



The Network Exchange

January 2003

The President's New Year Greeting

ICAI General Assembly Report

Member's Profile - Grace Muia

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The President's New Year Greeting

Friday, December 20, 2002

Dear Fellow members of ICA:I

Our Real Element

This is a very different letter for me to write. It requires a global and a local/appreciation and understanding simultaneously. There is such diversity among current member countries and cultures. To communicate with all these varied life experiences I first look for the constant commons, the values that drive our actions and constitute our real element. This quote will illustrate this term.

Albert Einstein worked with a talented Austrian physicist, Paul Ehrenfest and he said about him "Ehrenfest was not merely the best teacher in our profession – he was also passionately preoccupied with the development and the destiny of (humanity). To understand others, to trust and to (encourage) trust, to aid anyone embroiled in outer and inner struggles, to encourage youthful talent – all this was his real element."

So we can start from this; ICA's "real element" exists in its principles of honouring, and sharing the wisdom and capacities that everyone has to contribute to positive life giving social change.

"There are two ways of spreading light: to be the candle or the mirror that reflects it."
Edith Wharton.

The Institute of Cultural Affairs International

It is encouraging to think that we as an "organization" have some "commons" – in our values, our body of knowledge and our experience with participatory methods but how do we now organize ourselves for sustainability, visibility and impact? The 'structure' we have built to support our work, the body of knowledge we have garnered, the methods we use must all change because the world in which we live and work has changed. We know we have to innovate and adapt to meet the challenges that those changes imply.

"The apparent uniqueness of our universes primarily depends upon the fact that we can conceive of so many alternatives to it."
Charles Pantin

So knowing we want to adapt & change as we discussed at our General Assembly in August of this year, let us take a moment to review the issues – our strategies so far – and then external factors such as; technology, the next generation and globalization, that will impact our organization and help to illuminate our directions.

"We have an international network through a common development philosophy and agenda... but how can we harness our energies to respond to ever increasing globalization"? Lambert Okrah

Current Organizational Issues

The obstacles we uncovered form a brainstorm at the Assembly as well as from data contributed by national ICAs and ICA continental gatherings centered around four overriding global issues:

- Our operating structure (the Secretariat, the Board and the members)
- Legal considerations
- Funding for organizational sustainability
- Internal sharing & supporting of learning. I would add
- External influence, visibility and communications, which was behind many statements.

Mobilizing Strategies

To commence building effective global strategies which will catalyze action to address these issues, we formed four task forces. As these task forces begin to review the terms of reference, research the existing situation and undertake the tasks involved, they are finding out – the extent of the work needed. Each team has communicated, researched the background and are moving towards initial recommendations for the Executive Committee meeting in March 2003 in Guatemala. It is exciting. It will happen!

As we have learned in Canada from our recent organizational restructuring it takes time, patience and perseverance.

External factors

We have been looking at external influences lately in Canada. A member of our Board, Daphne Field has conducted a year long research project examining "globalization" using ICA's referencing system for social processes. Daphne found many shifts resulting from globalization but as she says "the domination of the economic has created a world where people are addicted to wealth creation and consumerism."

Indeed, we see some painful but also some encouraging clues to the future when we look at the next generation that exist in the pervasive North American culture of wealth creation and consumerism.

Here are some facts about today's "generation X" (0-20) in Canada – the children of the "boomers", generation, facts that startle, but also illuminate the "pressure points," ICA looks for where a simple action can have a large impact.

Life is accelerated and structured

On average 75% of kids time is "scheduled." At 3 years old they are regularly participating in team sports like soccer & baseball (its called "kiddie-ball"). Young Olympians peak at 20 years and turn professional (We used to continue Olympic sports participation till our 40's before retiring). Some elementary schools now issue "daytimers!" Over 1 million children under 12 years of age in Canada have experienced international jet travel. "Busy" equates with being important and needed. Gone is the time out for imagination and spontaneity. Girls are starting to mature physically at 8 years of age – it is believed partly as a result of the hormones in food and milk.

Kids are growing older younger and their parents are growing younger, older

Most North Americans live in a family of three people. The parent child relationship has changed from hierarchical to 'bi-directional – co-operation. The kids, move in the parents world – go to social functions with them – shop with them – watch TV with them – boomers and their kids are "pals." It's called a

'filarchy.' Authority is a drag – so boomers “stay young”– give treats not limits, share stories (Harry Potter), and dress the same as kids. Adults stay kids... kids become adults. A strange blurring of roles and responsibilities caused in part by kids knowing more about technology than their parents – but also by the fact that they all live in a consumer culture and share its values.

Technology divides the generations

In North America, children from 2 to 11 watch 18 hours of TV a week. 60% have no TV rules. 2/3 of teens & preteens have their own TV in their rooms, by the age of 7 they have seen 20,000 advertisements on TV. The computers kids use have gone through 4 generations of change before they are 10 years old. Just this week a 20 year-old told me she doesn't have a TV/VCR anymore. She now accesses information and entertainment via her computer and DVD's! She threw out her TV.

The Internet provides children with instant access to the world

They have the software and how to use it. For the first time in history kids are teaching adults (how to navigate in the technological world). With instant information access they have exposure to “mature” themes such as sex, violence and lack of civility. 50% of eleven year olds and 70% of 15 year olds participate in chat rooms. As a result they instantly share personal information with kids they have never met, living they don't know where. 15% of kids trust people (strangers) within 15 minutes. They are all exposed to “pornography” be it because they inadvertently are tied into a “porn

loop” on line or they see ads for the “best rape videos” running across the screen top when they are with parents, shopping on line.

Consumerism is rampant

Kids are not cooking or sewing like their (mothers) did. They don't make things from “scratch.” They use products like “speed-scratch cookies.” Everything is dispensable. Things define us. In a consumer society, we are judged by possessions, shopping becomes an event, marketing surrounds us (ads at movies) and everything is “branded”– even “no name” is a brand. 90% of kids requests to Santa (over the internet of course) use brand names. In North America many kids have too much. The number of 6 to eleven-year-olds who are overweight has doubled in the last two decades.

Now all this is startling, disturbing and frightening but important. These facts and statistics by the way, were just researched by “marketing” managers at Zellers, an all-purpose consumer goods chain in Canada. But technology, consumerism and in particular the next generation do have an upside and do point to directions for ICA's concentration for impact.

Building for impact – Two major areas of importance

ICA:I is moving to build an internal structure & method of operating that will be supportive – accelerate interchange and encourage sustainability. That is important, but there are two other areas of equal importance.

- Engage the next generation now and
- Increase our external relationships and partnerships.

The next Generation: What's Positive?

Believe it or not, the facts I just laid out have resulted in some positive characteristics and created some needs in the next generation, which ICA:I can meet. These young people are hard to impress (good, we want their input) at ease with change (we can always use that) more tolerant of diversity and chaos (that is welcome) and experienced beyond their years. They are ready now to participate fully. They want influence and power. The “~~new~~ generation” demands more of us.

Lastly, the family participation model the boomers created – the “bi-directional co-operative” is a great foundation for multi directional co-operative models. That's why when we bring 18 year olds into our facilitation classes they “get it” immediately.

What do they need?

Because they are operating so extensively in a “virtual world” they need personal one on one or group relationships. Ergo – study groups, group facilitation. Community is important.

They crave the “simpler” life - This speed and globalization and consuming may be exciting but the young recognize where it's leading and there are definite trends towards simplifying, conserving and building home and community. Kids learn in public school about the environment and “blue box programs” for limiting garbage. ICA:I can help meet those needs by enlisting youth to engage other youth in programs that build community and caring, using facilitative methods.

They understand the larger world and want to be involved. Connection to it is happening in so many ways because of technology, media, travel, emigration & immigration. Some people say this may be the next "great generation" ready to act for the greater good of the global world. They have the confidence, the knowledge and they consider themselves part of the whole. They not only understand that we are all connected, they are already all connected.

External Relationships and Partnerships

The Millennium Connection Conference in Denver and the Conference in Egypt before it

illustrated the value of building new relationships with other NGO's with foundations, governments and corporations. "We have to be willing to work with high profile people and organizations" Grant Jones – Daniel's Fund.

Remember the 5 main functions of an NGO we identified at our assembly, convening, informing, networking, standard bearing and brokering? These critical roles all speak to bold communications, shared learning and engagement in a community larger than ourselves at all levels from local to global. Dick Alton for one, understood the value and the need for ICAs participation in bridging sectors locally and

globally when he wrote, "we need to build a strong voice in the international policy arena, become know, involved in the UN, capacity build, set standards and ensure our credibility." Of course there's one thing about setting standards. As soon as they are set they are out of date. That is what makes them standards. Let ICA:I strive to set "exceptionals?"

"An idea that is not dangerous is unworthy of being called an idea at all." Oscar Wilde

Seasons Greetings and Happy New Year to you all.

Judy Harvie, ICAI President

ICAI General Assembly Report

By John Telford, ICA Australia

Reprinted with thanks from the ICA Australia's newsletter "Pacific Waves" Volume 16 No. 3 October 2002-January 2003.

Firstly, I want to say what a privilege it was to represent ICA Australia at this gathering of colleagues from around the world. We met at the ICA Belgium Training Centre in St. Josse, a very cosmopolitan suburb of Brussels. The ICAI Secretariat office is also located in the training centre.

It was exciting to be present in a truly global gathering with representatives from each continent: Africa-10, Europe-6, Middle-East/Nth Africa-1, North and South America-7, Asia/Pacific-7, plus Fennie Chan, ICAI Administration Officer.

I was most impressed by the enthusiasm, confidence and obvious talent of the young men and women from Africa and Central Asia. Some, like Tatwa Timsina and Sheela Wagle, from ICA Nepal representing a fairly young national ICA, and others like Munira Saifuloeva, from Tajikistan, and Nhlanhla Mabizela, from South Africa, representing national ICAs which have only been formed in the past 12-18 months, and were only officially received as full members of ICAI at this General Assembly.

