



# The Network Exchange

## March 2001

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## Minutes of the ICAI Executive Committee Meeting Brussels, March 1-3, 2001

The meeting convened at the ICAI office centre in Brussels, Belgium. In attendance were the members of the Executive Committee: Edward Mutiso, Africa, President; Mangala Gavai, Asia, Secretary; Martin Gilbraith, Europe, Treasurer; Judy Harvie, North America, Vice-President; Gloria Santos, Latin America, Vice-President; Hala el Kholy, Middle East and North Africa, Vice-President-At Large.

The meeting was assisted by Richard Alton, Secretary General, and Fennie Chan, ICAI Administrator.

The ICAI President opened the meeting.

The Administrator presented the financial report for 2000, and the budget for 2001. These reports were approved by the officers.

Decisions and implementation of the 2000 ICAI Board of Directors Meeting were reviewed. Written reports of member ICA activities and progress report of the ICAI Secretariat for the year ending December 2000 were received and reviewed by the officers.

The General Assembly in 2002 was scheduled for August 19-23, in Brussels, Belgium. A process of the General Assembly was set out, focusing on strategic planning for the future of ICAI, global programme exchange, and self-assessment training for organisational development.

The meeting was adjourned at 5:30pm on Saturday, March 3, 2001.

***The Institute of Cultural Affairs International***

# ICAI Secretariat Report on 2000

## ICAI Executive Committee Meeting-March, 2001

This has been a great year for ICAI globally. First, we held our every four-year global conference in Denver, Colorado, in August 2000 with 650 participants from 42 countries representing over 200 organisations. To prepare for the Millennium Connection Conference trips were made to almost all ICAs as well as explored new countries. We are still pulling together the follow-up visits and reports, but many new opportunities are being born from the conference.

The original global organisation of ICA came out of our work to build a framework that would enable us to host a global conference, the International Exposition of Rural Development (IERD) in India in 1984. As in 1984, the Denver conference provided ICA with an ideal mechanism not only to enter into serious dialogue about the future, but also to build up our global face and partners.

Secondly, four of our new ICAs - Uganda, Nepal, Tanzania and Ghana - have programmes, offices, boards and staff. They have made the turn to fully functioning ICAs. All four have outstanding programmes with multiple donors. To point out some of the excitement these new ICAs are providing us: I ran into ICA Ghana twice while visiting in the States. First, the Director of the UNDP GEF/SGP programme in New York, Sally Timpson, mentioned how pleased they were that ICA Ghana helped their Ghana office do strategic planning with local communities. In visiting with Kumi Naidoo, Secretary General of Civicus,

he mentioned that he had just come from Germany where they had been working on the Civil Society Indexing Project. Part of the team was a person from ICA Ghana who is heading up the project for Ghana.

Thirdly, we have added three new people to our Global Advisory Board (GAB). Mr. Frank Bakx, Programme Manager of the Rabobank Foundation in the Netherlands, is joining us and will be very helpful in our global micro-financing work. Frank is also on the Board of ICA Netherlands. Mr. Luis Garden Acosta, Director of the El Puente Community Development Centre, Academy for Justice and Peace in Brooklyn, USA will be a welcome addition. He represents a leader of the youth movement in the States. Dr. Emad Adly, Country Director, UNDP Life / GEF-SGP in Cairo, Egypt is a long time friend of the Institute. Emad helped us with hosting the opening of the Denver Conference as well as providing leadership in the Cairo Conference.

Fourthly, we have been able to distribute the last of the third printing of the ICAI book, *Beyond Prince and Merchant* by making it available to local ICAs at the cost of \$7. With this last shipment we will be able to pay off the book loan.

### Future Work

The Conference as a global networking process needs to continual to build local and global partners. Guatemala 2004 needs to be started now

to build on the momentum of Denver. This January Dr. Piaz, Guatemala 2004 Co-ordinator, and the Guatemala Ambassador to the European Union visited the ICAI and confirmed their excitement about hosting the 2004 Conference. We already have agreement from the Inter-American Foundation, Civicus and probably UNDP to co-sponsor Guatemala. From the discussions held since Denver, I suggest we have a conference with 200 participants and that each ICA hold a tele-conference event so that 1200 people in total will participate in the Conference. The conference would be two days of dialogue with experts / outstanding projects, two days of project visitation and two days of action planning. We would use the 5-7 stream format. ICA Guatemala and the ICAI 2002 General Assembly will give the Conference form and details.

The Denver Conference team has prepared a conference manual, which documents their experience. Louise Singleton will present this in June to ICA Guatemala as a way to provide continuity between conferences. Louise has agreed to be a consultant for Guatemala. In this line of thinking, I suggest that we involve early ICA Japan as the host of the 2008 Conference, so we can build a system of on-going conference preparation. Another suggestion is that two interns, one from the ICA USA and ICA Japan come to Guatemala a year before the conference to work on the conference along with a full time paid person from ICA Guatemala.

We are just preparing a stream by stream review of the post-conference activities. But from the activities reported so far, it looks like we have doubled the number of partners. Organisations such as Kellogg, Eskom, Ford, UNDP, Inter-American Foundation and many others are showing interest in continuing a relationship. Conferencing is assisting us to provide space and opportunities for local ICAs globally.

### **Challenges**

ICAI's main function is to make sure that one of the individual ICA values is being a global organisation. This means not only that ICAI works in all parts of the world, but also, more importantly, that ICA brings the globe into local work and that our global work is locally grounded. As I look back over the last decade of our work as the ICAI, I think we have allowed ourselves to fall into the illusion that 'being global' can be assigned to a place called Brussels or an organisation called ICAI. This is reflected in way too many of our meetings (General Assembly, Board and Executive Committee) being based on the assumption that someone else will implement the proposals we design. As we all know, the worst case scenario in strategic planning is a room of people who see somebody else implementing.

Luckily, we have a whole set of ICAs who are examples of taking on global responsibility from their particular ICA. ICA Japan has spent the last 10 years working with ICAs around the world building global partnerships. ICA MENA has made it one of their focuses to work in the countries of North Africa and the Middle East.

This was reflected in their sending people from Palestine, Jordan and Tunisia to Denver. ICA UK has begun setting up the structures and the programmes to not only collaborate with other ICAs, but also to provide overseas volunteers for ICAs and other organisations. For both the ICA UK and the Netherlands, one of the defining characteristics is that one has served overseas. I am working with ICA USA as part of the Conference follow-up to help promote this global connectedness that was started with the Denver Conference. Already three of ICA USA Board members have visited ICAs in Latin America and Africa.

We need to carefully design future meetings so that we end up with implementation that is locally based. Our globality is defined by what we do locally and not through the ICAI secretariat. My suggestion for this meeting is that we review what is going on in each ICA by continent and then ask what the Executive committee member for that region can do to strengthen the ICAs on that continent.

### **Other reports**

**ICA Legality Reporting** – we have a listing of who has sent in their legal reports. We need to decide what is needed to make sure all participate.

**New ICAs** - Cameroon seems to be working on their future. Ecuador is in the process of legalisation. Dick visited South Africa to look at the possibility of an ICA. We are working to introduce ToP through the Eskom Foundation. A former ICA UK member is now working in South Africa and would like to help (see letter). Since

Denver we have also had discussions with New Zealand, Zimbabwe and Tajikistan (see letter). As a way to re-start ICA Mexico, Ruth Gilbert is travelling down to visit some of the Mexico Denver Conference organisations that have shown interest (April).

**New Programmes** - From the last 6-week trip to Africa, we have begun to look at cross continental programs in micro-finance, peace and HIV / AIDS. This May's ITOP program will focus on Youth as Facilitative Leaders.

**Internet** - from the Conference web work and the concern with better communications systems we have set up a list server just for ICAs. Hopefully, we will use this to share proposals, evaluations, announcements and learnings. ICAI is putting the Network Exchange on this list server as well as other documents.

**ECOSOC** - During the Board meeting in Denver it was suggested that we discuss with the United Nations about changing our consultative status from 2 to 1. Status 2 is special and 1 is general. During February I had two meetings with ECOSOC. First, the committee, which accepts consultative status, determines the status. To ask for a change would require us to re-submit for consultative status and that committee would again give us a status. The other thing to remember is that there are no advantages to being 1 over 2. I do not think it is worth the effort.

**Executive Committee Manual** - we have now done an initial manual that documents ICAI's legal proceedings as a background for the executive committee's work.

**Dick Alton's ICAI role –**  
Some people have asked what exactly is my role with ICAI. In reality I am still the legal holder of ICAI which in the constitution is called the administrator. I hold the signature on the accounts, work with future ICAs and make decisions on the expenditure of the Endowment Fund. I work with Fennie in

all these arenas but am trying to continually spend more time in the field. I see myself working in four areas in the following years: 1) ICA expansion and strengthening ICAs, 2) ICA philanthropy systems, 3) Guatemala 2004/Japan 2008 and 4) new cross ICAs programs such as micro-finance, peace and youth and HIV/AIDS. I have

agreed with ICA USA to work with them for three months a year to do both local and global funding. I plan to work globally as long as it is helpful.

**Dick Alton, ICAI**

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## ICA work in Luxembourg

Luxembourg is a small country with only 400,000 inhabitants, squeezed in between Germany, France and Belgium. It is now two and a half years since I moved to Luxembourg from Belgium where I had been working with ICAI.

About half of the population in Luxembourg is foreigners and many of them are English speaking, which provides a good foundation for course activities in English! Not long after I moved to Luxembourg, I met an Argentinean woman who runs a programme in adult continuing education called "The Second Degree." She does the entire marketing, course-sign-up-work, venue hunt etc. and the teachers just come and give their courses and get paid for it. For me as a newcomer in Luxembourg this was a perfect arrangement to start ICA activities on a small scale.

I have been working with ICA Belgium as a trainee on many of their courses for some years: starting with the Group Facilitation Method course and working on to Participatory Strategic Planning and The Art

of Facilitation. ICAB agreed to support me in getting starting in Luxembourg and so the first GFM was held in Luxembourg in the autumn 1999 with nine participants under the auspices of ICAB. Anna Stanley, ICAB, came and supported me during the first session and then I was left on my own... And did I learn a lot? YES I did!

This autumn a new course was designed in co-operation with ICAB. The course is called Focused Conversation and is divided into 7 sessions dealing with:

- The Institute of Cultural Affairs' basic discussion method (ORID)
- Coaching
- Open discussion
- Active listening
- Dealing with "difficult" participants in groups

The manual for the course is "The art of Focused Conversation" Ed. by R. Brian Stanfield supplemented with material from "Coaching for Performance" by John Withmore and "Facilitator's Guide to Participatory Decision-Making" by Sam Kaner.

Designing a new course was much more work than I had expected. From now on, I will continue to do the GFM course and the Focused Conversation course during the spring 2001 in Luxembourg.

I hope that these training courses can lead to some sort of consultation facilitation work with companies and organisations in Luxembourg. What happens next will have to be discussed among others with ICAI, but for now it is fine to work under ICAB but based in Luxembourg!

For comments etc.  
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**Elisabeth Wille**  
**ICAI Associate Member**



# 25<sup>th</sup> Anniversary of ICA Canada

Twenty-five years ago on 16<sup>th</sup> January ICA was incorporated in Canada as The Canadian Institute of Cultural Affairs. We celebrated our birthday with a big birthday cake with 25 candles, as we told stories of its past work and claimed promises for its future.

Twenty-five years ago, in 1976, a number of ICA people wanted to establish an organisation in Canada that they knew would make a difference. These people had between six and ten years of ICA experience under their belts. Their vision was a new form of social-change organisation based on integrating real-life experiences in the field with methods research and education. Their dream? A world where everyone would have a direct and influential voice in their communities. The programme went very well and had significant impact on communities as they charted their own future.

The Institute incorporated in Canada in 1976 and registered as “a charitable organisation” decided on a campaign that would make a substantial difference to the local communities of Canada by releasing citizen participation in their communities. ICA decided to hold one community meeting in every county in the country. That would be close to 400 meetings. The meetings, called community forums, were all-day events in which citizens brainstormed community challenges, came up with proposals to deal with them and in between celebrated their community’s greatness by

creating a song, story and symbol for the community. The campaign was called “Community Forum. This was quite an epic period in ICA Canada’s history. This was one of the songs we sang as we circuited the communities Canada (CFC).”

*Come with me we will be fire  
'cross the snow*

*Exploding the moment wherever  
we go*

*Calling forth selfhood, deciding  
to win*

*Methods and spirit are what we  
can bring*

*This is the season of cold wind  
and snow*

*Nature lies shrouded, the land  
waits to grow*

*Down the long highways the  
circuiters go*

*Drawn by the trends of the future  
that blow.*

Duncan Holmes tells the story of an evening Community Forum that did not go well but still had a significant impact. “We drove three hours through the dark winter night from Vogan in the Interlake region of Manitoba to a small rural community forum. There were 60-70 people at the meeting. After introducing ourselves, we began to be questioned by the community about who we were and who had invited us to the community. Even after explaining very carefully, questions continued

to flow. The questioners also told of initiatives that were being done in the community. We were finally told we were not needed. So we left thinking that it had blown up in our faces.

Six months later we heard from the father of one of our advisors. He had been at the meeting as the new minister for the town. He reported that after we left, someone tried to say the meeting was over. Others said “No! What is all this activity going on in our community that you talked about that we don’t know about?” The meeting continued for 2 more hours as they talked about the issues facing the community, what was being done and what needed to be done to deal with those issues. The Community Forum had happened. We were just not there to participate in its unfolding.

There are hundreds of stories and documents about this period in the ICA Canada history. Forums were held across Canada from Paradise River in Labrador to Bella Coola in British Columbia. Records of the meetings still exist. Where ICA has checked back, it has documented many initiatives that took place subsequently.

Fast forward to this second campaign planned by ICA staff in the early 1980s. Society was facing a lack of confidence in the future and a general disengagement. We figured that a campaign, which documented what positive ventures were being undertaken in local communities, would go a ways towards remedying that. Sharing

Approaches That Work was in two parts. In the first part, ICA staff and volunteers went trekking round rural communities looking for these creative ventures that could be documented. Wherever they found one, they would call the community together, lead them in a historical review of the community, glean what they had learned from their project and lead them in a workshop that projected the community into future initiatives. A steering committee selected 25 of the projects to send a representative to the International Exposition of Rural Development (IERD) in India - a meeting of representatives from 55 countries. The Canadian delegates were among the most enthusiastic of the global representatives, as they talked freely about their projects that worked.

All of this was done without any extensive financial backing on a shoestring budget.

In 1985, after the IERD, ICA began to focus on facilitating local communities and organisations and training people in the ICA methods. ICA staff had always been facilitators. Now they made "Facilitating a Culture of Participation" a main plank in their mission. Beginning in SW Ontario with facilitating victims of the farm crisis, the facilitation and training spread into North and Northwest Ontario communities, then into the Western provinces and the territories, with some work in the Maritimes. Now ICA is expanding its training in the francophone community across Canada. ICA has been training over 1000 people a year in the methods and other ICA tools, either through ICA-office

courses, sponsored courses or in-house courses. At present fifteen people are in the two-year Advanced Facilitation Training. A conference on facilitation has been held in 2000 with over 1100 people participating.

At the Annual General Meeting in 1990, where members met to talk about ICA past, present and future, the question was asked, "How did you first find out about ICA Canada?" The answer came back from many of the new people; "I had a news-stand experience." I went into a bookstore to look at the magazines and I came across Edges Magazine. I was so intrigued by it, I had to find out more about the organisation that publishes articles by people like Riane Eisler (on partnership) or Don Campbell (on music for healing) or David Peat (the physics of social change). Collaborative issues of the magazine partnered with organisations such as the Ontario Ministry of Education and the Conference Board of Canada pushed the circulation as high as 50,000. Old issues of Edges, such as the one on Electronic Democracy are amazing to look at now. Although written almost a decade ago, they forecast a world that had developed just as the issue indicated. It was an amazing publication.

In 1996, there was a demand to get our methods out into a more permanent format. We decided to publish a book. This book, *The Art of Focused Conversation*, proved to be the first of several. The Board and several other course grads were keen to get ICA's foundational

understandings out to a broader audience. In April 2000, ICA in collaboration with New Society publishers put out *The Courage to Lead* and shortly after that a journal of quotations. In 2001, yet another book, by Jo Nelson, will come out: *The Art of Focused Conversation for Schools*. Over 10,000 books have been sold globally.

In October 1999, ICA launched a for-profit organisation, ICA Associates, to focus on consultation and training. Its income will go partly in royalties to its sister organisation, ICA Canada for the use of the intellectual property. This provides a sustaining base of revenue for ICA Canada.

In the future we see the extension of our curriculum to extend participation and to build capacity in the initiatives and the skills that increase group effectiveness and consensus. We anticipate considerable use of on-line programs, electronic outreach think tanks and public dialogue forums as vehicles for effecting social change. There will be a continuation and expansion of caring for community with particular emphasis on youth (18-30). We want to see effective civil society participation in Canada. Our question as we go into the new century is: "What is it that we have to dare to do?" Whatever it may be, we want to make a difference.

**Judy Harvie, ICA Canada  
ICAI Vice-President**

# ICA events around the world

| Where             | Event                            | When                |
|-------------------|----------------------------------|---------------------|
| Accra, Ghana      | ICA Africa Continental Meeting   | November 26-30 2001 |
| Brussels, Belgium | ICAI Executive Committee Meeting | April 2002          |
| Dallas, USA       | IAF – North America Conference   | May 2002            |
| Accra, Ghana      | African ToP Training             | May 2002            |
| Brussels, Belgium | ICAI General Assembly            | August 2002         |
| Guatemala         | ICAI Global Conference           | 2004                |

## **The Network Exchange**

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

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# Trends

ICA Taiwan, 21 September 2001

## Community Conversations: An Offering

We have indeed entered the new millennium – a time when our economic, political, educational, social and welfare institutions, our patterns of life, our values and ways of relating to one another are changing, in many cases are being called into question or have collapsed. The global economic downturn, the fear of terrorism and war, the devastation brought on by typhoons Toraji and Nari, the pain and suffering that continues as a result of the 9/28 earthquake. And at the same time, incredible new possibility and opportunity is opening up.

For everyone of us, our reality has changed dramatically. Especially in the past two weeks in the wake of the horrific events of the September 11 attack on the US and the flooding and loss of life

from typhoon Nari in Taiwan, we all experience an overwhelming sense of pain, powerlessness, and anger as a result. We are grieving – lonely and afraid from our loss. This is a totally automatic, natural, and probably necessary response.

Many of us crave deep, mindful conversation about the ways we have been affected individually and collectively. Many of us are wanting to help by taking individual or collective action to relieve the suffering, and to find ways to create a more promising future.

“What do we think?”

“What do we feel?”

“What can do we do?”

Now is precisely the moment to take the opportunity and challenge, to join with those around us, move through our grief and create signs of hope. A time

to join with others in caring for each other and for our future.

