

The Network Exchange



January 2000

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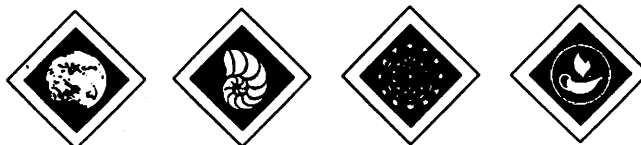
Message From the President

1999 has been a great year for ICAI. A number of new national ICA's have become members (Ghana, Tanzania, Uganda, Nepal and Sri Lanka) and more are in the formative stage. We have strong interest in registering new ICA's from colleagues in Colombia and Nicaragua, in Latin America, and from Cameroon, South Africa and Palestine.

Dick Alton and I traveled to seven countries in Latin America in June and July and were constantly amazed at the vitality of the people and places we visited. The purpose of our visit was to promote the Millennium Connection Conference, and visit all of our colleagues in Latin America. As a result of our visit, the first Latin American Continental Meeting was planned and was held in November in Caracas along with a ToP training course, in Spanish, taught by Eduard Christensen, Jesusa Aburto and Raul Jorquera. Our visit to Chile occasioned the first Latin American ToP Facilitator's Guild meeting of about twenty ToP course graduates. Everywhere we went we were treated royally and made to feel very welcome. (See more details of our trip elsewhere in this newsletter.)

Louise Singleton, ICAUS Board President, traveled with her husband, John, to Africa in October, visited four countries, also for the purpose of promoting the Millennium Connection conference. They were similarly impressed with the ICA staff and work in those places. (See details elsewhere in this newsletter.)

Yes, 1999 has been a very good year for ICAI, marked by renewal, expansion, planning, and anticipation of a bright future. For example, the continental meeting in Latin America was the result of the planning we did at the Executive Board meeting in Denver in February. The visits to Latin America by Dick y Don, to Africa by



the Singleton's, and to Asia by Dick Alton have revealed an enormous interest in the Millennium Connection Conference, which we in Denver expect to be a huge success.

Alas, I cannot think about 1999 without remembering our dear colleague, Ruth Lukona, whom I was fortunate to host in my home during the Executive Board Meeting in February, such a wonderful, spirited, lady. Her untimely death has left Zambia with a big position to fill.

It continues to give me great pleasure to serve as the ICAI Board President and I look forward to seeing all of you in Denver in July.

Don Elliott, President of ICAI



Dick y Don en Latinoamerica

"Bienvenidos Dick y Don" proclaimed the sign welcoming ICA International Secretary General, Dick Alton, and ICAI President, Don Elliott, to Bogota, Colombia. This was one of many stops on their whirlwind tour of seven Central and South American countries – Brazil, Chile, Colombia, Costa Rica, Guatemala, Peru and Venezuela – to visit ICAs and contact prospective participants and partner organizations in The Millennium Connection conference, to be held in Denver next July. In the Colombian capital, they met with colleagues who are eager to establish an ICA in that country.

In Peru, they were fortunate to join in the 20th-year celebration of the ICA project in the village of Azpitia, outside Lima, which has catalyzed significant developments in the area. About 300 families have been involved in small animal husbandry with guinea pigs, rabbits, chickens, goats and

sheep; many families have vegetable plots, use compost and earthworms; and every village has a health worker who is equipped with basic supplies, keeps records of all interactions, and reviews them with a doctor on a monthly basis. Said Don, "We had a really great time. I learned more about guinea pigs than I ever wanted to know. I can even tell you how they taste!"

In Brazil, "Dick y Don" visited a dozen agencies and projects, many of which are keen to take part in next year's conference. They include a clown who works with hospitalized children in Sao Paulo and an artist who is transforming a neighborhood with murals, billboard photographs, other beautification projects. In Venezuela, Dick set up three *Technology of Participation*TM courses in Spanish to be led by Eduard Christensen from ICA Chile.

Dick anticipates at least 70 people will attend the conference from Latin America. "The Latin American

ICAs are moving into the new millennium with power and enthusiasm. They are excited about hosting the 2004 conference in Guatemala."

This trip is one of three being undertaken to promote international participation in The Millennium Connection. ICA USA president, Louise Singleton, and her husband, John, are visiting African ICAs and Dick Alton is travelling to Asia.

Don Elliott





1999 ICAI PLAN OF ACTION REPORT

General Assembly Follow-up

Global Conferences

ICA Guatemala confirms willingness to do 2004 and finds location. ICA Japan is considering to host 2008 conference.

Global Network

Promote ToP in Phoenix, upgrade homepage and begin working on ICAI internship programme.

Elections

Write letter to ICA USA asking them to combine for one statutory member. Ask each national ICAs to elect ICAI Board member and alternative (Board / Staff).

Finances

Do associate members mailing, put ICAI office expenses in conference budget, and send out US\$200.00 / member increase in dues.

Secretariat

Letter sent out to update / add Global Advisory Board.

New ICA Journey

Highlight new ICAs in Network Exchange. Publish ICA journey chart as well as ICA framework chart.

ICAI Executive Committee Meeting

Held in February 1999 with the ICA USA Board to focus on the Yr. 2000 Denver Conference. Denver gathering also begins focusing on the follow-up of the General Assembly.

New ICAs Journey

Uganda, Ghana, Tanzania and Nepal are up and running with funded programmes, offices, email, telephones, brochures, boards and staff. ICA Benin has been de-registered at the recommendation of ICA Netherlands as serious questions were raised about their use of donor money as well as the actual organisation structure. ICA Sri Lanka is still looking for ways to expand activities.

Expansion Design

Cameroon, South Africa, Colombia and Denmark are being prepared as future ICAs. The Yr. 2000 Conference offers many opportunities to expand into new countries such as other Middle East and North Africa countries. Hopefully, Latin America's new ToP training initiatives and the 2004 Guatemala Conference will be future grounds for expansion.

Yr. 2000 Conference Acceleration

Louise and John Singleton do conference trek to Egypt, Kenya, Zambia and Ghana; joined by ICA Directors Moses Ogianyo and Board member Prof. O. Ibidapo (Nigeria), Doris Mutashobya (Tanzania), Charles Wabwire (Uganda), and Edward Mutiso (Kenya).

ICAI President Donald Elliott and Dick Alton visit ICA Guatemala, Venezuela, Peru, Chile as well as Colombia and Costa Rica.

ICA Philippines President Mel Morales, Dennis Decano and Dick Alton host a conference booth at Manila CIVICUS Global Assembly. Visits are also made with ICA Japan.

Book Loan Payment

Book Loan re-payment has been held up during ICAI funding of Global Conference.

Publishing ICA News

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

Secretariat

With the returning home to the States of Dick Seacord, Fennie Chan takes over finances. Ms. Chan attends night and weekend university courses on accounting, management, marketing and computer graphics.

We would also like to hold up and celebrate the life of ICAI Executive Committee Member of ICA Zambia Executive Director Ruth Lukona as well as the leaving of the Secretariat – one of its founding members – Dick Seacord for the USA.



ICA VENEZUELA AGREES TO HOST ICA CONTINENTAL GATHERING

Context: As part of the preparation for the Year 2000 Conference in Denver and supporting the efforts of ICAs in Latin America, Dr. Don Elliott, President of the ICAI Board and Dick Alton, ICAI Secretariat, visited Guatemala, Costa Rica, Venezuela, Colombia, Peru, Chile and Brazil during June and August. This is the second of the reports on their visits.

Venezuela

Arriving in Venezuela after celebrating Guatemala's seemingly peaceful transition to a new agreement was a real jolt. President Hugo Chavez of Venezuela was in a power struggle with the nation's legislative power. The National Constituent Assembly had been

called and will be re-looking at all aspects of government to hopefully re-invigor government after a long tradition of corruption and cronyism with petro dollars.

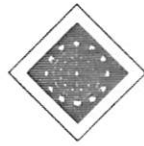
Myriam Balbela, Director of ICA Venezuela (also ICAI Executive Committee member), and the Chairman of the Board, John Lawton arrange a series of visits with the national umbrella NGO, a presentation to the friends of the institution at the largest university, visit with the Minister of Family, Mr. L Matinez as well as other leading NGOs.

During these discussions, it was discovered that we did not have any of our ICA Board nor friends who had seen a Spanish ToP course. After further discussion, it was thought this

would be ideal time to have a Latin America ICA Continental Meeting (an ICAI 1998 General Assembly recommendation) and at the same time do ToP training. ICA Venezuela agreed to host the meeting.

Since then a date has been set for November 22 through November 28, 1999. The first five days will be a Spanish Group Facilitation Methods, Participatory Strategic Planning and a one-day implementation course led by Raul Jorquera from Phoenix joined by Edward Christensen from ICA Chile and Jesusa from ICA Peru.





Colombia

After seeing Venezuela's quite revolution, the journey to Columbia was one of moving into a live revolution. The day before we were to fly into Bogata, the Colombian army and the guerrillas had a major crash 25 kilometres outside of the city.

The ICAI ended up in Colombia through the persistent efforts of a Colombian lawyer, Ms. Blanca Ortegon. Blanca had decided to work on democracy in

Sociologist working in social research and education using a participatory method called IAP (Investigation, Action and Planning). In 1994 - 1995, she worked with 400 teachers in Indian populations in the Northern part of Colombia (Indian are 3% of the population or about 1 million people). Edgar Suares - studied history and philosophy of education. A lot of his work is with school youth. Susan Faran - Sociologist working with communities on

main development focus is empowering local communities so that they can solve their own problems. The key question is how do we re-build the democratic society here with new leadership. People do not believe that they can have a peaceful way to find consensus. We need to see the potential of talking together, a proactive approach that is a creative process. New language is critical to get reconciliation. It is hard to overcome the pain, the sense of



Colombia and had asked a World Bank official where would be the best place to learn more about participation? 'You should go to the Institute of Cultural Affairs and learn their methods,' which is exactly what she did in Chicago.

The image of the visit by Don Elliott and myself was that we would have a chance to meet Blanca and her associates and hear about their interest as well as giving a basic understanding of how the ICA operated.

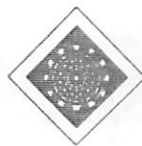
What actually happened was a series of evening meeting with their friends. They have basically formed a group of people: Myriam Torrep -

development projects and particularly with displaced people from the fighting. Gina works as auditor, public controller with the government. Dr. Consuelo Haydee Gomez Rivera - Director of a local corporation called Metoremos that focuses on social and human development.

The most startling Colombia visit was with the assistant to the Resident Representative of UNDP, Dr. Reyes. He stated, 'Presently Colombia has the worst human rights, poverty statistics in Latin America. All are working on preventing violence with 36,000 people dying each year. The

grieving and the sense of hate. The key is an alternative language to re-build the vision of the future. The belief in the law, honouring people values has all been destroyed. We now have a wild capitalism in that will do anything to get money. 30 years of a drug culture has literally destroyed the country by corrupting government and the private sector.' Then Dr. Reyes offered to translate *Beyond Prince and Merchant* into Spanish as well as look at possible training people in ToP and sending people to the Conference.

Dick Alton



BRAZIL, THE BEST AND BIGGEST TO LAST

In a recent poll of the "Best of Brazil" the following was listed: The country of endless beaches, the country of beautiful (and increasingly influential) women, tied with nature's great festival, creativity, a civic-minded nation, the country of delight, a musical nation, the joy of soccer and a dancing country. And Brazil is huge with 141 million people and bigger than the continental of Europe. 80%

in the good sense of the word, openness to science, to foreigners'.

And so to really see and speak to civil society we flew starting with Rio de Janeiro, (6 million), then Sao Paulo (11 million) and finally Brasilia (the capital). What is clear is that the third sector is a huge dynamic force in Brazil with over one million people directly employed.

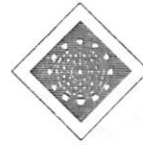
And yet the challenge is awesome, as Brazil is the champion of inequality in the world. As Viva Rio (working with youth on a huge scale in Rio de Janeiro with 1200 people employed to work in education development and public security) Director Ruben Cesar said, 'Violence as a social phenomenon makes Rio a broken city. Violence used to be a military thing but now violence is



of the population lives in the urban with 10 cities over a million. The heart of the drama that is Brazil is the city. But yet the soul of Brazil is another thing. As one author put it, 'Perhaps Brazilians have a common trait, and by that I mean men and women; that is an openness to joy, a tendency to treat things with a carnival spirit. I see something rather childlike in us,

Brazil is at a new moment in their history as they have participation. They have citizens in search of participation and citizens discovering what it means to be citizens. As Marcos Kisil of the Kellogg Foundation said, 'It is amazing the amount of change going on when you let the very creative people of Brazil loose and their creative ideas to bear fruit.'

a youth thing.' Another organisation (Ibase) focuses on democratisation through information for cultural change. What we have is a cultural problem and need to help people to think in different ways. People are confused about their own power. How do you get broader people participation to intervene depends on stronger participation. But the problem is that inside our



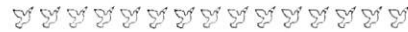
heart and head is a longing for authoritarian dictatorship.

The highlight of the trip was a visit with Mr. Kisil who is now the Chairman of GIFE, an association of Brazil Foundations. Mr. Kisil said the 1984 ICA Conference in India (International Exposition of Rural Development – IERD) was the best-documented conference he has ever seen. He also told us of the UK volunteer who came to work with ICA and then went on to get her MBA from Harvard and is now the Executive Assistant to the Vice-President for Latin America at the Kellogg Foundation in the USA. Mr. Kisil offered to help organise the team who would represent Brazil at the Millennium Connection Conference.

The ICA Brazil core team is:
Cristian Nacht – President, ICA Brazil. Twice came into the ICA. First, as President of the American Chamber of Commerce with Sir James Lindsey to help with 1984 India conference. And then within Mills he has used ICA extensively. **Naidra Deemir** – met ICA at Mills and helped with a LENS. **Daria Glauca Andrade** – President of the Board for many years. In 1978 Daria helped start the ICA. She is a teacher at a Baptist school. **Karin Harris** – in 1990 worked with Bill Grow in ICA Consultancy business. She has done work with ESSO. **Dulce Gabiate** – worked for Mills for 6 years and joined ICA in 1992. She did IToP and works to keep ICA's flame burning. **Suely Nunes Paula** – teacher and is secretary of the Board. She is now the Director of a school because of her ICA training. She is also now the president of a children's right organisation and

an association of community associations.

Dick Alton



ICA METHODS PART OF NEW BOOKS

The Change Handbook (Group Methods for Shaping the Future) edited by Peggy Holman and Tom Devan, Berrett-Koehler Publisher, Inc. San Francisco, 1999. This book addresses the issue "how can we make the changes we need and do it in a way that creates high energy and yields extraordinary, sustainable results." Chapter 3 (under Part II, the Methods: Planning) is called 'Method Matters and the Technology of Participation's Participatory Strategic Planning' process by Marilyn Oyler and John Burbidge, pp59-72. Other methods reviewed are search conference, future search, and the strategic forum.

Strategic Planning: Reflections on Process and Practice (Lessons from Management Sciences for Health) by Sylvia Vriesendorp, Publisher Management Sciences for Health, USA. Fax: 1.617.524.1363.

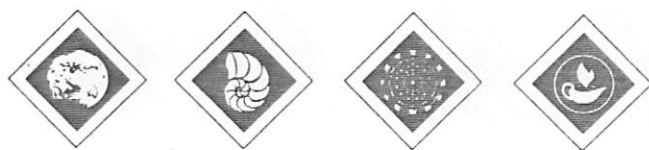
Long time ICA colleague Sylvia Vriesendorp says this in the acknowledgement, "Any facilitator uses a number of tools and techniques that have been developed by others. Although we don't always know who the actual authors of those techniques are, let me thank at least those

who are know. I am particularly indebted to Eunice and Sherwood Shankland from the Institute of Cultural Affairs (ICA) who got me started on the strategic planning trail. Countless people who are part of the ICA network developed the methods with which they equipped me over many decades. I learned much from this network and cannot imagine facilitating any planning process without using their wisdom. The chapters are titled: Secure Commitment from the Top; Involve a Broad Cross Section of People; Recognise and Manage the Impact of the Organisational Culture; Collect, Comprehends, and Uses Valid Information Implications; Set a Clear Overall Direction and Secure a Link with Operational Plans.

UNDP Learning Resources Catalogue (office of human resources 1999 – 2000) pp34-55. List the Technology of Participation (ToP) and Institute of Cultural Affairs and says, ToP methods have been used successfully by the UNDP Management Development and Governance and the Poverty Elimination and sustainable livelihoods sections at many country level programmes and assessments in Africa. And then proceeds to list our offices.

A must read for anyone who wants to understand what it takes to use ToP strategic planning inside an organisation.

Dick Alton



ICA PERU AZPITA PROJECT CELEBRATES 20 YEARS

The highlight of our stay in Peru was participating in ICA's demonstration project (Azpita) 20 year celebration. Both the community and the friends of the Institute celebrated by remembering Azpita 20 years ago and announcing the last element of the 20 year vision chart had been accomplished in the opening of a new hotel.