All those young men and women have participated in intensive international training programs in ToP methods in either USA, Canada or Brussels and continue to be supported in establishing their national organisations and programs through interchange

and volunteer programs sponsored by well established ICAs.

The focus of our deliberations at the General Assembly was to review ICAI operations and set policy and direction for ICAI for the next 4 years. The survey about **Future Directions for the ICAI Global Network** guided our thinking and planning.

Current Reality Interchange: What is the current status and well-being of each national ICA and what linkages each has with other ICAs:

1. Tajikistan has 9 project workers, 7 ToP tainers and is involved in a partnership project in 3 countries
2. all African ICAs are involved in HIV Aids education program .

We spent two hours together studying **"The Courage to Lead"** – rehearsing our Foundational Underpinnings. I brought home a copy of the **Study Guide** for this book. The ICA Resource Centre will soon have copies available for sale.

We compiled a **'Wall of Wonder'** on the 25 year history of ICAI and celebrated the 25 years in the garden.

We thanked Dick Alton for his fifteen years as ICAI Secretary General.

Vision Workshop: Ghee Bowman (UK) 'What impact do we want our global ICA presence to have over the next ten years – both through our national organisations and collectively?

- ICA methods are Global Standard
- Sound, stable financial and operational systems in ICAs and ICAI
- Globally accessible Intellectual property
- Strong network among ICAs
- Effective and supportive Secretariat
- Effectively involved in global and local issues
- A well-known recognisable image
- Modelling integrated diversity
- Effective engagement with global policy decision-making bodies
- Strategy to support growth of young and new ICAs

Obstacles Workshop: Lambert Okrah (Ghana) 'What Obstacles are standing in the way of realising our Vision?'

- Inadequate systems to capture and utilise our learnings as a global organisation
- Limited understanding of each other inhibits synergy and co-operation

- Short-term single country focused fundraising strategies
- Limited capacity and operational focus on the international stage limits our impact
- Reluctance to invest in training and technology
- Old mental models stifle our growth into new opportunities
- Secretariat role and function outdated
- Fear of strong international leadership limits global growth
- Sense of competition between ICAs and ICAI resource priorities
- Mismatch between our needs and our expertise.

Strategies workshop: Laura Hsu (Taiwan) 'What actions can we take to deal with the obstacles and move us toward our vision?'

- Define and fill Secretariat Roles (Recruitment, Secondment, Outsourcing)
- Defining Policy and Operations of ICAI
- Develop a comprehensive Fundraising Strategy of ICAI
- Documenting and Sharing Best Practices
- Create Global Multi-Lingual Publication team
- Facilitate Development and Learning for all ICA staffs
- Interchange ICA and ICAI Activity to all ICAs
- Develop Global Orientation and Mentoring Program
- Develop a Database of Skills available through Staff and Board members.

Structural scenarios for the future ICAI: Duncan Holmes (Canada) facilitated a discussion on the present structure of ICAI and its current activities, drawing on the ICAI Statutes and structural decisions made at the 1998 General Assembly and Judy Harvie (Canada) presented

some information about the structure of various international NGOs.

The Assembly members created **scenarios of the new form of ICAI** as we want to see it in five years:

- What appear to be common themes?
- Where are there differences?
- What are questions to be resolved?
- How do the scenarios support the articulated Vision?
- What is missing?

Implementation Planning: four teams clarified what was already going on and recommended what national ICAs could do towards implementing each strategy.

ICAI Board Meeting

New ICAs – Tajikistan, Zimbabwe and South Africa were accepted as Provisional Statutory Members of ICAI.

Executive Committee:

President – Judy Harvie (Canada)

Secretary – Hala El Kholy (Egypt)

Treasurer – Martin Gilbraith (UK)

Vice-Presidents – Tatwa Timsina (Nepal), Eduard Christensen (Chile), Moses Ogianyo (Nigeria).

Edward Mutiso and Mangala Gavai were thanked for their service to ICAI on completion of their term of office.

Structure:

- General consensus on direction
- We are putting in place the systems to enable the work to be done so we have a clear operational system in place and funded by the next General Assembly

- We will continue with the present forms for the next two years
- Role and functions of the basic forms need to be clarified – especially with respect to the General Assembly and the Board
- Names of the various structures and roles be looked at in relation to what other NGOs use
- We want a stronger Secretariat dynamic; roles and responsibilities are to be worked on and reported
- Secretariat be held accountable by the Executive Committee
- We want to support and encourage National ICAs to continue to develop programs that will have international impact and to initiate policy discussions on global issues
- International funding be sought for core activity of ICAI Secretariat and for multi-national program opportunities.

Tension or balance to be held: International structures be designed to support and strengthen international public face and credibility while strengthening the capacity of national ICAs.

Decisions: It was agreed to set up the following **Task Forces**:

1. Legal Task Force – Judy Harvie, Jim Campbell
2. Operations Task Force – Martin, John, Charles, Edward, Sybrech, Inga
3. Global Funding Task Force – Hala, Tatwa, Eularia, Munira, Lambert, USA rep
4. Staff Learning Task Force – Moses, Ghee, Nhanhla, Marilyn, Shizuyo.

Next Board Meeting: three days at end of Guatemala Conference.

Next General Assembly: to be held in four years time (2006) at a date and time to be decided at next Board Meeting.

Guatemala 2004

Reweaving the Social fabric

Inga Bessin presented a report on planning for the 2004 conference – to be held in the city of Antigua in Guatemala for 6 days in August 2004 – target 350 participants and using English and Spanish as the conference languages.

It seems planning is well under way with respect to the practical details but very little thought has yet been given to the content and involvement of people from around the globe in pre-conference interchange and input. The suggested stream themes are:

- Youth Community Development
- Economically Viable Local Initiatives
- New Frontiers in Education
- The Art and Practice of Participation
- Developing the Tapestry of Extension Inter-relatedness
- Holistic Sustainable Development

Assembly participants listed a lot of concerns for the Planning Committee to put their mind to, but I would urge any of you to send your ideas to the Committee via the Secretariat, especially with respect to stream themes and how we can be involved in pre-conference interchange.

Other Items of Interchange

Neighbourhood Academy – an intensive leadership and skill-development training program for youth and adult teams from one or more neighbourhoods. Conducted for six to eight full days or twelve to fourteen half days. For more info e-mail: leadership@ica-usa.org

The Institute for Leadership in Social Innovation – is a collaborative project of ICA-USA and partners to equip the next generation of social innovators.

This is still in the developmental phase – for details contact leadership@ica-usa.org

Facilitator Certification Program – ICA Taiwan – contains many components similar to what we are including in the Facilitation Methods and Foundational Wisdom program we are developing.

IToPToT – the fifth International Technology of Participation Training of Trainers program will be held in Phoenix from April 21 to May 31, 2003. I have an outline of the program and a Nomination Form for anyone interested.

Community Builders Learning Institute – Creating a Learning Community – 8 modules over 12 months. Contact leadership@ica-usa.org for details. ?

Asian Facilitators Conference

I took the opportunity to also attend the Asian Facilitators Conference in Kuching, Malaysia on my way home from Europe.

Member's Profile: Grace Muia, ICA Kenya

I was born in 1963 in the Eastern part of Kenya. I went to school in my village, and after class seven I joined form one in a mission secondary school up to form four. After my O-Level I stayed at home for one year.

In 1982 I joined ICA where am working even today. I am

working in four districts in Central Province. I train women groups on credit management, and empower them for self-sustaining as a woman.

I am married with one child, who is 14 years today. He is in fourth form in a provincial school here in Nairobi. My husband is a

casual worker at Kenya Power and Lightening.

My hobbies: I like travelling and reading novels. I also love going to church, and enjoy gospel music and bible study.

The International Technology of Participation Training of Trainers (IToPToT)

April 21-May 31, 2003 in Phoenix Arizona USA

The *Technology of Participation (ToP)* helps groups think, talk and work together and provides group facilitators with structured methods that:

- Recognize and honor contributions of all
- Let a group deal with more data in less time
- Pool individual contributions into larger more informative patterns
- Welcome diversity while minimizing polarization and conflict

ToP methods are central to the 6-week *International Training Program* held every other year in Phoenix. Participants learn how to bring positive change into their countries by creating WAVES of PROMISE. Now 73 participants from 29 national ICA's have experienced the 6-week training program. The fifth *International Technology of Participation Training of Trainers (IToPToT)* will happen from April 21 through May 31, 2003 in Phoenix, Arizona, USA.

The purpose of the *IToPToT* is to enable ICA's around the world to create and maintain effective facilitation and training programs using proven methods of participation. Having effective facilitators and trainers helps the national ICA to build long-term infrastructure within which to implement civil-society-building initiatives. Building a system to deliver *ToP* training courses creates the opportunity for income generating services that help subsidize the programs that put human beings at the center of development.

Civil society is based on practical give and take among citizens. Effective interaction is essential. Using *ToP* methods, groups discover common ground and move beyond conflict to compromise and even to collaboration. Old methods of decision-making are useless with the diversity of viewpoints and the complexity of situations that are present in every human situation these days. The concept

of appropriate leadership has changed from people with power or charisma to those who are able to facilitate process toward collective thinking, organization and action.

