes, National Network Youth
- Jeffrey Kwatersk, Pact
- Cecil Gray, Gettysburg College
- Gordon Raley, National Youth Assembly
- Laurie Regelbrugge, Hitachi Foundation
- Eunice Shankland, IAF
- Elwin A. Roy, Hitachi Foundation

Workshops Results

First session

Question

1. For you and your organisation, where is the edge of your work as we prepare for the millennium?
2. What are projects that you believe will carry us into the new millennium?

Brainstorm results for question 1. & 2.

- Redefine profit to move beyond short term to long term value new business ethic.
- New ways of doing business to also profitable ex:
 - * Human Resource re-evaluation
 - * Corp volunteerism using service learning adopted into corporate policy win-win
 - * Resource use in community development set, non-profits and business in long term relationships.
 - * Edge: Noah's Bagel's policy - commitment to community service - employment recruitment and training - context building - a routine interaction.
- Youth Development use info systems computer oriented (and mail).
- Cultural preservation and links to self-help economic development:
 - * Hopi tribes no electricity - solar power for remote communities.
 - * Hitachi high tech company to help meet social needs. Recognition of the possible to pressure to legitimising issues real needs and wants. Meeting people on that ground with a multiplier effect.
- Neighbourhood network of 20 different schools partners with local business.
- Neighbourhoods will change.
- Multi directional approach to young training.
- Service learning enfolded.
- Understanding cultural DNA past stereotypes at least African male, female youth, elders, star burst!!!

- Working with the life journey doing and being in each culture.
- North-South learning partnerships - how to get real partnerships shared vision and shared learning, not just one-way capacity building from spirituality in business.

Question

3. What are new images that give us a glimpse of the new millennium?

Brainstorm results for question 3.

- New images of work.
- Best and worst of times - more polarisation - widening gaps.
- Like-it-or-not: the have-nots are coming!
- Primacy of the individual - capacities individual connections which break through the organisational walls and
- Connections - Content - Collaboration
- Citizen driven public policy change ex: landmines ban
- Youth and adults in partnerships in communities (capacity not there yet) also learning and being together.
- Young people - positive images needed.
- Inevitability of rap music.
- Creating global social capital - building on new global linkages - need to develop.

Question

4. There are many ways to do conferences - what are for you, key elements for a new millennium conference?

Brainstorm result for question 4.

- Half of the participants would be fully engaged young people (up to 35 years).
- Stake holders in the conference process.
- Challenge our assumptions about conference - temporary community of place redefine "place":
 - Electronic dialogue two years and afterward
- The gathering places reflect cultural environment and style and experiential activities not just presentations etc... service projects which initiate relationships.
- 1500 people harumbe village singing at night.
- Arts flowing throughout.
- Ceremonial pieces to bring people and
- Not just at a conference site - pair community with business in the design stage - decisions worked out collaboratively.



- Levelling the playing field as we engage corporates.
- Documentation in different modes full of graphics, graphic reporting, the village as a mode of reporting.
- Creating the energy fields with the whole group opening up indirect ways.
- Give voice to the local people that matter (not big names, not Hillary).
- Break the mold, get to a place where diversity is really playing well like the South Bronx, Arizona.

Second Session

Overview ICA Conferences

- History of participatory events Taiwan 1990; Prague 1992.
- Cairo (1996) was primarily fee driven.
- Sponsorship to sell a whole strand, e.g. alternative economic systems building networks.
- So far...ICA Board, the USA is the place to do it - ICAI Board accepted.
- June meeting with varied participation from ICA. Not do it ourselves, true partnerships.
- Location possibilities: University of Denver, Estes Park, South Bronx.
- Results from the Cairo conference. Establish on-going links - new partnerships (International Institute of Community Youth Development - housed at 4-H).
- Collaborative

What want to accomplish?

- Establish partnership and concrete relationships.
- ICA works in 32 nations - a network of entities which can be tapped.
- We need to build our capacity - can't do it all ourselves.
- Level playing field participants are presenters.
- Participatory environment.
- Defining an Agenda for the next millennium.
- Mozambique/UNESCO conference for youth - youth run organisations, passion, unorganised, bring youth organisations to receive training.
- Match Vision and Values with other organisations co-create a conference.
- Collaborative organisational forms: strategic alliances; partnerships; collaborations.
- Break out sessions on nuts and bolts.

- A continued evolution and growth of ICA - what is distinctive to ICA - what would attract the Hitachi Foundations - how different from the other 300 Millennium Conferences. Stiff competition?
- Youth Network: Our own conferences building spirit motivation - outside of our own gathering we need opportunities to dialogue and form critical linkages with other groups to actually do projects, to actually intensify the dialogue and means to advance.
- ICA comparative advantage participatory methods alternative to a conference name "workshop", quality standards (marketplace of partnership developments), use the gathering opportunity.
- Getting beyond the environment of your own organisation's environment.
- Civil Society: As we approach the Year 2000 great strides being made, but what about the human suffering which seems to be getting worse - how to do things - how to get some new things done?
- Laurie: We convene our grantees learning to work together, using participatory methods, each group take the others through their activities experiential, learning display by trying it out.
- * exercise += opportunity to engage all the groups that we work with;
- * talk about civil society but we don't get the strategies to engage the corporates, lack of engagement of companies, also have a vested interest in viable social service agencies.
- Sustainable development to boundaries span to a more open system organisation - breaking out of your sectoral box - private sector Booz Allen Hamilton donates consultants - this conference how to do the cross sectoral approach - possible good ally.
- Competition funding within our grants. Conference are a bad for in past in scale we cannot achieve in the micro sense.
- How do we leverage the wisdom and the best practices our common knowledge.
- Highly focused - get some "missionaries".

Flipchart list:

- capacity building
- ICA and each group has to say what our desired benefits benefit?



- what are the new connections needed to create?

Vaughn: Creating knowledge experiential level and learn from each other, facilitating knowledge creation, coming up with something new.

- Keep it global - how we do this together more than rational - verbal. New symbols for a global culture and a symbol system.
- Leaping to a new set of meaning/discovery the new story future focus, what can be intuitively happening. Value to us = what is going on and the spirit and the values behind the future search method, stakeholder groups and mixed constituencies cross fertilising among the various constituencies.

Next Steps

1. Minutes of December 17th. meeting in Washington D.C.
2. Next meeting.
3. ICA(USA) Board Meeting February 21, in Phoenix.
4. Place for continued dialogue? Net serve address on line conference.
5. Decide whether we want a path of energy vs a journey of commitment?
6. Stakeholder list - globally.
7. Meta Systems, Alexandria - design conferences cut a deal.
8. The WHO ... Global Dialogue USA Management - Partners mainly USA based.
9. April 1st. feedback from ICAI Executive Meeting.

Plans for ICA Ghana

By Lambert Okrah

The following has been received from Lambert Okrah who is in the process of establishing an Institute of Cultural Affairs in Ghana.

Enclosed is information about the programmes envisaged for this year which have necessitated the need to put the proposal in place to be able to successfully undertake the programmes. It will also establish credibility for ICA Ghana among our collaborators, funders and clients.

Programmes

• Enhancing Rural Development Programme

This programme which is intended to build the capacities of 30 community self-help groups in the Hohoe District of Ghana is to begin in the first half of this year.

• Bottom-Up Programme

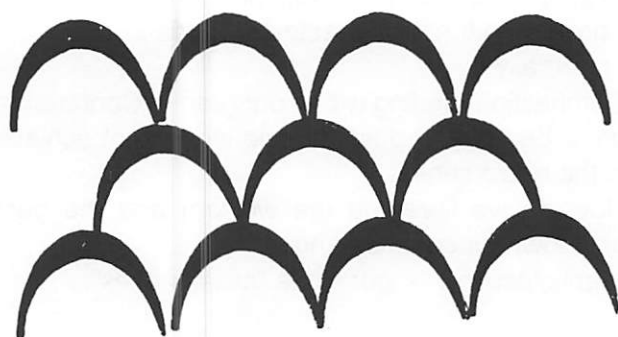
This is a programme that is being jointly planned with ICA Netherlands. It is intended to build the capacities of 10 Ghanaian NGOs in human resources. It is scheduled to take off in April and to last for one and a half years. I have the pleasure to inform you that ICA Netherlands, which is raising the bulk of the amount, has already undertaken initial discussions with some donors who are keen to fund it.

• UN Global Workshop on the Underlying causes of Deforestation

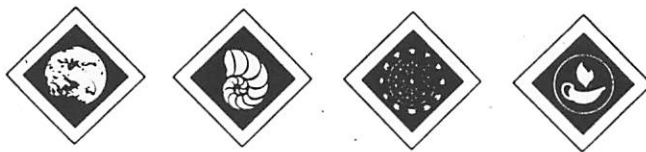
Due to my involvement with the United Nations forestry activities for the past two years, i.e. Intergovernmental Panel on Forests (IPF) and Intergovernmental Forum Forests (IFF) with my former employer, Green Earth Organisation, I have been selected to be a member of the global organising committee of the above workshop representing Africa.

With this responsibility, I am expected to be directly involved with the UN Forestry meetings up to the end of 1998. I am also expected to organise a satellite workshop of the Underlying

Cont. page 5



Beaten pattern on Ashanti bronze urn, Ghana.



Causes of Deforestation in Africa prior to the global one. Before I can still play this role within the ICA context, I would need to establish a strong infrastructure.

Commitments have already been made by some governments to provide the money for this process which is being led by the Netherlands Committee of IUCN, an NGO.

This event will give a strong boost to ICA Ghana which is new and will result in injecting fresh sources of funding in ICA Ghana. This is an opportunity of which we need to take advantage and which I would not like to miss.

- **Training Programme for NGOs in Ghana**

We have been invited to undertake a training programme in ToP methods for some NGOs in March of this year. This training programme will last for five days.

- **Training Programme with T.U.C. in Ghana**

Following my meeting with Mr. Daniel O'Laughlin, Regional Representative of American Centre for International Labour Solidarity in Nairobi in November last year, I have had fruitful discussions with some officials of Trade Union Congress in Ghana to organise a training programme for their staff. Further discussions are to continue in the coming weeks to further clarify the programme. The African office of American Centre for International Labour Solidarity has agreed in principle to assist with some funding.

- **Others**

We are planning to begin massive public relations activities from February onwards and to approach institutions like the UNDP and the Ministry of Local Governments in Ghana to plan some activities with them.

The Board has also decided to hold a press briefing and inaugurate ICA Ghana.

We have also received the following on e-mail from Lambert Okrah.

I bring you compliments from ICA Ghana. I am excited to be back in Phoenix after graduating from IToPToT last year. You might be wondering about what brings me back to Phoenix less than a year after my training. Is it that I have forgotten my lessons so soon that I have returned for revision?

I was attending a meeting in New York and thought it would be useful to touch base and discuss bilateral issues with ICA Phoenix.

As many of you might have heard, I started ICA Ghana immediately I returned from Phoenix after the IToPToT. The desire was irresistible. The initial stages have not been easy but we are not relenting our efforts. At the moment we have secured funding for hiring an office and have 8 Ghanaian volunteers lined up assisting in the set-up. We hope by the first of April, when some of the programmes will receive funding, that they will become permanent staff.

Next month, we have a contract to undertake our first ToP training for a group of NGO/PVO staff that will last for five days. At the moment we are looking for a volunteer ToP trainer to come to Ghana in March or April to assist with the above training and also to help train our staff before our programmes begin. Unfortunately we cannot pay for airfare, but we could provide housing.

We are also looking for assistance in the area of office equipment like computers, binding machine, photocopier etc. for materials and workbook production.

If anybody is able to assist in any of the above kindly contact ICA in Phoenix at e-mail: icaphoenix@igc.apc.org or call 1-800- 742-4032.

Good-bye and take care



Documentation and Promotion of ICA's Global Profile

By Vaughn O'Halloran

We have received the following e-mail from Vaughn O'Halloran:

Over the last number of years a great deal of creative work has been accomplished in the countries where ICA is established and has worked. However this information tends to be more localized common memory than data which is globally shared. As a result this work has not had its fullest possible impact. Although it has proven difficult in the past, we could all benefit from pooling this data. Such documentation would enhance the collective identity and profile of ICA as a global social change organization with diverse capabilities and capacities.

Possible benefits would include:

- Maintaining a global perspective of ICA's impact
- Where appropriate many of us who have done consulting as individuals could credit ICA as an institution (for instance, the consulting and training I have done as an individual could easily be attributed to ICA)
- The perception of both ICA's capability (ability to do effective work) and capacity (scale or amount of work we could do) would be strengthened
- It could promote an organizational learning process through more effective sharing of what we have done
- The data will assist in the documentation required for the next renewal of our UN consultative status

If you participate by sending me data (e-mail, fax, handwritten, other) I will ensure that you get a complete copy of the documentation.

Documentation in the following areas would be most helpful.

1. Programs conducted with public agencies: UN Agencies Bi-Lateral Donors (USAID, CIDA, DANIDA) National [government] funding
2. Program collaboration with NGOs:
 - International PVOs/NGOs

- National NGOs
- Domestic NGOs/agencies

3. UN Conferences and activities participated in.

Please use the following format:

- WHO - name of the agency/organization?
 - contact person you worked with?
 - list both client and ICA contact.
- WHAT - what was done?
 - what work was accomplished?

- WHEN - did it take place?
- WHERE - did it take place?

Example of how to use the format:

WHO:

United Nations Development Programme
1 UN Plaza
New York, NY 10017

Contact:

Client: Raina Goddard
Training Officer
(212) 906-5387
ICA: Vaughn O'Halloran

WHAT:

ICA staff participated on a training staff which conducted the Management Skills Mirror Program (MSMP) for all general staff in New York. The MSMP delivered training in communication, MBTI, customer service, TQM, and situational leadership. It mirrored training given to all professional staff.

WHEN:

The program was conducted from 11/94 - 11/96.

WHERE:

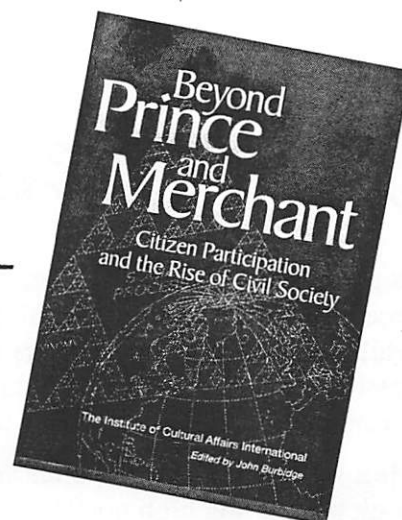
UNDP headquarters, New York.

If you want to participate, you can send data to :
Institute of Cultural Affairs (ICA)

Vaughn O'Halloran
International Liaison
1661 Crescent Place, NW, Suite #401
Washington, DC 20009-4077
Tel: (202) 332-0958
Fax: (202) 332-3173
Internet: icaohalloran@igc.apc.org

Update

February 1998



- ◆ The initial print-run of 1500 books has been disbursed and a reprinting is in progress
- ◆ "Highly recommended" says the review in *CIVICUS World*, the newsletter of CIVICUS, the World Alliance for Citizen Participation
- ◆ Kumarian Press, a leading US-based publisher and distributor of books on international development, has agreed to include *BPM* in its catalog
- ◆ Mercy Corps International, an NGO based in Portland, OR, is interested in using the book in a new curriculum it is developing on the relationship between civil society and business with 14 colleges across the country
- ◆ Lowell Ewert, a former staff member of Mercy Corps International, is using the book as a text in his course on "Peace Building, Human Rights and Civil Society" at the University of Waterloo in Ontario, Canada
- ◆ A university professor in Madrid is interested in translating the book into Spanish in conjunction with colleagues from ICA:Spain for use in her social pedagogy courses, at no cost to ICA
- ◆ A pilot direct mailing was undertaken to selected professors in colleges and universities in Washington State
- ◆ A panel discussion with several of the book's contributors was held at the IAF conference
- ◆ The book is being displayed at a number of professional conferences across the country in the coming months
- ◆ *BPM* is available at two on-line bookstores — amazon.com and books2buy.com, and shortly at the Center for Civil Society International bookstore (www.friends-partners.org/~ccsi/)

**Beyond
Prince
and
Merchant**
Citizen Participation
and the Rise of Civil Society

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.

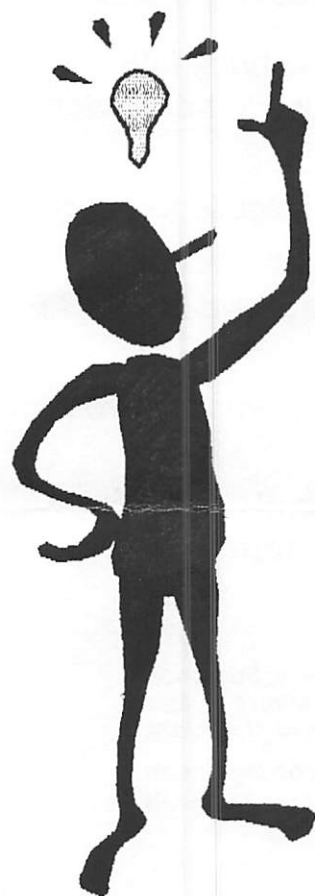
Miklos Marschall
Executive Director, CIVICUS

An idea to consider ...

Reports filtering in from around the world suggest that *Beyond Prince and Merchant* has been well received by ICAs and others. In Brussels, ICAI staff have been studying the book chapter by chapter, while in Nairobi, ICA members from across Africa and the Middle East studied a chapter to begin each session at their recent continental meeting. Dick Alton has recommended that the book be used as a "sacred text" for ICAs over the next four years and as a lead-in to the 2000 conference.

Meanwhile, I have been pondering another related idea. What if we were to build on the success of this book by creating high quality, audio-visual presentations on "Citizen Participation and the Rise of Civil Society?" These would be a kind of sequel to the book but would have the potential of reaching a much wider audience and making a much greater impact than the book is likely too, even with all our best efforts to promote it.

My inspiration for this was listening to the series *Apna Street* on National Public Radio on Sunday mornings over the last few years. This documentary by British radio journalist Julian Crandall Hollick depicts the life and work of a group of street women in India who have catalyzed an international movement for small savings and house construction. I was deeply moved by the series and am convinced that we could do something similar, if we had the skills and the financial resources to do it. What we do have is a number of other, equally compelling stories from our own experience and network of contacts, especially since our 1996 global conference on civil society in Cairo.



What I'm thinking about at this point is to assemble a team of 3-4 people with skills in radio broadcasting, video/television production, and writing who would capture examples of "small groups of thoughtful, committed people who are changing the world" to paraphrase Margaret Mead. The scope of the project would be international, multicultural, and with an emphasis on the centrality of effective methods of participation as key to success. The end-product would be professionally produced material packaged for radio, television, and the print media, as well as for our own use. I anticipate we could make money on it by selling it to major world media markets.

Dick Alton suggested that such presentations might make an excellent introduction to the 2000 conference and urged me to share my thinking with the conference planning committee, hence this balloon of an idea. Obviously, we need to do a lot more thinking on this to take it from an idea to a proposal. We would need to research funding sources, potential team members, possible story sources, and a lot more. One thought was to begin with the stories documented in *BPM*.

I would welcome feedback from board members, the conference planning committee, and any others who would like to take this idea further.

John Burbidge
18 February 1998



Report on BEYOND PRINCE AND MERCHANT

By John Burbidge

We have received the following letter from John Burbidge concerning our latest book, BEYOND PRINCE AND MERCHANT. See also the insert for an up-date on the status of the book.

7 November 1997

Dear Board Member,

During its first three months of publication, the new ICA book, BEYOND PRINCE AND MERCHANT: CITIZEN PARTICIPATION and THE RISE OF CIVIL SOCIETY, has been praised by many who have seen it. Some highlights of its promotion and distribution to date are:

- Shizuyo Sato, of ICA Japan, as a member of a high-ranking delegation of Japanese parliamentarians, their wives and non-governmental organisations to Washington DC, presented signed copies of the book to Hillary Clinton and Tipper Gore.
- Thanks to a favourable mention by Toronto columnist Bob MacDonald in THE SUNDAY SUN newspaper - ICA Canada president Judy Harvey gave MacDonald a copy of the book - ICA Canada sold out of its first shipment of books.
- William White, president of the Charles Stewart Mott Foundation, who was "deeply impressed with (the book's) depth and importance to the debate", ordered copies of it to distribute to his staff and requested information on the ICA.
- Contributor Mildred Leet, co-founder and president of the highly acclaimed microenterprise grant program, TRICKLE UP, bought copies for all her board members.
- Long-time ICA colleague, now director of the LIFE program at UNDP, Rob Work, ordered 25 copies of the book for his staff.
- Jim Troxel, contributor and advisor during the book's production, mailed 1200 people announcing the book and its availability through an on-line bookstore.

reprint (the initial print run was 1500) and realising a significant profit on the book. We need to find more ways of getting the book before people who are interested in its subject matter and likely to buy it. Because this is a "niche" publication and not a mainstream book, its promotion and selling falls heavily into the lap of ICA staff, colleagues, and board members.

In light of this, I would like to invite you to participate with us in this task. There are many ways you could do this. Here are a few:

1. If you haven't already ordered your own copy, please do so right away. An order form is enclosed.
2. Distribute promotional flyers and order forms to other groups, organisations or academic institutions you are involved with. Copies of the current versions are enclosed. I am working on an upgrade of these.
3. Send me names and contact information of potential reviewing publications.
4. Send me names and contact information of publications that might be interested in publishing individual chapters as stand-alone articles.
5. Host a speaking engagement/book reading for a contributor to the book who resides in your area. I've already done three such events in the Seattle area and sold over 20 books this way.

This should be enough to get you started. If you have other ideas, please let me know. As well as making a significant contribution to the global dialogue on civil society, this book lends credibility to the ICA and can open doors for program expansion and funding support, as the attached letters show.

Your participation in "spreading the word" about this publication, especially in its critical early days of life, will be greatly appreciated.

Thanking you in anticipation.

John Burbidge
Communications Director

Reports of positive responses to the book keep coming in from across the country and around the world. However, we are still not close to doing a



The ToP Trainers Network, Philippines

By Gary Forbes

We have received the following e-mail from Gary Forbes concerning the ToP Trainers Network.