We invite you to take part in **COMMUNITY CONVERSATIONS**, in your workplace, in neighbourhoods and local communities, in schools, in government agencies, in businesses, or professional, social and service organisations.

The ICA is offering to facilitate, as a public service, conversations or meetings to let the healing begin, to consider where we are and where we are going. These events can be conducted both in Mandarin and English.

*Community Conversations are urgently needed. To make arrangements, call or email the ICA at 2871-3150 or [icamail@icatw.com](mailto:icamail@icatw.com)*

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## Member's Profile: Joseph Keresi, ICA Ghana

I was born to a primary school teacher father and a baker/farmer mother some forty odd years ago in the Volta Region of Ghana. I was the first son in a family of six children – three males and three females. I had all my pre-university education in the countryside. I attended the University of Ghana in Accra for my BISC (Accounting) and MBA (Accounting & Finance) degrees.

Before joining ICA, I worked in various departments – branch, international banking, inspection, and treasury – of a big commercial bank in Ghana for several years.

My position in ICA: Ghana is Director of Administration and Finance. I am responsible for ensuring the accuracy and timeliness of all our accounting records and reports, office and general administration. I therefore work closely with the Executive Director.

I am happily married to a lovely lady and we have been blessed with some really wonderful kids. We all live together in Accra. I have several hobbies including listening to music, especially local gospel music, travelling, reading novels, visiting the sick and helping people whose needs fall within my means.

language. We also wish to stress the vital role of information and communications to promote informed debate and decision-making.

While emotions are running high, we urge restraint on the part of political leaders. To react with wisdom and long-term effect, leaders must not act in haste, unilaterally, or indiscriminately. We call for a strong commitment to human rights, international law and humanitarian concern in any actions that are taken. We should be motivated by the demand for justice, not revenge, and by the pursuit of peace, exhausting all peaceful measures so that many more innocent victims do not suffer. We feel strongly that there is no purely military solution to the kinds of acts that we saw last week. Indeed, the blunt instrument of war may further intensify a cycle of violence and attract new recruits to terror.

We do not underestimate the difficulty or the urgency of the task facing political leaders. But we are convinced that a safer world for all can only be achieved by the extension of human rights and the rule of law.

As they act to prevent such attacks in the future, we urge governments to uphold the fundamental civil liberties that underpin democratic participation. We believe that in a world afflicted by vast inequality, governments and citizens alike have a responsibility to work for sustainable development and social inclusion.

Across the whole range of non-profit activities for the public good, we encourage civil society organisations to redouble their efforts to weave anew the torn fabric of our lives. We appeal to

world leaders to protect and strengthen the institutions of civil society. We believe firmly that robust local and national communities – linked internationally and inspired by an ethos of compassion and tolerance – are our best defence against those who would sow hate and destruction. A key strength of civil society is its diversity. We, as a group of concerned organisations, encourage our colleagues in civil society across the world to give practical expression to the objectives of this statement in ways they deem most appropriate. In addition, we invite other organisations to add their endorsement to this statement.

Finally, we hope that from the pain and sorrow of recent events hope may yet rise again for the establishment of a more peaceful, just and sustainable world order.

- CIVICUS: World Alliance for Citizen Participation
- Amnesty International
- Oxfam International
- World Association of YMCAs
- World Association of Girl Guides and Girl Scouts
- OneWorld International
- Association for Progressive Communications
- World Organisation of Scout Movements
- International Association for Voluntary Efforts (IAVE)
- The Council on Foundations (USA)
- State of the World Forum (USA)
- PACT International (USA)
- MWENGO (East and Southern Africa)
- ActionAid (UK)
- Save the Children (UK)
- Catholic Institute for International Relations (UK)

- National Council for Voluntary Organisations (UK)
- Scottish Council for Voluntary Organisations
- British Overseas NGOs for Development (UK)
- Panos Institute – London
- European House (Hungary)
- Centre for Development Research (Bulgaria)
- Pakistan Association for Continuing/Adult Education – PACADE
- Center for Alternative Development Initiatives (Philippines)
- The Open Estonia Foundation
- Democracy Development Programme of South Africa
- National Centre for Citizenship (Australia)
- Volunteering New South Wales (Australia)
- The Smith Family (Australia)
- GADIS - Grupo de Analisis y Desarrollo Institucional y Social (Argentina)
- Instituto Venezolano de Estudios Sociales y Políticos (Venezuelan Institute for Social and Political Studies)
- Josep Xercavins i Valls, Ad Hoc Secretariat, Ubuntu - World Forum of Networks
- Sarah Melendez, CEO, Independent Sector (USA)
- The Institute of Cultural Affairs, International

To endorse this statement, please send an e-mail to [lauren@civicus.org](mailto:lauren@civicus.org).

For further information visit the special 'Civil Society Responds' website at <http://www.oneworld.net/csresponse>, the CIVICUS website at <http://www.civicus.org>, or contact [barry@civicus.org](mailto:barry@civicus.org).

promotions and usually in the programmes as well. Try to ensure that you have something new to promote especially if you do the conference on a yearly basis. It gives you something new to talk about with old friends.

It also tells prospective clients that you are progressive. Make certain that everyone who works the booth is well prepared in advance so that they know what is expected of them. I prepare a booth book that is accessible to everyone in the booth. The booth book contains:

- an overview of the registration system (if it is a show we've never done before)
- information on the peak hours of operation
- personnel schedules
- information on product pricing

- information on how the components were shipped to the show
- who the show contacts are
- how to ship the stuff back to the office
- what our overall aims and goals are
- a schematic of what the booth will look like when it is assembled

If it is possible, hold an orientation session in the booth prior to the show opening. Ensure that the literature, business cards and give-aways are appropriate to the show. Try and ensure that you show only the information that is specific to what you are trying to put across in the show. Too much diverse information

causes confusion among the participants and when they are uncertain they don't buy.

Ensure that follow up is done promptly. We try to get it done within 5 working days of the end of the show for maximum impact. Doing a fast follow up is something that over 80% of exhibitors fail to do.

Remember that the display booth and the display area are the things that attract attendees to you. This is their first impression of your organisation. Make certain that it is clean, highly graphic, colourful and bright. Lights are always a good idea if you can afford them. Well-chosen pictures are worth a 1000 words.

Most important of all – have fun!

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## **Joint Civil Society Declaration on the Tragedy in the United States**

***By Civicus, September 21, 2001***

In the wake of the tragic events that took place in the United States of America on 11<sup>th</sup> September 2001, we wish to extend our deepest condolences to all who have lost loved ones and to the millions more whose lives have been affected. The horrific scenes we have witnessed remind us that all too often, in many places around the world, innocent people are the victims of conflict and aggression beyond their control. During this time of shared grief, we pay tribute to citizens, non-profit organisations and rescue workers whose acts of bravery and volunteerism sum up the best of our common humanity. We urge continued support for the important work being done by a range of civil

society organisations to help people affected by this current crisis as well as by the increasing political violence around the world.

At the global level, we want to raise our voices for peace, justice, human rights and the rule of law. Those who have planned, carried out or abetted these appalling crimes must be brought to justice.

This tragedy makes plain the need for a system of international justice, relying on rules of evidence, proof of guilt, respect for rights and due judicial process. We should resist efforts to target people because of their race, religion, ethnic background or appearance, including immigrants in general and people

of the Islamic faith and Arab community in particular. We note with great concern the attacks against people believed to be Muslims or from the Arab community and the desecration of mosques and Sikh Temples.

Great care must be taken in the use of language and images. Neither justice nor peace will be served by the demonisation of particular communities. As leaders in civil society, we have an obligation to ensure that every part of the community is respected, that its voice can be heard, and that human rights and public safety for all are upheld. We appeal to the media to act responsibly in their use of imagery or inflammatory

Besides, a reconnaissance survey of existing civil society organisations in Ghana has been conducted with the following organisations and Associations as stakeholders: Professional Associations, Ghana Association of Private Voluntary Organisations in Development (GAPVOD) - a network of non-governmental organisations - and labour movements such as Trades Union Congress (TUC), Civil Servants Association and Ghana Private Road Transport Union (GPRTU) and Registrar General's Department to have an up-date record of their members.

The above-mentioned bodies provided the NLO with a list of all registered organisations that now constitute the master list of stakeholders for the project.

We participated in a Global NLO Workshop in Mainz, Germany from February 9-11, 2001. This workshop indeed was as useful as it was successful in ironing out many outstanding issues that hitherto had agitated the minds of NLOs.

As National Lead Organisation we would attend the CIVICUS World Assembly in Vancouver scheduled from 19-23 August, 2001 where CIVICUS

participants and partners would gather to discuss and harmonise the work that has been undertaken around the world for the development of global civil society.

The implementation of **CIVICUS INDEX ON CIVIL SOCIETY** will deliver a crucial assessment of the vitality and impact of civil society in the country in particular and the world at large, thereby setting a tone for future appraisal of civil society globally and used as a basis for building civil society capacities in the world.

## Trade Shows

*From Duncan Holmes, by Janis Clennet, ICA Canada*

In August of this year, Civicus held its Annual Conference in Vancouver. ICA in Canada was asked to do a booth on behalf of the ICA International network. Dick Alton and Alisa Oyler (ICA USA in Washington) joined me in handling the booth. We made a number of significant contacts for ICAs globally that we hope may result in funding or programs. We also made some significant contacts for our work here in Canada.

*The following piece is written by Janis Clennet who prepares all of our marketing work in Canada. It provides a valuable overview of what you need to do to have an effective booth at a conference or trade show.*

Trade shows have been around since the 18<sup>th</sup> century in Europe. They were seen as an opportunity for nations to show new inventions and products. They were also seen as an opportunity

to promote cultural and social exchange.

The main purpose of trade shows these days is to: showcase products and services; make contact with existing and prospective clients or funders; collect information about competitors in your field. The main draw is that those that attend are a highly target specific market – if you choose the right show. Exhibits are a great way to present your organisation to your client. It gives you a direct personal contact. Trade shows are usually expensive so it is better to attend one show a year and do it well than several and do them poorly.

**Some keys to a good show**  
**Plan** We do a full marketing plan that gives highly specific, measurable goals that are financial as well as market oriented. It includes a plan on how to promote the booth;

information on who is likely to attend; what the attendees buying habits are; what we are giving away at the booth; an income statement and a plan for follow-up.

**Check out the floor plan.** A lot of the shows that we attend choose your booth for you. You need to look at the traffic flow and architectural features in the exhibit hall so that you can maximise your space.

If the choice is yours, make certain that you are in a high traffic area. High traffic areas are usually those that include food. Try to get a list of the attendees and send them an invitation to your booth giving them the booth number etc. Some shows will only give that information to major sponsors.

If you can afford to sponsor a show it will give you much greater visibility because you'll be included in the advertising



Having suffered deep personal loss herself, Ms. Portillo Bartow is now based in the USA, where she leads the 'Where are the Children Project.' Jockin Arputham, founder and leader of India's National Slum Dweller's Federation, received the Ramon Magsaysay Award in recognition of his commitment to improving the lives of Asia's vast millions living in slums, and his success in sharing these collective experiences with numerous slums in countries throughout Asia and Africa.

Mustapha Adib, the youngest of the distinguished guests, and recipient of the Transparency International Integrity Award was honoured in absentia. A former captain in the Moroccan armed forces, Adib discovered and revealed corruption at the highest

levels within the army. For this "crime," he is currently serving a sentence of rigorous imprisonment in Morocco on charges of "breach of conduct" and "slandering the army." Mustapha Adib's story generated so much support among the World Assembly delegates that they spontaneously signed a petition for his release, to be sent to His Majesty, King Mohammad VI of Morocco.

The five panelists who were present, gave inspiring accounts of their struggles to defend the causes dear to them, as well as the need to maintain focus in the midst of international recognition.

The discussion was followed by an equally inspiring ceremony honouring the 300 volunteers who made the 2001 World

Assembly possible. There was a ceremonial passing of the CIVICUS flag from the Canadian Host Committee to Ezra Mbogori of the Host Committee of the 2003 CIVICUS World Assembly to be held in Africa. The celebratory mood of the evening was reflected in a spectacular music and dance performance by Public Dreams, a Vancouver-based theatre and dance company.

It is my sincere hope that the energy, goodwill and recognition of excellence, which filled the hall that evening will continue to guide our efforts as we begin preparations for the 2003 World Assembly.

Warm regards,  
**Kumi Naidoo**

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## **ICA Ghana and the CIVICUS Index Project in Ghana**

**By Frempong Manso Stephen, ICA Ghana**

ICA Ghana since September 2000, under the auspices of Civicus: World Alliance for Citizen Participation has been involved in a global project dubbed

### **CIVICUS INDEX ON CIVIL SOCIETY.**

The focus of the project is a pilot study of Civil Society Organisations (CSOs) in sixteen selected countries in the world to analyse their strengths, weaknesses and impact, and thus fashion out a strategy to empower them to deliver a positive change in society.

The goals of the project include: increase knowledge and understanding of Civil Society

through reflecting on and assessing its strengths, health and impact; empower Civil Society stakeholders through promoting dialogue, alliances and networks among civil society stakeholders; develop a vision and mechanisms to achieve a stronger civil society through providing an agenda and goal-setting tool that will help foster positive behavioural change.

The project adopts a methodology that desegregates the complexity of civil society into four dimensions namely: structure, values, space and impact. With this approach the index captures the diversity, complexity and nuances of this increasingly important sector.

The graphical mapping of the four dimensions results in a diamond, which lends itself to intuitive and useful interpretation of the current state of civil society as well as its development over time.

ICA Ghana is the national lead organisation (NLO) undertaking this pilot project in Ghana.

Since September 2000 the following activities have been undertaken: familiarisation with the CIVICUS Civil Society diamond – the toolkit. An in-depth study of the document was carried out with the aim of mastering every detail for implementation.

# **Civicus Fourth World Assembly Ends on Inspiring Note**

*From the desk of the Civicus Secretary General*

As I reflected on the CIVICUS World Assembly on my way from Vancouver, Canada to Durban, South Africa for the World Conference Against Racism, I was grateful that CIVICUS had marked yet another milestone in its young history. Close to 800 delegates from over 90 countries participated in the World Assembly.

The enthusiasm generated by the opening plenary and inaugural events was sustained right until the last round of workshops, held on the morning of Thursday, August 23<sup>rd</sup>. For those of you who did not have the opportunity to attend I thought I should share with you the highlights of the largest and most diverse CIVICUS World Assembly to date.

The CIVICUS Index on Civil Society, CIVICUS's most recent project, was presented to delegates at an interactive, computer-aided plenary session on the afternoon of Wednesday, August 22<sup>nd</sup>. Sylvia Borren, Executive Director of NOVIB, the Netherlands Organisation for International Development Cooperation which is part of Oxfam International, and I co-facilitated the session, which introduced the Index as a self-assessment tool for civil society practitioners to come together at the national level in order to gauge the health of civil society within their own countries, and come up with viable action-agendas.

Delegates seemed to appreciate the interactive nature of the session, and followed-up with engaging questions on the full potential and possible limitations of the Index. Almost immediately after the plenary ended, we reconvened for a special meeting for CIVICUS members and all other interested delegates.

I presented a report on CIVICUS activities over the past two years. As always, our members came out in full strength, voted on the relevant agenda items, and demonstrated their unfailing support for the organisation and its staff which we appreciated deeply. Several recommendations were also made in terms of how we can improve our work and this will be acted upon in the coming months and years.

Wednesday evening was dedicated to 'Celebrating Citizen Action.' Delegates were invited to a sit-down dinner and had the privilege of being introduced to six citizen-activists from around the world, honoured by CIVICUS for their outstanding contribution to civil society.

CIVICUS selected recipients of six prestigious international civil society awards, which best represented its values; and rather than add to that list by instituting a new award, it developed an innovative programme to bring the awardees together for a moderated panel discussion on the meaning and motivation of citizen action.

Natasa Kandic of Yugoslavia received the Northcote Parkinson Fund's Civil Courage Prize in the year 2000 for her role in monitoring human rights and documenting abuses in the former Yugoslavia. She founded and leads the Humanitarian Law Centre in Belgrade, Pristina and Kosovo.

Margeurite Barankitse of Burundi received the North-South Prize, awarded by the North-Centre of the Council of Europe, in recognition of her tireless work in providing shelter and care for thousands of children rendered homeless by the war in the region.

Reverend Timothy Njoya, recipient of the John Humphreys Freedom Award, instituted by the International Centre for Rights and Democracy, has been one of Kenya's most vocal and effective advocates of human rights and democracy. He is the convenor for Men for Equality with Women, a lobby group which brings men together in support of women's struggle for equality.

Adriana Portillo Bartow received the Amnesty International USA's Ginetta Sagan Fund Award for her work in tracing Guatemalan children who disappeared during the decades when Central America was ravaged by war.



# The Network Exchange

November 2001

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## Context

This edition we are highlighting our relationship to Civicus. ICAI is a member organisation of two global organisations, the United Nations and Civicus. Civicus was a co-sponsor of our Denver Conference and Kumi Naidoo, the Secretary General was our keynote speaker.

We have participated in their Civil Indexing Project through ICA Ghana. This last August ICA Canada and ICAI participated in

their Vancouver global conference. After the September 11<sup>th</sup> event in the States, ICAI joined with other Civicus members to sign a joint statement, which is included here. Civicus has over 600 members in 102 countries. Civicus is an international alliance dedicated to strengthening citizen action and civil society throughout the world.



