

## ON THE OTHER SIDE OF OAXTAPEC

*Welcome to the Network Exchange, both old readers and new! With the insights and vision from the Mexico event, we are beginning to glimpse our role of focussing on the relationships and interfaces between the four networks of Development, Education, Economics and Global Integrity.*

*This issue contains material from Oaxtapec. Andrew Young's presentation ("Our Common Future") by all accounts was a major event, giving a helpful perspective to the whole deliberative process. Also included are notes ("Creating National Entities of Service") from an exchange of experiences of ICA locations "going national" - indigenisation of management and organisation. Regular features include "People", "Upcoming Events", "News Briefs" and "The Four Networks".*

*Page 6 has been made up as a "flyer" - the idea being that you can copy it and post it. We hope you will use it for regional mailings to help us gain new subscribers.*

*As always, we want to - we must - hear from you, your experiences and reflections. Maybe we could run a "letters" page. Please write.*

*We hope you enjoy this complimentary issue.*

## NEWS BRIEFS

### DEVELOPMENT NETWORK

Brazil has received a three year grant of \$270,000 from Kellogg Foundation for its work in Rio Bonito. A great Christmas present!

Peru has received recent grants totaling \$45,000 for work in Bolivia and Peru. The grants were written by Gloria Santos and Esaud Caycho during the proposal writing training in May. Congratulations Gloria and Esaud!

The fall issue of the Newsletter of the NGO Management Network contained reviews of three chapters from *Approaches that Work in Rural Development*. Chapter authors were Mary D'Souza, Frank Powell, and Terry Bergdall.

### ECONOMIC NETWORK

United Kingdom is working with Eunice and Sherwood Shankland on a contract with Household Mortgage Finance Corporation. Programs so far have been staffed from Bombay (Gail West), Brussels (Lin Wisman), Chicago (Bill Edwards), Frankfurt (John Stringham), London (Alan Beresford & Keith Moultrie) and Washington (Eunice and Sherwood Shankland).

The Chicago Program Enterprise Team is anticipating over \$200,000 in new program contracts due to the sales efforts of Jim Troxel. To increase their effectiveness, team members have asked Don Moffett (USA board member) to be their mentor.

The Chicago Conference Center Team has been assured of a long term lease for the large space south of the lobby, putting them in good shape to repay the loan they have just transferred to a local bank.

### EDUCATION NETWORK

Phoenix has received the funds committed for the first year of curriculum work on the Earthwise curriculum for Western International University. WIU is currently a non-residential night school. The curriculum team will be recruiting classes for next fall.

The Space Between program in Peru is in dialogue with the University of Wisconsin concerning becoming a part of its international studies curriculum.

### GLOBAL INTEGRITY NETWORK

Nelson Stover is being funded by the Niedersachsen Foundation (Germany) to attend the second round of discussions on the Hannover Project in February. The project is an outgrowth of The Mind and Nature conference in Hannover in May.

Yvonne Stringham of the Frankfurt House hosted Monica Sjoo, a contemporary author-artist actively presenting "the feminine dynamic". Her posters reflect ancient feminine images and the need for rebalancing culture.

## CREATING NATIONAL ENTITIES OF SERVICE

**Kenya** (Daniel Ndola) In 1986 we asked people what directions we should take for the future. Six to eight talking papers were generated and sent around the ICA network internationally. We followed this with a "Philosophy and Mission" retreat where we looked at all the talking papers and decided we would financially operate separately as individuals and families. This November we worked out the final restructuring. We moved to national leadership electing seven people as leaders of ICA Kenya to replace our former priory. Extra-nationals are still there working as support personnel to local staff. They are not getting stipends, but they are drawing income according to contracts. Our current struggle is how to develop locals to pick up the roles previously taken by extra-nationals. We have worked out a model for each staff member's training. We have 46 Kenyans with eight to 10 years of experience each and 10 extra-nationals, five of whom are volunteers.

ICA Kenya staff and the extra-national staff who see themselves as part of ICA International meet together each August to work out the year's operating mode. A written report has been produced which explains each group's financial operations.

**Venezuela** (Rob Work) ICA Caracas has undergone a major transformation and have had a breakthrough in our staffing. We have hired a research director with a PhD, and an office manager. All of our current staff were asked to submit their curriculum vitae and were interviewed by the Board who were involved in the hiring and restructuring of ICA Caracas. We have weekly staff meetings.

**Egypt** (Hilda Bedwany) We have had a breakthrough in staff training. We have sent people to Greece, London and Holland for training through training funds designated from grants we have received in Egypt. We have 13 Egyptian staff, three volunteers and four Order members. Every year we gave a retreat with this group. Our stipends and benefits are based on a person's age, experience and skills. In addition to salaries/stipends and food and accommodation monies we provide retirement, health and home leave funds where applicable.

Local and extra-national staff have a partnership arrangement, and operate as teams with both Egyptians and foreigners. All serve on a team (either Local Service - health, education, environment; or Economic Intensification - agriculture, loans, animal production) and each person also serves on a task force (Training and Legal, Middle East/North Africa, House Operations, Community Development Organization).

**Brazil** We are in a state of transition. We have two teams - Fund Raising and Community Development. The Community Development team is waiting on a grant from the Kellogg Foundation to be fully operational at the moment. We have seven extra-nationals and four Brazilians on our staff.

**Chile** ICA closed its office in Chile in 1982 so now we are all volunteer staff among Chileans who spend holidays and some weekends setting up and facilitating Imaginal Education programmes and LENS seminars. We have expanded the Movement through facilitator training of 15 people and we are currently seeking the assistance of two extra-nationals who will come and live in Santiago and journey our volunteers in their spirit life as well as their facilitation and seminar development skills. We have 12 people who meet weekly on Tuesday evenings between 7 and 9 p.m.

**India** (Mukesh Taksande and Hiranman Kokane) There are 37 Indian staff and 10 extra-nationals making up two divisions: Development Community and Corporate Services. In Calcutta we operate totally with local staff (11) with nine people on the Development Community Team and two on Corporate Services. We meet weekly as a whole house. Singing is an important part of our life. We are on a salary system based on number of years with ICA and skill level. Salaries range from 800 to 2000 rupees per month.

A second transition for India is the Himalayan Experiment (based in New Delhi) where business people are being invited to participate in developing a retreat centre - much like Oaxtepec - in the Himalayas.

**Portugal** (Cathy Bayer) We have 16 local staff with four as the core staff, 20 others on an annual basis provided by the government (there are 500 applicants each year for these 20 positions) and two extra-national staff. We are managing \$250,000 worth of grants from 22 sources. Each staff member has a specific ICA task in addition to individual entrepreneurial businesses set up in the community (this applies to the 16 local staff). Local staff receive \$240 per month and extra-nationals \$360 per month. There are also a savings plan, home leave and health funds in addition to the stipends.

**Jamaica** (Dorian Lennon) In late 1988 I was hired to be the executive director of ICA Jamaica. I have two staff, a maintained car and four weeks vacation leave. We work with 16 villages in Woburn Lawn. Major activities revolve around the HDTIs, the Industrial Shed, the Preschool, and the Coffee Farm Cooperative. Currently the coffee farm expansion is on hold until the government sells us 350 more acres.

In July we held a five-day dialogue on development with all major social service agencies represented with funding from the Royal Netherlands Embassy.

One of my major challenges is to make the ICA profile a visible one. I have discovered that a low profile often engenders suspicion and distrust. In a nation of only 2.2 million people, one cannot afford to encounter this kind of attitude.

The international community of Jamaica has welcomed a national as head of ICA Jamaica. My previous affiliation with the Royal Netherlands Embassy has helped us to receive funding for our crops washed away by Hurricane Gilbert. We have an active board with monthly meetings, and I have access to our chairman (Mr. Rae Barrett). I am in the process of employing someone with a degree in social work to assist in the ICA work in Jamaica.

We are happy that ICA is going "public" as this will help get the expertise we need.

## PEOPLE

### Positions Available

Brazil is looking for a director for its Rio Bonito project. Three years of funding are secured.

Chile is looking for two extra-nationals who will live in Santiago and journey the volunteers in spirit live, facilitation and seminar development.

Phoenix is looking for two curriculum directors for the Earthwise Curriculum project. One year of funding is secured.

### Personnel Moves

Pamela and Terry Bergdall, members of the Intercontinental Support Team in Kenya, are moving this month to Zambia better to facilitate Terry's work with the Swedish Cooperative Centre and Pamela's work in Southern Africa.

Philip Dowsett sends his bushwalker greetings to everyone from his new accounting firm in Katherine, Northern Territories, Australia.

Cyprian and Mary d'Souza have moved from Hong Kong to Delhi where Mary is working with ICA:India staff on the Indo-German Dauladher Project.

Bernhard Knutsen is on a one year sabbatical in Houston, Texas where his mother Margynel is working on a masters degree in early childhood education.

Sharry and Wesley Lachman have joined the ICA team in the western United States after a six month sabbatical in Seattle,

Fred and Nancy Lanphear anticipate shifting in June from India to the United States to work with the Residential Learning Center and health-related programs.

Charlene and Ike Powell have moved from Chicago to join the ICA team in New York.

Eunice and Sherwood Shankland are on a one year sabbatical in Washington D.C. They will continue to work with the Economic Network and the Caribbean.

Martha Talbott has moved from Hong Kong to join the ICA team in Venezuela.

## OUR COMMON FUTURE

*- edited extracts from Andrew Young's address*

I would like to claim common roots with you. In 1951, I agreed to drive a friend to Texas to participate in a conference of some sort. I had no intention of staying, but was going to play around while he went to this religious conference. When we arrived, I wasn't able to keep my other date and was urged to stay at this place where a man named Joe Mathews was leading the meeting. I was impressed, not so much by anything that was said, but these were the first whites I had met whose religion was serious enough to accept me despite my skin colour.

I met Al (Charles) Lingo in St. Augustine Florida during a demonstration. There weren't any whites who would walk with us in those days, and I got to know Al and he has kept me in touch with you. I have a romantic fascination with the life you lead. It's based on the Kingdom of God. I've gone a different direction, yet all the events of my life trace back to that. There was no attempt to influence or evangelize. It was just life expressing the love of life. Like St. Paul: "All things work together for good to those who love the Lord and are called according to His purposes..."

You have a great diversity among you. People fight *WARS* over divisions less dramatic than those in this room.

What have I been doing? I went with Martin Luther King because it was the only possibility for a young clergy. Like it says in Ephesians: "...break down the barriers..."

After Martin Luther King, we looked for someone to run for Congress. We couldn't find anyone, so I ran and we won. I was in Congress in 1973 when Nixon beat McGovern. Despite the landslide for Nixon and his hawkish platform, he ended the war by August. It is a peculiar fact of U.S. politics that the platform of the loser becomes the agenda of the winner.

I'm not worried about Bush's election. The people prevail. It was a firm vote for a middle-of-the-road, do-nothing policy. It was the action of fearful people, people who have lost their nerve completely.

Carter brought the USA to new levels of communication. When he was running, I wasn't a supporter - I was backing Udall. One night when Carter was making a speech in town, I was not invited - in fact I was making a speech across the street. They tried to find someone in office to introduce him - after all, he was the Governor of Georgia running for President - but no one showed up. They came across the street and asked me to do the job. I did it out of duty, but then listened to the man and convinced myself that he was the one. For one thing, he was from the South, and the South has made more progress in race relations and poverty than any other part of the *WORLD*!

Carter was not for negotiation, he was for reconciliation. In Rhodesia, for example, all parties to that conflict were churchmen. In bringing about the relations between Egypt and Israel, all the parties were religious. Their common ground of survival was greater than their differences. Carter made them stand in each other's shoes and try to solve the other's problems. When they did that, then reconciliation was easy.

There are no problems humans can't solve if they look at the problems in depth. The religious know what's going on in the world. When I was UN Ambassador, the information I got from my missionary friends was far more accurate than that from the CIA. In Iran, my missionary friends were saying that a revolution was about to come from the Mosque, and that Islamic Fundamentalism was the most important revolution in the world. They were aware of the revolution years ahead of the CIA.

People are crying out for religion in the developing world - Chad, Sudan, N. Nigeria - and there are parallels in the West. There's got to be a reconciliation of technology and spirit. On USA campuses, Bible study is next to frisbee as a popular pastime.

You have the management skills and the spirit foundation to tackle the problems of the world. As a mayor, I'm a preacher. I have a congregation of 2 million. We live together, but we also feed people. Eating leads to spirit resolution. Atlanta attracted \$67 billion (more than all of Africa or Latin America). That's wrong, but I would not do otherwise. It's all private money. Why not do it elsewhere? If there is social stability, there *IS* capital to do it anywhere.



Why not build a natural gas pipeline across the Sahel into Europe? Beside the benefit of cheaper and more reliable gas, think of the development it would produce in terms of water, electricity, roads along the way! Why not a second Panama Canal? A power station in the Himalayas? It requires only political stability. However, we won't do it without external economic stimulus.

You are uniquely situated to assist with this development.

I believe in great things, because I've seen them. I once had to drive across Georgia to get to college in Alabama, and I was scared. I know what happens to black people in Georgia, so I started out frightened. I even turned around and went back to Anderson, South Carolina to fill up with gas so that I did not need to stop in Georgia. I didn't even slow down until I got to Tuscaloosa, Alabama. My Momma didn't raise her kids to be stupid, but if someone would have said to me then that in 20 years I would be the Mayor of Atlanta - I would have thought they were crazy!

The USA's relationships with the Third World will replace that with Europe. Our Third Century is going to be the Third World Century. How? "Wait on the Lord." Our intelligence doesn't work unless it's in tune with Cosmic Intelligence (or why don't we just say "God"?).

Presently we're living together in creative chaos. It's like the jazz of New Orleans. We're each playing our own tune, and if we keep the rhythm and listen to the beat, it'll be a work of art that none of us could foresee.

## QUESTIONS

What do you think about the USA policy in Central America?

I fear it's not going to be good for awhile. We have to justify all that military spending, and with the USSR becoming less bellicose, we have to find a scapegoat. Nicaragua is it. It's not going to HARM them particularly, but it will prevent good being done. We will corrupt them far more with money when we become friendly again than if we kill them with guns. Right now we need enemies to keep our economy going.

What about youth?

I've noticed the 18-25 year-olds have a new entrepreneurial spirit. It doesn't bother me. It's creating jobs. I have a nephew who got out of college and went into a law firm. It was a good steady job, and after three years he announced that he was going to quit. The family went crazy. In the black community, being in a professional position was the way out of the ghetto - it's what you long for, and we thought he had gone crazy. Well, he and a couple of friends opened a small business, and now they have (5) more outlets and are creating jobs for 25 people. This is new, especially in the black community.

What are your plans after Atlanta?

I hope God sends me something other than running for Governor of Georgia. If He doesn't, then because of the political investment in me, I'll go ahead and run. It's not an easy decision. I have a healthy respect for Georgia diversity. Politics is dirty. I've not worked out a way to reconcile the fact of death row/capital punishment. How does one package a campaign for nervous conservatives when they are concerned about the 200 plus Japanese companies and people from 110 foreign countries in the state?

What are your views on South Africa?

How can the President arm UNIDO against a legitimate regime in Angola, and then oppose Ghadafi for doing exactly the same thing with the PLO? Reagan is out of the 19th Century. He wants certainty, and his advisors are biased. However, Congress passed sanctions and overrode his veto. It's not effective. My new hope is that a) the UN will vote mandatory sanctions, and b) that there will be an airline embargo. THAT will have some effect.

Austria, Australia, Belgium, Brazil, Canada, Chile, Cote d'Ivoire,

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ICA International  
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its monthly publication,  
\$55.00 or 2000 BF a year

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## THE FOUR NETWORKS

### DEVELOPMENT

Representatives in Oaxtepec from Kenya, Tonga, Peru, Mexico, Guatemala, Brazil, Canada, India, and Egypt discussed what is happening in Indigenization - what are the struggles, what is working. They came up with 11 principles and are concerned to keep working on values and process (who makes the decisions).

1. Extra-nationals to play advisory/support role
2. Respect the local culture, i.e. learn the language
3. Operate out of consensus
4. Common purpose with programmes which are culturally appropriate
5. Extranationals must understand the context in which they are operating
6. Results-oriented programmes
7. International linking between emerging indigenous organizations to learn and share
8. Conscious taking of responsibility by nationals
9. Training to create programmes from new information
10. Economic viability: self-sufficiency
11. Knowledge and training in logistics of running an organization which is a legal authority, i.e. fiscal responsibilities like audit/taxes.

### ECONOMIC

"The preliminary data which came to Australia (on Our Common Future) billed this as a way of "moving through Harrison Owen's methodology in a business case study", yet here we were sitting and reflecting under the trees in the "Open Space".

"In fact, there would have been flexibility and space to work on a totally rational model (and many did), but I chose to experience the "open space". We elected a topic and waited for the inspirations to arise from group members. Inspiration and more did well up from the depths. In one group we moved through a deep grieving experience over the death of an organization. In another we explored the workplace as a learning community, combined with members of the education module. Both of these were rich and compelling experiences." *Janet Hughes, Australia.*

### EDUCATION

Roger Johnson led a Cooperative Learning session in Oaxtepec on "How to effect change in the schools". Through a series of activities, the group created the following points on change agency:

1. Give change a chance by setting a rational context which makes sense
2. Define the change in specific terms -- What I do on Monday
3. Link desired change to existing practices whenever possible
4. Locate interested people by telling your story to many people -- fill the auditorium -- then let the most interested people self-select
5. Do your training in teams so that you build cooperative support groups
6. Seek support of Administrative structures -- not necessarily the first thing you need to do, but necessary
7. Do followup on site -- classroom or wherever job is being done
8. Three years after initial training, build a leadership corps made up of those who have become serious practitioners (training trainers doesn't work) who have credibility with their peers, who have done their own work on techniques -- they become on-site mentors for new practitioners
9. Do followup with leaders -- never train more leaders than you can personally follow up.
10. Seek a powerful advocate who has clout and money

## **GLOBAL INTEGRITY**

**Hirano Katsufumi Osho** from Japan, speaking at Pepperdine University shortly after his time in Oaxtepec, shared the following:

"In 1946 the war was over and my country had lost. I was in the second grade. I often saw American soldiers during the early years of the occupation. They always filled me with fear. Sometimes they would show off by brandishing a gun or doing some target practice, and Japanese girls sometimes rode around with them in their jeeps. This was my first contact with the West.

"...No two cultures are more different than those of Asia and of Europe and America. People in the East and West are just now getting to know one another. Profession Glenn Webb and I are products of these two great cultures, and our friendship may show on a small scale how East and West can come together in the future. ...Last January I became the director (tanto) of the Eihei-ji Branch Temple in Tokyo, where some thirty novice priests are in residence. I was also the head of Eihei-ji's International division, which was formed so that this 750-year-old Zen temple can face the future as a full participant in the modern world."

## **UPCOMING EVENTS**

A **Tabloid Report on Our Common Future** will be available for distribution the first of February.

**Earthwise Curriculum Thinktanks** are planned in Phoenix for March (the introductory module) and June (the intensive course).

The **Education Network** is planning a meeting for April or May; contact Barbara Barkony or Joyce Reese in Chicago with ideas.

**ICA and New Horizons for Learning** will offer teacher training in Seattle, Washington in July 1989.

**ICSW (International Council on Social Welfare)** is planning its 16th European Symposium for July 1989. **ICAI** is a member of **ICSW**.

The **ICAI General Assembly and Board of Directors** meeting recommended at Oaxtepec is tentatively scheduled for September 24-29, 1989.

The **Development network** is planning to gather in Brussels; proposed dates are Oct 2-9, 1989. The focus will be on fundraising - training for and doing it!

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## PUTTING FORM AND FLESH ON INTERCHANGE

Welcome to the second edition of the Network Exchange (NE) this year, and a particularly warm welcome to new readers. We in Brussels sense that the best service of NE is to be a medium of real interchange, and that the gift that you readers have to offer is to contribute to this interchange. Members of the editorial team have their contacts, and these are being used to the point of frenzy. In our enthusiasm last month to get up-to-the-minute news to you, we made some errors. Herewith some corrections:

Jim Troxel's team - not just Jim Troxel - has secured \$200,000 in contracts; the Kemper building renegotiated loan has not been finalised yet; the money for Phoenix's Earthwise curriculum is not yet in the bank.

All this means that we would like to have regular written material from each location, without too much solicitation on our part. Regular, truthful and accurate information does depend on YOU.

This edition largely draws upon the happening of Mexico, and features this month an edited transcript of Harrison Owen on Spirit in Organisations. Also you will find the regular features including News from the Four Networks, People, and Newsbriefs.

Feel the power and potential of the networks as you read this issue.

THE EDITORIAL TEAM

## NEWS BRIEFS

### MOVEMENT EVENTS ISSUE IN THE YEAR OF THE SNAKE

Chinese New Year launched the year of the snake. According to sages from the east, this year is a time to be decisive, not to hesitate or sit on the fence.

New York hosted 50 regional colleagues Jan 5-7. One event was the previewing of the upcoming tabloid report on Our Common Future for which Dorcas Rose and Jan Ulanca have done all the layout work.

Chicago hosted 40 Midwest colleagues Jan 14-16. In the midst of looking at their longterm education strategy, an underlying question was how to take the last 30 years of our creativity and use it to forge the next 30 years. Highlights of the weekend were the study of Brian Swimme's *THE UNIVERSE IS A GREEN DRAGON*, led by Bill and Lyn Edwards, and a closing Global Ritual created by Cincinnati colleagues.

Thirty-five Europeans (aged 20 - 30) gathered in Brussels Jan 19-21 for the first European Network meeting. A breakthrough was beginning to think not just about the International Volunteer Program but also about how to use ICA methods in one's work.

Twenty-five people from across the U.S. gathered in Dallas January 26-27 to share their experience in using ICA methods. Another meeting is projected for November in Pittsburgh.

### IN PRAISE OF PUBLICATIONS

North America and the Our Common Future budget have picked up the costs of printing 20,000 tabloid reports on the Mexico event. Each location outside North America will receive 25 copies in February. Additional copies will be available at cost through Chicago.

ICA: Peru's nutrition program in Villa El Salvador received full page and color photo spreads in the El Comerrio *METROPOLITANA* newspaper on the 15th and 25th of November.

ICA: Malaysia received newspaper publicity for its program documenting women's projects in collaboration with the Australian High Commission. It has published a distinctive report on its community-based planning seminar 30 September - 9 October 1988.

Usha Bumbhawale, an Indian contributor to *APPROACHES THAT WORK IN RURAL DEVELOPMENT*, recently wrote, "I just received your volume III of the *IERD* series edited by Mr. John Burbidge. Thank you for it. May I compliment you on bringing out a beautiful publication. I would very much like to thank the various people who have put in so much time and energy in bringing out this volume."

### NEW DIRECTIONS

In a series of collegiums on futuric imagery, Chicago has given birth to a new 2020 team. The name means clear vision and stands for the year 2020 and 20 cores in 20 states. The team will work on: 1) the four communities and their futuric vision, with education as the first priority, 2) formation and training, including creating volunteer programmes, and 3) funding. This team provides a third dynamic to the existing Program Enterprise and Resource Center teams.

Feb. 89

The new name for ICA:Net (global computer communications) is ICA:Mail. Ray Richmond and Len Hockley are working out the final bugs in the new software which allows any local situation to hook in through FIDONET. Manual and software will be available for testing in the next couple of months.

Don Cramer and Sherry Lachman have formed and registered the partnership of ICA: Associates in Seattle. The partnership is to provide consultative and training services.

#### *ON THE FUNDING FRONT*

Abidjan is looking forward to the first release of funds from DELIPRO, a Belgian grant which took two years to realize. The Delipro release is possible because Broederlijk Delen approved most of the 25% match this month. The grant makes possible the long awaited Demonstration Farm.

Kenya has received three new grants from Misereor for institutional strengthening, primary health care, and project description labs. Dick Alton spent two weeks with the Kenya staff doing a major grants review and developing new proposals.

Sydney has been granted \$26,000 for the work in the Pacific from Misereor. The grant enables an interchange conference for young farmers and we believe it is the first significant grant from Europe for ICA's work in the Pacific..

#### *TASKS OF THE ICAI SECRETARIAT*

The Oaxtepec workshop identified seven tasks for the secretariat, to be supported by membership fees from ICA locations:

- publish the ICAI Network Exchange
- design and facilitate the September ICAI organizational meeting
- project and protect the ICA's international face
- assure representation at important international meetings
- acquire and maintain membership in international organizations
- assist ICAs in transition
- expand, use and cultivate the Global Advisory Board

Membership Fees estimated at Oaxtepec to the ICAI for the year 1989:

Cote d'Ivoire	\$2,000	Chicago	7,200
Los Angeles	4,000	Japan	2,000
Brasil	2,000	Belgium	2,000
Guatemala	1,500	Vienna	1,500
Manila	600	New York	4,000
Cairo	2,500	UK	500
Malaysia	1,200	Bombay	1,000
Calcutta	500	Hong Kong	300
Spain	700	Delhi	1,000
Kenya	2,000	Mexico	1,000
Portugal	1,000	Australia	2,000
Toronto	1,000		

We are now soliciting confirmed pledges, with payment schedules from these and other local groups.

# A QUESTION OF SPIRIT: What do you do with it?

*Harrison Owen's edited transcript for the Economic Network in Mexico*

First, there are certain premises. Premise number 1 is that *all organisations start with spirit*. There was a day when any organisation that you ever encountered and all the ones you have not reverberated with powerful human spirit, when somebody said - "By God we're going to do it!" It wasn't necessarily a five-year plan that emerged - the facts and figures would be a little bit vague - but there was that enormous powerful insensate healing of potentiality and possibility that simply surged out of the soul of a single person and began to take shape and form in the world in which we live.

The second premise is that *spirit may be hazardous to the health of older organisations*. In fact, spirit will be hazardous to older organisations. Recently in the United States and in Western Europe there has been an enormous amount of effort to reintroduce creativity in organisations. The reason it's not there is that we don't want it. A spirit undertaking breaks the walls and shatters the boundaries and asks the unaskable questions and creates a situation within which managers can only shudder. In fact we erect elaborate structures to contain the spirit and then we become surprised when it is not there. But if you let it loose you can be guaranteed that the structures will go. Although raising spirit in an organisation is no fun, living with it after it has been raised is the difficult issue.

The third premise is that *spirit is never lost* - it is simply locked up in the organisational structures that we create to channel spirit. It's not that the spirit isn't there, it is only that there is no news, there's nothing different, everything is making the plan, managing the plan, meeting the plan, controlling to the point of ad nauseam, there's nothing different, nowhere will it be different, last year's plan is as next year's plan as is the

one down the road. But the spirit is still there.

Unfortunately - or fortunately - that kind of stable situation doesn't last very long. Some day, next week, next year, tomorrow morning, this night, the megatrends are going to push on through, the Third Wave is going to roll over, the wonderful thingamibob of complexity is going to occur, and suddenly the managers have something more than they bargained for. What started out being absolute ordered perfection turns into an extraordinary mess.

There comes a time when it all falls apart - and there's good news and there's bad news at this point. The bad news is fairly obvious - the troops are going over the hill and there's no possibility for the future unless you find some way of reactivating their spirit. The good news may be a little harder to see but it's there. The good news is that for the first time in a long time there's absolute palpable presence of spirit in that place. Anybody who's ever been through a major downsizing, plant closure or whatever knows that the spirit is there - maybe it's a broken, scared or dying spirit, a totally afraid or angry spirit, but it's there. And whatever else that can be said about these ending situations - they're not boring.

What the business books never show you is what every schoolboy knows, and that is that what goes up, *will* come down. Not might, not could, not maybe, *will* come down. There will come the day when the product, the service, the way ICA has been, will be no more - because the environment's changed, the business climate's changed, the oil embargo, the stock market, whatever. That way of doing business will come down. The interesting thing is that at the moment that it comes down the very thing that is needed to get it up again just isn't there.

Raising spirit is nothing more or less than following the grief-work process from its beginning to its end. Griefwork is the way we deal with the fact that we ourselves are going to die, or some near close one to us is going to die. Most of the original work - done by Elizabeth Kubler-Ross ("On Death and Dying") - was done relative to individuals. What I would suggest to you is that exactly the same process is gone through by large systems - and that we can learn a lot by following that along.

This process starts out with shock and anger, followed by denial - "if only" - and then it gets into what I call iteration, which happens first by memory, and then you pass through an awful stage which is known as "being down in the dumps", followed by imagination taking over and leading to vision.

What does this mean? Let's start out with shock and anger. When word comes through that your plant is closing - and you just imagine that you're a thirty-year-old guy and the only thing you've ever done was making steel, and your father did that before him and his father did that before him - and some s.o.b. from the front office comes over and says - "Charlie, it's all over - here's your severance cheque." Now you may not think that's tough, but when you have defined your total existence by what it is you do (and most of us do, in one way or another), when it all falls apart - so do you. The first response inevitably is shock and anger. It comes out as straight physiological response - it's known as breathing in and breathing out - and the way it goes is usually "shit!" (If you are leading that outfit you had better create the space within which - in whatever language and in whatever way - that can happen. Because, if it doesn't happen - folks stop breathing).

Following that first stage of shock and anger we get to what we call denial of the imponderable. The way that usually goes if you happen to be an organisation is something like - "Oh yeah, I heard the news yesterday, but you know, they've been threatening to close the North-East region for at least twenty years, they can't service the region without it. Business is going to go on; go back to work Charlie, not to worry about it." That's denial.

Then we get to the if-onlys. "If only management had had a little more foresight" or, "if only labour hadn't been so greedy" or "if only we'd listened to that consultant" or, more usually, "if only we *hadn't* listened to that consultant" and then that eventually degenerates into what I call the blame game. It's a way of getting the monkey off your back so that you don't have to deal with it any more. After all, it's usually "they" - the Japanese, the board, the Arabs or whatever.

The truth of the matter is that dying hurts. Closing a plant hurts. And the pain is such that unless there is some distance established between the point of wound and the point of wounding, it just hurts too much to bear. People have to have the opportunity to engage in that fantasy of denial so that the process of *transformation* can move on. Transformation means literally the shattering of the old way of doing things and the emergence of spirit in an incredibly anxious place and then the reformulation of something that's new. What is happening is that the spirit is struggling to be reborn and that it is anxious, hurt and pained. You must give it the open space within which to grow.

After a while the denial, the 'if-onlys' and the blame games run out and we move into what I call the iteration. For an individual, iteration is Aunt Mary bemoaning the fact that Uncle Harry's just died - she tells you for the 99th time how it happened - and the tempta-

tion is to say, "Mary - shut up, will you?" But what Mary is doing is what we all have to do, is literally, to retell our personal story *without Harry*.

What memories do is rewrite by moving out from the point of incident into nothingness, by restructuring our individual mythology within the new situation. The temptation is always to shut it off, to say to the executive being laid off after 25 years something like, "Please, stop telling about all the deals that you could have done", or to the steel man who's been there for thirty years, "Don't tell me about how it was on your first day on the job". Giving space for people to realign their spirit after that kind of an event is not simply a matter of charity, it's the only way they will let go so that they can move on.

There comes a time when the memories stop. There's that moment of silence - sometimes called down in the dumps - which I will call open space. Again, there's good news and bad news. The bad news is quite obvious. It's all over. There's nothing there. Even the memories have been called to an end.