I've just returned from the Philippines, where I have been working for the past two years with a project to strengthen local governance, sponsored by the United States Agency for International Development (USAID) and the Philippines government. Called GOLD-Governance and Local Democracy. Since ToP is so much a part of what is happening within this project, and it has been so overwhelmingly successful, I thought many would be interested in a brief overview of the extent of the work there. Some of you may have met Rose Nierras at the IAF Conference last year; she is the Participation Specialist for the project, while I backstop her as the Participation Consultant.

The focus of the project is on 9 provinces and two large cities, assisting local government units (provinces, municipalities, barangays) and citizens develop more effective mechanisms for delivering government services and expanding participation. The major areas are environmental planning and management, local planning and budgeting, development investments (economic development), health, and finance.

Training:

- 33 GFM courses have been held; 1996 - October 1997.
- 760 graduates.
- Most courses are 3 days, 2 days ToP and another day on learning procedures for a ToP facilitated event in which they will facilitate.
- From September through the end of 1997, averaging 1 course per week.
- The course has been taught in English, Tagalog, Cebuano, Ilongo and Ilocano.

Faculty:

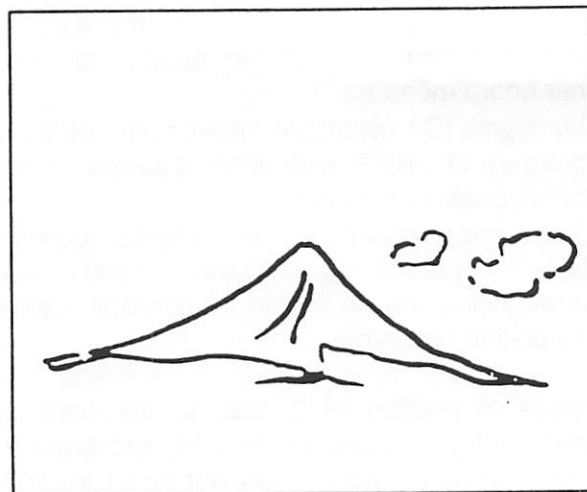
- Rose is leading the effort, and is a powerful facilitator and trainer.

- I did a Train the Trainer intensive in April for 20 ToP facilitators.

- There are 5 lead trainers and 6 qualifying trainers, with plans for more soon.

Other ToP Events:

- Designed two new courses, "How To Design a ToP Event" and "Tool Box For Facilitators" and piloted them several times this year.
- Developed a construct for corporate writing of project breakthroughs and learnings called a "Writeshop" which we piloted twice in September, producing 8 papers with joint authorship.
- Approximately 25 participatory events facilitated by trained ToP facilitators every week; average size of an event is 35, while some involve 75 - 100 participants.
- Special requests keep rolling in for ToP extension; Rose facilitated a MNLF planning event for Muslim rebels in the Mindanao mountains; I did a GFM course for the Bangsamoro Women's Foundation, another group involved in the restored peace and order activity in Muslim Mindanao; Rose and others do conferences and planning sessions for other NGOs and Governmental Agencies every month.
- Terry Bergdall from Zambia is currently transferring his participatory monitoring and evaluation concepts to the project.





Member's Profile: Robert Nsamba, ICA Zambia

Name: Robert Nsamba

Age: 26

Date of birth: 18 April 1971

Place of birth: Mongu, Western Province of Zambia

Marital status: Single

Religion: Christian

Family background

I come from a family with a very humble background. I am second in a family of eight: 4 males and 4 females.

My father's tribe is Luchazi, a tiny tribe, and my mother's is Lozi, a very large and dominating tribe in the Western Province of Zambia. Lozi is the official language taught in schools in the area. I speak both languages fluently.

Education/career background

I started my grade one in 1979, and in 1986 I qualified to grade 8 at St. John's Secondary School, a Roman Catholic mission school in Mongu, Western Province of Zambia.

1990, I completed my secondary education at St. John's Secondary School and the following year in April 1991, I moved to Lusaka, the capital of Zambia, with a view to finding a job. I found one in September 1992. I was employed as an account clerk at Kara Counselling, an AIDS non-governmental organisation.

January 1993, I began part-time studies for a three-year accountancy diploma course, the Accounting Technician Diploma (ATD) at the National Institute of Public Administration (NIPA) in Lusaka. I wrote my last papers of the course in November 96 and was subsequently elevated to the position of accountant for Kara Counselling.

I resigned my job at the month end of July 1997 and the following month, August 1997, I took up a new job with The Institute of Cultural Affairs Zambia, as Finance Officer to the present date. I was happy to join ICA-Zambia and have enjoyed every moment

since. ICA-Zambia is doing a very commendable job in poverty alleviation through sustainable agriculture among rural small scale farmers and I am happy to be part of that development process in our Zambian communities.

Hobbies

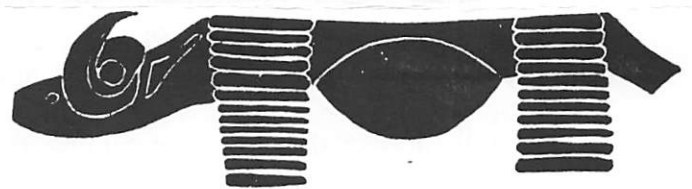
- I go to church on Saturdays.
- I like to read and in the mornings, I enjoy jogging.
- I enjoy watching sundown, but I like listening to music too.

Ambitions

My main ambition is to be useful to my country through meaningful private sector participation in the development of the economy.

Currently, I'm taking part-time studies at the Zambia Centre for Accountancy Studies (ZCAS) UK. I wish to be a chartered accountant some day and be a member of the ACCA.

In the future I would like to do financial consultancy and run my own consultant firm. Ultimately though, I will want to have a wife and raise beautiful kids.



Profile of Rotse wood headrest in form of water buffalo, Zambia.

ICA Events from around the world



Where	Event	When	Reference
Eurasia			
The Netherlands	Volunteer Orientation Weekend	April 18-19	ICA The Netherlands
Brussels	Group Facilitation Method	April 21-22	ICA Belgium
Brussels	Group Facilitation Method (French)	April 24-25	ICA Belgium
Manchester	Toward a Philosophy of Participation	April 25-26	ICA United Kingdom
Taipei	Community Building Workshop (CBW) (Chinese & English)	April 25-27	ICA Taiwan
Brussels	Group Facilitation Method	May 8-9	ICA Belgium
The Netherlands	Strategic Planning & case study 9 key ingredients to community development	May 13-15	ICA The Netherlands
Brussels	Group facilitation Method (French)	May 14-15	ICA Belgium
Brussels	Lifestyle Simplification Lab.	May 16	ICA Belgium
The Netherlands	Practical exercise with participative methods	May 28-29	ICA The Netherlands
Brussels	Participatory Strategic Planning	May 28-29	ICA Belgium
Brussels	Group Facilitation Methods Training	May 5-12-19-26 June 2-9	ICA Belgium
North America			
Toronto	Working With Social Change	April 20-21	ICA Canada
Vancouver	Group Facilitation Method	April 21-22	ICA Canada
Vancouver	Team Leadership	April 23-24	ICA Canada
Seattle	Group Facilitation Method	April 23-24	ICA US
Calgary	Group Facilitation Method	April 27-28	ICA Canada
Calgary	Tech. of Conciliation	April 29-30	ICA Canada
Greensboro	Participatory Strategic Planning	May 5-6	ICA US
Winnipeg	Group Facilitation Method	May 12-13	ICA Canada
Winnipeg	Team Leadership	May 14-15	ICA Canada
Seattle	Participatory Strategic Planning	May 19-20	ICA US
Toronto	Group Facilitation Method	May 19-20	ICA Canada
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The Network Exchange

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Editorial Staff: Elisabeth Wille, Dick Seacord, Dick Alton, Andrea de Suray and Fennie Chan.

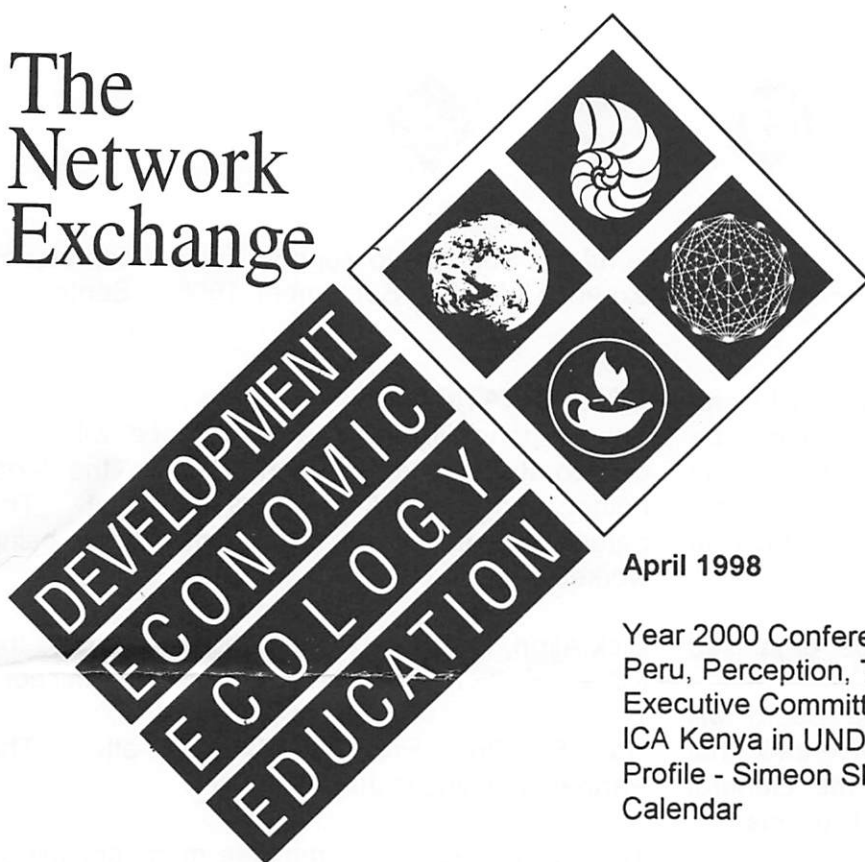
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The Network Exchange



April 1998

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YEAR 2000 CONFERENCE Denver, USA, July 27 - August 2, 2000

The Executive Committee in its meeting March 27-29 has reviewed suggestions made by the ICA: USA Board and staff and is accordingly recommending to the ICAI Board and General Assembly that we accept the following:

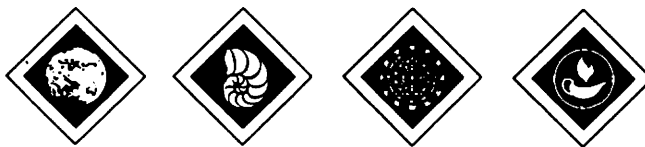
LOCATION:

University of DENVER located in Denver, Colorado, USA, as both the conference sight and lodging venue.

(Map USA - indicating DENVER)



cont. page 2



DATE:

July 27 - August 2, 2000.

THEME:

It would be acceptable to have focused tracks and we recommend that Education (learning) be among them. (Tracks proposed at this time are in the arenas of development, facilitation, community youth development, innovative philanthropy and spirit.)

That the theme and the content be organised around-concepts of Civil-Society.

The Executive Committee and ICAI Board will expect the ICA: USA (host) to provide their final recommendation for the theme at the General Assembly meeting in August 1998 in Brussels.

PARTNERSHIPS:

We agree that Conference 2000 be a partnership conference to build on and further develop relationships with organisations with which ICAs work closely.

The ICAI Executive Committee is concerned that the numbers and types of partnerships selected are manageable within the resources of the conference and that they are responsible and committed to the financial, organisational and future programmes of the ICA.

We see partners as solid, credible, experienced organisations who have both the commitment and capability of full engagement in the process of planning, designing, and implementation of this event in addition to potential future collaboration.

FINANCES:

An estimated projection of costs including income and expenses will be developed by the organisers and the aim will be to cover the expenses from the main income item of registration fees.

To initiate the implementation of conference activities with up-front money, the Executive Committee will lend the conference organisers \$20.000 from The ICAI Legacy Reserve Fund, and request a loan from the ICA Program CAP

Fund for S30.000 to support the pre-conference expense effective September 1998 -- September 2000.

CO-ORDINATION:

The responsibility for the conference will be a collaborative effort between ICAI as the legal holder and the ICA USA as the host. The parameters for such collaboration are being worked out.

Dick Alton, Secretary General ICAI will attend the ICA US Board/staff retreat in June 5-7 in Chicago.

Hala El Kholy, President ICAI will attend The Partners meeting in July in Denver.

The ICAI Executive Committee members will be added to the conference list serve for updates and developments of the event.

The ICAI General Assembly convening in Brussels August 1998 will allow time for a workshop to engage all the ICA's in the process of identifying on the edge work around the globe to be included in the conference.

Things that need further work to for recommendations:

- Define expectations of partners and develop a good screening and selection mechanism.
- Develop one main over-riding theme to bind and hold together all tracks of the conference in a holistic approach. The structure of the conference would profit from a mixture and balance of plenaries of the whole and sectorial small group meetings (tracks)
- A thorough discussion of both self and scholarships support to the south should result in guidelines which are workable and helpful to all. This might be a subject for a small task force discussion at the General Assembly Meeting.
- A realistic budget that assists in giving shape and form to the conference.



Peru, Perception, Two (A very large day)

By Luz Rios

Luz Rios, Co-Director of ICA Peru, has sent us the following article through e-mail, and we would like to share it with all of you.

A friend of ours has occasional LARGE day. A LARGE day is one that assaults your senses into exhaustion with elation and sadness, exploration and adventure, growth and contemplation.

Allan Rodger might say it's a day of living life in its purest form. A title happens.

"Until 1971, Villa El Salvador was empty desert south of Lima. By 1990, African Peruvians from Lima's decaying centre and first - and second-generation migrants from the amazon and Andean interiors had converted it into a bustling municipality of more than 300,000, recognised internationally as the best organised of Lima's shantytowns." (The Peru Reader, ed. 1995, Duke University Press, p. 272)

At 8:00 am, 03 March 1998 we entered the world of Villa El Salvador. At 7:00pm we exited that same world, a choice not available to those who live here. Grime caked each follicle, exhaustion oozed where the sweat had dried, hope rang in the soul, reverberating in chest and tingling to the tips of the fingers. The community is now about 370,000 people; people beginning their 2nd generation of poverty begun by an earthquake in 1970. The Andean Rio Santa valley to the north rumbled and shook for six (6) minutes in May of that year killing 50,000, devastating homes and livelihoods. People fled to Lima to live with relatives, friends, associates of friends, and to search for work. Displaced from the fertile river valley by natural disaster, Villa El Salvador began in the barren, dry sands.

A second influx of inhabitants were those fleeing from the terrorism of Sendero Luminoso in the 1980's. As the Shining Path movement ravaged the highlands to the east of Lima, families fled for their lives under the shroud of the nights to perceived safety in Lima with other family

members, friends, associates of friends, to etch a new life of peaceful existence. Displaced from the fruitful highlands by human terrorism, Villa El Salvador was a refuge in the sand dunes.

Now, El Nino fills the river valleys of Peru with torrents of water. Mud slides pour through pueblos. Rivers rip where only streams flowed, taking with them bridges, livestock, and homes. Irrigation ditches rage through fields, dikes and dams burst. An evening rain drowns the life in the soil. And the people flee to Villa El Salvador as valleys disappear into rivers and mud slides hide years of hard toil in moments. Loss of land, home and livelihood happens before our eyes. Food prices in Villa El Salvador have raised 35%. An 80% food price increase was published for the rural town of ICA in the days after 500 homes disappeared to the river hiding in 1.5 meter's (that's 5ft) of mud (2/12/98). El Nino has not been kind to a population already struggling under the weight of poverty.

Unemployment rates (55 - 65% for youth & women) and single parent households (20%) numbers are lost as we walk the community. "Recognised Internationally as the best organised of Lima's shantytowns." We came as the guests of ICA-Peru (Instituto de Asuntos Culturales ... Institute of Cultural Affairs) in hopes of interviewing a few sub-microenterprise businesses begun with the use of Trickle Up funds. Trickle Up Program, located in the City of New York, has funded over 8,000 sub-microentrepreneurs in 1997.

In 1979, Margaret Robbins Leet and Glen Leet "founded Trickle UP to demonstrate that, given the opportunity, many people could create their own jobs by starting their own businesses as a way out of poverty. This self-employment benefits not only themselves and their families, but also their national economies." (1996 Annual Report for the Trickle Up Program) Using local NGO's they distribute two \$50US grants to enterprising individuals after receiving a viable,



albeit basic, business plan. ICA-Peru has a staff of five (5) focusing on community nutrition, health and agricultural production training in the rural valleys around Lima. One staff member, Luz Rios, our guide for the day, focuses her vast efforts on the nutrition and health issues of Villa El Salvador. Her encouragement of microenterprise as a self-help program to eliminate poverty family by family helps to address the basic nutrition and health concerns associated with poverty.

Luz walks with us through the community sharing the pain that seeps through the thatch walls as well as the incredible hope that lies only in hard work. Villa El Salvador is a shanty town, the people are poor, in some cases, desperately poor, the conditions of day-to-day living are harsh under a broiling sun on sands that nurture no life.

TRENDS, by ICA Taiwan

Master the Basics

Anyone can learn... It's about breaking down complex patterns and manoeuvres into simple tasks... a system of tosses and throws, of different patterns that, once broken down, can be put together to create something magical. It's about refining your process, because that's all you have.

Time moves slowly here, perhaps oppressed by the weight of the heat, the sun heavy on the shoulders of progress. But, progress struggles forward, despite the burden of loss of hope, loss of lifestyles, loss of self-sufficiency of lush highland river valleys.

As we surged through the community talking with community leaders, entrepreneurs and enterprising individuals waiting for the next window of help over the initial hurdle, I increasingly questioned... why here, in the barren

sand, where water is trucked in each day to fill the communal cisterns? The land can produce nothing but dust in the face, water does not flow anywhere, basic services are not provided even for a cost. Houses are constructed from straw mats, sufficient in a land of no rain. Why did the people stream into this area from the lush foothills of the Andes? Could the 'gold' of the coastal jobs and the perception of safety really be enough to draw hundreds of thousands of people to this place where life seems a contradictory term?

In the 1980's the foothills of the Andes to the south and east of Lima were the territory of Sendero Luminoso whose quota of "a million lives for the cause" was part of daily life.

The communist movement leader, Abimael Guzman, believed that a million people must die in the attempt to promote communism in Peru. Killing, raping, torture, not only of individuals, but of communities served to progress the ideas of this Maoist Movement. As the Peruvian military stepped up to halt Guzman's spread of power, their tactics and accusations attracted the innocent communities. Killing, raping and torture to obtain information surpassed that of the Movement.

Families fled in the night ... night after night, month after month, year after year. They fled to Lima and the shantytowns. Some returned to their communities only to be forced back out, weeks later, as both sides viewed them with the suspicion of outsiders.

Now there is nothing except communal pots of soup serving as many families as possible. The "Glass of Milk" program is suspended due to lack of funds. The official soup kitchens are closed. The community bans together to meet its own needs.

Under the weight of the sun and the burden of dislocation people have accepted Villa El Salvador as their new home. The mat houses are gradually becoming adobe. The community organises to request services of water, sewer and education. Enterprising individuals start up small



businesses to serve the community's needs: A phone with a messenger service, bicycles rentals for transportation, basic carpentry creates functional furniture, a stone mason, a cookie vendor, communal restaurants, household goods vendors, taxi service. Proposals are in for garbage collection service for the market area (perhaps vegetable waste can be composted to begin a community garden on the barren sands) ; a legless shoemaker teaches apprentices ; artisans capture the spirit the imbues. Life is breathed into the most barren of places by the hopes of the people. A grant of \$50 gets an enterprising idea off to a struggling start. An infusion of \$50 more sets up a future of nutritional food, basic shelter and, perhaps, dreams.

Antonio (21) used his Trickle Up funds to set up a phone service with one phone. His profits have supplied him with a second phone but not yet the service connection. He hopes someday to own a pharmacy.

Carlos (18) used his Trickle Up funds to buy six (6) bicycles. His bicycle rental business will send him to study engineering in a University. His father, Victor (single father of 3), hopes to receive funds to begin an apprentice program in his carpentry shop, not to make additional income so much as to teach his skill to the youth that they may have a trade and a source of income. His experience and skill flow with inspiration and enthusiasm.

Vicentina (29) used her Trickle Up funds to import coffee beans from the highlands, selling them in Lima as gourmet coffee. Her profits from coffee sales provided the down payment on a communal phone. Profits from the phone and the coffee vending are targeted to begin a full service communications office with phones, fax, computers and dreams targeted at communal use and small business support.

Martin, a housebuilder, is donating his time to help the community regain the Incan spirit of communal housebuilding so that every family can have a simple, decent place to live.

As El Nino follows Sendero Luminoso, more families flood into Villa El Salvador. They come with nothing but the spirit to continue. They leave the futile soils of fear, for the barren safety of the sands.

The market has not caught up to the vast need for employment represented in these suburban shanty towns. Self-employment through microenterprise provides fuel to the dreams burning in Villa El Salvador.

We leave as the night falls, dragging with us the hope that lingers in the dust, hope that freshness comes on the winds of the future, hope that the sparkle of the stars brings promised light in the next days, hope that those of us blessed enough to walk away at the end of the day can create a communal power of help as strong as Villa El Salvador's communal power to survive.

TRENDS, by ICA Taiwan

Bad Habits Have Big Consequences

Do not undertake a difficult task and then accept a watered-down version of accomplishment. It may feel like success - but it is really just a bad habit. When you work alone, your bad habits cheat you of real accomplishment. But when you work with someone else, when you are juggling with a partner, your bad habits become a real burden. If you shirk your responsibilities, your bad habits will reverberate in your partnership. And this will contribute greatly to the failure of your team.