Characteristics of civil society enhanced by the *ToP* methods include:

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

Alisa Oyler, ICA USA

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The IToPToT



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Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
21 All participants in Phoenix	22 Sleep In Introductions Opening Dinner	23 Sleep In Orientation to program	24 Training System Orientation	25 DEMONSTRATION GROUP FACILITATION METHODS (GFM) COURSE	26 Celebration	27 Time Off
28 PRINCIPLES OF COMMUNITY DEVELOPMENT OR PHILOSOPHY OF PARTICIPATION	29	30 Learning Styles & Prep for Regional Treks	1 Regional Treks by teams in Chicago, Minneapolis, Denver, Phoenix, San Francisco, San Diego, Seattle Interviews Participant/Observers in Public Courses Regional Events, Sight-seeing, etc.	2	3	4
5 Regional Treks Continue through Wednesday	6	7	8 Sleep In Debrief Regional Treks & Implications for Training Systems	9 Celebration	10 APPLICATION DESIGN LAB	11 Time Off
12 Liveliness & Image in Training	13	14 Practice teaching of GFM in Sub-groups	15	16 Grand Canyon	17 Time Off Individual time for relaxation & prep	18
19 Teams complete preparation and travel to course sites	20 Participants teaching actual courses (8 – 10 courses in different locations)	21	22 Debrief practice courses Celebration	23 PARTICIPATORY STRATEGIC PLANNING (PSP) COURSE	24	25 Time Off
26 TOP SECRETS OF IMPLEMENTATION COURSE	27	28 Networking for system launches Graduation	29	30 Celebration Preparation Cultural Celebration	31 Participants traveling	



The Network Exchange

February 2003

The China Connection

Where We Are

ICA African Directors' Meeting

Embroidering the Fabric of Global Society

Member's Profile - Eduard Christensen

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The China Connection

By Gordon Harper, ICA USA

This note went out to the US ToP Trainers Network. Thought you all might like to see it.

ToP Trainers Alert -

This is by way of a preview of something we'll talk more about at the ToP Trainers meeting this week. ICA USA has recently been given one of the most remarkable invitations we've had extended to us over our history. If we were to say yes to it, it would need to involve some of you.

In a nutshell, we have an invitation to form a partnership with a Chinese firm that wants to establish something like 100 ToP training centers across China during the coming five years. (Everyone in China thinks on a scale these days that takes your breath away!) The proposal is that this program would begin the end of June.

The invitation comes from a Chinese scholar and social reformer, Jason Hu, who has taught and written about ToP methods in his academic career both in the US and in China.

He learned about ToP methods during the 80s from his Ph.D. program at George Washington University (where our colleague Stuart Umpleby was his advisor in organizational systems and advanced communications theory). In September of this year, at my urging, he actually took his first GFM here in Seattle, and we had a chance to talk in person for the first time. One of his key associates has since also taken GFM in DC.

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Jason has set aside his personal academic career for the next few years because he feels the time is now right to influence the rapidly growing Chinese business community--and that this is in fact the most effective way to make a powerful impact on the future of China. US-certificated training programs have a special attraction for this audience and for those seeking to become part of it who are just graduating from Chinese universities. Jason feels that a window exists at the moment that may not be there for much longer. He believes that basic ToP methods could play a critical role in shaping the attitudes and behavior of a new generation of Chinese leaders.

To this end, he has now launched--with minimal startup capital - a for profit Shanghai-based training and consulting organization and is inviting us to partner with him in what would certainly be the most rapid expansion of ToP training ever undertaken in any country to date. The model he is proposing is one in which the total system clones itself every six months, in a geometrical growth resulting in astonishing numbers of graduates over five years. Jason fully intends this to be a successful commercial venture - a requirement for making the kind of social impact he envisions - and has done extensive market research and network building with educational, commercial and governmental contacts across China over the past three years. He also brings to the table an initial but remarkably comprehensive business plan for how this could work and produce substantial income at the end of five years.

That is in fact the only point at which there is income in his proposal - everything up to that

point is reinvested back into the enterprise to fuel this kind of rapid growth. At the end of the five years, the plan calls for ICA USA subsequently to receive annual income from the profits. We all agree that the time is not right to attempt to start an ICA China and probably won't be for some time yet. If there is an open doorway for ToP methods, it's pretty clearly a commercial one like this.

Jason previously approached Dick Alton and ICA International about this and has had several conversations with Alisa Oyler among others in DC, where he has a US office. He's also met with our staff in Taiwan at my urging, found them very supportive of what he seeks to do and is looking forward to whatever low profile support they can provide. I had a chance to do a little consulting in Taiwan the week before Christmas and spent time exploring what roles staff there might play in this, as well as having an extended conference call with them and Jason. At the same time, he is very clear that the partnership needs to be with ICA USA, with the program coordinated and certificates issued by us.

The proposal Jason is making calls for several qualified ToP trainers who would be willing to volunteer for a period of at least four and perhaps a six months time frame--we're still exploring the precise nature and length of the training. The greatest demand would be during the first year, from mid-2003 to mid-2004. He anticipates having sufficient qualified Chinese trainers after that to make the system essentially self-sustaining. In this plan, Jason's organization would not pay any salaries or honoraria to ICA staff or volunteers but would cover their air fares,

accommodations and living expenses in Shanghai.

Both the CoP and CYL teams have been involved in the conversations so far. I've been asked to be the point person on this and help us decide if it is something we should pursue. After an initial wariness about the whole concept, I've decided Jason is for real and that I would like to see us find a way to make this happen. The ToP Trainers meeting will be a chance to lay out in greater detail where we are in the process of working it through and how we might proceed from here. It will also be a chance to hear from you if you have any interest personally in being part of such a undertaking. If you think you might be interested, I'd like to hear from you right away, either in person at the meeting or by email.

We will be scheduling a Partnership Design Conference for some time next month, to deal with the thousand questions that remain about this opportunity and to decide if we are really prepared to take it on. We'd welcome input from the ToP Trainers Network to that conversation. If we decide to go, we should then also be able to extend a more focused invitation for the Network's participation.

In the meantime, I'm sure I've raised all sorts of questions, excitement and cautions in your minds, based on this sketchy description. I promise a fuller report after this week's meeting in Phoenix and the Design Conference next month. So - based on just this - what do you think?

Where We Are

By Gordon Harper, ICA USA

Sent via email: 16 January 2003

Fellow Collaborators in the China Project:

Let me quickly touch on where I think we have essential agreement on the parameters of this partnership and then lay out where we have serious work to do during or prior to our Partnership Design Conference next month.

ICA USA is prepared to enter into this partnership if we can resolve a few of the hairy issues remaining. This is new for you, Jason, and it is even more so for us. New for us: we have decided we can do a US-certificated program in another country that we're willing to see what it would be like working with a commercial enterprise as a partner (vs. a client relationship - or assisting a national nonprofit ICA in its startup phase), and that we are in principle ready to attempt a far faster replication of training than we've ever tackled before (the scalability concept). We've also floated the idea of ToP trainers volunteering their time to assist in this for expenses. (Just so you know, China was one of several exciting international programs and opportunities discussed at the ToP Trainers meeting in Phoenix. It competed for people's attention with very exciting ICA projects underway in South Africa, Tajikistan and Guatemala.

What ICA has decided is that to enter into this we'll need one ICA staff person and one ToP trainer volunteer working as a team through each iteration of the training during the first year. Jason, the work you and Larry did on possible four-month

designs in Shanghai constituted a real breakthrough for us - much appreciated! A six-month commitment had become increasingly a stopper - no one in the ToP Trainers Network really saw that as a possibility, and it would have been difficult and expensive for us to imagine having our staff there for that long.

We worked further on the four-month design that Larry sent around after your conversations and thought through what the content of the training might be in each of the four two-day (equivalent) sessions. Not too surprising, no one at the ToP Trainers meeting was ready to commit even to this four-month design - though they all found it exciting. Up to now, we've invited trainers to join us on a maximum six-week training trek in another country, so four months constitutes a quantum leap for people with their own consulting businesses to manage.

However, a mailing I sent out to the entire US ToP Trainers Network produced three or four people who said that they might consider a four-month commitment that they at least wanted to be kept in the loop as our thinking developed. I am encouraged to think that we have a good shot at putting together one or two ICA staff / ToP Trainer combinations for a four-month commitment of time this year (2003) for the first run of this, and also the first part of next year for the second. So that's great news. I'll come back on some of the particulars of our thinking about the four-month design.

We are also grateful that you are thinking more about a maximum of 18 participants in a class, given the training facility spaces available. This will be a more workable number for our kind of training than the 24 per class in the Apollo design.

On to the sticky (or hairy!) issues. As I'd mentioned in our earliest conversations and I'm sure Larry has also underscored from the standpoint of Taiwan, ICA is simply not in a position to cover the cost of any staff we'd commit to the program - regardless of the amount of future income anticipated from it. We still have to work out how ICA's operational expenses going into this partnership get paid up front, or I'm afraid we are at an end point. The model will need to accommodate ways to cover the actual expense to ICA of providing staff for four months (as a partner - not as a client!) and a way for ICA to receive some income, if not after the first year, after the second and subsequent ones (vs. waiting for five years). For us to commit an ICA staff person to the program for four months, for example, we will need to replace \$20,000 in our annual budget. If we provide two staff, that's of course \$40,000. This is not to say that we can't go with some variation of the five-year model - just that it will have to be tweaked in certain respects for us to participate.

I know you have been thinking about this as well, Jason. Dick Alton and Alisa tell me that both of us committed to pursuing some specific avenues for covering these expenses way back in your earliest

conversations with us. We'll bring some ideas to share at the Design Conference and look forward to yours.

If we are indeed to "ink" an agreement following the Design Conference, we need to share with each other what we feel needs to be in that agreement as soon as possible. ICA obviously has certain things it will want to protect, and you have things Wintechi hopes to get from it. Since this is quite a new venture for both of us, it may take a little time to shake down. Let's share even bullet lists of these items in the next few days so that we can see where we're on the same page, and we have time for legal review by our ICA attorneys.