Don y Dick had spent the two days before visiting a select number of village's observing (and tasting 6 guinea pigs) an amazing efficient and effective villages small animal production combined with a nutrition and organic vegetable garden programme. The programme centres around an ancient Aztec focus on guinea pigs as royal food, which is still considered a delicacy. The market seems to be unfillable.

The other creative programme is providing low cost loans to Lima's urban poor for upgrading their present houses. This money has been loaned to ICA Peru from a bank in the Netherlands called Zero-kap Stitching. We visited the first 10 loan recipients.



We began our stay with a meeting of the Board:

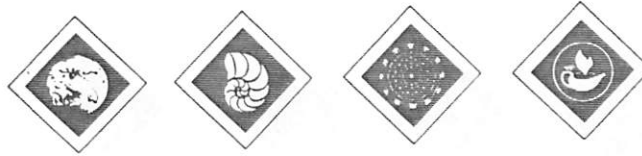
Mr. Alfredo del Castillo – former Ministry of Finance, external debt and balance of payment work. Met ICA in 1979 while working with a brokerage. **Adela Anderson** – teacher. She was at Azpita consult in 1979 and went to ITI and has helped with LENS. **Lucy Aponte** – met ICA in 1975, went to ITI in Venezuela, worked with ICA in Spain, Portugal and Brussels. She is a teacher and uses Imaginal Education. **Luz Rios** – works in Villa El Salvador for 12 years with a focus on street children, nutrition and health. She is now working on housing loans. **Yolanda Yanase** – she is a schoolteacher working with children with learning problems. Yolanda trains teachers in new ways of teaching. Went to ITI Caracas in 1976 and has done a lot of work on the Azpita training centre. **Esau Caycho** – Board Secretary. Joined ICA in 1985 after participating in two health courses. He has worked on the cheese factory, water systems and

last two years on health, nutrition and water. **Rocio Torres** – met ICA in 1983. She has worked in the cheese factory and helped organise women. She has also done training in Bolivia and Peru. She participated at the New Horizons to the Learning in Guatemala as well as the ToP course in Venezuela. Now, she is working with the Training and Demonstration Programme (PROCADE), with small animal production, organic vegetable gardens, basic nutrition and preventive health in 30 communities. **Gloria Santos** – was community leader for her village and then joined ICA in 1983 and worked in Azpita building the training centre. She co-ordinated the national symposium programme and worked in Bolivia with the National Federation of Women Clubs. Has been to ITP in Brussels and the ToP programme in Phoenix.

Dick Alton



ASW



ICA CHILE INITIATES FIRST LATIN AMERICA FACILITATION GUILD

Chile is a strip of land along the west coast of Latin America that some say feels like the end of the world (can't get any further South). Chile is a beautiful country: long and thin, it stretches 4300km from the Atacama, the driest desert in the world, to the long glacier fields of Patagonia. This happens to be the only time in the history of Chile that they have not had a military or Marxist government. It is still very stiff / formal society and yet is one of the strongest, most stable economies in Latin America.

The highlight of the visit was the very unique long-term colleagues we met. Gerd Luders is the Director of Berlitz (largest language training institute in the world) and long time user of ICA methods. Berlitz vision is that they are training the next generation of leaders for Chile. They serve their clients with a spirit of service symbolised with a piece of art in each room. Berlitz has used ICA methods for 20 years which has made them the number 1 Berlitz in the world. The key is building on the person's self-confidence. Dr. Exequiel Rivas, Professor of Sociology, Universidad Padre Hurtado has been trained by the ICA since 1975. He sees the millennium challenge is that we have lost our humanity, have become cold. We have a bad case of schizophrenia – live one

life and have a different interior life. We have lost our spiritual life. Dr. Jose Manuel Borgono is an ICAI Global Advisor and Head of the Medical School at the Universidad de Chile and World Health Organisation Representative for Latin America. He has helped revolutionised health through making family practice a part of the core curriculum. He sees the lack of ethics as the great challenge of the new millennium. All three men plan to come to the Conference. During the interviews the following comments were made about Chile: 'Chile is the English of South American and we swell with pride thinking about our regular habits, our sobriety and sense of measure, our customs of taking tea every afternoon and going to the seaside for the summer. We hold the world record for disasters; the biggest and most frequent earthquakes, and most spectacular volcanic eruptions, enormous tidal waves, alternating droughts and floods. Bolivar said making a revolution in Latin America is like plowing the sea. Chileans consider themselves as carrying on a tradition, as being part of a line.'

The core of ICA Chile is Eduard Christensen, Ana Mari Urrutia, Isabel Rodriguez, Ana Maria Cerva and Nigel Blackburn, Andres Christensen

and Ana Maria Christensen: Cerva uses ToP in schools – have them read a book ask them what did he feel, how changed, what was his decision. Everything coming from them instead of imposed. Education is very traditional, control and difficult to change. Ana Mari was principal and then director of the Institution of Rehabilitation (medical rehabilitation). She has been in education for 25 years. When retired, she agreed to join ICA. Eduard Christensen did his education at Pan-American University in agriculture. He was very focused on how to get things done and organised around enterprises & then joined the government at the National Training Lab.

The main focus of their work has been on introducing ToP at all levels of society. Five of the core have been through IToP in Phoenix. To celebrate our trip they launch a facilitation guild that will meet every month. This guild has flown out of the 543 people they trained last year (mainly teachers) and some work in Northern Chile with an NGO working with the Aymara Indians.

Dick Alton



2000 ICAI Plan of Action

Preparing new ICAs

Engage people in Cameroon, Colombia, South Africa, Palestine and Nicaragua in preparing ICAs for the next General Assembly.

Yr. 2000 Denver Conference

Ensure every ICA has at least a staff and board members present with at least 15 new countries (countries without ICAs) to also be present. Particularly focusing on Tunisia, Thailand, Sweden, Netherlands, Morocco, Bolivia, Honduras, Zimbabwe, Mali, Jordan, China, Turkey, Lebanon, Hungary and Czech Republic.

Global Brochure

Publish new ICAI brochure that highlights ICAs global mission and documents new global programmes and partners out of Year 2000 Conference.

Organisational Internship Programme

Conceptualise and design a new one-month internship programme to take the place of the old internal training programme (ITP). The objectives of the programme are to allow new ICAs and staff to become familiar with ICA methods, operating systems and philosophy.

ICAI Board Meeting

Hold Board meeting, Sunday, 6th October 2000 in Denver. Review General Assembly decisions, draw learnings from 2000 Conference for 2004, hold Executive Committee elections and prepare focus of General Assembly in 2002.

Post-Conference Follow-up

Help prepare long-term partnership follow-up process that allows for both immediate documentation and tracking of projects, initiatives and collaborations given birth to at the event.

Executive Committee Meeting

Host ICAI Executive Committee Meeting, March 22 -24, 2000 in Brussels. Each continental will be asked to bring two members as part of the General Assembly concern with empowering global gatherings. Will review General Assembly plans and activities of 34 ICAs.

ICA Europe / Africa

Visit ICAs in Europe in preparation for the conference as well as to familiarise Board / staff vision for the new millennium. In Africa continue to monitor and support new ICAs and visit potential ICAs in Cameroon, South Africa, and Zimbabwe.

Secretariat

Increase alternative financing mechanism as visualise in the General Assembly through newsletter, fund-raising research, benefits and expanded publications. 10 Network Exchanges and new Location Directory published.

Continental Gathering

Ensure and participate in continental gatherings as vehicles for learning opportunities and mutual programme exchanges.



Member's profile: Jouwert van Geene, ICA-Netherlands

Born on December 21, 1970.

Education

Masters in Business Administration, a comprehensive studies with attention to several aspects of Political Science and Public & Business Administration. Specialisation in Management Information Studies. Several subsidiary subjects were taken in development studies at the Third World Centre, University of Nijmegen, the Netherlands. After graduation in 1995 some courses in project management, participatory methods and training of trainers were taken. And ITOPToT 1999 in Phoenix.

Work experience outside ICA

1995-1997: Working as a staff assistant and overseas personnel officer at two Dutch sending agencies in development co-operation. Involved with selection of development experts and preparing them before their departure.

1998: Project manager at a non-profit organisation, co-ordinating several projects in the field of the Internet and electronic commerce and preparing new project proposals. Since 1998, working as an independent consultant trainer in development processes: assisting Dutch NGOs in project management, proposal writing, training in participatory methods and pre-departure training for development workers. Facilitating processes of organisational change.

Working experience with ICA

1996: Joining the ICA-Netherlands volunteers programme. As a volunteer executing a 5-month

identification mission to Kenya, Tanzania and Uganda, visiting ICA-volunteers and searching for new placements for the Volunteers Programme. About 35 NGOs were visited.

From 1997: Member of the ICA-faculty for the ICA Volunteer Service Programme, preparing volunteers for their placement.

From 1998: Secretary of the ICA-Netherlands board and responsible for policy development. Writing a policy paper about the mission of ICA-Netherlands together with other board members and staff.

In 1999: Interim ICA Placement Co-ordinator.

Vision for ICA-Netherlands Volunteers Program

ICA-Netherlands now stands at the brink of a new era. The past 5 years were mainly focussed at the development of the ICA Volunteers Programme. This resulted in the expansion of the programme to the present capacity of 35 volunteers and two full foundation courses a year. The size of this programme demands stability in terms of staff, infrastructure and quality of training and placements. This is a great challenge for the new board, which was appointed earlier in 1999. The programme still mainly depends on volunteer manpower but also benefits from the first person to be employed by ICA-NL, our Office Manager Mariette van der Windt. Quality of the programme can only be assured by building a strong preparatory curriculum and clear relationships with overseas host organisations and ICA-volunteers. On the one hand this is a matter of building on existing foundations laid by 'older'

generation of ICA-staff such as Simon Koolwijk, Sybrech Nevenzeel and Nicolien van Eijsden. On the other hand ICA will also need the input from new people, returned volunteers in particular. New generations will brake waves in the new millennium...

Technology of Participation

ICA-Netherlands has a strong faculty of ToP-trainers and facilitators. The past two ITOPToTs in Phoenix were attended by no less than 7 Dutch (Rik and Silvie from ICA-Nepal, being excluded). Despite many good intentions a real ToP system never established in Holland. A clear vision about the future of ToP will be one of the main issues to be discussed by the ICA-board in the next year. This should at least include the co-ordination of all existing ToP-activities, but could extend to a more active role by organising public and in-house ToP-courses and promoting ToP-facilitation consultancies in Dutch community development. Many opportunities are there for the taking.

International dimensions

Apart from the Volunteers Programme ICA-Netherlands will have to refocus its international relations. Again many opportunities arise, but prioritising them is key at this stage. Which strategic partnerships are useful? To what extent do we want to be involved with fundraising for other ICAs? Which contacts outside the ICA-network can be explored? There are still many questions to be answered.

ICA Events from around the world

Where	Event	When	Reference
Denver	The Millennium Connection Meeting	January 13 – 16, 2000	ICA USA
Brussels	ICAI Executive Committee Meeting	March 22 – 24 , 2000	ICAI
Toronto	IAF 2000	April 27 – 30, 2000	ICA Canada
Denver	The Millennium Connection	July 30 – August 5, 2000	ICAI & ICA USA
Denver	ICAI Board Meeting	August 6, 2000	ICAI

The Network Exchange

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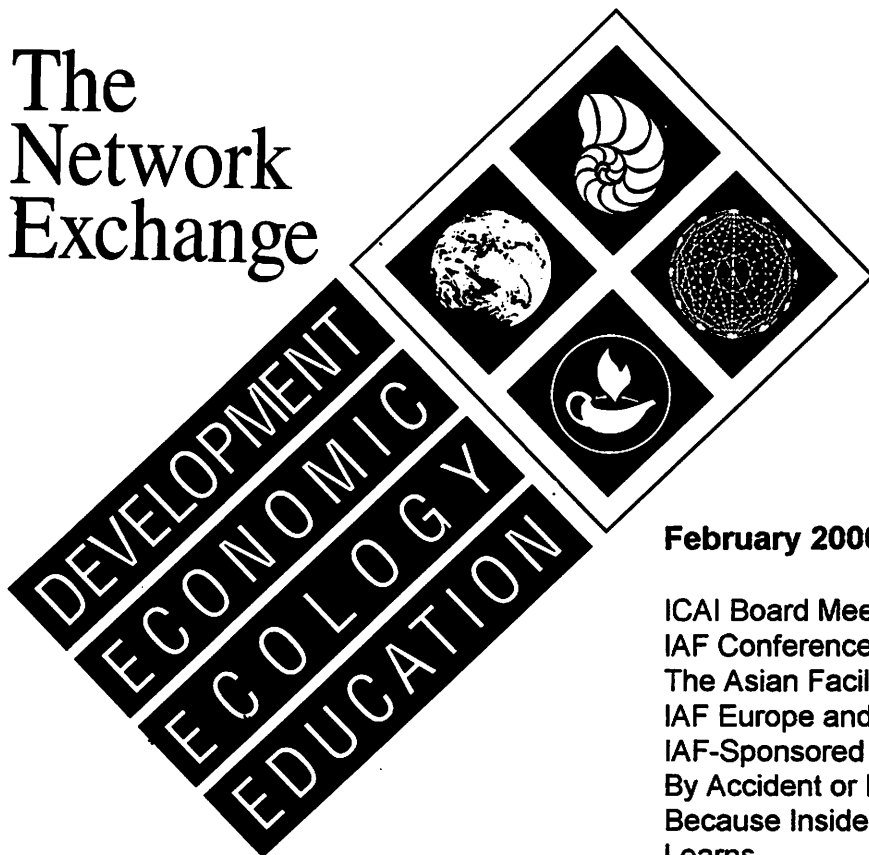
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ICAI Board Meeting 6 August, 2000

The ICAI will hold its Board meeting the day after the Denver Conference. This Board meeting will be from 09:00 to 17:00 at the University of Denver, and will be followed by a reception hosted by ICA USA at Louise Singleton's house.

From the discussions at the 1998 General Assembly, we are asking each ICA to have a staff person and a Board member present for the meeting.

The agenda will include:

- Elections to the ICAI Executive Committee
- Report and reflections on the Denver Conference
- Report on the planning done at the General Assembly
- Presentations for global Conferences in Guatemala (2004) and Japan (2008)
- Request for new ICAs (Colombia, Nicaragua, Cameroon, South Africa)
- Preparations for the next General Assembly
- ICAI brochure
- ICAI financial report
- Matters arising

Book Announcement

The 3rd printing of the *Beyond Prince and Merchant* is in it's process. PACT is co-publishing the book with ICAI this time.

Please let us know how many copies you want on consignment by April 1, 2000.

Cost: \$12.00 / copy



Why ICA Canada Is Hosting the IAF Conference?

By Duncan Holmes

Following is a series of articles on the ICAs' work with the International Association of Facilitators (IAF)

Positioning Our Two Organizations. We saw the IAF conference in Toronto as a huge opportunity for positioning our two complementary yet distinct organizations. Since 1997 we have been working towards creating a new for-profit organization called ICA Associates Inc.. Last October we began to operate as two corporations: ICA Canada and ICA Associates Inc.. What we have to do in organizing the Conference will let us highlight not only our facilitation and training work (ICA Associates Inc.) but also our research into leadership, foundational understandings, and the nature and methods of dialogue (ICA Canada). We also want to make good use of the conference to launch our new book, *The Courage to Lead*, on ICA's foundational understandings.

Connectivity. In the 21st Century, connectivity is the name of the game. The more connections we have the more we thrive. ICA Canada wanted to participate in larger network of facilitators and trainers, and experience our connectedness with other facilitators through a global facilitation network. We expect the conference to provide us with a huge expansion of resources, skills, and future partnerships for our staff and associates.

The Facilitation Discipline. The discipline of facilitation is one of the great inventions of the 20th Century. In every part of the world, whether in Russia, former Yugoslavia, India or Latin America, it's time seems to have come. ICA globally played a major role in the development of the discipline and extending its application to many different kinds of situations from preschool to Fortune 500 Corporation. ICA Canada sees the Toronto IAF Conference as a huge opportunity to promote the discipline of facilitation in Canada. We see the hosting of the IAF conference as a great step forward in making people familiar with the nature and range of the discipline. It's a great way of seeing who is doing what in the business and how they are doing it.

Associate Network. We want to open up new options for expanding our Associate network. ICA in Toronto has 30 people ready to move in concert and under contract with ICA Associates Inc. as facilitators, trainers, course sponsors, as well as salespersons and marketers, and French service presences. The ripple effects of the IAF conference preparation and sessions could greatly expand our Associate Network in Canada.

ICA Canada Profile and Impact. We want to position ICA Canada as a leader in the facilitation field. We want to heighten the profile of ICA Canada in Toronto, in North America, and globally. Building a strong network and a sense of relatedness to people through IAF conference preparations has already raised our profile. From 1988 to 1994, Edges magazine, published by ICA Canada, served to put us in touch with a fresh clientele and body of supporters. We want this conference to play a similar role. For example, in the preparation period we have witnessed whole committees of facilitators and volunteers sitting down to work, many of whom are brand-new people we have never seen before.