MINUTES OF THE ICAI EXECUTIVE COMMITTEE MEETING 27 - 29 MARCH 1998

The meeting convened at ICAI Secretariat offices at rue Amédée Lynen 8, 1210 Brussels, Belgium. In attendance were:

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

Also in attendance was Louise Singleton, President of the ICA US Board of Directors. These were assisted by Richard Alton, the Secretary General and two of his staff: Richard Seacord and Fennie Chan.

The ICAI President opened the meeting with her greetings. Each officer gave a report of ICA activities on their continents.

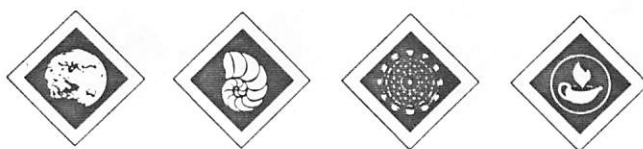
The Secretary General presented his report of global activities and status of current member organizations. This included reports on prospective new members in Benin, Ghana, Nepal, Tanzania and Uganda. He discussed plans for new member organizations in Indonesia, Nicaragua and Sri Lanka.

The Secretariat presented the financial report for the last full year, 1997, as well as the budget for the year 1998. These reports were approved by the officers for submission to the General Assembly in Brussels, 24 - 28 August 1998.

ICA Belgium hosted a reception for the committee at the close of the first day.

The officers heard a report from Louise Singleton, on the planning work done by her organization for the next Global Conference in the year 2000. The officers approved the selection of the site for this event: the Conference Center of the University of Denver and the dates from 27 July to 2 August 2000. Then the officers reviewed the proposals for the conference theme and activities. These are to be refined by collaboration between ICAI officers, the Secretariat and ICA US planning group for presentation to and approval by the General Assembly. It is the recommendation of the officers that the theme and content of the event be organized around concepts of civil society. To provide advance financing, the committee approved a request for a loan in the amount of US\$ 30000 from the ICA US Program Capital Fund. It authorized an additional US\$ 20000 to be drawn from the ICAI legacy reserve.

The officers then addressed the proposed agenda for the General Assembly which will include the election of new officers by the Board of Directors of ICAI, the consideration and approval of reports on finance, new membership, plans for the Global 2000 Conference, standards for ICA member organizations and their own boards of directors, as well as any new proposals submitted by our members.



Following its tradition, the Executive Committee proposes a slate of ICAI officers for election by the ICAI Board at its next General Assembly. It held to the values of geographic coverage, gender balance and continuity of experience while rotating office holders. To leave their posts are President, Hala El Kholy, Treasurer, William Wang and Secretary, Franco Voli. To replace them, the committee proposes Donald Elliott for President, Myriam Balbela for Treasurer and Ruth Lukona for Secretary. Proposed as new candidates for Vice President are Edward Mutiso, Kenya; Mangla Gavai, India; and Martin Gilbraith, UK. Nominations will remain open for other candidates put forward by dues paying members at the next board meeting, providing that the candidate has agreed to serve.

The meeting was adjourned at 1720 Sunday 29 March 1998.





The Involvement of ICA Kenya in UNDP Programmes

By Jonathan Dudding

We have received the following article from Jonathan Dudding regarding one of the Participatory Methods: Moving up the ladder. The involvement of ICA Kenya in UNDP programmes.

For a long time the emphasis in the use of participatory methods has been at the grass roots, community level where many of the problems of underdevelopment seem to strike the hardest. Most of the participatory methodologies now in vogue have been tried and tested in the communities and villages of developing countries and remain focused at that level. There is a growing realisation, however, that to concentrate on the grass roots level alone is not enough. Unless participatory approaches can be introduced at all levels of the political, economic and administrative hierarchies, then efforts at the lowest level are always, sooner or later, going to be frustrated.

One of the great advantages of the ICA methodology is that it has been used extensively at all levels in all types of countries and has been proved, time and time again, to be instrumental in bringing about the sort of changes seen as necessary for empowerment at whatever level.

Most of the participatory methodologies now in vogue have been tried and tested in the communities and villages of developing countries and remain focused at that level

In Kenya, the United Nations Development Programme (UNDP) has itself begun to see the importance of involving stakeholders in the decision making processes of their different programmes. This applies particularly to the Enhanced Public Administration and Participatory Development

(EPAPD) Programme, which is concerned primarily with strengthening the capacity of the national institutions associated with governance (i.e. the Judiciary, Electoral Commission, Attorney General's Chambers, Ministries of Planning and Local Government, National Assembly). Mandated to work through the Government of Kenya, UNDP was experiencing difficulties in getting the activities planned for the programme actually carried out. The reasons for this were many and varied, but their response was to call in ICA Kenya to conduct a workshop based on the participatory strategic planning method to try and put the programme back on course again.

This workshop was held in June 1997 and involved all the main stakeholders in the programme as well as key personnel from UNDP. The implementation plans for the different implementing agencies were reviewed and renewed and a comprehensive document produced to reflect the intentions of the different participants. The process itself was greeted with a great deal of enthusiasm, and while it is probably too early to judge the impact of the workshop, nevertheless UNDP has seen the advantages of the approach and the overall concept of greater participation.

As a result of this realisation, UNDP has been instrumental, since that initial workshop, in involving ICA Kenya in the training of the National AIDS Programme staff in participatory methods (for use in a community based approach to the HIV/AIDS epidemic) and in conducting a strategic planning event for the Women's Bureau, the body within the Ministry of Culture and Social Services which is primarily responsible, at a national level, of lobbying for and promoting equal opportunities for women, promoting the Beijing Platform for Action and for creating awareness on gender issues. The involvement of ICA in UNDP programmes is likely to continue and even expand as they now see the importance and relevance of our methodology to the successful involvement not only of stakeholders but also of the wider public in their development initiatives.



Member's Profile: Simeon Shitemi, ICA Kenya

Dr. Simeon Shitemi graduated from Makerere University, Uganda, with a BA in Political Science, Economics and History, in the sixties. At Makerere University he also studied a diploma in Theology.

He later studied for a post graduate diploma in Development Administration at the Leeds University, UK. He also trained as a teacher (P2) at the Kagumo Teachers College in Central Province, Kenya.

Dr. Shitemi taught at the Kaimosi Teachers College, in Western Kenya, The Kenya Institute of Administration in Kabete, Nairobi (KIA) and extra Mural Department at the University of Nairobi. At one time he served as a District Officer (DO) in charge of large Divisions in Central Province Kenya as well as being the Personal Assistant to the Deputy (PC) Provincial Commissioner in Nyanza Province.

He undertook assignment in various Ministries including the office of the President, Health, Co-operative, Culture and Social Services and Foreign Affairs as Head of the UN Desk. He served as a Diplomat at the Kenya Mission to the United Nations in New York, USA, and Geneva, Switzerland, as a Counsellor dealing with International Peace, Security, Arms Race and Disarmament.

At the Ministry of Finance he was the Director of External Aid. This involved him in fund raising from all over the world, especially Europe, The World Bank, International Monetary Fund (IMF) and Japan.

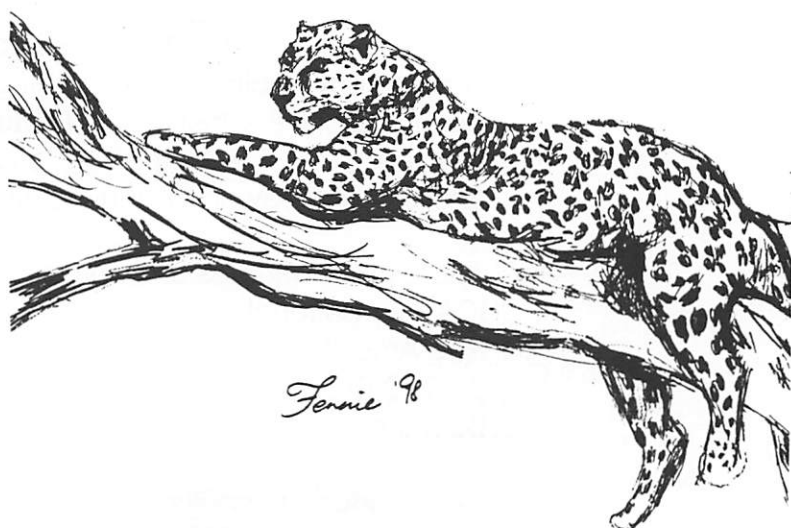
At the Ministry of Commerce and Industry, he was the Director of External Trade. He was appointed as the Permanent Secretary in the Ministry of Tourism Wildlife and Fisheries. He served as the Permanent Secretary of Ministry of Health before joining the African Medical Research Foundation (AMREF) as its Deputy Director General. AMREF is the largest Non-governmental organisation in the health sector in Africa. Dr. Shitemi served as one of the Directors of Bamburi Cement Company, the Public Law Institute which deals with the provision of Legal Defence of Victims of Human Rights abuses. He is

serving on the Board of Mental Health and the Nairobi Hospice which deals with cancer patients. He served as the Clerk/Chairman, Friends World Committee for consultation, a Quaker world body, that co-ordinates Quaker activities world-wide. He is current Chairman of the Board of Trustees of the Institute of Cultural Affairs Kenya, Friends College of Technology, Kaimosi, Chairman of the Board of Governors Friends Theological College, Kaimosi, and a Member of the Board of Governors of the Musoli Girls High School (Catholic).

He served as the Vice Chairman of the Maseno University Council. He is a member of the Global Advisory Board of the Institute of Cultural Affairs International, based in Brussels, Belgium.

Dr. Shitemi was awarded an Honorary Doctorate by Earlham College, USA (Doctor of Laws) in 1996 in recognition of his public service with the Government, leadership among Quakers, his commitment to help the helpless, building cultural bridges and understanding among African-Americans and Africa.

He is married with 5 grown up children all educated in The United States. He lives together with his wife on their farm in Kitale, western part of Kenya. He recently stood for Parliament but lost. He is keen to try again.



ICA Events from around the world



Where	Event	When	Reference
Eurasia			
The Netherlands	Strategic Planning & case study 9 key ingredients to community development	May 13-15	ICA The Netherlands
Brussels	Group facilitation Method (French)	May 14-15	ICA Belgium
Brussels	Lifestyle Simplification Lab.	May 16	ICA Belgium
The Netherlands	Practical exercise with participative methods	May 28-29	ICA The Netherlands
Brussels	Participatory Strategic Planning	May 28-29	ICA Belgium
Brussels	Group Facilitation Methods Training	May 5-12-19-26 June 2-9	ICA Belgium
Brussels	Participatory Strategic Planning (French)	June 12-13	ICA Belgium
Huntingdom	Volunteer Orientation Weekend	June 12-14	ICA UK
Brussels	Philosophy of Participation	June 17-18	ICA Belgium
Derbyshire	Group Facilitation Methods	July 3-5	ICA UK
North America			
Winnipeg	Group Facilitation Methods	May 12-13	ICA Canada
Winnipeg	Team Leadership	May 14-15	ICA Canada
Seattle	Participatory Strategic Planning	May 19-20	ICA US
Toronto	Group Facilitation Methods	May 19-20	ICA Canada
Toronto	Facilitated Planning	May 21-22	ICA Canada
Toronto	Tech. of Conciliation	May 25-26	ICA Canada
Toronto	Group Facilitation Methods	June 16-17	ICA Canada
Toronto	Foundations of Facilitation	June 18-19	ICA Canada
Toronto	Group Facilitation Methods	July 9-10	ICA Canada

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The Network Exchange



June 1998

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INTRODUCTION

During the March ICAI Executive Committee Meeting we asked each committee member to bring reports of the ICAs in their parts of the world. For the rest of the year we will be using the Network Exchange to bring you these reports.

To ICA Belgium Report

ICA Belgium is made up of two teams:

- 1) ICAB Programme team consists of Jim Campbell, Marie-Noelle Houzeau, Renuad Houzeau, Joan Seacord and Anna Stanley.
- 2) ICAB Training Centre Team is composed of Ana-Maria Almeida and Beverly Gazarian - assisted by James Campbell, Anna Stanley and Gungor Tapmaz and backed up by other full time residents of the building.

ICAB PROGRAMME TEAM REPORT OF PAST YEAR

In order to increase the number of French speaking staff we set out to double our programme income. We in fact nearly tripled our programme income and added Marie-Noelle Houzeau to our full time staff in October.

OPEN COURSES IN FRENCH:

- Methodes de Facilitation de Groupe (GFM): 6 courses and 37 participants
- Planning Strategique Participatif (PSP): 1 course and 9 participants
- Methodes Approfondies de Facilitation de Groupes (GFMT): 1 course and 6 participants

OPEN COURSES IN ENGLISH:

- Group Facilitation Methods (GFM): 5 courses and 38 participants. One participant from Germany has already started recruiting and plans to host a GFM course - making connections with ICA colleagues in Germany



- Participatory Strategic Planning (PSP): 2 courses and 16 participants
- Group Facilitation Methods Training (GFMT): 1 course (comprised of six - one-day sessions with 6 participants)
- The Art of Facilitation (New course about skills and techniques of group facilitation): 1 course 9 participants
- The Fall Academy for leadership Skills Development made up of eight - half-day sessions. Participants came from the business and NGO community representing Belgian, Dutch, German, English and South African organisations. The numbers ranged from seven to seventeen participants
- The Lifestyle Simplification Lab (LSL) was introduced to the Brussels community in May of 1996. Over a period of a week 32 people attended one of three day long courses. One third of the participants were ICA staff

Since then there have been 4 one-day Lifestyle Labs with a total of 40 participants: this the result of around 200 mailed invitations, and regular programme notices in Brussels publications and organisational newsletters. Of the past years' programmes, 4 participants have emerged as 'advocates' - inviting friends, providing address lists, and donating scholarships. It is expected that, in the coming months, their support will enhance the attendance figures.

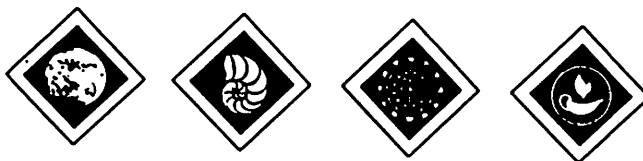
For the LSL staff, the year's journey has done more than strengthen our facilitation skills; it has deepened our enthusiasm, and confirmed for us once again the wisdom and boundless creativity of the ICA's participatory methods.



ON SITE COURSES AND FACILITATION:

- 1/2 day course with 11 people from Belgacom (Belgian telecommunication company) with a focus on effective meetings, Brussels, Belgium
- 1/2 day course on Sustainable Development and Participation for Human Ecology Department of VUB (Free University Brussels)
- 1/2 day session looking at the Trends Affecting the Position of Women with the European Socialist Women's Group, Brussels, Belgium
- 2 day seminar for the Ursulines of Jesus with a focus on multi-cultural awareness, Vendee, France
- 2 1/2 day course with a focus on the 4 x 4 method, with the training of trainers programme, of the Centre Universitaire de Charleroi (CUNIC), Charleroi, Belgium
- 2 day seminar with a focus on participatory methods and curriculum design, during the Summer University of the training of adults, Charleroi, Belgium
- 5 day facilitation of the Ursulines of Jesus' Strategic Planning, Paris, France
- Annual GFM course with the Human Ecology Department at VUB (Free University of Brussels) Belgium. This year 2 courses were held with a total of 23 participants. An interesting outcome of these courses includes the fact that Elisabeth Wille, who attended one of these courses in 1996, is now working for ICAI secretariat. Also Timsina Tatwa who attended courses (GFM, PSP, GFMT) in 1996 has returned to Nepal and already held a successful GFM there with the assistance of Richard Alton. Timsina's intention is to set up an ICA in Nepal and offer courses around the country. He also hopes to attend the training in Phoenix.

Cont. page 3



FRENCH MATERIAL:

- translation of the Machakos game and dry run with 12 participants from the major NGOs in Belgium
- translation of the "International Facilitator's Companion"
- translation of "50 Ways to Build Team Consensus"

OTHER SERVICES

ICAB provides support for programmes with other European ICAs. This includes providing facilitator/trainers when needed to fill gaps in national coverage, facilitating national ICAs planning meetings, consolidating orders for materials such as manuals and books.

This past year we added several books to those previously offered to our course participants, guests and contacts. These include "Beyond Prince and Merchant", "Facilitator's Guide to Participatory Decision-making", "The Art of Focused Conversation", "The Social Process" and "The Other World". Income from materials and books (which has increased by more than 250%) provides a significant addition to our overall budget.

EVENTS TO COME IN 98:

In addition to continuing a schedule of open courses:

- 3 day course with the Ursulines of Jesus about Group Facilitation Methods for 40 participants, Paris, France
- 2 day seminar for the Ursulines of Jesus about multi-cultural awareness, Vendee, France
- 5 day facilitation of the Ursulines of Jesus' strategic planning, Vendee, France
- A training programme for a Senegalese NGO, funded by the Norwegian development agency, starting with a 3 week course in September about organisational development and leading to a 5 year collaboration
- Collaboration with a Belgian NGO, Aquadev, in developing a 2 week course for volunteers going abroad

- Collaboration with Eurocontrol (EU Agency for Air Traffic Control) in setting up a team of around 12 in-house facilitators
- Collaboration with a local Belgian NGO management, funded by the EU, involving 5 NGOs and 25 participants
- On-going collaboration with CUNIC in their training of trainers programme
- Namibia - A five day course on Building High Performance Teams with health institutions of the Catholic Church in Namibia. Contact for this was made through a man in the fall academy who is the desk officer for Southern Africa with Misereor.
- St.John's International school - All school staff operate in teams which run the school. They are looking for group processes, team leadership skills, etc..

OTHER ACTIVITIES:

Seeking funding to publish the "International Facilitators Companion" in French.

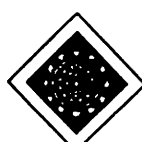
ICAB TRAINING CENTRE TEAM REPORT OF THE PAST YEAR

The ICAB Training Centre Team, Ana-Maria Almeida and Beverly Gazarian, has responsibility for the rental of the conference room, bed and breakfast rooms and rooms rented on a monthly basis to students and people working in Brussels. Gungor Tapmaz also joined our team this year to facilitate the housekeeping of the B&B rooms. She has increased her working hours from 4 to 6 hours a day.

FIRST FLOOR REHABILITATION

In August 1997, on the first floor of the south wing, the corridor, B&B rooms and bathroom were painted. The old rugs were taken out and area rugs were put in the rooms and a new carpet was laid in the corridor. It is planned that each year we will rehabilitate a new floor.

Cont. page 4



COMMENTS FROM GUESTS:

- "ICA is like a home away from home." Swami Agriresh, New Delhi, India.
- "C'est superbe d'être ici, moi je vous félicite votre style, pour votre chaleur Humaine." Isaias Nebel, Argentina.
- "I've heard many good reports of the ICA. This will not be my last visit!!! All the reports are true! Many thanks for an excellent stay." John Miles, UK.

VIGNETTE

One day we had three bed and breakfast guests who come from Eastern Europe. The following day I met one of them and she said that she had quite a surprise when she went to breakfast the first morning. She met one of our residents, a friend of hers whom she hadn't seen in three years.

RESIDENTS AT THE ICA

In the past year we have had approximately 90 residents coming from the following countries : Austria, Czech Republic, Denmark, Finland, France, Germany, Hungary, Italy, Japan, Luxembourg, The Netherlands, Russia, Slovak Republic, Spain, Sweden, The United Kingdom and the United States.

Anna A. Stanley for the ICAB teams



ICA: Bosnia & Herzegovina Update

Following is a e-mail message that we have recently received from Susan Fertig-Dykes.

Just wanted to tell you all that Linda "Sunny" Walker and I spent the weekend in Tuzla supervising the Bospo practice session for their facilitation of strategic planning in Celic villages for World Vision's civil society project in Tuzla. Linda is here to work on World Vision's civil society project in Sarajevo with me, but I borrowed her from that project to do this.

As the practice, Bospo facilitators did an actual strategic plan for ICA/Bospo and the transition to the indigenous ICA:Bosnia in preparation for the General Assembly. Participants were the other Bospo facilitators and some of the WV civil society team. As soon as I type it up, I'll send you all the documentation; I think you'll find it inspiring -- Linda and I found it so. And the Bospo team is definitely ready for the task. They are fully professional facilitators.

Incidentally, in Bosnian, "Top" is the word for "canon", so we've decided our motto is that the Bospo facilitators/trainers-in-training are all ToP-Guns!

Martin Gilbraith from ICA:UK and Simon Koolwijk from ICA: Netherlands will be coming for 2 to 3 weeks each this summer, to co-train with Bospo fledgling trainers as they move from the facilitator to trainer mode now that they've been facilitating for a year. We then expect that this fall they will move from facilitating in the villages to training in the villages, in preparation for later town meetings to be led by villagers. Simon says Sybrech may be able to come as a volunteer, which would be wonderful -- I've worked with Sybrech before in Brussels, and she's terrific. We tried to also get Hannerl, but her schedule won't permit. And Zlata is close by, so we hope to involve her later, too.

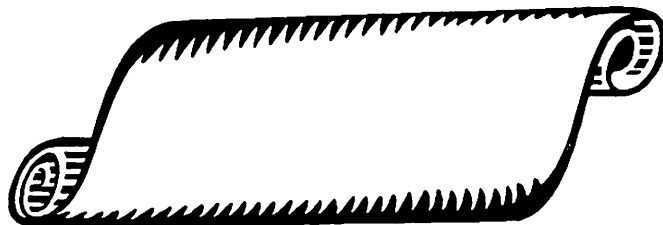
Anyway, things are moving!!! sometimes I feel like I better get out of the way or get run over!!!



Establishing ICA in the Himalayan Kingdom, Nepal

By Tatwa P.Timsina

We have received the following letter and article on our e-mail from Tatwa P.Timsina on the 10th March, 1998.



Dear Mr. Alton,

I hope you arrived Brussels in a perfect mood. You might have some boring hours in Karachi. We have now almost finalised the constitution of ICA Nepal and most probably apply to the registration office next week.

I am happy to inform you that by your visit to Nepal, it has become easier to contact local agencies and to mobilise my friends and other interested people in the task of establishing ICA in Nepal.

Below I have written a brief summary of the training course and the challenges of establishing ICA in Nepal. I hope you will go through it and give me suggestion so that I could finalise it before it is published in the Network Newsletter.