The good news is that it's all open. There's absolutely nothing between you and a new way of doing things. It's that incredible moment of profound, holy, integrated silence, when suddenly the businesses of the day disappear and we confront in the open space of our existence the state of our soul in a way we may never have seen it before.

It is in that moment that creativity is unleashed, that spirit is turned from the way it used to be to how it might become, that the caterpillar loses everything and achieves the possibility and potential of martyrdom. It's probably the holiest moment of existence. It's probably not beside the point to cite the fact that at least in English and in many Western languages, holy, healthy and whole are all the same

words. What's happening here is the creation of wholeness, which becomes healthiness, which is holy.

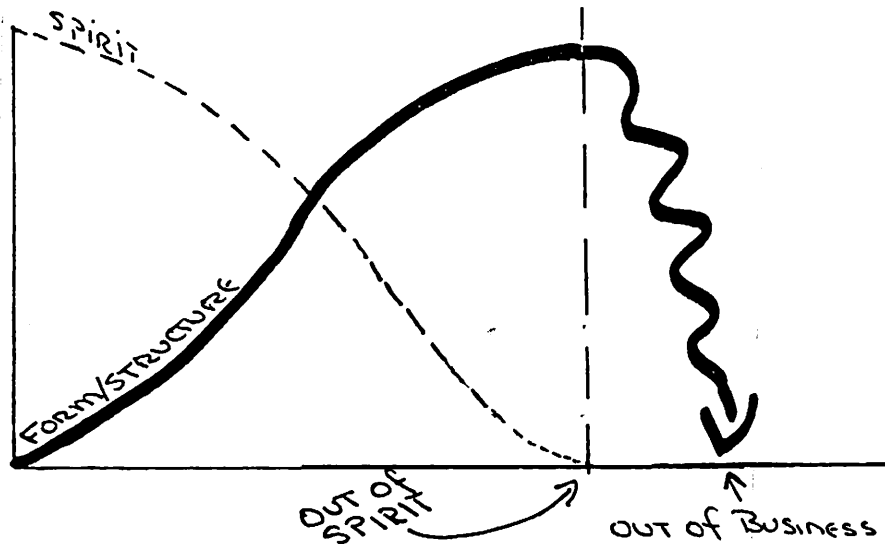
Moving across the open space created by the ending of whatever is typically not something that we can do by ourselves. If ever there was a profound way of talking about our being our brothers and sisters equally, I think this is it. Because when you sit in that moment and it's all gone and the new hasn't happened, most people - and I speak for myself - need a little help. At this point they don't need a full management plan for the rest of their life. What they do need is that gentle echoing question which says in one way or another - "What are you going to do with the rest of your life?" What are you going to do - just suggesting that there is a rest of your life - with the openness to possibility?

Owens Corning Fiberglass went through it. They went in with 28,000 employees, they were doing 4.5 billion a year, and they dominated the market. They also had half a billion in the bank. They came out of the takeover attempt with 17,000 employees and 2 billion a year, and a much diminished market. 50% of everybody knew that at least 50% were gone. What nobody knew was who was the which 50%. What was done was to provide the opportunity for those executives to say out loud "Oh shit", to make the denials, to cry the if onlys and to recall the memories of how it all was, and to celebrate the heroes - and then to settle into the sacred space which is the moment between what was and what shall become, and to say to one another - "What are you going to do with the rest of it?" It was in that turn of spirit that the corporation did in fact survive.

The fact that it's a question cannot save the spirit. What I love about the story of ICA being the people of the question, is that question marks always recede, creating open space within which possibilities emerge,



## BEING "OUT OF SPIRIT"



when entirety is achieved and you stand naked in your soul and in your own vision because all the stuff that you had to get done doesn't make a bloody bit of difference anymore.

What you don't need is a full management plan for the next twenty years. What you do need is that possibility that a plan could be made. This is true for individuals, for design teams, for corporations and plant shut-downs. Let them enjoy the solemnity of open space with the help of a futuric suggestion. It may come with just the rising of the sun or a small child running out and holding up its hands - all the little things of our life which create the conditions for the future. It can also come in the gentle touch of one human being on another - not saying it doesn't hurt, not saying, "It's all going to be alright" - but posing the question of our existence which is, "What are you going to do with the rest of it?"

When that question is posed, it's an amazing thing how fast the memory switches to imagination. All of a sudden it becomes recognised that although the pain of parting is in fact deep and terrible, the opportunities that are available are equally awe-inspiring and unbelievable. For the individual - our friend Aunt Mary - it'll probably come with something like, "You know, Uncle Harry never would take me fishing. I'd like to go fishing. I think I'm going fishing." What happens to the design team is, "You know the Two Eighty Six sure was a beauty, we loved it, we did all this stuff, and it was just great - but you know what? It never really could have hit this spot."

When memory turns to imagination what you are going to see is spirit opening up and pulling itself together. Our imagination in a raw state is obviously the source material of vision. Imagination when it's just simply, "I think I'm going fishing" isn't too specific, but after a while it

starts to get concrete, like, "I think I'm going fishing tomorrow at eight o'clock!" - it may not be much of a vision but it's the difference between just sort of woolgathering and taking that whole experience and transforming it and your spirit into something new, positive and reaching for a new perfection.

I guarantee that when imagination is allowed to spread its wings and start to soar, it moves from woolgathering to something that you can see, touch, taste, smell, and about which you can feel sweat under the armpits. When all of that's happened, imagination coheres into some powerful picture that literally draws people into their existence, and then you can write the vision statement on the back of an envelope in 5 seconds flat.

The vision statement for the American Bar Service was written I think between beers by a couple of folk, and it's wonderful. It says "We Care for the

Land and Serve the People." Now if you were the Bar Service what else would you need to know? The fastest way to test the validity of a vision statement is to put it up on the wall and ask if anybody in the room is going to die for it. If they aren't, then you ain't got it. Vision is the concretance of passing through the depths, letting go of the old, imagining the new, and bringing it so that you can see, touch, taste and smell it, and then getting on with the business.

When vision starts to become clear - not set out in a 42-page document, but something that people can *feel* more than see - amazing things happen to all those folks who are about to go over the hill. All of a sudden in the magic energy of a space that is now filled full with tension, vectored by a spirit out there known as vision; folks who simply couldn't see any possibility of the future all of a sudden understand the time is now and I'm in the time and let's get on with the business.

When that occurs, it's probably time to get organised. Structure must *follow* spirit. Form must follow function. You ought to be able to figure out what you want to do in a house before you build it. When we understand the direction and coherence of the spirit that is playing we can then build the structure. The structure is always and should be a secondary peripheral.

Once you have negotiated the transformational journey of spirit as it moves from one manifestation to a new one, once you've encountered the terror of open space and realised that it's only in the nothingness that you can perceive your potential, once you have passed beyond that and seized your potential in some vague imaginings of what it might all be about, then you can give shape and form and colour and taste to the vision. And this effects not only your soul, but the souls of all those around you.

Finally, when you go back to doing business don't just go

back to doing business. Do one thing first, celebrate the victory that you have achieved. What you have to celebrate in any situation is your journey through the valley of the shadow of death. When you come out on the other side of that the spirit soars. The act of celebration carves that memory deeply into the consciousness so that the next time that you're called upon to go through the valley of the shadow of death - which will probably be six months from now - it's not going to be a stranger. It won't make it any less painful or less awe-inspiring, or reduce the potential that could be achieved by going through with it. Going your way along the paths of transformation doesn't take any of the sting out of it - or the joy. It makes it a little easier as you go.

## THE NETWORKS IN MEXICO

### *DEVELOPMENT* - What is ICA doing in the urban?

By the year 2000 half the global population will live in cities. Several Mexico participants from urban transformation laboratories exchanged ideas. Some of the data shared:

Indianapolis (population 800,000): Programs - housing, youth, literacy, health, leadership training, ecology, business development forum, Training Inc., HOT, OTFAC. Results - 900 grads, accelerated neighbourhood pilot (56,000 people affected), 2 housing rehabilitation projects, 30 youth & 8 churches directly involved, 300 business allies, 50 donors, 200 in vocational training. Next - book.

New York (15.6 million): Programs - locating, documenting and sharing innovations. Results - 10 cities network. Next - Training new young inner city leadership.

Calcutta (11 million): Programs - Voluntary and corporate sector leadership development. Results - FOCUS, a 30-group organisation. Next - Collaborating or networking with other organisations.

Delhi (8 million): Programs - Appropriate technology, environment, shelter, media event. Results - Low cost shelter, sites and services evaluation scheme, resettlement, 8 at technical high school. Next - Growth center design, rural-urban transformation.

Los Angeles (10.5 million): Programs - Megacities, residential leadership center, Windstar connection, L.I.F.E. Results - Sharing Approaches That Work (SATW), Leadership LA Program, Networking, food distribution. Next - '89 classes financial planning, higher ground.

San Miguel (100,000): Programs - Reforestation, radio/newspaper community education, alternative primary school, library, workshops. Results - Greater awareness of what needs to be done. Next - Water systems cleaning, garbage separating and recycling, parks creation, more community education.

Lincoln (200,000): Programs - Children campaign, care for children of incarcerated women, United Methodist Church women. Results - 4 years experience.

Dallas (3 million): Programs - Team training, interpersonal skills, communication skills, training courses. Results - Broadened group dynamics awareness by PTA and city council. Next - into the local community.

Chicago (7 million): Programs - Fifth City, Training Inc, neighbourhood planning events, City Development Program Conference, Citizen Participation programs. Results - \$300,000 from city, strong local neighbourhood recognition and city government affirmation of ICA approach, 1% population affected by ICA programs. Next - Welfare to Work quality of service workshops, JTPA program with Mayor's office.

JOHN GIBSON at 3038 Fall Creek Parkway, North Drive, Indianapolis, IN 46025, USA will facilitate referrals for information. Telephone (+1 317) 925-9297.

#### **ECONOMIC - A Question of Spirit**

See lead article by Harrison Owen.

#### **EDUCATION - Workshop insights on Creative Thinking**

Bill Alerding led a workshop on "Creative Thinking Skills and its Use in Courses on Curriculum". Some of the nuggets:

No one knows what intelligence is.

Einstein's brain was preserved immediately when he died, and it is still being studied. It has more dendritic connections and glial cells than "normal" brains - which shows that it was used more intelligently. This doesn't answer the question of what intelligence is.

Maybe we don't know what thinking is but there is agreement that intelligence and thinking are two different things. Many intelligent people are not good thinkers. Many gifted people are genius in specific knowledge arenas but do not think about or even understand areas in which they are not interested.

People who know how to *think* are more comprehensive thinkers. There is a belief now that it is possible directly to teach thinking skills.

It has become clear that something is wrong when academically trained people do not know how to think. Passing exams does not help in marriages, jobs or choosing a career. The shift in progressive educational systems now is from *what* to think towards *how* to think. Since the 70s there has arisen a plethora of different thinking skills programs. They stress the process of thinking, and help develop thinking strategies which can be used in any practical life situation.

BILL ALERDING at Instituto de Asuntos Culturales, 13 Calle 15-68 Zona, Guatemala City, Guatemala(502-2) 29-7-92.

#### **GLOBAL INTEGRITY - Beckoning partnerships with modern and ancient cultures**

Intents of the Network stated in Oaxtapec:

Link with original people communities through developing personal relationships, working with tribal village projects in India, aboriginal programs in Australia, getting partnership learnings to the Crete conference, and documenting the experiences.

Create and transfer rituals and symbols that point to the future, use ancient wisdom and mythology; encourage participation in locally available spirit practices and disciplines.

Compile book list, create seminars and workshops, contact indigenous organisations and individuals, study human cultures for the purpose of broadening exposure and experience of the indigenous and ancient.

Use existing events and initiatives for learning experience exchange and deep partnership image exploration. Participate in the 500-year Spain-Americas link celebration, which could be used to highlight cultural gifts and generate funds. Also work with the UN Decade of Cultural Development 1988-1998, and the Crete Partnership Conference, which both give opportunities to display appropriate exhibits of images of partnership.

Use the Our Common Future mailing list.

Resolved that:

- 1) We corporately study two or three books a year related to the new cosmology.
- 2) We pursue the Hannover Project towards a global effort in consciousness transformation.
- 3) We explore the implications of the new ICA global image.
- 4) We interface with current society to facilitate widespread transformation.

Anyone writing in the arena of Global Integrity or wishing to publish an article or share information on available resources is invited to submit material to EDGES Magazine at ICA Toronto, 577 Kingston Rd., Suite 1, Toronto, Ontario M4E 1R3 Canada. (1-416) 691-2316

## PEOPLE

### Positions Available:

**Brazil:** The position of Rio Bonito Director for the Kellogg grant involves being a co-director alongside a Brazilian director. Criteria include university degree, experience in administration, supervision, training, fund-raising and interpersonal relations, profound grasp of ICA philosophy and methods, experience in rural development projects, learning or knowledge of Portuguese. Person will be working with the developing Brazilian team. Salary is approximately \$500/month plus health insurance.

**India:** The Poona Blind Mens Association (an ICA partner in an extensive rural prevention of blindness project) is looking for a volunteer business graduate to work with them for two or more years. They will pay international travel, board and lodging while in Pune and a modest stipend.

### Personnel Shifts:

**Jan Willem Bijl** has gone from the Netherlands to join the ICA team in Cote d'Ivoire. He will head up the Demonstration Farm.

**Shirley Heckman** has left Chicago to join the ICA team in Cote d'Ivoire after intensive French study in Denver. She will be working with the NIRADO and ICA team in Nigeria to develop funds for a regional health program.

**Del and Justin Morrill** are leaving the Chicago ICA team this month to work in the Seattle region.

**Barry and Margaret Oakley** have moved from Hong Kong to Australia. Barry will travel to do ICA programmes in Hong Kong with Mike Hoff.

**Raymond Spencer** has left the ICA team in Chicago to work in that region.

## UPCOMING EVENTS

Did you know there were 4000 days from January 18th to January 1, 2000?

ICA:USA board meetings are planned for:

February 10-12 in Phoenix

June 2-4 in Kansas City

September 8-10 in Toronto

November 10-12 in Chicago (The Annual Meeting)

The Institute of Cultural Affairs International  
rue Amedee Lynen, 8  
1030 Brussels, Belgium



ICA: Chicago Program Enterprise Tea  
4750 N, Sheridan Rd.  
Chicago, Illinois 60640  
United States



## PUTTING WHEELS UNDER THE ICAI

*Welcome to the March edition of the Network Exchange. Our thoughts are turning towards consolidating the advantage we all share as part of this network of readers, a group of people ready to share and be informed by each other, and who have a vision of the possibilities created by groups and structures working together.*

*One vehicle we are using to relate to each other around the world, and also to facilitate action for vision, is the Institute of Cultural Affairs International (ICAI). In this context, "wheels" means support, both financial and verbal.*

*(This edition of NE devotes space to the structure of the ICAI, and gives a picture of the aims of its membership.) We need continuing support through membership in the ICAI and subscriptions to NE to enable those who are undertaking the ICAI secretariat role. The NE aims to reflect the vivacity and potential of the networks, and to catalyse the action which is part of the healing that this world needs. The editorial team wants the Network Exchange to be topical, relevant and therefore of interest to readers. THE EDITORIAL TEAM*

## NEWS BRIEFS

### MANY ICA BI-POLAR OPERATIONS

**ICA:Brazil** is working in development and consulting services. They have a development network of public school teachers, agency personnel, community residents, course instructors, Rotarians, politicians and individuals. Their keystone event in 1988 was a Regional Development Symposium in Rio Bonito June 4th with 150 people from 5 municipalities, 45 organizations and 10 rural communities. Their consulting services network has 14 experienced LENS facilitators, three of whom are company presidents, and 11 in training. Many of the facilitators are loaned from their companies to assist with programs. To date 5 LENS and 25 one day programs have been done.

**ICA:Guatemala** continues to work in both development and education. They are assisting villages with coffee, apple, and wheat projects. Next month we will carry a special report on the follow-up to their education conference.

**ICA:Malaysia** is continuing its bi-polar thrust with LENS International and community development. They have scheduled about \$60,000 in business programs and are continuing the local Community-Based Planning with a small grant from Barclay's Bank (London).

**ICA:Taiwan** has organized itself into two units: Business and Social programs. During initial stages the business unit is helping capitalize the social unit.

### PROGRESS CONTINUES IN ECONOMIC STRENGTHENING

**Bombay** has established new economic structures to care for more longterm needs of their staff and are moving toward team self-sufficiency in Bombay, Chikhale and Pune.

**Chicago** reports that both ICA and EI are strong entities, with two ICA units (Program Enterprise and 20/20) and one EI unit (Uptown Resource Centre). They are pleased to have paid off the "Fifth City Guardian Loan" and the "PVQ" debt and to have a one month cash reserve. Congratulations are in order.

**Sydney** has put itself on death ground relative to economic viability. Their reorganization is described in the Toongabbi Document and involves permeation assignments and intensifying movemental activity. As per discussions at Oaxtepec, Vic Taylor, British volunteer, is moving full steam ahead with setting up Training, Inc.

### PROGRAMMATIC DEEPENING

**ICA:Belgium** hosted Marie-Josephine Grosjean, author of *THE BLUE PLANET* and producer of the film *PEOPLE OF THE RIVER*. The Hannover Project is continuing to evolve. See article in Global Integrity Network.

**Jack Gilles, Dick and Gail West of ICA:Bombay** conducted a six-day training program in Mysore and Bangalore. One of the modules they created was from the book *REAL POWER*, by Janet Hagberg which they would like to expand into a top management retreat. They are finding people receptive to the mind, body, spirit exercises they are using in company programs and creative in redesigning and adapting them.

**Misereor** has asked **ICA:Kenya** to do a two year evaluation of their work. This will be written up as a separate proposal in which ICA will employ the program evaluator. This is good news! An in-depth analysis will justify the kind of major funding Misereor is doing now and would like to continue.

**Jane Coe** from the Washington DC core has printed "Good News From 1988", containing hopefilled global directions.

**Dr. David Blanchard** is using *IERD Volume III, APPROACHES THAT WORK IN RURAL DEVELOPMENT*, in one of his courses at University of Wisconsin, Oshkosh

March, 1989

## ICAI STATUTES

The statutes of ICAI were published in December 1977 in the official registry, le Moniteur Belge. They have been amended once, to include Human Development Projects in our aims. Our Board of Directors has changed our address several times, the latest to rue Amedee Lynen 8, 1030 Brussels, in the commune of St.Josse, that of the Brussels House of the ICA.

You will find in the statutes references to the Regulations for Internal Proceedings, to be issued by our Board of Directors. This is a task which remains to be accomplished, a situation which has not impaired any deliberations of the organization. Since we, as a global body, have trusted our colleagues to design procedures for our Global Assemblies which lead to consensus, the internal discipline of our body has precluded the need for these regulations from the Board.

The present composition of the Board is:

Sir James Lindsay, President  
Paul Schrijnen, Secretary  
Alice Dujardin, Vice-President  
David Wood, Treasurer  
August Vanistendael, V.President  
Mary D'Souza, Vice-President  
Martha Talbott  
Connie Reemstma  
Evelyn Edwards  
Charles Hahn  
Venasithamby Dharmalingam  
Eunice Shankland  
Rafael Davila  
John Patterson  
Icelene Seaton  
Margaret Matumbo

The statutes equate the names General Assembly and Global Research Council. Thus they preserve some of our heritage in decision making. At Oaxtepec, we decided to hold an organizational meeting of ICAI in Brussels in September of this year. The January 1989 issue of Network Exchange set the date at September 24 to 29. All members of ICAI, each national ICA organization and all locations bearing responsibility for a Primary

Unit are urged to send delegates to this meeting.

Strategically, we should not be compelled to alter the statutes in order to manage the organization in the manner we choose. It is possible to alter our management style by recommending changes in policy to our Board of Directors, by consensus of the General Assembly or by communications to the Board. These could be converted to policy directives issued by the Board to govern their style of management. You will observe, in the statutes, that certain powers are reserved to the General Assembly. These are: 1.) election of the Board of Directors, 2.) decisions on the exclusion of members and 3.) revision of the statutes.

### STATUTES: THE INSTITUTE OF CULTURAL AFFAIRS

#### TITLE

*Article 1* - The organisation is entitled: Institut des Affaires Culturelles ( English: The Institute of Cultural Affairs).

#### LOCATION

*Article 2* - The organisation is situated in a commune of the city of Brussels, at present it is at rue de Suisse 26, 1060 Bruxelles.

This address can be changed to any other part of the city of Brussels by decision of the Board of Directors.

#### AIMS

*Article 3* - The Institute of Cultural Affairs is an independent international organisation, with a scientific and philanthropic objective, which does not pursue any profit-making ends.

The aims are:

- to break down tensions which can damage the harmony of human community.
- to fight against prejudice and discrimination.
- to promote better human relations.

- to combat juvenile delinquency.

To this effect, the organisation engages itself to undertake all appropriate action, notably:

- to promote and organise meetings, congresses, assemblies, seminars, courses, conferences, work groups and human development projects.
- to gather, collate, publish, and diffuse information in all possible ways, when it has to do with the objectives of the organisation.

The organisation may establish relations, collaborate or ally itself with any other organisation of similar aims, or which may help it to realise its own purposes.

#### MEMBERSHIP

*Article 4* - The organisation is composed of:

- statutory members: natural and legal persons who wish to take part in the activities of the organisation.
- associate members: natural and legal persons who wish, by their association, to show their interest and to give their support to the organisation.

*Article 5* - The acceptance of a member is made by decision of the Board of Directors.

*Article 6* - Any member of the organisation can at any time give his resignation in written form to the Secretary. Such a resignation comes into effect three months after notice is given.

*Article 7* - The exclusion of a member may be pronounced by the decision of a two thirds majority of the General Assembly.

A member may not be excluded without having been informed of the reasons for his exclusion by a notification from the Secretary, at least three months before the date of the General Assembly called to pronounce on the matter, or without having had the chance of making his defence.

*Article 8* - The dismissed or excluded member has no rights to the organisational funds.

He remains liable for his subscription of the current period.



## THE GENERAL ASSEMBLY

*Article 9* - The General Assembly (English: Global Research Assembly) is the supreme body of this organisation. It is in possession of full powers with a view to accomplishing the objects of the organisation.

*Article 10* - The General Assembly meets at least once a year, at a place and on a date fixed by the Board of Directors. The summons to the meeting is sent to the members by the Secretariat at least one month in advance.

In addition, the General Assembly may be summoned to an extra-ordinary meeting, on the decision of the Board of Directors or on the written request of at least one third of the statutory members.

Any member may be represented at the General Assembly by another member belonging to the same category as himself. However, no member may represent more than one other person.

In order to legislate validly, the General Assembly must comprise at least one third of the statutory membership, present or by proxy.

*Article 11* - Unless there are stipulations to the contrary, the General Assembly legislates by the unanimous decision of the statutory members, present or represented by proxy.

The statutory members have a deciding vote and the associate members an advisory vote in the decisions of the General Assembly.

The voting is carried out in conformity with the procedure as laid down in the Regulations for Internal Proceedings.

## BOARD OF DIRECTORS

*Article 12* - The organisation is administered by a Board of Administration (English: Board of Directors) comprising between two and twenty members. At least one member of the Board must be of Belgian nationality.

*Article 13* - The members of the Board of Directors are elected by the General Assembly, for a period of three years. They are eligible for re-election.

They can be dismissed by the General Assembly, deciding by a majority of two thirds of

the statutory membership, present or by proxy.

When, through death or any other cause, a member of the Board of Directors leaves his post before the expiration of his period of office, his replacement will be provided at the next General Assembly, and his successor will continue in this office until the end of his predecessor's term.

*Article 14* - The Board of Directors meets at least once a year, at the place and on the date which it decides.

The summons to a meeting is sent at least one month in advance by the Secretariat.

Any member of the Board of Directors may be represented at a Board meeting by another member of the board. However, no Board member may represent more than one other person.

In order to legislate validly, the Board of Directors must consist of at least one third of its members, present or represented by proxy.

*Article 15* - The Board of Directors legislates by the simple majority of its members, present or by proxy.

Each member of the Board of Directors possesses one vote.

The voting is carried out in conformity with the procedure laid down in the Regulations for Internal Proceedings.

*Article 16* - The Board of Directors possesses all powers of action and administration, with the reservation of those attributed to the General Assembly.

The Board of Directors may delegate certain of its powers to one or to several of its members.

All acts of engagement of the organisation must, with the exception of a special mandate having been given, be signed by two members of the Board of Directors.

Legal actions, whether as plaintiff or as defendant, may be undertaken by the Board of Directors, represented by the President or by a member of the Board who has been designated by it.

## OFFICERS

*Article 17* - The Board of Directors elects from within itself a President, Vice-President,

Secretary and Treasurer. Their period of office is one year. They are eligible for re-election.

If, through death or another cause, one of the officers leaves before the expiration of his term of office, a successor will be appointed at the next meeting of the Board, and this successor will remain in office until the expiration of his predecessor's term.

*Article 18* - The President acts as administrator-delegate of the organisation.

He represents the organisation on all occasions which are concerned with its activities.

He presides at meetings of the General Assembly and of the Board of Directors.

*Article 19* - The Vice-President acts in place of the President when the latter is unable to be present.

*Article 20* - The Secretary takes minutes at all meetings of bodies belonging to the organisation. He keeps the archives, with the exception those entrusted explicitly to another member of the Board of Directors or of a committee.

*Article 21* - The Treasurer is responsible for the financial business of the organisation. He keeps accounts of receipts and expenditures, and administers the organisation's finances in conformity with the directives of the Board of Directors. He submits to the Board of Directors and to the General Assembly all statistics and reports which permit them to evaluate the financial situation of the organisation.

## COMMITTEES

*Article 22* - The Board of Directors may establish temporary or permanent committees with the object of studying and activating matters which are connected with the aims of the organisation.

## BUDGET AND ACCOUNTS

*Article 23* - The financial year ends on 31 December.

*Article 24* - The Treasurer is required to submit every year, for the approval of the General Assembly, the accounts for the year ended and the budget for the ensuing year.

## REGULATIONS FOR

## **REGULATIONS FOR INTERNAL PROCEEDINGS**

*Article 25* - The procedures governing the internal order of the organisation are outlined in detail in the Regulations for Internal Proceedings laid down by the Board of Directors.

## **MODIFICATIONS OF STATUTES AND DISSOLU- TION OF THE ORGANISA- TION**

*Article 26* - Any proposition intended to modify any of the statutes or to dissolve the organisation must proceed from the Board of Directors or from at least two thirds of the statutory members of the organisation.

The Secretary must bring to the notice of the members of the organisation, at least three months in advance, the date of the General Assembly which will legislate upon the aforesaid proposition.

No decision will be accepted unless voted unanimously by the statutory members of the organisation.

Nevertheless, if the total number of statutory members is not present or represented at the meeting, a new meeting of the General Assembly will be summoned under the same conditions as the preceding one, and will legislate finally and validly upon the proposition in question with

the unanimity of the statutory members present or represented by proxy.

In the case of dissolution, the General Assembly will determine the method of dissolution and liquidation of the organisation.

## **GENERAL RESOLUTION**

*Article 27* - Anything which is not covered by these present statutes and notably the publications to be made in the *Moniteur Belge*, will be governed in conformity to the ordinances of the Belgian law of 25 October 1919, subsequently modified by the law of 6 December 1954.

## **ANNOUNCEMENT**

We are very grateful for the pledges and subscriptions which are coming into ICAI. We will print a status report in our next issue.

All organizations which remit membership fees receive the Network Exchange at their ICA address. If, as an individual, you wish to continue receiving the Network Exchange and you have not yet remitted \$55 US, you may do so now and enhance your opportunities to stay in touch with the ICA action around the world.

We will begin preparation of the proposed agenda for our September organizational meeting this week. We invite you suggestions, both as individuals and as representative voices for your organizations.

## **PEOPLE**

### Personnel Shifts:

Gordon Harper has returned to ICA: Taiwan from Chicago. He is spending one year laying a foundation for the team there to carry on without his assistance.

Brian & Rhonda Robins have moved from Sydney to Adelaide to develop an ICA node there.

Roger Williams has moved from Sydney to Brisbane where he will work with David Jago and John and Julie Miesen.

George & Ruthe Yost will be moving in September from ICA: Austria to Denver where they will work in that region.

### Personal Anecdotes:

Monu Bhattacharya fell from the roof of the Panvel house and hairline fractured his lower back and ribs. He is recovering well.

Dorothy Hackman from the Lincoln, Nebraska core spent one month in Chicago working with the Program Enterprise Team.



## THE FOUR NETWORKS

### GLOBAL INTEGRITY - The Hannover Project

In cooperation with the Foundation of Lower Saxony, Nelson Stover is collaborating with S  en Bj  rk of Norway, Hazel Henderson of USA and Peter Russell of UK in design work for the Hannover Project. The idea for this project originated at the conference on Mind and Nature in the spring of 1988, in which all four participated.

Below is the current statement of the direction of this project:

The Hannover Project will foster a deeper understanding of the factors which affect our ability to work together in meeting present and future challenges.

#### GOALS

The Hannover Project aims to identify present knowledge of the key factors which hinder or promote human cooperation.

The Hannover Project aims to analyze and evaluate the root causes of these factors.

The Hannover Project aims to produce recommendations for facilitating cooperation at the individual, group and global level.

The Hannover Project aims to communicate the results of its explorations to a broad audience and encourage further research.

#### PREMISES

The Hannover Project assumes that individual and group egocentricity are primary factors which impede cooperation.

The Hannover Project assumes that this partial perception of self and others tends to be reinforced in contemporary societies.

The Hannover Project assumes that individuals and groups have the potential to overcome this limitation.

Therefore the Hannover Project, in cooperation with the Foundation of Lower Saxony, will support four years of research and discourse on relevant issues.

Nelson Stover, rue  
Amed  e Lynen 8, B-1030  
Brussels Belgium

### DEVELOPMENT - How To Achieve Sustainable Development

The Development Network meeting in Module I of Our Common Future affirmed the following:

The strategy for sustainable development aims to promote harmony among human beings and between humanity and nature. The pursuit of sustainable development requires:

1. a political system that secures effective citizen participation in decision-making; (participation of people will help to create the new thing to come.)
2. an economic system that is able to generate surpluses and technical knowledge on a self-reliant and sustained basis;
3. a social system that provides for solutions for the tensions arising from disharmonious development;
4. a production system that respects the obligation to preserve the ecological base for development;
5. a technological system that fosters sustainable patterns of trade and finance; and
6. an administrative system that is flexible and has the capacity for self-correction.

These requirements are more in the nature of goals that should underlie national and international action on development. What matters is the sincerity with which these goals are pursued and the effectiveness with which departures from them are corrected.

### EDUCATION - Machakos Village Development Simulation Game

Thirty of Our Common Future participants from eight nations - Chile, India, Mexico, Peru, Guatemala, Japan, Kenya, and the USA - packed their bags and went to Kenya for a year of doing village development via the Machakos Village Development Simulation Game during one of the thinktanks and training sessions offered by

the Education Community. Though the game materials were in English, on-the-spot translation into Spanish was provided, enabling full involvement by all.

Sprinkled throughout Our Common Future were other opportunities to play, learn about, and be trained in guiding the game, a four-hour experience of doing comprehensive village development work in the Machakos District of Kenya.