ToP Plus. We find that it is easy to become ingrown in the methods and approaches we choose to use. While we want to be seen as ToP users and promoters, we also want the conference to open us to other approaches to facilitation, to push us to look at other disciplines beyond ToP. We see the conference as providing an umbrella under which we can interact with all kinds of facilitation approaches.

Demonstration. Doing conferences and large-scale projects is something ICA Canada does well. We want to show others what we can do and demonstrate conference hosting with excellence.

Request. A simple answer to the question is that we were asked to by the IAF coordinating committee to host the Conference in 2000. Originally we had imaged hosting it in 2001 or 2002, by which time our two organizations in Canada would be on a firm footing. But the committee twisted our arm, and after long consideration, we said, "yes, sure".



THE ASIAN FACILITATORS' CONFERENCE, Kuala Lumpur, 29-30 October 1999

By Ann Epps, LENS International Malaysia and Singapore

As the second Facilitators' Conference in Malaysia in as many years, the event on 29-30 October 1999 exceeded all expectations. The conference was co-sponsored by the International Association of Facilitators, the Petronas Management Training Centre, and LENS International (M) Sdn Bhd and organised by a small, but energetic task force of five volunteers from Malaysia.

Conducted in the Malaysian national oil company's management training centre, the conference was opened by Mr. Ibrahim Hassan, training centre CEO.

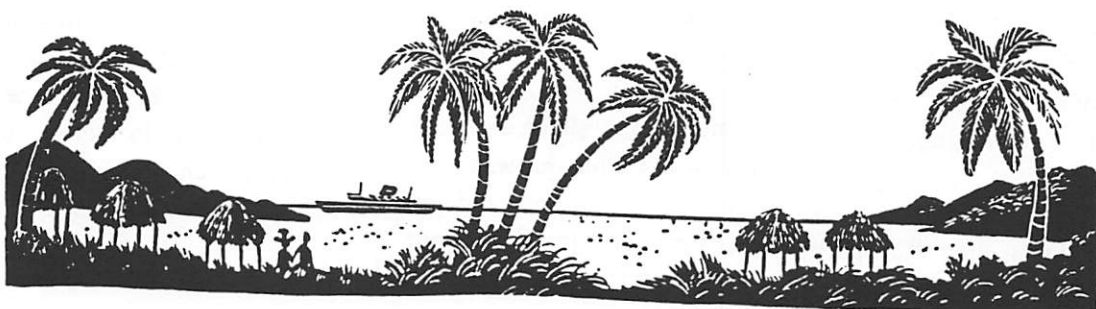
One hundred participants from ten countries attended, doubling the number of participants from the previous year. People came from Cambodia, Indonesia, Thailand, the Philippines, Brunei, Singapore, Colombia, Japan, Malaysia, and New Zealand. Of particular note is the fact that more than a dozen participants travelled long distances within Malaysia to attend the conference as well.

Twelve presentations and workshops were available for participants to choose among over the day and one-half conference. Among the three sets of concurrent workshops were the following topics: "Facilitating the Vision Process", "Organizational Culture Mapping", "Melting the Iceberg Between Cultures", "Facilitating Outdoor Experiential Learning", "Appreciative Inquiry as an Approach to Organizational Change", "Get Your Act Together: A Context for Dialogue", "Facilitating Community Participation", "Learnings from Experiential Learning Facilitation", "Leading Productive Discussions the ToP Way", and "Facilitating in Crises Situations".

The first session contained two whole-group activities: a video and conversation about "Stretching the Boundaries: Facilitation Perspectives", and a workshop led by the international vice president of the International Association of Facilitators entitled: "Challenging Facilitators in the New Millennium". An Idea Boutique, one of the most popular sessions, featured the sharing of practical methods and learnings around tables of ten persons. A manual capturing all methods shared was published and distributed to participants after the close of the conference.

Conference highlights and learnings, as noted in the participants' evaluation, included these comments: "there is much more to facilitation than previously thought"; "I have gained a new understanding of facilitation as relevant to far more than a business context - it's a way of life"; and "I'm amazed at the large number of people interested in and practising facilitation". The intensity of interest and dialogue could be seen in the number of table groups that moved together from the plenary sessions to the dining room, not wanting to end their conversations.

The conference ended with a special treat arranged by Mr. Ibrahim Hassan, acting as host: a durian feast for all participants. Durian is a special fruit enjoyed by many Asians and endured by most others until they, too, acquire a taste for what is known as the "king of fruits". In short, a good time was had by all with many resolving not only to learn more about facilitation in the near future, but to practise that they had seen at the conference over the coming year.





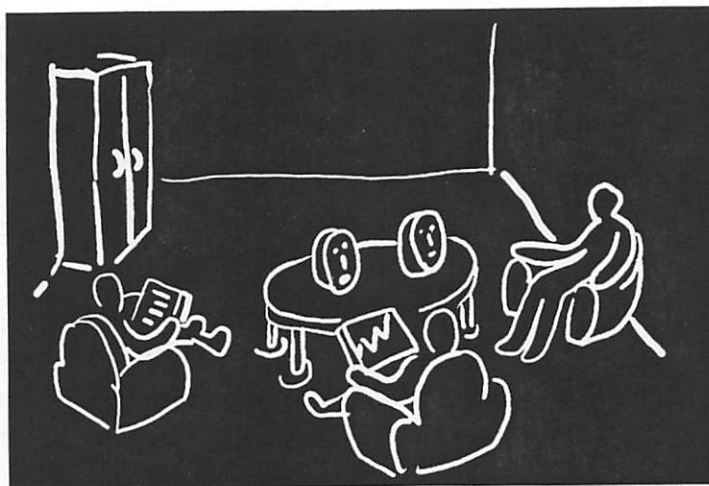
IAF EUROPE AND AFRICA

By Dick Alton, ICAI

For the last 5 years some of the ICAs in Europe and the Middle East and Africa have participated in the yearly IAF Conference in Europe. It has been held three times in the

Netherlands, once in London and Brussels. Next year it will be held in Sweden sponsored by the Swedish Post and SAS Airlines.

This year it was held in Utrecht, Netherlands and was sponsored by the Nijmegen University and Imaginal Training. The 2½ day conference had presentations on: Internal disciplines of facilitation; Facilitation in Eastern and Central Europe; Creativity and creative problem solving; Technology of Participation (ToP); A South African perspective; Leadership development; The key to lasting competitive advantage; Group model building; Feeling the group dynamic; Working with different languages; Multiparty project planning & management;



Using facilitation to overcome a really sticky issue and The competent facilitator. Seventy-seven people attended from 15 countries.

Simon Koolwijk presented the ICA ToP ORID Conversation Method. His session received the highest mark of all the presentations. The man who is the President of InterAction Associates (one of the largest and oldest facilitation groups in the States) thought it was brilliant. Afterwards, he came up and asked if he might discuss how the ICA could work with them.

Simon did a short introduction laying out what he was going to do and then had us count off by 2s for two groups (about 10 each) and then we went around

said our name and an animal. Next we were handed a newspaper sheet with the instructions that we were not to talk but had to create an animal by each taking a turn to make a tear on the print. We had 5 minute or could go around the group

twice. Tough, then we sat down and he ORID the experience (14 questions) and then gave the ORID lecture. We listed the questions by ORID categories. We discussed questions about the methods and Simon gave two great examples of how he uses ORID in his own work. Took about 60 minutes and we all were stunned. The Interaction President gave a little reflection, 'This was facilitation - Simon only spoke or talked for 15 minutes. Amazing!'

The yearly IAF Conference has provided ICA with a great opportunity to meet new people and a stage to market our own facilitation skills.



CLOSE TO 100 CHINESE PROFESSIONALS ATTENDED IAF-SPONSORED TRAINING

By Gilbert Brenson Lazan

Following is an email message received on 26 October 1999, sent by Gilbert Brenson Lazan, Vice-Chair International of the International Association of Facilitators.

The newly created IAF Community Outreach Task Force got off to a dramatic start with close to 100 people participating in Taipei training sessions on disaster intervention,

of intervention with different population groups. Co-Facilitators Gil Brenson, IAF Vice Chair International, and his colleague-wife Mercedes Sarmiento, used multiple language interpreters (English, Spanish, Mandarin and Taiwanese) to optimise the participation of those in attendance. Several media representatives were also present for stories and

Neo-Humanista with the support of the IAF members present at the Williamsburg Conference. These efforts are being co-ordinated by volunteer personnel Eagle Cheng and Jorie Wu, through the ICA-Taiwan office and the IAF Regional Co-ordinator Mark Pixley. Additionally, several facilitators from the group will be participating more actively in the IAF and attending the Toronto Conference.



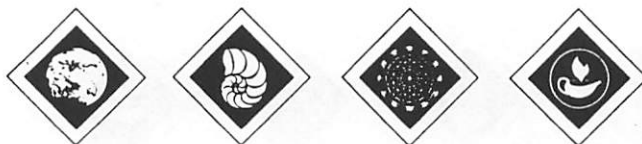
October 17-22, 1999. The interest and enthusiasm comes on the wake of a devastating earthquake in Central Taiwan and required a division of the originally planned session in two separate, two-day sessions. The event was masterly co-ordinated by Dick and Gail West and their team of volunteers.

From the very start of the first session, the emotion and energy were obvious. Professionals from many different disciplines and areas of the country, formed efficient work groups to review and apply facilitation strategies

photographs of the events and much new interest in facilitation and in the IAF was generated.

A series of important decisions were made by the two groups and are now in process of development, including plans for important interventions with the professionals working in the disaster zone, the continuation of training, the formation of a Facilitators' Network, a series of educational strategies and the translation into English and Mandarin and publication of the three training manuals, earlier published by the Fundación

A similar one-day training session was held in Hong Kong on Saturday, Oct. 23, with another enthusiastic group of professionals. Additionally, the Taipei and Hong Kong Facilitators' Forums, also co-ordinated by Mark Pixley, met during this time to hear presentations by Gil Brenson on the "state of the art" of facilitation in the world today, as well as information on the recent activities and professional role of the IAF and on the upcoming Toronto and Malaysia Conferences. There is also considerable interest in organising a China Conference for next year.



BY ACCIDENT OR BY DESIGN

By Frances Hansford

Whether by accident or by design, my life is unfolding in ways I could never have foreseen. In 1988, after graduating from Liverpool University, I was accepted by ICA:UK to volunteer on a rural development project in Brazil. Now, at the beginning of the year 2000, I work at the Kellogg Foundation in Michigan, USA. It is inconceivable that I would find myself where I am today without the opportunity to volunteer 13 years ago.

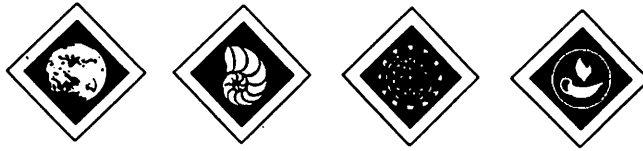
I confess up-front that ICA:Brazil was not necessarily my first choice as a volunteer opportunity. I explored many volunteer organisations; the ICA was the *only* one willing to take on the risk of an inexperienced 21-year-old with a humanities degree! And Brazil was far down my list of ideal destinations. I was keen to explore an Asian or African country. If that was not possible, then I hoped to live in a Spanish-speaking country of Latin America. But none of these options was available. The best match turned out to be a nine-month stint on a project in a small Brazilian town called Rio Bonito.

Even as I embarked on my adventure, I was very conscious that nine months would not suffice to satisfy my desire to explore a new culture. But my desire to find a way to extend my stay operated at a subconscious level. I did nothing intentional to make it happen... and yet the chance unfolded before me. First: I was granted provisional residency by an immigration official who "made me eligible" for an amnesty visa by doctoring the entry stamp in my passport! Second: the project received a three-year grant from the W.K. Kellogg Foundation, including modest salaries for project staff.

From 1989-1991 I revelled in the enriching, challenging experience of project work and life. On completion of Kellogg funding we hit the nightmare of financial unsustainability faced by so many non-profit organisations. Unable to secure sufficient funding, the project folded. Brazilian staff members moved on to find alternative sources of income. I supported myself through English lessons and consulting services.

Almost 6 months later I received a call from the then Regional Director of the Kellogg Foundation in Latin America and the Caribbean. He knew of me through his sister, who had participated in a training session I conducted at the University of Sao Paulo. He invited me to work with him in his Sao Paulo office as a trainee for a two-year period. It was a tough choice: to run a consulting business from my home in Rio Bonito, or to work with the Kellogg Foundation in Sao Paulo. I took the job, and after two years was offered a permanent position as a Program Assistant. My work with the Foundation provided the opportunity to experience the "other side" of the non-profit world, as a grantmaker. It was a rich opportunity to learn through the freedom to experiment and the guidance of experienced professionals.

By 1996 I was eager to return to academia, and was accepted to study a Masters in Public Administration at the Kennedy School of Government at Harvard. I very deliberately chose a nine-month "mid-career"



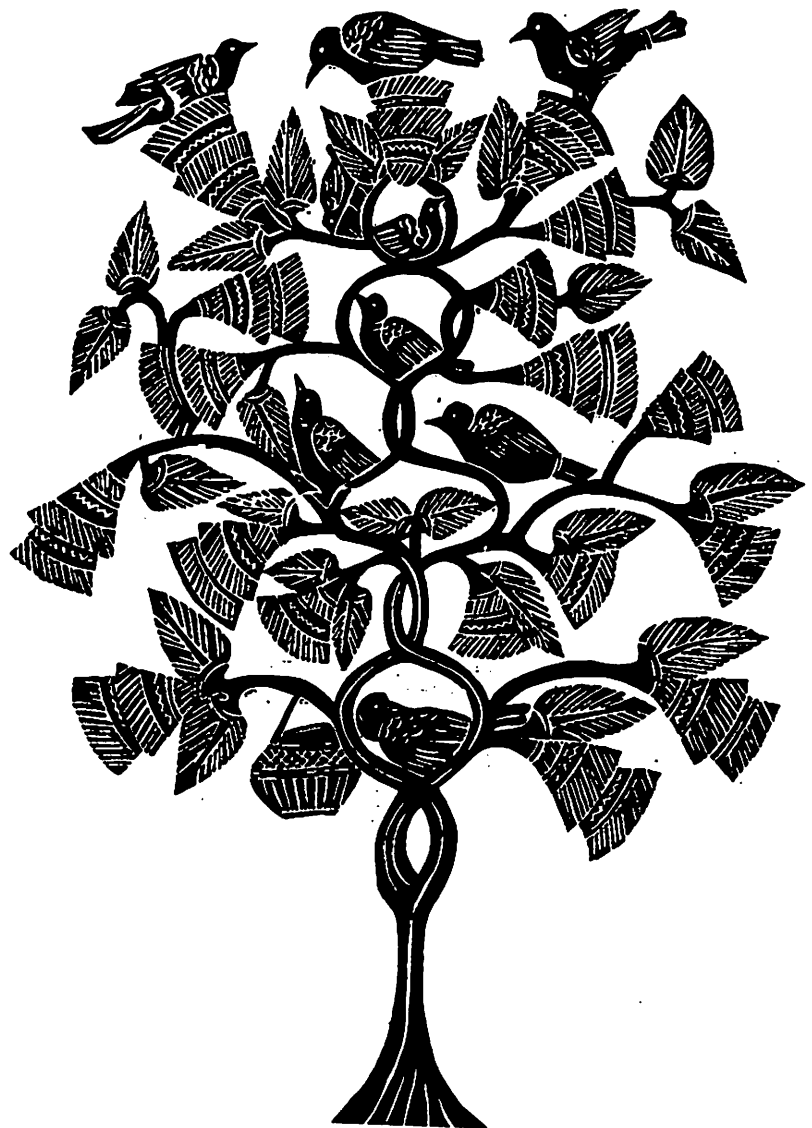
course for – among other characteristics – its short duration. I couldn't imagine being away from the work I loved in Brazil for more than a year! I departed on the understanding that work would be awaiting me at the Foundation upon completion of my studies.

During my second semester at the Kennedy School I received another call that would change the course of my life. This time it was from the Vice President for Latin American Programs at Kellogg Foundation headquarters in Michigan. He was looking for an Executive Assistant to help facilitate Foundation work in Latin America: was I interested? I faced another difficult decision. I had no doubt about returning to work with the Kellogg Foundation, but where? I opted to work in Michigan. Many factors contributed to my decision: the opportunity to contribute to development in Latin America in a different way, a new culture, a new challenge!

What will be next? I have no idea! Given my track record, by Mother gets restless on my behalf at about Year Four of my existence in any one place. There has been no master plan and I cannot claim that my life has unfolded by my own design. Instead, I have learned to respect and trust the workings of the universe. I have

learned that I am not in control; but, with a clear set of values and a strong sense of purpose, the universe continues to open the way ahead.

January 2000





BECAUSE INSIDE HUMAN BEINGS IS WHERE GOD LEARNS

By Rainer Marika Rilke

*Some good thoughts from
South Africa from 1998 Annual
Report Community Development
Resource Association.*

Observation is one component of facilitation; intervention is the other. Side by side with a new way of seeing goes a new understanding of what we are really about when we undertake developmental interventions. Together these two aspects form the core around which a developmental practice revolves.