Thanks for your co-operation and hope to receive your co-operation as before in establishing ICA in Nepal.

*Sincerely,
Tatwa Timsina*

Establishing ICA in the Himalayan Kingdom By Tatwa P. Timsina, the Proposed ICA Nepal

The beginning:

For the last few months, the task of introducing ICA in Nepal is going smoothly. In November 1997, we had requested ICA International to co-operate and advise in establishing ICA in Nepal. This was the result of about two years of my regular contact with ICA International and ICA Belgium as a participant of some training courses and as a firm believer of ICA philosophy.

The visit of Secretary General:

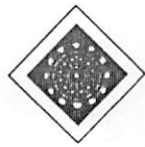
The Secretary General of ICA International. Mr. Richard Alton, paid a visit of Nepal from February 26 to March 2, 1998, to appraise the initial tasks of introducing ICA in Nepal. We had a lot of discussion with him. Mr. Alton evaluated our activities and gave necessary suggestion.

GFM in Nepal:

In order to utilise the visit of Mr.Alton, we organised a two day training course on 'Group Facilitation Methods' on February 28 and March 1, 1998. The course was participated by 30 persons representing a diverse group including elected representatives of District Development Committee, national and international NGOs, researchers, journalists, youth activists, school principal, university lecturer etc. All the participants were fascinated by the superb facilitation skill of Mr.Alton.

The training course was inaugurated by Mr. Madhav Paudel, the Chairman of District Development Committee, Lalitpur, and the President of the Association of District Development Committees. He said that he would be co-operative to introduce the participation methods of ICA for the benefit of Nepali people. In the concluding ceremony, from the side of participants, Mr. B. K. Shrestha, the executive

cont. page 6



director of the School Partnership Worldwide, a British voluntary organisation, praised the facilitation techniques as highly applicable to all types of people and societies. Mr. Alton gave away certificates to the participants and reiterated his firm support to introducing ICA in Nepal.

Press coverage:

At the second day of Mr. Alton's visit, we organised a press conference. 20 journalists of the major daily or weekly newspapers attended the conference. Mr. Alton appraised them about the principle and philosophy of ICA. He told them about the successes and failures of ICAs around the world. They were also informed about the training courses being organised from the other day. After the presentation of Mr. Alton, the journalists asked him several questions particularly about the possibilities of establishing ICA in Nepal.

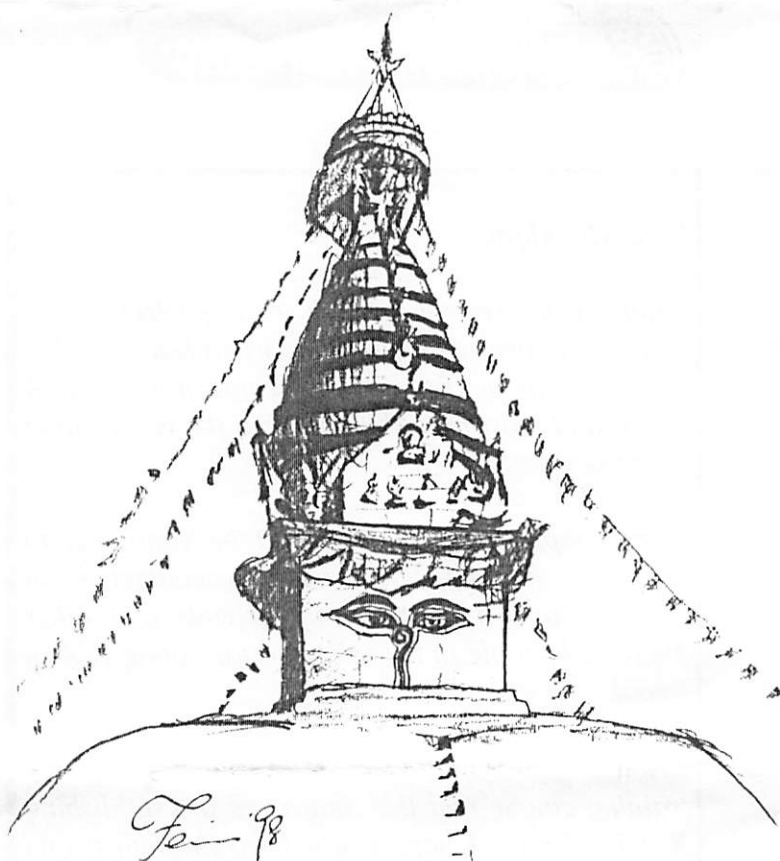
The news of the press conference was widely covered particularly by the Nepali language newspapers.

The future:

The first task of the proposed ICA Nepal is to register it as a national NGO in the District Administration Office. The constitution of the proposed ICA Nepal is being prepared in the framework of the constitution of ICA International and suggestions made by Mr. Alton. Various dignitaries are being contacted as prospective members for the board. ICA Nepal expects to be a full member of ICA International in 1998. We are going to establish the headquarters of ICA Nepal as soon as we are registered from the local authority.

The proposed ICA Nepal intends to conduct various programmes on training, research and community development with an emphasis on public participation. The group has already contacted several local organisations informing them about the training tools of ICA. ICA India, ICA Belgium, ICA International and other ICAs will be requested to co-operate particularly in the initial period. If the training courses were found economically viable, we will also try to hire experts

from ICAs around the world. Small community development projects will be organised requesting funding from local sources as well.



Cont. page 7



The obstacles:

The philosophy and principles of ICA are new in Nepal. The visit of the Secretary General and the subsequent press conference and training course have received press coverage which helped in informing the Nepali public about ICA. In the beginning, it is still difficult to attract the attention of prospective governmental or nongovernmental organisations that can be working partners for ICA. Few initial years are expected to be quite difficult period for the ICA Nepal.

Request for co-operation:

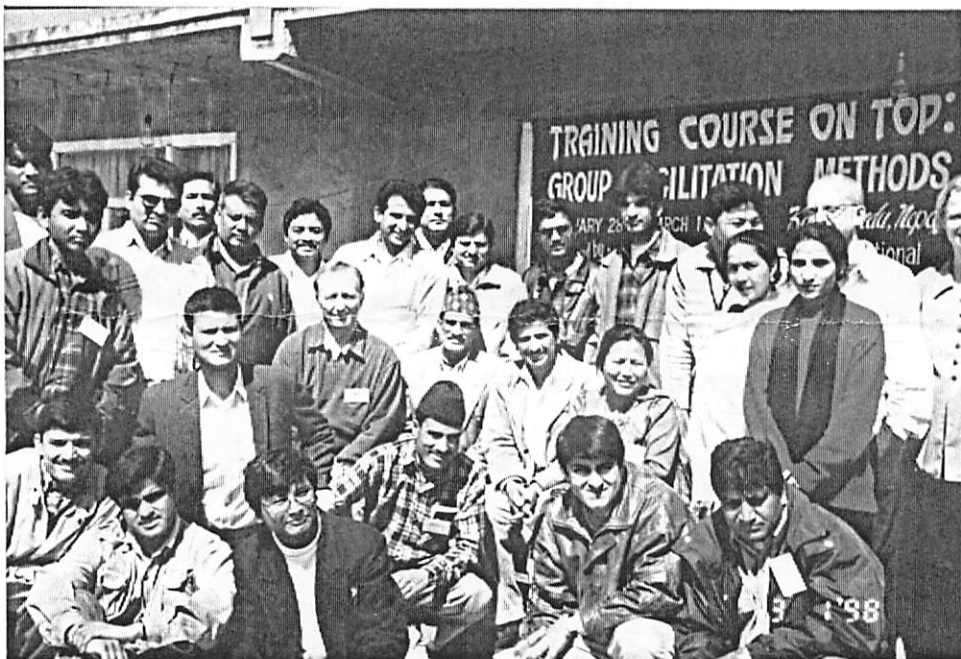
We are at the early stage of establishing ICA in this isolated Himalayan Kingdom. Many of the ICAs might have repeated the same history as we are facing now. Such experiences might help us to follow a right path. We welcome suggestion and co-operation from all ICAs which help us in meeting our goals.

Further information:

For further information you can contact us through post or e-mail. We appreciate your comments and suggestions. The complete report of the visit of Secretary General and GFM Course in Nepal will be included in a proceeding. If you wish to receive the proceeding, please let us know at the following address:

P. O. Box: 3768
Kathmandu
Nepal

E-mail: icanepal@ssharma.wlink.com.np
Fax: 977 - 1 - 227 691 (Tatwa Timsina)

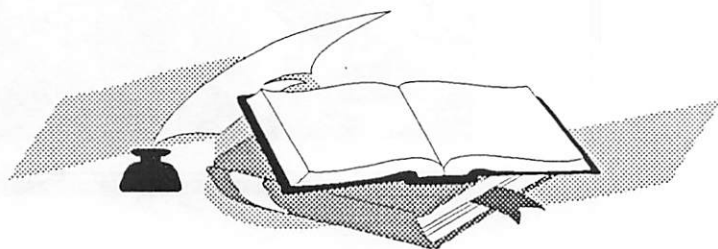




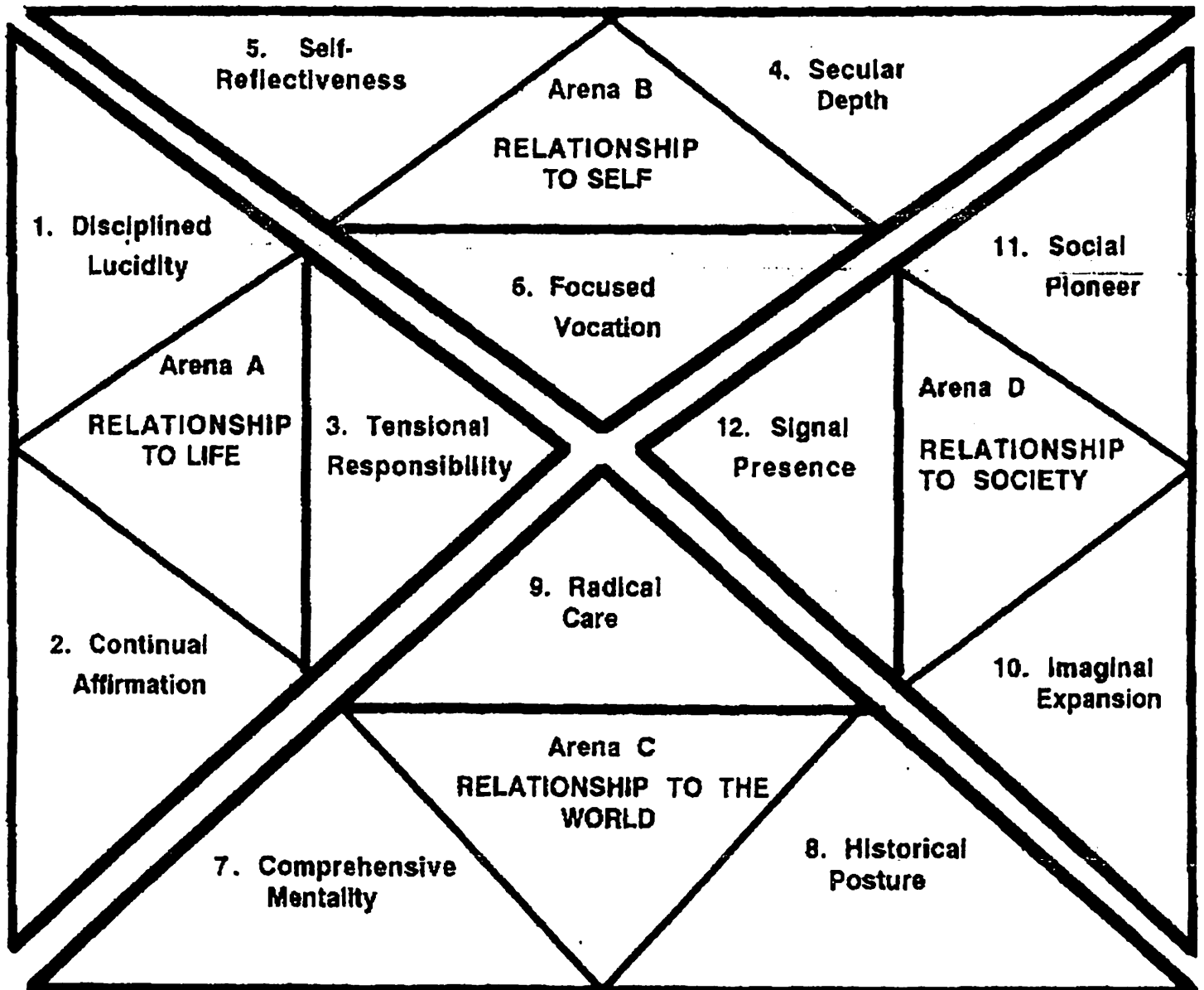
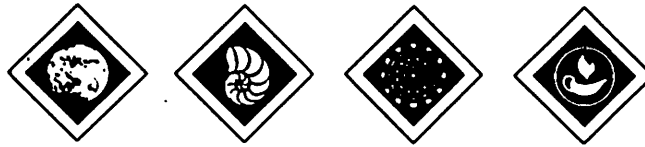
Brief on Upcoming Book

from ICA Canada

1. In 1996-97, the Board commissioned a book from ICA Canada on the foundational understandings of ICA. Stephen Covey's *Seven Habits*...was held as the kind of book this was to be. It would put ICA Canada firmly on the map as Canada's sentinel source of mental models. The book would present a cross-section of foundational understandings that would help those who are frustrated by getting the depths ICA has to offer "only in bits and pieces here and there".
2. In 1997 a group made up of Board and Staff met every month to talk through what the book was about. Any writing was postponed until *The Art of Focused Conversation* was published in December '98. The group seemed to be talking about two books. One would be on our methods to include all the insights gleaned from the last ten years of training and facilitation (since *Winning Through Participation* was published). The other was a book on the philosophy, or ethical stance, behind our methods.
3. Our current image is that we may be doing a book in two parts, one like Senge's *Fifth Discipline*, and another more like the ... Field Book that followed it. So our first book would be on the profound stance of the ICA practitioner/trainer, and the second on methods, applications, tools, practices. This is still only an image in our minds.
4. This year, staff did a series of ten meetings on Monday mornings to talk through the human depths that were in each of the methods and models we were currently using or teaching. It became clear that the heart of this book was about the stance - the deep standing point, or the interior terrain of our current facilitators and trainers. We also talk about the book being about *ethics*, but in the broadest sense, as the way in which an integral human lives and responds to life in the deeps.
5. Since then, we have tried to isolate those stances and create a transitional pattern on which we could build the book. (See next page). We are still working on this. The model represents a gestalt of the foundational understandings revealed in all our conversations on method.
6. Brian Stanfield has agreed to "dog" the book through, but it will have the corporate input and weight of the whole staff behind it, as well as input from the ICA network at large.
7. Our feel of this book at present is that it will be very readable, lots of contemporary illustrations and stories as well as some from our past. We also want it to be a serious ethical challenge to readers, and have an "in your face", no punches pulled impact. We also want enough references from history and ethical literature to indicate a non-flaky approach.
8. Our timeline indicates that the last quarter was about focusing the book and gathering materials. This quarter is about designing the book and the way the chapters will flow. In the next quarter we will write the outline. In the last quarter, we will illustrate it with all kinds of quotations, stories, illustrations, artforms. By the end of the year we intend to have a first draft.
9. We realise what a challenge we have taken on. We will appreciate your input, and use it.



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ICA CANADA

FOUNDATIONAL UNDERSTANDINGS BOOK:

Basic Design:26 May 1998



Member's Profile : Charles Wabwire, ICA Uganda

I was born on the 30th November, 1962, in Soroti District of Uganda. I am a last born among eight, seven brothers and one sister. I come from the Bakenye tribe, one of the minority Bantu tribes in Uganda. It is so small that even some Ugandans have never heard of it! The Bakenye are a predominantly fishing tribe, and I guess I would probably have become a fisherman like my grandfather if the early missionaries had not prevailed upon my grandfather to allow my father to go to school. My father trained as a builder and spent most of his life teaching in missionary technical schools before his death when I was one year old.

Needless to say, I was born in a Christian family and my mother endeavoured to bring me up like one. It is therefore not surprising that my first choice of a vocation in life was to become a priest. Apart from a two-year stint doing my A-Levels in a secular school, I did most of my post-primary education in seminaries, first in Nagongera Seminary for O-Levels and later in Alokolum national seminary, from where I graduated in 1986 with a degree in Philosophy. My enthusiasm for the priesthood waned then and I decided to choose the secular life.

When I left the seminary I had no idea what I wanted to do with myself, until a couple of months later when my Bishop asked me whether I would be interested in helping to set up a social services and development office for the Catholic diocese of Soroti. I had no idea what would devote a whole life time to this.

Two years in the job I met and married Gorretti. Five years and three daughters later we separated. Today we are divorced. Two of my daughters, Pauline and Conny (first and second) go to school; the youngest, Kevine, goes when she likes.

In 1984, I was accepted for post-graduate studies in Manchester, UK, where I did a diploma in Development Administration and a Masters in Economics and Management of Rural Development. After I returned to Uganda at the

end of 1996, I did not seek full-time employment, although I worked with a few local NGOs on a part-time basis, mainly in an advisory capacity and helping them to do needs assessments and evaluations. It was during this period that I got involved with ICA.

I first heard of ICA from Martin Gilbraith of ICA UK, with whom I shared a year of school and fun in Manchester. In the early part of 1997 Martin introduced me to Dick Alton of ICAI who invited me to attend the IToPIL in Phoenix, Arizona. Phoenix was not only much fun, it also opened up the world of ICA to me and offered me a challenge that I felt happy to take up. My interest now is to see ICA take root in Uganda.

Starting ICA in Uganda has been a slow process, but I am happy to say things are looking up now. I should have the meeting of my first Board soon and in a couple of weeks I hope to start initial training of with my first team of trainers. Several local NGOs have expressed interest in having partnerships with ICA. Certainly a prospective future for ICA Uganda. Of course I know that we cannot achieve very much on our own and do count on as much support as can be got, so do expect to hear more about ICSA Uganda.

When I am not doing ground work for setting up ICA Uganda, I still give some time to one or two local NGOs who seek my help, although it is increasing less time. Once in a while I do some volunteer work on behalf of UNDP. I use the opportunity to make partners and establish bases for future liaisons.

Following local and international soccer in one of my favourite pastimes, but I also enjoy amateur photography and travel. I like music, although I never seem to remember who sang what, and don't ask me to tell you who composed which piece of classical music! I simply enjoy listening to it. I am trying to collect music from all over the world, both traditional and pop. My collection is still very small, so if anybody out there wants to help, I would be grateful.

ICA Events from around the world

Where	Event	When	Reference
Eurasia			
Derbyshire	Group Facilitation Method	July 3-5	ICA UK
Malaysia	Facilitators' Forum	July 11	ICA Malaysia
Malaysia	Facilitation Skills Training	July 29-30	ICA Malaysia
Derbyshire	Volunteer Foundation Course	July 31-August 9	ICA UK
United Kingdom	Summer Network Gathering	August 28-31	ICA UK
Derbyshire	Participatory Strategic Planning	September 3-6	ICA UK
North America			
Toronto	Group Facilitation Method	July 9-10	ICA Canada
Toronto	Art and Science of Participation	July 13-18	ICA Canada
Toronto	Associate facilitator Intensive	July 20-21	ICA Canada
Toronto	Group Facilitation Method	August 11-12	ICA Canada
Toronto	Facilitated Planning	August 13-14	ICA Canada
Toronto	Community Development	August 17-21	ICA Canada
Toronto	Group Facilitation Method	September 15-16	ICA Canada
Global			
Brussels	ICAI General Assembly	August 24-28	ICA International

The Network Exchange

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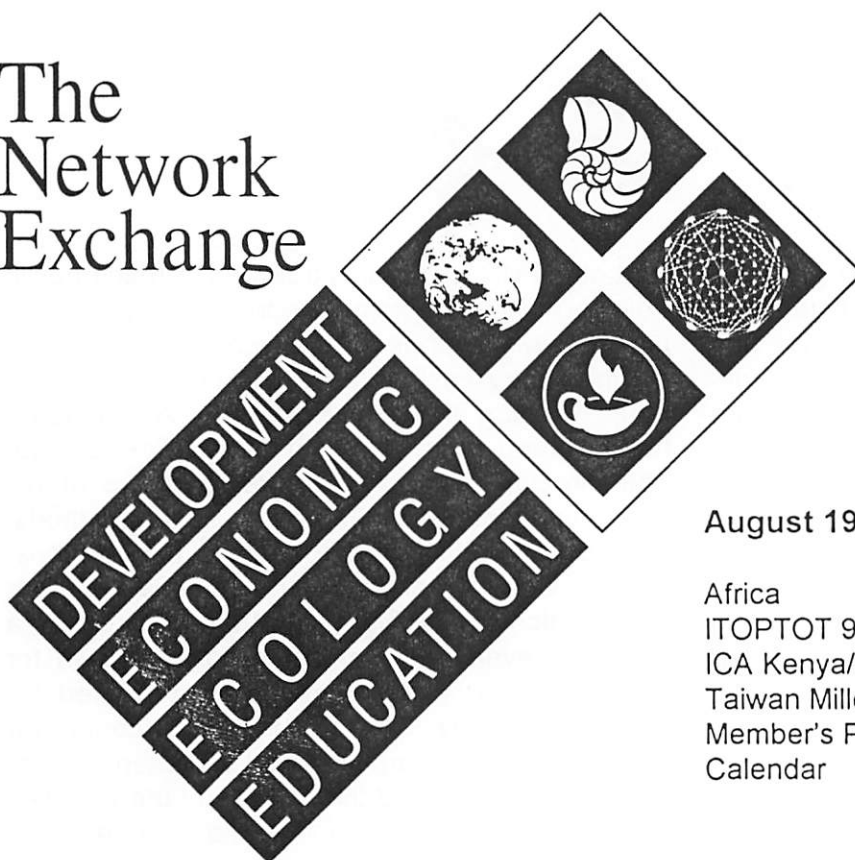
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The Network Exchange



August 1998

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Africa

by Dick Alton

This past July Dick Alton visited 5 African ICAs with the following report:

Africa and the Middle East have been a fertile ground for the ICA over the last 10 years as over two-thirds of the globally employed ICA staff are found there. They have also seen a four fold increase in income during this same time. Four new ICAs have been launched in Uganda, Tanzania, Ghana and Benin over the last few years with interest being shown by South Africa, Zimbabwe, and Malawi. Special contracts have brought ICA methods to Namibia, Ethiopia and Sudan.