The idea of a "demo" of ToP methods after Stuart's lectures is a fine one. It would be great to have Larry in on some of this. We'll probably also want to have some of our staff and ToP trainers who may be doing the

four-month program involved, to get an initial feel for the participants and their needs. It should be possible to do from three to six of those intros in something like a ten-day period.

We've spent some time exploring various ways to put a Training of Trainers (ToT) component into the design. I think there are ways this can be done essentially within the four-month model, without asking staff or ToP trainers to extend their time – something else we'll want to explore.

A question we found we had, Jason, has to do with your target audience for the first iteration of the full training program. Will you be looking here especially for bilingual participants? What level of English do you anticipate among them? Do you have some folk in mind already for this first training and as possible future Wintechi staff? This obviously has a bearing on how rapidly you

might be identifying at least a couple of people who'd work with the training staff as translators – and who might be candidates for the ITToPToT as a result. Anyway, we have yet to determine who it makes the best sense to have attend that program April 21-May 31 and how to insure there is adequate time for visa application.

I'm excited to hear more of your ideas about the use of technology to support a learning community during and after the four months. We've also got more conversation to have around how people practice or apply the methods during the months between their classroom sessions.

I could go into more detail on some of the above, but I think I'll pause here for responses to this. I hope it gives everyone an idea of where we got to and what we see as our further work.

ICA African Directors' Meeting

Lusaka, Zambia, November 4-8, 2002

By Jonathan Dudding, ICA:UK

The annual meeting of African ICAs took place at the Chainama Hotel, Lusaka, Zambia from the November 4-8, 2002. The event was organised by ICA Zambia and facilitated by Jonathan Dudding of ICA:UK. Representatives of 9 ICAs (Kenya, Ghana, Nigeria, Zimbabwe, Zambia, South Africa, Uganda, Tanzania, Egypt) and one potential ICA in Lesotho, attended the meeting.

The objectives of the meeting were:

1. To enable ICAs to share and learn from their individual and

collective experiences of the past twelve months

2. To review the timetable agreed in Ghana in 2001 and assess progress made
3. To identify and discuss issues of mutual concern, and agree ways forward
4. To plan activities for the next twelve months (inc. roles, responsibilities, financing).

REVIEW OF INDIVIDUAL ICAs' EXPERIENCE

The event began with ICAs presenting their annual reports to the meeting, sharing their achievements, challenges and

learnings from the past twelve months. From these presentations, the group identified a series of arenas where they felt key lessons had been learnt:

- a) The inevitability of change and the need for ICAs to be able to respond and change themselves
- b) The value of the ToP methods and the need to combine them with other approaches and to design new courses to suit clients' needs better
- c) The importance of teamwork and commitment

- d) The growing need for networking both within the ICAI network and with other organisations, both national and international
- e) The challenge of developing a culture of being transparent, open and accountable
- f) The continuing need for focus and determination in maintaining direction
- g) The importance of effective resource mobilisation, both locally and internationally
- h) The key role of organisational development, including structure, staff, Board, decision making –
- i) The value of facilitating the participation of the communities and other stakeholders in all stages of programmes.

In addition the group identified the following main areas of concern:

Capacity Building, Financial Base, Clarity of Purpose, Access to Market, Facilitation Team, Management, ICA Name, External Factors, Evaluation.

These arenas were broken down into key issues/questions, prioritised, and then working groups explored the main issues further. Some of the outcomes from those discussions were:

A. Capacity Building

The working group identified a framework for assessing capacity building needs:

1. What kind of organisation are we?

Taking into account external factors, donors, the mission and

objectives, the desired output and impact, the policy environment and other actors, what sort of management, culture, intervention strategies, values, systems and policies do we have?

2. What are the areas in the organisation that require capacity building?

Looking at the relationship between management capacity (planning, documentation, systems), the target and their capacity to participate in the process, and the programme/project delivery, skills, staff development.

3. In each area, what are the objectives, indicators and mechanisms required to achieve improved capacity?

e.g.

Area	Element	Objectives	Indicators	Mechanisms
Management	<ul style="list-style-type: none"> - HRD - Finance - Planning 	Increase ability to provide quality services	No. of trained, qualified staff	<ul style="list-style-type: none"> - Courses - Coaching - Mentoring - Ongoing action learning

The group then went on to address the question: **As a network what capacity building initiatives can we commit ourselves to improve capacity in our organisations?**

- Make sure e-mail is working and people are willing, able, and do use it
- Training of trainers for ICAs for sustainability and continuity (ToP and non ToP methods)
- Identify what capacities exist and how to share them
- Exchange programmes to learn from individual ICAs
- Commitment and focus.

B. Networking And Exchange

B.1 How can we encourage skills transfer and information sharing between and amongst African ICAs?

1. Each ICA to identify the needs and put the request out
2. Seriously make use of the listserv and individual contacts updating monthly on:
 - Achievements/success stories
 - Challenges
 - Lessons
 - Future plans
 - Requests for help
 - Share contacts
3. Cultivate culture of communication.

B.2 How do we support new ICAs?

1. Be committed to Ghana Resolution on development of new ICAs
2. System of ensuring the integrity of the focal person
3. Encourage new ICAs to move into team work as soon as possible.

B.3 What are the overall principles for exchange visits?

1. Have an objective and purpose
2. Each organisation to gain from the visit
3. Documentation and circulation of visit information
4. Each ICA to appreciate the difference in organisations' levels
5. Thorough planning before the visit.

B.4 How do we network and exchange with other organisations outside the ICA family?

1. Encourage network in our nations but be clear on purpose/benefits
2. Assist each other in sharing contacts especially with international organisations

3. List all organisations that we are working with and in what area.

B.5 How do we develop and maintain partnerships?

1. Make use of our local networks for services and skills transfer
2. Always have written agreements
3. Be clear on purpose/benefits for both sides
4. Have regular review with partners.

C. Strengthening The Financial Base

C.1 What are practical things we can do to strengthen our financial base?

- Do what we are doing now better
 - a) Dream big, aim high, write big project proposals
 - b) Integrated multi-faceted African ICAs project
 - c) Identify what donors are giving money for in-things (e.g. HIV/AIDS, biodiversity, sustainable energy, good governance, women empowerment, food security)
 - d) Develop brochure/website to market African ICAs
 - e) Staff development (include line items for capacity building in proposals)
- Diversification
 - a) Training: e.g. Conflict resolution, fundraising, participatory project management, participatory database management
 - b) Facilitation: Conferences, Board/Staff retreats, etc.
- Seek corporate sponsorship (banks, manufacturing, companies, etc.)
- Setting aside some small amount every year in a Reserve Fund.

C.2 What optimal mix should we aim at between self-generated funds and donor funds?

- Ratio not a big issue because it depends on the quantity of donor funding coming in
- Self-generated funds should be able to cover core staff salaries, rents, general administrative expenses, etc.

D. Access To Market

D.1 How can we (each ICA) do what (potential) clients want us to do and demonstrate/tell them we can do it?

- Organisational Market Research
- Use organisation's history/skills/experience/reputation to show what we are good at
- Use other ICAs' skills and experience.

D.2 How can we reconcile remote project locations with expanding our client donor base?

- Move to capital city
- Show people what we can do, telephone, word of mouth, open doors
- Place brochures/business cards strategically.

REVIEW OF THE NETWORK 2002 TIMETABLE

The timetable established in Ghana in November 2001 was reviewed, with each ICA identifying their achievements. Where planned activities had not taken place, the blocks to implementation were identified. The following key lessons emerged:

- a) Communication needs to be improved
- b) Need to work on commitment at the network level, as well as continuing to build our own organisations

- c) Co-ordination of network activities needs to be allocated time in order to be effective
- d) Africa is leading the world in ICA regional networking
- e) Most of the blocks come from our own operating systems
- f) We have very good relationships between ICA members, but we need to work at maintaining them
- g) The need for transparency, openness, honesty for credibility and integrity.

The meeting went on to agree a timetable for 2003, building on the progress made in 2002, and remaining focused on the strategies developed at the Nairobi meeting in 2000. These strategies are:

- Making ICAs in Africa influential organisations
- Towards a well coordinated, effective ICA network
- Building strong, sustainable African ICAs.

The timetable developed reflects both commitments that individual ICAs have made, as well as commitments by the network as a whole. All the activities, however, focus on the taking the network forward in the three strategic directions.

Finally, it was agreed that the next Directors meeting will be in Kampala, Uganda in October 2003- a further opportunity to share information, exchange ideas, review progress and plan for the future: another key step in bringing about the sort of changes that ICAs in Africa want to make happen.

Copies of the full report are available from Jonathan Dudding of ICA:UK <jdudding.gn.apc.org>, or any African ICA.

Embroidering the Fabric of Global Society

By Nan and Bill Grow, ICA USA

Reprinted with thanks from the Trace, ICA Colquitt newsletter, Issue Number 17, December 31, 2002.

It all began at the ICA Millennium Connection Conference in Denver in August of 2000. It was there that we first met Sheila Flynn, a Dominican sister whose mission is with the families of AIDS victims in South Africa. Her strategy is to help them provide a living through the manufacture and sale of fine paper and cloth goods. Here was a passion that spoke to us because of the loss of our own son, Cameron.

It was also in Denver that we met Azra Saje and Bela Sejdic, co-directors of the multi-ethnic Sarajevo Phoenix Embroidery Project, which provides a living for widows of the Bosnian war. At the Conference, we delighted in the beautiful table scarves, blouses, wall hangings and stoles hand made by the Bosnian women.

Meanwhile, back in Colquitt, the New Life Learning Center and crafts incubator had just begun its quilting project to train welfare recipients in sewing skills which would equip them to start cottage industries. We became intrigued by the way communities in South Africa, Bosnia and South Georgia were meeting similar socio-economic needs through the same artisan strategy.