We have already noted that people-centred development is not about imposing solutions on, or doing things or – people. It is about doing things together with people in order to increase their awareness, expend their own capacity, so that they are better able to take responsibility for their own consciously chosen future. This means guidance towards understanding the patterns and dynamics, which trap us into unconscious or unhelpful ways of doing things. It means the facilitation of a growing self-understanding, so that individuals and groups are able to see themselves afresh.



“See” in this sense is to be taken in the manner of the new way of seeing indicated previously. It refers to the gaining of insight about self and world through the intuitive perception of the whole, the relationships and connections which constrain, the dynamics which may free, the characteristics which must be built on and those which must be let go of if a new way of being and working is to emerge. In short, the achievement of meaning, understanding and facility such that the client is enlarged, and renewed motivation attained. The move to a new level of development requires a transitional period of emptiness, sacrifice and acceptance, which enables energy and movement to replace routine and stagnation, such that new endeavours may be entered into, new attitudes developed, and new faculties and skills cultivated. So that people may begin to take charge of their own futures.

There are those who will ask what this has to do with the eradication of poverty, the redressing of power imbalances, the growth in numbers and extent of the marginalised and dispossessed. A people-centred approach, as described here, may see an effete and flaccid response to the outrageous circumstances within which we work; it may even seem to constitute an avoidance of tackling the situation head on. To these we must respond that people-centred



development does not take place in a vacuum; that activism is an integral companion to such intervention; but that we are describing here specifically the developmental intervention, and not the activist intervention, however appropriate this may often be.

Because (and this constitutes a further response) such critique indicates that the point of all this has been missed, and that the meaning of a people-centred alternative to be dominant development paradigm has been misunderstood. The real point is simply this: development has attempted to work on the world (on externalities) in order to remedy people's lot (poverty and dispossession), while the alternative approach of people-centred development attempts to work directly with people themselves in order that they may remedy the world.



Moreover, this alternative approach to development implies that "the poor" are not the only ones in need of development, and developmental intervention. To the contrary, we are all implicate; we are all creating this world of inequality as we go, and inordinately few are really seeing what they do, or taking responsibility.



Conventionally, we attempt to measure the results of development interventions through quantification – numbers of houses or training courses delivered, numbers of woman in particular positions, numbers of new jobs secured. These are all-important indicators of impact, but they are indicators only, and often of peripheral importance. For the real measure of developmental impact lies in the shifts of relationship attained. Relational shifts in terms of movement from dependence through independence to interdependence; relational shifts in terms of power dynamics both within the client and between the client and its context. These assessments can avoid such challenges only if we reduce our notion of intervention accordingly.

Such is a facilitative practice. If we approach our work as technicians, we will see technicalities. If we approach our work as social artists, we will begin to apprehend the art of social living, and become able to work with it. If we legitimate the pursuit of meaning, and do not deny or decry the invisible whole, or gestalt, which lends the parts their meaning, then we will begin to see a world filled with character and quality. If we begin to understand relationship and connection as being as real as

objects and things, we will begin to appreciate the systemic nature of those with whom we work. If we move beyond the realm of matter, we will begin to apprehend the formative forces of life, and begin to work formatively, rather than mechanistically.

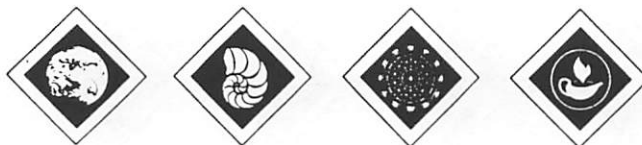
For, just as we can begin to learn to see in a new way, so we can begin to learn the art of facilitating processes which enable clients to come to real and deep understanding of themselves, their worlds, and the way these interact. To bring clients to the point where they can apprehend the essence, experience the truth, of their particular situation at a particular point in time. And to use such insight to move beyond. Such consciousness is the stuff of liberation and power.

The art of facilitating such processes requires new abilities, which we as development practitioners need to develop; many new capacities which we need to cultivate, not skills in which we need to be trained. One of these is patience. Development processes take time, their own time; they contain resistances, meanders; we often have to find alternative angles of approach to achieve gradual

illumination. Correct timing is always important. Patience is a prerequisite. Another is that of quietness. Coming to consciousness seldom happens in the heat of action. It is a reflective activity, and a quality of stillness, of being as opposed to doing, is required. In a world of which has lost its centre, where traditional certainties and values have been relativised, we have to help clients to find their own centres, from out of our own.

The true import of the paradigm shifts mentioned in this report is that we must remain awake, full of interest and wonder and awe, open and vulnerable, if we are to hope to find the resilience to respond to the diverse array of situations which challenge us as development practitioners. The capacities, the faculties, we must cultivate are often regarded – within the conventional development paradigm – as being "soft skills", as opposed to the "hard skills" which are taken to be the important ones, hard skills really translating into technical skills. This creates an unfortunate impression, for it is really the so-called "soft skills" which are the most difficult to master, perhaps precisely because they are the ones which call on the whole range of faculties comprising what it means to be fully human.

How, indeed, do we become fully human? By relentlessly seeking and cherishing the humanity in others. We make of ourselves what we do unto others. If we treat people as numbers, or as categories, even when that category is labelled "the poor", and then we reduce ourselves to artefacts. If we treat others as objects or things, even where we do so for the sake of



efficiency in assisting them, then we reduce ourselves to mechanical instruments. If we believe that we can guide people's destinies by analysing life circumstances and then providing specified inputs to cause predictable results, even where this is done with their interests in mind, then we reduce our own freedom accordingly. If we do not accord people responsibility, this becomes a mark of our own irresponsibility. If we do not encourage people to find meaning, and insist that only what can be counted can be weighed, then we reduce ourselves to be wildered statistics.

This is relevant for us all, whether we are fieldworkers, consultants or trainers; leaders or managers; donors or implementers of projects; government bureaucrats or policy analysts.

When we convene meetings, do we take the time to create a climate of warmth and trust? Do we painstakingly build an insightful and common picture with which we can all work, before moving on to resolution? Having achieved such resolution, do we take the time to explore what such resolution may demand in individual participants in terms of the change necessary in their own ways of working and being?

If we are running training courses, are we concerned primarily with what we want to get across, or do we take the trouble - and it is far more trouble - to ensure that participants learning and development becomes the primary focus?

When we implement a project, are we concerned with opening up new possibilities and ways of being and relating amongst those with whom we work - in other words, with human and social change and enlargement - or are we in the first place concerned with ensuring that our predicted (material) outcomes are achieved? Is our real concern with development, or is it focused on efficient project management?

How do we hold people and organisations accountable? Are we simply concerned to ensure that they deliver what they have promised, or do we concentrate on what they have actually achieved, and the way they have achieved it? Is the successful delivery of our product more important than the actual development of our client?

What do we lose in terms of a subtle and nuance understanding of the whole when we substitute the simplicity of questionnaires for the painstaking work of individual interviews? What do we lose in terms of uniqueness and diversity when we categorise for the efficiency of computerisation? When we standardise our requirements and our responses?

For the bureaucrat and for anyone distanced from the field, the complexity of a truly developmental practice will seem high price to pay when confronted with the demands of facts, figures, short term accountability and efficient delivery of their specific product. But there are grave dangers when our own procedures take precedence over the actual development processes of those whom we serve. We have to

introduce new ways of working: some integration of approaches is required. Simply becoming conscious of what we are really doing constitutes a major beginning and new departure. All development processes - thus our own as well - entail some form of loss, and the taking on of new responsibilities and attitudes. As with all systems, any small change, which we can effect, will build into ever-larger circles of influence, like pebbles dropped into still water.

Our world is not yet fully formed. It is in the process of becoming. We are creating it as we go, through what we seek and how we intervene. Working facilitatively with people towards the fullest experience and expression of all of our humanity is an outstanding act of co-creation. Because inside human beings is where God learns.



ICA Events from around the world

Where	Event	When
Cairo, Egypt	ICA MENA Impact Study Presentation	October 29 & 30, 2000
Kuala Lumpur, Malaysia	Asia Facilitators' Conference	November 3 – 5, 2000
Nairobi, Kenya	ICA African Directors Meeting	November 8 – 10, 2000
Minneapolis, USA	IAF – Global Conference	May 2001
Canary Island, Spain	ICA European Interchange	September 26 – October 3, 2001

The Network Exchange

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Member's Profile: **Viviane Ambare, ICA Cameroon**

I am Viviane AMBARE MGBAMINE, 27 years old, born in Abong Mbang, Upper Nyong division in the East part of Cameroon. My parents are still alive and I was brought up there.

After my primary and secondary school, I went to the University of Yaounde II, where I studied public law. I am the second child among seven and I am engaged.

In 1996, I started working in a high school and also helped in a local organisation called CIAD, which usually sends me to attend meetings of NGOs and Ministries.

CIAD is working for environmental protection as well as conservation. It is the first network in the reserve area in the East. I worked for them during the spare time of my higher studies. I became useful and well informed on that level. I worked as public relation officer in the local, national and international level.

I met Lambert Okrah of ICA-Ghana in an international meeting held in Cameroon and organised by the Netherlands committee of IUCN (International Union for the Conservation of the Nature). We discussed about NGOs and we kept in touch.

Later on we were invited to attend a continental meeting on deforestation and forest degradation causes in Accra, Ghana. The meeting was held by ICA-Ghana.

On that second opportunity I met ICA Côte d'Ivoire, and once at home we decided to write to ICAI in Brussels, Belgium, on our interest in setting up an ICA in Cameroon.

Being introduced to ICA and seeing that there are needs for such an organisation for the better living of the people of Cameroon, there have been steps taken to set up ICA in Cameroon.

ICA Cameroon was created in 1998 and legalised in April 2000. The headquarters is in Yaounde. The constitution has been worked on. We have a volunteer staff and a Board who gives us small grants for ICA Cameroon's use. However, they need to be sensibilised on ICA policy and method. Our target groups are networks local association and common initiative groups.

Our aim is the rural sustainable development. We have started with income generating programme. In our plan, we are involving rural communities groups in changing their living standard by supporting their micro-project in agriculture and animal care. We mobilised some local resources in seed, products, materials services and loan to sustain their farming activities. After selling their production we helped stakeholders to share the revenues into repay the loan, reinvest the surplus into ICA saving bank for more activities and for their own utilities for the better welfare.

Rural groups are interested but our strategy needed to be strengthened by support. In order to achieve our goals we need to have training on ICA methods and policies for the better involvement of our staff and Board.

We are here calling for help with the training in Cameroon, which can improve ICA Cameroon's volunteers work. We share this information with you and hope to have training possibilities on the address below. We would like to thank you for the support given to us as a beginner. Through your support we feel very loved and eager to continue.

Viviane AMBARE
ICA Cameroon
P.O Box 5506
Yaounde
Cameroon
E-mail:
ambare@eudoramail.com



I am both saddened and surprised, though perhaps not quite shocked, by Anne's death: "chronic fatigue syndrome" is something about which I have little understanding. The message posted on the ica-dialogue honours the memory of Anne, who was a special woman, and points to the significance of life and death. Thanks for creating a thoughtful message.

Terry Bergdall

I was deeply moved and incredibly saddened by the message about Anne Yallop's death. I was in Australia last week. If I knew she was so close to leaving us, I would have somehow got myself to Brisbane from Perth. I talked to Anne by phone when I was in Australia in January and she sounded very low at the time, compared to the person I remember but I didn't realise that her demise was imminent. She did make an amazing contribution to our work. I would like to acknowledge that in some way. Perhaps Pacific Waves will provide an opportunity to do that.

John Burbidge

I am really saddened and shocked to hear of her death. I was reminded of Anne's tremendous influence and impact on people just recently when I made a delightful new acquaintance from Brisbane, Australia at the ICA Millennium Conference. This woman knew of Anne through a friend and came to the Denver conference without any knowledge of the ICA, only because of a recommendation from her friend who knew Anne Yallop.

Anne was like that - she spread the word and practice of effective development in many directions. She was a master at connecting people for the sake of enabling new life to happen in communities and individuals.

Besides her dramatically dignified and determined style, I admired Anne for her incredible ability to get things done, her passion for whatever local situation she was assigned to at the time, whether it be India, Hong Kong, Egypt or Australia.

My life is enriched because of Anne Yallop, and I'm grateful for having known her.

Ann Epps

We all are grieved to receive the message about the sad demise of Anne Yallop. As birth is not within our control, so also death, which is inevitable, is beyond our control. We all are the puppets in the hands of the almighty, who drives us according to his wish, to which we must all submit.

As you may know, Lord Shrikrishna in his Bhagwadgita, has advised not to be sorry over the dead or the living. We always confuse between body and the soul. Body is perishable, whereas soul is eternal, and imperishable. The soul neither kills nor it is killed, as the soul is unborn, eternal, everlasting and primeval. The soul, therefore, is not slain or dead, even if the body is slain or dead.

A man/woman should not, therefore, grieve over the death of a person. May the soul of Anne rests in peace. Amen.

**Shakuntala & Shankar Jadhav,
for ICA India, Pune**

Anne was our son, Nicholas' godmother. I will always remember how graceful she was. I will never forget her rocking Nicholas to sleep during development meetings at Kemper. Even though he spit up on her, she didn't care and still maintained her composure.

She also had a special gift of brightening up people's low spirits or mood. Anne was particularly helpful when my mother was very sick while my parents lived in Lorimer. My mother went through several surgical procedures and her spirit and selfhood was often very low. Many times afterward she didn't feel like a whole person or a whole woman. Anne would always make an effort to visit and help my mother heal her selfhood. She would help her realise that she was still a wonderful and beautiful woman. Anne holds a place in my heart and she will be truly missed.

Pat Price

Such an affirming word to celebrate a life lived with grace and power. The world is lessened by not having her efforts available for the times we have now. With such expenditure, no wonder that her life ended, having been totally devoted to the work she loved. "Those who die on the march..." Certainly her strength is multiplied by what she left in place in the land of the living, Egypt. The peace which we know as love.

Bob Griffin

Anne Yallop: A Life Well Done

Dear Colleagues:

I have the unfortunate task of telling you of Anne Yallop's death. She died unexpectedly, on October 4, from complications of a long battle with Chronic Fatigue Syndrome. She died in Milton, Queensland, Australia near her sister.

Anne was with the Institute for 20 years during which time she spent many years raising funds in the States and Asia. Her last assignment was as the Director of ICA Middle East and North Africa from 1984 to 1992. She built a fabulous ICA Egypt organisation and staff that has become one of the most successful ICAs in the world.

Anne was elected to the first ICA International Board (1989) and participated four years on the ICAI Executive Committee during its formative years.

I was always impressed with the way Anne related to her local situation as one of opportunities. During her 8-year stay in Cairo she took voice lesson and sang in the local opera. She hosted in her apartment the monthly meetings of the International NGO Directors and had many friends among Egyptian civil society leaders. And (gasp) she spoke fluent Arabic.

The other thing I marvelled about Anne was her ability to run an organisation but more important to have it look like it was being run with precision and sophistication. I once asked her to consider writing a book on this topic. Anne's life was too short but in the shortness of her life she gave 'the breath of life' to many new forms.

A colleague and friend who was a portent of someone who knew how to pass on the baton to the next generation. A job and life well done.

Dick Alton

**Her address is PO Box 1654,
Milton, QLD 4064, Australia**

She was a special colleague who I spent a lot of time with when she was in Cairo. It was then we both served on the ICAI Exec. Com. And helped breathe new life in that organisation when it needed it. I remember our walks to the Grand Place where we all enjoyed the food and great conversations on how to revitalise ICAI.

Anne had a wonderful sense of balance and grace in all the situations she dealt with. She was tenacious when it came to getting something done.... The only time I remember when she lost her balance was when I was dancing with her in Chicago at one of our summer GRA celebrations. It could have been the ball. In any case she attacked the dance floor with the same vigour as everything else but this time lost her balance and fell to the floor. She laughed as I did and said, "That was an amazing move." All of Anne's moves were amazing.

I have wonderful memories of Anne and she remains a presence on my meditative council. I celebrate her completed life with joy knowing the work and contributions she has made in re-balancing the life wherever she showed up.

Ray Caruso

I have not heard from Anne in well over a year and of course wish too late I had paid more attention to that. The obit piece could not have been more eloquent and I loved being reminded of the marvellous accomplishments of that Aussie lady. My memories of her are many and deep.

Kay Townley

Anne preceded me in 2 development assignments - Bombay and New York. In both places her intro to the task helped me get ready to go out the office door - in terms of both style and preparation.

I'll always remember her work alongside Bayard & Mary Coggeshall and Retti Thomas, and their joint care for each other, on behalf of those in need around the world.

Nancy Trask

She did do a wonderful job in Egypt and she will be sorely missed by those of us who knew her.

Bill Alerding

How strange that I had been thinking of her a lot the last two or three days. Maybe premonition. She was a very special person in our family. We'll miss not having her in the world with us... even if it was so far away.

Priscilla Wilson



CIVICUS

World Alliance for Citizen Participation

20 September 2000

Richard H.T. Alton
Secretary General
Institute of Cultural Affairs International
8, Rue Amedee Lynen
B-1210 Brussels
Belgium

Dear Dick,

I am writing to thank you, albeit belatedly, for including CIVICUS: World Alliance for Citizen Participation in the ICA Millennium Connection conference. It was indeed a pleasure to deliver the opening address and to be part of your exciting program.