One might characterise the last 35 years of African development as one dominated by an all powerful state. The net results of authoritarianism and totalitarianism as practised from the end of the colonial era to the fall of the Berlin Wall was that the fundamental values (social capital) and institution building blocks (citizen organisations) of an autonomous and legitimate civil society were effectively stunted or killed off altogether. What has changed since the 1990s began is various

democratic openings have significantly changed government and civil society interaction. This is

not only true locally and nationally but also globally. It is this new opening that has suddenly shoved ICA Africa forward.

Kenya

has still one of the oldest and most vibrant economies in Africa, but one that has suffered for the last few years with politically related ethnic clashes. Although a multi-party system has been introduced there is a deep sense of corruption/crime at all levels of society that will continue to make the future difficult.

I spent one day with a group of 30 people who call themselves ICA Associates. They are all graduates of ICA's public participatory course offerings. They have drafted a policy framework document and are presently circulating a job description for a co-ordinator. These 30 people see themselves as a pool of skilled facilitators trained in ICA methods and who are available for

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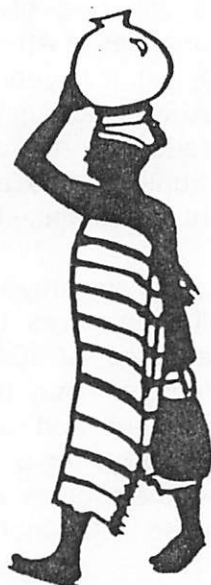


training/ facilitation work which will fill a gap with ICA:Kenya in providing people for high level facilitation tasks that require academic and professional experience (5 university lecturers and one retired UNDP human resource trainer are part of this group).

Met with the ICA Board for lunch. I am amazed at the depth and experience of the board. Two new members. Mr. P.A. Denis, former head of the national budget for the Kenya Government and Archbishop Ndingi Mwaana Nzeki, one of the leading Catholics in Kenya.

Uganda

has been seen as one of the rising stars of Africa after many years of internal wars. The World Bank has listed Uganda's economy as an example of what can be done if you liberalise the economy. Uganda has more private capital investments flowing into it than any other African country. At the same time Uganda is still fighting two wars within its own borders and still has strong traditional rulers or fully fledged kings that makes state power difficult. The Lord's Resistance Movement/Army in the North is tied to former President Obote's tribe and the Allied in the Muslim support from Sudan. It was only in 1985 that the present President Museveni came into power and a new constitution in 1995.

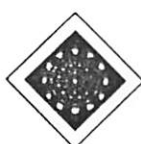


ASW

Part of my strategy in this trek was to teach public ToP courses or do training/workshops in strategic planning in exchange for the local ICA handling of my in-country cost as an experiment in possible future training treks. So with ICA Uganda I helped them hold their first public ToP course. The director, Charles Wabwire, and two of his staff helped me teach Group Facilitation Methods. We had 18 participants from the United Nations, British Council and other potential partner organisations. The highlight of the course was a Catholic development officer sitting us down for the evening to explain the help he wanted for which he can pay. The day before the course we had the first board meeting with a presentation of the ICA's work around the globe and the activities of the organisation for the last 6 months. Presently, ICA:Uganda has a two year contract to work with 10 Uganda NGO's to introduce participatory methods.

Côte d'Ivoire

The most amazing thing about Côte d'Ivoire besides the wide boulevards (and of course the French) and few traffic jams is the poly-culture nature of the country. It is like Côte d'Ivoire has thrown open its borders and asked their neighbours to come sell their goods. The first person I met when I walked outside the Abidjan hotel was a man selling watches. As soon as he saw that I was not understanding his French he started speaking English. He was from Gambia.



When I went to buy a pair of flip-flops from a street stall she was Nigerian, the lady selling us roasted chicken at the market was Ghanaian and the man driving the taxi was from Mali. You begin to wonder what the local people did for work.

For our French speaking ICA staff I brought a French speaking, Brussels trained ToP facilitator, Jean Gerber. We taught a GFM and then did a two day strategic planning workshop. First time most had ever seen the ICA methods.

ICA: Côte d'Ivoire has had a tough year with many funding uncertainties but is now funded for the next three years for the youth training centre and sustainable agriculture.

Ghana

is another booming economy of Africa which has become a regional trading power. Accra, the capital, is one big construction project. They have finished most of the roads in the outer part of Accra (2,000,000 people) and now have decided to do all the downtown streets at the same time. People say that Ghana is the most friendly country in Africa and will be the next great tourist country with miles of beautiful coast.

ICA:Ghana is six months old and already has 12 staff. Lambert Okrah, the director, has moved with the speed of light and is hosting the African UN Global 21 Agenda on forests in Accra later this year. We spent two days helping their new staff go through a strategic planning exercise to define their next 2 years. A day was spent meeting with the new board ending with a reception for their friends, the press and other NGOs. The highlight of the reception was Lambert's introduction of ICA to the press as well as the presentation and selling of "*Beyond Prince and Merchant*".

Nigeria

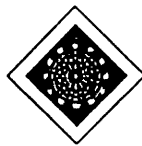
The giant of Africa with 102 million people and 500 different tribes. I had worried about the advisability of going since the death of Abiola (jailed elected president) in prison had sparked a series of riots. But since the former ruling general had also died and the new general had promised major change things had quieted down. I decided to go. Actually, I found a very positive mood and

sense that changes were going to be for the better. One newspaper noted there are millions of downwardly mobile Nigerians whose chances of making it have evaporated as this potentially rich nation has succumbed to sweeping decay, mismanagement and corruption on a scale so vast that it has made people despair of a fair reward for a fair day's work. Per capita income here is now a quarter of what it was a decade ago.

We taught the first Group Facilitation Methods Course in Nigeria with the help of two NIRADO Board members trained in Phoenix. Good core of 12 participants with the rest of the 18 filled in by staff or board members. Had 4 bankers, 4 from the oil industry and the rest NGOs. At the closing reflection the man from the Community Bank told us he wanted all his bank people to go through such a course. NIRADO has just signed a three year grant with MISEROR for 300,000 USD to provide strengthening for local community organisations through out Nigeria.

Africa is not going to be easy but the ICA knows this from being in Africa for 30 years. ICA believes as the President of Eritrea: "We are not rich; we do not have many resources; we are affected by things we cannot control. But we prefer to face our problems ourselves. This is difficult for people; it takes a long time," he says, "But in the long term, success can only come from inside us."





The International Technology of Participation Training of Trainers

by Shirley J. Heckman

16th July, 1998

The message below went to those who had send participants in 1995 and 1997 - via e-mail except by fax to Nigeria.

I'll be sending something similar to those who have not yet had the good fortune to spend time with us in this program. I'll not try to communicate with Vincent Houessou because my French is not capable of being understood.

Also NOT on my list are ICA Germany, ICA Philippines, ICA Portugal, ICA Côte d'Ivoire or ICA Mexico. It is difficult to get a fax through to ICA Panvel. An e-mail is on the way (I hope) to Pune and tomorrow, one will go to Bombay.

In fall 1995, Hannerl came from Austria; Anna & Renaud came from Belgium; Ana Maria & Eduard came from Chile; Drazen & Zlata came from Croatia; Aderaju & Rosemary came from Nigeria; Catalina & Franco came from Spain; Puthrika came from Sri Lanka; Dina came from Egypt; Axel & Sabina came from Germany; Joaquina came from Guatemala; Meera & Shankar came from India; Florence & Ruth came from Zambia.

In spring 1997, Dulce came from Brazil; Anita & Javier came from Chile; Diaa came from Egypt; Lambert came from Ghana; Wilbert came from the Hopi; Adinda, Marije, Simon & Sybrech came from the Netherlands; Luz came from Peru; Jean-Francois came from Taiwan; Doris came from Tanzania; Charles came from Uganda; Martin came from the United Kingdom; Voice came from Zambia.

In between, ICA Netherlands sent Lianne Raap in 1997 and Eva Vlasman in 1998 for nearly a year of training. Andres Christensen (brother to Anita) came from Chile in June 1998 for six months of training.

The Third International Technology of Participation Training of Trainers in Phoenix is now scheduled for five weeks from April 29 through June 6, 1999.

Who might come from where this time?

Make your plans now! Figure out how to get the money for travel. Being able to speak English is required so, if needed, arrange for training to improve the English of those you want to send.

Reminder of our expectations

Your application is invited if your national ICA is ready to:

- I. Set up (or improve) a national system of Technology of Participation training;
- II. Use revenue from that training system for your national ICA budget;
- III. Pay for the transportation of your participants to and from Phoenix; and
- IV. Send people who are proficient with English and are experienced with ICA methods.

Some results from ITOPTOT 95
and ITOPTOT 97:

Partly through the efforts of IToPToT grads, several new national ICAs have emerged - particularly those in Ghana, Sri Lanka, Tanzania & Uganda.

ToP workbooks have been translated into local languages. Workbooks for Group Facilitation Methods are now in Arabic, British English, Chinese, Croatian, Dutch, French, German, Portuguese and Spanish. In other places like Ghana and Chile, workbooks have the imprint of the national ICAs.



Some reports from participants

Chile

In 1996, they held 6 courses with 80 graduates. By October 1997, they already had 125 participants. ICA Chile also works with border communities of Southern Bolivia and Peru. They are planning for a 20th anniversary celebration of the project of Sol de Septiembre in January 1999 and are translating the papers of the Imaginal Education Course to be held by Keith Packard from Chicago.

Croatia

Zlata Pavic wrote ICA Croatia held a very successful training in Participatory Strategic Planning for Umbrella Grant subgrantees from all over Croatia.

Ghana

Lambert Okrah spent a week in Phoenix and took home with him a computer and printer contributed by a member of the ToP Trainers' Network.

The Netherlands

Simon Koolwijk describes two big programs:

- The ICA European Volunteer Programme with two 2-day training events and one 9-day intensive. This programme helps volunteers to prepare themselves to work with non-governmental organisations in the South. This year, the 25 participants in the training will be working mostly in African countries, many of them with NGOs in Kenya, Ghana, Tanzania, Zambia, Uganda.
- The Community Empowerment Biljmer-Amsterdam Programme was held in Amsterdam in September 1997 with 4-hour days for 4 weeks. Thirty-five participants came mostly from Ghana, Nigeria and Surinam to learn about participatory approaches in community development.

They did strategic planning events, group facilitation methods training, proposal writing and political empowerment activities with local inhabitants from 10 different African origins who had lived in Amsterdam from 4 to 20 years. One team product of their training was proposals for 6 projects - a women's school, tourism in Benin, a day-care centre, a counselling centre for women, a cycling tour and a chicken demonstration farm.

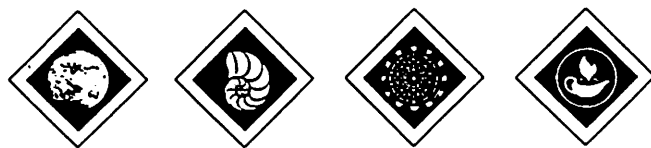
The lead trainer was Paul Watson, an Afro-American experienced in community youth development and a member of the Board of Directors of ICA-USA. Other training staff were J'Lein Liese, another ICA-USA board member from Phoenix, and participants in the 1997 IToPToT -- Simon, Sybrech Neverzeel & Adinda de Vries.

Zambia

Voice Vingo writes that they trained 16 facilitators for Economic Expansion in Outlying Areas Project (EEO) as well as development officers from other NGOs. They also conducted focused facilitation workshops in communities. Those participating have adopted participatory methods in their organisations and are also able to organise training events for their own staff.

Who from (fill in the blank) needs to be part of IToPToT-99? Please be in touch about what is happening with your ToP Training System these days.





ICA Kenya / ICA: UK Partnership Agreement

AGREEMENT BETWEEN ICA KENYA AND ICA: UK ON FUNDRAISING ACTIVITIES TO BE CARRIED OUT BY ICA: UK ON BEHALF OF ICA KENYA

Background

Over the past years ICA Kenya has found that there is an advantage in having connections with other ICAs established in countries in the North. While these advantages can be wide ranging, it is in the area of fundraising that Northern ICAs can often assist the most. For some years ICA Kenya has received the benefits of such connections with ICA International in Brussels and ICA Japan.

It is accepted that such a service to ICA Kenya should be paid for, but there has been a struggle for some time to try and reach an equitable basis on which such payments should be made. Different arrangements are in place for both ICAI and ICA Japan, and the following represents ICA Kenya's proposal for such an arrangement with ICA: UK.

This proposal is made against a background of various communications with Martin Gilbraith in the UK, and is intended as a basis for agreement between ICA: UK and ICA Kenya.

Proposal

In return for fundraising activities being carried out by ICA: UK on behalf of ICA Kenya, the following arrangement is suggested:

1. That ICA Kenya will pay ICA: UK a retainer of STG 200 per month which will cover the cost of visits and work carried out - as a rule of thumb, this might involve on average one person / day per month
2. In cases where the donor allows it, ICA: UK (acting as ICA Development Trust as appropriate) should add in to the proposal their own administrative and fundraising costs. This will probably only occur in cases where ICA Development Trust is seen as the Project Holder, as in the case of Comic Relief. In these cases ICA Kenya will pay no further contribution towards ICA: UK costs.

3. In cases where ICA: UK helps develop a proposal for submission and is not able to include their own costs in that proposal (e.g. Laing Family Trust?), then ICA Kenya will contribute to ICA: UK three percent (3%) of the total grant approved, over and above the retainer being paid.
4. Where ICA: UK introduces a potential donor or client to ICA Kenya but then plays no further part in the development of that relationship, then no additional money will be paid to ICA: UK, whatever may result in the future. Current examples of such contacts made are HelpAge International, Care Uganda and Christian Aid.
5. This arrangement will be subject to review after one year when both parties will have the opportunity to put forward any suggestions for change in the light of the experience.

Notes

This proposal has come from the Fundraising Team within ICA Kenya and has been received by ICA: UK in the light of its own concerns in order to be presented to the ICA Kenya management team for ratification. The agreement would then be effective retrospectively from 1st April, 1998.

For clarity of ICA Development trust accounting, the retainer may NOT be deducted from the Village Volunteers money which is sent to Kenya each quarter, but should be seen as a separate bi-annual transfer to ICA: UK. Payment of the additional percentage would be dealt with on a case by case basis.

Although the discussions that have led up to this have been with Martin Gilbraith, the agreement will be between the organisations. ICA: UK will be represented by Alan Berresford and Keith Moultrie (who are also Trustees of ICA Development Trust), who will then be empowered to sub-contract Martin, Patrick Mbulu (or someone else, as appropriate) to do this work on ICA: UK's behalf, just as ICA Kenya will delegate the responsibility of maintaining the contact to the Fundraising Manager.

We hereby agree to the foregoing provisions, which are to be seen as from 1st April, 1998.



Taiwan Millennium Forums: Building Beyond the Year 2000

from Larry Philbrook

Larry Philbrook has e-mailed us the first draft scenario of the Year 2000 preparation events:

Invite participants for Denver 2000. Form steering committees for topics of interest.

Program Image:

Locate sponsors or partners for current series and for Year 2000 conference in US. Task for each session is to determine current and future edge

First session for each group is one day of presentations, workshops and experimentation with dialogue. It may be followed by additional sessions if the group chooses.

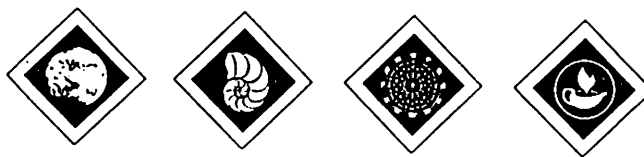
for Taiwan / World. Establish volunteer groups from each topic to continue dialogue for 2 years.

Schedule determined by the steering committees but it might look like this.

TAIWAN MILLENNIUM FORUMS:

Building Beyond the Year 2000

1998		
Month	Topic:	Possible Partners / Sponsors
August	General:	CAPCO / CPC / Social Affairs Department / Rotary Club <i>Introduce process of dialogue. Start as a pilot groups share hopes and fears for the year 2000.</i>
October	Health:	Veterans Hospital / East West Medical Centre
December	Organisational Change:	CPC / AMCHAM
6 in 1999		
February	Youth:	ALE / World Vision
April	Spirit:	Cultural Foundation
June	Participation:	Taipei City / Kaohsiung Social Affairs / Rotary Club
August	Community Development:	Taipei City / Kaohsiung Social Affairs / Rotary Club
October	Education:	World Family / TAS
December		Report and pull-together from all sessions.



Member's Profile: Alfredo del Castillo, ICA Peru

When somebody asks me to tell how I came to know about ICA, I cannot avoid my mind jumping back to January 1979.

By that time I was an employee of the General Directorate of Public Credit of the Ministry of Economy and Finance. I was the senior economist in charge of the Loans Agreements committed by my country and financial institutions and suppliers from abroad (Agency for International Development, International Bank for Development, World Bank and others).

I was working in my office giving a final review to the figures of the Peruvian External Debt that would be submitted to the Paris Club for debt rescheduling purposes when my boss came in and told me, "you

are a member of the negotiators team, we will be departing next week".

MY FIRST
OFFICIAL
MISSION!!,
MY FIRST
FLY !!

Meanwhile three visitors were waiting for me outside; Luz Marina Aponte - the first Peruvian recruited by ICA - and a couple of foreigners introduced as Jon and Maureen Jenkins, members of ICA:USA, that was my first contact with ICA. A time to remember.

From the very beginning I was only a friend of ICA and in that role I help with the legal procedures to make ICA become a Peruvian entity, I called Luis Reategui a friend of mine and a lawyer of the Ministry, who wrote the papers for legal accreditation, finally on May 7, 1979 ICA:Peru

reached the goal and its first board members were: President: Isaias Flores C, Vice President: Luz Marina Aponte G., Secretary: Yolanda Yanase M.

In the beginning of the second week of June, 1979 I was invited to participate in the Human Development Project Consult in San Vicente de Azpitia a local community of my country. Later on, in August 79, ICA sent me and my wife to the International Training Institute in Jamaica, there I learned about how to live within ICA is and much more about methods. Back in home (Sept.79) Mr. Isaias Flores called me to participate in the board,

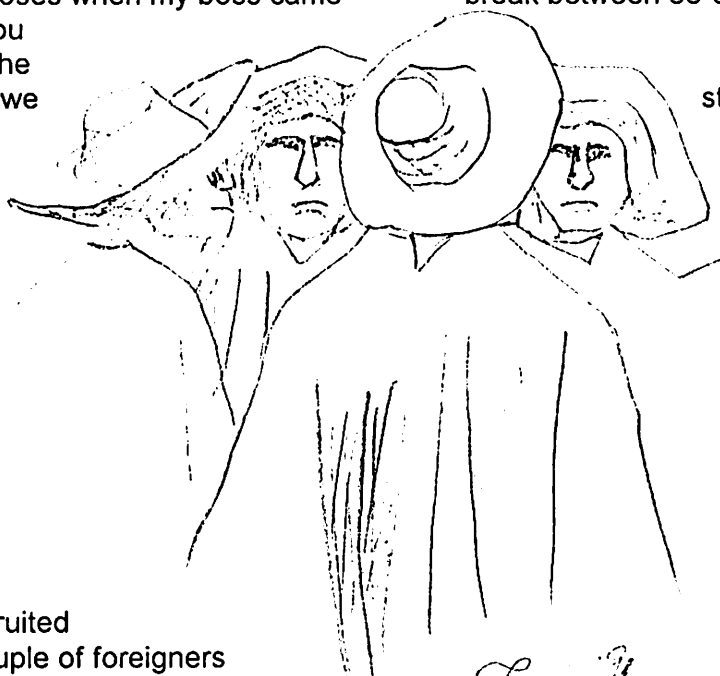
thence I am one of its directors but I had a long break between 88-96 resuming in June 96.

I am aware our organisation standards built up in 1979 under the ICA's Order driving directions currently does not meet reality so I am very concerned a new institutional setting is needed. Regarding which, I wrote a draft of the new statutes which will be submitted for assembly approval next July 4, 1998. This will be the starting point.

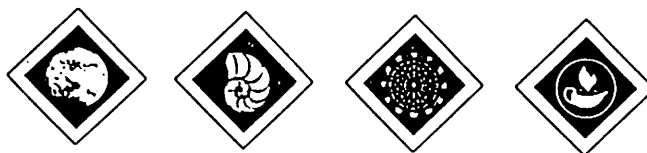
Some data about my professional career:

Along 25 years, which ends in 1991, and at different hierarchical levels my work was related with the Peruvian External Debt and the

Balance of Payments: trainee, junior economist, senior economist and finally Programme Director 3 (1985) two steps below the highest position (Programme Director 1) anybody can reach within any of the General Directorates of the Ministry of Economy and Finance.