August 19–23, 2001  
Vancouver, Canada

2001  
WORLD  
ASSEMBLY

World Alliance for  
Citizen Participation

**The Institute of Cultural Affairs International**

# ICA events around the world

| Where             | Event                            | When                |
|-------------------|----------------------------------|---------------------|
| Penang, Malaysia  | Asia Facilitators' Conference    | November 8-10, 2001 |
| Accra, Ghana      | ICA Africa Continental Meeting   | November 26-30 2001 |
| Brussels, Belgium | ICAI Executive Committee Meeting | April 2002          |
| Dallas, USA       | IAF – North America Conference   | May 2002            |
| Accra, Ghana      | African ToP Training             | May 2002            |
| Brussels, Belgium | ICAI General Assembly            | August 2002         |
| Guatemala         | ICAI Global Conference           | 2004                |

## The Network Exchange

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

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# g for change

## 集思廣益 以應萬變

**參與之科技**協助機構、團體相互溝通、協調及為變革作好準備。課程導師 Mark Pixley 演繹：團體如何透過一致努力，釐清遠景理想，進而達至目標。

把管理層人員湊合起來一同進行策略思考——以便評估現況及應對變革，是 Mark Pixley 日常工作中所必須面對的挑戰之一。

Mark Pixley 是一系列『參與之科技』培訓計劃的主辦者。他表示，最困難的工作便是讓管理人員了解到，有些時候變革對他們本身及對於機構是必要的。但是，抗拒變革卻是至為普遍的初步反應。

努力達至群體目標「與機構行政人員合作時，我發覺引入所需變革是一項極大的挑戰，」Pixley 謂。目前，他正致力於推介參與式策略計劃工作坊，課程專為負責籌劃，並確保採取必要行動以達至群體目標之人士而設計。「管理人員若不是經常於實施變革時遇到阻礙，便是不清楚到底需要些什麼改變，」Pixley 表示。

管理人員同時也會認為群體行動是一個浪費時間的過程。他表示，有許多人對群體行動的效率表示懷疑，而不願作出嘗試。

### 克服混亂

「這是機構管理人員及其他人士試圖進行群體行動時，所面對的挑戰。而這項參與式策略計劃課程的目的，便在於克服可能產生的一團混亂，」他解釋道。

Pixley 認為，有效集體行動之準則有以下數個主要層面：

### 有效群體行動

計劃：「採取行動之前，應事先釐清有關概念，即提出並回答以下問題：『我們要些什麼？』及『我們如何才能達至目標？』」策略：「這與洞察力有關。你是否能夠識別令現況產生變化的事物，而不僅僅是重複運用即有的知識，做自己喜歡的事。在這方面，你必須往後退卻數步，對整個系統有個全面的了解，以便選擇真正能帶來改變的均衡點。參與：「這意味著，所有執行人員均需參與其中。積極參與將產生動力，從而確保行動迅速有效。再者，與團體對話可令你獲取各種不同的看法及意見，有助激發創意及增加清晰度。」

### 對焦

「這聽起來或許有點兒理想化或不切實際。但，重點在於讓小組透過這個過程來對現狀作出評估。所謂的『聚焦鏡』是個有效的過程，可協助小組對焦，就像望遠鏡或雙筒望遠鏡上所裝置的鏡片一般。

聚焦鏡過程涉及以下四個步驟：

- 實際目標：你究竟想要得到些什麼？這可不是空想或幻想中的目標遠景，而是在一切事務順利進行的情況下，你對自己真正希望擁有的東西所作出的真實告白。
- 潛在矛盾：阻礙你達至目標的原因何在？假如你能說出想要的東西卻尚未擁有，即表示於現時情況下間中有阻礙你達至目的之因素。是什麼因素呢？清楚說明矛盾所在，以便能夠想辦法消除它們。這些障礙通常是在過去曾經有助於你的事物，因此令你難以將之捨棄。
- 策略方向：我可以怎樣消除這些矛盾，令目標實現？長期行動有助消除矛盾。這些行動不但面面俱到，而且可作為日常行動的指引。
- 執行計劃：明天我將做些什麼？透過集體責任及支援，團隊最易完成工作。應用是對任何方法的最佳試驗。個人可作出嘗試，以釐清自己的未來計劃。

### 步驟

1. 焦點問題：寫出一道焦點問題。這道問題必須能夠幫助你認清自己所欲關注的生活層面，並設定時限（一般為二至三年）。樣本問題如下：『我於未來三年的事業期許為何？』
2. 目前狀況：就你於步驟1所選生活層面，思考目前狀況。務必誠實作答，寫下其中之正面與負面。

3. 務實遠景：思考你於步驟1所提出的焦點問題，列寫至少十項你最希望達到的目標。答案必須清楚、明確。

4. 潛在矛盾：思考阻礙你達至步驟3所提及之目標遠景的因素，包括問題、議題、挫折、『行不通的事物』等等。

5. 策略性行動：思考各種有助解決於步驟4所提及之矛盾的任何方法。這些方法或有利去除矛盾，或有助你迴避問題。思考應具備創意及大膽。

6. 行動步驟：列寫你於未來三個月內所必須完成的工作，以開始執行於步驟5所提及之策略行動。這些行動必須清晰、實際及具備時限。

### 建議 / 變數

- 於過程中的每個階段，詳細作出記錄。倘若需要更多空間，可使用另外一張白紙。
- 花費越多時間對每個階段作更深入的探討，則有助你發展出更全面的行動計劃。
- 這是一個創意過程。讓你的想像力自由馳騁，帶出新的意念與新的方案。
- 定時回顧檢閱策略性計劃；你或可將副本置於桌面，以方便日常檢閱。
- 策略性計劃過程適用於需時較長的重大議題；其他方法則適用於解決短期問題。
- 此過程適用於個人計劃，以至機構變革。S



Facilitator Mark Pixley (left) shows how groups can work together to clarify a vision and achieve a goal



# Brainstormin

*The 'technology of participation' is helping companies and groups to communicate, co-ordinate and work for change. Facilitator Mark Pixley shows how groups can work together to clarify a vision and achieve a goal.*

BY STEPHEN PRINS

**G**ETTING a management group to think together — in order to assess its situation and work for change — is part of the challenge that group facilitator Mark Pixley faces.

As an organiser of a series of Technology of Participation (ToP) facilitation training programs, Pixley says the most difficult task is to get managers to see that change is sometimes necessary for themselves and the organisation. Resistance to change is a normal initial response, he says.

## Working towards collective goals

"In my work with corporate executives, I find it a great challenge to assist in bringing about the needed changes," says Pixley, who is presenting a workshop on Participatory Strategic Planning. The program is designed for those responsible for planning and ensuring that action is taken on collective goals.

"Managers are often trying to enforce change and encountering resistance, or they are unclear about what change is needed," says Pixley. Managers also tend to consider group action a time-wasting process. Many wonder how effective group action can be if they feel they already know the answers, he says.

## Cutting through the confusion

"This is the challenge that corporate managers and others face when trying to work with groups. The purpose of the Participatory Strategic Planning program is to cut through this mass of confusion," he explains.

The key aspects Pixley considers to be the criteria for effective action in groups are:

## Effective group action

- **PLANNING:** "Action should be carried out

with a clear preconception, which means answering the questions: 'What do we want?' and 'How do we expect to achieve it?'"

- **STRATEGIC:** "This involves discerning what will really make a difference in a situation, rather than merely repeating what you know or what you like to do. This involves stepping back far enough to see the whole system, so you can choose the leverage points that will make a change."
- **PARTICIPATORY:** "This means involving those who will be doing the implementing. Involvement builds motivation and ensures action. Also, you get a variety of insights when you are talking in a group. This stimulates creativity and increases clarity."

## In focus

"This may seem idealistic and not too practical. The key is to have a process through which the group evaluates its situation. There is a powerful process known as 'Lens', which helps to get a group to focus, just like the lens in a telescope or a pair of binoculars."

The Lens process involves four steps:

- **PRACTICAL VISION:** What is it that you would like to have? This is not an idealistic or imaginary vision, but a realistic statement of what you would want to have, if everything went the right way.
- **UNDERLYING CONTRADICTION:** What is blocking you from achieving your vision? If you can state that you want something and you do not have it, there must be something in the current situation that is blocking or interfering with your achieving it. What is it? State the contradictions clearly enough so you can imagine ways to eliminate them. The obstacle is often something that has been helpful in the past, and which therefore makes it difficult to give up.
- **STRATEGIC DIRECTION:** What can I do to eliminate the Contradiction and allow the Vision to unfold? There are long-term actions to get rid of the contradictions. They are comprehensive and guide the day-to-day actions.
- **IMPLEMENTATION PLAN:** What am I going to do tomorrow? This is best done in groups with collective responsibility and support.

The test of any method is in its application. An individual can try it out to clarify his or her plans for the future.

## Procedures

- **FOCUS QUESTION:** Write a focus question. This question identifies the area of your life that you want to focus on and sets a time limit (usually two to three years). A sample question might be: "What do I want for my career over the next three years?"

• **CURRENT STANDING POINT:** Brainstorm what is going on right now with regards to the area of your life selected in Step One. Be as honest as possible, writing down both the positive and negative aspects.

• **PRACTICAL VISION:** Brainstorm answers for your focus question in Step One. Write down at least 10 ideas about what you want. Be clear and specific.

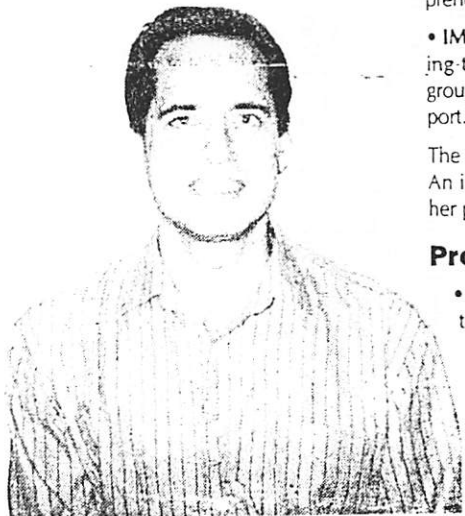
• **UNDERLYING CONTRADICTIONS:** Brainstorm what is blocking you from achieving the vision you named in Step Three. This will include problems, issues, frustrations, "things that are not working", etc.

• **STRATEGIC ACTIONS:** Brainstorm everything you can think of to overcome the contradictions named in Step Four. These can either allow you to get rid of the contradictions, or allow you to step around them. Be creative and bold in your thinking.

• **ACTION STEPS:** Make a list of what you must do over the next three months to start implementing the strategic actions listed in Step Five. These actions must be clear, realistic and time-bound.

## Suggestions/Variations

- Try to write as much as you can at each level of the process. If you need more space, use an extra sheet of paper.
- The more time and depth you apply at each level, the more comprehensive the actions you will develop.
- This is a creative process. Give your imagination free reign to come up with new ideas and new solutions.
- Return to the Strategic Plan and review it on a regular basis. You might want to put a copy on your desk for daily review.
- The strategic planning process is best used for major issues and for extended time periods. Other approaches can be used for short-term problem solving.
- The process can be used for everything, from individual planning to organisational change. **S**



THE WORKSHOP will be held on 16 and 17 November (Tuesday and Wednesday), 9 am to 5 pm on both days, at The Institute of Cultural Affairs, Woodside, Mount Parker Road, Quarry Bay, Hong Kong (tel: 2561-9209; fax: 2562-1195; e-mail: icaahk@hkstar.com). The Institute of Cultural Affairs works with organisations to provide communication and planning tools for effective cooperation and change.

| <b>WHAT IS BLOCKING MY ORGANIZATION FROM CHANGING?</b>             |  |   |  |  |
|--|--|---|--|--|
| Insecurity which creates a reluctance to venture into the unknown  | Fear & perceived loss of people involved   | Being a small org. lack funding for encouraging pilot project / experimental procedures | The org. is financially insufficient to expand into other services without subventing from gov't which is getting very difficult | Staff fear of change & agency lack resources to implement change |
| All those involved are unwilling to let go nor take risks          | Difficult to obtain policy & funding support from gov't  | Lack of effective leadership & shared vision among majority                             | The org. is too large that induction of change is a difficult task   | Insecurity feeling towards change                                |
| Staff do not feel / care about the change                          | Lack of adequate staff to implement new projects   | Uncertainty – staff want change but resist to change                                    | Staff do not have the knowledge & courage to change  | Indecisiveness   |
| Rapid change induces insecurity among staff affecting staff morale | Previous existing success prevail among board members, while staff await management to take leadership | Lack commitment to change from top to bottom  | Lack of knowledge and strategies   | Uncertain about the result of change                             |
| Lack of consensus  | Job security threatened  | Vision to change is not communicated downwards  | Unwilling to engage all stakeholders   |  |

| <b>WHAT CAN I DO TO BRING ABOUT NEEDED CHANGE IN MY ORGANIZATION?</b> |  |  |   |                           |  |
|---|--|--|---|---------------------------|--|
| <b>STRATEGIZING FOR CHANGE</b>  | <b>INVOLVING ALL LEVEL IN THE CHANGE PROCESS</b>           | <b>MOBILIZING STAFF FOR CHANGE</b>                       | <b>DETERMINE &amp; COMMUN-ICATE CHANGE DIRECTION</b>  | <b>SERVICE EXCELLENCE</b> | <b>EQUIPPING STAFF FOR CHANGE</b>            |
| Develop strategies & focus  | Buy in different levels & key person                       | Invite staff to participate in decision making           | Talk & discuss with staff about change                | Keep good track record    | Organize enlightening workshop               |
| Plan the change   | 2 ways in the whole process                                | Facilitate & participate & give sense of ownership       | Build a common goal for change                        | Secure adequate fund      | Education & training prog.                   |
| Streaming procedures with work review                                 | Provide/support training & teambuilding                    | Render clear instruction                                 | Evangelize the vision                                 | Reward accomplishment     | Training to acquire knowledge & skill        |
| Facilitating the adjustment   | Involving board members                                    | Guidance & support during change                         | Identify resistance & address to their problems       | To celebrate success      | Teaching & preaching by leaders              |
| Fix time frame for implementation                                     | Enhancing communication with board & staff through website | Work with staff gradually                                | Create dialogue & communication mtg.                  |                           | Staff training workshop in change management |
| Action is goal direct & under continuous review                       | Knowledge & expertise through consultant & case study      | Identify change agents                                   | Form "change" staff groups                            |                           | Enhance staff dev't                          |
|   |  | Encourage staff participation in decision-making process | Define & agree on shared vision & mission             |                           |  |
|   |  | Staff involvement including board & frontline            | Awakening threat vs opportunity through swot analysis |                           |  |
|   |  | Communication with staff about change                    |   |                           |  |



# Facilitator Certification Journey *ICA Taiwan April 2001*

| Mentoring         | Knowledge   |  | Skill   |   | Presence  |   |
|-------------------|---|--|---|---|---|---|
|                   | Detachment<br>Awareness<br>Interior Dialogue<br>Mindstyles<br>Life chart  | Worklife Priority<br>Winning Strategy<br>Personal Plan<br>Styleflex  | Engagement<br>Action<br>Intentionality  | Assumptions<br>Design Reflection<br>Feedback<br>Practice<br>Chop Wood & Carry Water                         | Focus<br>Presence<br>Sense of Wonder<br>Integration   | Personal Discipline<br>Story telling<br>Unblocking Chi (image)<br>Holographic repatterning  |
| Team Facilitation | March   | April  | May   | June  | July  | August  |
|                   | Basics – Holding the space<br>_____<br>Study 9 Disciplines paper<br>_____<br>Practice and Feedback  | Power and Consciousness<br>_____<br>Study Real Power<br>_____<br>Practice and Feedback   | Personalizing – Winning Strategy<br>_____<br>Practice and Feedback  | Contradictional Analysis<br>_____<br>Study: Barriers to Learning by Senge<br>_____<br>Practice and Feedback | Practices- Designing in collaboration<br>_____<br>Event preparation and design<br>_____<br>Practice and Feedback  | Facilitating Another's process<br>_____<br>Study<br>_____<br>Practice and Feedback  |
| Course Work       | Group Facil Methods   | Participatory Strat Planning   | Dialogue Program  | Imaginal Learning   | Sprlt of Facillitatn  | Adv. Facillitation  |
|                   | <ul style="list-style-type: none"> <li>•Facilitate groups effectively</li> <li>• Hold productive and efficient meetings</li> <li>• Focus a diverse group's energy on a common goal</li> <li>• Maximize productivity using group's creativity</li> </ul> Design different types of meetings. | <ul style="list-style-type: none"> <li>•Practice a powerful implementation planning process</li> <li>• Building your Style as a facilitator</li> <li>•Leading direct participation and involvement in problem solving and planning.</li> </ul> | Listening<br>Dialogue<br>Fishbowl<br>Gaining and inviting clarity<br>Silence<br>Letting go of judgement<br>Suspending assumptions | Design<br>Asking Questions<br>Image Change (Boulding)<br>Teachable moment<br>7 Intelligences<br>Mindstyles  | Spirit/ Story telling<br>ICA Pre Suppositions<br>Safety / Confrontation<br>ICA/ Method History<br>Organizational Journey<br>Spirit lace<br>Contrast with other processes<br>Song/ Story/ Symbol | Shared vision<br>Behind Contradictions<br>Seamless process<br>Existential experience<br>Difficult participants<br>Appropriate Facilitation Situations |

I also spent part of a day with the Town Managers Association (TMA) for Japan who are wanting to sponsor 300 town meetings and a follow-up process using basically the ICA one day town meeting process. TMA believes that this might be the last chance to breathe new life

into the rural areas of Japan. We met with the chairman of the TMA and he argued that the old feudal lord system is still very important and people are afraid to talk. Local people are vertically isolated and do not know how to talk about or in different arenas. The thinking is:

we pay taxes and the government should take care of all. There are so many things beyond the government's ability to handle. Besides, the government and citizen refuse to talk to each other.

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## Trends

**By ICA Taiwan, 31 August 2001**

Excerpts from INNOVATION'S NEW MATH, by Gary Hamel, Fortune, 9 July 2001

*"Forget strategy sessions. To find one great idea, you must have workers dreaming up thousands."*

There is an arithmetic to innovation that seems inescapable... Call it Hamel's Law of Innovation: For every 1,000 ideas, only 100 will have enough commercial promise to merit small-scale experiment, only ten of those will warrant a substantial commitment and of those, only a couple will turn out to be unqualified successes. It's the inverse log scale behind innovation.

So what's the lesson for your company? You must first generate hundreds and potentially thousands of unconventional strategic ideas. Out of these will emerge a few ideas worth pursuing wholeheartedly. You have to crush a lot of rock to find a diamond.

Many CEOs seem to possess a vain hope that a handful of really smart senior executives, aided by a few even smarter consultants, can quickly land on the one really big idea with the power to revive corporate fortunes. As a result, most companies have no process for generating fresh strategy

ideas, or for starting and tracking dozens of strategy experiments, and then committing to those that prove most promising.

While dedicated innovation units have a purpose, they are often little more than ornamentation and are no substitute for an innovation pipeline overflowing with ideas for revitalizing the core business. Why not offer every branch, region or office a few hundred thousand dollars every quarter to fund a handful of "new rules" demonstration projects? Make it easy for volunteer teams to coalesce around nascent experimentation by widely publicizing the list of such projects.

Managers play a critical role in ensuring that the pipeline has enough radical ideas coming in to yield an adequate numbers of successes. Set aside a small share of a company's capital and expense budgets to fund strategy experiments. Employers must be taught how to explode conventional thinking, how to uncover the deep, unarticulated needs and frustrations of customers, and how to first imagine and then test unconventional strategic options.

Top managers who embrace such an approach to strategy development soon find that their job shifts from creating strategy

to finding strategy in the rich pattern of ideas bubbling up from below... In devoting themselves to the pursuit of efficiency, top management inadvertently drives out the "waste" and "extravagance" that is the very fuel of innovation. This is why so many successful "turnarounds" are short-lived – yes the company has been made more efficient, but it has also been left with a dearth of new wealth-creating strategies. Innovation is inherently an inefficiency process. As top management strives for ever greater efficiency, it must learn to tolerate "stupid" ideas and "failed" experiments. Those are the byproducts of a well-functioning, innovation pipeline.

The arithmetic of innovation is the arithmetic of life itself: endless mutation, occasional progress. We can teach people to think unconventionally, we can put them into situations where they have the best chance to see the future, and we can help them quickly distinguish between ideas that are promising and those that are just plain stupid. But what we cannot do, in the absence of real trial and error, is predict exactly which of many apparently worthwhile ideas will make the greatest contribution to long-term competitive success.