During 2001, we pondered the significance of these contacts and wondered how they could become mutually fruitful.

The events of 911 convinced us even more of the need to step up our involvement in building a global network of grassroots cultural exchanges to offset the tragic effects of nationalism, racism and economic imperialism that lie at the root of war and terrorism.

Enter Michael McClanen whose Maryland based organization, Hands Raised Together (HaRT), was already bringing together ethnic groups in comprehensive community self-help projects in Bosnia, the Gaza Strip/West Bank and Haiti. It was HaRT that had sponsored Azra and Bela at the Millennium Connection. During a trip to Washington in November we finally had the great pleasure of meeting Michael and his family, Dr. Amra Slakovic and her daughter Ena. There we saw the beautiful embroidered Christmas decorations they were marketing for Sarajevo Phoenix. We made arrangements to have them test marketed in our local Episcopal Church bookstore and in the Market on the Square gift shop in Colquitt. This realizing grassroots networking for peace and mutual support.

In December, Colquitt was blessed by a visit of Sheila and two of her Kopanang arts program managers, Jabulili Simelane and Yvauna Liesering, from Tsakane Township near Johannesburg. Kopanang (Zulu for *building bridges*) is the women's income generating program, part of the comprehensive Sithand'izingane (*We love the children*) Care Project. Since May, the women have done three dimensional embroidering of 31 cloth panels

depicting the two billion year creation story as laid out in The Universe Story, by Brian Swimme and Thomas Berry. In November, they exhibited the 120 feet of *Cosmic Creation* wall hangings in Atlanta before delivering their work to a San Francisco service organization. The team brought with them to Colquitt lovely cushion covers, wall hangings, women's vests and note paper. It was an honor for us to invite a group of local residents to our home for a reception of our guests, to see and buy samples and to order more for the coming year. Sheila, Jabulile and Yvauna both charmed our neighbors and astounded them with their artistry.

Already new surprises are delighting us. When staff of the Arts Council saw the work of the South Africans, they had a brilliant idea: if Kopanang would embroider decorative panels for vests and jackets, the New Life Learning Center, which is trying to train unemployed factory workers here to sew fine quality clothing, could use them to make one-of-a-kind ladies jackets and children's clothes that could be sold in upscale boutiques in Georgia and beyond.

A joint South Africa/South Georgia venture was conceived, and our new colleagues from HaRT are willing to share their marketing expertise as we join hands to embroider a tapestry of global grassroots interchange.

Member's Profile: Eduard Christensen, ICA Chile

I was born in Valparaíso, Chile, 1938, son of Chilean parents and grandson Danish and German.

Married to Maria Soledad, 7 children, 4 girls and 3 boys.

Studied Agronomy in Honduras, Pan American College of Agriculture, with schoolmates of 10 Latin-American countries.

Good combination of scientific studies and practical work in real production situations. This more pragmatic modality of learning touched my whole life. I transmitted and applied this way of doing things and pushed it as director of a Vocational Agricultural School for 8 years and afterwards as a fiscal employee in the Training Agency of the Ministry of Labour in Chile for 15 years.

My first contact with ICA in Santiago was through LENS in 1980 and women's forum in the

Human Development Project Sol de September calling my attention the great enthusiasm and joy of the women paste the papers on the wall and competing between teams.

With a group of friends we organised 15 Imaginal Education courses which gave us the credibility of a team of trainers in participatory methods.

What I liked most of the ICA methodology was that it developed my autonomy, it challenged my self esteem. Daily used tools, which affirm my self with different people. I used to think that there were people that know more or have more experience than I was or that are in a higher position than I was so I felt limited.

The strategic way of thinking of the Community Forum, of the

LENS and PSP also have changed my vision and focus of life.

With my family we personally take care of our guests in tourism cabins for 4 month in the Patagonian area between lakes, forests, glaciers. We organise them outdoor activities like, fishing, horse riding, rafting in a participatory style where the ICA methods play an active role in the managing of the family owned eco tourism setting.

www.patagonia-pacific.cl

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Trends

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Global Conference 2004

Antigua, Guatemala

Prepared by Joaquina R. de Samayoa, ICA Guatemala

Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
	Sharing Approaches		Field Visits		Conclusions	Presentations
	7 Strands		7 Strands		7 Strands	Plenary
Arrivals	Presentations by Participating Entities & Interchange		Travel to Projects various regions	Visits, contd.	Reflection & Interchange on Site Visits	Creative Presentations
Registration	Reflections & Synthesis after a.m. & p.m. Sessions		Project Visits		Synthesis of Learnings & Definition of Future Directions Preparation of next day's Presentations to Plenary & Guests	of Learnings & Future Actions to Plenary & Guests
Opening Dinner		Cultural Event		Travel to Conf. Site		--- Snack & Interchange w. Guests
						Closing

The Institute of Cultural Affairs International

Hilo:**Aprendizaje Holístico Continuo**

Los cambios en el mundo hoy son tan radicales, que nos obligan a detenernos y reflexionar sobre cómo aprendemos. Es responsabilidad de todos el ver el producto final. Velar por las generaciones para que transformen su mundo, y que asuman la responsabilidad de mejorar su ambiente natural y social. Para la conferencia 2004, se necesita enfatizar en tres momentos primordiales en la formación integral del ser humano. Durante estos 3 momentos de nuestra vida, vamos forjando nuestra vinculación personal al entorno social en el que nos toca desenvolvernó.

Sub-temas en etapas:

- **Pre-escolar**, desde que se nace a 7 años. En ésta etapa se incluye a los programas de madres guías, sistemas de estimulación temprana y personal encargado de cuidar niños.
- **Escolarización** (Pre-primaria, Tecnológica, y Universitaria) proponen el método adecuado para poder desarrollar las capacidades y habilidades necesarias para la incorporación al mundo productivo y desarrollo personal.
- **Mantenimiento educativo**, involucra a entidades que se dedican a la educación de adultos, a evaluar la relación existente en la actualidad, entre especialización y adjudicación del trabajo, capacitación en servicio y desarrollo empírico del trabajo.

Strand:**Holistic Life Long Learning**

The quick changes of today world are radicals. This fact makes us to stop and reflect on how we are actually learning. Everyone has responsibility for the end product. We are all responsible to watch how coming generation of children and youth could improve their natural and social environment, and is a challenging task. For the 2004 International Conference, is needed to focus on the three main moments of the integral formation of the human being.

- **The Preschool Phase:** From the child born until 7 yrs old. In this area, we are including the mothers guide program, early stimulation system, personal trained for child care program.
- **The Phase II is the School System, (Primary school, High school, Technical education and university).** This system is providers of the adequate methods to develop the capacities and skills needed for their involvement on their personal and productive world.
- **The Phase III is Education Maintenance,** this sector involve entities dedicated to adult education, to evaluate the existing relationship among specializations and job awards, service training and empirical job development.

Hilo:**Técnicas y Procesos de la Participación**

Actualmente se considera que el término Participación esta muy usado, aún así, necesariamente se siguen desarrollando procesos que permiten los consensos en decisiones genuinas para el individuo y entes agrupados. Sigue siendo una necesidad

urgente para los procesos democráticos en cualquier sociedad, El Instituto por más de 40 años ha desarrollado procesos, y metodologías de la participación. Así también hay otras instituciones que han creado o adoptado métodos que hacen la diferencia, o que transforman hacia una mejor calidad de vida y el entorno. En ésta conferencia se presentarán:

- **Procesos y métodos de la participación** que lleven a una transformación positiva de la sociedad.
- **Programas que entrenen en procesos** que incidan en obtener y desarrollar la capacidad innata del ser humano de ser un creador de ideas.

Strand:**Process and Techniques of Participation**

Actually, the terms of participation is considered over use, however, is continuing developing processes that allowing more genuine decision making for individuals and groups. The Institute have had vast experience for more than 40 yrs on this arena, developing participatory processes and methodologies. There are other institutions related to the same fields, creating or adopting methods that are causing changes for a better quality of life. In this Strands the sub themes are:

- **Participatory processes and methods** that allow positive change for society.
- **Programs to train in processes** that can influence to obtain and develop the innate capacity of the human being as a creator of ideas.

Hilo:
Desarrollo Comunitario Juvenil

Lo jóvenes son un recurso muy valioso para el desarrollo de nuestros pueblos, aún así no ha sido desarrollado su total potencial. Poseen una visión innovadora, su vitalidad y creatividad se hacen de vital importancia para que en conjunto con los adultos puedan crear comunidades seguras, justas y sanas. Durante la conferencia se intercambiarán y proyectarán experiencias en los siguientes contextos:

- Recuperación de la imagen proactiva del joven como ente transformador en la sociedad.
- Jóvenes y adultos integrados para compartir y sumar experiencias, sabiduría, y entusiasmo de su trabajo en asociación para identificar, y captar las maneras claves de aporte mutuo a la construcción de historias de éxito en las comunidades.

Strand:
Community Youth Development Strand

The youth are a very valuable resource for the development of our communities, even though; their full potential has not been developed, yet, they have an innovative vision. Their vitality and creativity are very essential for their work along with the adults on building secure, just and healthy communities.

During the conference will be an exchange on themes like:

- Recovering youth's proactive image, as a transforming actor in society.

- Youth and adults integrated to share and add experiences, wisdom, and enthusiasm for their work as partners, to identify and grasp key actions for a mutual support on building successful stories for their communities.

Hilo:
Creando el Capital social

Las comunidades brillan cuando hay confianza entre la gente. El desarrollo se da más rápido, la gente aprende más rápido y funciona con más creatividad. Las relaciones fuertes son el lubricante de las comunidades. El desarrollo económico se da con este lubricante y sin ello lo económico se estanca. La tarea de una nación es fortalecer éste lubricante, y no sólo desarrollarlo a nivel local, pero también facilitar la habilidad de la gente local para tener el valor de participar globalmente. Apoyando la visión sostenible a largo plazo y disminuye la cortoplacista en los comunitarios.