Alfredo del Castillo



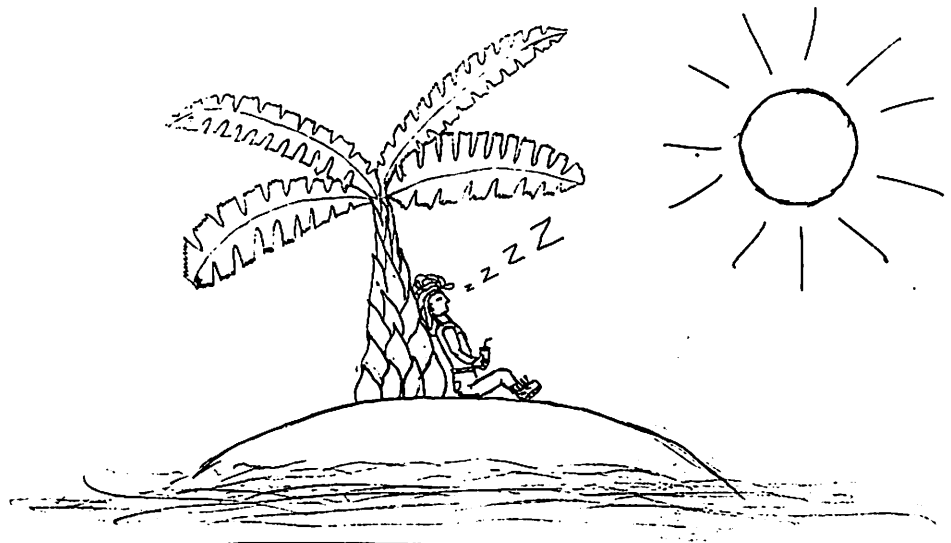
I am also system analyst, in 1976 with a team of programmers we wrote the first External Debt Monitoring System (DMS) software. (Before DMS data registration, storing and processing was made by mechanical means). Under the Public Sector Management System Project (PSM), financed by World Bank, between Jan/Sept 83, I flew to the Merrill Lynch headquarters (NY, USA) to participate in the tasks of upgrading and enlarging the DMS.

In 1986 I spent three weeks in United Nations (UN), Geneva, looking at the performance of another software related to the external debt rescheduling service projections written by UNCTAD technicians and available to any interested country.

In April 1991, when I was 49 years old I reached retirement benefits. Although I could stay in activity (the limit age for retirement is 65 years old) I caught the radish by the leaves and said "is time to go home" (below you will see why). So here I am, with a secure salary - that at any time will be the same of a Programme Director 3 in activity - for the rest of my life, making additional incomes as private consultant mainly writing software.

Usually I work at home so I have plenty time to take care of my lovely wife and my marvellous 8 years old child.

I think this is enough, if you find this a fascinating story please CLAP! CLAP! If not, I have more stored in my computer !!



E. Vays

Have a nice summer!

ICA Events from around the world

Where	Event	When	Reference
Eurasia			
Derbyshire	Participatory Strategic Planning	September 3-6	ICA UK
Brussels	Lifestyle Simplification Lab	September 26	ICA Belgium
Brussels	Academy for Leadership Skills Development	September 29, October 6, 13, 20, 27, November 3, 10, 17	ICA Belgium
North America			
Toronto	Group Facilitation Method	September 15-16	ICA Canada
Toronto	Power of Image Change	September 17-18	ICA Canada
Toronto	Team Leadership	September 21-22	ICA Canada
Toronto	Facilitation Refresher	September 25	ICA Canada
Edmonton	Group Facilitation Method	September 28-29	ICA Canada
Edmonton	Power of Image Change	September 30-October 1	ICA Canada
Toronto	Group Facilitation Method	October 13-14	ICA Canada
Toronto	Facilitated Planning	October 15-16	ICA Canada

The Network Exchange

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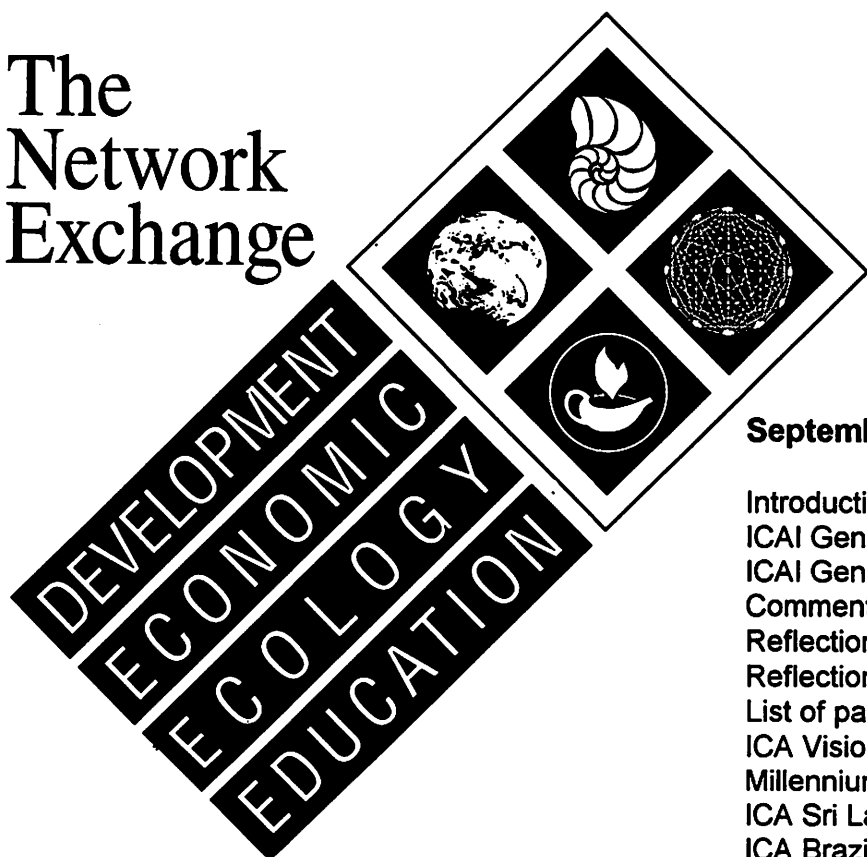
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The Network Exchange

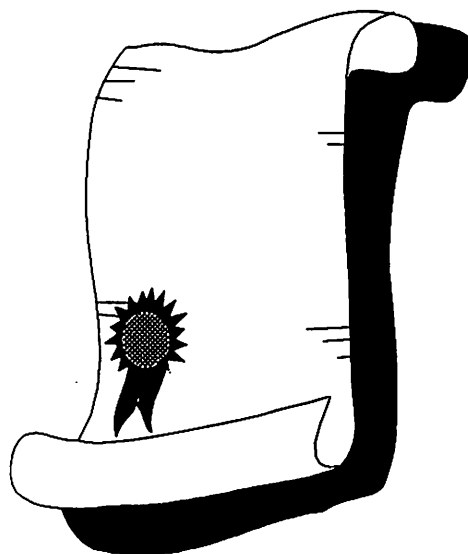


September 1998

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Insert: ICA National Offices' Mailing addresses	

This Network Exchange brings you the official ICAI General Assembly Minutes as well as some of the highlights. The official ICAI General Assembly document will be sent the last week of September.

ICAI prepares for a new Millennium with a new generation of ICAs in Tanzania, Uganda, Ghana, Nepal and Benin plus starting process in Sri Lanka and South Africa.





MINUTES OF THE ICAI GENERAL ASSEMBLY

August 24 - 28, 1998

The Institute of Cultural Affairs International held its General Assembly at its headquarters at rue Amédée Lynen 8, 1210 Bruxelles, from 24 through 28 August 1998.

Members present were: ICA Australia, ICA Belgium, ICA Benin, ICA Bosnia i Herzegovina, ICA Canada, ICA Côte d'Ivoire, ICA Egypt, ICA Germany, ICA Ghana, ICA Guatemala, ICA Hong Kong, ICA India, ICA Japan, ICA Kenya, ICA Nepal, ICA Netherlands, ICA Spain, ICA Tanzania, ICA Uganda, ICA United Kingdom, ICA United States and ICA Zambia.

The Board of Directors elected Donald Elliott, USA, as President; Ruth Lukona, Zambia, as Secretary; Myriam Balbela, Venezuela, as Treasurer; Mangla Gavai, India, Edward Mutiso, Kenya, and Martin Gilbraith, United Kingdom, as Vice Presidents.

The General Assembly voted unanimously to change Article 12 of the statutes to read:

The Institute is administered by a Board of Directors comprised of two to fifty members. One member at least of the Board of Directors must be of Belgian nationality.

The Assembly unanimously accepted ICA Ghana, ICA Nepal, ICA Tanzania and ICA Uganda as statutory members; and ICA Benin as an Associate Member.

The Assembly unanimously approved the financial accounts for the year 1997 and the budgets for the year 1999.

The General Assembly approved plans for ICAI to sponsor a Global Conference in the USA during the year 2000.

The General Assembly set the date for its next meeting in the year 2002.

ICAI GENERAL ASSEMBLY 24 - 28 AUGUST 1998

Monday 24	Tuesday 25	Wednesday 26	Thursday 27	Friday 28
<p><u>Welcome</u></p> <ul style="list-style-type: none"> • Continental meetings • Global reports <p><u>Visioning the ICAI</u></p>	<p><u>Year 2000 Workshop</u></p> <ul style="list-style-type: none"> • 6 Teams • Conference • Elections • Finances • Secretariat • Global Network • New ICAs <p>Reports</p>	<p><u>Team Work</u></p> <p>Plenary Decisions</p>	<p>Local Board Exercise</p> <p>ICA Standards</p> <p>↓</p> <p>7 Groups</p> <p>Plenary</p>	<p>Group Work</p> <p>Final Reports</p> <p><u>Continental Work</u></p> <p><u>Closing Reflection</u></p>
<p><u>Evenings</u></p> <p>Reception</p>	<p>Open</p>	<p>Grand Place</p>	<p>Open</p>	<p>Celebration</p> <ul style="list-style-type: none"> • New ICAs Ceremony
<p>Opening</p>	<p>Global ICA Work</p>		<p>Local ICA Work</p>	





COMMENTS FROM THE PARTICIPANTS

"Exchange! Honestly, I felt that's the value ICA should keep! It's good to be a part of Global Society, community... We thought we were forgotten, it's nice to be back..."

Nejira Nalic, ICA:BiH

"We really have so much in common re mission & concerns & care even in the midst of our enriching differences. Face to face connection is invaluable. ICA is ready to really release & enlarge its global impact."

Kathleen Joyce, ICA:USA

"A new knowledge. It was like an "intensive" training which I had expected since I came in contact with ICAI."

Tatwa Timsina, ICA Nepal

"At this moment in history, this is readiness for reconciliation, rebuilding, and community within and beyond ICA."

Wayne Ellsworth, ICA Japan

"Desire to reorganise and build our international image."

Lambert Okrah, ICA Ghana

"Re-emerging global strategies especially in the Americas."

Ray Caruso, ICA:USA

"With all the wonderful diversity it encompasses, we are closer to a common understanding that will facilitate learning."

Hala El Kholy, ICA MENA

"The people are open to new ideas and to support and welcome newcomers. There's a lot of willingness and motivation and also possibilities to make things happen and a lot of experience in different fields."

Adinda de Vries, ICA Netherlands

"Such kind of conference, meeting are important for us, because we learn at anytime - we share ideas, strategies. So a report in French might be appreciated."

Koffi Nestor Amoin, ICA Côte d'Ivoire

"This is the first Global assembly of the ICA I have been privileged to attend. We used to say we were global when we saw westerners all over the world. Now we are global!"

Julie Miesen, ICA Australia

"I felt power in the room and lots of commitment. In a way I felt that all this globally/widely spread force can make a difference in world development & become more transparent & world development & recognised by other people. Global advocacy campaign?"

Slavica Bradvic, ICA:BiH





Reflections on the General Assembly

as told by Edward Mutiso

- ☐ The nominated members of the Executive Committee for Vice Presidents namely, Martin Gilbraith (ICA UK), myself (ICA Kenya) and Mangla Gavai (ICA India) together with Mr Richard Alton, the ICAI Secretary General, spent three days working on the procedures. The first time the Executive Committee ran the General Assembly both by doing the procedures and facilitating the meeting.
- ☐ The acceptance of three ICAs as statutory members (Nepal, Tanzania and Ghana) and one (Benin) as an associate member. These new ICAs have been started by people who have been trained in ICA methods. We also started Sri Lanka, South Africa and the Congo towards being an ICA.
- ☐ The self appraisal of ICAs was interesting because all ICAs have not reached the basic standards even though the majority were almost getting there.
- ☐ The strategies by each of the four continents are an important part of the direction for the future.
- ☐ The ICA vision for the next 5 years.
- ☐ There were two former ICAI Presidents participating in the General Assembly - former and the out-going.
- ☐ There was no barrier in communication because of language.

General Assembly Learnings/Challenges

- I. Need more detailed written information regarding organisations that wanted to become statutory members.
- II. There was no representative from Nigeria because of visa problem and need to think through visa issue.
- III. Côte d'Ivoire representatives arrived late for the General Assembly due to the same problems.
- IV. The procedure team should produce a General Assembly "Procedures Manual".



RELATO DE LA ASAMBLEA DE ICAI-AGOSTO 1998

El decidir asistir a la reunión de la Asamblea de ICAI, compuesta por representantes de todas las oficinas ICA nacionales, no fue algo fácil. Tomar la decisión de asistir, fue el palpar el proceso que esta tomando la organización a nivel internacional, y sus efectos. Además de visitar uno de los donantes que ha invertido en los programas llevados a cabo por ICA-Guatemala, y tener un opinión de lo que es desarrollo para ellos, y visitar otros posibles donantes. Además conocer un poco de este continente que no había percibido, un tanto bello y un tanto frío.

Luego de relatarles un poco el porque estuve aquí, quisiera compartir con ustedes el proceso de la reunión. Fueron 5 días de compartir, combatir en entendimientos que aun no estaban muy claros y que aun hay que definir o por lo menos estar claros en su proyección.

El primer día de la conferencia fué en compartir lo que estaba sucediendo en las oficinas ICA; primero nos reunimos por continente, Africa, Asia, Europa y las Américas. Luego en la plenaria, se dió un informe por continente. El segundo día, en varios grupos se revisaron los elementos que hacen una oficina ICA funcional (Se revisaron los elementos que estan el libro que se envio a cada oficina nacional ICA).

Los temas mas discutidos fueron como vemos los elementos de identidad, como el logo de ICA y otros a nivel internacional. También se presento el trabajo desarrollado por ICA-USA, quienes estan trabajando en darle forma a la próxima conferencia de ICAI-2000 a llevarse a cabo en Colorado, USA. Esta conferencia se esta

enfocando en lo que se llama LAS SIETE CORRIENTES (ejemplo Educación para la vida, El Arte para Facilitar Transformación, y otros), ademas se indicaron algunos lugares para las próximas conferencias mundiales, ejemplo en Latinoamérica en el año 2004; y la conferencia del 2008 en Asia. Un punto de importancia y que no puede faltar fueron las finanzas, especialmente el como la oficina coordinadora (SECRETARIAT) tenga un ingreso digno, ademas de la urgencia para pagar las cuotas a ICAI, que para algunas oficinas son difíciles de cancelar. Siguiendo en la misma línea se discutió el trabajo que devenga la recaudación de fondos por parte del ICA beneficiario y los que apoyan el desarrollo de fondos, y las oficinas que realizan transferencias. En lo que a organización y personal se refiere; se discutió la importancia de tener una Junta Directiva de ICA nacional fuerte, y personal profesional. Además, de reclutar y asegurar tener gente de una nueva generación; quienes a un mediano o corto plazo tendrían en sus manos el liderazgo de las organizaciones nacionales de ICA. Otro aspecto resaltante al final de la conferencia, fueron la integración y la entrega de placas y diplomas a 5 nuevos ICA's, ICA NEPAL, ICA BENIN, ICA UGANDA, ICA TANZANIA, ICA GHANA. Al inicio fue un poco frío para mi, y luego fui descubriendo la maravilla del encuentro con otros seres humanos y sus experiencias, todo va como el ser humano vaya adaptándose. Pero eso si de una cosa estoy segura, estoy a gusto de ser y ser parte de Latinoamerica. Un saludo para todos, cualquier pregunta al respecto envíeme un mensaje por correo electronico.

Joaquina Rodríguez de Samayoa
ICA-Guatemala



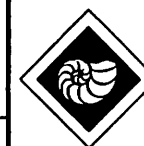
General Assembly Participants - August 1998

<u>Country</u>	<u>Participants</u>
Australia	John & Julie Miesen Richard & Maria Maguire
Belgium	Renaud Houzeau Andrea de Suray
Benin	Vincent Houessou
Bosnia & Herzegovina	Nejira Nalic Slavica Bradvic
Canada	Duncan Holmes Gae Burns
Cote D'ivoire	Koffi Nestor Amoin Kouame Kouadio Faustin
Egypt	Hala El-Kholy
Germany	Ursula Winteler
Ghana	Lambert Okrah
Guatemala	Joaquina de Samayoa
Hong Kong	John O'Mahony
India	Mangla Gavai
Japan	Wayne Ellsworth Shizuyo Sato
Kenya	Edward Mutiso
Nepal	Tatwa Timsina
The Netherlands	Sybrech Nevenzeel Adinda de Vries Raphael Musampa Simon Koolwijk
Spain	Franco Voli
Tanzania	Doris Mutashobya
Uganda	Richard Kirya
United Kingdom	Martin Gilbraith Patrick Mbulu
USA-Heartland	Paula Marie Otto Ray Caruso
USA-Western States	John Oyler Don Elliott Louise Singelton Kathleen Joyce
Zambia	Ruth Lukona Modern Simabenga
ICAI	Elisabeth Wille Fennie Chan Dick Seacord Dick Alton

The following ICAs were unable to attend: Brazil, Croatia, Korea, Malaysia, Mexico, Nigeria, Peru, The Philippines, Portugal, Taiwan, USA-Eastern States

WHAT DO WE WANT TO SEE IN PLACE IN ICA GLOBALLY IN 5 YEARS TIME ?

Intensified partnership for change	Common standards for identify and quality of ICAs	Global accessibility of ICAs' knowledge and wisdom	System for building and sustaining capacities of ICAs	Stabilised macro, micro & meso revenue for all activities	Widen the impact & intensity of participatory training methods	Comprehensive adaptive global impact systems
Involvement in International Development policy change	40 ICAs & Common standards-10 in Western hemisphere	Develop participation methods'brand' globally	International facilitator exchange (for programmes, projects, trainings)	Macro funding for programmes, conferences, training and staff exchange	Top integrated into educational curricula	Activities in many more countries
ICA helping release the power of 2 billion women	Global standards for quality assurance	New curriculum areas 'packaged'	Global institutional strengthening arrangements	Alternative sources of funding promoted	Facilitation recognised as profession globally	Successfully established ICAs in new countries
International partnership in 7 social movement streams	Clear organisational structure and identity	Global social research synthesised globally	Increased continental interchange	Electronic commerce web site in place	Published research on impact of Top	
Intensified networking with selecting global players	Clear arrangements for global funding	Comprehensive training systems (for newcomers)	Stronger continental faces and co-operation (brochures, internet)	25 % of income generated from products	Intensification of Top training globally	
		Common global core curriculum	Staff and board training contextual, facilitation/training, administrative			
		spirit events (more)	Common strategies between countries			
			Exchange and co-operation for mutual strengthening			
			Global Top network active exchange (learning, experience, support, training capacity in 40-50 nations)			

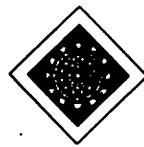


ICAI GLOBAL ASSEMBLY

input into millennium connection conference

Financing Global Partners	National ICAs Involvement	Addressing Global Concerns		Practical Design Commons	ICAI Expectations
Sphere South Participation	Name of person / Team Co-ordinating streams globally	Resource Depletion	Multi-national dominance	Rational for 7 Streams	Expand ICAI's vision / identity
	Specific ways national ICA's participant	Women's empowerment	Armaments Industry	7 Streams relationship to Global concerns	
		Health Care	Financial markets	Partner criteria & commitment	
Scholarship Potential	Clear phrase describes conference	Care for aged	Media concentration	Partner co- ordination globally	State expectations of ICA(I)
	Language(s) translation at conference	Family Collapse	Vocational / unemployment	Pre-conference events globally coord	
		Religious attacks other religions	Rich-poor Gap		





AGROMART FOUNDATION

(Approved Charity)

38, Jawari Road, Colombo 06

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Fax

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} 587823

e-mail: agromart@sri.lanka.net

Fax #: 32-2-219-0406

20th August, 1998.

Dick Alton
Secretary-General
ICA International Secretariat
Belgium

Dear Dick,

REQUEST FOR ICA SRI-LANKA AT THE ICAI GENERAL ASSEMBLY

I am sorry I will not be able to attend the General Assembly in Brussels, but I would be grateful if the ICAI Board could nominate Sri Lanka as a member of ICA.

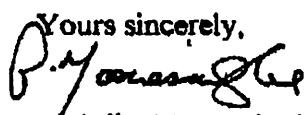
I would first like to give a brief description of my association with ICA. I have been an associate with the ICA from the year 1981. I have worked as a volunteer in many ICA offices. They include Chicago, Kansas City, U.K. and India. I have followed many workshops and global conferences. I must say I have learnt a lot from the ICA, and also I have a very close network of friends and colleagues from around the globe.

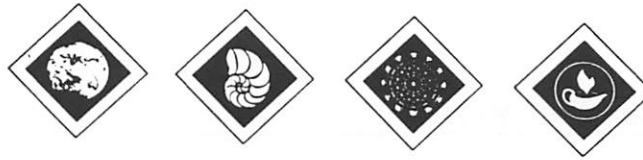
So, I think the time is right for ICA Sri Lanka.

As an "emerging ICA" I would like you to please consider charging us an emerging ICA fee. As a suggestion we would be only able to pay about US 200 per year. Hope this request will be granted.

Hope you will all have a successful meeting, and I will be there with you in spirit.

Thank you.

Yours sincerely,

Puthrika Moonesinghe



ICA: BRAZIL

ICA Brazil was unable to attend the General Assembly but sent the following report:

In December last year, with the guidance of Bill Grow, from ICA Colquitt, we designed and held a Technology of Meaning seminar for the managers of a Brazilian company in Rio de Janeiro. The program included a Swamp Gravy inspired session and the creation of maps connecting the interior, "intangible" world of meaning to the explicit world of work using the 4 topographies:

Land of Mystery, Mountain of Care, River of Consciousness, and Sea of Tranquility, as a guide. These reflections led the managers to identify indicators of meaning and states of being in the workplace, better empowering them to meet future challenges.

The ICA involvement with WWF in Brazil is increasing. Nira Fialho, of the ICA, as a WWF employee, is constantly

travelling around Brazil organising workshops, training and planning events for local organisations and for WWF staff. On several occasions she has called upon other ICA trained facilitators to help her plan and facilitate the events.