I am sorry that I could only attend for a short time but greatly value the opportunity to have been part of it.

As always, we wish you the very best in all your fine work and look forward to the opportunity for future collaboration.

Sincerely yours,

Kumi Naidoo
Secretary General and CEO

He noted that the proverb or saying which goes, "Give a man a fish and he is fed for a day, but teach a man to fish and he can feed himself forever," is in need of revision. Since that adage today appears dreadfully wrong. "If you teach a man to fish, does he have a line and net to be able to catch any fish? Does he have access to water? Can he get his fish to the market to earn income? If the man fishes, does any of the fish get to other members of the family? And does the poor even like fish at all? Are the poor really just sitting by unpolluted and well-stocked water, just waiting to learn how to catch fish? Or is the issue really one of power and poverty? Is our job to teach the poor, or to help people identify their own needs and ensure the right questions are asked?"

In thinking about new paradigms and how, for example, we must foster greater social inclusion, NGOs, acting independently and in alliance need to consciously promote the presence of ordinary citizens in the public sphere. We need to move our thinking from focusing solely on government to focusing on the notion of governance. Taking as our starting point that good government is important we need to recognise that the enterprise of governance is one that today is shared more and more between national governments and global institutions and citizens. Governments have everything to gain by engaging in what we might call a shared governance enterprise or as some have called it co-governance. We therefore, need to consciously deepen the participation of the young and the elderly in all the affairs of our society and world. To do this, is today a demographic reality. Civil society organisations

need young people and the elderly to breathe fresh thinking and experience into its ranks.

We need to stop paying lip service to gender quality and acknowledge that it is scandalous that the end of this millennium less than ten percent of women occupy leadership positions in government and in the private sector. I hate to admit this but civil society organisations I am afraid are not too much better. This then remains an unmet challenge that awaits us in the coming millennium.

In meeting the challenge of poverty and growing inequality in our world today, we need to ask how is it that the poor as citizens can be enabled to be active agents rather than passive beneficiaries. This means that the poor as citizens must be engaged in the policy-making processes and in the very implementation of the programmes that seek to improve their plight.

All of these challenges then call for the building of partnerships and alliances, since individual NGOs acting on their own are unlikely to make the necessary impact.

Conclusion. The challenges of globalisation necessitate that the tendency towards national parochialism will need to be tempered in order that NGOs are able to truly act both locally and globally and to think both locally and globally. In taking up these various challenges that lie ahead we should be honest with ourselves about how difficult and challenging things might be. As one of the leaders of the African anti-colonial movement, Amilcar Cabral put it, we should "tell

no lies and claim no easy victories." Permit me to share with you a story of a good friend of mine, Lenny Naidu, who was an activist for social and economic justice in South Africa as part of the anti-apartheid movement. The last time we saw each other before we both fled into exile in 1987, he asked me, Kumi what do you think is the biggest sacrifice we can make as individuals working to create a more just world. And without blinking an eye-lid I said, "lay down our lives," meaning giving up our life by getting killed during the course of the struggle. And he said, "It is no giving your life, it is giving the rest of your life." On June 1998, Lenny's parents had the task of going into a mortuary and not recognising their dead son who had been murdered by the apartheid police force. He and three young women activists had given their lives for the cause of humanity. For those of us that remain, in gatherings like this, and in the work that we do, and in the memory of the likes of Lenny and so many other in this new millennium. We need to connect with each other as people first and foremost but we need to go further need to ensure that young people embrace the cause of the elderly, that older persons should embrace the cause of young people and men should embrace the cause of women and so on.

In doing all that we do, let us not forget why we do what we do. To help us remind ourselves, let me conclude with the words of the Indigenous people of New Zealand/Aotearoa.

As the Maori ask and I quote: "What is the most important thing in the world. I tell you it is people, it is people, it is people."

Another issue is how do we include people who work in government and business in the work of civil society? While government departments and institutions of business itself cannot stake a claim on the universe of civil society, the citizens who work in those institutions can, particularly when they embrace civil society organisations in their places of worship and so on.

The second challenge, I want to address is that we no longer accept that the enterprise of governing and the enterprise of government is solely the enterprise of governments alone. Today, there are many places in the world where we talk about co-governance; where we talk about governance being a partnership venture between elected officials and the organisations and institutions formed by citizens acting in the public interest, and where we talk about governments having ongoing dialogue with the citizens so that the society is managed in a way in which the most just outcomes are achieved. We cannot even accept in democratic systems, where there are elections, that by simply winning an election, a blank check is issued to governments to do as they will for the next four or five years. This is especially true today as democracy is coming under serious stress and strain all over the world. As citizens, we cannot abuse our responsibility to live in a democracy simply by participating in an election. We need to honestly acknowledge that even where we claim democracy, even the old traditional democracies, in the main, and with, in several countries, there are only three types of people that can run for power: the rich, the very rich and the absolutely rich.

The media has come to play a central role in the political and developmental processes of our countries. However, while some of us might celebrate an opening up of the media, it is important that we recognise that the media has a controlling influence. With that controlling influence has come a high degree of responsibility and social accountability which I want to argue is lacking in the world of media today. However, we should not have to choose between development and democracy as some leaders would have us do, especially since democracy is central to promoting equitable development. Rather we have to look at how we can refine, nourish, deepen and improve democratic institutions. If we fail to do this we will have a situation where we have the form of democracy without the substance and representative democracy will run the risk of becoming little more than a pre-ordained elite legitimisation process.

The third challenge, and perhaps the biggest challenge, that we face is the challenge of humanising the global economic system of the world. Today we live in a world that, even the likes of the president of the World Bank, successful capitalists, and President Clinton, we must acknowledge that the global financial architecture requires fundamental restructuring and reform. For many poor people in the world, capitalism has taken on a casino mentality. It is so out of the control our national governments, particularly in the poor countries of the world.

The fourth challenge is challenge of accountability. Both for the business sector and for the NGO community specifically and civil society more generally, the last

decade as also seen a declining in the power of the state and an increase in the power of business and civil society organisations, what political scientist Jessica Matthews, called in 1997, "the power shift." As far as NGOs go, governments have in the past pointed out that NGOs are self appointed do-gooders who do not have an elected mandate to undertake their various projects they do and adopt the various advocacy campaigns they do from time to time. It is also sometime pointed that unlike businesses who have to account to shareholders, NGOs do not have the same burden of accountability that governments and business have. This puts a special challenge on NGOs. And this challenge has been met in various instances by NGOs forming national coalitions to develop their own code of ethics to improve their transparency and accountability to their societies. Of course, governments and business also have their accountability problems, but NGOs need to in any event take this challenge seriously. While needing to improve our own accountability we should not be for a single moment apologetic of our work and efforts. We also know that unlike governments that can rely on taxes whether they do their work well or not, the biggest accountability control measure comes from the fact that unless NGOs can win and hold public respect they will not be able to finance their work.

The challenge of searching for new paradigms. John Clark, the former Oxfam policy advisor and head of the World Bank's NGO Division, addressing the 1999 CIVICUS World Assembly in the Philippines last month, noted that there was a need for new paradigms about how we think about social development.

Opening Address of the Millennium Connection Conference: **Dr. Kumi Naidoo, Secretary General & CEO of CIVICUS, World Alliance for Citizen Participation**

Ladies and Gentlemen, colleagues and friends, dear brothers and sisters, on behalf of CIVICUS: World Alliance for Citizen Participation, I would like to express our appreciation to the International Institute of Cultural Affairs for inviting us to be part of this important gathering.

My younger brother, who spent time in apartheid prisons, and who does a lot of speaking from time to time, and who I spoke to this morning, said to me that he much prefers speaking at a funeral than being a pre- or post- dinner speaker. So I have been feeling somewhat anxious about this presentation since this morning and hope that I can whet your appetites both for actual dinner as well as the wonderful opportunity for dialogues, reflection and visioning that lies ahead of us in the coming few days.

Without any further ado, let me reflect on the ten challenges that I believe that face us in the coming decades and stress the important role that I believe social agents like yourselves can play in meeting these challenges.

The first challenge that we face when we think about social development or even the term civil society is the challenge of definition. In the past, development was often framed in ways in which the rich and rich countries of the world delivered development

to the poor and poor countries of the world. Often, development was only represented as pertaining to the economic structures of society.

Today, when we talk about development, we need to talk about development in a much more comprehensive way. More and more people are saying that when we think about development, we have to think about development in terms of its economic dimensions, political dimensions, cultural dimensions, spiritual dimensions and as well as its environmental dimensions. This is partly because today, there are extremely wealthy people in our world who are extremely undeveloped or underdeveloped. They are completely disconnected from society and deeply disconnected from the wider processes that are going on around them. In Africa, we have a beautiful proverb that says: "I am because you are." Simply put, we human beings find our meaning, identity and purpose in our relationships and interrelationships with each other.

The other definitional challenge that we face is that of civil society itself. When I started my current job as Secretary General of CIVICUS, I was amazed that my friends in the USA would say: "The world of civil society is so broad and includes everybody and excludes nobody. Organisations like the Klu Klux Klan are also members of civil society."

Coming from Africa, I found that very alarming. I was told that the Klu Klux Klan is democratic, membership based, non-governmental, and for that reason, it is part of civil society. Therefore, one of the challenges that we face more and more today is that people realise what role civil society plays in development, and that we begin to clarify, without seeking to be exclusively, which organisations exclude themselves from the family of civil society by advocating for religious intolerance, racism and sexism. One of the values of the term civil society is that it is an inclusive term, including trade unions, religious organisations, social movements, women organisations, NGOs and so on. In some parts of the world the term NGO is often used interchangeable with the term civil society, while in fact we are talking about the full range of institutions that are formed by citizens to advance the common good. (Incidentally, since many people have left the NGO community to go to government, some jokingly say that NGO refers to "next government official." And in South Africa in the 1980s we said we AGO's not NGOs, since we prided ourselves on being anti-government organisations. So generally we should not get obsessed with who is in and who is not, but those that violate the broad international conventions agreed to by the United Nations, such as the UN Declaration of Human rights, I would argue, exclude themselves and can be termed as part of "uncivil" civil society.

A list of core values and a mission statement were considered.

To promote sustainable practices requires local accessibility to community resources, well-organised and effective projects, organisational growth and stability, and sustainable funding according to local needs and a global context. Universal principles for successful collaboration included the importance of face-to-face time and global initiatives.

Challenges were the awareness and availability of data as well as missing critical information. The breakthrough was a critical need for a new context for the entire development process with different messages for developed and developing nations. Sustainability is based on our work's impact in the four areas of equity, ecology, engagement, and economy in four cycles or components connected through planning, monitoring, and evaluation processes. The response to the 4 Es image was very positive for the different task areas, with much discussion of what the illuminating core is pointing to. Challenges in supporting agents of change were the diversity of views and the difficulty of getting focused. Breakthroughs were creating a framework of key areas of work to support these agents; discovering the personal qualities, knowledge, and activities needed; and identifying the key next steps for supporting and sharing inspiration between local projects. There are universal principles for successful collaboration, no matter where you are and what you are working on; in many cases, political initiatives are not using these universal principles of collaboration; effective collaboration starts with one-to-

one interaction. Each community is unique, so each are encouraged to develop their own indicators, encompass a seven-generation perspective, and include the rights and needs of all species.

Overall, existing models of development do not work. Even new models miss critically important relationships and realities. Sustainable community development must be earth-centred in its philosophical approach. Honouring diversity of all kinds is key. Truly comprehensive and inclusive skills in community development are key to sustainability. We reached and recognised the need for balance between the 4 Es – equity, ecology, engagement, and economy. We also recognised the importance of thinking of grandchildren. Inclusive community participation automatically leads to dealing with ecological concerns. Key insights were that community gardening is a vehicle for incorporating ecological design in community development and that the Internet is a powerful tool for information dissemination. Universal principles for successful collaboration include participation, common knowledge, balanced integrated approaches, inclusivity, networking, and sharing learning. Much commonality among all the streams was evident. There was not enough time for networking, but our product is not as important as our connections to people.

We are left with many questions. How to shift the context, broaden and continue the dialogue? How to effectively assure full participation of all the community sectors? How to provide needed training in the skills of comprehensive thinking and

facilitation? How people, projects, and organisations can work with institutional partners (private sector, governments, NGOs, etc.) to create income generating activities to become self-sustaining individuals, communities, and organisations? How to integrate the work of all the streams? How to affect policies in countries with closed governments? How to use the Internet more effectively? How to implement the next steps? Who will do the work?

Decisions include creating an Association of Sustainable Community Development Practitioners. Since there is a need for and a value in our global interdependence, we are encouraging the Sustainable Community Development Stream to build a capacity for joint initiatives on crucial issues. The group will email each other at least two times per year and relate how we have used products in the topic areas we have covered in our work. We need a web page for interactive dialogue and information resources. One subgroup, supporting agents of change, will stay in touch and submit a proposal to ICA International to implement our work with a plan for sharing inspiration and stories of success. In ecological design we plan to promote community gardening and develop its ecological dimensions.

Decisions are needed on communication systems, which work globally since people do not have computers.

The graphic swirl of the 4 Es (Equity, Ecology, Engagement, and Economy) is a clear Master Image for our work.



The Network Exchange

October 2000

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The Millennium Connection Conference, The Stream Report – **Sustainable Community Development**

The Sustainable Community Development stream had several objectives. These included the need to promote sustainable practices, integration of ecological design with community development, discerning pillars and indicators for a sustainable community, develop a philosophical-ethical framework for our work, support agents of change, and facilitate local / regional collaboration. Overall, we need to shift the *context* of sustainable community development to account for critical ecological and economic realities.

Sustainable communities are necessary for life to continue on planet earth. Sustainable practices must be comprehensive and inclusive, based on the concepts that community development considers all aspects of community. Do you have the skills to be an effective facilitator of community development? Innovative and practical ways need to be developed so that inspiration can be shared between groups. The 4 Es (equity, ecology, engagement, and economy) focused our energies.

Information was shared on the ecological and economic impact of existing ways of development. Other stream participants were interviewed on what kinds of ecological design are of interest to community development projects and how ecological design can be introduced and sustained. In model communities, topics considered included community identification; natural endowments; the standard of living; housing, transportation, health, and security; purposeful work; wisdom; tradition; and spiritual dimensions.

The Institute of Cultural Affairs International

ICA Events from around the world

Where	Event	When
Stockholm, Sweden	IAF – Europe/Africa	October 27 – 29, 2000
Cairo, Egypt	ICA MENA Evaluation Report Discussions	October 29 & 30, 2000
Kuala Lumpur, Malaysia	Asia Facilitators' Conference	November 3 – 5, 2000
Nairobi, Kenya	ICA African Directors Meeting	November 8 – 10, 2000
Minneapolis, USA	IAF – Global Conference	May 2001
Canary Island, Spain	ICA European Interchange	September 26 – October 3, 2001

The Network Exchange

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Member's Profile: Sera Lukalo.

ICA Kenya Board

Mrs. Sera Lukalo holds a Master degree in Education from Harvard University, USA.

Between 1955 and 1962 Mrs. Lukalo taught at Machakos girls school, Kenya Institute of Education, Kakamega boys high school, Kaimosi girls & boarding school. In the same period, she was a tutor at both Machakos and Kaimosi teachers colleges.

Between 1962 – 1965 she became the Head of Social Welfare Department with the city council at Nairobi. In 1966 she joined the University of Nairobi as a research assistant. After five years she was a research associate and a lecturer at the University of Nairobi. During that time she was a member of the Industrial Court by Government of Kenya.

In 1973 to 1979 she was a full-time consultant with UN/FAO program. In 1978 she worked as a freelance consultant. Two years later she became an Associate Director of the USA Peace Corps. As a consultant Mrs. Lukalo has worked with United Nations Development Programme, NORAD, Redd Barna, Finagro Child Welfare Society and Quaker peace and service.

She has researched and written the following:

- A contribution to Cultural Resource materials edited by Angela Molmos, Ford Foundation.
- Several articles on child development and women activities published in local papers.
- Unpublished research on aspects of the cultural traditional care of children, child development and the effect of the up bringing on adults and the society.
- Voluntary research in 1985 towards the establishment of 2 projects geared to improve women participation in National Development both projects were established in Vihiga District, Western Kenya.

Mrs. Lukalo is a founder member of both Meandeleo ya Wanaka and National Council of Women of Kenya. Both organisations are concerned with the socio-economic development of women in Kenya.

She was very instrumental in the formation of the Kenya child welfare society. The organisation is concerned with the plight of poor children in Kenya and their care. She is a founding member and the chairperson of the Nairobi Girls Centre.

Mrs. Lukalo has been a member and past chairperson of several board of governors of various training institutions in Kenya including the prestigious Highridge teachers training college for over 30 years.

She is currently a member of the Board of Friends Theological College Kaimosi and Friends College of Research and Technology, Mrs. Lukalo has initiated many group activities in rural areas in Kenya. Currently she is a chairperson and patron of Vihiga multi-purpose co-operative society, which is an organisation she helped to start.