Los Sub-temas de éste hilo:

- Las Artes para la Transformación Comunitaria
- Asociaciones y Organizaciones Comunitarias
- Capacitación en liderazgo para una Innovación Social

Strand:
Building Social Capital

Communities thrive when people trust each other. Development happens faster; people learn quicker and perform with more creatively. Strong relationships are the grease of community. Social capital is the name given to the relationship that makes communities and organizations work effectively. Economic development happens with this grease and without it the economy stagnates. The task of a nation is to strengthen this local

grease not only to develop locally but also to facilitate local community's ability to have the courage to participate globally. This association dynamic is the key to help local farmers discard short-term solutions and tackle a poor society's fundamental structures.

Three Sub-points:

- The Arts for Community Transformation
- Community Organizations and Associations
- Leadership training for Social Innovation

Hilo:
Economías locales sostenibles

Erradicar la pobreza es uno de los desafíos más grandes que esta enfrentando el mundo de hoy. La gran línea que divide a la sociedad, y la creciente brecha que divide al mundo desarrollado del subdesarrollado es una amenaza para la prosperidad, seguridad y estabilidad global. Aún así, un remiendo para alcanzar prosperidad, que resulte en una destrucción para el ambiente, y deje a la mayoría en la miseria, pronto comprobará que será el camino de muerte para todos. Como integrar el crecimiento de la inversión local, y al mismo tiempo asegurar la protección de los recursos básicos para las generaciones futuras. La esperanza radica en que las comunidades locales alcancen la auto-suficiencia, auto-determinación y auto-confianza y puedan interactuar con el mundo.

Los Sub-temas de éste hilo:

- Sistemas de micro-crédito
- Economías de apoyo al ambiente-Rare
- Programas globales sostenibles en comercio justo

Strand:
Sustainable Economics Systems

Eradicating poverty is the greatest challenge facing the globe today. The Deep fault line that divides human society between the rich and the poor and the ever-increasing gap between the developed and developing world poses a major threat to global prosperity, security and stability. Yet, a path to prosperity that ravages the environment and leaves a majority of mankind in squalor will soon prove to be a dead end road for all. How to integrate local asset building at the same time allowing the basic resources to be guarded for future generations is critical. Local communities, self-sufficient, self-reliant, self-confident and global in reach are the hope.

Three Sub-points:

- Micro-credit schemes
- Environmentally supportive economics-Rare
- Globally sustainable programs-Fair-trade

Hilo:

HIV-SIDA, El Gran desafío

Al paso que la pandemia del HIV-SIDA sigue avanzando en África, y ahora se escurre implacablemente hacia Asia, Rusia y el bloque occidental. El SIDA se llevará más vidas que las dos guerras mundiales del siglo 20 en conjunto, víctimas militares y civiles incluidas. Potencialmente provocará unas 70-100 millones de muertes. Los impactos secundarios son devastadores, las mujeres infectadas, los niños huérfanos, y países literalmente luchando por su supervivencia. Todo proceso de desarrollo debe de incluir el combate al VIH-SIDA. De no vencerse el VIH-SIDA, comunidad por comunidad, el desarrollo no sucederá.

Es hora de ver cuáles han sido los logros alcanzados y cuál es el estado actual del mundo en este campo. ¿Qué es lo que ha funcionado y cuál debe ser el enfoque durante los próximos 10 años? ¿Quién dispone de recursos y cómo estos pueden llegar a más y más comunidades? ¿Qué es sostenible y replicable en un número masivo de comunidades? ¿Quién (es) han demostrado lo que funciona?

4 Sub-temas:

- Educación Preventiva
- Movilización Comunitaria
- Consultorías y exámenes por Cuerpos Voluntarios
- Sistemas de cuidado y apoyo

Strand:

Global HIV/AIDS Challenge

As the HIV/AIDS pandemic works its way through Africa and now seeps inexorably into Asia, Russia and the Eastern bloc.. AIDS will take a greater toll in human life than both the wars of the 20th century - military and civilian casualties combined. We have potentially 70-100 million deaths. The secondary impacts are devastating: the women infected, children orphaned, families ripped apart and lost, and countries literally fighting for survival. All development must combat HIV/AIDS. Without defeating HIV/AIDS, community by community, development will not happen.

It is time to look at what has been accomplished and what is the state of the globe presently. What is working and what needs to be the focus in the coming ten years? Who has resources and how can they be made available to more and more communities? What is sustainable and replicable over massive number of communities? Who has demonstrated what works?

4 Sub-points:

- Prevention education
- Community mobilization
- Volunteer Counseling and Testing(VCT)
- Care and support systems

Hilo:

Superando conflictos - Construyendo un Tejido Social Vitalizado

Las tendencias y cambios vertiginosos de estos tiempos alcanzan a todos los rincones del mundo. En las comunidades, las personas se ven afectadas por los factores externos que continuamente les plantean nuevas necesidades y exigencia. Agobiados por éstos y sintiéndose impotentes ante los acontecimientos y decisiones ajenas, la gente tiene a encapsularse. Como resultado se observan patrones de fragmentación y confrontación que trascienden a todas las esferas de la vida, se ven acompañados de pérdida de valores y dan origen a conflictos latentes. A la inversa, asimismo, los conflictos armados desencadenados en localidades específicas no dejan de repercutir profundamente en todos los lugares del planeta.

Paso fundamental para comenzar a reconstituir sociedades funcionales es sanar lesiones sufridas y lograr la reconciliación. El reto que sigue es el de establecer nuevos paradigmas basados en la valorización de diferencias y la capacidad de discernir dentro de contextos ampliados, las bases comunes que permitan que conjuntamente se alcancen fines compartidos. Solo así se podrá lograr un positivo desarrollo en el ámbito local y llegar a la exitosa participación en los procesos y las oportunidades globales.

Subte más:

- La reconciliación y el resarcimiento en contextos colectivos, intra-familiares e individuales
- Programas públicos y educativos para desarrollar la conciencia social y participación tolerante y eficaz
- La Responsabilidad social empresarial como medio para fortalecer la interdependencia deliberativa y ejecutiva
- Sistemas económicos para apoyar el proceso de inclusión social

Overcoming Conflict - Building a Vitalized Social Fabric

The tendencies and rapid changes of our times reach out to every corner of the world. In communities, people find themselves affected by external

factors continuously posing new needs and demands on them. Overwhelmed by these, and with a sense of impotence in the face of events and decisions that are not in their hands, people tend to withdraw and encapsulate themselves. As a result, one can observe patterns of fragmentation and confrontation that transcend all spheres of life, are accompanied by a loss of values, and give rise to latent conflicts. Likewise inversely, armed conflicts broken out in specific locations do not fail to occasion profound repercussions all around the globe.

A fundamental step to begin reconstituting functional societies is that of healing lesions suffered and achieving reconciliation. Following that is the challenge of establishing new paradigms, based on an appreciation of differences and the capacity to

discern, within broadened contexts, the common ground that will make it possible for people to jointly achieve shared ends. Only thus can effective development be achieved at the local level and, thereafter, successful participation in global processes and opportunities.

Sub-points:

- Reconciliation and reparation in collective, intra-family and individual contexts
- Public and educational programs to foment social consciousness and tolerant, effective participation
- Corporate Social Responsibility as a means to strengthening deliberative and executor interdependence
- Economic systems in support of initiatives for social inclusiveness

The ICA Staff Newsletter

June 26, 2003, ICA USA

Events and Happenings

**IAF Conference: Ottawa, CA
June 20-22, 2003**

Marilyn Oyler and Holly Dunning represented the CoP team and the ICA at the recent International Association of Facilitators Conference in Ottawa, Canada. The conference was a time to position ToP as crucial part of the development of the field of facilitation and to meet and greet many ToP facilitators. 655 participants came from across the globe to share learnings, tools and techniques of facilitation.

At the close of the conference representatives of ICA in USA, Canada, Malaysia and Taiwan gathered to talk thru the process of developing a certification for

ToP facilitators. Here's a tentative statement of our consensus:

We want to develop an evidence based process for certifying competence in ToP methods and approaches.

We want to operate out of a common set of standards of competence.

We want a common set of elements for certifying people. Each organization will design its own specific process and will create its own training program.

The China Partnership

The CoP team is excited to welcome the representatives of WINTOP Consulting Group to be our partner in the delivery of *ToP® Facilitative Leadership and*

Management Certificate

Program in China. Jixuan Jason Hu and Wenjun Du will be in the Phoenix office for the next 6 months. Gordon and Holly will join them as representatives of the COP team from ICA and will each work 50% of their time for the next 6 months toward the joint completion of the three projects: (1) to bring the existing curriculum towards a newly defined/designed curriculum (the Product); and (2) to design and produce a multimedia marketing package to accompany the Product, and (3) to make a test-sell of (the whole or the part of) the Product to an organization who has a credible well-known name.

Product, and (3) to make a test-sell of (the whole or the part of) the Product to an organization who has a credible well-known name.

Office News

Chicago/Phoenix

Marilyn and Jim just finished teaching a PSP – Participatory Strategic Planning. Judy Weddle went to Oregon and taught a Facilitating Conciliation course for a whopping 26 people!!



Trends

June 2003, ICA Taiwan

“Drawing on many analogies between quantum reality and the dynamics of self and society, the authors of *The Quantum Society* take their theory one step further, arguing that we can change our perceptions, values and behavior - the whole of our society - based on the nature of the mind and the universe itself.”