In Rio Bonito, the centre of ICA activities from the late 70's through most of the 80's, Aloisio Carvalho, of the ICA, has been elected to the Tutelage Council, responsible for ensuring the observance of rights established, by Federal Law,

for children and adolescents. The Tutelage Council is comprised of 5 persons recognised as having rendered significant services to the community in the area of children and adolescent education and care. We are all proud of Aloisio and the recognition of ICA's work in Rio Bonito.

Unfortunately the ICA frog farm in Rio Bonito has closed down. A co-operative intended to help the small and medium sized producers was unable to market the production. After accumulating large

stocks they decided to dump them on the market with the result that prices halved and drove the small and medium scale producers to bankruptcy. Our frog farm was one of the many casualties.

Dulce Gabiate, who participated in ITOPToT97 in Phoenix last year, ran open Technology of Participation course in Rio de Janeiro, and has facilitated workshops for IBASE, engaged

AREA	MINHA NARRATIVA	MINHAS REFLEXÕES
 A TERRA DO MISTÉRIO		ESTADOS DO SER: PERIGOS: DESCOBERTAS: LEMBRANÇAS: LINHA DE POESIA OU CANÇÃO:
 O RIO DA CONSCIÊNCIA		ESTADOS DO SER: PERIGOS: DESCOBERTAS: LEMBRANÇAS: LINHA DE POESIA OU CANÇÃO:
 A MONTANHA DA PREOCUPAÇÃO		ESTADOS DO SER: PERIGOS: DESCOBERTAS: LEMBRANÇAS: LINHA DE POESIA OU CANÇÃO:
 O MAR DA TRANQUILIDADE		ESTADOS DO SER: PERIGOS: DESCOBERTAS: LEMBRANÇAS: LINHA DE POESIA OU CANÇÃO:

The "maps" we used in the Technology of Meaning seminar.

in citizen action in favour for the Brazilian poor and underprivileged.

Cristian Nacht

ICA Events from around the world

Where	Event	When	Reference
Eurasia			
Brussels	Lifestyle Simplification Lab	September 26	ICA Belgium
Brussels	Academy for Leadership Skills Development	September 29, October 6, 13, 20, 27, November 3, 10, 17	ICA Belgium
Brussels	The Art of Facilitation	November 5-6	ICA Belgium
Brussels	Group Facilitation Methods	November 9-10	ICA Belgium
North America			
Edmonton	Group Facilitation	September 28-29	ICA Canada
Edmonton	Power of Image Change	September 30	ICA Canada
Toronto	Group Facilitation	October 13-14	ICA Canada
Toronto	Facilitated Planning	October 15-16	ICA Canada
Toronto	Design Conference	October 17	ICA Canada
Toronto	Social Change	October 19-20	ICA Canada
Winnipeg	Group Facilitation	October 20-21	ICA Canada
Winnipeg	Facilitated Planning	October 22-23	ICA Canada
Waterloo	Group Facilitation	October 27-28	ICA Canada
Calgary	Group Facilitation	November 2-3	ICA Canada
Calgary	Technologies of Concilitation	November 4-5	ICA Canada
Global			
Brussels	IAF Europe / Africa Conference 1998	October 23-25	International Association of Facilitators
Malaysia	Malaysian Facilitators' Conference	November 6-7	LENS International

The Network Exchange

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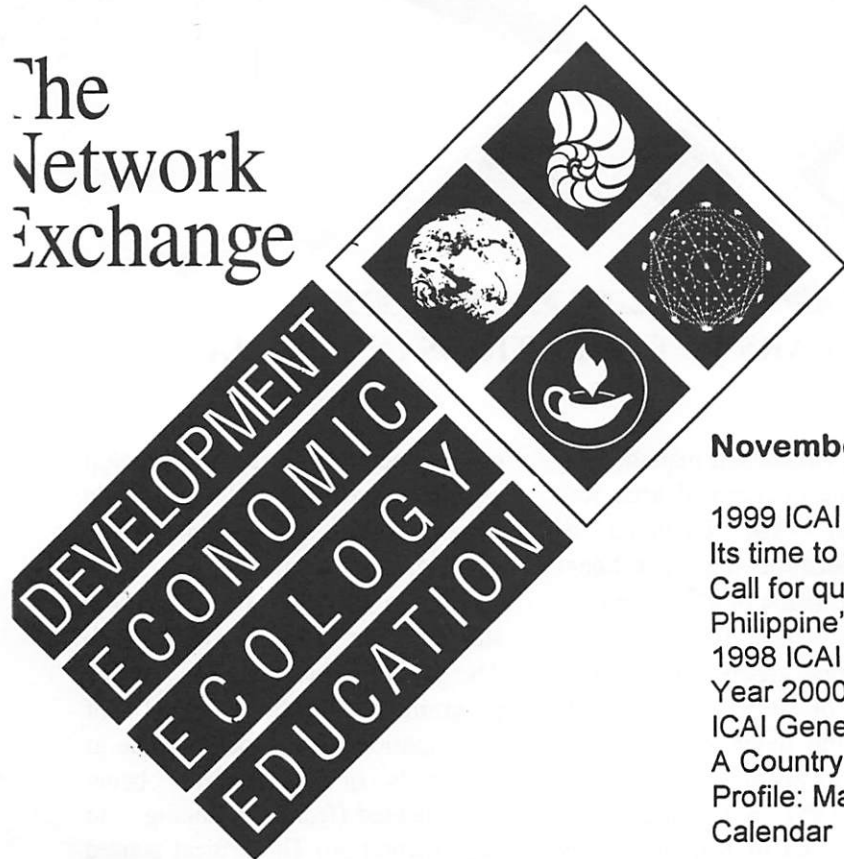
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The Network Exchange



JO ✓
MO ✓
JW ✓
KJ ✓

November 1998

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1999 ICAI PLAN OF ACTION

General Assembly follow-up

Give form to the five year vision of the 1998 General Assembly: Intensified partnership for change; common standards for identity and quality of ICAs; global accessibility of ICAs' knowledge and wisdom; system for building and sustaining capacities of ICAs; stabilised macro and micro revenue for all activities, widening the impact and intensity of participatory training methods and comprehensive adaptive global impact systems.

ICAI Executive Committee Meeting

Hold the ICAI Executive Committee February 5, 6 and 7 at the site of the Year 2000 Conference site, Denver, Colorado in conjunction with the ICA USA Board meeting. Review the decisions made at the General Assembly and build action plans for the year. The ICAI Executive Committee members will bring a one page report on each ICA in their continent.

New ICAs Journey

Monitor and enable new statutory and associate ICAs, Uganda, Ghana, Tanzania, Nepal, Benin and Sri Lanka. Facilitate staff and organisational interchanges.

Expansion Design

Prepare long term expansion into South Africa, Zimbabwe and four other countries. Visit Latin

America with intent to work on Year 2004 Guatemala Conference and ICA expansion.

Yr 2000 Conference Acceleration

Continue working on promoting and involving ICAs in the Year 2000 Conference.

Book Loan Payment

Pay the rest of the loan for the *Beyond Prince and Merchant* book back to the ICA USA CAP Fund.

ToP Promotion

Continue to support the spread and use of the ToP method through recruiting for the Phoenix Training Programme and organising teaching treks and exchanges.

Publishing ICA News

Publish 10 issues of the Network Exchange and a 1999 Location Directory.

Secretariat Operations

Transfer all financial systems and office operation system to Fennie Chan. Set up procedures for Secretariat Co-ordination with ICAI Executive Committee.

Financing Systems

Enable new strategies and meetings to work on ICA financing for the new Millennium.



ITS TIME TO CELEBRATE

ICA: ZAMBIA'S TWENTY YEARS OF OPERATIONS IN ZAMBIA

This year, in November, ICA Zambia will be celebrating its twentieth anniversary. This marks twenty years of operations in Zambia's rural communities. ICA in Zambia as an organisation has undergone massive transformation and growth since its time of inception.

The ICA operations in Zambia started in 1975 providing training programmes for the community, churches and business organisations. In February 1978, the Kapini Human Development Project was initiated as a demonstration of effective methods of rapid socio-economic, self-help rural development. The operations were started by a group of American volunteers who worked with young Zambian volunteers. The operations were led by Teddy Farrah who was the first Executive Director.

At the time of the inception, the project covered three villages of Kapini, Mulewa and Mulekano with a total of some 500 residents. The project was launched with a two weeks consultation in which local residents, ICA staff and small number of outside voluntary consultants developed a plan of action which included a vision of the future, the major constraints they were facing, the new strategies to be employed for overcoming these obstacles and a detailed set of implementing steps and activities. The major products of these efforts were village initiated construction a pre-school, a primary school, a health centre, various income generating ventures and a

functioning village self management system. The operational area was later called "The Diamond of Zambia" because the operational area had the shape of a diamond.

Since then, ICAZ together with the target groups has initiated a number of activities aimed at improving the living conditions of the grassroots people.

In 1981, a training centre was constructed in Kapini and by March in the same year, the first Human development course was held for three weeks. Over 50 people from the community attended the course. This set the stage for the series of training programmes that were offered to the target groups in the nearby communities.

ICA Zambia also introduced a training programme called Leadership Effectiveness and New Strategies (LENS) which was offered to private enterprises. LENS is a decision making process which creates a consensus plan and which enables visible results in the first 90 days of implementation. LENS is designed to maximise the utilisation of human resources among the participant group and consequently in the company or organisation. Some of the notable organisations whose staff underwent this training include Bank of Zambia, Bata Zambia, Lusaka Hotel and then ROP.

In 1982, the Do - Our own project was launched and was extended to over 500 villages nation-wide during the next four years. The programme involved a variety of training and planning techniques that were designed to

equip local leaders to develop realistic, practical and sustainable plans for the development of the target groups' communities.

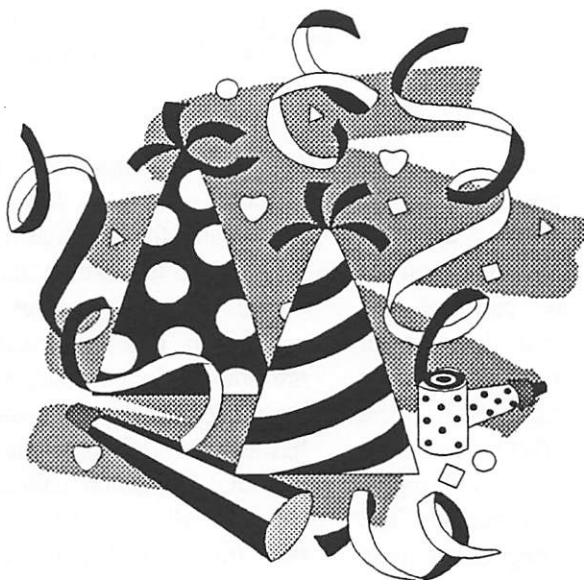
In 1986, ICA Zambia started the ward / branch development programme. This programme is a method of participation of the local people at all levels of the projects being implemented-(from planning to implementation). The project started in Serenje District Council. Other districts councils in Zambia where the programme was later implemented include Petauke, Cham and Chadiza.

ICA Zambia also offered demand driven courses and were tailored to suit the training needs of the clients. One classical example of this kind of training programme is the Community Leaders Training Programme which was conducted for two months. This training drew participants from Tanzania and Ghana while others were Zambia development practitioners.

During the early 1990s, ICA Zambia made major development programme shifts and became more of an implementing agency. The Sustainable Agriculture Village Educators projects (SAVE) was one of the major rural development projects that was initiated. Other projects included income generating projects for women and farmers' groups, water points improvement, seed and food storage sheds construction, and adult literacy. The Vocational Skills Training involving carpentry, welding and poultry management



was introduced in 1996. The most recently, ICA Zambia introduced the revolving Cattle Credit scheme in three of the four main projects being replicated in other areas. Thousands of people have been beneficiaries of the ICA Zambia programmes while more and more people are currently being equipped with a variety of skills and knowledge that can assist them to improve their family incomes which is why there is need to celebrate ICA Zambia's contributions to rural development in Zambia.

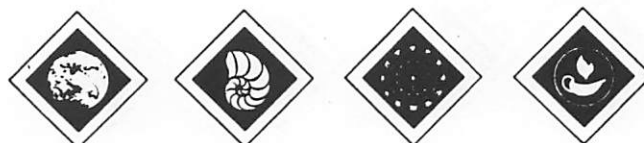


Call for return of questionnaires

In March 98, we sent out a questionnaire about the Network Exchange. The aim of it was to get a feeling of how the Network Exchange is used, what the readers like/ dislike and to get the possibility to improve based on readers' comments and to give the readers a chance to comment in a structured way on the ICA networks newsletter.

So far we have got 17 back. The answers look interesting and we appreciate that some Network Exchange readers have taken the time to help us start to improve the Network Exchange. However, we would like to get many more answers!! So please send us your answer as soon as possible. If you have lost the questionnaire then please feel free to send us an e-mail at ICAI and we will provide you with a new copy.

Thank you for your help



PHILIPPINE's ToP

Since 1993, the USAID has supported a Philippine project to broaden participation in the formulation and implementation of public policies as part of the governance and local development (GOLD) programme. This project was to demonstrate that local communities can, in fact, accelerate the development process and improve local government performance. The project goal is to bring about more responsive local institutions with greater citizen participation for local governance and development. This project chose to use ICA's ToP methods as a way to meet their objectives and have trained over 1000 local facilitators. The February 1998 external assessment says the following about ToP:

- The message of GOLD is that "conscientious participation really does work", giving people the tools for productive civil society dialogue.

- The "Technology of Participation" (ToP) approach has been widely accepted on GOLD project sites. ToP appears to be highly effective in drawing in a wide range of participants with an equally wide range of ideas, mobilising people to refine and reduce their thinking to a manageable package of proposals, and inducing them to take significant ownership of the results. Moreover, the same groups of people appear to find ToP useful in successive reiterations, for instance moving from provincial to municipal to Barangay level or in refining their activities within a given protocol sector. ToP is not the first group decision-making methodology to do this, for there have been a number of similar approaches in recent decades,

but it does appear to be highly effective and to have left its participants thinking that it is a good approach to replicate in other venues.

This was the case in each site covered by this assessment. Funds are now in the city budget to repeat the process next year. And, the city has adopted ToP techniques for other non-GOLD decision making.

- In all, over 920 persons have been trained in ToP through 1997. Over 700 of these were from local government (of which nearly 400 were from the municipal level). There is no question that the wide spread of interest and training in ToP has had a major influence on the way business is done in GOLD sites from the province or city down to many Barangays. What also seems significant is that citizens are participating as stakeholders, not just as "beneficiaries".

- Several Barangay captains we spoke with in Naga City, General Santos City and Ivisan municipality in Capiz, for example, had become enthusiastic supporters of ToP. The Barangay captain of San Francisco in Naga City said he had "learned a lot" from GOLD and the Naga City People's Council about how to assess and solve problems with people's participation. One thing he learned was that he had to proactively reach out to overcome passivity.

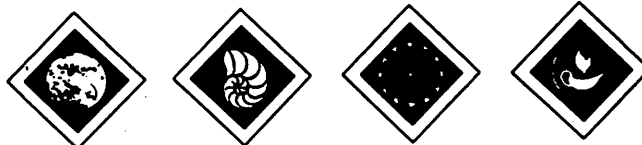
- ToP has been effective in developing consensus-based priorities. Indeed, there has been enthusiastic response in some areas, for example the industrial estate proposal for Loon Municipality in Bohol, potential eco-tourism and the multi-municipality water plan in Capiz.

- In Naga City, a major Watershed Management Plan emerged from a consultative process assisted by GOLD. This began with multi-sectoral data collection followed by a "stakeholder consultation" exercise in July 1997.

- Involvement of NGOs and POs representing these and other groups is a new phenomenon in Sarangani, influenced directly by the GOLD ToP approach. Interestingly, government officials now see participation not only as a means for citizen involvement but also as a source of useful technical skills.

- Within LGUs (Local Government Units), OD through its ToP approach has succeeded in getting people in different departments to interact and plan with each other, which they had not done before for most part, belonging as they did to central ministries sited in Manila. This kind of contact probably would have come anyway eventually, as the transferred civil servants found themselves cut off from their original bureaucratic umbilical cords and left face to face at municipal or provincial level with others in the same situation, but GOLD has inspired this necessary process to move at a markedly faster clip and with more impact.

- Group decision making techniques have been effectively packaged and marketed. A third departure is the exclusive focus of the project on technical assistance and training with the extensive use of ToP throughout the GOLD. As remarked earlier, the ToP approach itself is basically not new - similar organisational development and facilitation techniques are widespread



under other names. But such widespread and systematic use of it is new, so far as the team is aware. And as also noted above, ToP appears to have appreciably deepened the sense of local project ownership among participants. It is definitely an approach worth replicating elsewhere.

- Focus attention immediately on mechanisms for sustainability of GOLD innovations now dependent on GOLD project support. A primary example is ToP training and facilitation capacity in Philippine training institutions - the project should create or develop sources for the kind of facilitation (ToP) promoted under the project so that it is available to local governments for use by other sites and after GOLD. This should not be too complex or costly, given the large number of facilitators now trained in ToP who have used it on multiple occasions.

- Broaden training efforts to include ToP training for elected officials and conflict resolution where appropriate. At this point elected officials have not received ToP training as it has been focused on staff and NGO personnel. The process of participatory decision making can become conflictive, and preparing key personnel for this possibility will improve their capacity to promote participation constructively.

- Whatever happens, the Philippines has made a good start in establishing civil society as a mechanism for participation and accountability, and its experience will provide many lessons to other developing countries, for launching civil society has proven a daunting task in most governance settings elsewhere.

- This kind of close, personalised and intensive TA, combined with training to build key process skills,

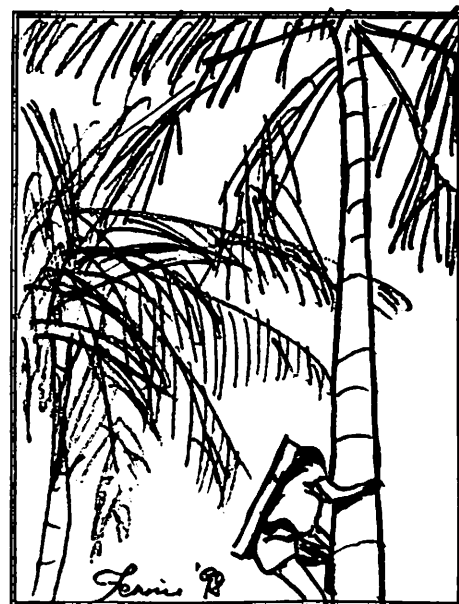
appears to be much of the reason that local leaders feel comfortable with the new processes put in place and place high value on participation in planning and decision-making.

- In considering the utility of ToP in other settings, one critical question to ask is to what extent is ToP's success in the Philippines a function of Philippine culture as opposed to the inherent worth of the approach. People in the GOLD sites have seemed to work quite well in groups to craft consensus conclusions. This could well be expected on the NGO side, where a participatory approach has long been the norm in many organisations. But for LGU officials - both elected officials and government employees - to have found the ToP experience to be useful is significant, for their institutional culture (as well as the patron-client culture that has typified so much of public life in the Philippines) has been much more hierarchical. Indeed, ToP could be said to have had a significant role in bridging the gap that has long existed between the NGO and communities.

- The process orientation of the GOLD project and application of ToP seems to have built upon a foundation of this kind of work in the NGO community in the Philippines. But would ToP succeed in cultures characterised by social hierarchies more rigid than those found in the Philippines (e.g. India) or by social fragmentation (e.g. former Soviet bloc countries)? The question of course is an empirical one subject to testing, but one suspects that a significant accumulation of social capital may be an essential prerequisite for successful ToP. To raise such a question is not to attack the worth of ToP but rather to observe that while it may work

marvellously in some settings, it may not be universally applicable.

- Packaging and marketing of key processes may be as important as the substance - ARD has successfully packaged and marketed a series of standard group decision-making techniques as the "Technologies for Participation" or ToP. Making these techniques accessible, combined with a strong training effort led by creative and talented people, has been a critical factor in building the confidence of local leaders in their ability to successfully manage a participatory process. Potential resistance to broader participation is countered by their sense that they have a tool and some skills that make the process productive and build ownership among participants. One project staff member described community response to ToP techniques as "almost magic" and respect for the ToP process was widespread.





1998 ICAI PLAN OF ACTION REPORT

Executive Committee Meeting

Hala El Kholy, ICAI President, William Wen-Por Wang, Treasure; Franco Voli, Secretary and ICAI Vice Presidents Ruth Lukona, Myriam Balbela and Don Elliott met in March of 1998. Lousie Singleton, ICA USA Board President joined them to present the USA thinking on the Year 2000 Conference. An initial draft of the Year 2000 Conference design was mailed out to all ICAs as well as the agenda for the ICAI General Assembly approved.

ICAI General Assembly

On 24 - 28 August, 1998, 45 participants from 28 ICAs gathered for the five day assembly. Elected Don Elliott (USA), President, Ruth Lukona (Zambia), Secretary, Myriam Balbela (Venezuela), Treasurer, and new Vice Presidents, Mangla Gavai (India), Edward Mutiso (Kenya), and Martin Gilbraith (UK). Received new statutory ICAs from Uganda, Tanzania, Ghana and Nepal and associate ICAs in Benin and Sri Lanka. South Africa was accepted to start the process of forming an ICA.

Year 2000 Conference

ICAI Executive Committee designed initial proposal in March that ICA USA staff and Board reviewed and presented at the August General Assembly. The title will be The Millennium Connection and the dates July 30 - August 5, 2000 in Denver, Colorado.

Beyond Prince and Merchant

In May, came out with the second printing of the book (reducing cost of book from 20 to 12 USD) to be sure to have the book available for the Year 2000 Conference.

Network Exchange

Published 10 issues and a 1998 Location Directory.

Secretariat Operations

Hired Fennie Chan as Secretariat Administrative Manager and begin working on setting up and documenting financial systems.