ICA a reason to argue against this move.

Both the Council and the Forum will be a great source of possible new work. But a lot of other surprises surfaced during these meetings. I met Daniel Lam, Leadership Training Association, and Albert Chan Ka Ming, Fundraising Director, Oxfam Hong Kong. Both of these young men had gone through the ICA's 1987 Young HK Leaders Programme and were excited to see ICA working in HK. Mr Lam had just finished training 100 mainland Chinese youth in HK. In the council program we had Dr. Joyce Chang, Director, Caritas-HK. Joyce remembers the Institute when it had a village project in Nam Wei.

This also helped us with our discussion with Oxfam (the oldest and most known HK NGO). Programme Director May Ling Chan was very positive about the possibility of the Institute's work on the mainland. She felt this is the time to really help local communities in China to re-vision their role in society. The national government is tough but actually the local communities are very open. While in HK we also visited with Denver Conference attendee Devi from the Raja Yoga Centre.

### **Taiwan**

We started with a little Chinese social life the first night; I went with ICA Taiwan to the wedding of one of the ICA facilitators. A Chinese wedding is like a gigantic party (including firework sounds at each part) with a bride/groom roast and a feast all going on at the same time. We were organised with 12 people at a round table with food being continually brought to the tables. Then the bride and groom visit each table-there were about 30 tables in this wedding. The

table's job is to think of the 'raunchiest' thing possible for the bride/groom to do. One table asked the bride to pass up the grooms pant leg and then down the other side a piece of candy-if it fell you had to start again. At our table after heated debate we passed on the task to two ladies. They first put some coins down the front of the bride and then asked the groom to go get it. Next they dropped coins down the front of the guy's shorts and asked the bride to retrieve them. What is most amazing is that the two of them did it. And to do all 35 tables... I am reporting this to you since I want you to be aware of the great differences in cultures we represent.

Probably one of the most successful programs done in the 25 years of ICA Taiwan's history is the new one-year long facilitation certification program (cost \$2,500/person). The program started with a dozen participants but has now shot up to 21 facilitators. The program has individual transformation (counselling, massage, neurolinguistic repatterning and a lot of dialogue), six courses (GFM, PSP, POP, Spirit of Facilitation and the Art of facilitation), quarterly facilitators workshops (practice and discussions) and individual coaching / mentoring / observation sessions.

Part of this program but a much larger group is the Facilitator's Forum, which meets as people have things to present to the group. The night I attended 22 people were present as Laura Shu took the group through the 'story telling exercise' used at the Denver Millennium Connection. The question was 'what event revealed learning to you?' We first told another a story from our lives and then our partner told a

story. We then chose the story that revealed the learning process. We told the two stories in fours and then chose the best story and acted it out to the whole group. As in Denver we all had a great time. Good group with energetic participation.

### **Japan**

Had dinner with new ICA Japan Board Chairman George Kawai and Board member Paul Murayama, General Manager, Chisso Corporation. This meeting of two ICA Japan Board members was a very big occasion as Japan has changed their NGO laws and it now possible for NGOs to have boards. In early 2001 ICA Japan had re-written their constitution to include a board and now has a 12 member Board. While at the luncheon we reviewed the 2004 Guatemala Conference and how important it is for ICA Japan to have a large delegation to begin preparation for their 2008 Conference.

We had two external visits. The most exciting one was with the World Bank's Civil Society Relations section of the Japan Social Development Fund. For the past year ICA Japan has participated in training and consultations to be ready to be a Japanese NGO World Bank counterpart. ICA Japan has signed a memorandum of agreement to work in India and is in discussions with the Bank concerning Vietnam plus it is listed as working on Benin and Laos, and is considering China and the Philippines. In most of these projects ICA would be involved in local capacity building work in preparation for a loan scheme. The second visit was with The Nippon Foundation to look at how they might fund ICA's work. We reviewed their guidelines and agreed to submit a two-page concept paper.

Stephen Lundin, Harry Paul and John Christensen starts by making a statement: "Imagine a workplace when everyone chooses to bring energy, passion, and a positive attitude to the job everyday." They are talking of Gung Ho! Employees vs. thank god it's Friday.

([www.fishphilosophy.com](http://www.fishphilosophy.com) or [www.charthouse.com](http://www.charthouse.com)) The address is Charthouse, 212 River Ridge Circle, Burnsville, MN 55337, T: 800.328.3789)

Secondly, they shared their work with Redd Barna/Save the Children who they along with others from Asia (Kevin Balm, Mary D'Souza and Judy Giles) did training for Red Barna's new leaders. They did 40 days of training with 40 leaders from across Asia by focusing on three modules of 14 days of training. Module one focused on Leading and Working with Others (the essence of supervision, how to be trained, participatory methods, motivation, delegation). The second 14-day module worked on Working with Others and with Partners (facilitation skills, working as teams, change as opportunity, strategic thinking and planning). And the third module focused on Solving Problems and Making Decisions (thinking styles, problem solving and decision making, attitude and image change, conflict resolution and optimising time).

Another tid-bit from the Epps is that they had just completed a training program with the Christian Reform World Relief Committee (CRWRC). The global community development program, whose headquarters is in Michigan, USA has decided they want all their staff to be trained in ToP and in "Appreciative Inquiry."

## **Philippines**

*August 3-8, 2001*

The ICA Philippines has been working on re-establishing a board and re-registering after a period of inactivity. An added incentive was the new people who went to the Denver Conference as well as the projects ICA Japan has funded. During my stay Mel Morales organised two different occasions to meet with people who are willing to be the ICA Board to discuss who the ICAI is and how we operate. Present in these meetings was Mel and Diane Morales (CAP); Elvie Ganchero, Philippine Business for Social Progress; Junifen Gauuan, college president; Rene C. Lawenko, Zobel Foundation; Mars Thompson, former head of the US Peace Corps, Philippines and Danny Velasco. From these meetings ICA Philippines will be called The Philippines Institute of Cultural Affairs and be registered.

ICA Japan has funded two projects over the years in the Philippines and hopefully they will become associated with ICA Philippines over the next few years. On my second day there I went with Olivia Cervantes, long time NGO worker, who went to Denver and other ICA functions, to the Lowland Upland Community project in Cabanatuan City, Nueva Ecija, Luzon (about 4 hours by bus North of Manila). This project is focusing on working with the indigenous forest people in adopting and implementing ecologically friendly technologies. We met with Maki Hasegawa, the ICA Japan co-ordinator plus the director, Professor Eliezer Nasingo, Department of Forestry Dean. A very impressive program to not only protect the bio-diversity of the region but also engage the

local indigenous people in this task.

Part of the visit was meetings with Denver Conference participants, Bing Ganchero, PBSP; Marianne Quebral, Venture-Asia and Olivia Cervantes, Batis Center for Women. Bing will be joining the Board and Olivia will be working up a proposal for the first integrated rural development project for Luzon. The new ICA will also have a big focus on training, which Mel and Diane will be looking at along with Dennis Decano, IToP graduate.

Mel and his wife are organising a group of people to go to the IAF Conference in Malaysia in November.

## **Hong Kong**

ICA HK decided to use my visit as an opportunity to highlight our participatory methods on two occasions; a presentation / workshop on organisational change for the directors of agencies that make up the HK Council of Social Services, and secondly, a presentation / workshop to the HK Sustainable Development Forum on 'Facilitating Sustainable Communities.' We had 37 at the Forum for two hours and four hours with the Council of Social Services. Mark Pixley arranged for these events.

We also had the opportunity to have dinner with David Bottomely, Chairman of the Board and Kathleen Jones, the ICA manager of the Woodside property. During dinner we reviewed the situation of the HK Government request to return the ICA building to their control by the end of the year. There will be one more attempt to block this effort as an active International musical and art program has been a great success and may give

creeping Westernisation that has woven itself into the social fabric of cities like Hong Kong and Singapore."

"The Taoists were concerned with humanity's direct, mystical relationship with nature, the Confucianists with an individual's role in society. Both systems, however, reflect,

humanity's oneness with the harmony of nature, the oneness of tao."

"Much of Japan's progress and advances have been the results of an inward-looking dedication and spirit. The Japanese are perhaps more appreciative of the subtleties of the changing seasons than any other people. Rural

people will know if the dragonflies that appear in late spring are three days early, or if the tsuyu, the rainy season, is dragging on a bit longer than normal, say by two days. There is a delicate charm and serenity in such observations. It is a quality that says the people know their sense of place."

## **Sri Lanka**

**Putrika Moonshanki, ICA Associate**

Arrived in the middle of the night after a 24-hour trip, Brussels, Frankfurt, Bangkok and Colombo. Three days before there had been a bomb attack on the airport by the Tamil Tigers. They had blown up three planes of the national carrier and eight air force planes by suicide bombers. They had bombs strapped to their bodies and then detonated them when they got near the targets. When I arrived on a Thai Airways plane we were escorted to the terminal by the military with the charred remains of the three destroyed planes still sitting on the tarmac. This war between the Tamils (Hindus) and the Srilankans (Buddhist) has been in effect from 1983. Both parties are originally from India. There are 17% Tamils and 80% Buddhist with some Muslims and Christians. On the way from the airport we went through a Catholic area, which had a Jesus/Mary statue in a glass house on many corners. When we came into a Buddhist area there was a Buddha in a glass house. People said I had shown a lot of courage in coming. The next day I spent time visiting with Putrika's mother, the Director of Agromart, the second largest NGO in Sri Lanka with 150 employees. They do a large amount of work in enterprise development with rural local

business people in helping them understand marketing. The founder has been a marketing person with a large corporation and helped run the Chamber of Commerce. For five years they had a USAID grant and now are mainly funded from Europe. Putrika ran into the Institute while going to school in India. She became acquainted with the Balm family during this period and eventually when to the Academy in Chicago, although she is Buddhist. She found the Christian part of the curriculum fascinating, as she had always wanted to understand more about other religions. She has been able to find funding through ICA Japan to start a Montessori pre-school in one of the villages, which has been very exciting for her since she had studied the Montessori methods while going to school in India.

The Lonely Planet Book: Sri Lanka is one of those places where history seems to fade into the mists of legend. Buddhism gave the Singhalese people a sense of national purpose and identity, and also inspired the development of their culture and literature (4<sup>th</sup> Century BC). But it has suffered from its proximity to South India. It has fought with the Chinese, Malaysians and South Indians and then in 1505 the Europeans arrived. Portuguese, Dutch and the British have all held Sri Lanka. The Liberation

Tigers started in the 1970s. The original name was Ceylon. After independence Sri Lanka was ruled by an elite Christian minority. Sri Lanka has a very high level of education.

## **Malaysia**

**John and Ann Epps**

Very involved with promoting facilitation and doing consulting work with the private sector and the non-profit world. Ann has led a team of people working with Redd Barna (Save The Children, Norway) since 1995. This training has 40 days of training in three modules. Besides their training and consulting work Malaysia has organised the regional arm of the International Association of Facilitation (IAF). The 2000 Conference had 110 people and this November they expect 150. They have also held quarterly gatherings around specific topics. These conferences and quarterly gatherings have deepened their relationship with a large network of facilitators.

We spent a lot of time sharing new developments in facilitation as well as sharing what they are practically doing. They showed me a new video called Fish. The subtitle of the Fish video is 'catch the energy, release the potential' by Charthouse Learning. The Fish philosophy is play, make their day, be there, choose your attitude. The story is about the Pike Place Fish Market in Seattle, Washington. The Fish book by



# The Network Exchange

October 2001

Asia Tid-bits

Trends

Facilitator Certification Journey

The Japan Times – Sunday, July 18, 1999

Facilitating Change From Your Organisation

Hong Kong Standard – Friday, Nov 12, 1999

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## Asia Tid-bits

By Dick Alton

*During the months of July and August, I took a trip to visit as many ICAs as I could in Asia. This is the report and sharing of those visits. I was amazed both by Asia, but also by the work ICA is doing across this vast space.*

“Asia is where the 21<sup>st</sup> century is likely to be defined, and where much of the world’s economic engine will be fuelled. The new century, pundits predict, belongs to Asia, just as the 19<sup>th</sup> century was dominated by Europe, and the 20<sup>th</sup> century by America.”

“The Korean peninsula and Japanese archipelago have nurtured ancient Chinese culture into rich and

unique civilisations of their own.”

“China is nearly 50 centuries old. Its written language has been around since long before the collapse of the Pharaonic dynasties in Egypt. Another year- or 50- is little more than a blink in time and history. The governing and administration challenges of such an immense population (1.2 billion people, nearly a fifth of the world’s total) are mind-boggling.

Gathering statistics for over a billion people, much less analysing it, defies the imagination.”

“Few people in the world have a more passionate relationship with food than the Chinese. Southerners joke that they will eat anything with four legs but a table, anything that flies but a kite or plane.”

“From ‘barren rock’ to thriving commercial entrepot, Hong Kong’s vibrant brand of East-meets-West atmosphere lives on after its return to the motherland.”

“Taipei (Taiwan) remains one of the most staunchly traditional cities of Asia. For all its modernisation, it has not succumbed to the

**The Institute of Cultural Affairs International**

# ICA events around the world

| Where                 | Event                                 | When                         |
|-----------------------|---------------------------------------|------------------------------|
| Chicago, USA          | ICA USA Conference Follow-up Workshop | June 2001                    |
| Guatemala             | Guatemala 2004 Preparation meeting    | June 14-20 2001              |
| Canary Islands, Spain | ICA European Interchange              | September 26-October 3, 2001 |
| London, UK            | IAF – Europe/Africa Conference        | October 2001                 |
| Accra, Ghana          | ICA Africa Continental Meeting        | November 26-30 2001          |
| Brussels, Belgium     | ICAI Executive Committee Meeting      | April 2002                   |
| Brussels, Belgium     | ICAI General Assembly                 | August 2002                  |
| Guatemala             | ICAI Global Conference                | 2004                         |

## The Network Exchange

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

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## Member's Profile: Louise Singleton, ICA: USA

Grew up in Charlotte, NC. Graduated from ASC in 1955 - BA in English. Went to Cambridge MA and got a certificate in Business Administration from the Harvard-Radcliffe Programme in Business Administration in 1956. A programme for women before they admitted women to the Harvard Business School. Worked for Polaroid Corporation in personnel for three years, until I married John Singleton, a medical resident at the Massachusetts Hospital in 1959. Moved to Denver where John grew up and he has been on the faculty of the University of Colorado Medical School.

We have four children:

- Rob (physician/professor, Salt Lake City, University of Utah Medical School. Two children)
- Martha, teaches two year olds in Atlanta, has two children
- David, assistant editor at Pequot Press in Guilford, Connecticut. His wife is an OB GYN resident in Hartford
- William, director of GLOBE a not-for-profit NGO in Washington DC which works with associated organisations around the world to develop an environmental agenda.

I raised children until 1976 and then went back to work:

- Governor's Office working with Water Quality Planning Programme in rural parts of state
- Governor's Office working with programme to manage Growth on Colorado's Front Range
- Programme Director for Colorado Agricultural Leadership Programme.

Went back to school and got a masters degree in public health - MSPH. Did masters thesis on China's rural health care system.

Worked at the Colorado Department of Health in programme to improve environmental conditions for migrant farm workers and federal programme to keep very small rural hospitals viable.

So most of my work has been in the public sector and in the rural areas of Colorado.

*What is the full name of your organisation?*

The Institute of Cultural Affairs. It is a private, not-for-profit Organisation providing people with methods which help them find the motivation and the resources to envision their future, create viable plans, and develop the leadership to bring their plans to fruition. The ICA's worldwide network of affiliate, indigenous organisations operates in 33 countries, which have an ICA International office in Brussels, Belgium. US offices in Chicago and Phoenix.

*What is its mission?*

Promoting social innovation through participation and community building.

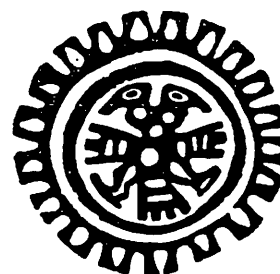
*How did you get involved?*

I took a course called Religious Studies I in 1971, when ICA was trying to help change society through the local church. I have been a volunteer ever since. It is called the Institute of Cultural Affairs because basic change happens in society though the cultural dimension - not through the economic or political dynamics. People have to change the way they think for change to occur.

*Can you describe your most recent efforts, especially in Africa?*

Was on the US Board for last six years and president for three. Was co-ordinator for a 700 person international conference in Denver last summer called the Millennium Connection: Shaping Profound Society Change.

Now, I am filling an informal role, trying to assist the executive director in Brussels to develop, fund and implement an HIV/AIDS prevention / intervention programme in every office in Africa as part of their ongoing development work.



# A Brief Report on ICA Venezuela

*The following report was submitted by ICA Venezuela to the ICAI Executive Committee Meeting held in March this year in Brussels, Belgium.*

ICA Venezuela sponsored an International Workshop, which was developed in November 1999. There were 27 participants involved in the programme that came from various Latin American countries such as Guatemala, Nicaragua, Colombia, Peru, Chile and Venezuela.

Since March, ICA Venezuela began its opening and restructuring process which has as a purpose the renewal of the Board of Directors members and the searching of new members who will be trained in the various participation techniques and become active part in the ICA activities.

In July, it was developed the new Board of Directors election as well as an Advisors Board.

Attendance of three members of the new Board of Directors to the International Conference the Millennium Connection developed in Denver Colorado from July 31 to August 5, 2000.

Two presentations done by members of the ICA Venezuela Board of Directors in the International Conference the Millennium Connection.

One of them was done by the Bachelor Marleny Arrieta who talked about the "Thinking Development Programme" and the other one was done by Bachelor Arianna Martinez who provided details about the "CommunityBan Programme" and experience work from Miranda State. Both are Training Programmes, which are being managed by the Foundation for the Excellence in Venezuela.

Attendance of the ICA Venezuela President and three members of the Board of Directors to the ICAI International Meeting developed on Saturday, August, 2000 in Denver Colorado.

Attendance of the ICA Venezuela President and three members of the Board of Directors to the ICA General Meeting developed on Sunday, August 6, 2000.

Development of a Meeting and Christmas celebration in December 14, 2000 aimed to invite the ICA Venezuela potential members and get their interest, involvement and participation in the activity organisation.

Design and delivery of the CommunityBan Project to Mr. Dick Alton from ICAI.

Two meetings with the International Organisation AMOURT, one of them with the President, the main representative of this organisation. Their aim was to get the financial support for the CommunityBan Project.

Biweekly Ordinary Meetings of the Board of Directors since August up to the moment, they were established to get in advance the reorganisation process and ICA Venezuela planning.

Within our learnings we have the following:

We have learnt the significance of the introduction process with the new ICA members especially with the ones who eager to be part of the Board of Directors. We think about this due to avoid to involve people who do not share the same values neither to have people who do not be committed with the organisation as they will become blocks to the programmes and plans development.