As a result of the networking and training which happened throughout the conference,

- Sally Fenton of ICA India has been trained as a game guide and has taken a full game set back to India to use in programs there.
- Interest has been sparked in both ICA and non-ICA representatives from Venezuela, Mexico, and Japan to use the game for development education in their home countries.
- All conference participants had an opportunity to see the colorful, professionally manufactured game package for the first time.

The Machakos game is based on the development process and projects arising from the sublocation consultations conducted by the ICA in the Muputi Sublocation during the early 1980s. The basic game materials are in English but the game may be made accessible to any language through indigenous ICA offices applying to ICA West in Houston for permission to translate the game.

Susan Wegner, 1955  
Portsmouth St., Houston,  
TX 77098 USA



**Project/Programme  
Description (History):**

There has been a long history in Kenya of marketing the LENS seminar, with a relatively low degree of success given the huge amount of time invested in the marketing efforts. There were several LENS, which got the ICA known for its consulting skills beyond working in the villages.

A little over two years ago, the marketing team changed once again. After a couple of months talking with people within and without the ICA about our LENS efforts, its successes, the issues, and the current situation, what began to emerge was that there seemed to be more of a need and demand for "Training of Trainers" than for LENS.

On examination, this turned out to be the case, and in a big way. In Kenya, every private sector company and parastatal organisation pays a training levy for each employee each year to the Directorate of Industrial Training (DIT). This amounts roughly to \$15 per year per employee. If the company conducts training programmes approved by DIT during the year, it can get reimbursed up to the amount of the training levy it has paid in. If it conducts no training programmes, DIT uses the money to offer training programmes itself.

As to be expected, this system results in a lot of training activity in Kenya. Most businesses and parastatals conduct in-house training programmes, and many have their own complete training schools and full-time training staff. As we explored this situation, what emerged was that these full-time training staff were usually company employees seconded for a period of time into the training school. They knew the business, but had never been trained in how to train others. The result was that they "trained" the way they

had been trained -- they lectured. Also, if you know the business and want to communicate what you know, the simplest and easiest way to teach what you know is to lecture, especially if you've never been exposed to methods for training adults, even more so if all you own experience of formal education from primary through university, was done via the lecture method.

What we found was that about 95% of the "training" that happened was done through lectures; the other 5% was reserved for tests. In a four-week course, it was not at all unusual to find four one and a half hour lectures virtually every day, five days a week, for four weeks. There were several organisations already offering Training of Trainers programmes, but they primarily were teaching people how to do lectures more effectively. This consisted largely of training in the use of audio-visuals, primarily the overhead projector. So instead of writing things in long lists on the blackboard, people transferred these long lists of data to the transparency.

We were asked by the Kenya Commercial Bank Training School Principal, Mrs. Janis Mwosa (a long-time colleague who had been through a LENS when she was working with Firestone), to prepare a two-week TOT for her instructors. What we did was a week on training methods and a week on curriculum design. To create it, we dredged up from our collective memories what we had done in pedagogy sessions years ago and put that into a one-week design. There was basically a day each on: Imaginal Education and the 4 X 4; Research into memory and retention and how that was assisted through vivid imagery in visuals; application exercises; the surface-to-depth conversation method; and creating lesson plans. We also included assessment of individual learning styles and how that mandated a variety of methods, space designs, etc.

The second week used the workshop technique all week to design a new course and finish with a complete course manual. The steps were basically: brainstorm content/topics on cards; group the cards into columns with titles; call each column a module; sequence the modules over the weeks of the course; name each of the 1 1/2 hour sessions; decide where the application exercise would be and on what topics; consense on the final course design; write objectives for the course, each week, each module (objectives: knowledge, skills, image shift); then write lesson plans for every session, complete with visuals, conversations, materials list, etc.

The first two-week TOT was a tremendous success. Participants and Janis were excited to receive training in some practical skills and to be introduced to a group method for curriculum design. We later were told by the Principal of the Co-operatives Bank of Kenya Training School that he knew of no one else who taught people how to design their own curriculum. He said that there were plenty of consultants who would design your curriculum for you (for a large fee), but knew of no one who would teach you how to do it yourself.

Janis was the perfect person to have as our first satisfied client. She has contacts all over Kenya and visitors to her training school from other nations. She really believes in our methods, and freely tells others just that. She is now virtually our entire marketing department. Since the TOT at KCB, we have conducted basically the same course for Co-operative Bank of Kenya, all 46 ICA: Kenya staff, and the Uganda Commercial Bank. We've done shorter sections of the course with the Kenyan Institute of Management, the Kenyan Institute of Administration, and East African Industries. We've since worked with KCB to redesign each of the fourteen courses in their training curriculum, and will be doing our first Ad-

# **TRAINING OF TRAINERS** **A Two Week Curriculum**

WEEK I - PEDAGOGY				
IMAGINAL EDUCATION AND 4 X 4	IMAGERY AND MEMORY RETENTION	APPLICATION EXERCISES	CONVERSATION METHOD	CREATING LESSON PLANS
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5

WEEK II - COURSE DESIGN				
BRAINSTORM CONTENT	CREATE MODULES	CONSENSE COURSE DESIGN	COURSE OBJECTIVES	LESSON PLANS
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5

vanced TOT in February with Uganda Commercial Bank (still being designed). We will soon be doing the basic TOT with the new training school of the Kenya Institute of Bankers, which has all the banks, including the Central Bank, as member organisations.

## **Collaborators/Funders:**

With one exception, funding has come directly from the client organisation. The exception is the Uganda Commercial Bank. The funding for their four weeks of training has come from UNDP. In April, 1989, we will be collaborating with an inde-

pendent consultant from the States to do a two-week TOT for the Government Training Institute (GTI) in Mombasa, Kenya. This collaborative effort is funded by USAID's Regional Housing, the Urban Development Office (RHUDO). We will spend a week planning with the consultant to merge our TOT approach and content with his. Philosophically, we are very much on the same wave-length with him. Practically, he has had little use for the "techniques" of training and has focused his efforts on "action planning". He has long experience in teaching training staff to become more responsive "in the field" consultants, going to

the organisation, doing a training needs assessment, then providing the training needed. We are looking forward to working with him for what we'll learn in the process.

The other dimension of the collaboration is that each TOT is tailored to the specific requests/needs of the client organisation. This is particularly true of the Advanced TOT, which will eventually be composed of numerous tested modules that can be selected according to particular needs and differing training strategies.

Frank Powell, P.O. Box 21679, Nairobi, KENYA

## UPCOMING EVENTS

March 31 - April 16, 1989 Southern Africa Grassroots Training Program

*Monitoring Trek - Duncan Holmes & Donna Wagner*

April 17 - May 12 Eritrea Health Education Consultancy

*Designing Curriculum Based on the Theory of Multiple Intelligences*

*- Elaine Stover & Donna Wagner*

September 1989 Asean Facilitating Human Development Seminar

ICA:Malaysia is scheduling its fourth annual Asean Facilitating Human Development Seminar in Malaysia. Last year the program was done in Indonesia and previously it has been done in Philippines and Malaysia.

January-June 1990 International Training Program for Development Practitioners

In response to requests from several international development agencies, concerned with national NGO strengthening in the developing world, the Institute in Brussels is planning a six month training programme focused on leadership and organisational strengthening. The programme will be limited to eight participants (four of which may come from national ICA organisations) and will begin in January, 1990. A wide variety of learning experiences, making use of the extensive human resources available within the Institute staff in Brussels and of the many agencies and offices concerned with development located in Europe, will ensure an intense and practical programme.

The Belgian Government has a programme for paying the living expenses of people from the developing world coming to Belgium for training. Applicants to this programme will be eligible for such support, thus considerably reducing the cost of the programme to their sending organisations.

If you are interested in this programme please write immediately for further details and an application form. **APPLICATIONS MUST BE RECEIVED BY THE INSTITUTE IN BRUSSELS BY THE FIRST OF JUNE, 1989 FOR THE JANUARY, 1990 PROGRAMME**

### ADDRESS CORRECTIONS

Abidjan, Cote d'Ivoire: The correct TELEX NUMBER for Abidjan is 22682. Please correct your ICA address list.

Rio de Janerio, Brasil has a FAX NUMBER 5521-252-8402 (mills equipments) ATTN. ICA.

The Institute of Cultural Affairs International  
rue Amedee Lynen, 8  
1030 Brussels, Belgium

ICA: Conference Center Team  
4750 North Sheridan Rd.  
Chicago, IL 60640  
United States

## THE FOUR NETWORKS ARE UP AND RUNNING

*This April issue is full to overflowing with news from the four networks. Bill Alerding reports on the followup to their Education conference, Jim Campbell describes the upcoming International Training Program for Development Practitioners, Kuala Lumpur shares their work with Customer Service, and Joan Seacord writes on the Future of Feminism. Keep it up; this is what the Network Exchange is all about! We've also included a summary of the minutes of the ICA: USA board meeting along with our regular features. The Editorial Team.*

## NEWSBRIEFS

## ICAI PLEDGES PASS \$29,000 MARK

To date ICAI has received pledges of membership fees in the amount of \$29,238 from 14 locations:

Abidjan	2,000	Chicago	7,200	Sydney	1,638
Bombay	1,000	Guatemala City	1,000	Taipei	1,500
Brussels	2,000	Kuala Lumpur	1,200	Tokyo	2,000
Cairo	2,500	Phoenix	4,000	Vienna	1,500
Caracas	1,500	Rio de Janiero	200		

and pledges of sustaining contributions in the amount of \$1,300. So far, remittances against these pledged amounts have totalled \$8,018.

## ICA COLLABORATES ON CONFERENCES

Jean Houston and Peggy Ruben conducted the Human Capacities Academy for 93 people at a five-star hotel in Lonavala, India, between 20 and 26 February. Five women representatives of ICA based outside India attended this academy: Joan Khudsen and Shirley St. John from Japan, Evelyn Philbrook from Malaysia, Charlene Powell from U.S.A. and Jan Sanders from Canada.

Deutsche Gesellschaft für technische Zusammenarbeit (GTZ), a West German government owned not-for-profit company devoted to projects of technical development cooperation, and the Institute of Cultural Affairs International are collaborating in a seminar on Practical Modes of Cooperation to be held in Hunoldsthal, Hessen, near Frankfurt 16-19 May 1989. The seminar will focus on working partnerships between non-government organizations in and outside less developed countries and the governments of those countries in the field of development projects in depressed areas. Workshops will be given the task of developing guidelines for practical partnerships between governments and NGOs.

## PROGRAMMATICALLY SPEAKING

Rogelio Cova was elected president of the Board of Directors of ICA Mexico at its meeting in February. ICA Mexico has assisted in submission of a 3H proposal for support of a rural development project in Puebla to Rotary International following site visits in which the local Rotary Club worked with Len Farr and Rod Wilson, Rotarians of the U.S., in the refinement of specifications.

Judith Hamje, representing ICA Peru, has been meeting with the Community Action section of the Ministry of Health in response to their desire to cooperate on programming in Villa El Salvador. During April and May, ICA Peru will send a team of five women to Bolivia for community development work.

ICA Philippines has published a fine report on its work in rural Bicol and among the urban poor of Mandaluyong. Programs in Bicol include preschools, nutrition, youth, fish catchment, small business venture loans, barangay gardens and cooperative training with the schools. The metro Manila work includes a drainage system, a sewing business, community multipurpose center, youth mini-park, adult training, pathways improvement, housing upgrading, and street access. They also report several income generation projects for staff self-support.

## MEETING OF U.S. BOARD OF DIRECTORS

The combined U.S. Board of Directors of the Ecumenical Institute and the Institute of Cultural Affairs met in Phoenix, Arizona between 10 and 13 February. Prior to the formal meeting, the board heard reports from the three U.S. primary units, New York, Chicago and ICA West. The regular business meeting had in attendance 15 board members, 4 guests, 10 representatives of the U.S. primary units and a representative of ICA Canada.

Board President David Wood presented to the meeting the results of his research on the liability of not-for-profit organization board members under the laws of the state of Illinois. The Assistant Secretary, Mary Warren Moffat, then conducted a participatory workshop on concerns of board members and the representatives, with their priorities for consideration in the business meeting.

The board discussed publication of the ICA United States Annual Report. It requested its Treasurer, Donald Moffat, to prepare and submit the financial report; each of the three primary units to prepare two reports for insertion; Betty Pesek and a person to be appointed to insure the use of common symbols; and the designation of a production staff to insure global inclusiveness. Completion of this task is anticipated by the June 2-4 meeting of the board.

The next discussion concerned use of the ICA name and materials by individual colleagues and other organizations. Questions pointed to the board's need to determine the relationship of ICA U.S. to these entities and their effect on its legal status. The board cited examples of the situation: three known organizations operating under the name of ICA or ICA Associates in the U.S.; three Canadian corporations using ICA materials and operating under other names; an organization in Virginia which opened a bank account in the

name of ICA. James Troxel, representing the Chicago primary unit, reported three issues considered by a group of concerned colleagues in a meeting in Dallas early in February, 1989: 1. Need for a training network for methods facilitators; 2. Need for good reporting and dissemination of new learnings; 3. Need for collaborative marketing. The board decided to assign to a committee the tasks of exploring the process of registration of ICA in every state; developing scenarios on ICA's relationship to existing groups; setting up guidelines on issues such as licensing fees, building a movement and provision of methods training.

The board then resolved to explore means and methods for promulgating ICA Associates. In order to protect the name of ICA as well as its not-for-profit tax status, it further resolved to determine the board's specific legal status and the costs entailed in carrying out its obligations. Also it resolved to form a task force to promulgate ICA Associates and to ask all users of our methods to give ICA credit for this use. The president requested Raymond Caruso to select a committee for the purpose, to which appointments of Richard Shealy, Rosendo Gutierrez, George McBurney and James Troxel were made immediately.

The board made plans for publication of the methods facilitation book "Winning Through Participation". Its material represents a collaborative effort of many ICA members. The board approved a recommendation for self-publishing 2,500 to 5,000 copies within specified budgetary limits and an issue date of 1 July 1989. It will include a foreword written by an author of national reputation. Profits from this venture will be placed in the Capitalization Fund account.

On the subject of board transition and expansion, the group recognized Rosenda Gutierrez of the Los Angeles Primary Unit as a valuable new member of the

board. David Wood agreed to appoint a committee of representatives from each Primary Unit to explore new prospects for board membership.

The Treasurer reported the completion of the task of the Long Term Investment Team and the assumption of its administrative functions by the Board of Directors. The board passed resolutions for banking proceeds from the sale of fund assets and for signatory powers.

In a discussion of the ICA's international relations the President announced his intention to attend the ICA International meeting in Brussels 24-29 September 1989 with at least one other U.S. representative. The President reviewed his statement of support for ICAI, made at Oaxtepec, Mexico in November 1988. The Assistant Secretary requested that Brussels be advised in a letter that each U.S. Primary Unit is supporting the ICAI budget with a percentage of their Annual Appeal contributions and that the U.S. Board is part of this plan. Later, she conveyed to the board a desire expressed by many donors to fund international programs beyond the U.S., requesting the board to develop a rationale with guidelines for such funding.

Marilyn Oyler of ICA West submitted a proposal for the sale of property in Oklahoma City owned by the Ecumenical Institute to Robert and Conna Wilkinson. The prospective purchasers offer a price above current fair market value. Financing would entail a down payment and amortization of a mortgage held by the Los Angeles Primary Unit for a term of ten years at ten percent interest. The board approved this proposal. The proposal prompted suggestions to examine other real estate holdings. Representatives of the three Primary Units agreed to provide documentation of their holdings to the board at its June 1989 meeting.

*Continued on page 6.*

## THE FOUR NETWORKS

### *EDUCATION - Starting An Education Revolution*

. What follows is what we did and are doing in Guatemala following the Conference:

1. We held a follow-up one day meeting at a hotel for over 100 interested Conference participants in February, 1988. We prepared 3 Guatemalans to help lead a workshop on the DeBono strategies for thinking and the Project Intelligence. These materials we received in Spanish from Venezuela. Another Guatemalan gave a talk on the characteristics of thinking. We photocopied books and articles of the presenters and sold them along with some of their books we received too late for the Conference. The people responded very positively to the suggestions that we do a course in DeBono's methods for everyone interested.

2. For 10 weeks during April, May and June, 1988 we did five concurrent courses, one session a week in the basic thinking tools of DeBono. About 100 people participated in these courses, which we did in a local school. We trained four Guatemalans to lead these courses as well as giving pedagogical training to the participants. The ICA staff also taught the same course for managers and personnel of the three companies: Xerox, Cemaco and Visual. Although we were paid for these courses, it was basically a marketing strategy as well. We got familiar with the materials through teaching them and then we redesigned the materials in a number of evaluation sessions.

3. We mailed out a price list of materials we had available: books and material we had permission to photocopy. We charged a little bit more than the actual cost of photocopying (which Xerox did at a cut rate for us) which allowed us a small income to cover the costs of office supplies for our new Education office. Educational materials, especially in Spanish, are not very available in Guatemala and the people are hungry for them.

4. In June, 1988 with the help of the Guatemalan Minister of Finances, we brought back Beatriz Capdeville from Venezuela and David Perkins of Harvard University to lead four courses on Thinking Skills. They did a three day course for top personnel in the Ministry of Education, a two day course for directors of private schools, a one day course in a hotel for the general public and a three day course for the top personnel of the Ministry of Finance. More than 200 people participated in all these courses. This also helped cement strong relations with key people in the government. Besides helping to swell our active mailing list to over 700 people, this event helped establish the reputation of ICA as educational consultants throughout Guatemala.

5. In July, 1988 14 Guatemalan women went to Israel to take the first level of training in the Instrumental Enrichment tools of Dr. Reuven Feuerstein. All of them had to raise their own money to cover the expensive costs of airline travel, hotel and course fees. Even though many of them struggled for many months trying to raise the money, they were very successful in doing so. I strongly doubted at first that they could do it. This showed their passionate interest in learning the most successful methods in the world for improving anyone's level of intelligence. Because of the strong relationship between Guatemala and Israel (since Guatemala was the only country to accept the Jewish boat people during World War II), Dr. Feuerstein offered the Guatemalan group an extra week of training at his own expense. He also managed to entice one of them to stay in Israel for a year and receive special training in his methods. All the rest returned to Guatemala with their passionate interest even more inflamed. Three of them have already started a legal association to teach his methods and other thinking skills as well.

6. During our first series of DeBono courses, I gave occasional contexts on the latest brain research, the multiple intelligences and the styles of learning. These were so well received that the participants asked me to give a special course. I realized then that most teachers did not have this context on the latest research and that it was extremely helpful to them, especially in their attitude toward their students. So, I put all this together into a 3-4 hour workshop and have given it to five different schools with all the teachers and director present. Even though I have not advertised this workshop very much, the word is spreading among the schools and requests are coming in from other schools in Guatemala City as well as people from other areas of Guatemala.

7. The Ministry of Finances became very interested in helping Barbara set up her Training, Inc. program. In the midst of conversations, they liked the idea of doing some of DeBono's Thinking Skills programs with their own personnel. They were very impressed with Beatriz's and David's June Workshop. In October and November, 1988 we did a three week course, three sessions a week on all ten skills of DeBono's first strategy plus an extra hour context on the latest brain research. They were so pleased with this course that we have now agreed to do these courses once every two months with their personnel all through 1989, beginning again on Feb. 20th. After three more basic skills courses, we will do advanced courses in DeBono with all 120 graduates of the basic courses. In 1988, we had a professional public relations agency design a packet for this basic course and we include the cost of paying for this in the course fee. Having professionally designed and printed materials gives the course a very sophisticated, winning style. We are presently translating and designing all the other 50 thinking skills and will do an advanced course with the

managers of Xerox starting the end of February, 1989. We are also presently teaching the personnel of two companies these basic skills. The new packet of materials is a great marketing strategy.

8. During Dee Dickinson's Life Span Learning Conference in June, 1988 in Washington D.C. I talked Linda MacRae-Campbell and Micki McKisson into coming to Guatemala to do two workshops. We found that the best time was at the beginning of the school year (February here). This was to be the first workshop we offered directly to teachers both in the urban and in the rural. So, Linda and Micki came and did a three-afternoon workshop at a local school in the city on "How to Use the Multiple Intelligences in Teaching and Learning" to 140 teachers and school directors on February 1, 2, and 3, 1989. The participants were so pleased that a meeting about the next steps was called by the school directors before Linda and Micki left Guatemala. They met the day they were leaving around a lunch at a local hotel and decided immediately to set up a group to distribute all the latest information for all interested schools and people in Guatemala and Central America. This group will meet again next week and plan out specific next steps. They invited Linda and Micki to return again in six months. Linda and Micki also did (free of charge) a two day workshop for 82 teachers from all the village schools in Sanarate (the municipality of Conacaste). Since the schools have no books or materials, Linda and Micki stressed how to use all the intelligences without needing many materials. The teachers were so excited that they personally bought special gifts for both of them.

9. With the help of a visiting Israeli who was in Guatemala doing a course in agriculture for the government last August, we wrote a special proposal to the Ministry of Education in Israel asking them to pay for the cost of bringing special instructors in the Feuerstein method to Guatemala. Last week the Israeli Ministry of Education

sent the Israeli Ambassador a cable saying that they agreed to pay for instructors to come for two 2 1/2-week courses between April 24 and May 12th, 1989. So, we are presently planning to have about 50 new people start the training at Level I and the people who went to Israel last July continue their training at Levels II and III. If these courses go well, we may be able to have the Israeli government cover most of the costs for future courses. We hope to have about 200 people trained over the next few years so that they can train others. In this way, we can start a massive program with many trained instructors across Guatemala and Central America.

This is where we are now. We feel like we have slid off the top of the iceberg down the side deeper and deeper into a mysterious future. We hope this brief report of some of the things we are doing will give you hope to try something in your own area. The need for people to adapt to all the changes of the late 20th century and the 21st century is crucial for the future of our planet. Methods are available now. ICA's role can be a crucial one in catalyzing society with these methods all across our globe. Like the Eastern sufis, gurus and mystics, ask us a question you want us to answer. We will be glad to help you in any way we can; if you ask. If you don't ask, then there is nothing to say. All it takes is a few passionate people and the change will occur.

Un abrazo muy fuerte a todos!  
Bill Alerding 13 Calle 15-68, Zona 1, Guatemala City, GUATEMALA (C.A.)

#### GLOBAL INTEGRITY

##### *Where Is Feminism Going?*

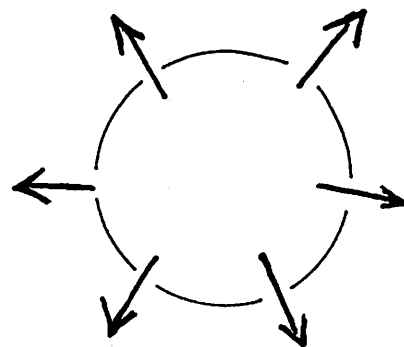
Feminists, this year, celebrated the 25th anniversary of the publication of Betty Friedan's "The Feminine Mystique". Also, here in Brussels, we are celebrating the 18th anniversary of the founding of the Women's Organization for Equality. For all of us, it has been a time for joy and awesome remembrance of the journey we have made.

The question facing many of us now is "Where is Feminism going?" As a way to respond to this question, the Women's Organization for Equality asked ICA staff Donna Wagner and Joan Seacord to lead an all-day Feminism Workshop on 19 February.

The group of 21 women present spent the entire morning of the workshop creating a 12-foot long, 60 year "Great Montage". We remembered and talked about our Feminist Heroines (those in public life and those special only to us), Feminist Events (from securing the right to vote in the U.S.A. to the Women and Poverty Tribunal in Brussels in November 1988) and Ourselves (from the first dawning of our own feminist consciousness). It was an enormous time of sharing and celebration.



In the afternoon we "seeded" our thoughts with the writings of 20 contemporary feminist authors... Anne Wilson Schaef, Merlin Stone, Doris Lessing, Starhawk... and then Donna led us in a reflection on what we had read. It was a powerful session as we incorporated old convictions with new insights and began to





formulate the emerging vision that lay before us.

The final burst of creativity was directed toward making an artform. To the question, "What is now coming clear to you?", each woman was asked to respond with a drawing. Seven of these were offered to the group, brought forward and laid carefully over the Great Montage. Each woman did a short spin on her drawing. The group was then asked to name the future direction being pointed to:

TOWARD REAFFIRMING  
OURSELVES

TOWARD TRANSFORMING  
PATRIARCHAL INFLUENCES  
TOWARD EXPANDING OUR  
POSSIBILITIES

TOWARD UNDER-  
STANDING WOMEN

TOWARD BUILDING ON  
OUR DIFFERENCES

TOWARD BRINGING  
WOMEN TOGETHER

TOWARD COMMUNICAT-  
ING THE MESSAGE OF  
FEMINISM

Participants in the workshop included several teachers, translators, lawyers, secretaries, administrators, an economist and people in various capacities working for the European Community. We concluded the day by making plans to continue the Vision Quest on International Women's Day, 8 March 1989.

Joan Seacord, 8 rue  
Amedee Lynen, B-1030  
Brussels Belgium

*DEVELOPMENT - International  
Training Programme for Develop-  
ment Practitioners*

As the development community recognizes the many important roles being played by development practitioners, many organizations (and the development practitioners themselves) are asking:

"Our organization has a number of really good people who need to assume new roles and responsibilities. How can we train some of them and enable them to train all of us?"

"Our people are committed to our work but they need to grow and develop in order to be sustained in this demanding profession. What can we do to equip our people with the knowledge and tools that will

enable them to make this their life's work?"

"Our organization has played an important role in development in our nation but we need to accept new challenges and to meet new needs. What can we do to make sure that we are able to take on these new responsibilities?"

In response to these and many other real and recurring questions, the Institute of Cultural Affairs International announces an International Training Programme for Development Practitioners.

We know the questions - we have heard them for the last 35 years, in the organizations, communities and village projects where we have lived and worked around the world.

We have seen the need - the scores of development practitioners that drop out of development work and organizations that are trapped in old patterns of operation and not able to respond to new challenges and demands.

We have experienced the possibility - dedicated and willing people, through intensive training, experience a transformation that releases their potential and enables them to effectively lead their organization in its growth and development.

**THE AIM OF THE  
PROGRAMME:** The overarching intention of the programme is to strengthen the vocational commitment of the development practitioner by engendering a new sense of motivation and self confidence. This sense and awareness of their new capabilities will release them to assume responsibility for the development task of their organization. Practically this will be done by:

- equipping them with flexible and dynamic organizational methods.
- developing their interpersonal and facilitation skills

**SCOPE OF CURRICULUM:** Any development organization requires skills in three major arenas if it is to fulfill its objectives. They are: 1) Organizational skills, 2) Facilitation skills, and 3) Institutional promotion skills. (See page 6 for a chart of the curriculum.) Organizational strengthening depends upon the presence of these skills in a balanced and

dynamic relationship in order to enable the organization to meet the challenges of its complex and evolving task. These three areas are covered in the curriculum in the following manner:

**TRAINING METHODS:** The intensive programme reflects a deliberate bias toward providing practical skills. Classroom work and other training events will present a practical method and relate that method to the experience of the participants. Workshops, small group discussions, participatory seminars using reflective and interpretive methods, field trips, guest speakers, videos, films, individual tutorials, practical pedagogy sessions, study projects and field work will be used as appropriate to ensure that each participant has a full opportunity to internalize the material.

**TRAINING STAFF:** The programme will be coordinated by James M. Campbell, a staff member of the Institute of Cultural Affairs, who has had over 25 years of experience in development and community work, organization building, fund raising and grant accounting, and local staff training in Africa, Latin America and North America. Elaine Stover and Richard Alton will also participate in staffing the programme. Both have had extensive international experience (Africa, Asia and the Middle East) in development work, organization building and leadership training. Other ICA staff and outside resources (both organizations and people) will be used when appropriate. The multinational character of the staff and participants and access to resources throughout Europe will ensure a truly international experience.

**DATES:** 15 January - 30 June, 1990 (Applications must be received by the first of June, 1989)

**QUALIFICATIONS FOR  
ENTRY:** Candidates need to have finished secondary school, served at least 3 years with their current organization and have a good working knowledge of English.

**COST:** Living Expenses;  
US\$3,100 Tuition Expenses;  
US\$3,700 Total; US\$6,800

## CURRICULUM

### I STRENGTHENING ORGANIZATIONAL DEVELOPMENT

1. DEVELOPING  
HUMAN  
RESOURCES
2. FOCUSING  
ORGANIZATIONAL  
RESOURCES
3. MANAGING  
FINANCIAL  
RESOURCES

### II ENABLING FACILITATION ABILITY

1. MASTERING  
GROUP  
PROCESSES
2. FACILITATING  
STRATEGIC  
PLANNING
3. GUIDING  
ORGANIZATIONAL  
DEVELOPMENT

### III ESTABLISHING INSTITUTIONAL INTERFACE

1. ENSURING  
PUBLIC  
RELATIONS
2. CREATING  
FUTURE  
ORIENTATION
3. BUILDING  
INSTITUTIONAL  
PROFILE

**COST COVERAGE:** The Belgian Government has a programme for paying the living expenses of third world people doing training in Belgium. Participants in this programme will be eligible for this assistance. Some scholarships, for national ICA staff, covering the tuition costs, will also be possible. Con-

firmation of the availability of these funds will be given three months before the programme starts. All participants or their organizations will need to cover travel, travel related costs (such as visas) and health insurance (insurance providing international coverage should be secured in

the home country of the participant).

For further information and application forms contact:

Jim Campbell  
rue Amedee Lynen 8  
B-1030 Brussels  
Belgium  
Tel: (32) 2/219.00.87  
Telex: 62035

### *U.S. BOARD contd.*

The President reviewed a request by Charles Lingo and Kay Lush for the establishment of an ICA bank account in Atlanta, Georgia. They have assumed liability for mortgage payments on the ICA residence there. He expressed the need to conform with the ICA national system for the deposit and distribution

of contributed funds, including audit requirements. He undertook the task of insuring conformance through discussions with Atlanta staff.

At the closing session of the meeting, the board heard a report from Kim Epley of the Los Angeles Primary Unit on its work with native American com-

munities in and around Phoenix. Then five committees, organized to examine issues raised in the previous day's discussions, presented their recommendations on:

- ICAI
- Program Catalyzation
- Annual Report
- ICA Associates
- The 2-4 June 1989 meeting of the board in Kansas City.

## CUSTOMER SERVICE: THE EDGE OF EXCELLENCE

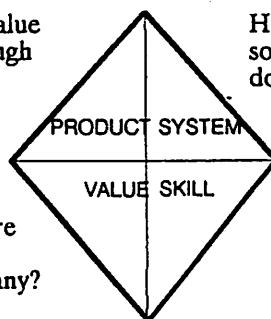
You can still get good service in Malaysia -- if you try hard enough. More and more companies are finding that providing superior service and customer satisfaction is the best way to achieve excellence in a competitive environment.

Companies including SYARIKAT TELEKOMS MALAYSIA, PACIFIC CHEMICALS BHD., INTERNATIONAL COMPUTERS LTD. MALAYSIA, SINGER, AMWAY, SHELL, FORTUNE CORPORATION, NUTRI-METICS, THE DIRECT SELLING ASSOCIATION OF MALAYSIA and CALTEX are finding the LENS approach helpful in their programmes of customer service.