Global Organisations

Visited CIVICUS (ICAI is a member) in Washington and confirmed their interest in co-sponsorship of Year 2000 Conference. Visited UNDP New York with ICA West's John Oyler and dialogued with project officers. Vaughn O'Halloran started collecting information to review United Nation's ECOSOC status.

Book Promotion

Found new distributor for BPM book for USA universities and ICA UK locates distributor for local book stores.

New ICAs

Five new statutory ICAs and two associate members, are accepted at General Assembly.

North / South Funding

Use opportunity of General Assembly to encourage pre and post funding visits. Use endowment fund to help ICA Netherlands' Adinda de Vries work on fund-raising for Southern ICAs.

Interchange

Hosted Brussels ICA Funding trips from Nepal, Côte d'Ivoire, Ghana, Nigeria, Zambia and Guatemala. Visited Ghana, Uganda, Kenya, Côte d'Ivoire, Nigeria, Chicago, Phoenix, New York and the Philippines. Participated in ICA Japan's development network meeting.



THE MILLENNIUM CONNECTION:

Institute of Cultural Affairs International

Global Conference

July 30-August 5, 2000

Denver, Colorado, USA

Shaping Profound Social Change



Make a Difference

Participate at the confluence of
7 streams of social movements
in the Rocky Mountains





ICAI GENERAL ASSEMBLY, 1998 EVALUATION

1. What have been the highlights of the General Assembly for you ?

- Meeting those ICA people that I hadn't met before and to see those which I had met and was happy to see them back.

- New ICAs participation. Continental dialogues.

- The role of the board/The Executive Committee. The Status-Training. Finance. The Global Affiliation etc.. New comers-Strategy of work.

- Regional discussions. 2000 year conference. Promotion of the book Documentation of pre-conference materials-e.g.agenda.

- Meeting old friends and colleagues and making more. Getting a clearer understanding of National ICA Development.

- Year 2000 conference discussion. New ICA Development work-seriousness. Continental meetings.

- Co-operation of participants makes ICA a unique organisation. Acceptance of new ICAs.

- The ICA standards which we are aiming for.

- The Continental meetings-collegiality. The tour of Brussels. The new ICAs

- Meeting old and new colleagues. Different groupings allowed me to understand more and learn from each person. Continental meetings.

- A new knowledge. It was like an 'intensive' training which I had expected since I came in contact with ICAI.

- New ICAs and their people. Some thinking through of standards for a sustainable ICA. Small group talking times + model building.

- Seeing and meeting new, energetic ICAs.

- Working per continent.
- The people (all), GA Progressive celebration, the guide team, the work.

- Continental reports. 2000 conference enthusiasm. New members. Election of officers.

- Working on new ICAs group. Meeting as a continent. Brussels walk.

- Some of the individuals talks/conversation. Growing feeling of belonging to a network.

- To meet people again & to meet people for the first time & to feel connected to a global network, to get to know the structure of ICA better. Input of younger people. The seriousness of discussing on the new ICAs and the new structure of becoming a member.

Meeting many people from around the world.

Moving 2000 one more step down the road.

Starting a rational process for initiating new ICAs.

- A new knowledge, new ideas from different people's and acceptance of the new ICA.

- Continental meetings. Home groups.

- Group works, sharing of ideas, interests and experiences. Commitment of all the participants.

- Connecting, renewing, creating relationships with this awesome global community. Opportunity to create support situations-i.e.training in Ghana and the Netherlands and invitation to many more.

- Clarifying key elements and standards of an ICA. Welcoming new ICA and talk with people. Wed. evening celebration. Continental gatherings.

- Catching up on what is happening and what will be happening

- Progressive celebration in old Brussels. Clean living accommodation etc.. Home group conversations and reflections. Passion.

- Moyenne d'age des participants - membres ICA.

- Building strong personal connection through the variety of activities. The building of criteria and self organisational evaluations. Dialogues with new ICA staff.

- Acceptance of new ICAs.

- In a little group we had talk about who we are, on behalf, of what?... So as to remind us, this question the guideline for small group, the new ICAs coming into different people from different nationalities in front (was good).

- Review on the 7 elements of an ICA from the Nairobi meeting and using it as a guide for our own ICAs appraisal.

- Working on global ICA strengthening. Going to Grand Place. Book reviews. Studying board situations and discussions.

- I was relaxed, I had (as Hala recommended). I met so nice, dear people. I learned more about participation in action, more about ICA. It was nice to be part of planning conference 2000 and other things...



2. *What new insights have you become aware of regarding our global ICA ?*

- Realising the role and function of the ICAI and the need for it to expand.

- Diversities, it's still young organisation, not poisoned by external misvalues although it does need to (in my opinion) influence the "VIPs" much more!

- Common vision and concerns. Global development of ICA.

- The people are open to new ideas and to support and welcome newcomers. There is a lot of wittiness and motivation and also possibilities to make things happen. And a lot of experience in different fields.

- Global partnership. Supporting 'new' ICAs through helping in fund-raising and providing trained manpower (has been accepted).

- At this moment in history, there is readiness for reconciliation, rebuilding, and connectivity within and beyond ICA.

With all the wonderful diversity it encompasses we are closer to a common understanding that will facilitate learning.

- We really have so much in common re mission and concerns and care even in the midst of our enriching differences. Face to face connection is invaluable. ICA is ready to really release and enlarge its global impact.

- Re-emerging global strategies especially in the Americas.

- Desire to reorganise and build our international image.

- That ICAI's strengths depends of how strong the national ICAs are. If there is a will there is abundance of resource. Networking is getting stronger and stronger.

- Latin America ICAs seems not to be very much alive because we had only one representative from the continent (Guatemala).

- The journey (different) of National office of ICAs around the globe.

- There is no way for or need for a centralised operation or tight (non-fluid) commonality. There are enough old + new colleagues to keep ICA alive, active, effective, transforming itself + other people + organisations.

- The importance and structure/schedule of the meetings.

- Similarity across the globe.

- J' ai decouvert une nouvelle dimension de l'ICAI.

- It is highly appreciated organisations. Creativity has no limits.

- It has given me the visions of the global ICA.

- It does exist and there is a will to keep it evolve and grow.

- More able to talk about hallmarks of viability w/o being struck in checklists. Much new thinking and energy.

- New ones get in the game rapidly. Global reputation.

- We are all in this together.

- How to start new ICAs under the assistance of "old" ones. The trust to each other.

- It is alive and growing-there is new blood (young) in organisation-it will survive.

- There is no reason why any ICA cannot align with sustainability elements or strive to. We are, in fact, developing a new generation of ICAs (ToP is the centre).

- We are at a new level of maturity and readiness to grow as an international organisation.

- That some of the ICAs are not legally registered.

- The issues addressed are the same except that they differ in

degree. Level and readiness to expand.

- Personal investment staff have in their ICAs in all countries present. Potential for having programme as we build staff capacities in all countries.

- Spirit of togetherness. Continental programmes/activities.

- Realised we are doing good shape as an individual, but we are still struggling as a whole, where we are going to ahead. This conference give us new insight to direct.

3. *The next time we have a General Assembly, what things should we do the same ?*

- Presentation of chapters.

- It was perfect. I don't think you need any change, provided that there will be no any drastic change in other sectors.

- Disciplined full schedule with sufficient free time. Not mixed with and overwhelmed by "conferencing". Strong leadership with months of replanning and documentation.

- Celebrations, time to network, build relationships. Small group work, intentionally mixing and remixing. The facilitation team was great. I appreciate the flexibility with which they approached their task.

- Small group work on policy & guideline. Continuity of study, tea breaks.

- Workshops.

- The visit to Brussels (Grand Place) tour.

- Make sure every participant works with as many different other participants as possible.

- I really enjoyed the Assembly because it was done through workshops; everyone participated, there was no "a knowledge owner". Presentation of



the book, I loved it. Facilitation was good.

- Dynamic schedule, time for discussions, small group work.
- It is always important to emphasise on everything.

• Reporting. Give enough time for Global ICAs or ICAI. Time schedule. Small/big group.

• Have a prep-team; Faculty meetings. Presentation of the book chapters.

• Small group dynamic. Corporate evaluation. Flexible reporting.

• Focus on some particular issues that need work (such as what is a New ICA). Continental meetings at beginning and end of conference. Celebrations.

Facilitator team-many different small group meetings.

• The groupings and rhythm to the days and evenings.

• Celebration + home groups + time schedule.

• Que l'organisation de la prochaine Assemblée donne d'avance un document de base avant (ou pendant) les convocations.

• Group meetings. Continental meetings.

• By the next General Assembly we need to do more than this. Small group.

• Same: time schedule, now there was enough time to speak face to face and to network and to rest.

• Plenary + small groups. Evening out. All in same vehicle.

• Taking time on arenas that affect us all. Continental interchange. Making sure there's a wide mixing of locations.

• "Leadership team". Process open space.

• Working and free time together like Wednesday.

• Same sized group more or less.

• Small groups and some time for continents "Testimony" dynamic.

• Expanded preparation document. Long coffee breaks and

lunches. Moving between groups. V.P. on Exec.Com. as facilitators.

• Visits to tourist or historic locations. Reflections in home groups were very fascinating.

• Visits + site seeing. Time schedule.

• Emphasis on global + local-home meeting-Brussels. Great to have Executive Committee doing leadership.

• Have enough time to visit interesting places. Status given to the participants.

4. What things should we add or do differently?

• Present new ICA members: program activities + objectives from the beginning of program. Clear time schedule of whole G.A. (sessions).

• For me, it was excellent.

• Next time, have photos and other visual materials for program and public image sharing, and a way to evaluate our public relevance and impact. Staff photo, board photo, program photo.

• If you have people staying outside hotel, make it easier, more inviting to connect-i.e. have dinner with the others, perhaps a designated lounge to rest and regroup between events.

• More symbolic opening nation by nation. More work on intents/more time for sharing.

• Push the vision further towards action.

• Add some more 'outside' the building activities. Free time in the day.

• Provide data from this meeting to the next so that we don't have to grope around for answers to questions already dealt with.

• I missed a little bit of a history (not overwhelming), just a bit on start ups & development of the network. I picked it up by the other ICAs.

• May be talk a bit more on people oriented vision of ICAs (the

aim and focus, what is holding ICAs together regardless all the differences).

• More spiritual activities. Demo on ICA methods training. Training work before or after, proposed new courses, symbolic, history review.

• Give people a chance to town Brussels especially the ones who have tight schedules. A day build in the schedule for this would not be a bad idea. Have the meeting in a country that might not have strict visa requirements otherwise we missed Nigeria, Cote d'Ivoire also came late because of the visa.

• At least we can have a short written description, about what is going on in the national ICA office who did not send a representative.

• More "intentional" icebreakers, spiritisers, singers / songs. Report creation on the way-take home extend. Home groups more focused + heart/feeling centred + 30 + minutes honouring, thanking those who did.

• Hear verbal reports on 1st day-highs + lows of recent past.

• Organise data from former general assemblies so that we have (in any group etc.) an informed point to start from. Allow more time to global, less time on local.

• Il faudrait que le systeme d'accueil des participants soit different. Un itineraire decrit n'est amais facile a suivre.

• Print agenda with page numbers.

• For me it was excellent.

• Changing: small groups. Send out the directory before so we can read before. This will save time on the continental meetings and continental reports. More time for workshops on role of ICA in the world, on it's identity; more in-depth discussion.

• More time for in depth talks. Work out visas. More people.

• Ensure time for feedback and development on global common programs like the



Millennium connection. Too 1 way.

- Broader sharing of session leadership. Plenary reflection at least once.

- "Offer" courses pre + post. Bring photos, art, flag.

- Using another book. Training, demonstration for new courses.

- Have at least one formal session and analysis on an ICA (ToP) method i.e. art form course, or strategic planning.

- Link every activity to the vision we just created (it got completely ignored). Even more creativity to draw out participation, so that we hear more diversity of perspectives, less from talkative westerners.

- Background on each issue (historical and other) available for each group. More focus and clarity on rational objective of each session-I felt we got lost several times. Increased symbolic acknowledgement at beginning of national board reps. Highlight secretariat staff so they can be appreciated. How involve Francophone more.

- The meals should not be largely vegetable oriented. A whole detailed agenda should be outlined and distributed to the participants before the conference begins.

- If possible have one afternoon off instead of people sneaking out of the sessions to go buy chocolates for families.

- Give a break on a Wednesday or Thursday afternoon - this is like a marathon. Free time.

- Translations for those do not speak or understand English.

- Asia come more than this time.

5. Any additional comments you would like to make?

- This is the first Global assembly of the ICA I have been privileged to attend. We used to say we were global when we saw Westerners all over the world. Now we are global!

- GA be done in 'Nepal' in future.

- The important content of the sessions created openness and unity.

- Surprised we only did one workshop.

- Clear agenda sent out (4) wks in advance. Build agenda from National ICA's point of view (what do they need from ICAI)

- Such conference should be held in countries where visa requirements are not rigid. Video on the projects.

- General New Books introduction.

- Such kind of conference, meeting are important for us, because we learn at anytime. We share ideas, strategies. So a report in French might be appreciated.

- The next time the new ICAs wishing to become statutory members should fulfil or satisfy the screen for forming a national ICA.

- Well done! Have a renewed awareness of work the Secretariat is doing. Great way to connect.

- A little more self-selection dynamic on topics.

- Exec. Committee meet as committee for team building-getting acquainted, planning Exec. Comm. meeting for February, etc..

- It has been a pleasure!

- I am very grateful for the time energy & care the ICAB/ICAI put into creating & enabling this event for us all. And as well for others who invested in coming.

- Good job.

- I really happy about the General Assembly the way's everything work. It was great to me.

- If it was organised in Asia/Africa it would probably have saved more for the Southern ICAs.

- Thank you for this wonderful opportunity. It is a privilege to be

here. Thank you to everyone in Brussels who made it possible and so graciously hosted us.

- Should have frequent global events and staff interchange.

- Exchange! Honestly, I felt it & that's the value ICA should keep! It's good to be a part of Global Society, Community. We thought we were forgotten, it's nice to be back...

- I felt power in the room and lots of commitment. In a way I felt that all this globally/widely spread force can make a difference in a world development & become more transparent and recognised by other people. Global advocacy campaign?

- Meals were prepared and set on time.

- Was good to have different leadership. Courses demonstration.

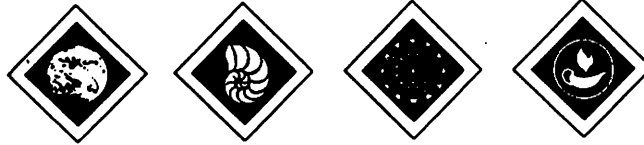
- Great food, setting, practices. ICAI needs better publicity, funding + paid personnel for internal + external relations (international bodies etc.). Work on common philosophy, aims for ourselves + especially newcomers/interested, not present. Bring list request documents from all ICAs to send or bring to conference activities, achievements-challenges -board-constitution-partners-names of people. Have copies of Mission /Vision/ Constit. etc. of nat. ICAs available.

- The food was excellent + the hosting superb.

- Que les resolutions prises au cours de cette assemblee soient respectees et mises au application.

Thank you.

I go back with more energy & enthusiasm.



A Country in Catastrophe - Guatemala

Dear colleagues,

Greetings from Guatemala; a country which has been with others Central America countries, biting up in their human kind and infrastructure, in the same time we appreciate very much the collaboration of the exterior and the people of Guatemala who are helping a lot to help the ones who are in crisis.

The first day was very bad, it was something that you never saw to be ended. Manuel Samayoa my husband who is working with el FIS (social Investment Fund) and was out in the country since Sunday early morning seeing how the trucks with food can go were. The crises were. We (the family specially) only prayed for him and the people of the crises. Here in the city the problem was on Monday when the rain came hard and did not stop. Even we (My children and I) listened to the screams of the people who live in the ravines very close from our apartment and the help from the firemen to rescue somebody there (that was on Monday at 3:00a.m., the night is worse); that was something, our hearts were already broken by the tragedy of all Centroamerica, but to listen to the screams was worse. Also in our ICA office staff, is a person from Honduras: Merida Banegas, the wife of Fredy Aroche (her family is there), but we are continuing our work as a way to release the sadness and to have courage to help as we can. Manuel is in a continuous work with his colleagues day and night to co-ordinate and activate the help to the most remote areas, to where it is still hard to get. Guatemala started

to be in crisis from North-east and then the South coast. A lot of bridges over the highway were covered with water, other 25 are destroyed, and also a lot of mud was on the roads and highway. The most tragic was the people needed to be in the trees and snakes bit them, so, it was another contingency how they can treat themselves so they do not die there, 250 people died already and that is not the real end yet, also 78,000 people without a house or where to live. Another danger is still a need of good water, the river currents destroy the water system, the families have only the dirty water coming in the rivers. Sometime we want to run there, Izabal, Chiquimula, Zacapa, Escuintla, Coban, 2 municipalities of El Progreso and others and we face the reality that we do not have resources to do something. Even while there are 3 people in the office, plus the pre-school teachers and some friends. Today is Thursday and still a little bit of raining and the sky is not blue yet is not clear.

Now, comes more calm and a new spirit of re-construction is in most of the people of Guatemala, even in some places in the city the water for bathing and use in the kitchen started to be little. In the village that we attended in Sanarate and La Union Zacapa, nothing drastic happened, the only thing is the limits of medicine for parasites, pneumonia, and food, because for La Union Zacapa is was hard to get trucks with food there and the stores were out of some products like salt, (Clemente Escalante told us).

We at ICA are working with emphasis in organic agriculture, health as nutrition and hygiene, reforestation. And pre-school, we think that will be good to have available resources to get medicine for Sanarate, Sansare and al Union Zacapa. Now, in health there are dermatological(skin infections like fungus, diarrhoea, and bronchial). So, if you can, only if you can send some money(little amount do not matter)to the below address, so we can check that and we can buy the medicine here, we do not ask for inkinded medicine because to enter here is complex. Also we are going to set up a fund to get vegetables seed. Things are going to be more expensive and not too much, and will be a way for the people to learn how to do it. Then we can send you a copy of receipts.

Transfer to:

Popular Bank of Florida
ABA NO. 067009044
848 Brickell Avenue
Miami, Florida 33131

For credit to account number 801-31898 in the name of:

Instituto de Asuntos
Culturales de Guatemala

Thank you very much, if you already made a donation, forget about this request.

Sincerely,

Joaquina de Samayoa



Member's Profile: Marie-Noëlle Houzeau, ICA Belgium (ICAB)

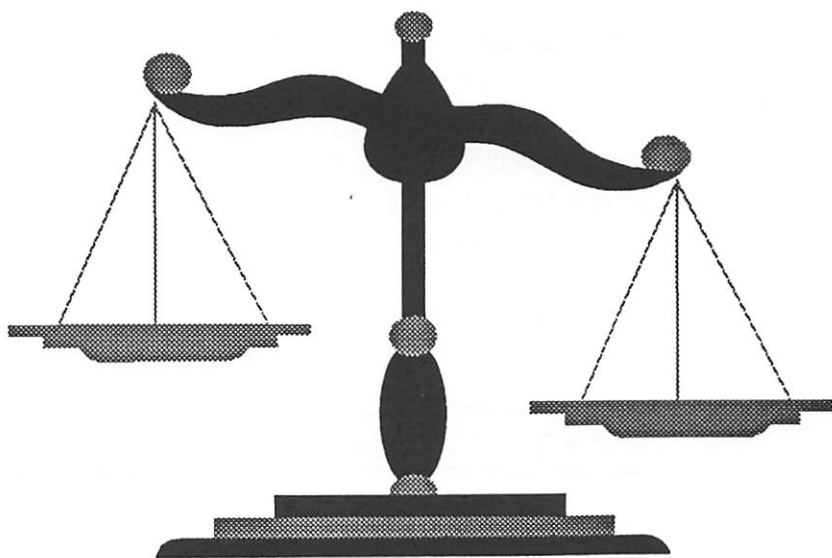
It has been slightly more than a year since I became part of the ICAB family. Family in a real sense since Renaud, who has already been here for 3 years, is my big brother!

After getting my diploma in Roman Philology at the Free University of Belgium, I started my professional life in Slovakia as a lecturer at the University Comenius of Bratislava. The two years there were a very enriching experience, as much on the professional level as on the human level. My passion for teaching found there a way to express itself and to live with the Slovakian students with whom I shared the joys and pains of their new-found liberty. It was unforgettable. (It was in 1994 just after the fall of communism and Slovakia's separation from the Czech Republic)

Back in Belgium things were less rosy. From being a full-time teacher, I was required to function as a classroom monitor. The conditions at that time did not suit me at all.

However, I have begun to support Renaud in his work in the adaptation of ICA training programmes to the Belgian French-speaking public. The lapse between my 2 interims as Professor gave me the leisure to join the staff of ICAB, first as a volunteer. Through this introductory period, I spent more and more time learning the methods, and when ICAB decided to take someone else into its service as a second trainer - facilitator in French full-time, I was there. Being a facilitator allows me to continue in that part of the job of teacher I enjoyed so much in Central Europe.

In the last 14 months things have evolved rapidly. The Institute now reaps the fruits of efforts in marketing from prior years, and the work never ends! From strategic planning of a project for a natural park in Belgium to multicultural training for a respected international organisation, there is no lack of opportunity for the future. I hope really to have the chance to participate longer in the good functioning of an organisation which is turned toward others, and toward the development of a society where people may decide for themselves and create their own future.



ICA Events from around the world

Where	Event	When	Reference
Eurasia			
Brussels	Multi-Cultural Awareness	December 1-2	ICA Belgium
United Kingdom	Network Gatherings	December 4-6	ICA UK
Brussels	Multi-Cultural Awareness (French)	December 7-8	ICA Belgium
Brussels	Group Facilitation Methods (French)	January 22-23, 1999	ICA Belgium
Brussels	Group Facilitation Methods	January 28-29, 1999	ICA Belgium
North America			
Toronto	Technologies of Conciliation	December 3-4	ICA Canada
Toronto	Group Facilitation	December 8-9	ICA Canada
Toronto	Facilitated Planning	December 10-12	ICA Canada
Toronto	Group Facilitation	January 19-20, 1999	ICA Canada
Toronto	Facilitated Planning	January 21-22, 1999	ICA Canada

The Network Exchange

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