# June 16 USA National ToP Trainers Marketing "Virtual Event"

**Context:** At our last National ToP Trainers network meeting, we decided not to meet nationally during 2001. Rather, we agreed to gather at least twice in smaller, perhaps regional groups, to expand the support we offer each other at this level and begin to get some legs as a network. In my mind, our historical propensity to look to the national office for services is shifting! By January 2002, I hope we will be able to meet as a National ToP Trainers network with capacities to take on pieces of our intentions locally, with new recognition of our strengths at all levels.

The first gathering was to be Saturday, June 16, the second in mid-October, 2001. The June 16 gathering focus was proclaimed to be...marketing! The group focusing on the ICA ToP's use of electronic technology hoped to be able to piggyback onto this opportunity to share from region to region using some techno application. Here's the suggestion that has emerged after several conference calls across the U.S. and with input from ICA Canada after they canvassed their trainers: Local groupings of ToP Trainers gather in one members office/home (the convenor) on June 16, for a given amount of time, for example from 1-5 hours in length.

The agenda of these gatherings is totally up to the local group or 'convenor,' and agreed upon in advance...on a very broad spectrum from having a social bar-b-que, to planning a 5/6-hour planning retreat.

However, we do ask that 30-60 minutes of the agenda be some process to determine what marketing efforts have been successful, which not so successful, which are emerging as key to the future for you, to share with the rest of us on a chatroom. (see #1 below!) Thus, your meeting site needs to have Internet access!

## **The Technology Pieces**

We will open a chatroom (Gordon H. will manage this and let us know how to find it, etc.) to be open for 60 minutes during our gathering times on June 16. Therefore, we ask that there is 1 hour that all time zones are meeting. Thus I am going to recommend that we try to be sitting at a computer together for 30-45 minutes of the following hour: EST: 2 p.m.; CST: 1 p.m.; MST: 12 noon; PST: 11 a.m.

If I have goofed because of daily savings time, or something, we will adjust! We can use that time in the chatroom, to check in, describe what we are doing at our gathering, who is there...and comments on our marketing findings. Not a report per se, but key comments.

To help this, we suggest that any of us that have marketing supports or tools that are ready to be shared, to send them to Marilyn at ICA Phoenix, to be put on the web site so we can all see them prior to June 16. For example, Seattle just tried a very successful emailed message for the ToP Secrets that they will upload for us all to see.

The 2<sup>nd</sup> technology piece will be an opportunity to use ICA Canada's online ORID software in advance of June 16, as preparation. John Miller says they will let us all know when this will happen, and what the protocols are, etc.

When I first mentioned this event in February, I asked that folks think about what local hub or region they relate to. In most cases this is obvious... particularly in metro areas. However, some of you as more isolated. At the time, several of you answered that you were already working in joint marketing teams, etc. Several of you mentioned that you related to other trainers that were a bit of a drive away, but that you would definitely make the effort to gather with them in June.

And...It might be that you are just NOT able to get to an event, but can log onto the chatroom from wherever you are!

I hope you are as pleased with this innovative direction for our network as I am. I have been dismayed by the representative attendance at the yearly national gatherings, and hope this local event will eventually broaden the participation in the policy and quality aspect of a National Top Trainers Network, and increase the possibility of us actually introducing concerns, issues, innovations, etc. in a way that the whole network is earnestly and honestly involved.

Thanks much,  
**Linda Alton, ICA USA**

# Letter to all African ICAs

14 May, 2001

Dear Colleagues,

I send to you my sincerest greetings from ICA: Ghana. I hope you are all up to the task of responding positively to the new challenges that have come with the dawn of the New Millennium.

I hope you are all aware that after the last Regional Interchange in Nairobi, ICA: Ghana was proposed to be the host for this year's interchange.

We have the pleasure to inform you that we have accepted the offer and in consultation with some of you are putting forward the following dates for the meeting: 26-30 November 2001.

This will mean that you have to arrange to arrive by 25 November 2001 and depart after 30 November 2001. We are currently discussing attractive packages to enhance your participation and also to make this year's interchange a memorable one. We will update you as soon as we arrive at a concrete decision regarding the above.

In the meantime during his visit to Ghana, Jonathan has agreed to prepare and send to all of us a draft agenda since he is the facilitator. We hope concrete suggestions will be forwarded to Jonathan as soon as you receive the draft agenda. Also if any of you have serious problems

regarding the proposed dates, do not hesitate to make your views known.

I wish also to take this opportunity to thank all those who were able to send participants to the IToPToF in Ghana. We hope they will contribute positively to the growth and development of your organizations with the knowledge they have acquired.

Bye for now, take care and hope to hear from you again soon.

Best regards,

**Lambert Okrah, ICA: Ghana**

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## Vacancies with ICA: UK

ICA: UK invites applicants for three new employed posts:

- Volunteer Service Programme Co-ordinator
- International Partnership Programme Co-ordinator
- Technology of Participation/Development Co-ordinator

The Institute of Cultural Affairs is a global network of private, non-profit, non-governmental organisations 'concerned with the human factor in world Development.' Since 1973 it has worked to develop, test and demonstrate effective approaches to personal, organisational and social transformation. ICA: UK is a non-profit company and a member of ICA International. Further information on ICA: UK and its programmes is to be found at [www.ica-uk.org.uk](http://www.ica-uk.org.uk).

The three successful applicants will comprise a new Programme Co-ordination Team, in place of the present Programme Development Team, that will work to develop and expand ICA's programme and membership in Britain, in line with its mission and strategic plan and accountable to the ICA: UK Board.

The three posts will be home-based, and are offered initially on one-year fixed-term contracts with a salary of £11,763pa. All three successful candidates will demonstrate:

- good communication, administration and teamwork skills
- initiative & drive, flexibility and a commitment to learning
- previous experience relevant to the programme, eg: of training, facilitation, volunteering,

international development, project management, marketing, fundraising.

A fourth, administrative, post will be announced shortly.

For further information and an application pack, please call 0161 232 0550 or email [<vacancies@ica-uk.org.uk>](mailto:vacancies@ica-uk.org.uk), specifying the post(s) of interest.

The closing date for receipt of applications is June 8th, with interviews in London on June 19th.

ICA: UK recognises the need to work towards eliminating discrimination and promoting equality of opportunity in its work.

**Martin Gilbraith, ICA: UK**

factory we give respect/power when it is earned. And, more importantly, this giving of respect/power is not understood to be a surrender of our own will or selfhood. We expect, indeed we demand, a reciprocal respect and recognition of our unique contribution. As post modernists we expect choice and to be able to act out our personal responsibility.

For the corporate manager this has meant a profound shift in the way he/she must do business and in the way he/she must manage his/her business. Management is about governance but it is rooted in our attitudes, values and beliefs (our culture). When these shift then the mode of governance must also shift. Henry Ford could declare that the customer could have any colour car they wanted as long as it was black but today people expect to be able to tell Nike what word(s) they want emblazoned on their trainers so that every pair is unique. Corporations might have once expected that we would follow the orders of our manager in return for our paycheck with no questioning or challenging of that manager or the corporation. Today, of course, we do not blindly follow where the corporation leads. We hold our destiny in our own hands and if we surrender part of it to a corporation we expect to have the opportunity to participate in shaping that destiny. Bruce Springsteen brought a hundred thousand cheering people to their feet when he said in the introduction to a song "...because in 1985 blind faith in your leaders or in anything will get you killed." Managers can no longer be 'masters of all they survey'.

Managers must shift their attitudes and values if they are going to meet the challenge of leading when leadership means enabling people to lead themselves.

#### **The Traditional Manager**

1. Control and Power
2. Lead from the Front
3. Make all decisions
4. Delegate Authority

#### **A New Image of the Manager**

1. Corporate Responsibility
2. First Among Equals
3. Build Teams
4. Empower Other People

The manager as facilitator must make real these four new images in the workplace.

1. **Corporate Responsibility**—The manager finds ways to enable his/her people to participate in the decision-making, problem solving, and planning that concerns their work.
2. **First among Equals**—The manager participates not as the up-front leader but as partner in the group. He/She accepts assignments to real work that make a real contribution to the accomplishment of the task—they do not just 'lead.'
3. **Build teams**—The manager works to create a team that is capable of solving its own problems, that respects individual members, that empowers every member to do his/her best and govern its own destiny.
4. **Empower other people**—The manager looks at each person in a full and rounded manner—in terms of skills, psychological well being, etc. Whether it is a simple word of support, or sending someone off for training the

manager is always alert to empowering each individual.

Roger Schwarz reminds us that, "Anyone in an organization can become a facilitative leader, even someone who has no supervisory authority. Traditionally, the influence of a manager and traditional leader stems largely from formal authority. But a facilitative leader's influence stems largely from the ability to help others accomplish what they want to accomplish."

**Jim Campbell, ICA Belgium**

1. Hughes, Robert. The Shock of the New, Art and the Century of Change, Updated and enlarged edition. Thames & Hudson Ltd. 1991.(book based on BBC TV programme)
2. Prowse, Michael. Quoted in Liberation Management by Tom Peters, Pan Books. 1992. (page 468)
3. Schwarz, Roger M. The Skilled Facilitator, Practical Wisdom for Developing Effective Groups. Jossey-Bass Publishers. San Francisco, 1994. (Page 249-260)
4. Springsteen, Bruce. Album: Live: 1975-1985. Quote from Tape Three Side A.
5. Weaver, Richard G. & Farrell, John D., Managers as Facilitators, A Practical Guide to Getting Work Done in a Changing Workplace. Berrett-Koehler Publishers Inc. 1997.

- The idea of forming a ToP facilitators network in Africa will be taken as a recommendation to the meeting of African ICA Directors to be held in Accra in November 2001. This concept has been raised before, and the feelings of these participants can be seen as further encouragement for implementation.

For further information on this course, or to be kept informed of future courses, please contact:

Akos Dzathor, ICA Ghana  
[icagh@ghana.com](mailto:icagh@ghana.com) or  
 Jonathan Dudding, ICA:UK  
[jdudding@gn.apc.org](mailto:jdudding@gn.apc.org)

#### **IToPToF Participants**

**ICA Cameroon:**

Viviane Ambare

**ICA Côte d'Ivoire:**

Kouassi Urbain, Kliman Affoue

Lucie, Kouadio Konan

**ICA Tanzania:**

Ole Saningo Joseph, Digner P.

Njau

**ICA Uganda:**

Salome M. Namisango

**ICA Zambia:**

Trust Katowa

**Nirado:**

Fyenu Maimunat, George Esanye

Sammy, Isiwu Edward

Chukwuka, Olowe Ebenezer

Muyiwa, Thontteh Olufunmilayo

**Institute of Financial Planning:**

Nyingi Utomvie, Austin Nweze,

Paul Osian

**School of International**

**Training, Canada:**

Iizuka Ryoko

**General Assistance &**

**Volunteer Org.:**

Abdi Musa Muhamed

**Akos Dzathor, ICA Ghana**

## **Managing and Facilitative Leadership**

*"Modernism, which dates from the late 19<sup>th</sup> century, is associated with mass production, uniformity, and predictability; post-modernism with flexibility, choice and personal responsibility."*

Michael Prowse, "Post Modern Test for Government" *Financial Times*, April 21, 1992

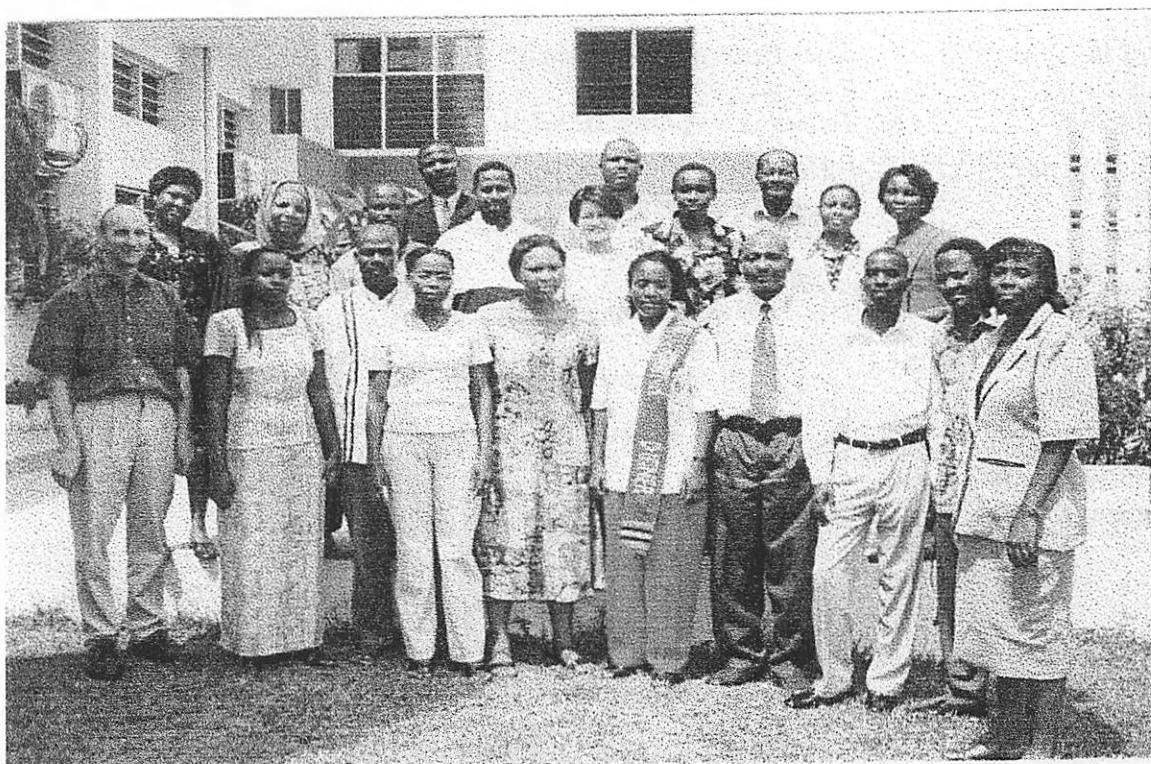
One of the great social constructs born of the Industrial Age is the business corporation as it was first conceived in the latter part of the 19<sup>th</sup> century and as it reached its zenith in the first half of the 20<sup>th</sup> century. This complex hierarchical organisation was capable of taking on and accomplishing the most complicated tasks. It made possible mass production and the creation of global corporations. By mid-twentieth century people looked at these organisations as the ultimate in business organisation.

However, with hindsight, we can see the cracks starting to appear in the 1960s and soon all around the world, hundreds, if not thousands, of these corporations went out of existence. For more than 35 years my father worked for a large corporation. Today the corporation is gone and the site where he worked is a riverside park. **What happened in the second half of the 20<sup>th</sup> century that made the world different from what it was in the first half of the 20<sup>th</sup> century?**

The usual answer to this question points to a multitude of economic factors (new technology, new competitors, new markets, etc.). All this is true but misses an essential shift that has profound implications for business organisations. In 1980 Robert Hughes (art critic for Time Magazine) hosted a BBC TV programme called, *The Shock of the New*. In it he explored the 19<sup>th</sup> century shift to the modern world-view and how it had now run its course and we were

struggling to invent what was being called post modernism. Beginning in the 1960s the world has seen what can only be described as a shift in culture. The Youth Revolution, the Feminine Revolution, the Conservation Revolution, are just the most visible manifestations of what is a profound shift in attitudes, values and beliefs that has affected people around the world.

As human beings we are not the same as we were fifty years ago. Our sense of right and wrong, good and bad, our expectations for ourselves, others and our communities and its institutions, our attitude toward the world around us and how we use it, what and who we trust—have changed. **One of the basic changes has been in our attitude to authority.** We no longer automatically give respect and/or power to someone because of the role or position they occupy. Whether president, prime minister or a line manager in a



Participants gave the following comments in their evaluation forms:

- A very engaging and enriching experience
- Educative, informative and the best way to effect change for a participatory development
- A wonderfully great experience
- Good and very useful to help community development
- Participatory, educating, practical and focusing
- Enlightening and thorough training

#### **Lessons learnt**

1. The course confirmed the need for such training in Africa on a regular basis.
2. Despite this clear need, the experience of marketing the course demonstrated that:
  - Smaller organisations often do not have funds available for staff training, particularly outside their own countries. As a result they depend on outside support to enable them to send their staff for such training.

- Where funds may be available, they are often allocated well in advance.
3. While the overall format of the course would seem to be appropriate, certain aspects of the curriculum need to be reviewed in order to improve the experience of the participants.
  4. Greater attention needs to be given to marketing the course well in advance in order to give organisations the opportunity to either raise funds or to build the training into their annual budgets.
  5. Participants expressed strong sentiments about establishing a ToP facilitators network in Africa, and saw the value of having such a network for both facilitators and clients.
  6. Although the course was able to break even financially, there is need to review the budget to allow for greater flexibility and ease of administration.

7. While the venue was regarded as adequate, there is need to investigate alternatives in and around Accra which will improve quality without increasing costs significantly.

#### **The way forward**

In the light of the lessons learnt:

- It has been decided that the training should be made an annual event in order to satisfy the demand identified. The current plan is for the next training to take place in Accra in May 2002
- Certain aspects of the course will be reviewed in order to build on the success of this first course. These include the venue, the budget and consideration of a field trip during the course
- Marketing of this course will start before the end of 2001. A brochure will be produced and circulated to organisations likely to be interested. It is recognised that the marketing effort needs to extend well beyond the ICAI network



# **Report on the International Training of Facilitators in Group Facilitation Methods**

Accra, Ghana, April 30-May 11, 2001

## **Background**

In response to a growing demand for proven participatory methods and facilitation skills in Africa, ICA held a 10-day residential training course designed to give participants a thorough grounding in facilitation. The training, facilitated by Euphemia Akos Dzathor of ICA Ghana and Jonathan Dudding of ICA:UK, attracted 18 participants from 8 countries in Africa and Asia.

## **Objectives of the course**

It was expected that by the end of the course, participants would be able to

- Use both basic and applied methods from the Technology of Participation (ToP)
- Have a better understanding of their own strengths and weakness as facilitators
- Design and facilitate participatory events and
- Establish links with one another to provide mutual support and learning.

## **Content**

The main sections of the 10-day course were Group Facilitation Methods, Facilitator Role, Values and Event Design and Applications:

**Methods:** The 3 basic ToP methods (the Discussion Method for achieving shared awareness, the Workshop Method for building group consensus and the Action Planning Method for planning out a sort term project) were introduced to participants in the first 3 days.

Later, Participatory Strategic Planning, which combines the 3 basic methods into a 4-stage process to enable the development of longer term plans, was also introduced. For each of these methods there was a demonstration and a walkthrough to make participants conversant with the various levels and processes. In addition to this they were given several chances to practise and get used to them.

**Facilitator Role:** Through the use of the workshop, discussion method and role-plays, participants were taken through the role of a facilitator. It afforded them the opportunity of gaining a deeper understanding of qualities, skills and competencies a facilitator needs and also to relate these qualities to themselves to draw out their strengths and weaknesses and decide on actions they will take to address it.