### THE LENS DIAMOND OF CUSTOMER SERVICE

How can you add value to your product through service?

How can you shape your systems so that they serve customers and don't frustrate them?



How can you be sure good service is really valued by the company?

How can you promote listening to customers and responding to their feedback?

These questions are asked and answered in the sessions of the CUSTOMER SERVICE Seminar. The LENS Approach is more than "Fix-It." LENS provides a participatory process in which people decide together how best to go beyond what their customers expect.

### LENS CUSTOMER SERVICE RESULTS

Groups have developed more than 200 good ideas for improving their service. The answers are ready. People who deal with customers know what is required. LENS gives you a way to analyse your situation and build strategic action plans for making specific, substantial improvements.

#### SOME PARTICIPANT COMMENTS:

*"I've learned that service has value and is profitable, too!"*

*"After this course, I realised that there're a lot of simple, mundane things that we can do to satisfy our customers."*

*"It has helped me think of what the customer wants instead of what we can provide."*

*"We should treat customers as eggs in a basket, not pains-in-the-neck."*

*"We found several things we could do immediately that would make a difference to our customers. In-house teamwork was one, and improving our telephone system so that customers can get their calls through was another."*

*"The workshop is most interesting because we got the commitment of all towards the objective of giving excellent service to our customers."*

*"This is the best seminar I've been to in this or any other company!"*

LENS International (M) Sdn. Bhd., P.O. Box 10564,  
50718 Kuala Lumpur, Malaysia, tel. (03)781-5394

## PEOPLE

**Brazil:** The Rio Bonito project has hired a Brazilian director, a man who has worked with them on a voluntary basis for three years. They are now working through a shortlist of prospects for the extranational counterpart.

**Chicago 20/20 Team:** Audrey Ayres, Lyn Edwards, Betty Pesek, and Rachel Stoller have joined the 20/20 team in Chicago. Audrey, Betty and Rachel are on a part time basis. Rachel is volunteering until she enters the Peace Corps in Africa in the Fall.

**ICA Philippines** welcomes and invites interested international staff to work with them. They require: at least five years experience with a national ICA, interest in earning money for self-support and ICA operations, interest in setting-up old and new programmes, professional style along with enjoying work with village and business people.

## UPCOMING EVENTS

April 17-22, 1989

Proposed Asia Economic Community Skunkworks

Kuala Lumpur, Malaysia

May 16-19, 1989

Practical Modes of Cooperation Seminar

Frankfurt, Germany

June 14, 1989

The Hannover Project Planning Group will convene an expanded meeting to plan the shape of a four year endeavor.

### ADDRESS CHANGES

Brussels can receive Telefax messages at the local postoffice at a cost of \$1.50/page. Address the fax to a person, giving full address and phone number with fax number 32-2-537-1942.

Mexico - Phone number is 00-525-571-4135. Fax number is 00-525-785-1838.

### ANNOUNCEMENT

#### Experiment in International Living Seeks Resumes for Talent Bank

Candidates sought for short and long term positions; mid to upper level management of institutional and rural development, management training, health, natural resource, family planning and agricultural programs in Africa, Asia and Latin America. LDC chief of party/project manager experience and appropriate language proficiency a plus.

Send resume to Shelly Clark, The Experiment in International Living,  
Projects in International Development and Training, Brattleboro, VT 05301 USA

8

Institute of Cultural Affairs International  
rue Amedee Lynen, 8  
B-1030 Brussels Belgium



ICA: Chicago Program Enterprise Tea  
4750 N, Sheridan Rd.  
Chicago, Illinois 60640  
United States



## The Four Networks

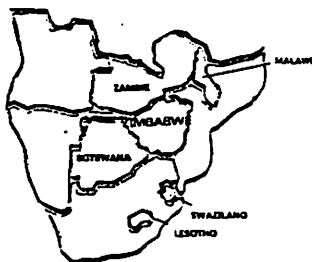
### THE SOUTHERN AFRICA GRASSROOTS TRAINING PROGRAMME

In August 1986, a programme was begun which focused the ICA's skills in training on the frontline states of Southern Africa. A joint effort between ICA: Kenya and ICA: Zambia, the Southern Africa Grassroots Training Programme (SAGTP) has proven to be an exciting and challenging venture.

The first year's efforts took place in Zambia and Zimbabwe. Key events included work with farm cooperatives in Zimbabwe, primary health care training in villages in Zambia and launching work with the Integrated Rural Development Program near Sarenje in the Central Province of Zambia. This phase of the programme culminated in a Human Development Training School with 39 participants from a variety of governmental and non-governmental agencies in Zambia and the Gambia. The benefits of the HDTS are still being felt as ICA: Zambia staff facilitate training and planning events with these organisations.

In November 1987, the first trip was made to Botswana to explore the needs and demands for training there. Botswana is perhaps the most economically and politically stable country in the region, and it has a long history of democratic decision-making processes at all levels. We found, however, that here as in most places across the continent, there is a real need for the types of general management and planning processes that are being offered under the SAGTP. One of the criteria for selecting participating groups has been that they have networks across their nation which are integrally involved with grassroots development. Botswana is a large country, and most of its population is centered

in a strip along the eastern border of the country. Despite the remoteness of many of its communities, however, there are a number of organisations who have a solid base in the rural. In this past year, we have worked with the Botswana Federation of Trade Unions, a group of about 35,000 members from a variety of areas including mining, banking and the civil service. Specifically, we provided members of their "regional committees" with training in consensus-based planning techniques which can be used to plan local projects, especially in the area of income generation.



Additionally, we have done workshops with nine women's NGOs, including the two largest in the nation, and with the Association of Training and Development Officers.

In March 1988, we traveled to Malawi, a small land-locked country, proud of its self-sufficiency in food production in spite of major economic constraints. Malawi is notable for its emphasis on self-help at the local level. Most government programmes strongly encourage local solutions to key problems. One of the key issues being faced at the moment is the large influx of refugees, particularly from Mozambique. The current estimate is 700,000 and growing. One of the key organisations with whom we are working is The Save the Children Fund Malawi. SCF/M is currently involved in a programme to introduce fruit and vegetable gardens to individual families in the refugee camps. This gives people a

chance to improve their diet and health, to earn extra income and to have worthwhile work. It has spread to four of the camps, and a recent evaluation showed significant benefits relative to both health and outlook. SCF/M would like to increase its number of grassroots educators in the areas of nutrition, sanitation, and primary health care. We will be working with them in training these practitioners to more effectively teach what they know. Other groups with whom we are working include the Ministry of Community Services, World Vision, the Christian Service Committee and the Malawi Council for the Handicapped.

We are anticipating a research trip to Lesotho and Swaziland in July 1989. We have found the demand to be so great in Malawi and Botswana, that we have decided to put our team efforts there. We hope, however, that this programme will continue to evolve and grow, and that we will be able to provide similar service to other places in the region.

We have learned that each country in Southern Africa, indeed each nation in the continent, must be dealt with as a unique situation. The economic, political and cultural realities vary remarkably from place to place and our programmes must be tailored to meet the specific needs of organisations. At the same time, we have found a common need for a spectrum of organisational strengthening programmes among indigenous groups. We have offered programmes in three major areas, namely, training of trainers, strategic planning and general management skills. The first two have been most requested. Training of trainers addresses the fact that many rural practitioners in developing countries are well-trained in technical skills, but lack the actual training techniques that enable them to effectively teach what they know. Strategic planning, sometimes a very sophisticated process and sometimes extremely



simplified, allows groups to put together a realistic action plan. Key areas in which this type of planning is used are for local income generating efforts, agriculture, social development and livestock projects.

The funding which has allowed the SAGTP to happen has come from sources in Canada, the United Kingdom, and the United States, from government, private and individual contributions. We have found that many grassroots groups acknowledge the need for training, but have few, if any, resources to allocate for that purpose. Where feasible, we have asked groups to provide some support, usually in the form of food or lodging. This gives them an investment in the programme, but we have not made it mandatory since it isn't always possible. We are deeply appreciative for the funds which have been made available, and hope that we can continue to provide this service. We are looking toward renewed funding from the current donors, as well as "devolving" some of the costs to more localised sources as available.

"Development" in today's world is highly complex. There is still obviously a place for "hard" development, direct project in water or agriculture or family planning or health or national infrastructures. Likewise, there is a new awareness of the need for "soft" development, i.e. skills for managing organisations or groups skills in planning, additional training, both technical and non-technical. These skills are essential to the long-range self-reliance of indigenous organisations, and the genuine participation of the developing world in the global dialogue. We feel that the Southern Africa Grassroots Training Programme has a small, but important contribution to make in a much larger process. It is in keeping with our intent of being concerned with the human factor in world development, and it has proven to be a rewarding learning experience both for us and for the people with whom we're working.

## KUDOS FOR THE MONTEMURO

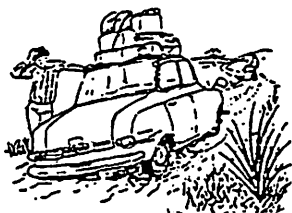
*The following cover letter from Denmark for a Rotary Report on 3-H Assignment reveals the spirit in which International Rotarians collaborate with villagers in their 3-H field service.*

Havdal,  
January 13, 1989  
Dear Governor Cardoso,

You will be interested in the enclosed report. This 3-H project set in motion by the Rotary Club of Lamego in support of O PROJECTO MONTEMURO is a great opportunity to put Service Above Self.

Because it is impossible overnight to change the habits of generations, the village and human development work may seem to move slowly and in many directions at once in the Montemuro. But I can testify that step by step the villagers accept new ways and realize new opportunity, new alternatives in their lives.

The results could not be achieved simply by us marching into the villages with Rotary flags waving, eyes gleaming with enthusiasm, ears ringing of



slogans of service, wallets fat and open; doing lots of good things while there, only to leave after four or six weeks. No, it is the day-to-day, on-the-spot effort. It is the gaining of the confidence of the villagers, the search for and the finding of ways, the sharing of conditions, the leadership. It is the being there when support is needed, and when the opportunity to influence presents itself. It is the

caring and the guidance, with open minds and hearts.

These are the reasons why an organization such as the Institute of Cultural Affairs (the ICA) can achieve far more than we in Rotary could achieve on our own, no matter how dedicated, no matter how much money. These are the reasons why we in Rotary can do no better than support the ICA staff in the Montemuro, regardless of possible differences in background, life style or personal goals.

Twice, I have been in the Montemuro, and I hope to go back. Twice, I have worked side-by-side with village men, young and old. I have questioned and watched the ICA. I have seen progress. I have been impressed. Together we can make a significant difference for the villagers.

The project truly deserves the continuing support of the Rotary world under the leadership of the governors of District 197. I congratulate you on having such a marvellous opportunity in your district to put Service Above Self. Keep it alive.

Yours, in Rotary

Borge M. Christensen, Ph.D.

## MEZIO - THE SKILLS TRAINING COURSES

We haven't gotten the final word from the EEC that they will be funded, but the Portuguese government has promised financial support of them, so we decided to go ahead with the recruitment of the 5 courses. The sewing course is causing all sorts of excitement. There are varying opinions on the talents of the teacher we picked out, and the Relva women don't want to walk to Monteiras to take the course from her, so we are trying to negotiate for 2 teachers. The Relva women's center has its hands full of its own problems; they are sponsoring a weaving course, and got an organization called CEARTE to provide them with giant looms, which take up practically all of the available floor space in their center. Now, where will

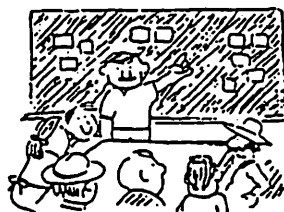
we put 10 sewing machines? All will be solved, in due time. Albert and Arlindo have gone to Gosende recruiting the mechanics course and uncovering unemployed young men yearning to learn fixing skills. The man in the car repair shop there, the one with tons of dead cars in his front yard, has volunteered to let them use his shop for the practical part of the course, and will even give Albert dead motors. What a find! Cathy and Lettie have ventured into Picao, sniffing around as to how to approach the linen production class there, and are busily talking to old ladies about linen weaving designs. Jutta and Cathy journeyed to Gralheira, slipping and sliding during the snow storm, to talk with goat farmers about the cheese course. They are ready, and the course offers the greatest excitement ever in their extremely isolated village. We had the feeling they would say yes to any course, just to have a change of scene. John will be teaching Training Inc. subjects to 4 members from each of the women's coops in Mezio and has the easiest set-up job of all - his computer is his best recruitment tool. So, on the first go-around, it looks as if every village is receptive to the ideas, and have the right number of unemployed youth to make them possible. We'll see, as the starting time grows closer.

### THE 1ST MONTEMURO THEATRE FESTIVAL

The ICA has another staff member - Carlos Alberto from Campo Benfeito, who appears after dark every night to travel to 2 villages in our little Renault to hold play practices with 12 groups of budding actors. Queta has been showing him the ropes, but he is now able to stand on his own, and quite an actor he is turning to be. We have permission to hold the event in the Monteiras Parish Center, although the priest made us promise to hold it after Lent. It is the only building with a stage. We will also be serving cakes and punch to every actor in the back store room of the Monteiras cafe, so the day is stacking up to be

quite fun-packed. One unfortunate incident has sobered our outlook. Lettie has been designing and painting the scenery on muslin cloth, on the second floor of the Mezio Social-Cultural center, with the ICA staff rotating as painters. During the torrential snow and rain storm, we found out that the building, which we built with our own hands, leaks terrifically. One morning we went there to paint, only to find our scenery floating in leaking water, with colors running everywhere. Porfirio has been summoned to return to patch up the roof and the leaks around the windows, and restore our center to its non-snow condition. Ah, for the longed-for perfection of a training center that does not leak.

*As we went to press we learned that the European Social Fund (EEC) approved Mezio's proposals for training courses in cheese making, sewing, electro-mechanics, linen growing and weaving and Training, Inc. for 1989. Mezio has until the end of the year to do the training and spend the 33 million escudo (220,000 USD) grant. "This is an awful lot of responsibility for our small but mighty team... but we feel we are ready."*



### METHODS AT WORK IN CHILE

Santiago reports. We have translated the Effective Supervision Manual (facilitator's manual) and are in the process of revising it. We are ready to interchange this work. However, until now we have not received news of any material that is translated and ready for interchange. Remember our decision at Council.

A way to celebrate this work is to use it and we are pleased

to announce our first client, the Berlitz Language School. Starting March 29 we will have two weekly sessions, facilitated by Eduardo Christensen and Sergio Soto.

There is much enthusiasm among our colleagues for the work we are doing and we appreciate their support. Carlos Canales wants to share 10 points about mental flexibility which we are attaching. We look forward to receiving whatever you can share.

1. The correct answer is not the only answer.
2. It is not always necessary to be logical.
3. Ignore the established rules.
4. Don't always think of the most practical.
5. Leave things in an ambiguous form.
6. Leave space for errors.
7. It is important to have the spirit of play.
8. Never say "this thing is not your specialty".
9. Think of absurd things.
10. Every person has creative power.

### ...AND IN BRAZIL

Fresh from a surprising \$20,000 4th quarter '88, our reorganized Consulting Services Division of ICA Brasil anticipates a \$60,000 year and a fistful of new clients to supplement our galaxy of long-term steadies. Among our new hopefuls are promised programs with Bank of America, Texaco, Fasson and a growing number of national companies. Our first major public sector program is in the process of negotiation with the planning department of the State of Minas Gerais. Our newly salaried staff includes Bill Grow, Patricia Belgues and Zuleika Pereira, our new office administrator. Program facilitation is supported by over 15 volunteer business men and women on call. We are finally becoming a semi-professional business with the unique mission of human development technology transfer in the third world. Our gratitude for our partnership with you all over the years which has made this venture a possibility.

## ICA VENEZUELA REPORT

*ICA Venezuela was mentioned the "The Daily Journal" in January in an article about the American-Venezuelan Friendship Association (AVAA). The Executive Director said:*

"For a couple of years the AVAA suffered a minor depression. Then, last year, it underwent psychoanalysis and made a remarkable comeback... The service network, where representatives of 36 groups meet, provides a forum where ideas and support are shared. The service network was formed last year after the AVAA underwent psychoanalysis by the ICA, a group that specializes in human affairs. The Venezuelan-American Chamber of Commerce had the ICA analyze their use of human resources and it was very successful. We recognized the value of the analysis, so we had them come in to help us see how we could best use what we had. The psychoanalysis turned the AVAA around from two years of apathetic standstill... After brainstorming with the ICA, a new identity was formed for the AVAA. It was to become the community center of everything."

### THE DEVELOPMENT NETWORK

ICA Venezuela is continuing to focus its development work on the region of Barlovento. Three projects are currently on stream. One is creating a district level volunteer corps. Another is starting mini-projects at the village level, such as Ramona Pachecos' literacy project in her village of Marcelo. Yet another is creating a research and interchange system for the group of villages in the region, including a newsletter.

In January, two groups of volunteers from Indiana, USA, worked with the village of Cupo in Barlovento, in constructing a soup kitchen for the elderly.

Later this year the anthropology class of Colegio Internacional de Caracas will spend a weekend in Cano Negro at the ICA's training center. They will do research and write reports on their experience.

In addition to the work in Barlovento (Miranda State), the ICA will continue to work under contract in other parts of Venezuela.

In the urban, the ICA is once again working in the barrio of Las Minas de Baruta in Caracas.

### THE EDUCATION NETWORK

In educational development ICA Venezuela is doing work in two high schools, one university and with one foundation.

For the fourth year ICA is offering modules for the IB program of Colegio Internacional de Caracas as well as assisting CIC in getting government recognition for the IB program for university entrance in Venezuela. The new Minister of Education, Dr. Gustavo Roosen, is a member of the Board of Directors of ICA Venezuela.

ICA is also doing a short program on choosing one's profession for the seniors of Escuela Henry Clay. ICA is also advising Maria Antonieta de Oyarzabal and the freshmen orientation program at Universidad Simon Bolivar.

In addition, ICA is doing a 150-hour (over 9 months) training program on "human skills" for Fundacion Antonio Cisneros Bermudes. The curriculum gives expanded images of the world, the nation, the organization and the self. It also transfers skills of inclusive thinking, strategic action, imaginal learning and critical reflection.

### THE ECONOMIC NETWORK

The centerpiece of ICA Venezuela's network with organizational development is the research project: "Corporate Culture, Venezuelan Culture and Effective Management." Through interviews, analysis, written reports and feedback, the ICA is helping top management to "think" about the management issues of their corporate culture, Venezuelan culture and the inter-relationship.

Seven organizations are currently involved in this project - 5 conglomerates of corporations (PDVSA, Sivena, Electricidad de Caracas, Corpamar and Empresas Lansberg) and two foundations owned by another conglomerate (Fundacion Vivienda Popular and Centro Medioco Docente La Trinidad). The project is the brainchild of one of ICA Venezuela's senior advisers, Dr. Ivan Lansberg, the "dean of organisational development" in Venezuela.

The project director is Susan de Vogeler, PhD, MIT. The ICA is learning a great deal through the project. The end of Phase II will be a symposium which will allow the 7 organisations to share learnings horizontally. The focus of the research is on the values and dilemmas of the corporate culture.

Phase III will include follow-up programs for the 7 organisations, adding other organisations, beginning to write a book about the findings and conducting a public symposium on management and culture, around the two questions of "What is development in Venezuela?" and "Who is the Venezuelan?"

In addition to this project, programs are being marketed to the private sector in Venezuela, Curacao and Trinidad.

### THE GLOBAL INTEGRITY NETWORK

In this arena, ICA Venezuela is concerned that ICA International be strengthened and expanded. One plan of ICA Venezuela is to help with the formation of ICAs in Curacao and Trinidad.



ICA Venezuela subscribes to The Institute of Noetic Sciences Review, is currently distributing the Spanish language reports on "Nuestro Futuro Comun" and is promoting the sale of our global research journal EDGES. Staff members continue to read books on the new currents of intellectual, social and spiritual development.

At some time in the future, ICA Venezuela would like to host Hazel Henderson, William Irwin Thompson and Harrison Owen in Caracas for a series of public seminars.

### REFLECTIONS ON THIS SOCIETY

Two weeks ago, after a period of 31 years of stable, democratic development, Venezuela experienced a social explosion which resulted in over 300 people killed and around 2,000 stores looted.

This happened immediately following our new president's announcement of the government's economic package which included austerity measures, dramatic price increases, increases in interest rates and loans from the IMF for the first time in the nation's history.

In previous years, Venezuelans had become used to many subsidies made possible by the oil wealth of the nation. Gasoline, electricity, food, transportation were all subsidized. With the collapse of the price of oil, Venezuela's economy has been on the down slide, with its international reserves almost depleted. Over the past five years the nation had paid out 28 billion US dollars to service the external debt. Only 9 billion of this was principal; 19 billion was interest.

This current crisis has plunged the nation into profound reflection about the issues of social justice, productivity, ethics, education, etc. This moment is an opportunity for new forms of societal dialogue and collaboration to emerge.

At the March meeting of the Board of Directors of ICA Venezuela, the Board re-committed the ICA to play its part in the nation's development.



### RADIO FOR PEACE INTERNATIONAL

ICAs around the world are often exhorted by friends and supporters to "get out" their hard-earned wisdom and experience so that others can benefit from it. Our forays into video recordings and publishing of articles, journals and books have headed us in this direction.

Now we have another opportunity being offered us - this time through the medium of radio. ICA West in Phoenix, Arizona, USA, has been in conversation with Mark Siegmund of the World Peace University (WPU) to enter into a partnership with WPU to contribute to and help expand the services of Radio for Peace

International. We have been invited to submit a proposal for our participation in this venture.

Radio for Peace International (RPI) is co-owned and operated by the World Peace University and the United Nations University for Peace in Costa Rica. It broadcasts from the campus of the UN University for Peace in English, Spanish, Portuguese and German but plans to expand its service to include all the official UN languages. It has been operating for nearly eighteen months and has an estimated listening audience of 100,000 in 30 countries.

Beginning in 1989, RPI launched a special program on Peace and Development. This is a two-semester program, upon completion of which students will receive certification as a "diplomat generalist". RPI recognizes different approaches to peace and development as both valid and necessary. It seeks to bring about a synthesis of perspectives, ranging from spiritually-based approaches to economic development.

RPI's request to ICA West is twofold. Firstly, they would like us to contribute a program under the Peace and Development umbrella. Our initial thinking is to use resources we have produced - such as the IERD Series - as basic curriculum material. We would need to compile a series of cassettes totalling 16 audio hours per semester, in both English and Spanish, with the possibility of other languages as well. In addition, a written course outline and a study guide is recommended. Broadcasters are encouraged to assign homework which focuses on creating learning experiences for students in their immediate family and community settings. There is also the opportunity to broadcast course texts and assigned readings.

The second aspect of the partnership would involve facilitation of "classroom" groups of students in several countries, to maximise the benefit of RPI programs, both ICA and other. Two pilot countries have been suggested, one English-speaking and the other Spanish-speaking. This could involve reflective conversations, practical research projects and other curriculum events.

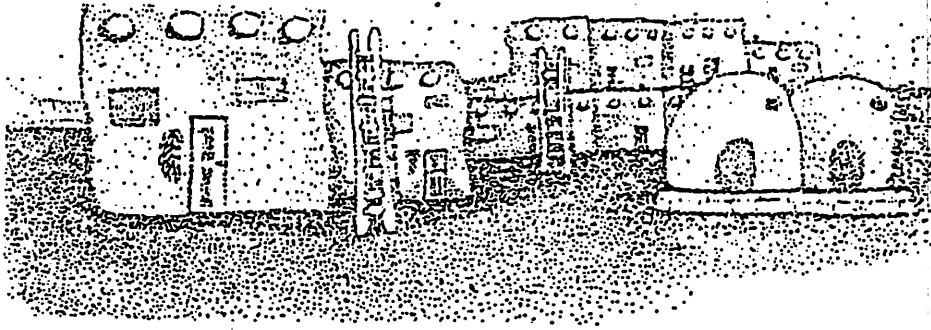
If you are interested in participating in this program in some way, or have questions or suggestions to make, please contact John Burbidge at ICA West in either Phoenix or Seattle, USA.

## ICA WEST: NATIVE AMERICAN PROGRAM OVERVIEW

**Hopi Tribe** - Facilitation, training and consulting services have been offered to a variety of agencies. Community Development directors, Hopi Education staff members, Hopi Guidance counsellors, Head Start teachers and others have received training. Ongoing training and facilitation will continue with a focus on transfer of skills to the various individuals who are taking leadership in a number of arenas.

**Tohono O'odham Nation** - The staff of ICA West has had a long relationship with the Pisinemo District; at this time we are working

to create a strategic plan with the youth of Pisinemo. ICA West has done initial planning and training with the staff of the Sif Oidak District, the San Xavier District and the District



Chairpersons group. The thrust of this work is to train local leadership in participatory planning, enabling them to effectively address the questions of economic self-sufficiency and to develop community

activities for all generations. A series of community planning and training events will be undergirded by preparing core groups to facilitate the creation and implementation of plans.

**Zuni Parents for Educational and Community Improvement** - This is an organization which has been in existence for 3 years and with whom we have done one planning session. They are asking our assistance in a series of training programs which would enable their group to go the next step on their community development efforts.

**Skyloom Consortium** - Based on building structured networks of formal and informal partnerships, the Skyloom Consortium is out to provide comprehensive development support to community-based enterprises. The initial enterprises will focus on developing biological agriculture as an economic vehicle for communities of the Northern Pueblos. Skyloom intends to simultaneously promote regional cooperation and local self-determination. Our role will be the training and community development arm of the consortium.

**Culture and Education Conference** - In the early planning stages, is the hope of creating a conference to focus on effective education for people with strong cultural roots. Larry Emerson, a Dineh educator, has worked with Dr. Reuven Feuerstein's Instrumental Enrichment for years. He has the vision of creating a conference which would help educators of children with a strong cultural background learn how to create bridges for these children toward education that honors and gives permission to their cultural understandings.

## NEWS BRIEFS

The ICA Chicago Program Enterprise Team continues to serve the City through contracts with the Department of Economic Development and the Mayor's Office of Employment and Training. It has also been awarded contracts for services to Loyola University for the year 1989. The team will deliver in-house training to Monsanto Chemicals in St. Louis, as well as a Supervisors Program to Viskase and to the Chicago Mercantile Exchange in conjunction with Loyola University.

One Round Table group is currently meeting at the home of the Greenwalds in Seoul, Korea and another, for teachers, meets each week at the home of one of the teachers in Inchon. Dianne Greenwald writes that the current study material is from Peck's *Different Drum*. Participants also assist in modified versions of rituals from Starhawk's *Truth or Dare*. Their festivities have included a ski trip and a joint Christmas party.

In Sydney, Australia, their track record of being excellent conference facilitators for local government and builders and teachers of spirit methods programs has been taken up by the people who have been most enthusiastic about them. There is still a team whose corporate passion is burning for its work among islanders of the Pacific, and there is also a group whose talents and time are being given to global interchange, ICA membership support and financial planning for all the programs of the ICA. The fact that all these groups are working as separate program arms of the ICA is inclined to worry some of their colleagues, until they see that the encouragement of the entrepreneurial skills of the different facilitating teams is part of the dynamic of spreading the methods as far and wide as possible. "Each program arm has its own business plan but we are still a non-profit organisation out to support ourselves and not to be a burden on society. It's an attempt to dispense with the inertia of 'let someone else do it' sometimes inherent in corporate life. This new action plan releases individual creativeness and the will to move. Enabling people of all walks of life to see their freedom and live it responsibly is still what it's all about."

# Letters to the Editor

## FROM ICA VENEZUELA

*ICA Venezuela believes in the importance of international ties for interchange and exchange of resources. ICAV is concerned that ICAI be strengthened in both its structure and function.*

### Suggestions:

1. ICAV suggests that there be an international council of ICAI made up of the President, Executive Director and 2 Board members of each national ICA.

2. that ICAI formally recognize national ICA's and specific offices but not allow the name "ICA" to be used by private consultants outside of national ICA structures.

3. that ICAI seek to maintain the professional standards and principles of service of the national ICAs.

4. that the secretariat continue to interchange information among the members national ICAs (through a newsletter, etc.)

5. that ICAI promote membership in regional bodies (such as the Organization of American States in Latin America).

6. that ICAI put emphasis on helping national ICAs in the 3rd world to secure funding from European, US and international sources. (in this regard, Monique Scholman is going to the Netherlands in June and we hope that ICAI will be able to help her in fund raising for ICAV.)

7. that ICAI promote the themes and values of "planetization" such as environmental concerns, the dialogue of the ecology of cultures, the values identified by Willis Harman, etc.

## FROM ICA PHILIPPINES

The Philippines welcome and invite interested International staff to work in the Philippines. Must have:

- at least five years working experience with their National ICA.
- interest in earning money for self and ICA works.
- interest in setting-up various programs, old and new.
- professional style and like meeting village and business people.

We have also received a lot of letters from different individuals asking about the International Volunteer Program. The following are the five requirements:

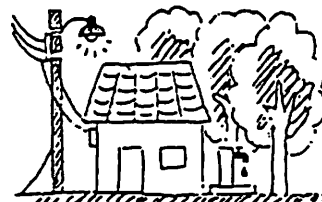
1. "Must" be at least 25 years old.

2. An Ambassador: must know and always find ways to honor local traditions.

3. Eager to learn.

4. Eager to earn money for himself or herself and for the ICA Philippines.

5. Must keep within the ICA work and priorities.



## ACTION AT RIO BONITO

The Rio Bonito Integrated Rural Development Project Team, with tremendous support from the Rio team have been flat out getting everything in place for the project to begin functioning in full in April. Some of the highlights of this time have been:

- The hiring of Sr. Damiao Duante Louredo as project director. Damiao has been a close colleague for several years and a member of our Advisory Board.
- The return of Aloisio Carvalho to the staff as coordinator of CRESC, the health program.
- Preliminary agreement with Projecto Rural, a private agency in Rio Bonito with excellent facilities for agricultural demonstrations and training, to use their facilities for training.
- The hiring of an administrative assistant.
- Commitment from the new major and his staff to collaborate with the project as much as possible.
- Reaching formal agreement with SENAR (National Rural Training Service) to cede an agricultural technician and a vehicle full time to the project, and make other resources available as needed.
- Presentation of the project in the four focus communities.
- Design and implementation of an every-household baseline data survey in these four communities (about 600 households).
- Finding a great house with 8 bedrooms (a rare commodity in Rio Bonito) to enable a complete separation of office and living space.
- Receipt of the first installment of the Kellogg grant which will enable the purchase of 2 used vehicles and some basic office furniture and equipment.
- Design and installation by Bill Grow of a computerized grant tracking system for the project which provides monthly reports on Kellogg and other grants.
- Payment of the first project salaries in January, which involved an enormous amount of work by Patricia in researching and organizing the systems necessary for IAC to have formal employees.

## PEOPLE

Barbara Alerding is attending the current session of Training Inc. in Indianapolis. This is part of her preparation for the introduction of Training Inc. to Guatemala, scheduled in 1990.

Jeroen Geradts of Den Bosch, President of ICA Netherlands and a former volunteer with ICA in India, has been called to fill the position of Administrative Director of the Rio Bonito Integrated Rural Development project.

Priscilla Wilson reports that: " February 2 we registered a new corporation with the state of Kansas.....KENCORP Inc. Our major interest is working with small to medium size companies.....and it is really boiling down to doing 'human development' in the workplace. We find ourselves doing much more than 'strategic planning'.....and drawing on all we've ever learned in human development".

Martha Talbott has just joined the ICA team in Caracas.

Rick and Linda Jones are no longer working with ICA Venezuela but are continuing to live in Caracas and to work in other capacities.

Martha and Tim Karpoff are currently staying with the Manila Office and paying rent. Tim is now working full time as a partner with Henry Wang Associates, a prawn raising consultant firm from Taiwan. Martha is renting an additional office space and is accepting foreign students for tutoring.

Jim and Sally Fenton are moving from India to Taiwan to join the ICA team there.

## FAX NUMBERS

BRUSSELS	(322) 537-1942 (access)	CARACAS	(582) 61-58-19
CHICAGO	(312) 769-1144	JAMAICA	(809) 926-2293 or 924-4962 (access)
MEXICO	(525) 785-1838	MIAMI	(David Wood) (305) 662-1495
NEW YORK	access through Megacities	PHOENIX	access, waiting for number
KUALA LUMPUR	(603) 781-5394 (access Attn: John Epps, ICA)		
RIO DE JANEIRO	(5521) 240-7360 (access Attn: Aloisio Miranda for ICA)		
SEATTLE	(206) 524-7854 (access Attn: Don Cramer, ICA Associates, (206) 323-2100)		
TORONTO	(416) 789-7261 or (416) 690-6958 (access)		

Note: Offices accessing fax from other offices generally need address to include: (1) ICA (2) Attention: individual name (3) Address (4) Phone number

Institute of Cultural Affairs International  
rue Amedee Lynen, 8  
B-1030 Brussels Belgium

ICA: Chicago Program Enterprise Tea  
4750 N, Sheridan Rd.  
Chicago, Illinois 60640  
United States

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## NEWS BRIEFS

## GOOD NEWS!

Rosabeth Moss Kanter, author of *Change Masters*, has agreed to write the foreword for *Winning Through Participation!* Pass it on.

Chicago is installing two automatic elevators and putting in tinted windows on the second and third floors.

A letter from Shirley Heckman in Cote d'Ivoire: In the mail today was a letter from Felix Akpe and Alex Sharta officially inviting me to spend six months with them in Nigeria. Enclosed was a copy of the letter sent to the ambassador from Nigeria to Cote d'Ivoire telling him why he ought to give me a six month's visa...Ken and I agree that my first visit needs to be a shorter time than six months and should be a time of negotiating what future work I might do over a longer period...In Cote d'Ivoire, I've visited in M'Batto twice and in Brobo once to give me a taste of village life and to improve my French fluency...My initiation to African life - a bout with malaria - happened over Easter weekend, but I recovered quickly. The first weekend of April we had a glorious council meeting for which we added 15 people to our household for a long weekend of planning and fun. Folk were present from all three locations - Brobo, M'Batto and Abidjan...We worked on objectives and identified arenas of work for which proposals can be written this spring for next year's funding. We went out to the Villa KiYi for African drumming, singing, dancing and food...Since then, we've had a site visit to Brobo of Dr. and Mrs. Adams from Tuskegee Institute. Dr. Adams does the training of interneers for IFESH...Ken leaves in late May for his summer work in the States. Ruth and Ryan will go in time for Luke's graduation from high school and remain part of the summer. Jann and I and our abundance of volunteers and other staff will keep things moving through that time.

## TRANSFORMATION CONTINUES

Delhi has registered as a private management consulting firm employing Cyprian and Mary d'Souza, John Patterson and Mukesh Taksande.

ICA:Sydney offers the *Strategic Planning And Personal Growth Plans* package to the economic network. This is a 3 day program that allows a group to do future planning and create a mission statement while individuals develop their own personal growth plans. Its 6 sessions include Life Time Line/Corporate Vision; Life Projections/Contradictions; Personal Vision/New Directions; Mission Statement; Leadership Styles/Implementation. It has been used with 3 departments of the N.S.W. Government Printing Office and J. Curtin Pty Ltd. Procedures and manual in printed form or on Ventura Publishing program are available from Cathy Marsh, ICA:Sydney.

## REGIONAL CONNECTIONS GROW

Four members of the ICA Brussels, Dick Alton, Linda Alton, Russel Fouts, and Joan Seacord traveled to Groesbeek, The Netherlands to the Jean Houston Mystery School, 12-14 May.

Four members of ICA Lima, Judith Hamje, Luz Rios, Yolanda Yanose, and Gloria Santos have finished a course with the Confederation of Mothers' Clubs in Bolivia. They go on to do courses in Sucre Tarja and La Paz, returning to Lima June 3.

## SEEKING FEEDBACK

The International Council on Social Welfare (ICSW), of which ICAI is a member, has been approached to assemble a report on how and with what effect the recommendations which emanated from the UN Decade for Women and its international conferences, namely the "Nairobi Forward Looking Strategies for the Advancement of Women", have been put into practice at the national/local level. Now, almost a decade and a half on from the initial effort - International Women's Year in 1975 - the international community wants to really find out what the effects of the various instruments have been - and what can and should be done toward the Year 2000. Specified goals for the Year 2000 [as seen by the ICSW now] include elimination of illiteracy, increase in women's quality of life, increase in women's life expectancy, development of further employment opportunities, implementation and development of laws guaranteeing equality...As the role of women is directly related to the goal of comprehensive social and economic development...ICSW is convinced that all its members do have contact/interest in women's issues and that ICSW and its members can together contribute to effectively "putting UN Strategies into NGO practice." (Questionnaire enclosed.)

# ANNOUNCEMENT

The General Assembly of the Institute of Cultural Affairs International will take place at rue Amedee Lynen 8, 1030 Brussels from 25 to 29 September 1989, commencing with a reception at 1730 hours.

All members of ICA are invited to attend. Each ICAI member organization should designate an official delegate or proxy authorized as its representative.

The fee for participation in the General Assembly is US\$ 200 per person. Limited housing in the Brussels facility is available at US\$ 10 per night. Members desiring to reserve such accommodation should write their requests to this address and enclose a check payable to ICA International for the amount of US\$ 50. While space is available, these reservations will be honored. ICAI will arrange reasonable hotel accommodations for participants whose requests arrive after all rooms are booked, as well as for those who prefer housing outside the building.

Among the items on the agenda will be the election of the board of directors for the term 1989 to 1992. Candidates to be nominated by ICAI member organizations should be advised by those members of their proposed candidacy. The nominating members must obtain agreement from the candidate of readiness for active service on the board prior to presentation of the name of the candidate to the General Assembly. The actual number of members of the Board of Directors will be decided by the General Assembly prior to the election.

Please inform the secretariat of ICA International now of the names of participants who will attend and of the housing accommodations they desire. WE ARE REQUESTING EACH CONTINENT TO SEND ONE OF ITS REPRESENTATIVES SEPTEMBER 11 TO FORM A PROCEDURES/FACILITATION TEAM.

## ICAI TRIMESTER REPORT

January - April 1989

### MEMBERSHIP SERVICES

At Oaxtepec, there were promises of support for ICAI membership services of \$25,000 to \$75,000 and no money in hand. With no assurance of self-support income for three full-time persons, the Brussels House allocated seven persons (Dick Alton, Jim Campbell, Bev Gazarian, Richard Seacord, Elaine Stover, Adam Thomson, Donna Wagner) to perform the membership functions on a parttime basis, earning the bulk of their needed income from other work. Many have been doing so through providing self-supporting services to the ICA network, others have taken on computer contracts and English teaching.

As a matter of principle in guarding its own integrity, the Brussels House has established that 50% of all ICAI membership services income will go to pay for the personnel services it provides.

#### *ICAI Network Exchange*

Five issues published and provided to 218 addressees, five more to go (will skip July and December). After the June issue the mailing will go only to its 29 subscribers to save money.

#### *ICA's International Position*

In addition to New York's UN work, we are updating our relations with WHO, FAO, UNICEF, IFAD and UNESCO in Europe.

#### *September General Assembly*

A questionnaire has gone to all ICA locations, the statutes provided to all members, and legal research done. Two American University interns have done organizational research for the meeting.

#### *Representation at International Meetings*

Attendance at the Inter-American Development Bank briefing on loans to the informal sector, meeting close to 200 other NGOs working in Latin America. Upcoming attendance at the Medicus Mundi International Colloquium in May, UNICEF NGO committee in July.

#### *Membership in International Organizations*

The fee has been paid for ICSW (International Council for Social Welfare) and E. Stover appointed as our representative. When the ICAI budget is assured, we will pay the dues for International Council of Voluntary Associations (ICVA) of which InterAction is a member.

#### *Assisting ICAs in Transition*

In addition to the self-supporting services reported separately, Brussels has been assisting in the location of personnel and in training the new Administrative Director for Rio Bonito, Brazil in fundraising. Dialogue is in process toward a longterm form of funding for Third World ICAs and toward the Development Network meeting.

This is on hold until after the September General Assembly gives guidance on what is desired.

#### *Administration*

Considerable time has been spent in soliciting and confirming membership subscriptions of \$35,338 (of which \$15,543.07 has been received), NWE subscriptions of \$1,005 maintaining a frugal operation in the face of insecure commitments and cash flow, setting up a new financial and bookkeeping system, answering ongoing correspondence and inquiries, accumulating and digesting information from a broad range of international organizations, supervising two American University interns.

If the anticipated budgetary shortfall of \$6,308 - \$23,637 is not covered we will need to reduce ICAI Membership services. (Financial details enclosed.)

#### SELF-SUPPORTING SERVICES

Seven persons are earning self-support income through providing fee-paying services. These are Dick Alton, Linda Alton, Jim Campbell, Aminah Mwamose, Elaine Stover, Adam Thomson, Donna Wagner. Below is the Program Portfolio of services they are providing.

#### *International Training for Development Practitioners*

Projected to begin January 1990 for ICA and non-ICA persons. Research has been done on Belgian government funding for trainee living allowances and is in process for prospective participants. Dick Alton, Jim Campbell and Elaine Stover are being partially supported to do the preparation and set-up work out of money raised from European sources.

#### *Fund Raising*

Over \$300,000 raised for ICAs in Africa, Latin America, and the Pacific by Dick Alton, Jim Campbell, Aminah Mwamose, Adam Thomson, Donna Wagner. Breakthroughs have included Misereor funding for ICA: Kenya institutional capacity building, three funding sources for the Pacific, Belgian government funding for Cote d'Ivoire, EEC agreement to accept proposals.

#### *Publications*

Linda Alton, Aminah Mwamose and a team of Dutch apprentices have sold 215 copies of the IERD books and are marketing *Winning Through Participation*.

#### *Practical Modes of Cooperation*

Dick Alton, Aminah Mwamose and a Dutch apprentice have worked with John Stringham (Frankfurt) on organizing and recruiting 21 donors from Europe and Africa to the GTZ seminar on development collaboration. Facilitators included Alan Berresford from London and Sandra Powell from Nairobi.

#### *Consultancies*

Elaine Stover's continuing work with the Near East Foundation has led to a consultancy for Hiranman Gavai in Sudan, Egypt and India. Work is in process on the final draft of a Community Health manual for Local Community Development Practitioners in Egypt. Elaine and Donna Wagner have a program in Eritrea later this year. Royal Tropical Institute has asked ICA to facilitate its quadrennial conference. Dick Alton is cultivating EuroAction Accord and Haskins for contracts for ICA staff in different parts of the world.

#### *International Volunteers*

Six Dutch citizens are now serving as ICA staff in Brazil, Cote d'Ivoire, Kenya, Portugal, and Venezuela. Training and placement of shortterm volunteers continues, with the opening up of new locations through the IERD project network. This program and the apprenticeship program which provides European personnel to ICAI is underwritten by funds from European sources. The next Volunteer Preparation Period, coordinated by Linda Alton, is September 2-23, 1989 in Brussels.

#### *New Books*

Donna Wagner has contacted publishers in UK and USA regarding *After There Are No More Fish To Catch*. Six have asked for submissions of draft material, 11 have declined, and 9 have not yet responded. Material has been entered in two contests. The India chapter has been rewritten for submission to publishers; major work done on the structure, rationale, themes, and storyline; and a new draft of ICA origins written.

#### *Administration*

We estimate that the Brussels House is providing well over \$150,000 to the ICAI through these self-supporting programs. Enormous energy is going into creating systems to make them self-sustaining.

**CONTRIBUTIONS TO ANY OF THESE PROGRAMS OR TO MEMBERSHIP SERVICES WOULD BE GREATLY APPRECIATED.**

# The Four Networks

## DEVELOPMENT

### *PARTICIPATORY APPROACHES AND COOPERATION WITH GRASSROOTS AND NON-GOVERNMENTAL ORGANIZATIONS*

Recent trends in thinking have begun to recognize an increasingly important role for NGOs in the development process. Many governments are recognizing that they can't do everything and that it may be more efficient to bring in additional partners, particularly NGOs, in reaching out to grassroots groups. The traditional social welfare approach of doing things for people encourages dependency and loss of control over their lives. NGOs have pioneered a people-oriented approach to development, and some have developed techniques of helping people to help themselves. This approach is sometimes described as "bottom-up" or "trickle-up". It includes the beneficiaries in project design, rather than the blueprint approach in which projects are imposed upon the beneficiaries without their participation.

In December, the NGO Division of the United Nations Development Programme (UNDP/NGO) sponsored a training programme in Harare, Zimbabwe. This training programme developed out of the mandate from UNDP's Administrator, William Draper, to take the opportunity to enlist all resources in the challenge of development, including resources such as women, the private sector and NGOs. The programme was similar to one developed and conducted in Dhaka, Bangladesh, in March 1988 by Vaughn O'Halloran and Nancy Trask. The Harare programme was conducted by Vaughn O'Halloran of ICA New York and William Adrianasolo of United Nations Volunteer/Domestic Development Service (UNV/DDS) in Zimbabwe. William went through a volunteer training programme conducted by ICA Zambia for the first group of UN volunteers in 1985.

The programme brought together representatives of governments, NGOs and the UN system from nine nations of central and southern Africa: Ghana, Uganda, Sierra Leone, Kenya, Malawi, Zambia, Lesotho, Botswana and Zimbabwe. The programme design was developed to provide an opportunity for participants to better understand the NGO orientation and approach to development as well as to think through effective modes of cooperation among governments, NGOs and multi-laterals in the development process. The workshop was designed as a peer learning process and was highly participatory and based upon practical experience. Since governments, multi-laterals and NGOs are not used to communicating with each other, part of the process was designed specifically to open up a dialogue where participants would be able to see and experience each other's viewpoints and constraints. Once this was accomplished, the planning part of the programme was designed to lead to concrete follow-up actions.

The programme included the following components:

- study of the World Bank, UNDP, UNFPA, and OECD papers about the use of NGOs and the uniqueness of the NGO approach;
- case study of a successful collaboration between UNDP, government and an NGO;
- role play of government/NGO/village interaction;
- strategic planning on how NGOs/governments/UNDP can collaborate more effectively.

Recent reports indicate the programme was well received and has resulted in better working relationships between NGOs, governments and multi-laterals from the participating countries. ICA offices in Africa plan to do follow-up visits with participants.

Vaughn O'Halloran 206 East 4th Street, New York NY 10009, USA

### *REFLECTIONS ON THE DEVELOPMENT NETWORK MEETING 2-11 OCTOBER 1989 - BRUSSELS*

The following are notes, phone calls and discussions we have received in response to the announcement of the development network meeting.

Ann Yallop (phone call) would like to have a chance to talk about health and income generation. Even bring somebody over from the Cranfield School of Management (England).

Sandy Powell (letter) "I have a little thought to share on the September/October get-togethers. I was wondering if it would be possible for us to consider doing some kind of in-depth methods interchange during the Development Community meeting. For instance, Vaughn O'Halloran has been doing some interesting stuff with UNDP. Frank just finished a very interesting thing with Sherwood and Bob Vance with Citibank in Nigeria. They used a format that would be quite applicable to other organisations---public, private, non-governmental. It seems like if we set aside time, it could be a very useful dialogue".

Ken Gilbert (note) The announcement of a funding workshop arrived today. Congratulations on having info out so far in advance. We will especially be interested in the management of money section. Not certain who will be there - but probably at least 1 person. Have you sent the information to NIRADO?

Dick Alton I have visited Misereor, Novib and EEC and all three would consider having somebody present to discuss funding in the 90's.

REFLECTIONS (Dick Alton): It seems to me that it should be easy to do these things while we are making sure we have some bread in the 90's. Hopefully you will continue to brood on the meeting and share it with the rest of us. Dick Alton, rue Amedee Lynen 8, B-1030 Brussels Belgium

## CALENDAR INPUT REQUESTED

The editors hope to publish a calendar for the rest of 1989 in the August or September issue of "the network exchange".

Please send us your relevant dates for inclusion by

JULY 1st



## THE ICA AND MENTAL HEALTH

What are the necessary roles for those who care who operate in economically sufficient countries like Japan? I'd like to share with you one of these issues which we see in Japan. We often talk about a paradigm shift; something happens and, in the process, everything changes. The paradigm shift which is happening with me relates to internal and external affairs.

When we were children, we were taught that what happens to a country internally is its own business. In many respects, I still believe in that; many things that happen internally in a country are more or less the country's own business. What happens externally is another thing. Japan did not ask to be a global power in the world, but it has become one. As a consequence, things that Japan used to do the world is no longer willing to accept as appropriate, even when and if Japan thinks they are. Specifically, this is true in the cultural dimension. You have to be very careful, I think, about what you do relative to the culture of a country. But it is becoming clearer to me that what Japan does culturally and socially is influencing all of us on the planet earth.

A case in point is mental health. All of us, from the various cultures from which we come, have done both good and bad things in mental health. In Japan, I feel that it is philosophically and socially a bigger problem than in the United States and England. In some respects, the situation is very complex in Japan.

The ICA's involvement in mental health resulted from a contact with Dr. Haruo Akimoto, who was then president of the Epilepsy Foundation of Japan. Some years ago, we talked with Dr. Akimoto about a mental health trip which he had taken to the United States. He said he would like us to do a similar tour and then report to him what had happened in mental health between the two tours. In June 1988, Shirley St. John, myself, Tony Dalby who is a British social worker, and about ten Japanese did this tour.

In December 1988, we took another trip to the United States, and this time most of the people were related to vocational rehabilitation. In the last twenty years, vocational rehabilitation in Japan has been almost entirely physical rehabilitation. At this moment, they're beginning to raise the question of not only physical but also mental rehabilitation, so some of the things people saw in America were very exciting.

At first, people from Japan went to America. Then in September 1988 the interchange of people and ideas began going in both directions when Mr. Rudyard Propst, the education director of Fountain House in New York City, came to Japan from the United States. Fountain House is a clubhouse for chronically mentally ill people; its uniqueness lies in the fact that it is operated by members and staff who are on an equal status. It has also seen the gifts of replication; there are currently over 200 Fountain House type clubhouses in the world.

In April, the executive director of the Mental Health Association of Sacramento visited Japan for a week. She talked to self-help groups, the Japan Association of Mental Health and to groups formed by parents and other relatives of mentally ill people. In May 1989, Steven Ekstrom, the Executive Director of CROSSROADS, visited Japan for a week. CROSSROADS provides services to companies, and most of their workers who provide the services are mentally ill people. They are an excellent demonstration of vocational rehabilitation of chronically mentally ill people.

In August, Mr. Propst has invited people from Japan to Fountain House's bi-annual world conference in Saint Louis, Missouri. We're hoping that 15 or 20 people will be going to the conference. In December there'll be the second trip to California dealing with vocational rehabilitation. We're hoping that this will become an annual affair.

The ICA's concern...is to deal with the contradictions which block the development of the human factor. In Japan, dealing with attitudes toward and treatment of people who are mentally ill certainly responds to this concern. Wendell St. John, 4-5-8 Akatsuzumi, Setagaya, Tokyo 156 Japan

## ANNOUNCING THE SECOND EDITION OF THE ICA DIRECTORY

TO BE RELEASED 1 SEPTEMBER 1989

*unexpected openings*



*fresh surges of air*



*new foots in doors*



*and a few challenges*



**THE ASIAN SKUNKWORKS**

The Sphere East Skunkworks meeting of the Economic Network was held at Fraser's Hill in Malaysia, April 17-23, 1989. Fourteen representatives were present from Kuala Lumpur, Bombay, Sydney, Hong Kong, Singapore, Taipei and Tokyo. The focus of this Skunkworks was on three major arenas: 1) the depth human significance of what we are doing now, what is happening to individual lives and organizations we are working with and what we are learning from our rapidly expanding work with the economic community in Asia; 2) the next steps in developing the practical forms of cooperation and interaction within the Asian Network; and 3) the creation of preliminary images and models for researching and making concrete recommendations for the 1990 global gathering in Asia.

Along the way, the group discussed and shared reflections about the transformation that we are experiencing as a body, the emerging forms of our community, the urgent task of staff development, the emerging ethic of service and coordinated marketing strategies. It did briefings on a wide range of new programs and shared over twenty constructs, held daily Jean Houston exercises and reflected on their applications in our business seminars and experienced a profound address from The Fisherman's Guide in a six a.m. collegium on the new systems template for the nature of reality itself. The group also found time to celebrate its common task in history in the rainbow of cultural opportunities.

The overarching question of this Skunkworks was "What is now required of us?" With a current average of over 500 participants per month in business programs across Asia and projections of this reaching 750 by year's end, the issues of expanding and synchronizing operations were far from academic. Amidst the wide variety of our present structural forms, we discovered a deep resolve to create increasingly powerful linkages among those whose lives are committed to being the ICA and to re-empowering the workplace for the sake of our planetary future. Specific decisions were made to create common marketing materials and strategies as the Asian Network, with each location listed on the new format, to use the Image journal and Meet the Future book across the Network and to establish a system for staff interchange between offices. The decisions presently facing several of our offices about whether and how to expand our work into other nations and how we now take steps to qualify and certify both old and new staff were other topics of serious reflection at the meeting.

Early in this event, it became clear that we are already one common teaching-learning community, and that our clients are all experiencing common evolutionary challenges. As we recognized our practical and depth commonality, it became clear that now is the time to intensify our network relationships and to begin building a common practice and mythology of service and transformation of the workplace across Asia. We decided to develop further our physical, spiritual, and moral disciplines, thereby creating a new template for our organization and action for the 1990's.

The Asian Economic Network, known locally as either ICA and/or as LENS International Inc., operates as one living organism. It holds the values of profitability and benefit, contributing to the transformation of organizations and society, giving people new images of uniqueness and purpose.

John Epps, Lot No. 9889, Lorong Awan Biru, Bt. 5, Jalan Kelang, Taman Yarl, 58200 Kuala Lumpur Malaysia

**IERD PUBLICATIONS**

The following is ICA Belgium's analysis of the results of marketing the IERD Series since 1985.

**Vol 1 (Directory...)**

212 sold from this office (since 1985)

**Vol 2 (Voices...)**

181 sold from this office (since Aug 1987)

**Vol 3 (Approaches...)**

215 sold from this office (since Oct 1988)

- one-third of the Vol 3 orders have included additional orders for either Vol 1 or 2
- 100% of our marketing in the last 3 years has been done by Dutch apprentices
- development periodical articles have produced sales and new market possibilities. Articles have appeared in the past 3 months in 3 Dutch magazines, as well as IFDA Dossier, IRED Forum, and NGO Management.

Other ICA locations have gradually begun **READING** Volume 3, and excitement in the potential of the marketing of this particular book is growing. We are discovering that some of the ICA authors included in the book have not seen copies of the book itself. It is our experience that as ICA offices browse through Vol 3, it occurs to them immediately that they could use 10 to 20 copies. They then contact us to see if we can cheaply send them this many copies, as well as flyers. Will we? Yes, for a discounted price. We have purchased our current stock from K.G. Saur at 50% discount, and our budget includes recovering the full 100% price of the books, at \$25 a copy plus handling costs. Taiwan, New York, Seattle and Bombay have all explored different options in the last months, and used different methods of procurement.

The cheapest way to order is directly from K.G. Saur, who will sell to ICA offices (only) at substantial discount, and will send them to you (at your cost) from Germany, which has the cheapest postage in Europe. Their discount rate, wonderfully negotiated by George Walters et al years ago, follows:

- copies 1 - 24 no discount...\$20 per book ICA price
- copies 25- 49 20% discount...\$16 per book ICA price
- copies 50- 74 30% discount...\$14 per book ICA price
- copies 75-150 38% discount...\$12 per book ICA price
- copies 151 + 50% discount...\$10 per book ICA price

K.G. Saur will allow a reasonable amount of time before he presses for payment, and no payment is required in advance. One can order through Paul Fertl, K.G. Saur Verlag, Postfach 71 10 09, D-8000 Munich 71, Germany

Please note, we have found that all communications with this company need to be typewritten - handwritten materials are often confused and misunderstood - and congenially confirmed and re-confirmed in writing. They are a very small company with a very tight profit margin and our casual business manner sometimes leads to poor service from them. Paul Fertl, for example, has no secretary that can handle our basically English-speaking business.

ICA Belgium is looking forward to marketing *Winning THROUGH PARTICIPATION* to a new target audience, as well as our best IERD Series customers, and to expanding the "kit" of ICA RESOURCES that are available through us here.

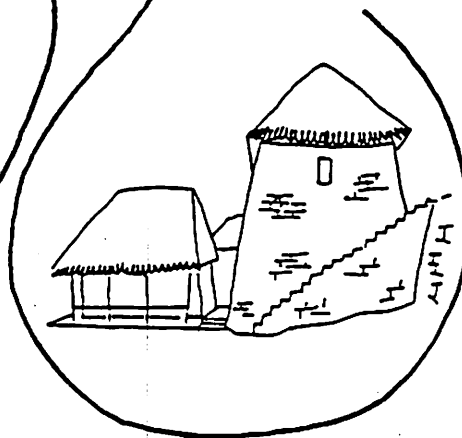
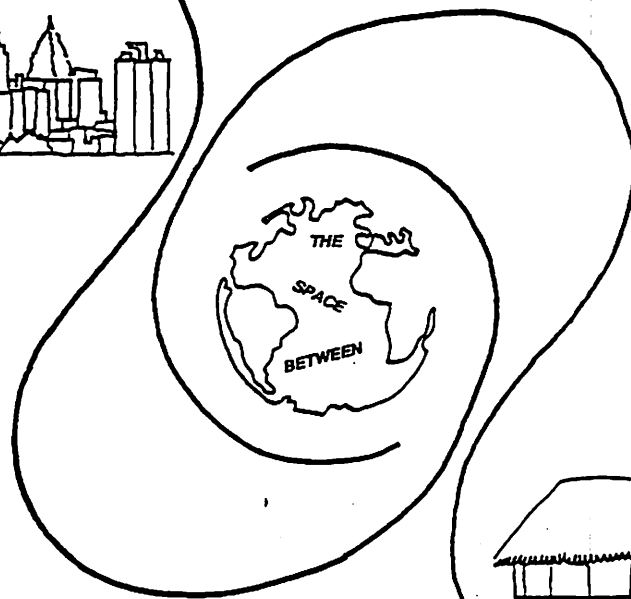
Linda Alton, ICA Brussels, rue Amedee Lynen 8, B-1030 Brussels, Belgium

MORE THAN JUST A TRIP  
MORE THAN JUST A COURSE  
MORE THAN JUST A TOUR

IT IS...



THE SPACE BETWEEN HERE  
AND THERE  
THE SPACE BETWEEN US  
AND THEM  
THE SPACE BETWEEN OUR SIDE  
AND THEIRS  
THE SPACE BETWEEN THE HAVES  
AND THE HAVE-NOTS



### THE SPACE BETWEEN IN PERU

The Space Between is a new program designed to provide an opportunity for First World residents to experience the Third World culture of Peru on a profound level. The **INTERCULTURAL EXPERIENCE** is a 3-week experience which provides participants with an in-depth encounter with the ancient Incan civilization, birthed in the heights of the Andes mountains, in what is now known as Peru. The **INTERCULTURAL EXPERIENCE** provides participants with the opportunity to explore this culture, to learn how Peruvians are currently facing existing challenges, to see Peru from the perspective of both its isolated rural villages and the urban metropolis of Lima. They will encounter the mythology of the Incan civilization. This is the greatest known ancient civilization in South America, and still very much a part of the subtle nature of modern day Peruvians. This program provides participants with a depth and variety of cultural experiences from which deep honoring may emerge. The **INTERCULTURAL EXPERIENCE**... includes visits to promising community projects amidst urban squalor, and isolated villages in the Andes mountains, where people live much as the Incas lived 500 years ago. Peruvians are confronted with deep issues and are indeed facing these issues with their own unique creativity. The **INTERCULTURAL EXPERIENCE**... provides people with the opportunity to encounter Peru... in real life experiences. The **INTERCULTURAL EXPERIENCE** culminates with a spiritual and mythical encounter with the god of the Incas: Wiracocha, at the height of the ancient Andean temples in Machu Picchu and Q'osco (Cusco).  
Donnamarie West, Instituto de Asuntos Culturales, Bri Pumacahua 1364, Jesus Maria, Apartado 11-0630, Lima 11, Peru

### THE SPACE BETWEEN IN GUATEMALA

(ICA: Guatemala seeing the gift of The Space Between in Peru has designed the program for its situation.)

Since the beginning of the new democratic government in Guatemala four years ago, tourism has risen dramatically to well over 200,000 visitors a year. People from all over the world have been coming to see many of the natural beauty spots of this delightful country. Guatemala is also the only country in Central America with over 50% native Indian population, which adds to its cultural ambience. One of the greatest attractions is that this is one of the few countries in the world that makes by hand its own cloth with attractive colorful and ancient Mayan designs.

But most visitors to Guatemala spend their time following the usual tourist routes and leave with little or no appreciation of what is really happening culturally in this country. For this reason, we are putting together a special package called "The Space Between". It is designed to offer you a special appreciation of the Ladino and Indian cultures, the rural and urban life styles and the ancient Mayan civilization. You will acquire a first hand familiarity with some of the warmest people on earth, people who have a natural fondness for visitors from other lands. You too, as so many visitors have done, will have the opportunity to leave your heart in Guatemala.

If you want to have the kind of cultural experience that will enrich your life enormously, we invite you to be one of the first to participate in the "Space Between" program in Guatemala. We promise you that you will never be the same.

Un abrazo de Guatemala!

Manuel Samayoa Instituto de Asuntos Culturales 13 Calle 15-68, Zona 1, Guatemala, C.A.

## PEOPLE

Brasil is in need of a volunteer to work in the AMAR program (small home and community income-generating enterprises) as of the end of this month or as soon as possible. Please inform us of any prospects you can recommend. We also will need a replacement for Jo White in the CRESC (preventative health) program in January.

Abdallah and Aminah Mwamose, Anwar and Asha are moving in July from ICA Brussels to ICA Kenya.

Jim and Judi Wiegel, Jenny, Dhondiram and Shanker are moving in June from the ICA Brussels to ICA West where Jim will be working with the Earthwise curriculum, Judi teaching school, Jenny finishing high school and preparing for college, and Dhondiram and Shanker attending the Residential Learning Center.

Brian Williams has left the ICA Canada to work in the region.

TELEX CORRECTION: Sydney ( ) 177866 Attn. ICA Ansbk. TLX PRS

FAX CORRECTION: Brasil (55 21) 252 8402 Attn. Mills Equipamento for IAC.

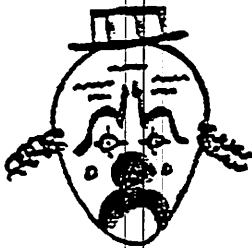
ADDRESS CORRECTION: Pune: 'Rachel Mahal' 9, Shankarseeth Road, Pune 411 042, India

### PERDU SAYS--

If you wish to SUBSCRIBE TO THE ICAI NETWORK EXCHANGE and you have not already done so, send your check for US\$ 55 to the Network Exchange, rue Amedee Lynen 8, B-1030 Brussels Belgium.

We know some of you have been so busy that you have forgotten to send in your subscriptions.

Both Perdu and the editors feel very sad about this, but beginning in August we must limit our mailing to our member organizations and individual subscribers.



DON'T MISS THE NEXT ISSUE!  
SEND US YOUR SUBSCRIPTION RIGHT AWAY!



8

The Institute of Cultural Affairs International  
rue Amedee Lynen, 8  
B-1030 Brussels, Belgium

ICA: Chicago Program Enterprise Team  
4750 N. Sheridan Rd.  
Chicago, Illinois 60640  
United States

**ICAI CORE BUDGET**  
**January - December 1989**  
**May 22, 1989**

**EXPENSES**

**Minimum                      Needed**

**Operations**

President's Travel	\$1,000	1,500
September General Assembly Preparations	1,500	2,000
Conference Participation	500	1,500
Memberships (ICVA/ICSW)	1,296	2,000
(Interaction)	2,000	3,000
UN Relations	1,000	1,000
ICAI Public Relations Piece & Directory	1,000	1,000
Books/subscriptions	180	200
Staff Travel		500

**Communications**

Postage	3,700	4,200
Phone	2,000	2,500
Copier (\$50/mo x 12)	600	800
Telex (\$100/mo x 12)	1,200	1,500

**Equipment Amortization**

Fax machine	1,500	3,000
Computers	3,300	6,600

**Maintenance**

Equipment	500	500
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**Office**

Computer Supplies	800	1,000
Office Supplies (NWE)	1,200	1,400
Bank Charges	400	600
Space Rental (\$200/mo x 12)	2,400	2,400

**Personnel**

6 Part time (500 days x \$50)	25,000	
3 Full time (\$1100 x 3 x 12mo.)		39,600
	51,154	76,580

**INCOME**

ICA Member Pledges	42,543	50,638
Sustaining Member Contributions	* 1,300	* 1,300
ICA Network Exchange Subscriptions	1,005	1,005
	=====	=====
	+ \$44,848	+ \$52,943

\* To date, contributions have not been solicited.

+ At this point, we anticipate a shortfall of \$6,308 on the minimum budget and \$23,637 on what we consider as the needed budget.

**ICAI INCOME REPORT**  
May 22, 1989

	Committed	Received
Cairo	2,500.00	2,000.00
Tokyo	2,000.00	1,000.00
Chicago	7,200.00	3,000.00
Rio de Janeiro	1,500.00	1,000.00
Taipei	1,500.00	375.00
Phoenix	4,000.00	2,000.00
Vienna1	1,500.00	300.00
Sydney	1,638.00	409.50
Kuala Lumpur	1,200.00	283.57
Bombay	1,000.00	
Brussels	2,000.00	
Caracas	1,500.00	375.00
Guatemala City	1,000.00	
Seoul	2,000.00	200.00
Abidjan	2,000.00	2,000.00
Lagos (Nirado)	200.00	200.00
Hong Kong	200.00	200.00
Nairobi	2,000.00	2,000.00
Mexico City	200.00	200.00
Lusaka	200.00	

SUBTOTAL

=====

35,338.00

=====

15,543.07

	Anticipated
New York	2480 - 4000
Toronto	1125 - 1500
Mezio	500 - 2000
Amsterdam	200 - 200
London	200 - 500
Frankfurt	200 - 500
Madrid	700 - 1000
Calcutta	200 - 1000
Delhi	1000 - 2000
Kingston	200 - 1000
Lima	200 - 500
Santiago	200 - 500
Manila	0 - 600

SUB TOTAL

=====

7,205 - 15,300

TOTAL

42,543 - 50,638

**OTHER INCOME**

Sustaining Member Contributions

	Committed	Received
Thomas	\$1,000	\$250
Howie	100	100
Cherokee	200	200

=====

\$1,300

=====

\$550

Network Exchange Subscriptions (19)

\$1,005

TOTAL

\$2,305

TOTAL COMMITTED

\$37,643

TOTAL RECEIVED

\$17,098.07



# ANNOUNCING THE SECOND EDITION OF THE ICA DIRECTORY

TO BE RELEASED 1 SEPTEMBER 1989

*unexpected openings*



*fresh surges of air*



**new foots in doors**



**and a few challenges**



**As an ICA location, this year, you have undoubtedly experienced all of the above and more!**

**SO, please send in you revised/appended Directory information by 15 July, 1989. If you like forms, use the following. Otherwise, tear out your page from the Directory and write in revisions.**

**In the mean time, do you have any suggestions re: the format/presentation of the Directory? How did you location use it? Would additional information categories be useful? Include them in your new location brief. Send your brief to the ICAI office, rue Amedee Lynen 8, B-1030 Brussels Belgium.**

**NAME/LOCATION:** \_\_\_\_\_

**ADDRESS (NEW?):** \_\_\_\_\_

**Revisions/additions to our ICA DIRECTORY entry follow:**

# GLOBAL FUNDING BRIEF

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This special one-page brief is in response to requests from Third World members of ICAI for assistance with fundraising and from members of the ICA USA Board of Directors for information about opportunities for funding ICA's work around the world.

## NEW FUNDING SOURCES

### *Japanese Embassy Grants*

Ken Gilbert has written that he recently checked with the Japanese Embassy in Abidjan about their new small projects aid program. They have three categories:

- 1) Government requested - for example the Ministry of Health can request embassy aid for a big project.
- 2) Direct aid to small projects - materials only, no cash.
- 3) NGO collaboration. A Third World NGO collaborates with a Japanese NGO and the embassy funds it. ICA is listed in the official catalogue of Japanese NGOs. (p. 112)

We recommend that you check with your local Japanese embassy about funding under this third category.

Jercon Gerards, new Administrative Director for Rio Bonito, Brazil has been researching funding sources in the Netherlands. Two which seem to have broad applicability are:

### *UNESCO Co-Action Program*

UNESCO provides UNUM cheques for materials or equipment needed for projects such as primary schools and self-help housing which are proposed by national sponsoring bodies. Australia, Belgium, Canada, Germany, Japan, Netherlands, Spain, and the United Kingdom are all sponsoring bodies. The request must come through your local UNESCO office.

### *Vastenaktie*

This is a small Dutch organization interested in local socio-economic development. Requests must come from the local community project. We recommend that any requests be made by a group and that all members of the group sign the request. Small project proposals should be addressed to: Geert van Beekel, Postbus 587, 3800 AN Amersfoort, The Netherlands.

*As none of these are previous ICA donors, the ICAI Secretariat would appreciate being informed of the contacts you make and their results so that we can keep all of our members apprised of realistic options.*

## PERU

*Nutrition and Community Health -*

ICA Peru is attempting to get people conscious and trained in the preparation of a balanced economic and nutritious diet. We also intend to decrease the percentage of illness in the valleys of the Canete. Some problems in these communities which we consider important are: ignorance of nutritive value of different foods; ignorance of first aid treatment; and lack of sanitation in the community and within homes. These problems, along with others such as over use of cooking oil and hot spices, the lack of health promoters or a nearby health center, as well as the ignorance of latrines, are the causes of many illnesses. As a solution to these problems, we have designed three programs: Nutrition; Health and Sanitation; First Aid Treatment. We will work in 12 communities in 4 valleys in the Canete Province-Lima Department. Each community has 70 to 80 families with an average of 6 children per family. The program budget is \$29,360 for a period of one year. We would work three months in each valley.

*Training in Azpitia -*

Offers the opportunity to train in various methods and techniques of community leadership. ICA trains people in the skills of motivation, cooperation and action. It lets individuals reinforce their knowledge for becoming an excellent leader, a self-starter and an effective facilitator for workshops in rural development work. These courses are taught to directors involved in social work and to community leaders. Generally, institutions or project personnel who are being so trained fund their own expenses. Nevertheless, most of the community leaders were trained through scholarships provided by national contributions or by products from their own communities. Each day, we get many requests for scholarships. We wish to expand our institutional support base by \$11,000 to develop scholarship aid for this program.

*Primary Nutrition Education -*

This program was designed for a broad range of students who live in the most deprived communities. Among their problems are: ignorance of nutritive values, daily overuse of noodles and flour, sodas, and candies. Unfortunately many families use very few vegetables in their daily menus. A basic nutrition program in the schools will teach students as well as parents. The demonstration project is to be included in the Natural Science curriculum. We will set up lecture-presentations to offer demonstration food as part of the school snack. We will search for a grant of \$15,000 for this 7 month program.

*Severely Malnourished Children -*

This program has been designed to relieve the high death rate of children under 5 years of age. Since most of the deprived communities are crisis oriented rather than preventive, it has been created to prevent illness, disease and their spread, especially to children. We have found out some problems associated with the high death rate of children under 5 years old: lack of care in distribution of foods; mothers do not bear in mind nutrition values because they have not been previously trained; respiratory and dehydration diseases. Keeping in mind these problems, we intend to

arrange a program to cover all these priorities. Our budget is \$15,000 for a program of 7 months duration.

*Training with Development Organizations -*

The objective is to develop training courses together with development organizations which are working in the high-land communities of Peru. As we worked in these areas before, we are aware that most of the organizations have limited budgets for training. The ICA has been asked to conduct leadership training programs in their own communities by an increasing number of organizations and rural villages who have experienced ICA training methods but could not send many of their people to the training programs. In Azpitia, ICA fosters local initiative, promotes participation and approaches to motivation which encourage people to handle their own problems. ICA facilitates programs to develop leadership skills as well as systems for exchange of resources, expertise and other forms of cooperation. One of the problems in these communities is the lack of trained leaders to involve people in developing their own plans. Since no organization or training program for doing self-development exists, many communities lack basic services, including sanitation. Also, many people emigrate to the capital, Lima, to look for a better living standard. To cover this program activity for 6 months, we have prepared a budget of \$15,000.

*Structural Improvement of Training Center -*

The aim of this program is the improvement of the training center to permit us to provide better service to the practitioners who participate in our training programs. The Center is situated in a rural community called San Vicente de Azpitia, 90 kilometers south of Lima. It is a demonstration site where ICA started its pilot project of Human Development in Peru. We conduct 6 to 8 different kinds of training yearly with an average of 30 to 35 participants in each course. Participants come from neighboring countries such as Bolivia, Chile and Ecuador. As we have not finished the construction of the second floor of the Center, we are not able to offer retreats, excursions or conference accommodations to different organizations which would enable the Center to be self-supporting. For a period of one year of this improvement work, we seek a grant of \$10,500.

*Milk Supply for Cheese Plant -*

This proposal continues to support the cheese plant in a community which has developed quickly, thanks to the tremendous efforts, initiative, unity and cooperative spirit of the residents. We continue working the Fabrica de Quesos Villa, which has been operating with 10 employees since June 1986. At the present time, there is a struggle to get the raw materials (milk power) needed to remain in production. The rapid rise of prices, incredible inflation, revaluation of the dollar, then devaluation, caused the plant to lose its capital reserves at the same time that its milk supply is being limited. The plant has launched a new product, yogurt, which is in great demand. Our proposal for \$10,000 is to purchase milk and to rebuild the financial base. The plant is a social project which sells its products at a modest rate to community kitchens.

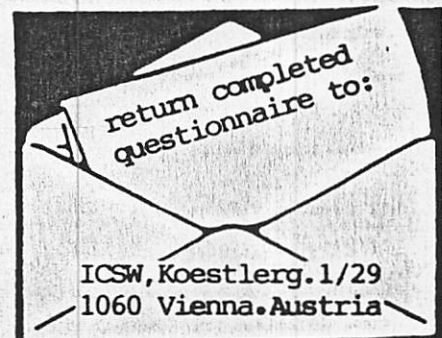


### ICSW REQUESTS FEEDBACK ON WOMEN'S ISSUES

Please complete the following questionnaire prepared by ICSW for the purpose of eliciting information from grass-roots organizations and people. Send it to the address indicated. As a member of ICSW, ICAI has the responsibility of providing feedback of this kind.

#### WOMEN'S ISSUES QUESTIONNAIRE

1. Please give the name of your organization and describe its objectives and main activities (or attach an activity report.)
2. How would your organization define the major concerns of women in your country?
3. In what way do your activities relate to the promotion of the issues: Peace, Development, and Equality which are the main themes of the UN Decade for Women?
4. Have you ever discussed the "Forward-looking Strategies for the Advancement of Women" (FLS)?  
Have you found the FLS a useful document for your work?
5. In the context of social welfare/social development are you cooperating at local/national level with intergovernmental organizations? e.g. WHO, UNICEF, World Bank, UNDP, etc.  
If "Yes" please list such projects and comment on how this collaboration functions.
6. Is your organization affiliated in your country with other women's organizations at local or national needs?
7. Does a national coordinating structure for women's organizations exist in your country?
8. What is the cooperative structure between governmental and non-governmental bodies/groups in the field of women's issues?
9. Please comment on cooperation among NGO's regarding women's issues. Please comment on cooperation between NGOs and UN organizations regarding women's issues.
10. Please describe a grass-root level project which you have carried out, either independently or in cooperation with the government or other NGOs.



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## NEWS BRIEFS

## EUROPEAN RELEASE

The European release of **WINNING THROUGH PARTICIPATION**, sponsored by ICA: Belgium and Service Ventures, will be held 26 September, 1989. The 5 pm reception will recognize users of TOP's methods. During the afternoon a small group will meet to investigate uses of the book in Europe.

## STAFF DEVELOPMENT

In Kenya, the new **Institutional Capacity-Building** grant has fifteen persons taking a health refresher course, seventeen persons taking "O Levels" and Written English classes, two in Accounting/Bookkeeping courses, nineteen in a ten-month course in "Management For Development Workers" given by Inades Formation, and twenty attending a three-day course at Kenya Commercial Bank Training School on Action Leadership.

## PROGRAMMES ACCELERATE

In Bombay, Vinod Parekh has joined Dick and Gayle West in conducting **Leadership Effectiveness** programs with corporations. Their constructs, using a wide spectrum of resources, workshops, and exercises, are available.

Jill Eglund (New York) and Susan Wegner (Houston) showcased the **Machakos Game** at The American Forum: Teaching for the 21st Century, adding 50 to their mailing list and recruiting several to the east coast game guide training in August. Susan followed this up with several games with universities in Minnesota.

From Lima, Judith Hamje, Luz Rios, and Gloria Santos have returned from six weeks of courses in Bolivia. They plan to take an apartment in La Paz in the fall and do 3-4 months of work with ADRA, Food for the Hungry, Save the Children and several other organizations. Six Bolivians will be attending the Imaginal Education course in Azpitia in August.

Malaysia reports that the Lens team has doubled their income over last year and has AIDAB money for travel scholarships for Filipinos, Indonesians, and Thais to attend their **Facilitation in Human Development** seminar. They will also be doing an Imaginal Education course with Singapore colleagues in November.

## INTERCHANGE EVENTS MULTIPLY

The **Development Network** meeting (October 2 - 11 in Brussels) will have three Third World funders attending - Misereor, Stichting Kinderpostzegels Nederlands (formerly NCK), and Wilde Ganzen.

Portugal is hosting a series of workcamps this summer, including a group of five from the States who launched their trek with a week of training in New York.

Forty persons from all continents have registered so far for the ICAI General Assembly September 24 - 29 in Brussels.

A small group of ICA colleagues will gather in Phoenix August 21 - 27 to map out the kinds of homework and action research needed to develop the 3 introductory modules of the **Earthwise Learning Series**.

## STRENGTHENED ECONOMICS

Twenty-three colleagues reflected with ICA: Australia on the last six months journey of transformation at its Annual General Meeting in May. A highlight was the **Pacific Services Team** report that it has received grants of \$99,744 for Pacific programmes.

Brussels has reconfigured into three self-supporting enterprises: ICA: Belgium (Linda Alton, Joan Seacord, Anna Stanley), Inter-Continental Operations (Dick Alton, Jim Campbell, Dick Seacord, Elaine Stover, and Donna Wagner), and Service Ventures (Bev Gazarian, Nelson Stover, Lin Wisman). The ICO will perform the ICAI Secretariat functions for the rest of the year.

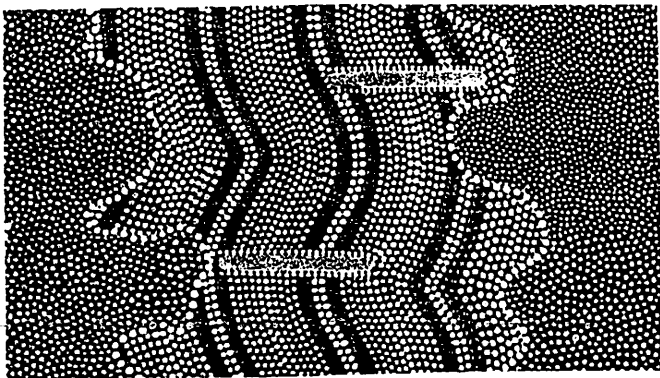
# FRINGE FIRES

A speech given at ICA Conference, Mexico, Nov. 1988  
by Kabul Ooderoo Noonuccal (Vivian Walker)

Members of the Institute of Cultural Affairs, distinguished delegates, honoured guests and friends. My name is Kabul Ooderoo and I am of the Noonuccal tribe: the traditional custodians of the lands of Minjerribah, (Stradbroke Island), situated in the waters of the sea spirit, Quandamooka, (Moreton Bay), lying on the east coast of the land now known as Australia. I bring you tidings from my mother, Ooderoo, who was initially approached to be with you at this conference but is unable to travel due to ill health. She has asked me to convey to you on her behalf, that she is with us in spirit and that her spirit will remain with you here in Mexico until you choose to return it to her.

I'd like to take this opportunity to thank the Institute for inviting me here as the indigenous Australian representative. It is only through consultation between all the tribes of this planet, acting under guidance from indigens that the desperation of current times, which we have all gathered in this instance to ponder, can be alleviated or remedied in any meaningful way for all of this earth's peoples.

I have been asked to talk to you about how the Aborigine of Australia has managed, (given the war crimes committed on the culture by the Anglo-Saxon horde), to retain our cultural identity. Further, it has been requested that I relay to you the processes by which this has been achieved and to make recommendations on how these processes can be applied on a global basis. I have called my collection of words "fringe fires".



Two hundred years ago, the land now known as Australia was invaded by a warring tribe possessing a culture of such physical, emotional and psychological violence that the indigenous inhabitants of the land, upon discovering and viewing their behaviour were convinced that the world was being brought to a swift ending by unhappy spirits from the past.

The coming of the ghosts, marked the modern history of Australia. When the sacred shores of my people became the dumping ground for the "undesirable elements" of the most crowded and depleted lands and social order of old England.

These perpetrators of unnatural acts were obsessed with inhuman and irrational studies concerning the evolution of species and attempted to continue their traditions of sadism and discrimination in the new land. Naturally, the first to

suffer under this "mother rapists mentality" were the traditional custodians and occupiers of the land, the Aborigines.

There were many reasons why the colonists considered Aboriginal people to be lesser than apes. There were the obvious things, like our nakedness and standards of physical beauty, but there was also their greed-based refusal to comprehend a highly successful, non-European agrarian civilization, who believed in and maintained a strict code of moral behaviour for all people. We "pagans", were soon to learn that the equivalent social order in the invaders' world was most brutally maintained by the liberal use of the infamous "cat-o'-nine-tails" whip.

We need not labour these facts too much further for the purposes of this event, except perhaps, to take note and to remember that these basic living differences between the two cultures created a fundamental clash then, and the modern issue of the diametrically opposed philosophies continue to clash now. Blind prejudice to cultural differences are still being perpetuated and upheld today by the invaders of the land now known as Australia.

The cruel bludgeoning of the traditional people by the invader, the atrocities, the rapes, both physical and spiritual of both people and Mother Earth, the mutilations and murders are, sadly, a familiar story, one known intimately no doubt by many people here, for it is indelibly imprinted upon a mature cultural memory which cries out for Mother Nature to provide her inevitable balance of justice and compensation.

Indeed, this most sacred site and lands of Tenochtitlan where we now come together, belatedly though it be, to search for the natural cures for a troubled humanity, has witnessed a most appalling carnage, completely similar to the one of which I speak. The great human indictment has, and unless great heed of her many obvious warnings occurring in the global ecology is taken by us now, will be repeated again and again all over this world until there is no humanity left to gather. Since the invasion of Australia, Aboriginal people have retained a strong cultural identity regardless of initial and continued attempts at destroying essential matrilineal and patrilineal blood lines and moieties, and despite the resulting enforced social separations and creation of differing skin colours and caste systems. I am what was known in the white Australian world as an "octoroon". That is, an Aboriginal person possessing more than one eighth white blood, and therefore, able to be "civilized".

My kind were taken from their Aboriginal families, their mothers, and put into what can only be described as concentration camps. Whites called them missions and reserves. It is our history that every religious zealot in so called Christendom diligently applied themselves to the mammoth task of our civilizing. This, however, proved not to be an easy task and largely failed. The people of this background retain a rigid, adamant and powerful pride in their cultural heritage aside from the fact that just about every European religious denomination exists within the social network.

Traditional people still exist in the centre, west and northwest. Their living patterns, though affected by the



invasion, remain largely intact, albeit that they are more sedentary today in terms of traditional seasonal movement. Traditional and close to traditional living people retain this integrity solely due to the fact that the invasion hit on the east coast and their lands, being so remote, remained largely inaccessible to the Englishmen.

The retention of a strong identity within Aboriginal people comes solely from the application of the indigenous logic. The people rejected, (and were forced to reject), the English living systems. Relegated to the fringes of white society, it was logical to inhabit the rubbish dumps where building materials and food could be found.

When the invaders discovered that their process of civilizing the Aborigines, which was to teach them to quote passages from the Bible, to scrub and clean and service their bedrooms but not to read or write, was unsuccessful, the natives were discarded to the fringe settlements. Since they could not be domesticated, that is, made into slaves, and since the women who had birthed half-caste children were an embarrassment to the white male property owners, it was both comfortable and convenient to the white society to sanction fringe settlements. But the fact that the Aborigines could not be forced into slavery fuelled the Anglo-Saxon theory that the Black Australian was a sub-human species. The mere fact of their carelessness in carrying out the simplest tasks for their masters proved it.

The people lived in these camps for one hundred and fifty years. They had no choice. The destruction of the natural waterways by the introduction of alien animals meant destruction of the natural food sources. Normal processes of reciprocity, or trade, between differing cultures, was not conducted. The wholesale slaughter of natural wildlife caused the people to take the alien species for food. This seemingly normal act of reciprocity brought reprisals of mass shootings and poisonings.

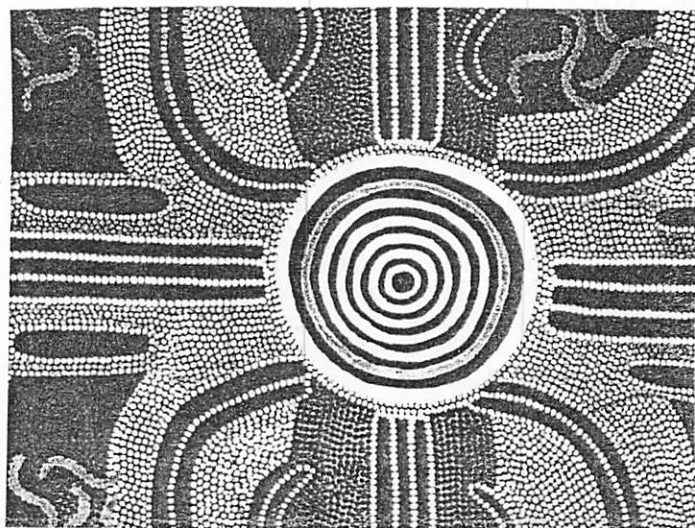
Aboriginal society was and remains to this day a matriarchal society, the women controlling the economic base in the tribal circumstance through the food gathering tradition. When the tribal men realised the real purpose of the ghosts was to steal their land and their women, the spears started to fly in earnest. The imbalance of weaponry was the swift decimation of the tribes whose remains found their way also to the fringe camps.

But it was around these fringe fires, whether tribal, mission or urban that the great matriarchs of our society passed on the old traditions in hushed whispers at sleeptime to multicoloured babies for fear of angering the men of God.

Much to the indictment of non-Aboriginal Australia, fringe shanty towns still exist. It was not until the 1960's through the efforts of outraged and frustrated Aboriginal leaders and their white supporters that living conditions in all fields, legal, health, housing and education were brought to the attention of the government and the general public. Our civil rights movement of the 1960's coincided with others worldwide of which I am sure you will all be familiar.

Since state and federal governments were completely apathetic, if not purposely blind, to the conditions that Aboriginal people were living in, the people took it upon themselves to bring on the changes to the Australian constitution which would better their living conditions. In a 93%

successful referendum, the most successful in Australian history, Aborigines finally became citizens of Australia and were included in the national census.



Once again, it was the Aboriginal women who paved the way for the men in the most significant political development to be achieved for Aboriginal people by Aboriginal people in this century. The men and white Australian supporters took up the call and carried the fire of that event and time onto the equally important achievements of establishing medical, housing, legal and education services which are still strongly in operation today, having been locked into the Australian political system. There can be no doubt, however, that the great female flame, the very basis of our society from time immemorial moved to not only keep our culture alive, but metamorphosed to propel us into a new type and phase of survival. The dog eat dog type of survival of the Caucasian man's twentieth century.

The situation today in Australia is much the same in terms of white Australia's belligerent and bitter refusal to admit their alienness to the landscape. This idiocy is the cause of massive soil erosion, pollution and salination of waterways, native species genocide, and a myriad of other earth and sky damages. This situation, I am sure you are aware, is being repeated all over the world. Completely similar situations of disease and unhappiness are occurring everywhere at an ever increasing and alarming rate.

The indigenous peoples of the world must act now, and the others must listen. There is no time anymore for irrational, racist principles to exist while we all effectively drown in our own filth. The Caucasian races must stop yelling racism like spoilt children when indigenous peoples come together to council. Indigenous peoples must cease their forgiving the white culture of their gross ecological misbehaviour on the basis that they just do not understand. It is time to stop!

For let us consider for one moment the reality of what is happening in the world at the hands of people who are not birthed from the lands that they now swarm over and infest with garbage. A great percentage of this planet's seal population has just died due to pollutants in the sea. An abnormal suicide rate of sea mammals of all descriptions is taking place. The entire eastern sea board of the United States was closed last summer to swimmers because of the diseased garbage on the shores. All earth temperatures this next year

*continued on page 7*

# FOUR NETWORKS

## DEVELOPMENT MORE FROM MEZIO

**THE GERMAN STUDY CAMP...**Cristof and the Frankfurt staff arranged for a group of German agronomy students to come and spend a week with us in April, not to build something, but to study. It was our first attempt at hosting a cultural exchange of this sort, but we were very pleased with the results. A group of 23 is big, but we put all of the men on the floor of our new training center, and spread the women around the village. They were divided into interest groups: EEC, women lifestyle, and land reform, and came packed full of questions. We kept them going day and night, interviewing the priest, junta man, coop groups, and just sniffing around the village, looking at cows' feet, sheep stables, and natural compost. The beer consumed was amazing, as well as the nippy meals served al fresco on our patio, the only place they could all fit at one time. Having their own bus allowed them to go everywhere, with us included, so we enjoyed several outings with them. Late night talk sessions, and analytical meetings after the field work seemed to draw us together, and it was with sadness that we saw them depart. Thanks for the 100 kilos of linen seeds, guys, and for giving us a new way of seeing ourselves, our work, and our relationships here in Mezio.

**EEC TRAINING COURSES...**When the word came that we could start our five 227,000 USD training courses, we were overjoyed, for we had been working a month on recruitment. We decided to stagger their beginnings to get our systems in place slowly and securely. Lettie started teaching her linen weaving course in Picao right away, since she had 25 young women with looms ready and waiting. Jutta also started her cheese making course in Gralheira, defying all previous patterns by going there for three days to live and sleep while teaching in our most remote village. Albert has slowly begun his course of electro-mechanics in Gosende, one day a week, knowing his class will continue until April of next year, at this rate, but fitting it to the young farmers' hay schedule. Just this week we came up against our toughest challenge: the EEC suspended our courses until we get our accreditation, we are trying to hurry the structures that exist to straighten out this bureaucratic snafu so we can go ahead. We await their decision, and are holding on the other two courses until we get the green light. Keep your fingers crossed for us.

**ROTARY VISIT...**The Lamego Rotary Club, struggling to figure out their role in the Montemuro Human Development Project, hosted a group of 48 Rotarians from Coimbra who wanted to see development first-hand. Amidst all the fanfare and sumptuous banquets, they did manage to visit Relva and see the women's coop and talk with the villagers. Because of the visit, the Rotarian network has been extended, with new people ready to help, within the boundaries of their professions. Also the Lamego Club learned a lot about what has happened in the Project this last year.

**SUECA TOURNAMENT...**On to more earthy news. Sueca is the local people's card game. Everyone plays it in the taverns and just sitting around on Sundays. Last year we held a tournament for people over 50, in an attempt to think

of an activity for the Elders, but the younger generation felt cheated. As did the women, who were not included. So, this year there were no age or sex limits. Indeed, there was a men's and women's division. Fourteen teams from across the Montemuro gathered on the ICA patio to enjoy an afternoon of cutthroat card playing. As fortune would have it, our trophy man in Castro Daire has located trophies with little cards on the top part instead of men athletes running or kicking, a great source of delight to the champions. Codecais and Bigorne won in the men's division and Queta and her two sisters playing for three villages, coming in first and second. This event could go on forever and everyone would be filled with passion by it, since card playing evokes so many emotions.

**ELDER'S EXCURSION...**The villages of the Montemuro are packed with elders, most of them living pretty isolated lives. So, the idea popped into Katharine's head to start excursions. No one knew for sure if the Third Agers would think it was a good idea, but she went to the strongest villages of Rossao and Campo Benfeito where the people signed up in droves. The festive day in Lamego included mass at the Remedios shrine, a tour of the museum, a picnic, and lots of merriment, with Katharine and Helena guiding the bus-full of elders around. Katharine took time off in the middle to go with Cathy to the wedding of their friend, Lucia. The Elders declared the outing a gigantic success, and we were proud to have thought of the idea that brought a little happiness into their lives.

**NEW STAFF...**Cila, Queta's sister, has been accepted in an OTL program which will allow her to work for the ICA, receive a salary from the government, and attend handicraft fairs for the rest of the year. She has high energy, like her sister, and will be an asset to the team. We are selecting our 4 short-term OTLs this week, out of a myriad of applicants, who will be with us during the summer to do the children's program. Arlindo is being transferred to a different program, called Youth Animators, where he will be trained by the Youth Institute to be a village developer, and then come back here to do his practicum. He gets paid a nice piece of change to be in the program, so we are happy for him.

**VILLAGE ACTIVITIES...**This is the time of year when all of our work with beekeepers takes on a new dimension, for the bees are awaking from their winter slumber, and dividing. This has brought a call for more hives. Arlindo, championing the cause of local initiatives, traveled to Porto with a group of beekeepers from Gosende, and bought hives from money received from Trickle-Up. This is the year that the honey will finally pay off the investment in equipment, and people are excited. Jutta has been working on the paperwork to get the honey coop organized and legalised, a job that demands a lot of persistence and patience. But the farmers are ready to take this big step, at long last. It is almost time for the annual Montemuro Folklore Festival, and Queta has been busy combing the villages for dancing groups who wish to participate. While the Rotarians are here, we will be constructing the open-air dance platform, and will be able to take advantage of their expertise. [This event happened on June 18, we hope with a sunny day and no rain]

# GLOBAL FUNDING BRIEF

*This special one-page brief is in response to requests from Third World members of ICAI for assistance with fundraising and from members of the ICA USA Board of Directors for information about opportunities for funding ICA's work around the world.*

## NEW FUNDING SOURCES

### *Memisa Medicus Mundi*

They fund primary health care and like to receive proposals in the local language. They take proposals up to \$25-35,000 and like to fund the whole program, not just be a piece of the action. Contact: Jack de Witt, Postbus 61, 3000 AB Rotterdam, The Netherlands.

### *Nederlands Comité Voor Kinderpostzegels - NCK*

The Netherlands Committee for Children's Stamps aims at helping children who are physically, mentally or socially handicapped in the Netherlands and in Third World Countries. In Third World countries the NCK supports projects aimed at underprivileged children with a preference for projects originating from local initiatives. They prefer giving start-up monies (1-2 years) for small-scale projects. The target group is children for whom the conditions of existence and the opportunities for growing up have increasingly become threatened in recent years.

If you think you have a program which fits these guidelines, write to Donna Wagner for the application form.

### *CEBEMO - Central Agency for Joint Financing Programs*

This Catholic organization is one of the big 5 co-financing agencies with the Netherlands government. They have a very fixed image of ICA as a Protestant organization. Therefore we recommend that proposals go to them directly from a local group and in the local language. They like to receive a request with the signatures of all members of the local group attached as a means of assuring against rip off. Requests of up to \$7,500 will be processed in less than six months. The address is: CEBEMO, Van Alkenadelaan 1A, The Hague, The Netherlands.

## FUNDING OPPORTUNITIES

### *Integrated Training Program For Community Development Leaders And Facilitators in Central America*

#### *Introduction And Background*

In the last four years, the Institute of Cultural Affairs in Guatemala has held twelve Human Development Training courses in the demonstration project village of San Miguel Conacasste, municipality of Sanarate, province of El Progreso. These courses have been based on an integrated approach to development: economic, social, and cultural. There has been an additional focus on teaching community decision-making, consensus building, strategic planning, and the transformation of negative community and self-images to positive one. The course participants have come from the rural areas of Guatemala, including the western highlands, the east, and the central area of the country. Other development agencies have participated as presenters. In the last two years alone, 163 Guatemalans have attended these courses, with an additional 40 people from Honduras, El

Salvador, and Mexico. A goal of thirty participants was set for the first courses, but in the later ones, fifty to sixty participants attended each course.

The reason for continuing this training program has been to teach practical skills and leadership abilities to those people who are isolated from advancement opportunities. At the same time, it is hoped that these abilities and skills will help orient the people toward improving their present quality of life.

In addition, people who have experienced the Institute's training program and who have seen the results in practice are requesting that the program be continued. However, to do so requires a great deal of support and coordination of resources.

Follow-up to the courses has included planning sessions in several communities, written proposals for income-generating projects, services and infrastructures, and, in some cases, funding to launch these projects, especially in income-generating and infrastructure.

At the request and suggestion of course graduates, this year we have decided to do short training courses focused on specific areas. One-week courses will link different aspects of integrated development such as Preventive Health with Income-generating Projects, and Education with Methods in Learning How to Think. In addition, three-day courses will focus on how to write a project proposal and on small business administration and record keeping for groups who already have an income-generating project in progress.

### *Some Aspects Of Development In Guatemala*

A meeting of private and governmental organizations was held recently to deal with the issue of health in Guatemala. National and international organizations met here, including the World Health Organization, United Nations Children's Fund, the Institute for Nutrition in Central America and Panama (INCAP), the Panamerican Health Organization, World Vision, Christian Children's Fund, ASINDES (Association of Development Agencies), CEMAT (Mesoamerican Study Center for Appropriate Technology), and others. This meeting revealed certain health indices including the fact that the Guatemalan government covers 30% of the population's health needs, NGO's cover another 30% and individuals cover 10%. The questions about the other 30% remains unanswered.

This meeting also revealed that although infant mortality rates have decreased, children are undernourished and poorly cared for. INCAP's long-range program of Observed Communities has discerned that only communities with a preventive health care program and with a stable economic base are making an impact on health issues. One example is the village of Santa Maria Cauque, province of Sacatepequez, whose inhabitants belong to a large agricultural cooperative, Cuatro Pinos.

The ICA has also observed change in San Miguel Conacasste where people have begun to make major decisions regarding their socio-economic situation, including establishing and joining an agricultural cooperative.

Within this national context, the ICA has decided to make use of the already existing resource of trained rural people and launch this new phase of an integrated development training program. Financial support is needed to effectively carry out such a program.

### Objectives

The purpose of the training program is to contribute to improving the quality of life, especially in rural areas, by empowering people through education. This will be carried out by meeting the following goals:

Train 150 people in a series of courses dealing with a range of topics from Integrated Development to specific areas such as small business administration, health, income-generating projects, and project proposal preparation.

Strengthen and support income-generating projects, specifically in project management; these are emerging in the provinces of El Progreso, Zacapa, Solola, Quetzaltenango, and Totonicapán.

Interchange integrated development experiences, alternatives, and methodologies with promoters, technicians and field workers from other community development agencies and institutions.

### Program Of Community Development Courses

16-18 FEBRUARY, 1989

"Small Business Administration and Record Keeping" Village of Taguayni, municipality of La Unión, province of Zacapa. This course was for 30 persons involved in the project "Improvement and Marketing of Coffee". Cost Q2,915.00 (\$1,079.68); included transportation teaching materials, participants' meals, utilities and honoraria.

23-24 FEBRUARY, 1989

"Organization, Record Keeping, Participative Methods, and Cultivation of Improved Apples." Cabrican, Quetzaltenango, 30 farmers involved in the project called "Marketing of Apples and Wheat and Improvement of Apple Quality" participate in this course. The purpose was to strengthen the group and enable its successful management of the project. Cost: Q2,616.90 (\$969.22); included transportation, teaching materials, participants' meals, space rental and honoraria.

31 MARCH - 2 APRIL, 1989

"Preparing a Project Proposal, especially Income-generating Projects". Center for Training and Integrated Development, San Miguel Conacaste, Sanarate, El Progreso. Thirty Graduates of ICA three-week Human Development Training Courses participated in this course. These people are currently compiling data for project proposals and need strengthening in this area; this enabled them to prepare a finished document and to apply for funding. Cost: Q 2,893.00 (\$1,071.48); included transportation, teaching materials, participants' meals, utilities and honoraria.

9 - 14 APRIL, 1989

"Integrated Development for Community Development Facilitators". Center for Training and Integrated Development, San Miguel Conacaste, Sanarate, El Progreso. Forty promoters, technicians and field workers from other development agencies participated in this course. It included participative methods for community organization, integrated development principles, learning to think methods and small business administration. Cost: Q 4,038.10 (\$1,495.59); included transportation, teaching materials, participants' meals, utilities and honoraria.

27 - 29 APRIL, 1989

"Small Business Administration." Village of Buena Vista, Sansare, El Progreso. This course was held for 27 women who are currently involved in establishing a clothing

manufacturing business in the village. Cost: Q 2,766.50 (\$1,024.63); included transportation, teaching materials, participants' means, utilities and honoraria.

16 - 21 JULY, 1989

"Interchange on Income-Generation Projects plus Health Training and Health Fair." Center for Training and Integrated Development, San Miguel Conacaste, Sanarate, El Progreso. This course was aimed at 40 persons: those who are currently learning to manage income-generating projects and persons who are working in the area of community health care. To enrich the interchange, presenters included leaders from projects that are already underway. Cost Q 4,008.40 (\$1,484.60); included transportation, teaching materials, participants' meals, photocopying, utilities and honoraria.

4 - 9 SEPTEMBER, 1989

"Preventive Health: Discovering Alternatives." Village of Buena Vista, Sansare, El Progreso. This course is aimed at 30 people from the community, while the subsequent health fair will include people from neighboring villages. The course will focus on nutrition, hygiene, vegetable gardens, first aid, integrated development and preparation for the fair. Cost: Q 4008.40 (\$1,484.60); includes transportation, teaching materials, participants' meals, utilities and honoraria.

1 - 6 OCTOBER, 1989

"Integrated Course for Development Facilitators." Center for Training and Integrated Development, San Miguel Conacaste, Sanarate, El Progreso. Forty persons currently working in community development will attend this course. The focus will be on participative methods in community organization, decision-making, alternatives in environmental development, and preventative health care. The Course will also include visits to pilot projects. Cost: Q3,954.50 (\$1,464.63) includes transportation including visits to other project sites, teaching materials, participants' meals, utilities and honoraria.

TOTAL COST \$ 10,074.39

ICA: Guatemala 13 Calle 15-68, Zona 1, Guatemala City, GUATEMALA (C.A.)

\$ \$ \$ \$ \$ \$ \$ \$

Are you writing proposals?

Of course we are!

Would you like more people to see them?

YES! The more people who see them the better chances they have of being funded!

Send us your proposals for inclusion in the network exchange of the ICAI  
rue Amedee Lynen, 8  
B-1030 Brussels Belgium

\$ \$ \$ \$ \$ \$ \$ \$

## ECONOMIC

### 21st MEETING OF THE CLUB OF ROME

This meeting of the Club of Rome was held in Hannover, Germany 11 to 14 June, 1989. Nelson Stover and Dick Seacord of ICA Brussels attended as guests of the Foundation of Lower Saxony.

In his opening address, the club president, Mr. Alexander King, raised some key questions. Why should the world look forward to a population in excess of 11 billion people in the year 2000? How may the great traditions of indigenous cultures intersect, rather than collide, with the process of development?

Below are some notes on the four topics discussed by the club:

#### GLOBAL INDUSTRIALIZATION

The process of change starts with perceptive turning points in history where a new view of life and its values is perceived. We believed that we could predict the future from the past, a form of one-dimensional thinking. Today we need to recognize the condition of indeterminacy.

..Mihaljo Mesarovic, Cleveland..

From the "big bang", integration conquered disintegration. Forms progressed from sub-atomic configurations all the way to complex polymers. Then DNA absorbed the nutrient broth on a cooling earth. Life proceeded from unicellular to multicellular organisms, each surviving by virtue of greater complexity. The human individual gave way to society. To what will society be forced to yield in this evolutionary process?

..Carsten Bresch, Freiberg..

The city of Calcutta is the world's clearest example of pauperization and of survival. Other large cities are growing toward the condition of Calcutta because of the sheer pressure of population. Calcutta reveals some positive aspects of survival under pressure. I observed a community living on the city dump, with their requirements for food, clothing and shelter close at hand.

..Gunter Grass, Berlin..

I see a heavy social impact of high-tech automation in globally standard products. High capital investments and low labor content make its output competitive with low wage paying national labor pools. Industry has a choice between two techniques. It may design products for its major markets in developed countries, then sell them to less developed countries. Alternatively, it could design products for local markets wherever they are and avoid the risk of bigger and better products not suited to those markets.

..Daniel Goeudevert, Cologne..

The informal business sector in Lima is unregulated and literally illegal. About 60% of the labor force produces 35% of Peru's GNP in this cashless and taxless society. It is the historical successor of cottage industries and black markets,

a practical solution to the barricade of legal requirements for doing business in Peru. The high cost of political corruption, both in time and money, frustrates the entrepreneur.

..Hernando de Soto..

#### GLOBAL FINANCIAL MARKETS

In today's market, psychological factors affect value judgments. The prevailing psychological bias now determines prices. For those who yearn for some scientific method in economics, there is no resolution to this market dilemma. In this environment, market instability may be critical and explosive.

..George Soros, New York..

There has been a dangerous propensity of governments and financial institutions for excessive borrowing and lending. In Latin America, the easy availability of external funds reduced fiscal discipline. Look at the high social costs paid by nations in extreme debt. We need debt reduction by any means short of repayment.

..Jesus Silva-Herzog, Mexico..

#### THREAT TO THE BIOSPHERE

The search for new organic compounds as industrial raw will be led by young people because of their preponderance in the world's population.

..Umberto Colombo, Rome..

The progress of man has led from language to culture to the control of fire - now to gross damage to the eco-system. There was better environmental discipline when people worshipped animals and trees as gods.

..Cesare Marchetti, Vienna..

The greenhouse effect with its collection of carbon dioxide and fluorocarbons is a challenge to the next generation. Long ago, wood burning and deforestation began the damage. Today, developing countries must find alternative energy sources.

..Peter Thatcher, Washington..

#### CULTURAL IDENTITY

There are migrations of people from third world countries into foreign cities to seek integration in the "new society". Young people drop out of school and search for menial jobs. Back home, tourist amenities rapidly displace the local people, the shacks they call home and their traditional industries, fishing and farming. I question the cultural price of success.

..Maryse Condé, Guadeloupe..

After the disasters of Chernobyl and the flooding induced by hydro-electric dams, there are a great number of back-to-nature proponents. The state used to dictate all courses of action. Now it must justify its proposals to the people. Is not moral and cultural evolution more important than material benefits?

..Chengiz Aitmatov, Moscow..



## EDUCATION

### KENYA GRASSROOTS LEADERSHIP TRAINING PROGRAMME

The Kenya Grassroots Leadership Training Programme emerged from the IERD when five projects went to New Delhi (18 people) and came back committed to the process of documenting other successful projects. In 1984 the Ford Foundation funded the Kenya National Council of Social Services to document one successful self-help groups in each district of Kenya. We implemented the programme, which included showcasing these groups at the national agriculture show and giving them small cash awards to further their work. This phase of the programme ended in 1986 with 31 districts documented.

The second phase was launched in May 1988 with funding from Misereor. The programme entailed working with 13 of the original 31 groups across Kenya plus 10 new ones in the Murang'a Diocese. The purpose of the programme was to strengthen the capacity of these local groups to develop their ideas into successful projects through careful implementation-type planning. In order for groups to develop this capacity within themselves we wanted to train at least one person from every group to be a "local facilitator". Once all the groups had been documented, the next step was to hold a 3-day training programme where one person from each group learned the strategic planning method. We used the straight LENS method of Vision, Contradiction, Proposal, Tactics and Timeline. After the training, 2-day planning seminars were held with all the groups in order to create a one-year timeline of action. Part of the programme's intent was also to have those who had been trained to go and facilitate the planning of a group different from their own. This took a lot of logistical planning to coordinate people going without teams to other groups to help

facilitate. We have just completed these activities and the next steps are to hold another "advanced" training for the "local facilitators" and then do one-day follow-ups with each of the groups to see how they are doing on their plan.

From the beginning, this programme has been a collaborative one. In documenting the original 31 groups in 1985 and 1986, the Kenya National Council of Social Services (KNCSS) received the money from the Ford Foundation and we basically implemented the programme in the field. It was through the KNCSS that the authorization came and the Districts chose the successful groups to be documented. With the current programme funded by Misereor (a German Catholic organisation) we have worked very closely with the Murang'a Catholic Diocese. It was our intent that the Diocesan Development Officer and his volunteer team be involved in the programme from the beginning to direct how it went and to learn to get the facilitators to travel to another group to help facilitate.

In the next phase we will have two thrusts. One will be to work with the current 10 groups from the Diocese to assist in further planning and facilitator training, while the other will be to work with 30 new groups. (10 other groups from the original 31 groups, 10 new groups from the Diocese, and 10 from other districts which would be completely new to us.) We intend to repeat the tested programme of PDL's, strategic planning training, planning seminars, and follow-up visits. We discovered this time that it would be more helpful if each group had two people trained in the method instead of only one so that they can act as a team. We intend to train another person from each of the 10 current Diocesan groups as a result. We may in the future train in elementary business methods and help them launch one key new income generating project.

ICA Kenya Programme Strategies 1989-1992					
	Water, Health, Sanitation	Integrated Project Plan'g	Community Income Gen	Community Participation	ICA Organisa'n Strengthening
Coast Region	School Gutters At Now Water A New Division	New Division	Women's Income Gen'n & Health Pres Women		ICA Institutional Strengthening Misereor Service Ventures Service Ventures Ext Evaluation
Eastern Region	Coltex WT New Locat'n	Leadership Trng & Integrated Dev Misereor New Dist		Embu Irrigation MOA	
Central Region	Coltex WT	New District	New District	Nyeri Irrigation MOA KGLTP Misereor	
Western Region	Food Production, Health & WT Pres Hunger Prg	New District	New District	Kano-P Irrigation MOA	
Nairobi Region	Nairobi Health SIDA, Hewlett UNFPA Continue				



## GLOBAL INTEGRITY

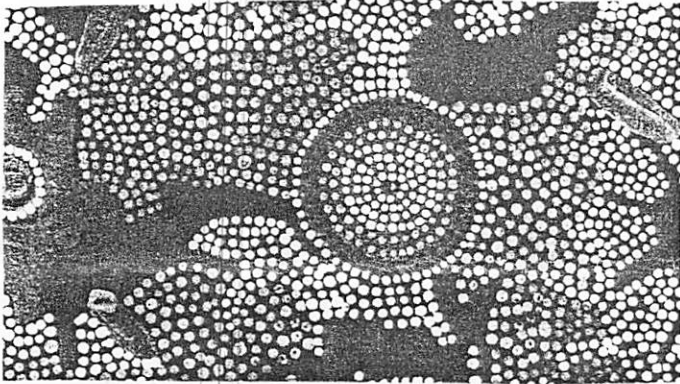
### *Fringe Fires continued*

will reach record heights breaking even those set last year due to the amount of fluoro and hydrocarbons we are unnecessarily pumping into the atmosphere. All of these conditions are not merely phenomena any more than the heightening of massive flooding and the more frequent occurrence of super destructive weather patterns. They are the direct result of an irresponsible treatment of Mother Earth by human beings.

It is only the Caucasian who believes himself to be better than nature and Mother Earth, and it is only he who seems bent on proving it at the risk of destroying all life on this planet along with himself. This man also believes that he is superior anthropologically to the very people whose living cultures and perspectives on living with nature have and always have had the answer to a most comfortable and conservative relationship to the environment. Caucasian culture knows, and has always known this. There is now no longer any more time for any more excuses. Caucasian culture ignores the truth on the basis that it would have to admit that the reverse of the Darwinian thesis is in fact the truth. That is, that the culture is adolescent to indigenous culture, that it is infantile, wasteful, irresponsible and dangerous like the undisciplined child, and that it is itself, (and not the indigen) that is the mindless Neanderthal which it has so vigorously striven to make indigens out to be for centuries in countless anthropological and archaeological studies. For make no mistake, it is not the indigen who is killing every living thing on this planet of ours, it is Caucasian culture. The present situation, however, has become all of our responsibility.

### *Fringe Fires continued*

One is pressed to wonder when the whiteman will take a



real look at his own history and sincerely attempt to gain learning from it, for the words I speak are not confusing, the concepts of which I speak are not mine and are certainly in no way a new way of thinking. The same words of warning have been spoken softly, politely, solicitously, loudly and angrily by countless indigenous spokespeople over a vast amount of time. The great Chief Seattle of the land now known as America, in his letter of reply to the great white chief in 1854 states:

"...one thing we, (the Indians), know, which the white man may one day discover,

Our God is the same God.

You may think now that you own Him as you wish to own our land:

But you cannot.

He is the God of man,  
and his compassion is equal for the red man and white.  
This earth is precious to Him,  
and to harm the earth is to heap contempt on its creator.

The whites too shall pass:

Perhaps sooner than all other tribes.

Contaminate you bed, and you will one night suffocate in your own waste.

But in your perishing you will shine brightly,  
fired by the strength of the God,  
who brought you to this land for some special purpose,  
gave you dominion over this land and over the red man.

That destiny is a mystery to us,

For we do not understand when the buffalo are all slaughtered,

the wild horses are tamed,

the secret corners of the forest heavy with scent of many men

and the view of the ripe hills blotted by talking wires.

Where is the thicket gone?

Where has the eagle gone?

The end of living and the beginning of survival!"

And in my own land, nearly a century later the words of Oodgeroo herself.

"They came into the little town

a semi-naked band subdued and silent,

all that remained of their tribe.

They came here to the place of their old bora ground  
where now the many white men hurry about like ants.

Notice of estate agent reads: "Rubbish may be tipped here".

How it half covers the traces of the old bora ring.

They sit and are confused, they cannot say their thoughts:

"We are as strangers here now, but the white tribe are the strangers.

We belong here, we are of the old ways.

We are the corroboree and the bora ground,

We are the old Sacred ceremonies, the laws of the elders.

We are the wonder tales of dreamtime, the tribal legends told.

We are the past, the hunts and the laughing games, the wandering camp fires.

We are the lightening bolt over Gaphembah hill

quick and terrible,

and the thunder after him, that loud fellow.

We are the quiet daybreak paling the dark lagoon.

We are the shadow-ghosts creeping back as the campfires burn low.

We are nature and the past, all the old ways

gone now and scattered.

The scrubs are gone, the hunting and the laughter

The eagle is gone, the emu and the kangaroo are gone  
from this place.

The bora ring is gone.

The corroboree is gone.

And we are going.

## PEOPLE

Thomas Caycho, Peruvian working for the last five years with ICA: Mexico, has completed his two-year computer specialization course.

Hiraman Gavai (ICA: Bombay) spent two months in Egypt and the Sudan on a contract with Near East Foundation to arrange participants for the second India study tour for community development practitioners from these countries.

Patrick Mbulu from Kenya has joined the ICA: UK team to coordinate the Village Volunteer Scheme, which in 1986 won a Social Innovations award.

John Rader and Nancy Trask have left ICA: New York to work in Texas.

Anna Stanley and Elaine Stover will begin a masters degree program in Human Ecology at the Vrije Universiteit Brussel in October.

Paloman and Voita Telekau have left ICA: Philippines to work with Marsman estates.

Rachmat Jjatmiko and Pak The, formerly of ICA: Indonesia, are working with CARE Indonesia.

Rose Worden (ICA: Mexico) is starting a contract with OEF International to do the startup training for a World Bank Women and Water project.

## UPCOMING EVENTS

ICA: Bombay will be hosting the second Asian Economic Skunkworks in October 1989.

The Earthwise Thinktank projected for August will take place in Phoenix later in the fall.

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## GENERAL ASSEMBLY MODIFIES STYLE OF ICAI ORGANIZATION

Brussels, 1 October 1989

The desire to modify the organizational form of the ICAI was expressed by the 59 representatives attending the General Assembly here during the last week of September, 1989. Of the 29 national ICA organizations, 21 were represented. The clearest expression of the new form came in a statement "that the ICAI be a locally driven global membership association."

This intent moved into the working group on legal form which recommended that the assembly adopt a two-tiered membership form with national organizations as statutory members (voting power) plus individuals and other organizations as Patrons of the ICAI. The group designed two levels of membership fees pertinent to these categories.

In its plenary sessions, the assembly clarified the values to be held in the new organizational concept. These values were derived from an analysis of the current major trends affecting the interaction between local ICA bodies.

In its statement of trends, the assembly said we are moving toward:

- trans-geographical linkages
- redefined corporate/individual identity
- formulating and declaring our ethical stance
- forms of action driven by local/global indicatives
- expanding impact through long term partnerships
- public recognition of our professional capability
- economic self-determination through undergirding missional professionalism
- realistic financial and property management
- increasing national organizational prowess

It considered these to be our values:

- imperatives are derived from indicatives
- we all played today's game and no one left - we are still here - "we are"
- corporate proficiency - we do things together and well
- all the things we created in the past are not outdated; they are no longer prophetic but actual
- redrawing the circle of "we" - may be different; may be the same

- the value lies in doing it
- self determination individually, locally, nationally
- making a difference - conscientization - awareness - that they can make a difference
- globality
- self-sufficiency
- partnerships
- multi-cultural pluriformity

With these values in mind, the assembly spent all of its second day in plenary session to specify the functions to be performed by the international organization on behalf of its membership. It then formed nine teams to work out details of the ICAI structure and operations within these categories:

- ICAI Board configuration
- Budget for 1990
- Membership policy
- International program report
- Global gathering rationale
- Ensuring multi-cultural staffing
- Funding local initiatives
- Relations with international agencies
- Implementing bodies (within ICAI)

On Wednesday evening, the assembly was ready to take a break and to enjoy the ambiance which Brussels, the capitol of Europe, offers to its foreign guests. Each participant received a packet of local currency and a guide to the city. Many took advantage of the Japanese cultural festival events which were scheduled at many sites in the city, including the Grand Place and the old neighborhood of Peter Breughels.

They returned to work on the world at large the next morning.

The assembly continued a sequence of workshops and plenary sessions to refine team proposals. By the morning of the fifth day the plenary sessions had affirmed:

- The next General Assembly to be in Taipei in November 1990, including a meeting of the Board
- Membership policy: national organizations plus patrons, with a rationale for dues to ICAI
- Board selection criteria and election process
- Secretariat functions and budget
- Working locally with international agencies

continued on page 4

# THE RAINBOW SNAKE

(Part II of a speech given by Kabul Ooderoo Noonuccal (Vivian Walker) at the ICA Conference, Mexico, Nov. 1988.)

But the world is changing. The natural balances are coming. Let us hope that it will not be too late. Let us consider for another moment the reality of what is happening in this world in racial terms.

There can be no doubt that the indigenous peoples of the Southern Hemisphere are embarking on a natural course of balance with respect to their striking for indigenous autonomy of occupied lands. This is to be expected and accepted, (if we are clever), after hundreds of years of evil and ugly colonial yoke.

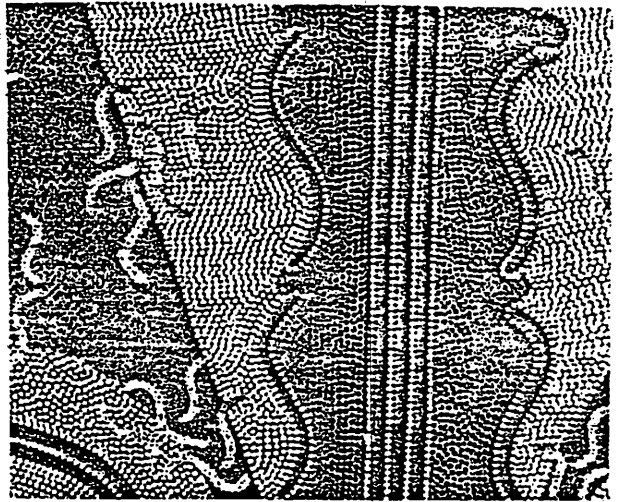
There can also be no doubt that in some cases like in South Africa, where a fanatical minority, using Christianity as their motive, anthropology as their weapon and technology as their alibi against the traditional land owners, can only end in the most dreadful letting of blood, the likes of which has not been seen since the second World War. I need not spell out the similar patterns emerging in this part of the world.

These indigenous strivings to regain control of traditional lands are profound in their indication that indigens have had enough of this insane mismanagement and abuse of the Earth Mother. We must always hope that the ecological disaster we are experiencing globally can not only be retarded, but actually reversed in the future. That is, if indeed there is to be a future for humankind living under the umbrellas of nations who have, at their heads, nationalist fascist boys who long to play with atomic toys.

But let us make no hasty mistake when pondering this natural, long awaited and coming shift of the Southern Hemisphere. Indigenous autonomy in every sense, that is, economically, culturally, socially and psychologically, is the only solution to racial harmony, and global recognition and application of indigenous perspectives with respect to the earth are the only solution to the ecological rebalancing of this planet.

Fundamental keys to traditional indigenous learning processes and perspectives concerning human behaviour toward Mother Earth can and must be injected into the global society of the future. It is the responsibility of Caucasian culture to concede that it and not the Indigen know little about relating to landscape. In the case of landless peoples, that is, peoples of any race who by design or unintentionally inhabit a place from which they did not culturally spring, must pledge to sincerely attempt to ultimately comprehend and communicate with the landscapes they now inhabit through the indigenous culture of that territory. Then, and only then, with the proper care, correct protocol and courtesy, (which after all is demanded by the Earth Mother, and is the reason why the concept of land ownership is alien to the indigen), will land development and economic exploitation succeed in providing a maximum benefit for all peoples.

Many of the traditional keys of indigenous perspective and value can be adopted in a wide range of basic living patterns. Those that spring immediately to mind are the three principles of initiation, patience, tolerance and silence. Basic



cally, the tribal child, (in this case, Caucasian culture), is spoilt rotten until puberty, at which time she/he is handed over to the elders, (in this case, indigenous culture), to learn and practice these three principles as survival techniques.

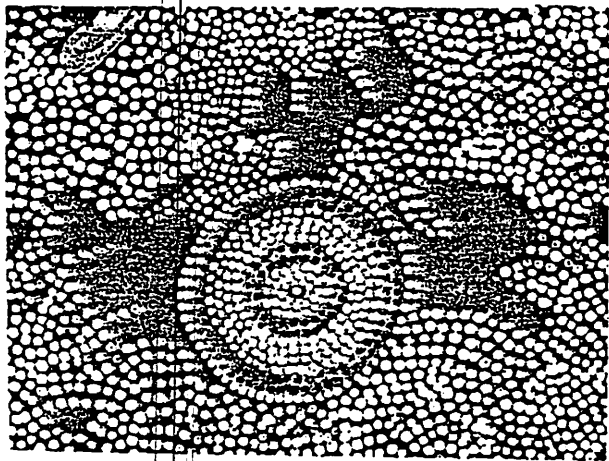
In the Aboriginal circumstance (for from the perspective of indigens, it is the height of bad manners and completely improper to speak as if with authority of any other), the boys are given over to their older uncles and cousins to be "grown up men." I cannot speak in detail of women's initiation for this is a strict taboo. Suffice it to say that male and female Aboriginal society existed on equal plains. Both sexes have strictly secret and sacred ceremonies for very good reasons. One is simple. The retention of fascination between the sexes. We must be most careful in a modern context also. For if a women's ceremony is sacred and not to be viewed by men or the uninitiated then there is good reason for it and vice versa.

It is disturbing that the status of the sacred ceremony in indigenous societies is often being ignored by anthropologically motivated academics from non-indigenous society. This, in my view, is the greatest danger to the preservation of indigenous integrity and make no mistake, its preservation is paramount in terms of the future. I would like to take this opportunity to express my complete disappointment, (and there are other words I could use), at the set of photographs adorning the walls in the theatre lobby depicting contact with the rainforest people on the Amazon. I would, however, like to recommend them for viewing as a perfect example of how paternalistic patronising anthropologically based political fundamentalism and Anglo-Saxon principled academia manifests itself to the complete and utter disadvantage of absolutely everyone.

Women's initiation, however, in Aboriginal society was not as rigorous as the men's. The tribal elders evaluated that the female child is naturally stronger than the male child by virtue of her birthright. Women, through childbirth are able



to "comprehend" severe pain and because of menstruation are not likely to faint at the sight of blood. Aboriginal boys, therefore, were cut across the upper chest in order to condition them to the sight of severe blood flow, to understand and tolerate severe pain, and to foster compassion for the female during childbirth. From puberty up until all of the incisions, (awarded by the elders as rewards for achievement in the three principles), are made, that is, the teens, the initiates must not speak until spoken to. The elders consider that during this formative stage of growing, the teen-ager is "a nothing person". She/he is neither male or female, child nor adult and therefore is unable to provide valuable perspective until passing tests of adulthood. This is so different from modern culture where parents encourage their very young to speak up and out about issues and concepts they have not the capacity to understand, let alone comprehend. Tribal Aboriginal people often regard white Australian parents as being cruel to their children because they make them work from such an early age, denying them their childhood. They are, of course referring to what they consider are cruel applications of non-fun-and-games play-acting teaching methods used in Anglo-Saxon pre and primary school teaching systems.



Thus the three principles of initiation were applied in the tribal circumstance. It is obvious how valuable this training would be in a modern context. The current situation world wide regarding drug abuse in the society alone must prompt us to think very deeply about how to implement traditional learning keys into a contemporary society. Other areas are health through traditional medicines, education and even housing. With all these things in mind, I firstly would like to recommend that the ICA and this conference acknowledge and commit themselves to the great indigenous well of wisdom open and available upon request to all of us as the fundamental mechanisms of change for the future.

NOTE As artistic adviser to the Aboriginal National Theatre Trust I have the pleasure to belong to a group of young Aboriginal people who are fighting to create a national and autonomous Aboriginal theatre organisation with a view to heightening self esteem and providing role models to Aboriginal youth. The creation of this body has meant a complete and meticulous examination of our society in terms of enforced Anglo-Saxon conditioning and has provided us with essential methods of reviewing theatrical works written by non Aboriginal writers about Aboriginal people and culture. Intense script and character analysis along with close examinations of political and psychological lines in these works from an indigenous perspective has enabled us to present a number of works of great educational value to

people of all cultures. This action, however, and sadly, has come from our great fatigue, frustration, disappointment and anger at witnessing our people painted as "the noble savage" and witnessing our men depicted as having no intelligence and our women as having no dignity in countless film and theatre productions.

I therefore, would also recommend that this conference begin constructing a blueprint for the global village of the future. We of the South Pacific must provide the working model of socio-economic and ecological harmony for all peoples. There is no doubt that education, correctly applied, can meet our future needs in these terms and recognition and acceptance of the enormous value of indigenous and ethnic teaching methods is a step in the right direction for an evenly balanced future.

I further recommend that this conference initiate a world council of indigenous peoples to operate completely without interference from any other category of person. This council's recommendations should be completely unaffected by any persons or organisations and passed along intact to the United Nations through this organisation.

In closing, I wish to state that much can be done in terms of educating a global audience about indigenous perspectives toward the land through the mechanism of theatre. I would like to quote a piece that Oodgeroo and I wrote for the Rainbow Serpent Theatre which played to a total of three million people at Exposition 88 in Brisbane this last year. It is called "The Rainbow Serpent".

"Well, Giddy, Giddy all you earth fullas.  
Come, sit down my country now.  
I see you all come into sacred place of my tribe to get the  
strength of the Earth Mother.  
That Earth Mother...  
We are different, you and me.  
We say the earth is our mother,  
We cannot own her, she owns us!

This rock, and all these rocks are alive with her spirit.  
They protect us, all of us.  
They are, what you fullas say now, Temples!  
Since the Alcheringa, that thing that you fullas call dream-  
time.

This place has given man shelter from the heat.  
A place to paint, to dance the sacred dance and talk with  
his spirit.  
How does one repay such gifts?  
By protecting the land.

This land is the home of the dreamtime.  
The spirits came and painted themselves on these walls  
so that man could meet here, grow strong again, and take  
this strength back into the world.

This my Totem, Kabul.  
You know her as the carpet snake.  
She my tribes symbol of the Rainbow Serpent, the giver  
and taker of life.

Sometimes she is called Borlung, sometimes Ngalyod.  
She has many names, that wise one.  
When the spirits of men have been made strong again by  
Kabul,

*continued on page 7*

# FOUR NETWORKS

## DEVELOPMENT

### TUPOU YOUNG FARMERS ASSOCIATION

Following the success of the Youth Employment Initiative Project involving the TYFA and the ICA Tonga, the Tongan community has developed an awareness and respect for the Association's contribution to the nation's development. This has led to the Free Wesleyan Church's confidence in the TYFA and subsequent request to establish and manage the Mahinae'a School. The Tongan Education Department and Ministry of Agriculture have begun to work in collaboration with some of the Mahinae'a courses. This project will continue to develop such relationships. ICA Australia will play a role in linking the school with relevant organisations within Australia and the Pacific region. Such links will be of a partnership nature and will continue beyond the project period. The major arenas in which this assist the school will be produce marketing, curriculum development, and provision of low cost/in-kind goods and services. Already the ICA has linked the school with the South Pacific Trade Commission (Sydney), Pacific produce importers in Australia, young farmer groups in Australia and agriculture colleges who share with the TYFA, an approach to agriculture that is ecologically and socially responsible. The request for ICA's assistance with the development of the school came from the TYFA Board.

The Mahinae'a Farm School will be a major focus of a regional project designed to link youth economic development projects in the Pacific nations. This is called the Pacific Youth Economic Development Project. (PYED Project) and is being coordinated by the TYFA and the ICA. The Farm school is the intended venue of the PYED Linkage event to be held in March 1989. Mahinae'a will be able to directly demonstrate its approach and share experience with those representatives from neighbouring countries.

Agricultural land is not readily available to young people in Tonga due primarily to traditional land ownership patterns. It is therefore difficult for them to find the start-up capital for those young men and women most in need. The

effective use of the school's 120 acres for agricultural projects combined with careful market planning, will provide the school and those it serves with ongoing sources of income and reduce dependency on outside resources.

There is also a real need to develop opportunities for women's economic ventures and the TYFA women's groups will play a role in developing the school's services for women over the year. The school's extension programmes will also serve the needs of those on the outer islands through provision of training programmes, marketing outlets and project monitoring services.

### THE PACIFIC REGIONAL LINKAGE EVENT

This ten day event which was held in Tonga from August 21 to 30, 1989, was the second phase of the Pacific Youth Economic Project.

The first phase involved identifying successful youth projects in 8 nations of the South Pacific and resource agencies that do or could assist in developing youth projects.

The Phase II Linkage Event brought together representatives from these projects and agencies, in order that they might learn from each other and forge valuable links for ongoing co-operation and support.

Participants came from Papua New Guinea, the Solomon Islands, Fiji, The Cook Islands, Western Samoa, Kiribati, Tonga and Australia.

Participants were invited to mount displays representing individual projects or national programmes. After viewing the displays there were many opportunities for individual contact and some small group interchange.

During the workshops the participants identified four major areas of common concern with respect to developing effective youth programmes: training, communication, resources and marketing.

With a real cross section of participants who had arrived with varied expectations of the event, people left with a new appreciation of the underlying human factor in development. Viliami Fetu'u Tupou, TYFA Representative, Australia, GPO Box 1792, Sydney NSW 2001 AUSTRALIA

### THE GENERAL ASSEMBLY *cont'd*

- Maintaining relationships with 6 international organizations and research on others
- Producing an international program report in several languages.

Between sessions, Tojo Thachankary, of Case Western Reserve University, Cleveland, interviewed 30 of the representatives here for the in-depth survey which its School of Business Administration is making of not-for-profit organizations which use innovative concepts for their work in the field of global social welfare. The survey technique, named "Appreciative Organizational Analysis" by its developers at Case, aims at revealing the positive aspects of organizational behaviour. It differs from the usual problem solving analyses common in business studies. During the final plenary, Mr. Thachankary reported his findings to the assembly, adding several future challenges to the ICA. He proposed these for our research and action in order for us to gain strength as we maintain our momentum. Case Western Reserve will present its full report of the ICA, along with 4 other innovative global organizations, at a seminar to be held on its campus in Cleveland this November.

At the final plenary, the assembly elected the Board of Directors by unanimous vote.

#### Directors

Ursula Winteler, Germany - Pres.  
Tony Beltran, Venezuela - V.P.  
Ray Caruso, USA - V.P.  
John Walmsley, Australia - V.P.  
Anne Yallop, Egypt - Secretary  
Mary Coggeshall, USA - Treas.  
Alan Berresford, UK  
Inga Bessin, Guatemala  
K.P. Choong, Malaysia  
Rogelio Cova, Mexico  
Cyprian d'Souza, India  
Mangla Gawai, India  
Duncan Holmes, Canada  
Edward Mutiso, Kenya  
Shizuyo Sato, Japan  
Jonas Sinyangwe, Zambia  
Bill Wang, Taiwan

#### Alternates

Hannerl Golda, Austria  
George West, Peru  
Mary Laura Bushman, USA  
Wendy Saegenschnitter, Australia  
Hilda Anwar, Egypt  
Eunice Shankland, USA  
Andrew Daw, UK  
Margaret Krauss, Brazil  
Symond Kock, Singapore  
Eduardo Christensen, Chile  
Shankar Jadhao, India  
V.S. Mahesh, India  
Barbara Gallant, Canada  
Sammy Nyambane, Kenya  
Zenaida Armas, Philippines  
Felix Apke, Nigeria  
Gordon Harper, Taiwan

Andrea de Suray, Belgium  
Sir James Lindsay, UK

The full report of this General Assembly is now available at your national ICA office.

# GLOBAL FUNDING BRIEF

## NEW FUNDING SOURCES

### LILIANE FUND FOUNDATION

P. O. Box 75  
5250 AB Vlijmen  
The Netherlands

This foundation provides individual and small-scale assistance for handicapped children in developing countries. Assistance is on the average \$230 per child. Similar to Trickle Up, Liliane works through a local mediator who locates children who qualify for assistance:

.those who are in need of financial assistance for medical rehabilitation and educational purposes, where local or foreign assistance is not readily available/possible.

.those children coming from very poor families, slumdweller, (landless) peasants, widows, prisoners, unemployed, coolies, servants, etc. (i.e. children who are an added financial burden to an already very poor family).

.those who are presently being taken care of by local religious persons or lay guardians etc. because their families cannot look after them any longer.

Mediators are generally religious people, volunteers, health personnel, social workers, lay persons, etc. who form family groups in their neighboring towns and villages. In other words, a trained health caretaker might become a mediator.

Foster Parents Plan International  
International Headquarters  
804 Quaker Lane  
East Greenwich, Rhode Island 02818  
USA

Plan International operates similar to Christian Children's Fund and Terre des Hommes in that they require documentation on individual children within a project area for the purpose of child sponsors, the backbone of their massive funding effort. Funds do not go to individual children, however, but to Health (23.9%), Social Services (16.6%), Resource & Skill Development (12.0%), Education (11.5%), Community Development (6.8%), Direct Family Assistance (1.1%). Percentages were of \$23,734,894 for 1988.

Over the past fifty years, Plan's approach to humanitarian assistance has evolved from war time relief operations, to postwar welfare programs, to the present integrated development programs implemented in the poorest communities of the Third World. Plan receives 36.2% of its income from the Netherlands, 25.5% from the USA, 24.1% from Canada, 4.5% from Australia and has programs in Africa, Asia, and Latin America.

In addition to requiring individual child documentation, Plan International requires that projects receiving its assistance be clearly identified as Plan projects.

Stichting Stsunfonds  
% Jack Rademacher

Educatieve Reizen  
Postbus 360  
2300 AJ Leiden

This foundation is operated by a travel agency in the Netherlands - NBBS. It will provide funds for Third World people to study in the Netherlands, if they book their ticket through the agency. It takes several months to process requests, however, if you have a long range staff development strategy, this could be of great assistance. It might even be possible to think toward the 1991 ITP where a portion of the time would be spent in a training program in the Netherlands.

## FUNDING OPPORTUNITIES

*A Proposal for Integrated Rural Development  
In Rio Bonito from the ICA: Brasil*

### *Four small selfhelp projects*

Volunteers of the Instituto de Assuntos Culturais (IAC) have worked in Rio Bonito since 1982. A farming area near Rio de Janeiro. They encouraged villagers to think about future possibilities and to organise themselves in active village associations. With modest means, small selfhelp projects developed in four villages and the collaboration with government and with service-agencies improved.

- In 1985, residents of the village Lavras extended the school to fifth and sixth level primary education.
- Since 1986, 72 people participated in an apiarist-course, of whom 30 actually started bee-keeping.
- Twenty women were trained and started an active infant welfare program in four villages.
- Youth out of these villages attended a course for development workers and now do voluntary work for IAC.

These experiences are so promising, that the IAC wants to intensify these activities and to extend to all twenty villages in Rio Bonito, starting January 1989. This plan demands a total investment of US \$484,100. After three years, the collaboration within the villages and with agencies should be so strong that activities can happen independently.

### *Problem Statement*

Millions of daily labourers, renters and small farmers live a poor life in the rural areas of Brazil. Plagued by unsuccessful land-reformations and an inflation of 1000% (!) yearly, many people leave their native soil. They crowd the urban slums or colonise vulnerable natural areas in the Amazon forest. It is of great importance, that they will find ways to improve their circumstances in the countryside. With a cohesive package of activities, the IAC wants to support improvement of rural life in Rio Bonito. IAC Brasil has a 3 year matching grant from Kellogg Foundation.

### *Village Associations*

One team will be occupied with improving collaboration on a village-level. The ATIC program (Assistencia Tecnica para Iniciativas Comunitarias) assists in continuation of vil-





lage-consultations and in establishing legalised village-associations. This is necessary, because the government will only enter into collaboration with formal village organisations. Service agency personnel will be invited to associate with these village associations as advisers. Leadership training will also be provided. \$24,100 is needed.

#### *Income-generating Activities*

The AMAR program (Assistencia Movel para Aumento de Rendo) focusses on small enterprises and farming. The IAC wants to train about 1000 people, especially women and youth, in income-generating skills, by doing farming demonstrations and by direct training (e.g. sewing, bee-keeping, bamboo-craft and farming techniques). The participants of the healthcare program will be especially encouraged to participate in kitchen-garden courses. These courses emphasize crops which add nutritional value and which can be processed at home (e.g. preservation). A producers association will be established to improve marketing and transportation possibilities. \$49,900 is needed.

#### *Primary Education*

Education in the villages does not go beyond fourth level primary school. Teachers, many times originating in the cities have little educational background and lack connection with village-life. The IAC has been invited to train the teachers of Lavras in educational methods (Imaginal Education). Integration of school and village-community is

emphasized. It is intended to reinforce the Lavras project in the coming years and to extend the program to another six village schools. \$36,900 is needed.

#### *Infant Welfare*

The CRESC program (CREscimento Saudavel da Crianca) aims, in the first instance, at reinforcing the infant-welfare in the four villages mentioned above. The initiators involved will receive additional training and are paid a small salary for their work (US \$15 per month). They will weigh the children, collect laboratory samples and will inform the families about nutrition and vaccinations. Besides this, they will inspect sanitary supplies and, if needed, they will organise a workday to level up these supplies. It is intended to deploy these women with the extension of the program to other villages in Rio Bonito. \$40,200 is needed.

#### *Other Activities*

Beside these four core programs, the IAC also organises special courses about rural development for actively involved villagers and organisations, with the purpose of transferring its tasks the ETDH program: Escola de Treinamento em Desenvolvimento Humano). The IAC organises regional symposia about rural development to stimulate collaboration between agencies and to elaborate the program to nearby regions. Input of villagers to these symposia is of essential importance. \$69,400 is needed.

For further information please write IAC: Brasil cp112778 28800 Rio Bonito, RJ BRAZIL

ECONOMIC  
BLOWPLAST LIMITED -  
LEADERSHIP EFFECTIVENESS SEMINAR  
17-19 February 1989

*(BlowPlast Ltd., an Indian company which manufactures suitcases, is working with the ICA India to increase the leadership effectiveness of its employees. It has already held this seminar in Bombay and Nasik and looks forward to the third to be held in Nagpur.)*

**DAY 1 - Journey and Culture - What We Value**

9:00 Welcome and Conversation - Name, responsibility, anticipation

Executive Statements - Choudhury, Handa

9:52 Context - Transformation - Timing is everything.

11:00 Company Journey:

Journey Chart - birth, inception, events, stories

Standing Point - list the dark and light side

1:10 Lunch

2:15 Vision - Dark side is real. Look at it but don't dwell - use it to inform future and who we have declared we will become.

3:00 P & M Recap and Analysis - Read the statement around the room.

6:00 Close

**DAY 2 - What Values are Required in a People Oriented Organisation**

9:00 Reflection - what do yesterday, new insights or learnings, what must we become?

9:30 Sensitivity Study (Creating Excellence) 3 groups  
Select pertinent parts; get objective data - what author says.

11:00 Theory X & Y - Take sensitivity one step further. How perform, live, an individual thing, basic sensitivity without which no chance of people oriented culture.

11:35 Desert Game - Teamwork.

12:35 Processing - What happened in teams, observers reports, key to breaking through to decision, criteria or approach taken, what mean, implications re: work? culture?

1:55 Lunch

3:00 Video - The Leadership Alliance - Reflection.

3:35 Leadership and Personal Power 1 more step on leadership - What I can do as leader. Zen ritual. Everybody goes on a journey - not all go all the way. See where you are. Walk through 1-6. She says we need more 4 & 5 and we're not getting them. Leadership - why things happen in a company and how to manage it. Want to describe each stage, characteristics, the crisis that indicates moving on, what keeps people there. Not good or bad. Get inside each stage. Take tests as honestly as can - don't have to show to anyone. Use one large chart with all 6 stages and write key holding words as you go.

3:59 Stage 1 - Powerlessness - Take test - (Make sure in each stage you talk about both strengths and stuckness - tends to come off as 1-3 especially being negative rather than a stage on the journey) - in looking behind questions how does she describe powerlessness? Get out words, phrases. The crisis holds people back; What to do to get out of it and go on to next. Joke (airline, unsafe plane, get another pilot).

4:10 Stage 2 - Test - What stage about? Where derive power from? J. Paul Getty - "yes" men.

4:24 Stage 3 - What's the understanding behind questions? Keeps from moving on? Crisis of integrity - you don't ask for it, it just comes, can be very uncomfortable, feel caught. Up to now have been building up, now "letting go". Externally oriented in 1-3 and that's where power comes from. Now in 4-6 the inward journey begins. 1-3 believe power is finite; only so much to go around. 4-6 believe it's infinite - what does that mean? Don't have to fight for what someone else is competing for, it comes from within and there is unlimited source. 4-6 not much honored in business/industry, especially in the west. It takes a powerful internal decision.

4:41 Stage 4 - Power is in being an influence - modeling integrity, not in political sense. The crisis is in letting go of ego. Once go through crisis of integrity then are new model of what integrity is - you become a demonstration, model, new interpretation of integrity. Kind of a dual like at this stage - inside something is happening, still in but not of the world in the same way.

4:52 Stage 5 - What do questions tell you? What are people like here? Intuition, handing power over, empowering others, not do it yourself, visionary, lead, new integrity gets integrated here. What keeps you here? Too much to give up - don't want to be a saint.

5:02 Stage 6 - Powerless relative to exterior; powerful relative interior. Conduit not a source.

5:05 Personal Power Profile Record - fill it in. 1-3 is transactional; 4-6 transformational. Not many 4-6 in companies - gone elsewhere. How can you begin to get more transformational leadership in companies? A lot is written about excellence but can't get it by emulating, by reading - have to go through the crisis. How do you take what you know is necessary and do the transformation?

5:17 Leadership and Personal Power - sheet - read through - what required from followers...

5:22 Managing People by...  
Summary sheets...

Reflection: What would you say is the primary stage people are living out of at BlowPlast?

6:10 Close

**DAY 3 - Action Steps, Plan Process**

9:00 Reflection on Day 2 Last 2 days will come together in whatever resolve you are willing to go to. Back to Values and Blocking Factors - Pictures

11:03 Individual Declaration of What I Intend To Do - Self introspection - What do I intend to do to take ownership of these values - degree to which is directly proportional to degree you take on action.

11:45 Sharing - Find 2 other people and share with them. Afternoon - Idea Stage - Market Place - What do you care enough about to do something about? Make a pitch, and talk it over with each other at lunch. Whoever wants to propose put up a sign and sell you idea.

12:53 Handa - Put aside democracy and four of us will decide the afternoon topics.

12:55 Reflection on sharing groups - What heard? How talk about where the spirit is?

1:05 Lunch

2:00 Work Groups - Handa - 1) Inculcating the values, transmitting throughout the organisation, 2) Customer focus, 3) People sensitivity, teamwork.

The Process: Key points on 1 sheet for visual report.

1. Clarify the task to be done

*continued on page 7*

August 1989

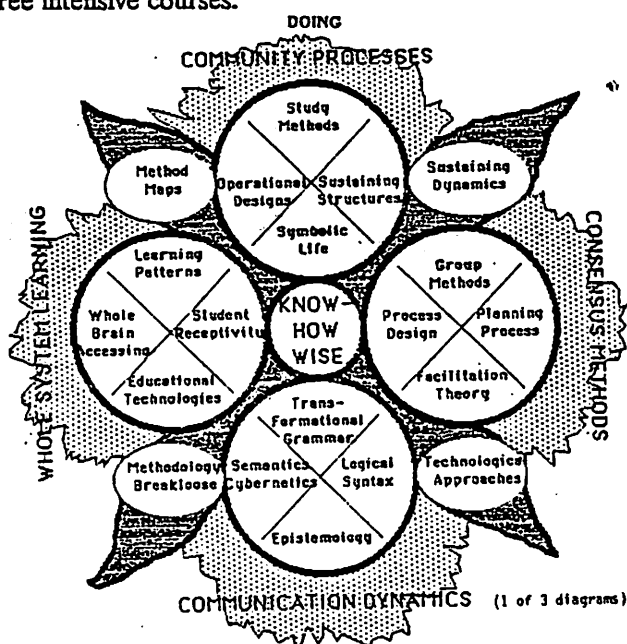
The following are excerpts from a letter written by Jim Wiegel stating his understanding of the current situation of the Earthwise Learning Series:

1. There is a broad network of people who are interested in the Earthwise Learning Series ... willing to give support to this development effort because it is "important," "exciting," "can help reshape education," fits with work they are currently doing, and/or "represents an integration" of content and approaches...

2. The Wiegel family has relocated to Phoenix with the intent that I will work for ICA West to coordinate the development of this curriculum.

3. The work of the first thinktank, enriched by input in Mexico, continues to represent a solid first step.

I have spent most of July going through back up materials...The next major steps are clear: Develop and test the three introductory modules; then develop and test the three intensive courses.



To prepare for development and testing, homework is needed on the curriculum itself, on marketing and forming partnerships for development and testing, and on the organizational and financial support of the project.

On the curriculum itself, I see the following tasks:

- expanding and documenting the learning technologies to be used, from "traditional" imaginal education techniques...to include human capacity building exercises and other processes...as well as new edges in old tools like participatory presentations, and seeing the role and value of each to be able to create a strategy for what process to use when.
- working through "multimodalness" in the curriculum, how to weave multiple intelligences, mind-body-spirit, into the curriculum, how to grasp what is appropriate to what audience...
- documenting, providing supportive research for "our" approach to this curriculum...We need documentation

which supports the Earthwise approach in a way that the education community can trust.

On the marketing and partnership side, we are shifting\* perspective from directly building a curriculum for Western International University to creating something which could be developed for use in a variety of markets.

Possibilities to be explored include: \* an orientation course for entering University students at WIU or a place like WTU; \* a partnership with a university in using the Earthwise curriculum to develop a masters level program in global management; \* using the Earthwise curriculum as the basis for leadership training for "at risk" youth; \* using the curriculum work to design modules and tools which could be tested and used throughout our network in various ways depending on what markets individuals are involved in; \* working to refine a process of participative curriculum building to offer as a service to facilitate schools and other organizations to build their own curricula; \* using the Earthwise as an element in broader ICA strategy for educational change.

We need further work on clarifying our intents for the curriculum, the range of capabilities and human qualities which would be developed by it, and how these match the real needs, felt needs and wants of different audiences. What would be the benefits to both individuals and organizations?

We need further serious conversations with potential partners in this effort to see what roles/requirements are needed.

On the organization/finance side, we need to understand how to set this up legally and financially to give it the best chance of succeeding on a long term and sustainable basis. This has involved:

- ICA West's continued willingness to advance funds to keep work going on this project
- patiently working through complexities on a major grant to fund the research
- exploring avenues of attracting investment monies for this effort either privately or through research partnerships which would give an ongoing base of support for this effort
- conversations to outline questions like licensing, ownership, legal matters, accreditation/certification, pricing, profit or nonprofit, job descriptions, marketing of this etc.

We need your input and resources on these and other tasks... Sandy Rafos sent two very helpful articles from ASTD on employer based training, Margie Tomlinson sent a video on new college curriculum, and Neil Vance sent a paper on leadership for youth. This input has been very energizing.

While the focus of the next thinktank will be on the development of the introductory modules, our ability to do this well will depend on doing the kind of homework mentioned above. Let your intuitions soar, and let me hear from you.

Jim Wiegel, ICA West, 4220 North 25th St. #4 Phoenix AZ 85106 USA

*The Rainbow Serpent continued*

She'll come back to this earth.

But we are not strong now.

We are too tired from fighting time, machines and each other.

But she send her spirit ones with message sticks to help us take time.

To remember to care for her special things.

First, there is Dooruk, the emu, with the dust of the red Earth Mother still on his feet.

He comes to remind us to protect the land,

To always put back as much as we take.

Then, there is Koopoo, the big red kangaroo, the very colour of the land.

He comes to remind us to always take time for ourselves.

And Mungoongarlie, the Goanna, last of all because his legs are short

He brings the news that we, his children, are forgetting to give time to each other.

But, the animals of the Earth Mother come to say more than this.

They come say, that our creator, that Rainbow Serpent, she get weak, with anger, and grief for what we are doing to this earth.

But here now, you fullas, you come sit down by my fire. Warm yourself, and I will tell you the story of how this world began.

In the time of Alcheringa, the land lay flat and cold.

The world, she empty.

The Rainbow Serpent,

she asleep under the ground

with all the animal tribes in her belly waiting to be born.

When it her time,

She push up!

She come out at the heart of my people,

Uluru, Ayers Rock!

She look round, everywhere all dark, no light, no colour.

So she get very busy now.

She throw the land out, make mountains and hills.

She call to her frog tribe to come up from their sleep and she scratch their bellies to make them laugh.

The water they store in the bad time spill over the land making rivers and lakes.

Then she throw good spirit Biambi high in the sky,

She tell him to help her find light.

Now Biambi, he real good fulla,

He jump up high in the sky and smile down on the land.

The sky lit up from his smile and we, his children, saw colour and shadow.

And that warm sun spirit saw himself in the shining waters.

The pine trees, they burst into flowers.

That his way of telling us its time to hunt the big mullet fish.

And when the wild hop trees bloom, that his way of telling us the oysters are fat on the shores of our great sea spirit, Quandamooka.

Grow strong Kabul, come back to your children, the mountains, the trees and our father the sky.

Come bring us your birds of many colours.

Come back to your rivers rushing to Quandamooka,

Come back to your teeming fish for a thousand colours and shapes.

Kabul is the mother of us all.

She is the spirit of the land, all its beauty, all its colour.

But there are those who see no colour,

Who will not feel the beauty of the land.

Who wish only to destroy the mother, and themselves.

Their eyes are open, but they do not see.

Kabul, bring back the fire of knowledge to your children Like the fire of that pretty stone in the ground, the one you call opal.

The colours of the Rainbow.

The colours of life itself.

Yet, it is good for all people to dream of the places which are beautiful to them.

Of the waters where they sail their boats and canoes.

And now it seems, that with all our great machines, we can travel almost anywhere.

We can travel across the land at great speed.

And from some, the city with its bright lights and the music and dancing of a modern world.

There is almost nothing mankind cannot do.

We can hover or swoop in the air.

We do all these things with the land.

Good reason to protect it.

But where would we ask our machines to take us?

They have no spirit or feelings of their own.

Only we can guide them to the places that have meaning to us.

*(The graphics for Vivian Walkers speech Parts 1 and 2, Fringe Fires and Rainbow Snake were taken from pictures painted by Paddy Carroll Tjungurrayi, Keith Kaapa Tjangala and Clifford Possum Tjapaltjarri from a calendar of aboriginal art.)*

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*BlowPlast Limited continued*

2. Objective - What is to be accomplished and by when - time bound

3. Brainstorming actions - suggest some things we might do. Don't evaluate - put judgements aside. Get at least 15-20.

4. Phasing the action plan - Initiate - heavy push - sustain - evaluate

5. Next Steps

4:02 Reports and feedback - Which are you going to be - Ambassadors to the past or ambassadors to the future?

5:30 **Reflection:** Evaluation to be sent out to you, also document.

6:50 Handa close - thanks.

Gail West ICA: India 13 Sankli Street, 2nd Floor, Byculla Bombay 400 008 INDIA

### THE WORK IN MALAWI

Voice Vingo from ICA Zambia and Pam Bergdall from ICA Kenya have been requested to work closely with the umbrella organisation for NGO's in Malawi (the Council for Social Welfare Services) to develop appropriate training seminars and workshops to strengthen the capacities of the various organisations. In October and November they will be in Malawi conducting a staff workshop with Save the Children Fund, attending the AGM of the Council and conducting a 3-day seminar for executives of various NGO's. They will also assist the Catholic Secretariat and the Christian Service Committee to train people in "technologies of participation" in order to enable the local village people to do their own development.

### ICA VENEZUELA SHAPING THE TRANSITION

As a founding member of OEPC, Venezuela has experienced in this century a shift from being one of the poorest nations in Latin America to one of the richest. Three years ago Dr. Jose Antonio Gil, an ICA Venezuela director, foresaw much of what is now happening and advised ICA to position itself for the "new" Venezuela. ICA: Venezuela finds itself being called upon to use its greatest creativity and compassion to be a part of this transformation, from Dr. Guistabo Roosen, an ICA director, who is the current Minister of Education to Jacobo Pacheco, ICA director, who is a candidate for the District Council in Barlovento.

### WEST AFRICAN BANKING PROJECT

The African Development Bank has a grant from UNDP to study how the bank can work throughout Africa with private voluntary agencies as well as with governmental structures. Both NIRADO (Nigerian Integrated Rural Accelerated Development Organisation) and ICA: Abidjan are participating in this project

### ICA PUBLISHES AGAIN

Gordon Harper, ICA: Taiwan, has written a text of the daily radio series on Taiwan radio of "Meet the Future". This popular radio series of short talks is about the changing stype of leadership in today's organizations. Commonwealth Publishers is now making the series available in paperback with the full English and Chinese texts.

### ADDRESS CORRECTIONS

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