Editorial comment from Amazon.com

**Freedom and Ambiguity:
The Foundations of Creative
Community**
from *The Quantum Society*, by
Danah Zohar & Ian Marshall
1995

The following are contrasts taken from the book, *The Quantum Society*, which suggests an array

Washington, DC

The CYL members in DC are busy bees this week – keep up the good work!

They completed 3-day YFL course with the Youth Voices Program at Temple University. Mazi, Alisa and interns Gina and Angela are currently in New York City doing 2-day GFM with SUNY – the State University of New York in a program focused on college preparation and drop outs.

John Oyler is also in DC, visiting with potential collaborators and

partners in DC. These visits are focused on CYL and our international programs.

We have another new intern in Chicago. Her name is Anne Marquez and will be working with Kynan and the CYL programs. Her email is amarquez@ica-usa.org and we should be hearing a little more about her in the next newsletter. Welcome Aboard, Anne!

of individual or group behaviors which follow from whether a person or organization operates out of being alienated from a larger societal group, from itself, or whether he/she has a poised stance and operates with creative freedom. The contrasts are helpful for understanding what might be going on underneath human behavior which seems difficult to understand. “The way we look at ourselves, the way we perceive ourselves, is defined by our attitudes.... The attitudes that we adopt in any situation partially determine how that situation will unfold.... They hold the key to the kinds, and the extent, of relationships that we

can enjoy, and hence to the kinds of communities that we build.”

If any of our readers would like to discuss this further, please email us. We find this a fascinating tool for helping understand the many changes in our society at this time. Certainly it is our assumption that a poised stance, suggesting more flexibility, is that which is needed in this time of rapid change and the necessity of being learning organisms and organizations.

The descriptions contrast with each other in ten arenas. In understanding the wisdom in this chart, it is helpful to look at all three of the descriptive terms in a set.

2003 Opportunities for Growing Your Leadership Capacities

Open Space Facilitation Training
Participatory Strategic Planning Course
Regional International Association of Facilitators Conference
2nd Annual Chinese Facilitator's Conference

Taipei	19-20 July
Taipei	2-3 August
Malaysia	4-6 September
Taipei	29-30 Nov

For course information and registration call or email the ICA

IFAD Briefs

IFAD-Sponsored Program in Katsina, Yobe States

NIRADO, newsletter, December 2002

In 2001, IFAD contracted NIRADO to conduct Sensitization and Mobilization workshops for members of the village areas that will benefit from the IFAD-Sponsored Sensitization and Mobilization for the Community Based Agriculture and Rural Development (CBARD) Program in Katsina and Yobe States. The program is a joint project between IFAD, the Federal Government of Nigeria, State and Local governments titled "Community Based Agriculture and Rural Development Program in eight Northern States of Nigeria."

The program finally took off this year. The various activities NIRADO participated in include:

- Mobilization/Sensitization Workshop for Federal Government Officials on April 4-5, 2002 at the Sheraton Hotel and Towers, Abuja. During the workshop NIRADO presented a paper titled "Community-Driven Development (CDD) Approaches in Nigeria: An NGO Perspective"
- Mobilization/Sensitization Workshop at the State level in Katsina and Yobe States. During the program NIRADO held discussions with officials of the benefiting States and LGAs, and made arrangement for the village area sensitization.
- Mobilization/Sensitization at Village Area level. NIRADO team visited the eight village areas that would benefit from its program in Katsina and Yobe States. This initial visit was to ascertain the situation of the target communities, acquaint the people of the program and fix dates for same
- Sensitization/Mobilization Workshop: NIRADO conducted this workshop for about 21 representatives in each of the eight communities and four LG Officials from each of the six LGAs benefiting from the program was aimed at sensitizing the community members to the importance and relevance of community-driven development activities; to impart them with participatory and group mobilization skills; and to awaken them to the responsibility of working together through self-help in order to accelerate development in their areas.
- Village Area Participatory Planning Workshop. A two-day development planning event was conducted for over 50 representatives in each of the eight village areas. Using the Participatory Strategic Planning process, they were guided to create a four-year development plan which would be implemented through resources from IFAD, the Federal government of Nigeria, State and Local Governments, and the Communities.

IFAD Program Follow Up Exercise

A follow-up exercise was carried out from August 1-16, 2002 to assess the progress of the implementation of the plans created two months earlier and to re-plan for the next quarter. Reports from the various communities showed that the people have embraced the spirit of self-help efforts and have initiated different projects.

IFAD Appraisal Mission To The Niger Delta

NIRADO was invited to be part of the appraisal mission team to the Niger Delta on the proposed IFAD Community Based Natural Resource Management Project in the area. The team, made up of IFAD, Federal Government, World Bank and NIRADO Officials, visited the nine states in the Niger Delta on a fact finding mission. This culminated in a workshop for all stakeholders in Abuja on June 13, 2002

Member's Profile:

Eugene K. Kouame, ICA Côte d'Ivoire

Name and First name:

KOUAME K. Eugene

Date and place of birth:

**November 14, 1967 in Aboisso,
Côte d'Ivoire**

Profession:

Agricultural Technician

Function: Financial Manager

**I am the 8th child from a family
of 10. The first contact with ICA-
CI was in 1994 when I was just
finishing my agricultural studies.**

After a stay of 6 months with

**ICA-CI, March 1, 1995, I had a
contract for another 3 months. At
the end of those 3 months, I
really started to be integrated in
the ICA-CI organisation, as
agricultural supervisor and in
programming market gardening.**

**In 1997, after a training by ICA-
CI on Strategic Planning,
Treasury Planning, and
Administrative Planning, I also
took over the financial
responsibilities.**

**Thanks to ICA-CI, I had a chance
to meet a lot of people from other
NGOs in Côte d'Ivoire.**

**I also have very nice colleagues
who are always listening and
ready to support other people's
problems.**

**For me, being a part of an NGO
is discovering another world, and
be ready to help others.**

The Network Exchange

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The Network Exchange

September 2003

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LETTER FROM THE EXECUTIVE COMMITTEE:

Judith Harvie, President

I would like to share with you two things I did this summer for ICAI that underscore the value of this newsletter and of ICA in today's world.

Recently in working with Duncan Holmes and Sarah Miller and a team of volunteers on the redesign and updating of the ICAI website, we searched for the words to define the evolving role and function of ICAI internally and externally.

Internal functions that emerged were "to enable

and share learning, to foster and support local member-initiated growth, development and performance." External functions were "to communicate and collaborate with other NGOs such as UNESCO and CIVICUS to create a collective impact on social change, leadership, responsibility and innovation."

This issue of 'Network Exchange' provides wonderful examples of enabling shared learning, powerful local initiatives, and the collective impact of ICA

methods on people and policy. For instance, it highlights three upcoming conferences in Taiwan, Europe and Guatemala designed to enable participants to share their learning and experiences. It provides readers with the example of Maria Maguire who was recognized for her locally based work in aboriginal reconciliation in New South Wales, Australia. It also demonstrates the societal impact of focused dialogue and training in Tanzania where the health maintenance

actions of 500 people shifted from being driven by a hierarchical power for institutional reasons, to being chosen by the people themselves for healthy individual and community reasons.

In July and August your executive committee was engaged in recruiting a volunteer Secretary General for the ICAI office. An electronic advertisement on the "Idealist" website brought almost 200 replies from young people, all over the world who are working on a volunteer basis in refugee camps, schools, and villages to overcome the

ravages of famine, poverty and war. This was a clear indicator for me of the large number of young global leaders currently building a better world without being paid money for it.

As you will see when you read the introduction to the Guatemalan conference brochure, Dr Kumi Naidoo's "double challenge" is to "reinvent (power driven)* democracy and (growth focused)* economic systems."

It seems to me that ICAI's newsletter and web communication help to reinvent democracy by

sharing examples of and stories about participant-led conferences, projects and local initiatives.

The young people who as global citizens work for only room and board in countries like Armenia, India, Africa and Canada help to shift economic values from growth to sustainability.

ICA's role of sharing innovative methods, training youth and connecting people to achieve the larger goals of social good and sustainable economies has value in today's or any day's world.

*my words

MEMBER'S PROFILE: MODDIE SIAFUNDA, ICA ZAMBIA

I was born on the 30th April 1959 in Choma District, in the southern part of Zambia. I completed my secondary school education in 1977 and obtained the G.C.E. Cambridge Certificate. In 1980 I completed my two-year teacher's course and obtained a certificate as a primary school teacher. I

served as a teacher in six different schools and different districts for 20 years.

I joined ICAZ in May 2000 as a community development officer. My main job is to work with the community on HIV/AIDS awareness and literacy programmes.

I'm single but have two girls; the first was born in 1981 and the last was born in 1995. I also keep 3 nephews and 3 nieces who happen to be orphans.

I enjoy social work, doing religious activities, jokes, sports, i.e. netball and football, and drama.

The Network Exchange is edited by Julia Lay. Any contributions (written or pictorial) are warmly welcomed and should be emailed to icai@linkline.be by the 1st of the month. Please note that contributions may be edited.

FACING A DOUBLE CHALLENGE

[Excerpt from the brochure for the ICA Global Conference in Guatemala, August 2004]

As Dr. Kumi Naidoo, Secretary General of CIVICUS, has stated, "Few would contest that we are in the midst of one of the most volatile and dangerous periods of world history. We face a double challenge of reinventing democracy, and reinventing a viable, equitable and just economic system premised less on crude economic growth and more on a model of economic development that marries environmental sustainability, poverty eradication and broad-based development. Failure to insert notions of justice, equity and fairness into the process will be fatal indeed."