In 1963 she served on the committee that organised the independence day celebrations. Mrs. Lukalo served as an external examiner for four years for both Egerton and Kenyatta University Colleges.

Mrs. Lukalo travelled widely. She has been to the USA several times, England, Germany and South Africa.

ICA Kenya is privileged to have Mrs. Lukalo as a member of the Board of Trustees because she brings a wealth of experiences on development education to the Board of Trustees. Mrs. Lukalo serves as a member of ICA Kenya Finance Committee.

It will be helpful if not mandatory to have a clear direction and strategy for where we want to be positioned as an NGO in the next 10 years. ICA Japan has determined that it wants to be 1 of 20 NGO's remaining in Japan in 20 years. It believes that there will be a decrease in grants, instead success/survival will be based on intimate relationships, deep rapport. Developing these relationships takes time and intention. What do we want to take place?

- In a decentralised system who has and should have ownership of ICA methods? Are ICA countries willing to give ownership to ICAI? If not, how can we identify what is ICA work, protect trademarks, and build a common body of work that ICA offices perform?
- A strong ICA global dynamic, global recognition would greatly help local ICA's raise funds in their local communities, increase credibility (for instance, a CNN report on ICA).
- Though there is an increasing sense that a stronger international ICA is critical, there is not a corresponding offer to fund it's development with commitment of time and funds? How would we fund a stronger ICAI? To develop consensus on programs, standards, identity will take time to talk, to meet, to listen, and to reach agreement. Are the ICA's willing to invest in this way?

Right now ICA's feel that they are autonomous in fundraising but dependent in following the rules, particularly new ICAs that are getting started. Would a stronger ICAI be able to generate more funding to support local ICA's?

- If we have a stronger ICAI, what is the role of the USA and are ICA's willing to give up some of the autonomy that they now have?

Core Questions

1. Are we ready to look at ourselves and what's around us so that we can be competitive in the new-world order?
2. What are the standards that are and will be required to compete in a global marketplace and are we ready to seriously apply them?

Proposal to ICAI for the August 6, 2000 Meeting

It is our conviction that strengthening the global dynamic of ICA is essential for ICA to be most effective in achieving our mission and remaining viable. We recommend that

- all ICA offices engage in dialogue about what the global/local dynamic of ICA should be,
- this dialogue take place initially through electronic dialogue throughout the next year (2000-2001), facilitated by ICA Canada which has volunteered to conduct this discussion,
- subgroups be established to explore particular questions areas such as programmatic framework for ICA offices, ICA branding, trademark and copyright issues,
- the work of the subgroups be fed back into the larger dialogue for review and comment
- the study year be followed by a face to face dialogue in 2001 of either all ICA offices or a representative sample of offices at which time recommendations will be formulated,
- the recommendations be studied by country ICA's in 2001 – 2002 and modified and/or adopted at the General Assembly in 2002.

Individual comments on the implications of the course for ICA/ICAI

- If Ken is correct and a stronger, centralised ICA function is needed for ICA to survive and to attract support, then we must also have strong local capacity to ensure that the “local voice” succeeds.
- Many ICA’s are beginning to go to the same worldwide funders like The World Bank. We are competing for funds and presenting an uncoordinated and possibly negative impression to funders.
- Because we are a global NGO, the quality of work that one country does affects the ability of other ICA’s to get projects funded. One bad experience can jeprodize all ICAs.

Likewise, we are asked by global NGO’s wanting to do work in other countries whether or not other ICA’s can handle the work. Currently there are two issues that affect the confidence of our response:

1. We don’t have a clear picture of what other ICA’s are doing, and
 2. Because we don’t have high quality standards and measurements applied to all ICA’s, we don’t know the degree to which their work is of high quality.
- For our local offices to work effectively with global NGO’s we need to be connected with other ICA’s, have high quality standards and national controls for ICA offices, and have the capacity to build global ICA teams with specialised expertise to work on large scale projects,

The following areas are ones that we believe should be consistent among all ICA’s:

- ✓ A base level of common products and services
- ✓ Practices – ways of doing business, use of methods
- ✓ Guiding philosophy and creed, what it is that calls us together as a community
- ✓ Common sense of identity and “story” about our work, mission
- ✓ Quality standards that are set, system to measure performance, and supporting mechanisms to ensure that quality is attained.
- ✓ Commitment to support each other - mentor, train, share experiences
- ✓ Commitment to engage in dialogue with other ICA’s about the above and to implement decisions made by the ICA Assemblies

We have a need to put in place a global mechanism to support the capacity development of national ICA’s with financial and technical expertise.

- ICA internationally does not have a “brand” or a coherent, consistent identity. Thus we send varying and inconsistent messages to funders, potential funders and customers.
- There are advantages and disadvantages to centralisation. The question is how far do we want to go in one direction or another. At first we were very centralised. Now we are very decentralised, more of a network. What’s the right balance at this point in our history, given the changing external realities and the future that we want to create together?

We also don’t have a clear sense of what the rules of partnership are among ICA offices. ICA Japan is funding ICA organisations in Asia who are committed to building common capacity. There is a central dynamic of partnership but it’s not one of ownership. How do we want to relate to each other, support each other as we start, grow, mature, end. What role can regional groups play within ICAI to strengthen country ICA’s and ICA’s international presence.

Implications of the Millennium Connection Fundraising Course for ICAI

Introduction

The following are notes from a meeting on July 31st, during the Denver conference, of some of the ICA participants of the pre-conference course on Strategic Fundraising. The course raised some issues that we felt were of relevance ICAI, and so we met over lunch later in the week to discuss these and how to take them forward. Although we didn't formally present our proposal to the ICAI Board at the August 6 meeting, the Board did agree at that meeting to accept ICA Canada's offer to facilitate a process among ICAs of revisioning ICAI over the next 2 years, to culminate at the General Assembly in 2002. We submit these notes to the ICAI network now as food for thought, with the hope that they may spark some dialogue and so contribute to that process. Many thanks to Jane Stallman for documenting the meeting.

Martin Gilbraith, UK - August 31, 2000

Attending:

Martin Gilbraith (U.K.), Gloria Santos (Peru), Judy Lindblad (U.S.), Jouwert van Geene (Netherlands), Tatwa Timsina (Nepal), Lambert Okrah (Ghana), Charles Wabwire (Uganda), Paul Semakula (Uganda), Vivian Ambare (Cameroon), Wayne Ellsworth (Japan), Jane Stallman (U.S.), Fennie Chan (Belgium).

Key ideas presented in the course

- In 10 years there will be 10 global NGO's, some "nitch" NGO's and very local NGO's. Ken's comment is that ICA/ICAI is not strategically positioned to become one of the 10 or a "nitch" player.
- 20 years ago ICA was on the leading edge of participative methods. Today many of these methods are embedded in our culture. This is a success for ICA's work but also a problem because we no longer have a "strategic position" in the market place. Where does ICA/ICAI want to be positioned in the market place today? What is our uniqueness?
- The large NGO's like CARE know how to conceive and put together huge projects. Locally we need this capacity as well.
- Ken says that "money is always available" but ICA doesn't have money for even our Secretary General. Others, not as good as us, have this money. We have to go to *them* to get small amounts of money to do our work.
- Branding and trademarking are two tools required for strategic positioning. Both are also keyed to our identity – who are we as an institution, what do we stand for, what matters to us. For instance, when visiting villages in Africa, one can always tell when a guesthouse is Catholic. Global NGO's want to and expect to see a consistent identity and capacity across the organisations they fund. Everyone knows what UNICEF is regardless of the country. They also know that UNICEF will not accept funds from companies that engage in bad business practices affecting children, e.g., some baby food manufacturers. They know that UNICEF will carefully look at all of the companies' products to see if they fall into any of these categories and if they do they will not accept the funds. UNICEF has a clear, comprehensible, and impactful identity.



- Lobby for the 1773 Bill Passage
- Create a national youth council
- Work to share power with job corps youth to move beyond tokenism training in job corporation
- To mobilise and ratify UN Human Rights of the Child
- Identify & develop an international CYD team (like amnesty int.) with training review; information on policy opportunities & gaps

Intergenerational community development is main stream

Members:

Kristen and Jennifer: To incorporate community development more in the CYD movement and to make a stronger connection with community developers and youth.

Actions:

Having youth attend International Community Development conference; Have more interaction between CYD stream and Sustainable Community Development stream

Intergenerational networking and exchange

Theme:

Global awareness through celebration and reflection

Goals:

- Media exposure
- Education (Cultural tour chain)
- Local and international exchanges
- Ratification of the Rights of the Child

- Universal organisations on volunteers

Actions:

- UN youth forum
- CYD journal emphasis on youth era
- International CYD awards and articles, form international body
- Teleconference
- CYD guide team to be internationalise
- Choose regional reps to international conference
- Speak to Ford re: CYD and free movement
- Mobilise American Friends Service policy committee re: free movement
- Seek media attention for Nigeria presence
- Connect Philippines (local and philanthropy)
- NNY connecting w/Egyptian NGO's and national NGO networks to share success stories & strategies to engage govt. & youth people and explore possible networks connecting. Exchange info by Oct. 10, Connect via e-mail and possible attendance at Symposium 2001

Implementing CYD in Education

Theme/Ideas:

- Raise awareness of CYD
- To connect the classroom ideas with what is being implemented in CYD
- Declaration of the Human Rights of the Child curriculum
- Join with service learning movement

- Students on board of education

Goals:

- Global youth council
- Clearing house of curriculum, models and tools (CYD)
- Local caucus established in communities
- Youth facilitators help empower youth to run w/ideas
- Youth educate the community/community change training
- Training curriculum that is promoted and dispersed through many ways and gives specific skills and topics

Other

Members:

National 4-H council and Baltimore Full Partners

Theme:

Youth-led service learning through community change.

Actions:

Discussion of possible partnership with Council and Baltimore Full Partners around youth-adult partnerships in community change.

Timeline:

August – Discussion & partnership
September 2000 – Project activities
August 2001? – Facilitation and youth adult partnership training, community visioning and community mapping.

Addressing race & ethnicity in the CYD movement

- Ethnicity
- Address social justice and racism
- Including Youth in discussions & action planning around equality & discrimination
- Need to keep issues or racism on the table
- Address white privilege

CYD as a tool for social justice

- Social justice, maintain \$\$
- Diversity- age, ethnicity, educational, social
- Social Justice: Admit past mistakes, equity, realistic, honesty, independence, spirituality/religion.
- The challenge of looking at issues of power- race, class, culture, gender- within the CYD movement
- Combating social injustice
- Cross Cultural Awareness: Race, gender, sexual orientation, geography, religion, ect, ect., ect.,
- Respect for cultural diversity: Understanding, role-playing, story telling, globalisation, interaction, education, other cultures, people's differences.

Specific Action groups and Plans

Shared power for social justice

Members:

Hani, Jennifer, Elfie, Keri, J'Lein, Sando, LJ, Nicole, Linda, Danah, Ketzia.

Theme:

CYD embraces the political nature of the work (social justice and community change)

Actions:

- ICA conference 2004 is a forum that focuses on issues of social justice as the central theme.
- ICA creates strategic plan to address race, social justice and power.
- Create ways to connect to curriculum & international models of addressing issues of power
- When creating tools, include tools & ways to address issues of power
- Have youth on staff
- Networking around the globe (pen pals, exchanges to explore issues of power)
- Impacting organisational change

Ongoing capacity building for CYD

Members:

ICA-John Oyler, NNY, Brandies University, Innovation Centre, CYAR-Usha

Theme:

To find 10 U.S and 10 international organisations that are willing to work together to track the progress of CYD movement in 5 communities in a common format.

Description of work & activities:

Publicise, develop design & action plan for research, collect information and have the collection of information available

Recommended resources for the ongoing capacity building of CYD communities:

Usha (centre for youth as resources), Naonei Rue (W.I.C.S.), Jerry Garcia (Mi Casa), Leif Oder (ICA rite of passage), John Oyler (ICA Phoenix), Bill Staples (ICA Canada), Linda Hamilton-Richland CA, Betsy Fox (building assets in youth-Boulder, CO), Brenna Shankman (National Network for youth), David Phelar (The community forum).

Complete chart:

- Curriculum/tool kit
- Organisation
- Unique, specific application/purpose
- Availability
- Is the CYD domain reserved?
- Website links

Others:

Organisational commitment, dissemination strategies, feedback strategies

Involving youth in policy at all levels

Members:

Phil, Sally, Ashley, Amelia, David, Juan, Jerry, Rodney, Beth.

Theme:

Young people share power to effect policy outcomes that reflect the value of youth people as full community members.

Action plans:

- Mobilise around and review the younger America's act to include CYD elements

Group 9

- Sharing resources between generations
- Breaking barriers- Diversity, questioning, taking risks, new leadership, putting yourself there
- Knowledge development and understanding at all levels
- Connecting, communicating and respecting
- Early development: advocacy, modelling, involvement and vision

Group 10

- Shared ownership and comm. wide interconnected series of actions & responsibilities
- Shared learning and vision
- Relationships based on a symbiotic trust and value
- Ideas, answers and activities are collimated through y/a partnerships; supported through outcomes and evaluations that show our real, tangible, visible social change

Group 11

- Youth must know their role in community, what can I do?
- Making sure all youth that want to be involved is involved in the development stages
- Develop a committee of representatives from youth organisation in a particular area
- Leadership skills development for youth
- Youth having real power to make a change
- Making it fun and interesting for youth

- Youth and adults and elderly planning together
- Global CYD Networking
- True and respectful diversity

Themes that Emerged from Marketplace discussions

Youth Policy Development:

- Critical need for national youth policy
- Create universal youth policy
- Influence public policy (National)
- Ensuring basic youth rights
- Globalise
- CYD language that translates globally
- Attitudes & language have a major impact on this work
- Communications- Generation gap, Acquired for solving problems, Listen as well as talk
- International Translation- Not literally translation but how to indigenise these concepts
- How do we define what social change means in CYD?
- Networking-Breaking boundaries, Continuity
- Common language! Communication and listening

Practice and Partnership:

- Training youth and adults together in facilitation & other skills
- Youth involvement in developing projects- Money, interest, power, training, representation
- Partnership with youth and adults-Exchanging experiences, equality, openness, understanding, co-

operation, integration, harmony

- Implementation of partnerships between youth & adults

Training:

- Key ingredients for empowering youth & adults
- Adults helping youth hopelessness & vice versa

Adult development:

- Focus on adults as well as youth, 2-way street & parents
- More about community; don't segmentise

Research for results:

- Lessons learned, finding financial, technical and human resources
- Accountability, evaluation & demonstrating effectiveness

Research:

- How do we really know what we do works or doesn't work?
- Lack of research

Implementation CYD in education system:

- Education
- Youth voice with in school system
- Youth in power in school system

Philosophy & practice of CYD

- Positive movement
- How do you sustain engagement?
- The base premise of CYD needs to be strengthened
- Youth as critical resource for community development
- Willing to think out of the box

The Millennium Connection Conference

Report - Community Youth Development (CYD) Stream Highlights

Key Elements of CYD Movement

Group 1

- Positive Communication, eliminating the communication gaps with levels of trust
- Always keep activities motivational and fun
- Making sure that youth and adults talents, assets and different styles of communication are being respected and utilised
- Keeping an open mind to all ideas and being respectful to each other, valuing and utilising diverse people
- Continuous learning process and development to keep learning and growing and also to reflect on what is learned

Group 2

- Individuals as part of a global community
- Young people and adults partaking and understanding
- Commitment
- Open communication
- Having a cause to work for

Group 3

- Youth and adult partnerships
- Affecting policy
- Prepare youth people for inclusiveness

- Skill development, working w/skills young people bring to the table
- Empowerment of young people (adults willing to give up power)

Group 4

- Fun
- Mutual trust and valuing
- Caring relationships built
- Authentic youth voice and ownership with multi-level opportunities to contribute
- Done in context of comm.- family, culture, and space allowing for understanding own story and cultural identity.

Group 5

- Critique of white supremacy
- Education on class struggle, economics and social justice
- Youth participation
- Understand cultural identities
- Develop accountable indigenous leaders

Group 6

- Getting to know the comfortable myth self
- Being open, not stuck on polarity, rebuking judgement (right vs. wrong)
- Making each generation define itself, adults expect to step back when youth step up

- Redefining wisdom and agelessness
- Creating and nurturing meaningful roles w/youth and adults; no tokenism or cloning

Group 7

- Appreciation of the role of young people can play in community developments
- Identifying new areas in which CYD can impact the layers of society
- Sharing of power between youth and adults
- Breaking into new areas where youth have not traditionally being involved
- Building confidence and trust in CYD partnerships

Group 8

- You need to be valued for who you are not who you can be
- Youth adult partnerships that are sustainable after a long period of time
- Both sides providing insight, education and support
- Ensure young people know they are valued
- Healthy communities are necessary for healthy youth
- Personality develops within the context of tribal dynamics

The Network Exchange



September 2000

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The Institute of Cultural Affairs International

ICA Events from around the world

Where	Event	When	Reference
Toronto	IAF 2000	April 27 – 30, 2000	ICA Canada
Denver	The Millennium Connection	July 30 – August 5, 2000	ICAI & ICA USA
Denver	ICAI Board Meeting	August 6, 2000	ICAI
Denver	ICA Latin America Meeting	August, 2000	ICA Venezuela
Denver	ICA Europe Interchange	August, 2000	ICA Spain
Stockholm	IAF – Europe/Africa	October 27 – 29, 2000	ICAI
Spain	ICA Europe Interchange	October, 2001	ICA Spain

The Network Exchange

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MEMBER'S PROFILE:

BEVERLY GAZARIAN, ICA BELGIUM

I suppose if I think about how I've come to be involved with the ICA for so long (30 years), I think I would have to say that started with the fact that my parents were immigrants to the United States. And that I grew up with the tales of hardship that visited our family on their journey to the United States.

I was born in San Francisco, California, United States in 1946. It was just 6 months after I graduated from the University of California Berkeley in 1968 that I heard about the Institute from Dick and Linda Alton. I then began to take the various courses that the Institute had to offer. When I heard of the Institute's vision of care for the world from the global to the very local, I said I'd like to be a part of this. Then I went to The Global Academy. There we were taught the Institute's teaching methods. We took all the courses that the Institute developed over the years. We learned about the Institute's idea's concerning community development as well as living in community which allowed us to do so much of the early work that we did.

After the Academy I decided to officially join the Institute. I moved into the ICA House in San Francisco in September of 1970. After one year I went from San Francisco to our office in Chicago. I lived in both our communities in Fifth City and in Uptown. In 1973 I was assigned to our office in Apia, Western Samoa in the

South Pacific. There the ICA staff used its teaching skills at the Methodist High School. I taught English. I thought it would be easier because I was an English speaker. Little did I know how difficult it is to teach. But our curriculum building methods and facilitation methods held me in good stead. I learned an awful lot of things during the three years I was in Western Samoa.

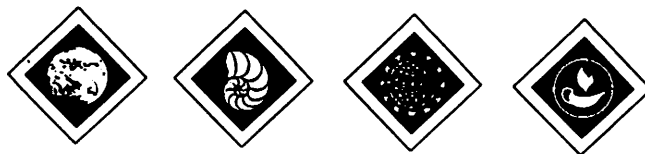
In 1975 I went from Western Samoa to our Uptown office in Chicago. In 1976 I was in North Carolina where we went from county to county doing a 1-day strategic planning called Town Meeting in honour of the United States Bicentennial. In 1977 I went back to Chicago for five years. (I have had all the snow and blizzards I will ever want) There I worked in our preschool taking care of toddlers for one year and infants for another. That was definitely a learning experience. Then I worked in our in-house print shop and learned the art of typesetting before the days of computerised desktop publishing.

In 1982 I went to work with Kay Hayes and Elaine and Nelson Stover in New Skills Training of the ICA India staff. I lived in Bombay, Nagpur and Pune. Kay and Phil Townley were trying to help us find a facility, which we finally found in Pune. Working in India was an awesome experience. The work of the ICA and the many other NGO's in India give hope to all those with eyes to see. So many

times Indian people would ask me "How do you like India?" They would either expect me to say I like it or didn't like it. But I could always say with honesty that there were many things to like and many things that needed improvement. Then during the last 3-4 months of my stay in India in 1984, I was helping get ready the Global Conference in New Delhi. It was exciting to see NGO's from all over the world "sharing approaches that work". It makes you realise that you are a part of an organisation that is global.

For the last 15 years I have working with the ICA Belgium. For the last 8 of those years I have been working to rent rooms in our building to students who come to Belgium for 1-6 months sometimes a year as well as to bed and breakfast guests who come to Belgium for just a few days. We have people from many different NGO's who use our facility when they are in Brussels. It an honour and a privilege to meet people who also have a vision of making the world a better place for us all. When I tell the students who live in our house that I have worked with the ICA for 30 years, their eyes get big and their mouths hang open. I couldn't imagine doing anything else except being part of this organisation that still has the vision of making the world a better place to live.





THE UNSEEN HANDS IN AFRICA'S FOREST

By Lambert Okrah, ICA Ghana

The rate of forest loss became alarming during the second half of the 20th Century. The last decade in particular saw the world making frantic efforts to do something about forest loss. Unfortunately, the more the global community talked about it the more it seems we are fighting a losing battle.

The United Nations had been the lead body in the international scene to galvanise the energies of governments to respond to the task that has become daunting. However, the evidence we have available today reveals the lack of commitment by governments to tackle the issues. Or is it lack of ability?

The Tropical Rainforest of Africa has seen high degree of loss impacting heavily on animal life as a result of the loss of their habitat. Some attempts are being made to address the issue hence the African Regional workshop on the underlying causes of deforestation and forest degradation. This workshop that took place in October 1998 was to serve as a regional input into UN forest policy dialogue under the auspices of Intergovernmental Forum on Forests.

This workshop unlike many others focused on the underlying / indirect causes of forest loss which have escaped public scrutiny for a very long time.

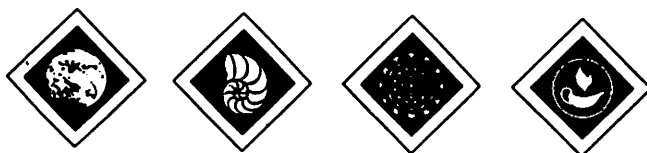
The workshop, which was organised and hosted by ICA-Ghana, came out with the following recommendations as the strategy to be implemented to address indirect causes of forest loss and forest degradation.

1. Engaging in family planning activities
2. Ensuring equitable distribution of resources
3. Providing adequate distribution of resources for forest activities
4. Educating public on forest value
5. Ensuring participation of stakeholders in forest management
6. Promoting good religious, cultural and forest practices
7. Providing an enabling policy framework
8. Alleviating poverty
9. Negotiating for fair trade
10. Reforming economic policies
11. Review of structural adjustment programmes
12. Increasing product value
13. Ensuring environmental standards
14. Promoting sustainable development projects
15. Assessment of forest resources



Without taking cognisance of the above, all attempts at redressing the forest crisis will continue to be a mirage.

Note: ICA-Ghana has published the proceedings of the workshop and is available on request – icagh@ghana.com



trans-national companies. After TEXACO pulled out of Ecuador, allegedly leaving an environment poisoned by arsenic and other waste, Ecological Action sought damages, and even though their case was dismissed, the Federal Court of Appeal is reviewing it. At other times, individuals cause greater misery than multinationals and there is no redress. Corrupt financiers have allegedly rigged the copper and silver markets; when prices collapse the small communities where those metals face ruin. Even UN agencies can be a threat to the people. In countries where the workplace provided something like a welfare state, the system is being forcibly dismantled by the International Monetary Fund and there is no safety net.

Can Civil Society help? Perhaps the people in greatest need are the very ones who find it hardest to make a difference. How can a single parent, perhaps working all the hours there are, find time to participate in community action? Sometimes they do, and the Grameen Bank is probably the best-known example, but the dice are obviously loaded. In the UK, it has shown that Neighbourhood Watch can do well in some areas, less well when people feel threatened that they retreat into their homes.

So what has this to do with friends? One area of involvement might be the United Nations Association. The idea of Global Governance has been promoted, along with pressure for reform of the UN. The second is mediation, and the title above is taken from *The War Next Door*, a Study of Second-Track Intervention during the war in Ex-Yugoslavia by Judith Large (17 April). She and the other Friends mentioned or quoted have impressive records of dedication to

conflict resolution. The book demonstrates again the variety of interpretations of Civil Society, now part of the implementation of the Dayton Agreement. The question is to what extent outsiders can play a part in the complex interaction of factions, warlords, international agencies and voluntary networks. First track official diplomacy is increasingly interwoven with second track community building and violence reduction, and local activists have become fully fledged professionals in their own NGO's. Development assistance is defined as 'quintessentially political', since donor governments have long term diplomatic goals as well as the short term one of alleviating suffering.

Another book, *Beyond Prince and Merchant*, deals with the whole subject of Civil Society and also has a chapter on the Balkans. It highlights the danger of starting specific projects, which need long term funding but have to be abandoned when donor fatigue sets in. Some seem to have started with almost impossible objectives: in Northern Albania one 'introduced tolerance training to address blood feuds'.

When the media are a near state monopoly an alternative voice is crucial. What can outsiders do then? In Belgrade, the state media have broadcast practically nothing about civilian casualties and the nature of operations in Kosovo, using headlines like 'Terrorist hideout destroyed'. Incredibly, some independents such as Radio B92 have survived; then news programmes convey all the facts, probably the reason why the response to army and police reserve call up notices has been dismal. Better to support B92 than make efforts to broadcast from outside which seemed paternalistic

and did nothing for reporters who stayed to face the dangers and daily struggles made infinitely worse sanctions. Better perhaps to exert pressure to end embargoes that inflame nationalism and make life easy for racketeers.

Governments all have a view on Civil Society, and Jeremy Seabrook, writing in *NEW INTERNATIONALIST* in November 1997, asks whether there is a hidden purpose behind its 'discovery' by the World Bank, the IMF and United Nations Agencies. 'It would be more convincing if it did not coincide with a global programme of privatisation and cuts in government spending on nutrition, health and education. The notion that monstrous social injustice, extravagant and unaccountable concentration of powers and wealth, enclosure of the global commons and increasing pressure on the poor, can all be resolved by a reduced role for governments, enhanced inputs from the private sector, and good will, is either disingenuous or dishonest'.

We may have to wait for the year 2000 to know what our government really feels. In the centre of the Dome will be a piazza (Guardian, 15 February). Four times a day, a show will be staged called Time to Make a Difference, 'intended to show people that the new millennium is an opportunity for positive change through participation'.

Janet Pascoe is a member of Westminster Monthly Meeting

The War Next Door
By Judith Large 12.95
From Hawthorn Press

Beyond Prince and Merchant:
Citizen Participation and the Rise of Civil Society 21.96



ICA CROATIA

There was very little activity in the ICA-Croatia after Susan Fertig-Dykes had left the country even when the local ICA still existed. Both Drazen and Zlata were busy trying to survive the difficult times after the war and they had neither the time nor the resources to continue. The regulations governing NGO's were very complicated and required a lot of time and energy to collect all the necessary documents and 10 people to re-register a non-profit organisation. The overall climate in which such organisations had to function was not very friendly, it was difficult to find committed individuals and the country was a large waiting room for better times.

In the meantime, I stopped working as a teacher and became self-employed as a translator and interpreter. After twenty years of teaching, the change occurred at the right moment (not that I had not planned it). Things have suddenly and finally become more promising in many ways. I decided it was the right time to offer ICA courses again.

After some negotiations and a lot of personal marketing, I organised a demonstration course at the Open University in Zagreb with 12 participants from different organisations and institutions. It was a careful selection of people who I thought would spread the information about the course. There were people from two different ministries, from the Zagreb University, the Employment Agency, a Trade Union, the Open University, the USAID and AED offices and business. Their reactions were very positive and the result is an offer for an in-house GFM course for the Ministry of European Integration and for regular GFM courses at the Open University. These will all be held in the Croatian language.

I successfully did Simon's "Paper Tiger" exercise and would like to thank him for his friendly support and instructions! Thank you, Simon.

I am sure there will be more news from Croatia in the times to come. Until then, I hope I shall be able to encourage people to go to Denver. Including myself!

Zlata Pavic

Participation is a state of mind

By Janet Pascoe

The concept of Civil Society is not new and could be traced back to a time when significant numbers did not participate, because they were slaves. How valid is it today? Definitions range from people's power, third sector or social capital to civic virtue. Examples include an Assembly of the People's Plan for the twenty-first century in Nepal, the peasants' revolt in Chiapas, farmers' protests in India, recent changes in Iran and the Conference on Women in Beijing.

What is new is the speed of change in the interplay between global economies and national governments. On the one hand the latter is undermined by the former and by the rules of international

bodies such as the Organisation for Economic Co-operation and Development and its Multilateral Agreement on Investment. On the other, state power is enhanced when it abuses the media to foster nationalism, racism or religious intolerance, as in Rwanda.

In Somalia, government collapsed. In Uttar Pradesh, election candidates were considered so corrupt that two civil organisations issued lists of those with criminal links. In the US there is a frontiersman resentment of "big government" and here some politicians seem to advocate a diminished role for themselves by promoting deregulation, lower taxes and regionalism. But decentralisation

of power to mayors, assemblies and development agencies, all with limited functions, can mean a concentration of power for a few politicians and their advisers. Referendums are said to give power to the people, but they may crush minorities and nobody can be held accountable when things go wrong. Hypothecated taxes sound good, but it is unclear how unpopular sections such as social housing or support for asylum seekers will be funded.

Sometimes civil organisations or NGOs try to take on government, but Shelter points out that the work it does will never achieve its real objective without changes that only parliament can make. Sometimes they take on



- Course on Dialogue through China Productivity Centre;
- Participated with the Foundation for Community Encouragement in creating the programme "Community Building in Organisations, globalising the process for use in organisations. Also provided consultative services for Community Building Workshops in Malaysia.

PROMOTING SOCIAL RESPONSIBILITY

ICA continues involvement in societal care through support of local foundations and institutions by facilitating planning and implementation and providing leadership training.

- Organised **Leadership in Disaster Intervention** training programmes for 75 professionals following the 921-earthquake disaster, bringing in highly regarded experts from overseas. Activities following the seminars include facilitation training focused on direct work in the zone, review and debriefing sessions in Nantou County and Taichung, materials translation, and support services for practitioners;
- Collaboration with the Department of Tourism on documentation on ICA's 7 years of sponsoring Eco-Cultural Tours. Participation on the Eco-Cultural Development Association Executive Board and presentation of SKAL Association in Taiwan on the history here;
- Presentations on Difficulties in Decision-Making and Leadership in Community Service to the Kaohsiung American Chamber of Commerce and Rotary Club respectively;
- Provided task force implementation leadership for strategic planning for the Taipei American School.

EDGE RESEARCH

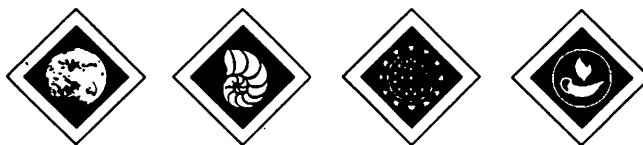
- **Publication of *Trends*:** A monthly reflective newsletter bringing to our readers significant current writings in the field of personal and organisational transformation;
- **Global Impact:** ICA participated in and provided leadership for: Long-term planning and staff training for ICA Japan; Global Women's Day, Taipei; Foundation For Community Encouragement Conference, USA; Hosted International Vice President of International Association of Facilitators and co-ordinated 2 seminars; Facilitation training for Mississippi State Dept. of Health, USA; Ongoing input for the ICAI Millennium Conference 2000; William Wen-Por Wang of Taiwan, is the treasurer of ICA's International Board of Directors and attends annual meetings in Brussels;
- Sponsoring Masters Degree Research Project of Stefan Mol, University of Amsterdam, on **Multicultural Effectiveness**.

TRANSFER OF ICA TECHNOLOGIES TO LOCAL ENTITIES

- **Associates:** An increasing number of ICA Associates are local Organisational Transformation practitioners working both in Taiwan and China. Alliances are being formed with local training organisations for delivery of ICA technologies. New course materials are being developed and translated into Mandarin to increase Taiwan's accessibility to new ICA methods.

ANTICIPATED INTENT FOCUS FOR 2000

- Promoting and supporting demonstration companies who are moving toward more "respectful" entrepreneurial working cultures;
- Individual coaching and mentoring of organisational leaders;
- Always and still focusing on the people factor in development, relative to both productivity and caring;
- Supporting a world-view that assumes that all of life is interconnected as a basis for building community;
- Providing methods and processes for reduction of personal stress;
- Dialogue toward co-operation and partnering for organisational effectiveness;
- Choosing factors for positively influencing one's own health, family, organisation, society and the world;
- As always, ICA searches out societal contradictions, choosing the ones where we can make the most impact, letting that shape our focus.



Member's Profile, Sophie Donde – ICA Kenya

Sophia as named by my parents comes from Nyanza Province, Kisumu District, and East Seme Location in the Western Region of Kenya. I went to school at Lirhandu Girls' High School where I completed my O'level education.

Immediately I was taken as a casual worker with the Oil Company in Nakuru. At this place I was working in the packing department where I used to pack the oil in the cartons and ensuring they are ready for transportation.

I knew ICA through one of the staff who happened to encourage me to apply. Lucky enough I was able to be interviewed and passed the interview tremendously. I trained the villagers on health and leadership training. At the same time I was still getting to learn more about ICA. After almost one year I was transferred to a coast province where I worked on a programme called Women Income Generation (WIG) for a period of two years.

Later, I got another transfer to Nairobi Office. While in this office I was assigned to Urban Health Programme. I was training community health workers in six slums of Nairobi. During this period I was able to work as a grant monitor of Machakos and Coast programmes. This was a part-time job where we could do internal evaluation for the programmes and training staff on monitoring and how programme could achieve the goals. At the same time I started the most challenging job in the Urban. In 1990, I was appointed the programme Co-ordinator of the Urban Programme of which I was in charge and ensuring that all

planned events are implemented based on the objectives.

Well, through ICA, I have a wide experience in working in both urban and rural set-ups in development. Can you believe that through this experience I have been able to change a single health programme in the urban to an integrated health programme with components like income generation, project development, Aids / HIV, leadership, business management and credit. I have developed curricula for all these programmes and now we have a proper strategy that we have developed with the Community Health Workers and the poor.

As I continued working in the slums, I did not hesitate to build my professionalism on community development. I furthered my education and now I am holding my Diploma in Community Development from Daystar University - Nairobi. The thing that motivated me to join the University is most people could ask me whether I am a nurse while I was facilitating a health programme. Others thought that I was a social worker. I used to think about it and I realised that I should have something to prove that I am as qualified as they thought. During this time I was able to learn administration, community development, management and we carried different studies in both urban and rural and many other.

The challenges I always have are why do we have splendid buildings for papers, machines and equipment while the human beings are suffering in the slums with filthy environments. Secondly, shall we one day win the issue of

garbage in the slums of Nairobi yet the issue has already spread in the city centre. I am always left in the darkness when I see our log reading concerned with human factor. Other challenges based on what I do in the urban are the issues like sustainability in the urban slums in relation to eviction. The issue of Aids/HIV is another national issue that we are still struggling with. The child labour and what role it plays in income generation yet they should be in school. The environmental issues that are neglected by the society are another problem and finally the civic education that at times are blocked not to reach the people.

Academically, I still hope to get my degree in Community Development and be able to share my experiences in working in urban slums and make it a better place to live.

Lastly, I would like to mention that I have played a role in the ICA management, representing ICA in different national meetings. Helped in decisions making as one of the management members of which I am the secretary. Currently, I participate in internal monitoring and evaluation of all ICA programmes. I have also trained ICA management and the administration staff on gender development. I have also helped different programme in curricula development. Sometimes back I also helped the donor for Lake Basin Authority in Kenya to do an evaluation on Socio and cultural aspect of Community water points in Nyanza province of Kenya.

ICA Events from around the world

Where	Event	When	Reference
Brussels	ICAI Executive Committee Meeting	March 22 – 24 , 2000	ICAI
Toronto	IAF 2000	April 27 – 30, 2000	ICA Canada
Denver	The Millennium Connection	July 30 – August 5, 2000	ICAI & ICA USA
Denver	ICAI Board Meeting	August 6, 2000	ICAI
Denver	ICA Latin America Meeting	August, 2000	ICA Venezuela
Denver	ICA Europe Interchange	August, 2000	ICA Spain
Stockholm	IAF – Europe/Africa	October 27 – 29, 2000	ICAI
Spain	ICA Europe Interchange	October, 2001	ICA Spain

The Network Exchange

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The Network Exchange



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 SH ✓

April 2000

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Stream Reports on the Millennium Connection

Arts for Community Transformation - Bill Grow: icacolquitt@igc.apc.org

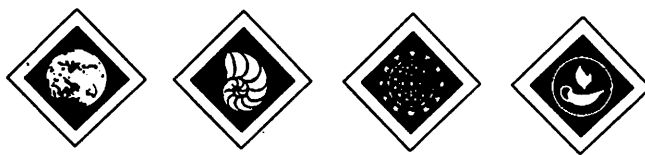
Three leading arts funders, the Lila Wallace-Reader's Digest Fund, the National Endowment for the Arts and the MacArthur Foundation, are sending representatives to participate in the conference. Over 40 have registered for the ACT Stream including an Australian muralist who has offered to guide us in the creation of a progressive mural of indigenous cultures as his contribution to the conference. The Denver Scientific & Cultural Facilities District Tier III is paying the registrations of 10 local artists. Wednesday site visits include four neighbourhood projects based on photography, murals, storytelling and poetry.

Spirituality in Organisations - David McCleskey: ourstory7@aol.com

This stream is forming partners at a great rate. The response to the Winter issue of Initiatives has been very favourable. Currently 62 people are either registered or verbally confirmed in the stream. 35% of these are from countries outside the USA such as India, Australia, Brazil, Dubai, Malaysia, Canada, Hong Kong and Mexico. 18 are from businesses and corporations, 14 are consultants to a wide range of organisations with others from education, not-for-profits, health care, religious groups, Native America, government agencies and youth. Our work is to produce 8 to 12 templates or approaches to making our organisations spiritually alive and responsive work places plus action plans to apply these templates in specific situations.

The Art and Practice of Participation - Marilyn Oyler: icaphoenix@igc.apc.org

The Art and Practice of Participation Stream met with representatives of all of our stream partners, The International Association of Facilitators, Dannemiller Tyson Associates, The International Association of Public Participation, and the ToP Trainers Network in January to create the flow of our days together. We are each planning portions of the time with a focus on a Panel of Possibilities and a session where we can use technology to interchange our learnings. We will gather again on March 20-21 in Denver to continue the process of designing our stream time and arranging site visits. One of our partners, The Associates in Rural Development in the Philippines has indicated that they will not be able to participate due to a budget cut.



Sustainable Community Development - Jim Weigel: icaphoenix@igc.apc.org

The Sustainable Community Development stream co-ordinators are busy getting delegations organised in North Carolina, Cincinnati, Indianapolis and elsewhere. Thirty-one participants had registered for our stream on 31 January 2000, including representatives from Heifer Project International, Urban Strategic Coalition, Kenya Ecumenical Church Loan Foundation and ICA Venezuela. We are in the process of stepping up our recruitment drive for international participation and are currently expecting registrations from India, Nepal, Kenya, Ghana, Tanzania, Uganda and Egypt. We envisage that participants in our stream will work together to build a model for sustainable community development, will talk together about where the community sustainability movement is at, and will form local, national and international partnerships. We have site visits planned at Ecocycle (how non-profits can make money from recycling), the National Renewable Energy Laboratory, and Zeroscape (demonstrations of different methods for gardening with very little water).

Community Youth Development - John Oyler: icaphoenix@igc.apc.org

The Community Youth Development stream has been collecting an exciting network of participants over the past month. The Points of Light Foundation and El Puente of Brooklyn have both expressed interest in coming on as partners. Visits with CityKids, Do Something, Youth as Resources and KIND in New York and D.C. focused on creating youth/adult delegations to attend. And our current partners have kept a vigorous pace of recruitment within their own networks. We can look forward to an attendance of more than the anticipated 100, with connections to a diversity of effective community youth development projects worldwide.

Philanthropy for Social Innovation - Dick Alton: icai@linkline.be

Partner Update; the last two months have been a whirlwind of visits to potential long-term partners throughout the States. We had serious face to face conversations and built strategies to ensure Conference global participation with the Ford Foundation, the Kellogg Foundation, the Asia Foundation, The Kauffman Foundation, The World Bank, the InterAmerican Foundation, the MacArthur Foundation, the Piton Foundation, the South Arizona Foundation, the Arizona Community Foundation, the Chicago Tribune Foundation, Civicus and UNDP. The highlight was the Kellogg foundations decision to mail out the brochure to 50 people across Latin America who have been awarded grants as young future philanthropist. Plans and Products: Have lined up two, possible three pre-conference training programs: Jerr Boschee, The Institute for Social Entrepreneurs and Ken Phillips, NGO Futures, former Chairman of Interaction and Save the Children, On the Keys to Fund Raising. Funding: Raised 5,000USD in Minnesota and found funding for youth in Chicago and Kansas City. Challenges: Have Habitat for Humanities allowing us to help build a house on Wednesday as part of making service a key part of stream, but need two or three more.

Wholistic Lifelong Learning - Paula Otto & Amara Gilbert: icachicago@igc.apc.org

Wholistic Lifelong Learning is working on a matrix of comprehensiveness for transformative learning. We are working on a Participant Interchange Committee and have an organising meeting set for Feb. 29. What is a dynamic self-organising approach to learning. Eagle Rock School in Colorado is a confirmed partner, which will also be a site visit. SW Georgia Regional Library is deliberating partnership for the statewide programme. Nan Grow is working in this network. We have 2 sub groups working Day Camp and Participant Interchange. We have identified 3 products: A database of programme and projects of transformative learning. A document of Challenges and "Transformative Factors" in Learning.



Millennium Connection Reports

In February of 2000, the ICAI Secretariat requested each ICA to submit a report on their work to promote the conference. Following are two of those reports:

ICA MENA

Progress to date 21 March 2000

Networking

Three hour workshops on streams 1,2,3,4 and 7 have been scheduled in Cairo to achieve the following objectives: Share significant work in Egypt in the stream arena; begin dialogue among the participants; get information on other innovative work and get contact data; begin to create participant selection criteria for conference.

The first workshop on the Wholistic Lifelong Education stream was held on 12 March with 9 participants representing 8 organisations. The results were an initial list of trends in education in Egypt, a profile of educational projects in each of the organisations attending, the beginning of a matrix of innovative educational projects in the country and the agreement to meet again on 18 April to look at keys to project success and criteria for presentation to conference and selection criteria for conference scholarship. Every one present learned about a new programme and was very pleased with the networking opportunity.

The next 4 stream workshops are scheduled between the end of March and first week in April. We have sent invitations to the workshops to over 150 people or organisations and they are recommending the workshops to several other people.

Regional co-ordination

Palestine:

Abdel Karim Ashour, Director of the Gaza Branch of the Palestinian Agricultural Relief Committee (PARC), is co-ordinating the participation from Palestine. PARC is the largest NGO in Palestine and is actively involved in the 74-member Palestinian NGO network. He is scheduling sectoral meetings in Gaza and the West Bank.

Tunisia:

Maamri Akremi, Executive Director of the Tunisian Foundation for Community Development (FIDC), will co-ordinate participation from Tunisia. The organisation supports 16 recently formed NGOs in the arenas of participation, sustainable development and micro finance.

Jordan:

The Arab Arts Project based in Cairo is an organisation that seeks to expand the space for creative expression in the Arab world and to promote the creative process as a model for social change. They work in Egypt, Lebanon, Jordan, Syria, Palestine, Tunisia, Morocco and Bahrain. They will be holding a ten-day international festival in Jordan from 26 March – 5 April. Kristina (Kiki) Davies from Cairo (former Cultural Project Officer for Ford Foundation) will be promoting the conference at that meeting and hopefully will be able to access funding for participants since the conference type of networking is one of the key strategies of the project. Kiki is also the key promoter of the Arts stream meeting in Cairo.



Funding

The **Ford Foundation** has accessed a grant through their local funds to support the ICA MENA conference initiative. The main interest of the Ford Foundation in giving the grant is to open up an ongoing discussion to promote philanthropic initiatives in Egypt while bringing key actors together around a defined set of tasks and to work toward effective Egyptian participation in international forums on development. The grant covers the costs of 6 local workshops to get active participation in the streams and the co-ordination of participation from three countries in the region, and a research study paper on philanthropic practices in Egypt. There are also ten conference scholarships for which we have to determine the award criteria. Our image is one each for three different countries in the region, one for each local stream workshop held in Egypt and two for ICA staff.

USAID Democracy and Civil Society

There are large grants (\$3 million) given to two sub contractors in Egypt to support international interchange in the arena of civil society. Meetings have been held with the heads of the two organisations as well as the project officer at USAID. In theory there will be no problem for Egyptian organisations to request the grants. They either have to have a USAID grant or be Egyptian registered, which unfortunately leaves ICA out. After the local workshops when I see how organisations are willing to work in the networking process I will connect the organisations to the USAID programme. The organisations have to make their own request. This could potentially solve funding problems from Egypt. I recommend other countries contact the USAID Democracy and Civil Society project officer in their country.

ICA GHANA

So far, the following have confirmed their participation:

1. Yaw Frimpong Addo (National Democratic Institute) – stream 6
2. Steve Kuada (Board member, ICA Ghana)
3. Dr. Yentumi (UNDP)
4. Amnesty International / The coalition of NGOs in Ghana has nominated the following:
 - Mr. John Oduro-Poku – stream 1
 - Mr. Richard Korang – stream 2
 - Mr. Robert Nelson – stream 3
 - Mr. Samuel Dumashie – stream 4
 - Mr. Emmanuel Abdulai Asiatewen – stream 5
 - Mr. Kwaku Awuah – stream 6
 - Mr. Isaac Boahene – stream 7

Considering:

1. John D. Asiedu (The African Centre for Human Development)
2. Hon. Fwa Blay
3. Paul van Hoof (SNV)



**THE MILLENNIUM
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- Philanthropy for Social Innovation
- Spirituality in Organizations
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- Arts for Community Transformation

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- www.ica-usa.org — then click the conference link.
- Linda Ann Smith, Conference Administrator
Ph: 303-627-2796; Fx: 303-693-5152
Email: milconnex@igc.org



ICAI EXECUTIVE COMMITTEE NOMINATION FOR AT-LARGE POSITION 2000 – 2004

ICAI EXECUTIVE COMMITTEE

**Hala El Kholy,
ICA MENA**

I started my professional career back in college. In 1978 when I was a junior student at the American University in Cairo (AUC), majoring in Mass Communication, I approached the head of the department asking for a job in the *Caravan*, AUC's weekly publication. He asked what kind of a job I was interested in and I immediately replied, "I want to be editor-in-chief." He looked up at me musingly but then ended up by giving me the job. Later on he commented that he had no choice but to give me the job because of my determination and ambitious attitude.

Getting that job enhanced my confidence and prompted me to work even harder to achieve both my academic and professional targets. I made dean's honour roll; received merit certificates for services rendered to the student community and I maintained High GPA's qualifying me for an honorary academic scholarship. Eventually, with a double minor in political science and psychology, I received my BA in Mass Communication with high honours in February 1980.

During my final semester, with a full academic load, I began working with TIME magazine in Cairo as a reporter, translator and office administrator. The job exposed me to international media. In October 1980, I joined United Press International (UPI) Cairo Bureau as an editor/reporter.

Although I resigned from UPI in 1981 to raise a family, I maintained a keen interest in public affairs and close links with my professional colleagues. I spent two years with my family in England where my husband was on a work assignment. The experience was both enjoyable and enriching. Living in a different culture provided a cherished learning experience.

Returning to Egypt by the end of 1990, I began looking for a job. My children were older and my need to pick up from where I had left was pressing. In March 1991, I started working for the Institute of Cultural Affairs MENA (Middle East and North Africa). Hired to spear head a newly formed Media and Publications department, I culminated my first year establishing *Ru'Ya* as the first bilingual development publication in the region. *Ru'Ya* has since become a forum for the exchange of information and experiences to enhance development endeavours in the area.

From February 1992, and due to the absence of ICA's executive director, I became part of a co-ordinating team made up of the different heads of departments to run the organisation. This led to my subsequent appointment as co-executive director of the ICA MENA in February 1993. In such a position with all its challenging responsibilities, my interest and enthusiasm to explore the various roles and obligations of NGOs in the development of the region has surfaced.





PREPARATION FOR THE NEW MILLENNIUM

As part of the ICAI Executive Committee Meeting, all ICAs were asked to submit a report. Followings are two of them.

ICA TAIWAN 1999 REPORT

This year the Institute of Cultural Affairs is making 27 years of human development service to Taiwan. Our activities are built upon the on-going learnings from our experience in Taiwan and globally, especially in the Asia/Pacific Region. The focus for our practical application research and development has been on personal and organisational transformation as a healing process. We have responded to many requests for application and transferring of ICA methods and technology to local organisations and individuals. ICA's financial support continues to come from individual and private sector contributions and from our work directly with organisations, as we assist them to create a more "civil" working culture leading to a more productive environment. Our contribution to Taiwan in 1999 includes the following:

FACILITATING INDIVIDUALS AND ORGANISATIONS TOWARD WHOLENESS

Organisational Transformation

- Providing support for Taiwan not-for-profit, government and business people to become more effective in managing a rapidly changing multi-cultural environment through intensive, long term work with some 16 local and multi-national organisations in their own change process of integrating participation and community building technologies into their organisational cultures. This includes retreats for senior management teams, company-wide mission and values work, and participatory strategic planning and implementation leading to building a unique caring culture;
- Presentation and workshop with China Productivity Centre's Learning Organisation Project. ICA will continue work with participant members as they develop change agent roles in their companies.

Individual Effectiveness – facilitating individual reflection on self-conscious intentionality regarding relationships

- Holographic Repatterning – Organised 4 training courses in Taiwan; Sent 3 delegates from Taiwan to the Global HR Conference in the US; Provide the co-ordination for translation of "HR" materials into Chinese in preparation for developing local practitioners and teachers; Provided space and co-ordination of weekly support and mentoring group meetings;
- Increased focus on personal mentoring and designing analysis instruments for more effective leadership, preparing managers and supervisors for more rapid change including globalisation skills. This year the service was extended to include individual practitioners and consultants, university and health professionals;
- "10 Second Miracle" Course designed and taught in collaboration with a local counselling organisation, to enhance communication and listening skills for improved relationships;
- Reiki stress reduction training and teacher certification courses.

Technology of Participation – Regular public and in-house Group Facilitation and Strategic Planning training was held along with monthly Facilitator Forums for interaction and learning among local practitioners

Community Building

- "Oasis" Retreats focused on individual purpose, mission, relationships and well-being;
- Executive Retreats in-house with companies to deepen the level of connectedness among their managers to increase communication and co-operation;