**Values:** In order to avoid the mechanical use of the ToP methods, participants were given the opportunity to explore the values and beliefs that underpin the ToP Methodology. During this segment they were also introduced to 2 other methods namely the Wall of Wonder and the Corporate Study.

**Event Design and Applications:** In order to enable the participants to start thinking through ways which they would be able to use the methods after the training, they were introduced to a framework to help them in the designing of participatory events. Each participant was able to work on the design of a particular

event, which they would be facilitating on return to their various countries.

## **Experience of the group**

The majority of participants was from national organisations that are members of the ICA International network, and therefore shared a similar development orientation. There were, however, also participants from the business world. Examples and illustrations were therefore varied to meet the needs of all the various interests. Participants representing different interests were sometimes put together to work in a group and this afforded them the opportunity to learn from one another. So also there were national differences that enriched discussions and contributions during sessions.

These differences led to lively interchange of ideas and a wider appreciation of the adaptability of the ToP methodology and how it might be applied to apply it in participants' own areas of endeavour. A supportive environment was created during the event by both trainers and participants to enable participants to practise their role as facilitators without any inhibition, and to learn from that experience.

One comment from some of the participants was the intensiveness of the course, with little opportunity for time to relax or make a trip out of Accra. Although a conscious effort was made to keep the middle weekend free, it is something which needs to be addressed in future courses.

# ICA Nepal's Networking

*An extract from the recent Himalayan Voice of ICA: Nepal*

## **ICA in 'Environment Committee'**

CARITAS Nepal requested ICA to be the member of the 'Environment Committee' established to carry out environmental related training and development activities in Nepal. ICA Nepal's trainer helped CARITAS to develop a training manual on environment and conduct a three day training on Feb. 9 to 11, 2001 in Chitwan, Nepal. Along with the theoretical aspects, the training also included practical environmental sanitation activities. ICA Nepal's technical staff Min Raj Chaudhary constructed and demonstrated models of an improved cook-stove; a low cost toilet and a soak pit. Tatwa Timsina and Uttam Uprety facilitated the training. 26 people attended the training from various NGOs working with the assistance of CARITAS Nepal in many parts of the country.

## **ICA receives Institutional Membership of NEPAN**

Nepal Participatory Action Network (NEPAN) has provided ICA Nepal with institutional membership. Established in 1996, NEPAN is a network of individuals and organisations active in the field of promoting participation.



## **ICA Staff in the Board of TAN**

Trainers Association of Nepal (TAN), established in 1992, is a group of professional trainers of Nepal. ICA Nepal's staff: Mr. Bal K. Silwal and Mrs. Sabita Paudel have been elected as the treasurer and a member respectively of the association.

## **IAF in Nepal**

Four of the ICA Nepal's staff have received the membership of the International Association of Facilitators (IAF) based in Minnesota, USA. IAF is a worldwide network of facilitators. Established in 1994, IAF aims to promote dialogue among facilitators globally. ICA people had played a leading role in establishing IAF.

## **Visits**

Tatwa Timsina, Executive Chairman of ICA Nepal attended the Millennium Conference organised by the ICA International in Denver last year. The conference was attended by more than 600 people from about 30 countries. In addition, a four-member team of ICA Nepal attended the 'Asian Facilitators' Conference' in Kuala Lumpur in Nov. 2000. The team comprised Tatwa Timsina, Uttam Uprety, Bal K. Silwal and Sarala Sharma. Before visiting Malaysia, the team visited Thailand and Singapore and enquired about NGO development in these countries.

Recent visitors from overseas have included Don Elliott, former President of ICA International, Ghee Bowman from ICA UK, Nelson and Elaine Stover from ICA Greensboro and Ramesh and

Punitha Krishnan from ICA Malaysia. They visited ICA Nepal and enquired about various activities of the organisation in various parts of Nepal. Mr. Bowman visited ICA's project area of South Parbat and met community development participants.

## **ICA Nepal elects new Executive Committee**

On March 24, ICA Nepal organised general assembly of the board to elect the new executive committee for 2001 to 2003 for a period of 2 years. The assembly was organised at the training centre of Nepal Telecommunication and was attended by the general members, previous executive members and advisory members. The new executive committee is headed by Dr. Ram B. Khadka while Sunil Sijapati, Uttam Uprety, Shalik Giri and Dr. Santa Man Rai were elected as vice chairman, general secretary, treasurer and secretary respectively. Dewakar Sharma, Dewaka Shrestha, Devendra Dhakal and Jangam Khadaka were elected as executive members. Dr. Khadka, the newly elected chairman is associated with ICA Nepal since its inception. Dr. Khadka has several years of experience of teaching at universities and presently holds the post of Dean at Pokhara University. All the members except Uttam Uprety are new to the ICA board. Mr. Tatwa P. Timsina has been nominated as the executive director for a period of two years by the newly elected board.

The Phoenix trek was organised by Jesse Sostrin with participation by Jim Wiegel, John Oyler and other colleagues. The Arizona Regional Trek involves participants fluent in Spanish and included a trip to Yuma and a variety of other activities set up by Raul Jorquera and Anne Wilshin.

### **Housing & Food**

Residents in the neighbourhood across the street from the ICA Centre are hosting eight of the participants. The rest are housed with staff and colleagues. So the entire housing budget is being contributed in-kind. Alan Heckman, 21-year-old intern, is head cook assisted by his 74-year-old grandfather, Clarence Snelling. Rachel Shaffstall is also present every day to help with the food.

### **Joint Project**

The programme is being carried out as a joint project of the CYL (Community and Youth Leadership) and the COP (Culture of Participation) teams. Income and expense are being tracked as a column within the CYL team. Direct cash expenses are expected to be about \$30,000. Any income above those expenses will be split between the two teams toward the considerable contribution of time by paid staff.

### **Donations to ITOPTOT**

This year to date we have received \$21,210 with additional committed contributions of \$3,400 = making a current total of \$24,610. On May 22-23, 9 simultaneous GFM courses are part of the programme. Sponsoring organisations will be contributing \$1,000 for this training.

We are still hoping for 100% staff and board participation. There are still dozens of people on the prospect list to be called in the next month. Please get involved and let Shirley Snelling know the results of your efforts in fundraising. Use some of the stories following the participant list to articulate a compelling story of the ITOPTOT's actual and potential impact as you talk with people about contributing.

### **2001 Participants**

#### **Ghana:**

Joseph Kekesi-44, Ken Kinney-38, Stephen Manso Frempong-40

#### **Guatemala:**

Carlos Urrutia-29, Anna Lisseth Lorenzo-25

#### **The Netherlands:**

Melanie Reekers-29

#### **Nigeria:**

Moses Ogianyo-40

#### **Tajikistan:**

Munira Saifulloeva-22

#### **UK:**

Hannah Greenwood-22, Shelley Hung-23, Emma Leamon-25

#### **USA:**

Diego Sulaiman Arancibia-28, Joshua Craver-23, Carolyn Danckert-24, Rachael Swanson-25

#### **Venezuela:**

Roxana Gonzalez-33, Jose Luis Lopez-23

#### **Zimbabwe:**

Gerald Gomani-28

#### **Deans of the 2001 ITOPTOT**

Alisa Oyler-26 and Jim Wiegel-56.

The group of 18 includes 9 women and 9 men. They are relatively young.

- 9 are 25 years old or younger
- 5 are 28 to 33 years old
- 4 are 38 to 44 years old - all of these are senior staff from Ghana and Nigeria who were refused visas to be in the previous ITOPTOTs.

Tajikistan is west of China and north of Afghanistan. It was in the southern part of the former USSR. Mercy Corps is an American not for profit with work in many countries around the world. Some of their staff in USA have been trained in and use the Technology of Participation methods. Last year, Mercy Corps in Tajikistan asked for a ToP trainer to work with them for more than a month. Linda Vogelsong Wayne of Scottsdale went and the Tajiks fell in love with her and with the methods. Mercy Corps - Tajikistan has begun the process of creating an ICA office in Tajikistan. Here's a quote from a letter sent by the Civil Society Project Manager: "Upon her return from Phoenix, Munira will be the leader of the establishment of an ICA office in Tajikistan. This is a great opportunity for the development of civil society not just in Tajikistan, but in the rest of the former republics of the Soviet Union."

The 4 Americans in the programme have made commitments to work with the "Youth as Facilitative Leaders" programme in various parts of the USA.

### **Shirley Snelling, ICA: USA**





# The Network Exchange

June 2001

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## Report on the 2001 IToPToTs Programme

Our aim in this programme is to increase the capacity of the participants to train other facilitators and to build ToP systems in their national ICAs. This year there is a special emphasis on developing a "Youth as Facilitative Leaders" component within national systems.

By the time of the Board meeting on June 1-3, the IToPers will have practised teaching the Discussion Method, the Workshop Method and Action Planning plus put their skills to use in teaching 9 simultaneous practice courses spread around Arizona.

### Regional Treks

Jane Stallman and Catherine Tornbom are working with four of them in Oakland. In addition to being in a public GFM course, they are meeting with people from the Oakland Library Fund, the San Jose Unified School District, in facilitating at an elementary school, and the Cultural Council of Santa Cruz County.

Judi Adams, Pat Carducci, and Valerie Nash in San Diego are working with the participants about marketing and preparing for and participating in a public PSP course.

Tim and Martha Karpoff in Albuquerque are centering on "client service" and "business development" with a variety of clients and groups.

Dorothea Jewell and Gordon Harper in Seattle are holding a GFM as well as a variety of client contacts and marketing possibilities.

Out of the Phoenix office, 2 treks are happening. The 6 participants will be part of a 31 member GFM being held at the American Foundation building since that is too many for the community space at the ICA Centre.

***The Institute of Cultural Affairs International***

# ICA events around the world

| Where                 | Event                                     | When                         |
|-----------------------|---|------------------------------|
| Phoenix, USA          | IToPToTs                                  | April 25-June 3, 2001        |
| Accra, Ghana          | ICA Africa Staff Training Programme – ToP | April 30-May 11, 2001        |
| Minneapolis, USA      | IAF – Global Conference                   | May 2001                     |
| Chicago, USA          | ICA USA Conference Follow-up Workshop     | June 2001                    |
| Guatemala             | Guatemala 2004 Preparation meeting        | June 14-20, 2001             |
| Canary Islands, Spain | ICA European Interchange                  | September 26-October 3, 2001 |
| London, UK            | IAF – Europe/Africa Conference            | October 2001                 |

## The Network Exchange

Is a monthly publication (excluding July & December) of the Institute of Cultural Affairs International.

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Phone: +32 2 219 0087

Fax: +32 2 219 0406

<http://www.linkline.be/~icai>

descriptions of effective resources in care of John Oyler at the Institute of Cultural Affairs (address follows). Please, give the name of the resource, contact information for the organisation which makes it available and a brief description which focuses on *the unique, specific, application or purpose* of the resource. For example:

*Resource:*

Neighborhood Academy

*Available through:*

The Institute of Cultural Affairs  
C/o Raul Jorquera/Anne Wilshin  
4220 N. 25<sup>th</sup> Street, Phoenix, AZ  
85016, USA  
8000 742 4032

\*Fax 602 954 563

\* [leadership@ica-usa-org](mailto:leadership@ica-usa-org)

*Description:*

A series of 12 facilitated sessions for a youth-adult co-learning group in a specific neighbourhood or community, to develop leadership skills in facilitation and integrated community development. As a part of the Academy, the group plans and implements a major community mobilisation event.

Please also indicate if you are willing to help co-ordinate the gathering and pulling together of these resources.

**International CYD Exchange Opportunities**

A lot of energy was generated during our stream time around

the value of cultural exchanges for youth/adult delegations, particularly around projects of CYD in Action. Though no specific initiative have been founded as of yet, individual connections have enabled some informal exchanges since the time of the conference (a Zimbabwean to Australia, an American to Ireland, etc.) For any of the previous projects please contact the Community Youth Leadership team of the Institute of Cultural Affairs at

4220 N. 25<sup>th</sup> Street  
Phoenix, AZ 85016, USA  
602 955 4811\*800 742 4032  
Fax 602 954 0563

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## Updated Member Profile: Ghee Bowman, ICA UK

*As you may have realised, the profile of me printed in a recent Network Exchange was rather old. So here's a bit of an update:*

We've now been living in Exeter in South West England for nearly 4 years. My wife Rebecca is working at the university, teaching English to foreign students. Both Alex (7) and Hannah (5) go to our local primary school, which they're both enjoying. We bought a house last year, and are very happy here.

I've been working for ICA:UK for about 18 months. I do ToP training and facilitation (especially in the South West of England), but my main focus these days is our Volunteer Service Programme.

So I co-ordinate courses and faculty, and take an overall administrative role. I enjoy working with volunteers, who are usually keen and full of enthusiasm, and love training on the courses. I still maintain some involvement with VSO, particularly as a trainer on two of their pre-departure courses.

I am always interested in deepening relationships with other ICAs. The Millennium Connection conference in Denver last year was a wonderful demonstration of the potential that ICA has in a global context. I travelled to Nepal last year, and met many ICA staff there, which I found very interesting. Recently Rebecca and I were watching a video of our engagement party in Egypt: seeing all the faces

of the ICA staff who I'd worked with for two years made me feel quite nostalgic, and I hope to be able to visit Egypt again soon. And finally, we always welcome visitors to Exeter from other ICAs.



*The world really is smaller than it seems. We are all born in a particular country and a particular culture. Our differences in speech and dress are wonderful. I keep in contact with my new-found international friends and I'm extremely thankful to have been blessed with this "unofficial" side of the conference."*

Another feature of stream life was the balance between high levity and deep serious discussion. Participants used thousands of pipe cleaners to create colourful tiaras, bracelets and other body decorations that made them stand out as a creative group of fun-spirited people who sang and danced together. Contrasted with this emerged such as, how CYD can deal with racism and social justice, that evoked tremendous passion and emotion.

It remains to be seen to what degree the new images and consciousness that were formed at the Millennium Connection turn into practical action and results. Certainly many individuals and the organisations they represent are already starting to do things together. Collective initiatives were also sketched out, but are, for the most part, still looking for a way to get implemented.

### **Action Projects to Connect With Social Justice in the CYD Movement**

An immediate action after the conference was taken by a team of participants in Baltimore and Washington, by writing an article on this theme that was published in the Fall 2000 issue of the CYD Journal.

### **CYD Stories Project**

A small team of participants volunteered to work on collecting and distributing a minimum of ten stories of successful CYD in Action. A worksheet and some guidelines for writing stories are available by contacting:

**The CYD Story Project**  
4220 N. 25<sup>th</sup> Street  
Phoenix, AZ 85016, USA

As of the end of 2000, a half dozen stories have been completed. Please indicate your interest in contributing a story or in receiving the compilation when it is complete by contacting the above address.

### **Long-term CYD in action Research Project**

A number of individuals and organisations indicated interest in developing a collaborative global project to track and spotlight the impact in local communities where young people are full partners in the development process. The idea is to use a common format and to work with selected *CYD Communities* over a 10–25 year period of time. One scenario suggested was to find 10 organisations in the US and 10 outside the US who would each be willing to partner with 5 *CYD Communities* and each other, to document that actual impact of a CYD approach to community-building. Lists of organisations who might want to participate, potential funders, and examples of *CYD Communities* were compiled. An "Innovations in CYD" form has been created as a starting point for a common format. Also a brainstorm list of the benefits of such a project was compiled. They include:

- Capture and document the growth of this movement and its impact over time
- Pioneer in the conscious documentation of the impact of a social movement
- Provide some foundation(s) the opportunity to pilot a long-term action research project
- Build awareness within communities, programmes serving youth, community development organisations, that CYD is an effective approach
- Move towards a common language
- Provide an organised avenue for learning and promoting sustainability within the CYD field
- Clarify and communicate the values and guiding principles underlying CYD
- Increase the likelihood of funding of CYD activities
- Help to popularise CYD for general public
- Provide the missing network of demonstration sites of CYD work
- Motivate for the increased quality and quantity of CYD work
- Model CYD in the design and implementation and connect youth from around the world
- Generate a multitude of practical tools available for communication globally
- Other movements will benefit from the best practices that are documented
- Unite CYD efforts worldwide.

### **CYD Capacity-Building Resources Compendium**

During the conference, a chart to get created which listed key curricula or tool kits participants were aware of that they experienced as particularly effective in building capacity for implementing CYD. If you are aware of such resources, you are invited to add to this compendium by sending



# The Community Youth Development Stream

100 youth and adult participants gathered for six days at the University of Denver, in August of 2000, from across the USA and around the world to further the partnering of youth and adults in building safe, healthy, just and sustainable communities. Global participation ranged from Jordan to Australia, Nigeria to Mexico. Generations United, Brandeis University's Center on Youth and Communities, National 4-H Council's Innovation Center, the National Network for Youth, and Woman in Community Service joined the Institute of Cultural Affairs as stream partners. The 4-H Council alone sponsored thirty participants from rural and urban communities.

This incredibly diverse set of practitioners were one of seven streams of social change taking part in the "Millennium Connection" event organised by ICAI and co-sponsored by Civicus and the Inter-American Foundation.

## Activities of the CYD Stream

1. Getting acquainted got off to a colourful start with building of a timeline of hundreds of CYD stories from participants' experience, stretching back several decades.
2. The group then fleshed out the critical components of CYD and self-organised into small groups to discuss these various components according to where they had most passion and interest.
3. After several rounds of small group discussions, the first 2 days culminated in furthering the CYD movement globally. Specific, vivid examples of

what would be in place led to the naming of key elements, including:

- Shared Power for Social Justice
- Youth involved in policy at all levels
- Intergenerational Community Development in the Mainstream
- Capacity-building Resources for CYD
- Implementing CYD in Education

4. A midweek break in the rhythm was provided on the 3<sup>rd</sup> day when people got a chance to travel to one or more of the large variety of site visit options organised by all 7 streams. Popular examples of CYD in the Denver area included: ArtStreet, a city programme engaging youth and adults in beautification projects throughout the city; an award winning downtown Denver youth center, MiCasa Resource Center; and Jefferson County Youth Leadership. Many folks also had a chance to take a trip up to the mountains with several site visits in the Rockies.
5. The final 2 days of stream time focused on identifying strategic areas to advance CYD in the next several years and then working in small groups to create initial plans of action for those areas. The final section of this report will deal with some of these action projects in more detail.

## Participants Experience

Every one was impressed with the tremendous diversity of approaches to CYD represented by the practitioners present.

This was both exciting, in terms of the new ideas to learn from and daunting, to think about how all this can be tied together into a movement of social change. David Burfoot, with the UN Development Programme in Kosovo:

*"The richest offerings (in the CYD Stream) were not informing strategies, but in the learning process taking place. This process required me to engage with people from all backgrounds and all ages who had been involved with many kinds of CYD projects. It gave me the opportunity to discover practical ideas I had not worked on, new possibilities, and pathways to a real future for CYD. The positive, interactive environment empowered me to take charge of my learning."*

There was also a wealth of personal, professional and cultural connections that got made during the week. Tanisha English, a youth worker in Baltimore:

*"I had conversations about spirituality and the plight of indigenous people with Hopi and Australian friends. I learned to salsa and meringue from a fellow American, and I had the honour of wearing a beautiful Indian sari. I also connected with three Mexicans who taught me Spanish while I taught them French and English. When words failed, hand motions, facial expressions and full-blown dramatisations became our mode of communication. We chatted as if we spoke a common language and had known one another for ages."*

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# And What Car Do You Drive?

*Why should local people trust NGOs? As long as they are seen largely as rich, foreign-funded organisations that exist to further their own interests, with no guarantee that the money will reach the intended beneficiaries, it's not likely that local people will support them. But is the answer for local NGO leaders to abandon their Pajeros – the four-wheel-drive vehicle they are said to favour – or does the issue of trust go much deeper?*

In his keynote address to the Resource Alliance conference in Nairobi, Alan Fowler identified trust as a vital precondition for any organisation whose usefulness and survival depends on social recognition and citizen support.

For other types of organisation trust is more of an optional extra. Governments can always apply coercion when they cannot win trust. Businesses like to have customer trust, but people realise that in the final analysis maximising profits is the first priority. But for non-profits trust is the cornerstone of their interactions with citizens as supporters or clients. It is their USP, or unique selling point.

**Where does trust come from?** Society's trust in NGOs derives first from the behaviour of individual NGOs. The key elements here are performance and accountability – being seen to be doing something that society values and to be accountable for what they do. Trust also results from the messages conveyed by others – government, media, bureaucrats. Where relations of mistrust exist, NGOs politicians and media often seize on isolated cases of NGO

misconduct to blacken the reputation of the whole sector. Where NGOs' own behaviour fails to inspire trust, they lack the means to counter such attempts.

**How can NGOs build trust?** According to Fowler, the first step is to put their own house in order. Codes of conduct are helpful, but they must be enforced. Second, NGOs must actively inform the world of what they do, how and why. They must see this 'as a collective necessity that creates a more supportive environment in which an individual organisation's messages will be better heard and appreciated.'

Third, the most difficult, is the issue of foreign support. If NGOs are to be truly trusted, they must stop being seen as foreign-funded organisations with foreign agendas and externally subsidised lifestyles – a perception that is captured in Kenya by the negative term 'Pajero class,' used of NGO leaders. Dependency relationships are also a problem. When NGO staff arrive in their Pajeros, poor people often ask 'what are you bringing?' As long as NGOs are seen as conduits for bringing foreign money to local communities, these communities won't expect to have to support them.

**Is the local money there?** But is the money there? Katharine Pearson of the Ford Foundation, talking about the potential role of indigenous philanthropies (endowed grantmakers), labelled as 'insidious' the argument that some places are so poor they have to rely on outside help. There are untapped resources in every community, she argued.

Other speakers seemed to agree with her. Joana Foster, of the African Women's Development Fund, insisted that there's lots of money in Africa, people just don't ask for it. Elkanah Odembo, Director of the new Centre for the Promotion of Philanthropy and Social Responsibility in Nairobi, stressed that if NGOs are doing good work that is valuable to society, communicate well to the public, business and government, and have well-thought out plans, the resources will be there.

Local attitudes are often the obstacle to local resource mobilisation, the feeling that NGOs can't manage without Ford or USAID, that there isn't enough money. In any case, it's much easier to write a proposal than to ask your friends for support. But local resource mobilisation isn't about self-reliance, not yet. It's about local ownership and constituency building. One speaker maintained that if an NGO can't raise funds locally, it doesn't deserve to exist, but it's not the amount raised that's important.

The word 'Pajero' cropped up again and again during the three-day conference, but are they really the problem or just a symptom of it? It's unlikely that people anywhere will look favourably on non-profits that adopt the sort of 'fat cat' lifestyle typically associated with the private sector. On the other hand, if NGOs are seen as playing a really valuable role in achieving social change, are people going to spend a lot of time worrying about what cars they drive? Personally I doubt it.

**Caroline Hartnell**

# ICA MENA Conference Participation

**World Volunteer Conference  
14-18 January 2001**

**Amsterdam, The Netherlands**  
*Pre-conference Youth Forum  
12 & 13 January 2001  
Amsterdam, The Netherlands*

## **Conference Brief**

**Attendance:** 2000 persons

**Arab Region:** 36 participants

Volunteer: 'Capital of the Millennium' is the first and primal event in the International Year of Volunteers 2001. Recognition, Facilitation, Participation, Networking and Promotion are the five objectives of IYV2001 as stated by the UN in its resolution proclaiming 2001 as the International Year of Volunteers.

Yasmine Serry was invited to represent ICA/Egypt on the YAM-team "Youth Activity Monitor-team" which consists of 9 young volunteers from different regions and organisations who have worked together to create an environment for active participation of youth during and after the world Conference. The goal of the Youth Forum was to allow youth to see, hear and be heard at the World Conference. His Royal Highness Prince Floris inaugurated the Pre-Conference. Hala El-Kholy also attended the conference through a scholarship by CEOSS. 36 Arab participants attended the Conference of which 29 were from Egypt.

The Conference included 150 workshops, 12 partnership meetings, 22 study visits and several plenary meetings with prominent guest speakers.

The Youth Forum Pre-Conference produced two key points:

1. Volunteering is a pleasure and pleasure is volunteering.
2. In order to have recognition, we need to have diversity. And in order to have diversity, we need to have respect.
3. Dreaming is volunteering and dreams are meant to be achieved.

Some of the keynote Speakers addressing the World Conference was:

- **UN General Secretary Mr. Kofi Annan**, expressed his hope that 2001 really will be the year that changes the world, and that many more people will join the volunteer movement.
- **Mr. Ken Allen**, President of IAVE.
- **Mr. Wim Kok**, Prime Minister of the Netherlands
- **Mr. Kumi Naidoo**, Secretary General and CEO of CIVICUS, World Alliance of Citizen Participation.
- **Mr. Frank J. Devlyn**, President Rotary Club.
- **Ms. Astrid N. Heiberg**, President of the International Federation of Red Cross and Red Crescent Societies.
- **Ms. Carol Bellamy**, Executive Director of UNICEF Int'l
- **Dr. Jacques Moreillon**, Secretary General, World Organisation of the Scouts Movement.

**In addition to her Majesty Queen Beatrix of the Netherlands.**

**Networking** - International contacts, relations, Arab partnership, Egyptian leaders of voluntary organisation, government contacts, Donors relations and Youth organisations.

**Information** - Presentations, Brochures, books, co-ordinates, Speeches, upcoming events and new concepts.

**Opportunities** - Potential partners, potential donors, promoting ICA and ideas for innovative projects.

## **Proposal for Application of Learning and Experience**

*To promote the objectives of IYV 2001 "As per the draft declaration" internally within ICA and externally with our partners.*

- To re-articulate ICA's programme "Volunteer Child" to incorporate and relate to the IYV2001
- To update ICA's policy on volunteerism to:
  1. Encourage all ICA staff members to volunteer
  2. Promote and Facilitate volunteerism in all operating and upcoming ICA programmes.
- To present the results of the World Volunteer Conference during the next planning meeting.
- To utilise Ru'ya throughout the year and beyond for promotion of the concept.
- An article will be written in the coming issue of Ru'ya on volunteerism in general, and the conference in particular.
- ICA to consider creating and co-ordinating a volunteer placement mechanism as a pilot in Egypt.
- To become active members of volunteer support group.
- To support and motivate the organisation of an **ARAB EVENT on VOLUNTEERISM** to be held in Cairo during the summer of 2001.

The person I was to ask was an older man who invited us out to lunch. Before I could even begin my pitch the man was telling us all about the misfortunes of his life. He had just lost his job and his daughter was very sick. After that, I just told him I was really sorry and maybe next year he could help us. On the way to the car my partner started dressing me down. There is only one line at the end of a call and that is "to get these houses started in India we need to ask you for a \$1,000" And then you just wait for the answer. You let him decide his response. Well, ICA was very good at asking and waiting with over 2 million dollars raised annually.

The third phase of our fund raising centred on our work being almost totally overseas. We begin to put our fund raising staff over seas. ICA opened funding centres in Brussels, Bombay, Hong Kong, and Caracas. We moved from individual givers to donors. I can remember being in Kenya working on fund raising and continuously being in contact with Brussels to negotiate money from the European Union and the Norwegian bi-lateral agency, NORAD. This was the time of USAID, Ford, Kellogg and major private sector money such as AT&T in Korea.

Then in 1984 the present phase began. We saw that we could not continue on this path of bigger and bigger grants without losing local control. So we decided to dis-band our global fund raising teams and basically sent them home. From now on each local ICA was to be responsible for it's own finances. Each ICA would have its own indigenous board plus be responsible for raising

both international and local funds. This is the period that ICA USA and Canada begin to turn to training and consultancies to support themselves.

In the first ICAI General Assembly (1989), we defined how we wanted ICAI to function and how we were going to finance it. We basically built a budget for an office in Brussels and a couple of staff. In the Assembly we said we would not pay for fund raising but that the secretariat would be encouraged to help in fund raising, but only for a fee-services basis. Tony Beltran and Dick Alton agreed to help in fund raising. From the 1989 period this arrangement was in place. Then Tony left and a new phase appeared as the role of the Secretariat shrunk.

Although ICA Japan has a long history of supporting ICAs through Japanese funding, this ICA-to-ICA process has begun to expand. ICA UK has begun to develop a series of ICA-to-ICA partnerships that have been very successful. This is a trend for the future as USA, Canada and Australia have begun to look at building partnerships with funding as part of the process.

With the 2000 Millennium Connection Conference in Denver, ICAI hosted a stream on philanthropy. The preparation and the planning in the Conference produced many new ideas and approaches to resourcing civil society activities. Local philanthropy is going to be carefully looked at by ICA Egypt as they probe alternative financing mechanisms. Canada and USA have philanthropy stream members who want to look at foundations and trust.

There is no doubt that building a strong financial base continues to be one of the keys for our future. In some locations we are too dependent on fund raising and other too dependent on fee-for-service. Each has its own side effects that need adjustments. The biggest challenge is always to ask the general public for money. As one expert recently stated, "If an NGO can't raise funds locally, it doesn't deserve to exist."

Basically, one can say every ICA is responsible for its own funds and needs to solicit this money themselves. Part of that solicitation can be to build up your relationship with other ICAs that would lead them to help mobilise resources (human, financial and technical) as part of the partnership. But the buck always stops with the local. The ICAI is a loose network of organisations all trying to stand on their own feet at the same time using the strength of the all to give better leverage.

**Dick Alton, ICAI**





# The Network Exchange

April 2001

ICA Fund Raising History  
ICA MENA Conference Participation  
And What Car Do You Drive?  
The Community Youth Development Stream  
Updated Member Profile: Ghee Bowman  
Calendar  
Insert: ICAI Contact List – March Update

1  
3  
4  
5  
7  
8

## ICA Fund Raising History

At the April ICAI Executive Committee meeting it became clear that many ICAs are unclear about the role of ICAI in fund raising (or why it does/doesn't have one). I was asked to spell out the history of ICA's fund raising and policies.

I think at the heart of the ICA we have always known that without solid financial systems we could not accomplish what we saw as necessary.

In our first work in Chicago's 5<sup>th</sup> City Project, it became clear that we would be held at the mercy of big city politics unless we had some other way to gain financial independence.

So we decided to send half the staff out to find 9-5 jobs so that the other staff could work on the project. You could almost call this job sharing.

When our work began to shift overseas, we begin to organise a large individual giving network from the people who came to our training courses. We had a large group of staff whose sole job was to raise money from individuals through annual appeal campaigns, guardians (wealthy individuals) and trips to our projects.

I remember the first time I was assigned to a donor trip to Texas for a month. We travelled from town to city, up and down Texas. At that time we were raising money to help launch the India Maliwada Project. We were particularly asking individuals to give a \$1,000 each to help redo the houses of Maliwadi. I was young (32) and had had little experience in development. After the 10th visit, my fellow caller (a real old hand) turned to me and said to me it was my turn to be the first caller and do the appeal.

***The Institute of Cultural Affairs International***



# Concerned with the Human Factor

## In World Development

Many people not only want to know why we are the Institute of Cultural Affairs but also what does it mean to be concerned with the 'human factor' in development. In the Institute's first project work on the West Side of Chicago, we discovered that you had to release the human factor to do sustainable, effective development. We began to realize that the real 'spirit issue' was the 'victim image' people carry around in their heads. The key challenge we faced in doing development is the illusion that nothing can be done. This illusion is not just found in the West Side of Chicago but is the heart of the issue we are dealing with in all of our participatory methods. This spirit issue is at the heart of every person, community, institution or nation and finally is the key challenge for caring for this planet.

I want to share with you some of the ways this illusion is manifested in our work. First, there is the illusion that the government is going to take care of me. A recent research project in the Philippines, found that 80% of the rural people expect the government to provide them with jobs. After the first election in South Africa, a group of citizens sued their Member of Parliament because he had promised them a house and a car if they elected him. A couple of years ago there was a prolonged drought in Zambia and in the middle of it a group of people sued the Zambian Government for causing the drought.

This is an illusion. The government is not going to provide people with jobs but rather local people have to create jobs. The government is not going to prevent droughts but local people need to prepare for droughts. Government is not the source of what you need but is only a vehicle to help you to do your own development. In fact, unless local people take responsibility for government and what it does and does not do government will never succeed. It is people who make government work and not the other way around.

The second illusion is that if people just had money things would be all right. How many workshops have we done where the vision is wealth, the contradiction is that we are poor and the proposal is finding money? One of our board members in Kenya ran for Parliament. He tells the story of going out to campaign. In the midst of giving a speech he began to hear this murmur from the crowd: Feed us, feed us, feed us! What the whole election was about was giving out free beer and food as a symbol of what you would do if elected.

This is an illusion! People do not need external money and in fact they need to pay for development or it does not work. The chances of someone using a condom if you give it to him is about 15%, but if a person buys a condom the chance of him using it is about 95%. The reason we have so many white elephants for

development projects is that outsiders have given people things that people do not own or even need. If someone offers you something free you take it, even if you do not need it or have the motivation, knowledge or finances to fix it. The key to development is having people pay for their own development. In fact, we need to move from the supply side of development to the demand side. What is it that people want so much that they are willing to pay for it? You find that out and you will have development. One of the amazing things that the World Bank has discovered is that people at the grass roots level will buy insurance. People will buy insurance to save for their children's education, insurance against drought and even health. Even the poorest of the poor have money for what they really want. The issue is not money but the choices about what we will have.

The third illusion is we are just too poor to do anything. We do not have any money, we have not gone to school and we don't have any of the other basics things of life such as water, health, houses, plus we have 10 kids. Tell me what to do, take care of me, please! To stop this cycle of dependence fostered by our experts with all their answers, we need to see that the opposite is true. Every person has gifts, assets. The greatest gift a community has is its own problem-solving ability.

During the 80s a research project was done in Cambridge on what had happened in the great droughts that swept across Ethiopia. One of the most astounding findings is that the people who went into refugee camps did a lot worse than the people who stayed out of the camps and forged on their own. The people who went into the camps basically said, "Here I am, you take care of me." If my children get sick I expect you to take care of them. If there is a food shortage, I expect you to handle it. It is not surprising that the people who stayed out of the camps and took responsibility for finding food and caring for their own medical problems did better. Fewer

died and were in better health. Our job is to tell the truth. Our first task is to say no to these illusions, but this is not such an easy job. People do not like their illusions broken.

There is a story of a man waiting for a bus out in the country. It is hot and he is sweating. He is waiting for hours. Suddenly a man starts walking toward him. "Are you waiting for the bus to go to Brownville?" "Why yes I am." "Well, I have good news for you, there is no bus to Brownville!" The man looks at him and starts yelling that he had waited all day in the sun and dust and now he is told that there is no bus. "Ahhhhh!" Hey, but that is good news, because there is

no bus. This is the message we have to bring to people. Hey, there is no bus! The government is not going to help you, or is somebody going to give you money, nor is some expert from the West going to solve your problems. This bus is just not coming. You need to get off your backside and walk. It is not easy but making your own mistakes is the only way. 'Making wise choices comes mostly from experience. Experience comes mostly from having made bad choices and having lived to remember them.'

**Dick Alton, ICAI**  
Written during the  
October / November  
ICA Africa Trek

## Art and Practice of Participation

### The Millennium Connection Conference Stream Report

On our first day, we gathered as the Art and Practice of Participation Stream, some seventy plus people strong. Our space was replete with blue sticky walls, several floor fans (it is very hot in Denver right now) a PA system with mikes on long cables and a small group table setting.

After a short welcome, quick introductions and an opening context, we introduced ourselves in greater depth at our tables, using the Dannemiller Tyson Getting Connected exercise. This was followed by working as table groups on elements of a skit, which each Stream will be performing at our Closing Celebration. Sharing these often highly participatory skits with the whole Stream continued after lunch, and a volunteer team was constituted to pull elements

together for our part of the drama at the Closing Celebration.

We then used ICA's Wave Method to look at Established, Dying, Emerging and Boundary ideas in participation and reflected on the implications of the product we had generated. To view this product, click on The Wave under Documents in this APP section of the Conference website. The afternoon concluded with us breaking into smaller groups for sharing some of our recent success stories in participation.

#### The Current State of facilitation – Group input on the Wave

##### Boundary Ideas

- Participatory evaluation as well as planning
- Time for stories

- Beyond methods – integrating
- Concept of cheerleaders – folks who inspire new ideas
- More silent reflection time
- Growing sophistication/when to use what
- Co-operation between agencies
- Web based facilitation and collaboration
- Rewarding risk taking
- Financial transparency – link to open book management
- Shared wisdom and space – image on behalf of the whole
- Images in music
- Virtual vs. face to face
- Silence is also participation
- Recognising multiple intelligence
- Letting go of control
- Participation as a means and an end
- Chaos/self organising principles
- Get out of the way

## **Emerging**

- Consensus decision making
- Referendums
- Graphic recording
- Body movement
- One size does not fit all
- Open books management
- Cooperacy – participating in shaping vs. conflict – we have responsibility for shaping our circumstances rather than expecting others to do so
- Restoration of society rather than reparation of the individual
- Emergence of the disenfranchised
- Inclusion particularly those d we not want
- Increasing use of technology
- Fluid alignment of decision making structures
- Groups and organisation seek and get outside support
- Process facilitation that gets results
- Dialog instead of debate
- Computer assisted facilitation (online and in person)
- Sustainability and effective implementations depends on participation
- Participatory mindset in corporate culture
- Learning communities of practice – places where people come together to learn from each other and continue to learn
- Spirituality in organisations

## **Established**

- Empowerment and permission to question
- Synergy building – individually, interpersonally
- Facilitation competencies
- Change and risk management
- Whole brain learning
- Openness and transparency
- Partnerships and consultative relationships
- Diverse stakeholder input
- Unstructured meetings
- Asking questions and listening

- Input/consultation – someone else decides
- Expert has answers and dictates (pacific rim)
- Use of facilitators for visioning, strategic planning, problem solving

## **Dying**

- Expert has all the answers
- The leader has the answers
- Suggestion boxes
- Starting with process vs. the strategic issue
- Authoritative/leadership – command and control
- My way my style process – inflexible
- Majority rules decision making
- Public agencies as the sole responsibilities cradle to grave
- Short term quick fix remedial trainings
- Personality tests
- Sage on the stage
- Vow of poverty for non profit community based employees
- Robert s rules of order
- Command/control organisations
- Touchy feely facilitation

## **Ten years ago**

One cycle back – No Internet or web

## **Ten years since**

- More about reflection, intuition
- Things will move forward – new boundary ideas
- Youth trained in facilitation skills
- More emphasis on individuals being trained beyond their own fields
- Daily quick changes a normal part of life
- Facilitation will be more regional, broader in context
- Dying becomes boundary
- Link via internet to get case studies to support planning facilitation, etc.
- Facilitation a role played by many people, not just a profession

- Risk of losing personal contact because of impact of technology
- Organisations will be self-facilitating
- Common facilitation skills transferable to other locations
- Real time input on how well we're doing financially that it will become background instead of a stumbling block

## **What implications does this hold for us?**

- How can we hold the value bound in facilitation as facilitation dies?
- How do we push the boundaries of facilitation?
- More public money will be spent on development of institutions rather than projects
- To make facilitation work each of us must understand how /where to apply it in the different cultures and places we live? – Cultural sensitivity
- Push the edges of participation and facilitation
- Make sure we use technology in meaningful/usable ways – not just surveying people
- Facilitation can lead to much greater equity in society
- How to keep track of different methods and keep methods relevant
- Quality and quantity of participation
- Be ready to grab the big waves
- Facilitation skills taught in schools – part of educational curriculums
- Is there a direct line of effect between participation and facilitation?
- Participation to what end?
- How can facilitation lead governments to reduce dependency on military expense?

## Success Stories

Several stream participants shared facilitation success stories in small groups. The topic covered include the following:

- Large group vs. small group facilitation
- Use of games with groups
- Participation and facilitation in disaster intervention
- AGNI - A movement for citizen participation in Mumbai
- National Centre and Caucus for the Black Aged
- Participatory Public Art
- Security and health youth volunteers
- From \$130,000 debt to \$70,000 in the black in an agency in 18 months
- Post-facilitation - How to Keep It (the resolve) Alive
- Community Planning - Amalgamated Communities
- Of - By - and For the People
- One week summer camp for 13 year old boys
- NIKE Financial scoreboard and knowledge map
- Theatre for development
- Diversity Dialogues
- Marketing and publicising ToP Workplace facilitation course
- Self-sustaining groups (economically and socially)
- Training young people in participatory methods
- Business storytelling
- Public broadcasting/DOE/Private sector partnerships in Puerto Rico

## Project Proposals Day 4

These projects were proposed by the whole group and used for cross stream dialogue and final project development:

### Area:

Holistic Participative Techniques used for Social Change

### Name:

Document Holistic Participative Techniques

used for Social Change

### Purpose:

To create a project(s) to increase the use of wholistic participative techniques for social change

### Outcome:

One collaborative project within a year

### Benefits:

Working together with people who are using the Arts in community development; test out spirituality techniques (spirit methods) in relation to social change

### Area:

Holistic Participative Techniques used for Social Change

### Name:

International Participative Holistic Training Calendar

### Purpose:

To inform practitioners of the range of available training opportunities

### Outcome:

Web-based training calendar and feedback by E-mail from attendees and trainers

### Benefits:

More people in our field exposed to new tools; Personal growth for practitioners

### Area:

Infrastructure to Document and Disseminate Best Practices in Facilitation

### Name:

The Seminal Source

### Purpose:

Strengthen capacity to access the best available resources in facilitation

### Outcome:

An Online learning community with web resource links, forums, chat, user-evaluation of resources

### Benefits:

An informed recommendation on the nature of the infrastructure and what

the next steps should be

### Area:

Innovative Processes and Structures for Authentic Responsible Citizen Participation that Serves Diversity (Ethnic Groups, Age Groups and Gender) and Promotes Self Determination and Sustainability

### Name:

Connecting and Sharing Successes from Sustainable Community Development

### Purpose:

To enable the critical success factors / breakthroughs for broader application and adaptation

### Outcome:

Each success multiplies many times regionally and globally

### Benefits:

We leverage successes without reinventing the wheel; we foster simultaneous proliferation

### Area:

Innovative Processes and Structures for Authentic Responsible Citizen Participation that Serves Diversity (Ethnic Groups, Age Groups and Gender) and Promotes Self Determination and Sustainability

### Name:

Creating and Promoting Models for Responsible Citizen Participation

### Purpose:

To broaden people's sense of their possibilities thereby increase participation in government

### Outcome:

People are clear what it means to participate authentically and responsibly in their own governance

### Benefits:

Governance of, by and for the people serving the needs of more

people; People taking ownership of their own actions and results; Solutions created are more sustainable and in everyone's interest

**Area:**

Professional and Grassroots Access to Skill building in Facilitation and Participation

**Name:**

Participation / Facilitation Skill building in Schools

**Purpose:**

To create culture of participation in schools, by including in curriculum, practising it, teachers and administrators and encourage children and youth to use participatory methods and experience

**Outcome:**

Kids grow up empowered to be effective in groups; suggestion boxes not the only input; staff student council, etc meetings by consensus; kids learn more Pilot curricula reflect best practice in participation

**Benefits:**

Professional and Grassroots Access to Skill building in Facilitation and Participation

**Area:**

Sustained and Inclusive Partnerships Driven by Facilitation and Participation

**Name:**

South / North America, Asia, Pacific, Africa, etc. Regional Networks

**Purpose:**

International collaboration and networking

**Outcome:**

Regional fundraising; regional ITOP (TOT); Local summits and conferences; Support to new organisations

**Benefits:**

Sustainable and quality service delivery at regional level

**Area:**

Towards a Culture Where

the Norm is Participation for Transformation

**Name:**

Global – local connection exploring the alliance

**Purpose:**

Link with info-base of civic world alliance

**Outcome:**

Increased awareness of opportunities and funding imaginal connection with movement beyond our personal efforts

**Benefits:**

1000 individual non-hierarchical linkages

**Area:**

Towards a Culture Where the Norm is Participation for Transformation

**Name:**

Indicators of A Participatory Organisation

**Purpose:**

Create and promote an evaluation measure / standard or code of ethics for what makes an organisation or institution participatory

**Outcome:**

Draft of the "40" indicators of a participatory organisation

**Benefits:**

Common language, standards to help organisations implement participatory processes

**Area:**

Youth Fully Present in Participatory Leadership

**Name:**

International Youth Leadership Development Conference

**Purpose:**

To bring youth from around the world together to share experience and models positive participatory leadership

**Outcome:**

International network of youths. More youth participation in the field of participation

**Benefits:**

Establish new relationship among participants Improved awareness among youth about importance of participatory leadership

**Area:**

Youth Fully Present in Participatory Leadership

**Name:**

Badges in Participatory Leadership

**Purpose:**

To reward youth for training in participatory leadership methods

**Outcome:**

Approval of organisation to begin badge process

**Benefits:**

Increase participation skill capacities in community increased participation in life of the community

**Area:**

Youth Fully Present in Participatory Leadership

**Name:**

Youth led pre conference offerings at IAF May 2001 (Minneapolis) designed and led by YFL program graduates – Twin cities and 4 other locations.

**Purpose:**

Advance and publicise youth's role in participatory leadership

**Outcome:**

24 youth facilitators leading sessions'300 adults impacted by their workshops

**Benefits:**

International requests for YFC training; the culture of the IAF is changed; dramatic increase of youth in participatory leadership structures

# ICA events around the world

| Where                 | Event   | When                         |
|-----------------------|---|------------------------------|
| Nairobi, Kenya        | Micro-financing and HIV/AIDS Training Programme | April 8-21, 2001             |
| Phoenix, USA          | IToPToTs  | April 25-June 3, 2001        |
| Accra, Ghana          | ICA Africa Staff Training Programme – ToP       | April 30-May 11, 2001        |
| Minneapolis, USA      | IAF – Global Conference                         | May 2001                     |
| Chicago, USA          | ICA USA Conference Follow-up Workshop           | June 2001                    |
| Guatemala             | Guatemala 2004 Preparation meeting              | June 14-20, 2001             |
| Canary Islands, Spain | ICA European Interchange                        | September 26-October 3, 2001 |
| London, UK            | IAF – Europe/Africa Conference                  | October 2001                 |

## The Network Exchange

Is a monthly publication (excluding July & December) of the Institute of Cultural Affairs International.

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# ICA Japan directors believe good comes when spirit comes

By ANGELA JEFFS

The codirectors of the Global Partnership Center of Japan's Institute of Cultural Affairs, husband-and-wife team Wayne Ellsworth and Shizuyo Sato, state with more than a modicum of pride that it is a private nongovernmental organization receiving grants for specific projects but otherwise self-sufficient.

There were plenty of staffers and volunteers milling around the day I called by: a Kenyan student from Nairobi who wants to be a new kind of politician (and good luck to him, too); a young Japanese woman who, having walked out of her job at JICA the week before, turned up to offer her services for free for six weeks after seeing ICA's Web site. And more, some glimpsed in passing, others hidden away in a maze of rooms, all sounding very busy doing something worthwhile at the center, near Seijo-gakuenmae Station on the Odakyu line.

"We believe that what our planet needs now is participation by people at grassroots level in drawing out the hidden potential of every community," began Wayne, who welcomed me with tea and chocolate beans. "So we describe ourselves as facilitators. Via stages of research, development and training, we help effect change for the better."

"To be more precise," Shizuyo explained, "the change must come from the minds and hearts of those involved. We don't preach. Rather we provide tools and show people the way to use them. It then is up to those participants to find their own way forward."

Founded in 1953 in Austin, Texas, by Dr. Joseph Matthews, ICA's philosophy reached Japan in 1970, with small groups forming first in Kobe and Tokyo, and later

Fukuoka, Osaka, Sendai and Sapporo. ICA Japan kicked off formally in 1982 with an international youth work-camp program. Today it is a global network of independent organizations, with United Nations consultative status.

As Wayne explained: "In 1989 we shifted our emphasis from domestic to international development with a reforestation scheme in the Philippines. To help fund such activities, we also established LENS International, Inc., which facilitates participatory seminars at corporate level."

By 1995 ICA Japan had extended its partnership activities to 13 projects in 11 countries. Last year, an ICA training event, Global Development Practitioners, was staged in Tokyo with 13 countries participating. ICA's basic aim, the couple says, is to assist the poorest of the poor who desire partners from outside to help them get onto the path to self-development.

Wayne is from Ohio. With deeply religious parents, it was natural to become involved in church work. But then by chance — a serendipitous fluke — he attended an ICA weekend seminar so "conceptually advanced" that organized religion no longer held all of the answers. "I wanted to understand the world on a far broader level; I was awoken to the reality of spirit."

He quit IBM, where he had worked for 10 years, then through studies at the Ecumenical Institute moved into ICA development programs. "At that time I was interested in trying to establish a role for the church in society — help change society where it was calling out for change."

Involved in the establishment of 24 social projects, one in each global time zone, he found himself in Chicago, fa-

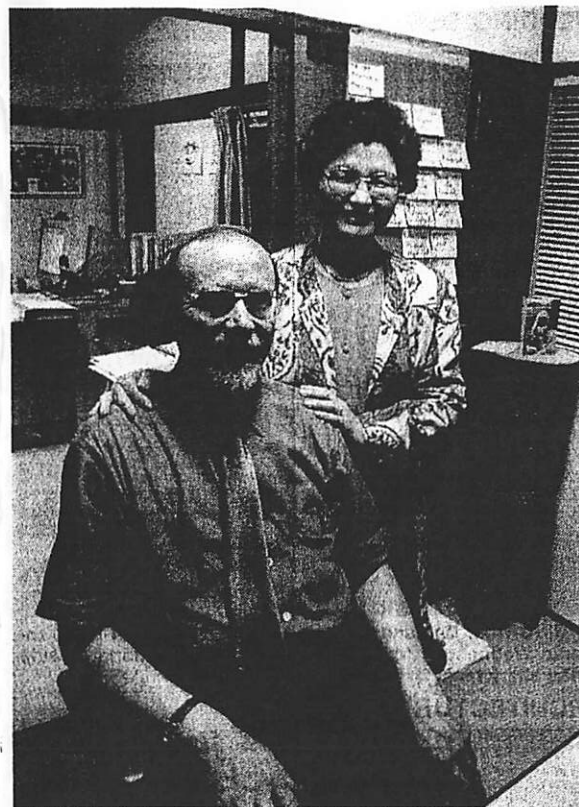
cilitating change in the middle of the West Side. "In 1976 a group of us helped facilitate 3,000 community-style meetings that brought social renewal to the area."

In 1977, Shizuyo had stayed with an American family in Yubari, Hokkaido, where 25,000 people were being thrown out of work by the closure of coal mines. "I was involved in a community development scheme, using university students to work from the inside. But then I realized that if the town died, we would all die together."

Believing she needed to help from the outside she went to Sapporo, but without finding any answers. There was no understanding of volunteerism at that time. Where did such power and impetus come from, she wondered? Moving to the States, she found her way to the ICA chapter in Memphis, where, mixing with people from many cultures, she learned how to live without conflict. It was, she admits, all very new.

The couple first met in Chicago at a wedding. But they hardly remember the occasion, being otherwise involved — and a lot of troubled water passing beneath any number of bridges over subsequent years. They met in Tokyo, after Wayne had spent four years in Germany, each bringing children to their marriage in 1989: two of hers, three of his. As Wayne explained: "My 19-year-old daughter came to Japan to be a fashion model, married a Japanese and now I'm a grandpa. My son's considering an international partnership; Shizuyo's eldest girl's test-driving (a relationship). Together we have five kids; it's great."

The heart of ICA's work, he continued, is the belief that long-term sustainable development occurs only when peo-



WAYNE ELLSWORTH AND SHIZUYO SATO, husband and wife and codirectors of Japan's Institute of Cultural Affairs, facilitate global change at the grassroots level. ANGELA JEFFS PHOTO

ple grasp the significance of their lives in the larger scheme of things and actively participate in the changes taking place around them. "To help people learn about our role and those of other NGOs, we organize study tours. This summer we have groups going to Kenya, India, Nepal and the Philippines."

Over the last year, ICA Japan has been active in environmental education and forestry in India, preschool education in Sri Lanka, biodiversity conservation and replanting northwest of Manila, rural community development in Peru and vocational training for youth in Cote d'Ivoire and Zambia.

Early this year, sponsored by the Asian Women's Foundation, Shizuyo and Wayne implemented Asian leadership training for the protec-

tion of human rights of socially disadvantaged women in Asia. Representatives of women's groups from the Philippines, Nepal, Sri Lanka, India and Japan met together, with Wayne explaining facilitation techniques, and Shizuyo — in part — issues relevant to Japanese women.

"We then went into the field," she explained. "In each case, we met with village women in remote areas. In Pune, India, for example, we facilitated the identification of their dreams, their vision for the future. This turned out to include starting income-generating schemes, education and self-awareness training, and provision of basic welfare services."

The next stage was to help the women identify the issues connected with achieving that

vision: blocked economic development, illiteracy and limited education, unhelpful traditional social behaviors and beliefs. They were then able to begin thinking of ways to resolve these issues, with small-scale economic advancement schemes, local literacy programs and improved communication of women's rights.

When ICA was asked to help a small town in Yamanashi Prefecture, which is suffering depopulation and rural decline, the couple only had to apply a similar model of facilitation to start motivating the remaining population toward positive change. Now Kosugemura has a five-year plan, preparing for the fact that 21st century city-dwellers will be increasingly hungry to be amid nature.

An eco-tour is planned for Sept. 2 to 5, with hiking, cultural performances, a reception and visits to local homes offering the chance to build bridges between city and country dwellers. This, Wayne and Shizuyo say, is the way forward decided by this community; another might come up with a quite different solution.

Meanwhile, the ICA International is organizing a global conference in Denver for late July 2000. The Millennium Connection: Shaping Profound Societal Change will bring together and connect committed, innovative practitioners representing seven streams of social change, and highlight projects that will help change the quality of life for millions around the globe.

Just then came a knock on the window — a daughter arrived to help, much to her mother's delight.

"Oh, Shizuyo," Wayne called. "You forgot to tell her about Peace Links."

Hearing of Peace Links in brief, I suggested it wait until the autumn, when Shizuyo will introduce me to a cluster of parliamentary wives with their own facilitating fingers on the pulse of change.

Watch this space.

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# FACILITATING CHANGE FROM WITHIN YOUR ORGANIZATION: PARTICIPATORY METHODS FOR DEALING WITH CONTRADICTIONS IN THE SOCIAL SERVICE SECTOR

PRESENTED BY: RICHARD ALTON, GENERAL SECRETARY, ICAI AND MARK PIXLEY, DIRECTOR, ICA HONG KONG

ON 10 AUGUST 2001 AT THE HONG KONG COUNCIL OF SOCIAL SERVICE

SPONSORED BY:



THE HONG KONG COUNCIL OF SOCIAL SERVICE



THE INSTITUTE OF CULTURAL AFFAIRS, HONG KONG

| DISCUSSION PROCESS   | WORKSHOP METHOD   | LENS – LEADERSHIP<br>EFFECTIVENESS AND NEW STRATEGY   | SELF DIRECTED ORGANIZATIONAL<br>CHANGE   |
|--|---|---|--|
| Objective, Reflective, Interpretive, Decisional <ul style="list-style-type: none"> <li>Allows Dialogue</li> <li>Space to hear others thinking</li> <li>Takes people through four thinking processes</li> <li>Allows movement to decision</li> <li>Allows group to learn</li> </ul> | Context, Brainstorm, Organize, Name, Reflect <ul style="list-style-type: none"> <li>Respectful of people and ideas</li> <li>Allows people to find consensus and say “yes”</li> <li>People feel like they did it themselves</li> <li>Discovery process – ideas and relationships</li> <li>Gets a number of people working on the question</li> </ul> | Practical Vision, Underlying Contradiction, Strategic Action, Taskforce Implementation, Systematic Follow-up <ul style="list-style-type: none"> <li>Allows change at local level</li> <li>Implementers involved in decision making</li> <li>Support from above allows risk taking</li> <li>Up front planning, implementation and review</li> <li>Discover the consensus and push on it</li> </ul> | Future Search, Open Space, Appreciative Inquiry <ul style="list-style-type: none"> <li>You start from where you are (which is the only place you can work from.)</li> <li>You decide to be a change agent within your organization.</li> <li>You realize that you must work from many different points at the same time (comprehensive and focused.)</li> <li>Then you decide how to carry out the process of change.</li> </ul> |