This conference has identified seven threads to meet these challenges:

- 1. Holistic Life Long Learning:**
Journeying coming generations towards full personal development and the skills to effectively respond to the needs of their times.
- 2. Process and Techniques of Participation:**
Implementing methods and processes for genuine and participative decision making.
- 3. Community Youth Development:**
Recovering youths' proactive image as transforming actors in society.
- 4. Building Social Capital:**
Empowering local leadership, and strengthening organizational bonds in communities.
- 5. Sustainable Economic Systems:**
Impelling local asset building accompanied by schemes for environmental protection/recovery.
- 6. Global HIV/AIDS Challenge:**
Mobilizing resources, communities and professionals, in order to efficiently respond to the pandemic recognized as one of this century's major challenges.
- 7. Building a Vitalized Social Fabric:**
Overcoming conflict, and eliciting paradigms for authentic interchange characterized by openness, reciprocity and complementarity, from local to global levels.

Program

Sunday 15:
Arrival, Registration, Opening Event
Monday 16 & Tuesday 17:
Interchange by Threads, Cultural Event
Wednesday 18 & Thursday 19:
Project Site Visits
Friday 20:
Reflection on Site Visits, Future Actions
Plan, Preparation of Reports
Saturday 21:
Presentation of Reports, Closing

Conference cost

Registration: US\$380
Before May 30: US\$330

Includes: opening dinner, lunches, coffee breaks and materials. (Excludes: other meals, room, airfare.)

CHINESE FACILITATOR CONFERENCE

[Taken from message sent to the facilitator-forum network by ICA Taiwan.]

Dear Colleagues,

Building on the excitement from last year, we will hold the second Chinese Facilitator's Conference on November 28-30 at Tien Mu International Conference Center, Taipei. We will expand the participation locally and internationally, estimating for at least 200 participants for this event.

The Chinese Facilitator's Conference is affiliated with the International Association of Facilitators and we follow the guidelines to build local community. This means that all presenters share expense of the conference and act as partners of contribution. The aim is to co-create a high quality environment of participation. Also, the sessions in the facilitator's conference are more interactive and participatory. Presentation and theory is minimized.

We estimate to have more than 20 presenters for this conference. The session proposal form will be reviewed by the program task force of preparation committee, aligning the theme and all the sessions.

The theme of the conference is Awakening to Possibility and we have developed five streams of sessions.

- ◆ Professional Skill Building: These sessions include basic group process skills, contributing to professional facilitation competence.
- ◆ Co-creation Think Tank: Knowledge economy emphasizes innovative capacity. These sessions will hold a space for innovative co-creation to look for feasible solutions to important social and organizational issues.
- ◆ Whole System Change: These sessions introduce facilitation methods to help organization change and facilitate participation process with a system point of view.
- ◆ Inner Wisdom: Elevate personal awareness through inner observation activities to explore inner wisdom so our personal development benefits the groups that we are with.
- ◆ Multi-intelligence Learning Strategies: These sessions use diverse learning mode to facilitate interactive and experiential topics, enhancing the connection between experience and reflection.

Looking forward to your participation.

Laura Hsu

Representing the preparation committee of
The Second Chinese Facilitator Conference

OPEN YOUR MIND...

Exploring Creativity and Innovation in Facilitation in the 21st Century

Northamptonshire, England: Friday 10th - Sunday 12th October 2003

[excerpt from IAF Europe 2003 update from Gary Austin]

The ninth International Association of Facilitators (IAF) Europe Conference is now less than 3 months away and we are pleased to announce that we already have many great sessions lined up for the weekend. These include some back to basics and well established sessions with presenters sharing with us their tried, tested and excellent material (graphic facilitation, basic tools and techniques) as well as sessions allowing all of us to reflect on how we all work (intercultural facilitation, getting our groups to be more accountable, using different processes and techniques etc.) A full programme will hopefully be published in Communication Three and on the website.

This communication follows on from the initial conference flyer. In case you didn't receive this, you may not know that we offered an Early Bird discount to registrations received prior to the end of July. Not applied yet but want the offer? Don't panic – like all summer offers we are extending the Early Bird Offer registration until the 22nd August, so don't miss this one and be sure to be quick as places are filling fast! We already have 13 different countries represented. [Full details about the conference are available from ICAI].

Conference Tracks

1 - New and Emerging Concepts

New, innovative and creative models, methodologies and approaches.

- *Sessions on possible new methods, processes, tools, techniques and conceptual models, exploring new ways of working, research and co-creating models*

2 - Using the Technology

As the technology improves and grows, how can it be best used to creatively support facilitation?

- *Sessions on and using the latest innovative technology*

3 - The Impact of Facilitation

Making a difference and putting the profession into practice.

- *Sessions on building the profession, competency building, marketing oneself, ethics & values and application of facilitation*

4 - Developing You Creatively

Looking after you as an individual! Creatively building oneself!

- *Sessions on developing you! Personal, intrapersonal, intellectual and spiritual growth*

5 - Tried and Tested

We use it, we know it works and works well!

- *Sessions on core models, tools and techniques. This could also include sessions for those new to facilitation!*



ICA: TANZANIA
HIV/AIDS PREVENTION
STAKE LEADER TRAINING and
PROGRAM LAUNCH
July 21 – July 31, 2003

On Monday, July 21st, sixteen newly appointed Stake leaders from four villages, within a five-kilometer radius, Migombani, Barabarani (*two stakes*), Majengo, and Losirwa (*Maasai*), in the Mtu wa Mbu area, gathered to learn about HIV/AIDS prevention. Since Swahili was their primary language, the lessons were presented with translation.

The Stake Leaders were Christian, Traditionalist and Muslim. Each had “heard” many stories about Ukimwi (AIDS.) Most of the leaders had known of or had seen people suffering and dying of Ukimwi. Few had a clear understanding of Virusi vya Ukimwi (HIV), the “hidden” period of communicability was new information. The theme adopted for the week was to learn how to “break the silence” surrounding the real facts about HIV/AIDS.

It was clear some of the leaders had had prior training. This added to the richness of the classes. Questions were more informed and had depth. Despite the cultural and religious differences of the group, they worked as a team the whole week. Whether in village teams or in cross teams, they always gave each other an opportunity to speak. They engaged seriously with every task.

Wednesday, condom demonstration and field day, was both fun and serious. They went to their villages with cameras, manuals and condoms. Each Stake Leader shared what they had learned with their neighbors. The women were not shy in giving a condom demonstration. A young woman from the Maasai village asked permission of the Elders to speak. It was given to her and off she went as if she was a born teacher. The next morning was full of excitement as each team gave their report on field day.

Three to five hundred people attended the HIV/AIDS Prevention Program Launch Day, including the Elders of each village, school children presenting songs and skits about HIV/AIDS. The ICA:Tanzania Board of Directors were also present, including Joseph Mutashobya, President. The day was also graduation day for the newly trained Stake Leaders. The MP Edward Lowassa, the guest of honor, gave the Certificates of Completion to the Stake Leaders. Radio, print and video media recorded the event.

While the Community planning was being quickly organized, a manual with illustrations and key points in Swahili was prepared as Part 2 of the Swahili manual given the Stake Leaders at the beginning of the training week.

Migombani Participatory Planning resulted in the following Strategic Directions:

- Look for health experts: request HIV/AIDS training and follow up for government health experts
- Get free HIV/AIDS education: get HIV/AIDS knowledge free, train through video
- Start income generating groups: start working together as groups
- Look for soft loans: find some credits, and capital
- Implement Village Bylaws: arrest those drunk, identify bangi and drugs users

After the planning event, people requested more information about HIV/AIDS. Each Stake Leader was invited to give witness to what they had learned. Issa, a Muslim Elder, who at the end of Day One had said simply that Muslims do not use condoms, spoke. He told a story with each point. In conclusion, he said, "We must keep our sons and daughters safe. What is more important – your sons and daughters or your religion?"

Let this statement be testimony to the training and planning in Tanzania.

[ICA Tanzania report]

EMAIL FROM AN ASSOCIATE MEMBER

We are quite engaged here, particularly in teaching ToP and in working in Aboriginal Reconciliation. Maria is in Northern New South Wales this week to work with some Aboriginal communities. Last year the Premiers Department sponsored a course for people in those communities in ToP that we taught. Maria has been there two times again and working with an Aboriginal couple this time who both took our course and have worked with the Telfords in other communities. They are Charlie Trindall and Carol Vale, who are both on the staff of the Premiers Department. On Sunday we went to a statewide meeting of people involved with the reconciliation

movement. It was very striking that everyone there reported great advances in connections with local communities and local government bodies, as we have found in our work. At the same time the federal government grows increasingly hostile to Aboriginal people and social justice in general for everyone. The Aboriginal leaders are also de-emphasising working on that level at the moment and working more intensively on the local level. One sign of the local responsiveness was that Maria was given the Citizen of the Year Award by the city council of Parramatta for her work in Reconciliation. We were delighted to learn that besides the quality of her

work, the deciding factor was that the committee wanted to make an award for work which helps bring people together in order to set a counter to the divisive others in our society (including the Federal government) are promoting.

Best regards

Richard

Richard and Maria Maguire
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*Transforming individuals
and organisations toward a
future worth living now.*

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To the account of ICAI.

Become an Associate Member

Individual Associate Members form a valuable part of our international network and at ICAI we depend upon and deeply appreciate their support. 80% of ICAI's support comes from member ICAs' dues, but a critical 20% comes from individual support. As an Individual Associate Member, you will be connected to ICA activities all over the world. You will receive a copy of the Network Exchange every month, and the annual Location Directory in which you will be listed. A minimum of \$100 annual donation is all that is required. To become an Individual Associate Member, please fill in and tear off the slip below.

Name _____

Address _____

I would like to become an Associate Member of ICA International.

- ☐ I enclose a cheque for _____.
- ☐ I have transferred the sum of _____ to your bank account (details above).
- ☐ I have sent the sum of _____ via Western Union, reference #: _____

[Please tick one box. Minimum donation \$100 for one year.]

Signed,

Date: