

The Network Exchange

January 1991



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NEWS BRIEFS

FROM OUR PRESIDENT

You have been very helpful to me during my first year in this assignment. Some of you I have been able to visit. When we were face to face, you shared with me your memories of the effort, excitement, disappointment (at times) and triumphs of your experience in the work of The Institute. You have contributed much to a common vision of our future. I look for the opportunity to visit many more of you on your home ground in the future.

To me it seems that we have together constructed a good working-relationship. I feel that you recognize that I am serving you. This role fits me better the more I grow to know and understand you. In this sense, I continue to seek your guidance. You carry out the work you have designed for local action on behalf of us all. Your dialogue with me provides the tools I need to represent you wherever I go. Let's continue to build the image of an effective international organisation in a world which needs us. I feel proud to carry this message.

Please accept my best wishes for the year ahead of us.
Ursula Winteler

YOU ARE ABOUT TO READ...

This month's issue is devoted to reports on the conference, "Our Common Future" held in Taipei, Taiwan, November 3 through November 11. On the front page you will find the report by Gordon Harper covering the Symposium on the Asian Perspective for the Nineties. The network reports carry the summaries of their workshop discussions, implications and conclusions. Also included are some notes on future activities of the individual networks. Pages 2-3 contain a list of periodicals published by these networks.

THE SYMPOSIUM ON THE ASIAN PERSPECTIVE FOR THE NINETIES

The Our Common Future Conference in Taipei began with a three-day symposium on "The Asian Perspective For the Nineties." Nineteen speakers from seven countries presented papers in plenary sessions and small working groups. The symposium occurred over a weekend (Friday through Sunday) and was attended by a large number of local participants from Taiwan.

Following the Symposium, the conference participants discussed some of the common threads or topics they perceived running through the various presentations. One overarching theme was the importance today of seriously addressing cultural factors in achieving social change. It is clear that a very lively dialogue is underway about the future of Confucian values and styles in the Sinic nations of Asia. The Symposium presentations catalyzed vigorous discussion about topics such as the role being played by cultural values in the effort to apply urban planning concepts to Asian societies, the dialogue between traditional and Western medicine and the changes occurring (and needed) in the structural form of businesses.

One focus was on how traditional cultural concepts and practices in areas such as health and medicine are now being scientifically validated in surprising new ways. In other cases, concepts alien to the local cultures of Asia (like centralized urban planning) frequently experience difficulties or fail because of inadequate cultural adaptation. The conclusion that emerged was that any efforts at significant social change today must primarily address the cultural dimension rather than focusing essentially on the economic or political.

Several speakers emphasized the critical role of education in achieving cultural adaptation and change. There were frequent calls for a greater commitment to education for all, along with a recognition that distinctly new modes of education and learning are now required. One day of the Symposium was devoted to hands-on experimentation with some of these and the demonstration of new curricula embodying innovative learning aspects. It has become apparent that in order to change ourselves and our societies, we will have to approach learning from several new perspectives.

The wide diversity of the Asian region was clearly evident throughout the Symposium. Economic, political and cultural realities take on distinctly different forms in the societies of Asia. What was surprising to many participants, however, was the underlying similarity of the challenges faced by these societies today. The issues of ecology and development today, for example, are no longer exclusively or even primarily national concerns nor can they be successfully addressed simply as a matter of national policies.

PERIODICALS OF

At the Our Common Future Conference, the ICA Organisation Strengthening Task Force collected information on the current production of newsletters, journals, and other publications around the world. The following chart was created. After reading it, if you care to make revisions, etc., please write us in Brussels and we will keep it up to date.

PERIODICALS OF THE ICA NETWORK				
NAME	AUDIENCE	SUBSCRIPTN INFORMATN	PUBLISHERS ADDRESS	INTENT
NETWORK EXCHANGE	National ICAs, Affiliates, Patrons.	\$55/year. Monthly, except July & Dec. English.	ICAI rue A. Lynen, 8 B-1030 Brussels Belgium	Document activites of ICAs with emphasis on the 4 networks.
THE NODE	ICA "community" colleagues.	\$15/year. Bi-monthly. English.	ICA Canada 577 Kingston Rd. #1 Toronto, Ontario M4E 1R3 CANADA	Share personal growth and provide view of colleagues.
EDGES	For general public.	\$25 CDN \$25 USD. Quarterly. English.	ICA Canada 577 Kingston Rd. #1 Toronto, Ontario M4E 1R3 CANADA	Authoritative thought in mythology, learning, ecology and well- ness partnerships.
IMAGES	Asian audience.	\$25/year. Quarterly. English.	ICA Bombay 13 Sankli St. 2nd Floor Byculla, Bombay 400 008 INDIA	For Organisational Transformation.
PACIFIC WAVES	Those interested in the work of the ICA.	Donations. Quarterly. English.	ICA Sydney or Julie Miesen, Ed. 23 Appel St. Highgate Hill, Qld 4101 AUSTRALIA	Reports on the work of the ICA.
ICA TRENDS	Local colleagues, sponsors and ICA offices	Free. Quarterly. English.	ICA Taiwan 6F, 53-1 Chung Shan N. Road, Section 7, Taipei 11136 Republic of China	To keep audiences informed. Reports on the work of ICA: Taiwan.
ICA KENYA NEWSLETTER	Donors and ICAs round the globe.	Cost ?. Quarterly. English.	ICA Kenya P.O. Box 21679 Nairobi, KENYA	To keep donors and ICAs informed.
LENS INTERNATIONAL MALAYSIA	Business community.	Free. Quarterly. English.	ICA Kuala Lumpur Lot 9889, Lorong Awan Biru, Taman Yarl, 58200 Kuala Lumpur, MALAYSIA	To share edge methods on leadership facilitation.
GUATEMALA	ICA network in Guatemala.	Free. Quarterly. Spanish and English.	ICA Guatemala City 13 Calle 15-68, Zona 1, 01001 Ciudad Guatemala GUATEMALA	Inform readers of ICA activities.
ICA TROY	ICA colleagues.	Free. 9 issues. English.	ICA Troy 248 2nd Street Troy, NY 12180	Cover letter and announcements.
INFO NET: CINNATI	Grads, donors, and new contacts.	Free. Quarterly. English.	M/M N. Lindbald 10749 Springfield Pike Cincinnati, OH 45246	Share news of ICA work in Ohio and the Midwest.

THE ICA NETWORK

"GLOBAL ORDER" NEWSLETTER	The "order" community.	\$25/month. Monthly. English.	Marilyn Oyler 4220 N. 25th St #4 Phoenix, AZ 85016 USA	To keep the community alive and in touch.
ICA HIGHLIGHTS	For people who inquire, and program grads.	\$7.50 3 issues. English.	ICA Chicago 4750 N. Sheridan Rd Chicago, IL 60640	To network and keep informed of ICA globally.
ICA INITIATIVES	Those interested in work of ICA West and Western and Southwestern USA.	\$100 sustaining membership \$35 regular \$15 youth \$10 subscriptn Quarterly. English.	ICA West 4220 N. 25th St Phoenix AZ 85016	Means for members to dialogue with ICA West.
WASHINGTON D.C.	Local colleagues.	Free. Occasional. English.	ICA Washington DC 1301 Longfellow NW, Washington DC 20011	To inform colleagues about ICA happenings.
INDIANAPOLIS	Earthcare colleagues	Cost ? Quarterly. English.	ICA Indianapolis 3038 Fall Creek Pkwy Indianapolis, IN 46205 USA	Networking to Indiana, and beyond.
PEOPLE & PROJECTS BRAZIL	Partners in Brazil	Free. Quarterly. English.	ICA Rio de Janeiro Avenida Graca Aranha 416 Sala 1115, 20030 Rio de Janeiro, BRAZIL	Inform and inspire about ICA work.
TLC INTERCHANGE	Jean Houston network and members	Free to members, \$20/outside India. Monthly. English.	ICA Bombay 13 Sankli St. 2nd Floor Byculla, Bombay 400 008 INDIA	Highlight news from networks within India.
O GRITO DO NORDESTE	Global distribution	1,000 Escudos. Monthly. Portuguese and English.	ICA Mezio Apartado 35 5101 Lamego Codex PORTUGAL	To inform others of ICA: Portugal activities.
ICA PERSPECTIVES	Clients of Organizational Transformation	Free. Quarterly. English.	ICA Chicago 4750 N. Sheridan Rd Chicago, IL 60640	To further organisational transformation.
CONVERSATIONS	Those who have grown up in the Order	\$20. Bi-monthly. English.	Nancy Griffin 1301 Longfellow St. NW #202 Washington DC 20011 USA	Share reflections on Order experience and what they are doing now.
CONNECTIONS	Mid-Atlantic States	Comes with a \$50 membership fee. Quarterly. English.	ICA Washington DC 1301 Longfellow NW Washington DC 20011 USA	To inform readers of ICA activities.
UK REGIONAL NEWSLETTER	Members of ICA United Kingdom	English		News of members throughout the UK.

CURRENT IMAGES OF DEVELOPMENT

Sustainable development is that which assists each and all to meet their own needs without jeopardising the possibility of future generations meeting theirs. Although self-sufficiency may be a local goal, it is not a necessary condition of sustainable development. The primary issue is to operate in such a way that resources are recycled.

Images of development have changed through the years. In former times, the image of development was the same throughout the world. A location for a Human Development Project among the poorest of the poor was identified. An international consult was held. Extra-national staff were assigned to work as a catalytic force with local people as plans were made and implemented for comprehensive and integrated community development dealing with all the problems of all the people. Plans were reviewed, resources and staff were allocated, decisions were made by global bodies on behalf of all.

Now, both images and actions are varied and various. Reports were given of work in various locations during the meeting of the Development Network in Taipei.

BRUSSELS:

1. Development Education: a) International Training Programme for Development Practitioners, six months training. b) International Camp for Development Practitioners, 10-day immersion in Portugal.

2. Practical Modes of Cooperation: tripartite dialogue on issues and solutions related to development with 3 conferences in 3 years.

INDIA:

1. Bombay: a) working with "Impact India" as consultants training volunteers, b) study tour for Middle East professionals.

2. Calcutta: evaluation of other voluntary agencies.

3. Delhi: Collaboration project for 2 years with GPIL to do village development including salaries for 2-3 people.

4. Panvel: Ashram school in Nere; educational training programmes; women's skill training.

5. Pune: a) one demonstration teaching village working with 6 other villages. Partnerships: a water system; training programmes for village leaders, schools, volunteer agencies, field staff; small skill training and business; women's awareness programmes.

JAPAN:

ICA: Japan has made connections with government agencies to pay for community water delivery systems in Pune, India and an exchange programme to provide technical assistance for forestry in the Philippines.

KENYA:

Forty-two Kenyan staff, two American consultants and one Swiss volunteer are working on:



1. Kabiro Youth Polytechnic and solar energy programme.

2. Training programmes and organisational strengthening - a) community leadership and resource person training with local group planning event. b) sending staff to advanced training, holding events for staff.

3. Urban slum communities health training programme in Nairobi to train volunteer health caretakers.

4. Construction of 20 water tanks in Machakos.

5. Leadership Integrated Development Programme of training in leadership roles in villages of Machakos.

6. Contract with Ministry of Agriculture for community participation in three regions.

NIGERIA:

1. Planning and facilitator training with 20 local groups over 3 month period.

2. Organisational strengthening for staff salary and training, secretariat and operating expenses, membership enlightenment and extension.

PHILIPPINES:

1. Rural community development, livelihood identification and training in management, marketing and bookkeeping and non-interest loan program.

2. Urban poor community program. Project involves upgrading living conditions through more effective delivery of basic services.

3. Reforesting government lands using a community approach to forest development and management toward a futuristic ecological preservation with technical assistance exchange program between Japan and the Philippines.

ZAMBIA/MALAWI:

1. Ward/Branch Development Program to enhance participation and develop leaders in Chama District.

2. Institutional Strengthening: Board of ICA: Zambia has hired a new executive secretary. Efforts are being made to upgrade staff skills through external courses and developing organizational policies and financial systems with assistance of a part-time consultant.

3. Malawi: Southern Africa Grassroots Training Program creating a partnership with umbrella NGO organisation a) to provide organisational transformation programs and facilitation skill training to member NGOs and b) to create a core of people skilled in "technologies of participation" who can work in their own organisations as well as in villages and refugee camps.

THE VOICE OF THE MEMBERSHIP

"IMPLICATIONS OF THE OCF CONFERENCE FOR THE ICAI"

During the closing days of the Our Common Future Conference in Taipei, a nine person task force convened to describe how the ICA is changing as an organization. They concluded that the ICA network is rapidly expanding through small, related enterprises rather than through national ICA organizations. Furthermore they pointed out that to energize this new network, ICA must remove the boundaries that divide official ICA institutions from these "non-ICA" organizations.

These "non-ICA" entities are creatively implementing ICA programs across the globe. They include various companies and partnerships such as People Energy in Toronto, ICA Associates in the USA, LENS Services in India, and Training Inc. in various cities. In fact, the national ICAs in many countries are breaking up into small program units in order to lower administrative overhead, to create a more focused culture, and to separate financial operations. In the future, such programs like the Business Academy may separately incorporate in order to facilitate its growth. If this trend continues, the ICAI will serve more as a connecting point for these diverse entities. ICAI's funding, as well, will then depend upon the dues, fees and subscriptions from these micro enterprises.

The question pondered by the nine task force members was how to release and connect this potential energy. Many quality programs are yet to be documented or publicized. Communication is yet to be reactivated between colleagues who are still a part of the traditional ICA organization and those who are creating related enterprises. The ICAI is being challenged to create a new criterion for financial support.

These contradictions lead us to search for new ways to release the natural flow of energy.

Abe Ulangca, a member of this task force, suggested that now was the time to open the doors to these related enterprises. After much discussion, it was agreed that the ICAI should actively solicit and encourage these organizations and individuals to join the network through attending conferences, writing articles, and making pledges. Those who wish to connect should find ways to tangibly symbolize their commitment to the network.

These connections within the ICA network are more important than the clarity on what defines a proper ICA. The old nation-state paradigm used boundaries to define identity. The emerging network paradigm will use connections to define identity. "Let's not draw lines as boundaries to separate, but draw lines to connect."

from Don Hinkelman, Sapporo

TAIWAN REFLECTIONS

Our journey to the Pacific Rim was a rewarding one. Being greeted by a two-day symposium of experts on Asia was an invitation to explore the depths of our understanding of human sameness and difference. We heard of a social model of planned change, a nature-seated basis for determining architectural site use, East-West medicine, a low-energy future, orientative philosophy (rather than cognitive), and a proposal to import labor into Taiwan. The 21st century was pictured as a time of neo-order. Eastern Europe wants not just another political system but a whole new paradigm based on communal sharing. This explosion of images confirmed that the winds of change are global and revolutionary, indeed. The overarching theme seemed to be one of coming together, merging the interpretation of life with life, and life with reality.

ICA business was conducted as usual at these gatherings. One major difference this time was the presence of ICAI as a proven viable companion in the task. In some cases it plays a legitimizing role in the situation, in others, the role of a valuable resource. Its Board met at the conference and its report showed wisdom and insight into the complexities of our working body. The networks -- Organizational Transformation, Sustainable Development, Life-Long Education, and Planetary Ecology -- worked very hard in order to report and then to analyze and plan. If Oaxtepec was a time of reunion and resolve for me, then Taiwan could be characterized by such images as intensity and mastery. The aim was to get to the heart of the matter - what makes a program tick, what Earthwise must do in the next fourteen months, what the Europe '92 meeting needs to be. Good solid articulation was the result.

One of the four networks of ICA is a fledgling; and yet it is the oldest of the four. EI/ICA has been about consciousness-raising since mid-century. Now we have a name and a network for it: Planetary Ecology!

We awaken people to an ecology of cultures, an ecology of human awareness, an ecology of environmental concerns. The Planetary Ecology Network offers us a frame of reference which can pull these efforts together in a significant way. In many ways, the coming into its own of this network is a key, an impressive product of the Taiwan conference.

from Terrence Wright, Denver



HOW WOULD YOU LIKE TO BE A CATERPILLAR?

If this conference had not been "in my backyard", I might not have gone to it. Obviously, many people chose not to attend and, under financial rationalization, I sensed a fear that this might be the final funeral of the ICA. As the conference unfolded, my consciousness of wonderful subtle changes began to form. In our metamorphosis, we haven't become butterflies yet, but we are definitely healthy caterpillars eagerly munching the new, transforming it and ourselves into a new reality.

Specifically, what did I see? From the symposium to the network meetings, it became clear that there was a *balance among all four networks* and an *inextricable relationship among them* as well. In Mexico (1988) the economic network seemed to be dominant, with education second, then development and environment/spirit some place behind them. In Taiwan, as the meeting began, the economic network articulated their growing awareness of the interrelationship by saying "We're all one network". As the meeting evolved, we saw four strong networks, each of which informed all the others. The networking among the networks was a window into what networking really is. It felt like four large capacity computers were linked and all four were inputting and interchanging data constantly. (Those industrial images are hard to get rid of!)

In terms of methods, it was interesting for me to realize that the place where the mood rose and excitement developed was where we were stating the objective data and then reflecting on it. For example, the displays by each local ICA stimulated as much interchange and enthusiasm as did a ritual which led us to decide where we were in the process of change and a conversation with others who felt they were in the same place. In contrast, the mood went down when we tried to form a vision of the future and to project actions from that vision. It seems to be a time of the *artform method*.

In the midst of a paradigm shift, one of the most distressing things for me is that my old stories do not fit my new realities. In Mexico, I started telling the story that we had always been a research, training and demonstration group and that we are now beginning a new phase of research. My problem was that I could not articulate what it is that we are researching. In Taiwan, the expression became clearer to me. We are researching how to learn in this new paradigm. This means that we recognize our planetary oneness and the urgent responsibility we have to create ecologically sound systems. However, we also recognize the overwhelming amount of data in this information age and the need for new ways to process information.

In this new swirl of possibility, how do we learn to learn effectively for a lifetime of over 80 years? Not only is that a challenge worthy of expenditure, but it builds on our previous experience. In the first cycle of the spiral, we developed the social methods and the intellectual curriculum for the renewal of the local church. In the second cycle, we developed the methods and intellectual curriculum for the awakening and renewal of communities in various forms of development. Now, in the third cycle of the spiral, we

have the opportunity to focus on how to *learn for a lifetime in an ecologically sound planetary society*.

In the midst of the growing awareness that there are many spirit sensitive people in the world looking for linkages, it was interesting to notice what we did and did not talk about. We did not talk about the Order, which was a big issue in Mexico. We did talk about what is the ICA? Responses to this question went from "ho-hum, not again" to an intense resonance when discussion moved toward issues such as an alliance of spirit colleagues while moving away from "who is qualified... what is an adequate percentage of effort... etc." Maybe the image of a *global servant force for the planet committed to enabling all to learn how to live in balance within this new paradigm* is a worthy invitation to the next cycle on this spiral. Funny thing, we are becoming our name, Institute of CULTURAL Affairs.

We owe great thanks to our colleagues in Taipei for their courage in persevering in the face of limited support and for the refreshing experience they created through the presentations of an exciting group of Asians who are being the best proponents of the new paradigm.
from Shirley St. John, Tokyo

ADDITIONAL MEMBERS

Besides the national ICAs, the following affiliates have joined during 1990.

ICA Associates, Virginia
Kanbay Resources, Inc.
LENS International, Tokyo

The following Patrons have supported the work of the ICAI by becoming members:

Ruth W. Archibald
Jane Coe
Mary Coggeshall
Lyn Edwards
Larry and Diane Greenwald
Beret and Ron Griffith
Ellen and Richard Howie
Sir James Lindsay
Lucile Massey
Sheryl Nordin-Caruso
Keith and George Packard
Betty C. Pesek
Sandy and Frank Powell
David and Anne Stewart
Henrietta S. Thomas
Abraham and Janice Ulangca
John Walmsley
George and Christine Wilcox
Rodney and Priscilla Wilson
Ursula and Sabine Winteler
David and Ann Wood
George and Ruthe Yost

REPORT FROM TAIWAN

This is an editorial report for the planetary ecology sessions.

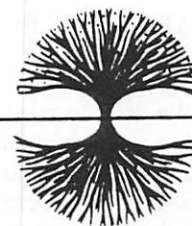
It has become clear from the beginning of this conference that planetary ecology, and not the environment, is the issue of the nineties in much of Eastern Asia. The Chairman of the Labour Commission of the Central government spoke of the economic miracle of Taiwan, but did not shy away from the human and environmental costs.

Mr. Tao Ho, an architect and chairman of Friends Of The Earth in Hong Kong, showed slides of "universal style" of buildings promoted by corporations worldwide, which are unnecessarily energy intensive and do not conform to the constraints and advantages of local nature. After the talk by Dr. Arshad Ayub on the multi-cultural experiment of Malaysia, it became obvious how the notion of western economic progress was affecting cultures on a mass scale. Nature, family harmony and personal spiritual growth are the big losers in the economic miracle of East Asia. Mr. Wang Hung-Kai, an urban planner from Taipei, was scathing in his attack on the insular mindset which has given rise to the total failure of city planning to make liveable cities. His answer to the problem was participation and democratization on a mass scale.

Sabine Winteler, director of the Ecology and Politics Institute of Germany, reported that the environmental movement played an enormous role in the recent political changes in the unification of Germany. Political leaders in the old East Germany had refused to modernize old factories leading to massive concern over personal health problems. This personal concern helped fuel the public protests and movements of individuals to the west which precipitated the unification. Sabine did say, however, that the old East Germany had a much more progressive recycled and waste program than West Germany and she hoped that these programs would not be lost in the newly unified country. The participants of the conference have recognized the spiritual nature of a deep seated problem which has led to overdependence on cars, industrialization and technology.

Lee Hatcher, a planetary ecologist from Europe, led the entire conference in a healing ceremony. An enormous revolving circle of people enacted a grand drama of the creation of the universe and the crystallization of consciousness. As consciousness localized into sensory, relational, mythic and unitive forms, a gentle buzz of sensitive conversation pervaded the plenary hall. The planetary ecology network was born.

ICA is involved in several activities including ecological education schools, environmental roundtables in Mexico and Taipei, whole system transition think tanks in Australia and India, planting trees in Mindanao in the Philippines and publishing Edges magazine. ICA is a midwife to emerging planetary



conceptualization. Most other holistic orientations can still divide people and even sometimes diversity is highlighted to the detriment of communication. But the four networks of ICA and particularly the planetary ecology network are intended to unify people, not to divide them, just as earth day connected grass roots to planetary consciousness.

Five roundtables were held on the topics of Physical Ecology, Cultural Ecology, Whole System Transition, Ecological Education and Global Consciousness.

ICA has always been involved in developing global consciousness. Edges: New Planetary Patterns, a publication of ICA Canada with a circulation of 7,000, is a venture specifically designed to promote global consciousness. ICA's recent work in Australia has involved 2,000 people in four cities, exploring the developing myth of Global Consciousness.

There are major shifts occurring in many countries and organizations which involve economic, political and cultural transitions. This is referred to by some people as Whole Systems Transition (WST). There is a group of 15 people who meet as an international think tank to promote and document images of whole systems transition in various media including books and magazines. WST is a collaborative effort including Jean Houston, ICA and several interested individuals both inside and outside of ICA.

WRITERS POOL FOR PLANETARY ECOLOGY

Representatives of the planetary ecology network have decided to organize their talents for writing. They will submit articles to the NETWORK EXCHANGE for dissemination to their colleagues. Having made this decision at the Conference on Our Common Future in Taipei, they anticipate the results of their common creative urge.

They plan to work on a self-assignment basis. The first article to be received by the editors of this paper will be the first considered for publication. In the event of concurrent submissions, the editors will decide the priority of use. If you wish to speak to, or for, the planetary ecology network, write your article and send it to the address of this paper. Do not hold back. Assign yourself.

SHAPING THE MOVEMENT OF SPIRIT IN BUSINESS

We used to meet to help each other in marketing and to pass along hints and breakthroughs in facilitation. Our interest and energy is now in another direction. We're concerned with assisting to form and energise the Movement of Spirit as it appears in organisations, especially in the private sector.

It emerged during discussion in the Organisation Transformation Network that: 1) there is such a thing as a Movement of Spirit in this sector; 2) it's profoundly collegial, both in breadth and depth of concern; 3) while not having all the answers, we can occasion events for exploring questions relevant to that Movement's effectiveness; 4) head- on spirit methods can be effectively adapted to address issues encountered in business; and 5) working together on projects of service produces effective results.

The questions, as Jack Gilles (Bombay) and Bill Grow (Rio) indicated, are not related to marketing; there's no doubt of our recognized capacity for valued service, and most places working with business have as much as they can manage. The questions have to do with profoundly changing lives towards paravocation, and with sustaining the decision to function on behalf of service. More practically, how can we move the several thousand persons per year in our consultations toward their profound potential for service?

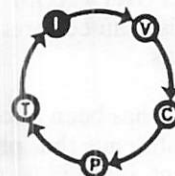
The question marked the starting point for an Organizational Transformation Network Think Tank.

The OT Network has been deeply engaged in service to people and organisations who are not long-time colleagues. It has been a front-line force whose report carries the nonchalance of effectiveness, the passion of engagement and the probing of innovation. (Being somewhat shaped by our clients, we're also prone to approaches devoid of rhetoric.)

The session involved participants from Perth, Phoenix, Rio, Taipei, Tokyo, Brussels, Bombay, Sydney, Columbus, Kuala Lumpur, Lagos, and Washington. It began with the question, "What are the major issues you find yourself addressing in work with business clients?" Answers ranged from work ethics to teamwork, from career path to disillusionment, from cultural mythology to social responsibility.

It seems that assisting people to identify the basis of profound motivation is at the heart of all we do.

In looking towards Europe in 1992, we found ourselves conscious of our own diversity of forms. This discussion drew us into consideration of just what DOES hold us together as a Network. We began at the practical level, but soon discovered our common roots went deeper. We found deep commonality in



operating context, values, viewpoint and methods, in the need for face to face encounters and in practical joint projects. These were clues to the bases on which the Movement of Spirit in organisations might be served. Imagine our surprise to discover experience in practical embodiment of these dynamics among clients!

We found a major breakthrough in Brasil's "galaxy" design. Business leaders and their families from long-term LENS clients meet periodically to consider both internal company improvements and external service to society. Several major community projects have been implemented as a result of the group's work. The needs of people in business for deep personal relationships and for significance to vocational efforts seem well met by this form. We resolved as Those Who Care for Those Who Care, to experiment with various forms of "galaxy" organisation both to deepen paravocation among clients and to explore roles for business in social engagement. In this work we will discover and document our "Value Added" dimension, investing the product with insights into the spirit of the organization (not specified in the contract) --which makes us different from Rotary.

We left painfully unresolved issues of OT Network structure, membership, and operation. Our imbalance analysis indicates strength in Environment, weakness in Organisation, and moderation in Enterprise. Despite the weakness, each of us undertook a research project to further our service. Results are due 1 May 1991 to be reported to the Asia OT Network and probably published in the "Image" Journal.

Finally, discussion of Roger Harrison's review of *Winning Through Participation* made us all newly appreciative of the readiness of the world for what we have to offer, and the depth to which the facilitation role goes.

The OT Network has been empowered in its role of taking clients beyond themselves and their organisations to expend their considerable expertise and resources in the transformation of society.

Training designs from India's Transformation Leadership Laboratory have incorporated work done by the Asia OT Network in 1990, and supplemented it with videos that posed the possibility of profoundly effective management. The "Covey" video on "7 Steps to Effective Management" was previewed by "proactivity" in a deep and cogent fashion.

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February 1991

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NEWS BRIEFS

Starting this month the Network Exchange welcomes three new international reporters. Don Hinkelman of Sphere East, H.S. Gavai of Sphere South and John Burbidge of Sphere West have contributed articles for your reading pleasure.

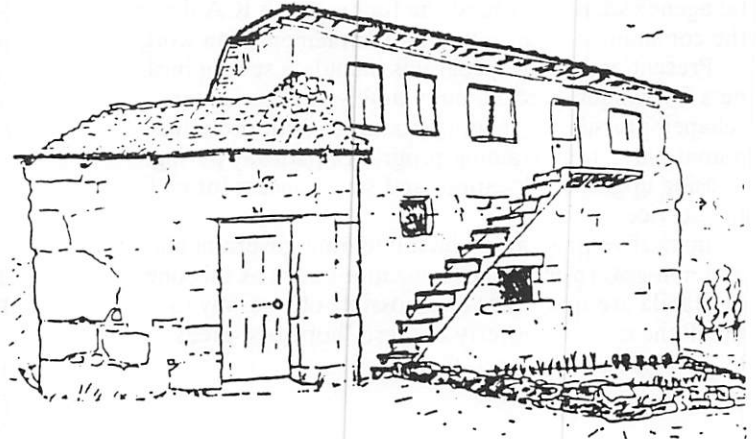
JAPAN VOLUNTEER LEAVES FOR INDIA CATTLE PROJECT

Ms. Mutsumi Akasaka, an agricultural researcher, left Tokyo on January 10th to work on a cattle project with ICA: India. She will undertake two months of preparatory research on livestock problems in the Malegaon region of Maharastra (near Pune).

She will work with the Malegaon Human Development Project in the Maval Taluka. This is a new project initiated in May 1989 by the ICA: India. Ms. Akasaka was recruited by ICA: Japan and her work is being sponsored by the Association for International Cooperation of Agriculture and Forestry of Japan. Also known as AICAF, this government affiliated NGO has also sponsored volunteers and technicians to an ICA:Philippines reforestation project.

The village she will work in is situated 75km northwest of Pune in an isolated tribal area. The residents are amongst the poorest of the poor and are educationally and politically marginalized. These tribal cultures are in danger of dying out unless strengthened through socio-economic development and ensuring their political rights. ICA: India is now redirecting its development program strategy to focus on these tribal groups.

Within this project, Ms. Akasaka will be working in the cattle and dairy development programme. A graduate of Obihiro University of Agriculture (Hokkaido, Japan), she has also studied tropical agriculture and human ecology in the Philippines. Her work in India will have three aims during January and February 1990. First, she will investigate ways to get better cattle feed using local materials. Second, she will observe experiments in cross-breeding and visit experimental stations in the area. Finally, an inexpensive communal cow shed will be designed as a way to avoid the health hazards associated with the traditions of having animals in the family living compound.
by Don Hinkelman



1990 IN THE MONTEMURO

The year 1990 has been a very active one for the ICA team on the Montemuro. We bought a 500-year old house to renovate; had over 20 people on our staff during the summer; hosted 100 plus people here on work camps and mountain tourism; involved 30 people in three villages in adult literacy classes; opened up our Social-Cultural Center, now moved to one of the busiest streets of Mezio, for video showings, ping pong evening matches and an after school program for children; traveled around the countryside on 11 Elders' Excursions; held our first Children's Olympics; fought off the dread rabbit plague; produced a bumper crop of leeks in the organic garden; and sent our first group of Portuguese youth on an exchange program to Germany.

We celebrated the birth of two baby girls, 18 puppies, and 4 kittens, welcomed international volunteers from England, Scotland, and Switzerland; sent out long-time Portuguese staff for work in Lisboa, Fatima, the Alentejo, Porto and Switzerland. Life was made easier with a clothes dryer, a laser printer, and a new photocopier. The Vannette exploded and received a new motor. The women's cooperatives traveled to 12 national fairs and 5 European expositions, thus advertising the fine woolen, linen and felt products of the region.

All of this would not have been possible, except for the help from caring individuals; groups, organizations, and government agencies that supported the work of the ICA throughout the year.

ICA:PHILIPPINES WORKS WITH URBAN POOR

After more than fifteen years of rural development programs, the ICA in the Philippines is now expanding to urban community development in the slums of Manila. In a project called the Mandaluyong Urban Poor Community Development Program, over 1100 residents of the "Backside" squatter settlement are involved in various integrated programs.

Already completed is a water delivery system with twelve legal faucets installed conveniently throughout the community. In addition, a fully cemented and connected drainage system was installed to prevent the periodic and disastrous flooding of the area. Governmental agencies have provided the funding with ICA doing the community organization and implementation work.

Present and future programs include a sewing business for women, a community multi-purpose center (chapel, pre-school, meeting rooms), youth programs, a mini-park, adult training programs, pathway paving, housing upgrade/relocation, and street access for city fire service.

Innovative programs which integrate governmental and non-governmental organizations such as this one in Manila are quite rare and possibly offer a way to break the cycle of poverty in these "hopeless" areas.
by Don Hinkelman

KOREAN PROJECTS REVISITED

ICA:Korea board members toured former Human Development Projects Koh Du I Ri and Kwang Yung Il villages upon the visit of Rob Work, a previous director of ICA: Korea. The team spent more than a week to tour these community development experiments which had been started by ICA more than ten years ago. According to Rev. Park Si Won, who also toured these projects, impressive accomplishments have continued without active outside assistance by ICA or government agencies.

Kwang Yung Il, a rural village on an island off southern Korea, was one of the original 24 projects organized by ICA in 1976-77. It is known in Korea for its innovative community treasury concept. Similar to a credit union, a community treasury is a locally owned and managed savings and loan organization which uses local money to re-invest in agricultural and small industry development. The community treasury in Kwang Yung Il was initially capitalized in 1976 for 3 million won (about US\$5000). This has grown to a present 250 million won. Started in small, simple room with a desk and calculator, it now looks much like a branch bank. It is the focal point of the village's economic revival.

Koh Du I Ri, a community project in northeast Korea which started later in 1978, is now one of the richest villages in its province. 25% of all the fruit sold in Chung Chun, the provincial capital, comes from Koh Du I Ri. The center of a fruit-growing industry, it is known as the "orchard village". Originally 1000 fruit trees were planted during the first year of the Human Development Project in Koh Du I Ri.



Now over 200,000 trees cover the rolling hills around the village.

In addition to visiting the projects, Mr. Work led a consult on community development for the Bo Moon First Methodist Church. He was invited to Korea as part the ICA:Korea Board's effort to evaluate its future program direction in community development and seek new staff to actively implement it.

by Don Hinkelman

THREE DAY TRIBAL SPORTS & CULTURAL PROGRAMME

The Planetary Education Centre (a programme of ICA: India) has been involved with tribal development projects for the last two years. In June 1989 it set-up an Ashram Shala (school-cum-hostel) for children from 18 tribal villages, which provides formal education as well as caring for the children's social and physical needs.

As part of its broader aim to involve the whole community and empower all sections of the villages to positively respond to the changing times, the Planetary Education Centre works with the tribal villages to organise the tribal people with the larger society and to expose and share their unique gifts, talents and cultural wealth.

Last year this event, entitled "Tribal Glory", took place in village Nere, taluka Panvel, district Raigad, Maharashtra state on the 8th, 9th and 10th November, and was inaugurated by the social welfare minister, Mr. Ramdas Athawale. Over the three days numerous sports competitions took place - kabbadi, long jump, high jump, shot put, marathon running, to name by a few - and many tribal villages were represented in the dancing competitions.

The village of Dhamni provided wonderful entertainment on the first night with their colourful and dramatic interpretations of scenes from the Ramayana, and on the second night the audience of thousands was treated to four hours of singing, dancing and comedy from the Air India Cultural Group, coordinated by Ashok Kulkarni.

The programme was a great success with over 5,000 people attending and 35 tribal villages being represented. It provided a rare opportunity to bring together so many people and enable them to celebrate their own unique cultural wealth. In these rapidly changing times, it is important that such a cultural background is not only kept alive but also encouraged to grow and prosper.

by H.S. Gavai

ECO '92 CONFERENCE PROCESS

By now it is fairly common knowledge that the United Nations has called for a global conference on environment and development to be held in Brazil, 1-12 June, 1992. This UN conference on Environment and Development, UNCED or 'ECO 92' will take place during the 20th anniversary of the Stockholm Conference, the last major global environmental gathering. Maurice Strong, Secretary General of that conference, will once again fill this role in Brazil. Strong has called for as broad a participation by citizens and the "independent sector" (NGO, trade union, religious groups, etc.) as possible. For that reason, it is important for NGOs to learn how they can participate in national and regional input for this conference.

Transboundary global problems such as desertification, unsustainable development practices and the depletion of the ozone layer were parts of the central focus of the World Commission on Environment and Development (WCED). In 1987, the WCED produced the Brundtland Report, *Our Common Future*. Immediate changes in the perception of individuals, nations and institutions were called for.

Following the report, the WCED disbanded and The Centre for Our Common Future was formed. The Centre has been serving as a channel for information both to and from its 150 working partners on ways in which the concept of sustainable development can be implemented locally, regionally and globally.

As an important part of the preparation process the Centre has started publishing a monthly newsletter for the Independent Sector called "Network '92." Its purpose is to put interested and motivated parties in touch with each other to work together to form alliances, exchange information, influence national positions and ultimately ensure that ECO '92 addresses and acts upon the critical threats to human survival. Each issue carries schedules of events from all regions of the world, along with addresses, phone and FAX numbers of independent organizations involved in the ECO '92 process. **Contact:** Centre for Our Common Future, Palais Wilson, 52 rue des Pacquis, CH-1201 Geneva, Switzerland Tel. 022/732 7117, FAX 022/738 5046, Tlx 27910 ch

The Brazil Conference will elaborate strategies for implementing sustainable development and it is hoped pronounce time frames in which specific actions must occur for humankind and the planet to have any future. To prepare for the Brazil Conference regional meetings are also being held. One for the European Community took place last March in Vienna and Budapest, with working sessions taking place on a boat on the Danube River. Anna Stanley represented ICAI in these sessions. The 4-day meeting produced the document, "Bridging the Gap", which the NGOs presented to the governments, who were to meet two months later in Bergen, Norway to issue a ministerial



declaration on actions the governments would take to solve environmental and developmental problems.

The French government has offered to sponsor a Global NGO Conference in Paris in Dec., 1991 within the orbit of the 1992 process as well as a platform for discussing the draft Brazil Document in a large representative NGO gathering of 850 participants.

ECO '92 Public Forums

After the successful Nairobi and New Delhi Public Forums (11 August and 19 September) on UNCED issues, the Centre for Our Common Future is planning 12 more around the world. Dates are now confirmed for the following four:

- Mexico City, 3-4 March, 1991
In conjunction with the Latin American Regional Preparatory Conference for UNCED
- Cairo, 6-7 April, 1991
In conjunction with the African Regional Preparatory Conference for UNCED
- Buenos Aires, 22-23 April, 1991
In conjunction with "The Gathering of the Andes" NGO meeting in Las Lenas
- Amsterdam, 10-11 May, 1991
In conjunction with the Society for International Development (SID) World Congress

In North America approximately 225 representatives of NGOs and private citizens participated in the Citizen's Consultation on UNCED, held on Capitol Hill 21-22 October. The Consultation launched a Citizens' Network on UNCED which was given the mandate to mobilize citizen involvement in the 1992 UN Conference. To further broad-ranged participation, the Steering Committee plans to hold its meetings in different parts of the U.S. and to explore ways of combining the meetings with regional hearings on UNCED-related issues. **Contact:** Citizen's Network on UNCED Information Committee, 801 Homestead St., Baltimore, MD, 21218, Fax: 243-2132

It is important that all groups in society - whether focused on environment, development, peace and justice, or human rights or any other issue in the interest of humankind - participate in this process. The ECO '92 process is one of crucial importance in teaching all of us ways in which to act together to solve our common global problems.

Excerpted from "Network '92", Nos. 1, 2 and 3 by Elaine Stover.

WHY AN INSTITUTE OF CULTURAL AFFAIRS?

By Jim Wiegel At the ICA Global Conference, Taiwan

Most of my adult life, I've been greeting people with "Hello, my name's Jim Wiegel." As I say this, I can see on their faces they are asking, "Who?" Then I say, "I'm with the Institute of Cultural Affairs," and I see them pondering "What?"

Between 1984 and 1988, while I was with the ICA in Brussels, most of the unsolicited phone calls we received were from people researching obscure 18th century Flemish poets or trying to find rare piano pieces. Now when I say, "ICA . . . and for us 'culture' is a practical reality - the images, patterns and shared understandings which allow us to sit here in this room and do something together," people say, "Oh, I see," That shift began for me near the end of my stay in Brussels at a reception to present the Brundtland report on *Our Common Future*. As I was introduced to the two men making the presentation, one of them peered down at my name tag and said: "I'm really glad to have someone here with 'cultural' in their name. It became clear to the commissioners toward the end of their work that moving to a more sustainable pattern of development could not happen without shifts in our cultural values, but they didn't have time to go into this aspect."

Since returning to the United States a year ago, I've noted that there are two approaches taken to solving almost every problem: spend money on it or pass a law. If you don't do either of these things you're not taken seriously. There is little recognition of a third force - culture. Community psychologist Anne Doshier explained this to me when she said: "We are trying to solve problems by economic and political means which can be solved only by community means."

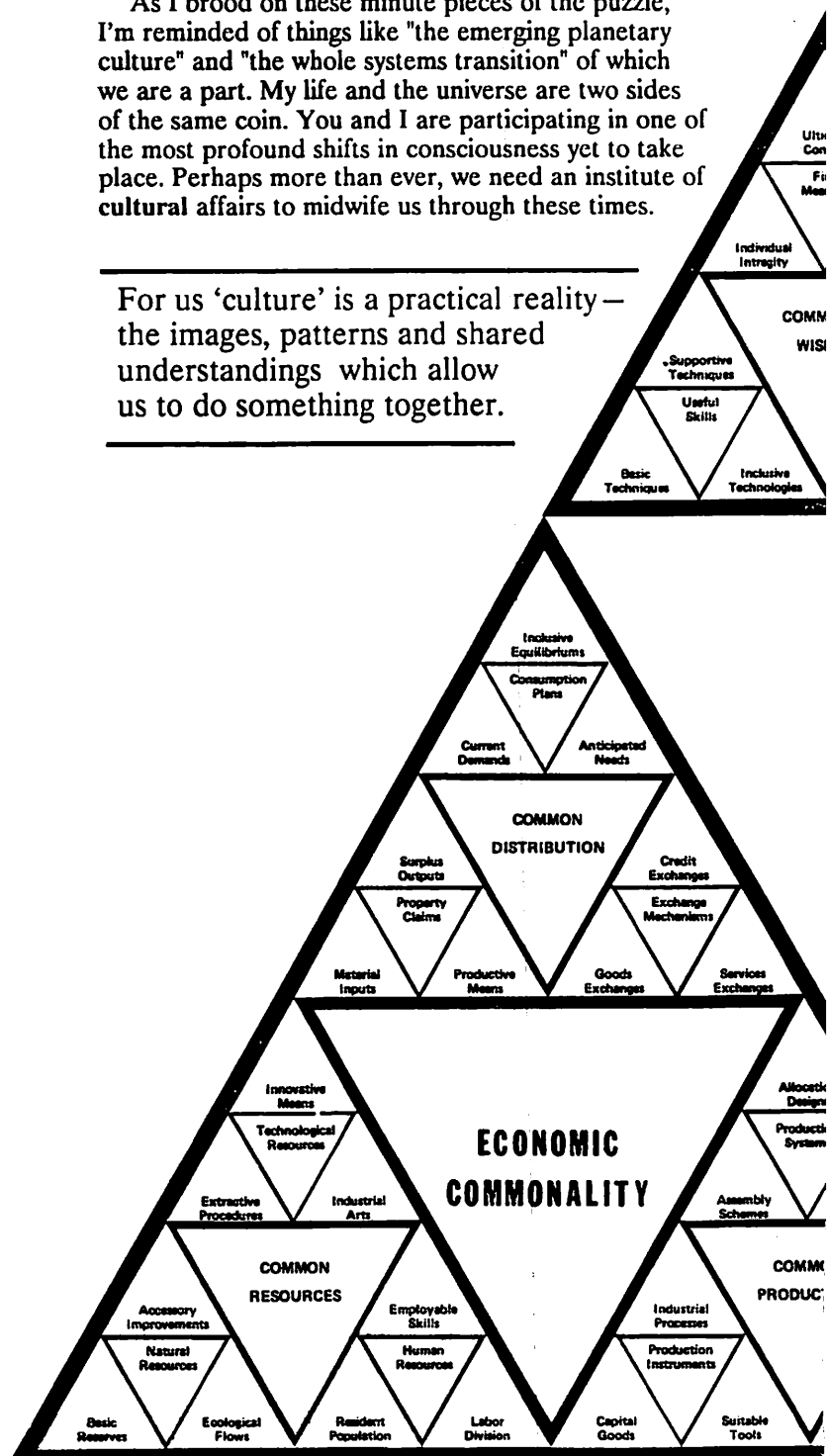
There are signs from many quarters of a growing interest in the cultural dynamic in society. We are in the *United Nations Decade for Cultural Development*. The landmark book *Corporate Cultures* written ten years ago has spawned a small industry of consultants working to improve the "organizational culture" of businesses. Harrison Owen's book *Spirit* and Hirsch's *Cultural Literacy* are part of this trend. Other signs, from the continued popularity of Garrison Keillor to the strength of conservative churches, indicate the rediscovery of "culture" in society.

Most ICA members have a keen interest in and sensitivity for the "cultural thing." It was exciting to listen to reports from participants in ICA West's Native American Study Tour. The way in which they encountered these "cultures struggling to evolve" animated their lives. As convener of the Earthwise Learning Series, I'm continually inundated with resources and wisdom flowing to me from ICA members. It is as though we act as magnets drawing creative contributions to us.

It's not only in our organizational and worklife that the need for a cultural approach is evident. As a white, 45 year old, college educated male, I daily experience having to curb what are almost instinctive rituals which are meaningful supports in my life because they seem no longer appropriate. I'm perplexed about what to pass on to my children, especially my boys. Do I push baseball and fishing? Is it better to model authority or self-doubt for them? What kinds of diet should we have and how best to prepare and present meals? All these "dailies" are ritual and are culture- building.

As I brood on these minute pieces of the puzzle, I'm reminded of things like "the emerging planetary culture" and "the whole systems transition" of which we are a part. My life and the universe are two sides of the same coin. You and I are participating in one of the most profound shifts in consciousness yet to take place. Perhaps more than ever, we need an institute of cultural affairs to midwife us through these times.

For us 'culture' is a practical reality—the images, patterns and shared understandings which allow us to do something together.



ORGANIZATIONAL PLAN FOR 1992 GLOBAL CONFERENCE

The following chart was originally created by Jim Campbell to recommend local and global areas of responsibility for the conference.

* LOCAL VISITATIONS - NGO's and projects inviting participants to see their work before or after the conference.

? refer to the questions about what group or persons would actually do the work.

ORGANIZATIONAL PLAN FOR 1992 GLOBAL CONFERENCE			
LOCAL SPONSORING BODY (ICAB)?	LOCAL ORGANISING COMMITTEE (THIS GROUP)?	GLOBAL ORGANISING COMMITTEE (ICAI BOARD)?	GLOBAL SPONSORING BODY (ICAI)?
<u>RESPONSIBILITIES</u> 1. FACILITY 2. FINANCES 3. LOCAL RECRUITMENT 4. LOCAL FRAMING 5. LOCAL PUBLIC RELATIONS 6. HOSTING (participants) 7. PRACTICS 8. LOCAL VISITATIONS (before & after the conference*) 9. LOCAL FOLLOW-UP		<u>RESPONSIBILITIES</u> 1. GLOBAL RECRUITMENT 2. FINANCES 3. GLOBAL FRAMING 4. GLOBAL PUBLIC RELATIONS 5. CONFERENCE DESIGN 6. CONFERENCE GUESTS/SPEAKERS 7. HOSTING (guests, speakers) 8. CONFERENCE DOCUMENTATION (dailies, reports etc.)	
IMPLEMENTING TEAM (ICO)?		IMPLEMENTING TEAM (SECRETARIAT)?	
FULL TIME CONFERENCE MANAGER			

SITE SELECTION

A great deal of thought was given to the criteria for site selection. The team working on site selection took into consideration previous work done in Brussels and Taipei, in addition to recommendations made by letters from individual colleagues.

A general agreement was reached to research in depth: the Czech and Slovak Federal Republic (Prague), Hungary (Budapest), and former East Germany (Dresden, Leipzig and Usedom). Agreeing to complete this research before 31 March were Jim Campbell, Dick Alton and Hannerl Golda, with assistance from Andrea de Suray in Belgium and Helle Pomarius in Germany.

A prime value, is the location of the conference in a small to large city where conference addressees especially youth, would have a wide selection of housing and meals.

A 10-week timeline was worked on for the site-selection team. A preliminary budget considerations indicated a cost of approximately 20,000 Belgian francs to cover travel, room and board.

A discussion on co-sponsorship emphasized the importance of "active partnerships:" the kind of co-sponsorship that would not only send conference participants, but would assist in funding them, for example.



1992 GLOBAL CONFERENCE PREPARATION MEETING

19-20 January 1991, Brussels Belgium

From 19-20 January the third meeting of the 1992 Conference Prep team met at the ICA Brussels facility. In attendance were Dick Alton, Hannerl Golda, Ursula Winteler, Sabine Winteler, Dick Seacord, Joan Seacord, Jim Campbell, Lin Wisman, Nelson Stover, Betty Pesek, Adam Thomson and Beverly Gazarian. The flow of the weekend follows:

1992 PREPARATION MEETING	
SATURDAY	SUNDAY
Review of past data Team Work	Timeline & Assignments

THEME FOR 1992

The advance planning team for the 1992 European Conference, assembled four proposed thematic statements, each from a separate source:

- Next Generation of Social Innovation
- Citizen's Forum (or Agenda) Beyond the Year 2000
- Cultural Diversity as a Chance * - Unity in Diversity
- Sustaining Change — Creating Global Responses from the Local Perspective
 - * "as a Chance" connotes "as a Fortunate Opportunity"

The six values we weighed in the selection of a thematic statement and its use in promotional literature are:

1. Ease of projection and exposition - specificity.
2. Comprehensive of the four networks.
3. Conducive to a sense of unity.
4. Amenable to a balanced rhythm of workshops and plenary sessions.
5. Amenable to simple descriptions of its intent, objectives, processes and methods to be employed.
6. Appeal to younger ages - "the next generation".

To reach consensus, we would like you, our members, to submit your recommendation of a thematic statement for the 1992 conference. Please submit it to the editor of the Network Exchange prior to the end of March.

THE DATE OF THE GLOBAL 1992 CONFERENCE

The recommended date for the conference is 30 AUGUST - 6 SEPTEMBER 1992. It was decided that these seven days would allow people from temperate climates to attend during the summer holidays as well as to avoid the August Holidays which are sacred in several European countries. It is also recommended that the General Assembly and Board Meeting of the ICAI take place before the conference, from 27-29 August.

FULL TIME CONFERENCE MANAGER HIRING STRATEGY

It is felt that there is a need to hire someone to work on the 1992 Conference full-time from August 1991. Some very initial thinking was done at the 1992 Prep Meeting

MECHANISM

1. Need to think through how to do it. How to seek people: colleagues, employment agencies.
2. Need to write a job description. Person will need experience, has skill for this, and at least bilingual.
3. Initial work to be done. What do we want? List values such as likes teamwork.
4. Use local/global organizational model in thinking through role of the person.
5. Global/local teams work together until September to do more thinking on this.

BUDGET FOR PAYING CONFERENCE MANAGER

* Charge people/pay salary out of actual funds available.

* \$25,000 is it salary only? Add costs?

* Is \$25,000 the correct amount?

* Spell out role and then decide the amount.

* Mechanism: person paid as a professional conference manager.

* Deadline: Person would be in place 30 August 1991.

* One receives a gift/discount if he/she pays ahead of time.

* ICA:B offer of a \$12,000 start up loan might be used initially.

* Conference registration form to include statement: "I will pay \$_____ to enable the cost of the conference but I will not be able to attend".

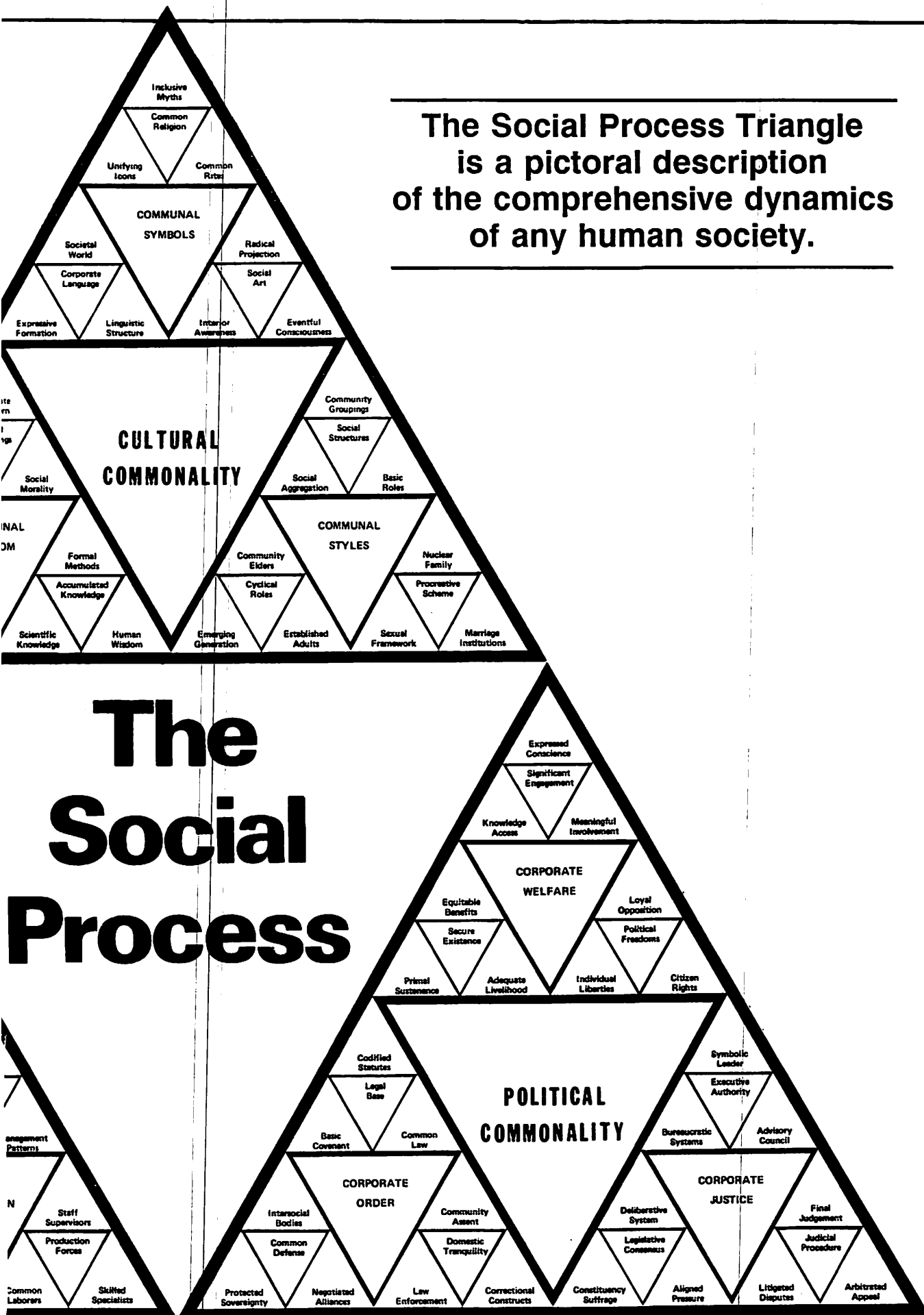
ATTENDANCE/PARTICIPANTS

As the local organizing committee travels in Europe for site selection, they will need to have an estimate of the number of people who will attend the conference.

Please write giving us a guess of the number of people who would come from the area that you serve, be they clients, colleagues, network acquaintances or like-minded people.

Let us know by phone, fax, letter or courier before the teams leave for their site selection tour on March 1st. In your communication please give us your recommendation for recruitment strategy and implementation

The Social Process Triangle
is a pictorial description
of the comprehensive dynamics
of any human society.



WINDOWS ON TOMORROW

By John Burbidge, excerpts from *Arizona Human Services Magazine*

Where are human services headed as we move toward the 21st century? What new challenges face us, and how can we respond?

As we move toward the next century, the field of human services is being pushed to take a major creative leap. We are being challenged to examine many of our basic presuppositions, to restructure a number of our longstanding operating procedures, and to take a more inclusive approach to service delivery.

In talking with a variety of people in human services professions certain basic issues continue to surface.

The Community as Planning Model

One of the most prominent among the recurring themes is that of a major shift away from program planning dominated by professionals to a community-based model. No longer is it all right for the so-called "experts" to devise schemes for dealing with social issues, then try selling their ideals to the community.

Business learned this lesson long ago, when management tried -- unsuccessfully -- to induct employees into top-down plans for the company. Innovative corporations today encourage employee participation in the planning process, using such methods as multi-level strategic planning, quality circles and small-team operations.

The Technology of Participation

Another new direction in human services is the trend toward participatory decision-making processes, both within service agencies themselves and in their dealing with the community.

Laura Spencer describes in her book *Winning Through Participation*, what she calls an entire "technology of participation" based on four underlying tenets. These are:

- * An ongoing, integrated, whole-system approach.
- * An evolving, organic and dynamic process.
- * A structured process involving learnable skills.
- * A commitment to openness from everyone involved.

Breaking Through Institutional Barriers

A corollary of this shift in perspective is the need to deinstitutionalize much of the human services establishment. Many service agencies that began in direct response to immediate social problems have become solidified over time. Examples of this include many "storefront" or "street" agencies and other grassroots neighborhood action groups of the 1960s and '70s that have been co-opted by local units of government.

Even so, it can lead gradually to a diminished ability to respond to real needs. In some cases the structures end up serving the problem rather than



solving it. In other words, the agencies, themselves become part of the problem.

Creating Solutions Through Collaboration

A further development with a significant impact on the future of human services in this country is an increase in networking and collaboration.

New Challenges, New Opportunities

Transformation is not simply an imperative; it's already under way. What are some of the other changes taking place in our operating environment?

* *Shared vision.* The concept of partnership in human services as useful as it is, must go far beyond mere cooperation and coordination. Nothing short of an integrated, multi-sectoral human services systems will be adequate for the future. In order for this to happen, representatives of the various sectors must come together and hammer out a common vision for their community or neighborhood.

* *A new level of service response.* In addition to being stretched to deal with current needs, agencies will continue to be called upon to respond to wholly new needs of entire population groups. AIDS patients, cocaine-addicted babies and increasing numbers of homeless families are examples. At the same time, as traditional target groups become more sophisticated in their understanding of their needs and the service system, they expect more of us as human services professionals.

* *Diversified funding sources.* Where all this comes to a head is, often at the point of funding. No one needs reminding of the significant cutback in recent years of Federal funds for human services. The tragedy is that decimation in funding has occurred at the same time as a mushrooming of need. The challenge lies in developing a diversity of funding alternatives to meet this serious shortfall. One avenue that some have begun pursuing is partnerships between human services and the private sector. This has led to the creation of what are called "socially honorable business ventures."

* *The challenge of cost-effectiveness.* Finally, we are seeing a growing emphasis on cost-effectiveness and accountability among human services agencies. As an industry, human services has not until recently been confronted with strict financial limits or mandates to show a quantifiable return on investment. Those who haven't already adopted these methods will need to learn some of the basic skills of business planning and financial management.

EARTHWISE LEARNING

The last few decades have surrounded us with an amazing array of breakthroughs in almost every field of human endeavor - brain research, learning processes, wellness, communications, biotechnology, organizational change, international relations...the list is endless. Few of these breakthroughs, however, have trickled down to the point where most of us can understand them and integrate them into our daily routines.

All too often, we experience ourselves and our institutions as ineffective and irrelevant. Too easily, we feel defeated and angry in our attempts to manage our lives. At the same time we long, as Joseph Campbell put it, "to actually feel the rapture of being alive."

At this point, many people turn to educational institutions - both to place the blame and to seek solutions. But like many traditional social forms, education today is in disarray. The waves of information, social innovation, and the multi-cultural experience of the last forty years have swamped our learning institutions. With isolated exceptions, these institutions have been no more successful than we ourselves in digesting and using what we have discovered about how people learn.

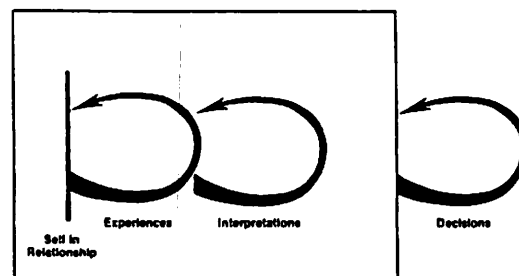
The Earthwise Learning Series (ELS), a project of the Institute of Cultural Affairs, is an innovative response to this dilemma. Unlike many other educational ventures the ELS is not designed to deliver more information. Rather it is designed to distill, from the reservoirs of available information, images and ideas which illuminate changes in our understanding of ourselves and our world. It focuses on *patterns and processes*, not data. In fact, the raw stuff of the curriculum is the participants' life experiences.

Curriculum design began in October, 1988, when a group of fifteen experienced educators met in Phoenix. This thinktank drew upon previous ICA education experiments, which have won recognition for their ability to take specialized areas of knowledge and present key insights from them in ways that make practical sense to people. The end product of the thinktank was threefold -- a comprehensive curriculum framework, an outline of three intensive courses, and initial designs for test modules to introduce the program.

The initial design group considered what capabilities were needed for planetary living in the 21st century. Three pivotal questions emerged:

- How does a person experience the significance of human living?
- What are the breakthroughs in learning today that are changing the world in which we live?
- What are the skills one needs to interact with others and make a creative contribution to society?

These questions laid the groundwork for the three intensive courses, each of which was planned as a full-time, month-long program with a central theme. The first course emphasizes breakthroughs in the natural sciences which are altering the way people think and act. The second focuses on the diversity of cultural archetypes and metaphors that make up the global mosaic. And the third highlights analytical and creative methods that enable people to function effectively in today's world.



To launch the ELS, three introductory modules were created: *Making Sense of the World, Myth and the Human Journey*, and *Methods of Individual and Group Creativity*. These modules use individual and groups processes and a variety of multi-modal teaching techniques, and demonstrate both rational and intuitive approaches to learning.

A fourth module has since been added -- A New Image of Learning. The work done on learning processes in recent years has provided the pieces of an entirely new paradigm. Presently, this paradigm is about where the computer industry was thirty years ago - big, bulky, hard to use technologies surrounded by a host of small, unconnected inventions and concepts. The piecing together of this paradigm in the next decade will produce the equivalent for learning of the personal computer.

This fourth module on the new learning paradigm is pivotal to the development of the entire ELS curriculum. It will help ensure that the methods used are appropriate to the message of the curriculum, i.e. the development of planetary living capabilities.

The ultimate intent is to create a co-learning community in which all involved are partners in exploration. Staff leading the program will act as a support network to the participants. And since the total environment in which the program takes place is part of the learning experience, the curriculum will include both formal sessions and more leisurely pursuits - in other words, a music lounge might be as critical as a seminar room.

Who is the ELS intended for? It was first thought that the ELS would be piloted by business executives in university courses. Many corporations invest heavily in education to help their employees better understand themselves and the world in which their enterprise operates, and the cross-cultural, multi-disciplinary framework of the ELS directly addresses this concern.

However, a diversity of target groups has emerged, ranging from Masters' students in global management to at-risk youth involved in leadership training. One suggestion has been for the creating of a mobile ELS serving the needs of advanced education in "Third World" countries. The intention is to develop a new style of leader or social healer - one tuned to the deep transitions taking place in the world's cultures, able to respond creatively to those challenges and capable of inspiring and teaching others. As ELS coordinator Jim Wiegel has pointed out, "The key learners...are you and I, not the 'coming generation.' This learning is for living right now."

By John Burbidge for *In Context* magazine No. 27

Position open: Secretary-General of the ICAI

Betty Pesek will have finished her year as Secretary General on May 15, 1991, and now we are looking for someone to fill that position.

The job description might be delineated in four major arenas:

1. Acting out the role of general secretary to the President, Ursula Winteler, and to the Board, including the Executive Committee. That means:
 - a. acting on behalf of the President, keeping in communication with her; meeting with her at frequent intervals (Ursula's home is in Germany), as well as talking with her on the phone and writing her letters and faxing her data.
 - b. arranging for meetings of the Board and keeping minutes for them.
2. Coordinating the daily office dynamics of the Secretariat, with team members Richard Alton, ICAI Funding Consultant, and Richard Seacord who keeps our books and assists with publishing the Network Exchange. A fourth team member is with us part-time. This is usually a business school student who undertakes a project that we assign him/her to do that would help us in our work. We are an informal group that works together in giving form to our task laid out by the General Assembly.
3. Continuing to find ways to initiate and develop our role as a service umbrella for our members. In this arena we provide interchange with and for the members by publishing a monthly newspaper (the Network Exchange), we provide funding information and assistance as well as personnel data which is requested by our members, and distribute a members' directory.
4. Promoting our image to the world by maintaining relations with international agencies, distributing our international reports and an ICAI brochure. We

also provide data to the members regarding international agencies that have regional offices that might be of assistance to our members.

The office of the Secretary General proves to be an exciting one each day, for the team is constantly looking for ways to be of greater assistance to the members, and to maintain correspondence with individuals and institutions that afford news for them so they we can continue to grow.

The most challenging work for the new Secretary General will be to operate in a team that coordinates and ensures the success of the Global Conference which is scheduled to take place in Europe in 1992. The Brussels facility has been the site of the planning sessions thus far, and the opportunities for the work will be highlighted as the more concrete preparations for the meeting are made.

The benefits include a yearly honorarium, living in the Brussels facility which offers a once-in-a-lifetime experience found in living in the midst of the residents and programs that take place, a location near the Metro, trains and the airport so one can enjoy much of Europe in a short time, and a chance to work with a supportive team as one forges a new form of a global service dynamic for members who are creatively caring for thousands of people.

It would be to your advantage if you could speak French or Dutch, but it is certainly not necessary. Please send your resume to the President of the ICAI, at rue Amedee Lynen, 8 B-1030, Brussels Belgium. When you do, update your passport, have two pictures taken, and secure an application at your local Belgium consulate, in case the Executive Committee should decide to accept your application.

The Network Exchange

March 1991

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What Is Education For?

We often pause in our work and ask, "Now what are we doing this for?" This essay, adapted from David Orr's commencement address to the graduating class of 1990 at Arkansas College appeared in "In Context" magazine, No. 27. We want to share excerpts with you, our readers.

...The truth is that many things on which your future health and prosperity depend are in dire jeopardy: climate stability, the resilience and productivity of natural systems, the beauty of the natural world, and biological diversity.

It is worth noting that this is not the work of ignorant people. It is, rather, largely the result of work by people with BAs, BSs, LLBs, MBAs and PhDs. Ellie Wiesel made a similar point... when he said that the designers and perpetrators of the Holocaust were the heirs of Kant and Goethe. In most respects the Germans were the best educated people on Earth, but their education did not serve as an adequate barrier to barbarity. What was wrong with their education? In Wiesel's words: "It emphasized theories instead of values, concepts rather than human beings, abstraction rather than consciousness, answers instead of questions, ideology and efficiency rather than conscience."

The same could be said of the way our education has prepared us to think about the natural world. It is a matter of no small consequence that the only people who have lived sustainably on the planet for any length of time could not read... My point is simply that education is no guarantee of decency, prudence, or wisdom. More of the same kind of education will only compound our problems. This is not an argument for ignorance, but rather a statement that the worth of education must now be measured against the standards of decency and human survival - the issues now looming so large before us in the decade of the 1990s and beyond. It is not education that will save us, but education of a certain kind.

...the foundations for modern education are now

enshrined in myths we have come to accept without question. Let me suggest six.

First there is the myth that ignorance is a solvable problem. Ignorance is not a solvable problem, but rather an inescapable part of the human condition. The advance of knowledge always carries with it the advance of some form of ignorance. In 1930, after Thomas Midgely Jr. discovered CFCs, what had previously been a piece of trivial ignorance became a critical, life-threatening gap in the human understanding of the biosphere. No one thought to ask "what does this substance do to what?" until the early 1970s, and by 1990 CFCs had created a general thinning of the ozone layer worldwide. With the discovery of CFCs knowledge increased, but like the circumference of an expanding circle, ignorance grew as well.

A second myth is that with enough knowledge and technology we can manage planet Earth. "Managing the planet" has a nice ring to it. It appeals to our fascination with digital readouts, computers, buttons and dials. But the complexity of Earth and its life systems can never be safely managed. The ecology of the top inch of topsoil is still largely unknown, as is its relationship to the larger systems of the biosphere.

What might be managed is us: human desires, economies, politics, and communities. But our attention is caught by those things that avoid the hard choices implied by politics, morality, ethics, and common sense. It makes far better sense to reshape ourselves to fit a finite planet than to attempt to reshape the planet to fit our infinite wants.

A third myth is that knowledge is increasing and, by implication, human goodness. There is an information explosion going on, by which I mean a rapid increase of data, words, and paper. But this explosion should not be taken for an increase in knowledge and wisdom, which cannot so easily be measured. What can be truthfully said is that some knowledge is increasing

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But it does need more peacemakers,
healers, restorers, storytellers, and lovers*

ICA: Zambia Hires New Director

The board of directors and staff of ICA: Zambia hired Ms. Ruth Lukona to serve as Executive Director beginning 1 December 1990. According a report from Pamela Bergdahl who lives in Lusaka and frequently assists ICA's work there, the new director has had many years of experience working for an NGO in Zambia. Her administrative ability is a welcome addition to the ICA team.

During her first week on the job, Ms. Lukona discovered that all her staff would be in the field doing programmes leaving her alone in the office for two weeks. Her first assignment, to find an office in town, was nonetheless accomplished.

Finding an effective director has been a key strategy in ICA: Zambia's expansion and institutional strengthening. Requests from other development

organizations who need ICA's facilitation skills in community participation are growing and need to be handled and accounted for professionally. The Zambia Council for Social Development recently had two ICA staff, Voice Vingo and Florence Chikatula, lead a training programme for them. ICA is also handling a major participation program within the Integrated Rural Development Project in the Eastern Province of Zambia.

With these projects and new contracts already signed covering another year, ICA will have ten fulltime field staff working at full capacity during all of 1991. The managerial and office support of Ms. Lukona will be a necessary point in ICA: Zambia's growing strength as an indigenous development organization.

EDUCATION *continued*

while other kinds of knowledge are being lost. We still lack the science of land health that Aldo Leopold called for half a century ago.

It is not just knowledge in certain areas that we're losing but vernacular knowledge as well, by which I mean the knowledge that people have of their places.

In the confusion of data with knowledge is a deeper mistake that learning will make us better people. But learning, as Loren Eiseley once said, is endless and "In itself it will never make us ethical (people)." Ultimately, it may be the knowledge of the good that is most threatened by all of our other advances. All things considered, it is possible that we are becoming more ignorant of the things we must know to live well and sustainable on the Earth.

A fourth myth of higher education is that we can adequately restore that which we have dismantled. In the modern curriculum we have fragmented the world into bits and pieces called disciplines and subdisciplines. As a result, after 12 or 16 or 20 years of education, most students graduate without any broad integrated sense of the unity of things. The consequences for their personhood and for the planet are large. For example, we routinely produce economists who lack the most rudimentary knowledge of ecology. This explains why our national accounting systems do not subtract the costs of biotic impoverishment, soil erosion, poisons in the air or water, and resource depletion from gross national product. We add the price of the sale of a bushel of wheat to GNP while forgetting to subtract the three bushels of topsoil lost in the production. As a result of incomplete education, we've fooled ourselves into thinking that we are much richer than we are.

Fifth, there is a myth that the purpose of education is that of giving you the means for upward mobility and success. Thomas Merton once identified this as the "mass production of people literally unfit for anything except to take part in an elaborate and completely artificial charade". When asked to write about his own success, Merton responded by saying that "if it so hap-

pened that I had once written a best seller, this was a pure accident, due to inattention and naivete, and I would take very good care never to do the same again." His advice to students was to "be anything you like, be madmen, drunks, and bastards of every shape and form, but at all costs avoid one thing: success."

The plain fact is that the planet does not need more "successful" people. But it does desperately need more peacemakers, healers, restorers, storytellers, and lovers of every shape and form. It needs people who live well in their places. It needs people of moral courage willing to join the fight to make the world habitable and humane. And these needs have little to do with success as our culture has defined it.

Finally there is a myth that our culture represents the pinnacle of human achievement: we alone are modern, technological and developed. This, of course, represents cultural arrogance of the worst sort, and a gross misreading of history and anthropology. Communism failed because it produced too little at too high a cost. But capitalism has also failed because it produces too much, shares too little, also at too high a cost to our children and grandchildren. Communism failed as an ascetic morality. Capitalism failed because it destroys morality altogether. This is not the happy world that any number of feckless advertisers and politicians describe. We have built a world of sybaritic wealth for a few and Calcuttan poverty for a growing underclass. At its worst it is a world of crack on the streets, insensate violence, anomie, and the most desperate kind of poverty. The fact is that we live in a disintegrating culture. In the words of Ron Miller, editor of *Holistic Review*:

"Our culture does not nourish that which is best or noblest in the human spirit. It does not cultivate vision, imagination, or aesthetic or spiritual sensitivity. It does not encourage gentleness, generosity, caring, or compassion. Increasingly in the last 20th Century, the economic-technocratic statist worldview has become a monstrous destroyer of what is loving and life-affirming in the human soul."

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The Netherlands' Volunteer Program

The ICA:Netherlands continued a program this past year to enlarge the opportunity for Dutch volunteers to go to the Third World. In January 1990 they started publishing news about the project in several magazines. As a result, twelve potential volunteers joined German and Belgian young people in the orientation weekends in May and July in Brussels. The trainers of the weekends were returned volunteers from the Netherlands and England, facilitated by two ICA staff members. Out of the twelve, six of the Dutch attended the basic course of 3 weeks held again in Brussels.

The average age of the participants was 21, without experience in the tropics. The Dutch, on the other

hand, averaged 28 years of age, with a degree in anthropology or social geography, with previous experience in the tropics.

At the present time, the following have been placed: Rutger van Maaswijk is in Cote de 'Ivoire to work on the farm, together with Jann Barr and another Dutch volunteer, Jan Willem Bijl. Sybrech Nevenzeel will leave for Cote de 'Ivoire early this year to assist in a medical project which will be expanded to 18 other villages. Marc ter Brugge left in January for Karnataka, India. Nicolien van Eijdsen also left in January for Guatemala for 9-12 months to work on an education project. Others are still considering where they will go.

EDUCATION *continued*

What Education Must Be For

Measured against the agenda of human survival, how might we rethink education? Let me suggest six principles.

First, all education is environmental education. By what is included or excluded we teach students that they are part of or apart from the natural world. To teach economics, for example, without reference to the laws of thermodynamics or those of ecology is to teach a fundamentally important ecological lesson: that physics and ecology have nothing to do with the economy. That just happens to be dead wrong. The same is true throughout all of the curriculum.

A second principle comes from the Greek concept of *paideia*. The goal of education is not mastery of a subject matter, but of one's person. Subject matter is simply the tool. Much as one would use a hammer and chisel to carve a block of marble, one uses ideas and knowledge to forge one's own personhood. For the most part we labor under a confusion of ends and means, thinking that the goal of education is to stuff all kinds of facts, techniques, methods, and information into the student's mind, regardless of how and with what effect it will be used. The Greeks knew better.

Third, I would like to propose that knowledge carries with it the responsibility to see that it is well used in the world. The results of a great deal of contemporary research bear resemblance to those foreshadowed by Mary Shelley: monsters and technology and its by products for which no one takes responsibility or is even expected to take responsibility. Whose responsibility is Love Canal? Chernobyl? Ozone depletion? The Valdez oil spill? Each of these tragedies were possible because of knowledge created for which no one was ultimately responsible. This may finally come to be seen for what I think it is: a problem of scale. Knowledge of how to do vast and risky things has far outrun our ability to use it responsibly. Some of it cannot be used responsibly, which is to say safely and to consistently good purposes.

Fourth, we cannot say that we know something until we understand the effects of this knowledge on real people and their communities. I grew up near Youngstown, Ohio, which was largely destroyed by corporate decisions to "disinvest" in the economy of the region. In this case MBAs, educated in the tools of

leveraged buyouts, tax breaks, and capital mobility have done what no invading army could do: they destroyed an American city with total impunity on behalf of . . . the "bottom line." But the bottom line for society includes other costs, those of unemployment, crime, higher divorce rates, alcoholism, child abuse, lost savings, and wrecked lives. In this instance what was taught in the business schools and economics departments did not include the value of good communities or the human costs of a narrow destructive economic rationality that valued efficiency and economic abstractions above people and community.

My fifth principle follows and is drawn from William Blake. It has to do with the importance of "minute particulars" and the power of examples over words. Students hear about global responsibility while being educated in institutions that often invest their financial weight in the most irresponsible things. The lessons being taught are those of hypocrisy and ultimately despair. Students learn, without anyone ever saying it, that they are helpless to overcome the frightening gap between ideals and reality. What is desperately needed are faculty and administrators who provide role models of integrity, care, thoughtfulness, and institutions that are capable of embodying ideals wholly and completely in all of their operations.

Finally I would like to propose that the way learning occurs is as important as the content of particular courses. Process is important for learning. Courses taught as lecture courses tend to induce passivity.

Indoor classes create the illusion that learning only occurs inside four walls isolated from what students call without apparent irony the "real world." Dissecting frogs in biology classes teaches lessons about nature that no one would verbally profess. Campus architecture is crystallized pedagogy that often reinforces passivity, monologue, domination, and artificiality. My point is simply that students are being taught in various and subtle ways beyond the content of courses.

.....Do graduates of this college, in Aldo Leopold's words, know that "they are only cogs in an ecological mechanism such that, if they will work with that mechanism, their mental wealth and material wealth can expand indefinitely (and) if they refuse to work with it, it will ultimately grind them to dust." Leopold asked: "If education does not teach us these things, then what is education for?"

"It Really Isn't Even Self-Help, It's Help Others"

A Conversation with Mimi Silbert

When Mimi Silbert starts talking, nothing can stop her. Mimi is president of the Delancey Street Foundation, arguably the most successful drug rehabilitation program in the country.

From the start, hard work has been a key part of the Delancey Street experience. Progressing up the Delancey Street hierarchy means washing sheets, making beds, and walking security patrols. But most of all, it means learning. If you can't read and write when you come there you'll learn. Period. In order to "graduate", residents must acquire at least three marketable skills, most learned on the spot.

*To be a developer you need a tough belly
and a crazed vision. And I already have
these qualities working
at Delancey Street.*

Q. It seems that an important part of Delancey Street is the way it presents itself. And that ranges from polished hardwood floors to the way people dress and behave. Why?

A. Well, starting with the residents, image is probably the key feature of these people's lives. The average person is angry and extremely antisocial. Since they've failed at just about everything, image is critical to them.

Q. So what happens when they come to Delancey Street?

A. We ask them to stay for two years. They promise, but they never really mean it. They're manipulating us. Our job is to out-manipulate them. We start immediately with their image. When they arrive, they have to cut their hair, get into a suit and tie and change the way they walk. You learn to walk with your head straight.

Q. This...must take a lot of energy.

A. An enormous amount of energy! We don't change people from the inside out. We change them from the inside in. You act as if you're decent, as if you care about people, as if you're kind and good. And eventually you learn to become all those things.

So we're very strict on behavior. On helping other people, in the belief that one day you'll make this Kierkegaardian leap of faith. You keep helping, working and learning, and then one day, when you least suspect it, something happens with one of the people you've been told to help. All of a sudden, you care. You have no idea why it happened. That Tuesday at four o'clock. But suddenly there's a real caring there for a minute. And then you build on that, and it starts to become real.

Q. Especially after the Vietnam era, a lot of people in your generation lost hope. How did you manage not to?

A. I guess it's how you see things. We didn't effect the result, but we affected the process of our lives enormously. Through hope, through people coming together, through believing that something could happen.

And being at Berkeley, you get the sense that you're walking around hallowed halls. Real minds have done things there. It's wonderful, because it's in the air. In Delancey Street we try to emulate that. We try to have our physical surroundings be beautiful, so that you can feel that you're part of something beautiful. Try to have knowledge in the air, so you feel "God, all kinds of learning is going on here." "Hallowed halls" is a big deal because you try to live up to them. And beautiful environment is a big deal, because you try to live up to it.

Q. When you started to build this place, you said, "To be a developer you need a tough belly and a crazed vision".

A. It's absolutely true. The people who come to Delancey Street have already been labeled unamenable to treatment. And if you choose to live with hope for these people, you have to have that kind of vision that charges through brick walls and refuses to see that the bricks might be hard.

Q. To what extent do you stay in touch with the people who have been graduated from Delancey Street?

A. At this point they stay in touch with us. And I don't know that we would have grown as much over the years if it weren't for our graduates. They come back to tutor and give seminars; some of them take people and mentor them.

Q. What makes Delancey Street's approach different from, say, former drug czar William Bennett's?

A. One, we choose to be unfunded, because we're trying to empower powerless people, and to do that, they have to be responsible for what goes on in their lives, instead of having it handed to them. Two we have no paid staff. At Delancey Street we make everybody be the teacher, we make everybody be the therapist. How people change is never so much what I'm doing for you that changes you, but what you're doing for someone else.

What makes this organization unique is that it isn't really even "self help," it's help others." That's what makes the organization work. You come here, and we say to you, "You're going to help other people. If in the process of teaching somebody else job skills or helping somebody change their life, you happen to change your life, great! But what you're coming here to do is really to change someone else's life, to do something outside of yourself." We make them active agents of change and that's an enormous empowerment.

From California Monthly December 1990

If today is a typical day on planet Earth, we will lose 116 square miles of rain-forest, or about an acre a second. We will lose another 72 square miles to encroaching deserts, as a result of human mismanagement and overpopulation. We will lose 40 to 100 species, and no one knows whether the number is 40 or 100. Today the human population will increase by 250, 000. and today we will add 2,700 tons of chlorofluorocarbons to the atmosphere and 15 million tons of carbon. Tonight the Earth will be a little hotter, its waters more acidic, and the fabric of life more threadbare. — — David Orr

Planetary Ecology Courses

Two New Courses Being Offered - these courses come out of the international think tank on Whole Systems Transition

Empowering Whole Systems — A vision quest for people experiencing depth change in their communities or institutions is the theme of a new course being offered in Canada. Insights will be explored on a whole systems approach to transformation including the practical relationship between social change and personal transformation.

Benefits for those who participate intend to include the sharing of multiple perspectives concerning whole systems change, a dynamic vision of where the depth change is leading us, and initial insights into the practical applications of a whole systems approach.

The process will be facilitated by Larry Ward and Jan Sanders. The event will be held at the Heartsong Hill Retreat Centre overlooking Georgian Bay, Ontario Canada. Dates: July 12-14, 1991.

Earth Dance: Weaving Our Inner and Outer Landscapes — The global ecological crisis is largely a reflection of our human arrogance. The planet is calling us to embrace our greater selves wherein there is a deeper communion with all beings and our own wisdom. Life is seamless. There is a continuity, flow and exchange between the inner and outer worlds.

This course is meant to explore your inner truth via drumming, movement, process work and ritual. Becoming more aware and centered, you experience your essence, inspiring a healing and renewal of the spirit.

Facilitated by Jan Sanders and Jim Richardson. One day exploration - April 28. A week-end exploration - June 25-26, 1991.

* For information: (416) 690-8666, or write Jan Sanders, 577 Kingston Rd., Toronto, Ontario M 4E 1 R3, Canada.

Corporate Environmentalism Encouraged In Taiwan

ICA: Taiwan has completed its first year of a "Corporate Friends of the Environment" programme. As an outgrowth of a national conference on deep ecology organized by the ICA in 1989, staff members and student volunteers in the Taipei office have facilitated workshops in ten organizations during 1990. Often recognized as one of the most polluted countries of Asia, Taiwan is moving quickly to promote environmental awareness in all sectors of society.

The two - three hour programmes are conducted in either Chinese or English with the following four aims:

1. Encouraging environmental education among employees
2. Promotion of conservation/recycling in the workplace
3. Creating a corporate statement on the environment
4. Support of community environmental effects.

As its own service toward improving the quality of life in Taiwan, ICA offers to conduct an initial workshop free of charge for any company. Workshops are custom designed to fit the organization's time frame and participants.

Some of the companies which participated during 1990 were Monsanto, Evergreen, General Instrument, Grand Hyatt Hotels and the European Chamber of Commerce Environmental Committee. As a result of their workshop, Evergreen (one of the world's largest shipping corporations) printed an article on "101 Ways to Heal the Earth" in their company magazine. Other companies such as ROC-Spicer instituted new policies requiring company cars to use only unleaded gasoline. Gibsin Engineers cut half of their office lighting and the Grand Hyatt Hotel reduced water temperatures in all guest bathrooms. The efforts of Monsanto employees to reduce paper waste were highlighted in the corporation's international magazine.

Many of the facilitators were sociology students from Chinese universities serving a volunteer practicum in their studies. Participants of the Our Common Future conference in November may remember their smiling faces and eager enthusiasm for the participatory methods used by ICA. Several of these students revised the programme for public schools and developed a one hour slide presentation/workshop for junior high school students. After slides showing the current situation of the environment in Taiwan, a discussion centered on what each participant was already doing to improve the environment. Then a workshop helped create a consensus and implementation plan for the group.

As an example of the growing support for environmentalism among corporations, the China Productivity Center featured ICA's Corporate Friends Program in a recent issue of its monthly magazine and CTV covered the program in its Morning Show. Contrary to the common image of the private sector reluctantly dragging their heels into caring for the environment, companies in Taiwan are taking a front seat in a citizen's movement to change the quality of life.

Don Hinkleman, reporter

LENS International

LENS International Malaysia is announcing "Welcoming Change", the first of three seminars for emerging business leaders who are interested in managing in the changing environment of the 90s. This first module will be held March. 6-9. The second, "Empowering People at Work" will be held June 12-15 and the third, "Assisting Organisations with Change" on Sept. 11-14. The series will be held at the Awana Golf and Country Club in Genting Highlands, Malaysia. The lab is offering the latest methodologies in change management, team building and creative thinking.

The Asian-Pacific network (Malaysia, Bombay, Taipei and Tokyo) of the Organizational Transformation Network, have met three times over the past year to work on common projects. One was the International Business Academy, piloted in Bombay, to be conducted in March in Kuala Lumpur. They also worked together on preparations for the global ICA gathering in Taipei in November.

Following the Taipei Meeting, the group expanded to 15 people from Perth, Phoenix, Rio, Taipei, Tokyo, Brussels, Bombay, Sydney, Columbus, Kuala Lumpur, Lagos and Washington D.C. They met together for 3 days to hold a series of conversations beginning with issues they find themselves addressing when working with business clients. The group discussed future forms of organisation and interchange for the network.

Each participant announced a research project that would be undertaken and shared with others before May 1, 1991. Others are invited and welcome to participate in this research. The only requirement is to send your work to one of the Asian network offices, with econet (KL, Taipei, or Tokyo) and they will try to get all the others back out to the members. The Asian-Pacific network plans to meet again in March in Korea at the invitation of colleagues from Seoul. Dates will be announced later.

The North American network met in New Orleans in late November. Eighty four people attended from the USA and Canada. Much of the time was spent in "marketplace" discussions focusing on a variety of topics. The group will meet again in Minnesota in December 1991.

Service Ventures Brussels seeks. . .

Individual to apply ICA methods
in business situations.

Computer literacy essential
Minimum one analytic bone helpful.
Challenging position.

Will trainin and use your expertise.
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Contact Bev or Lin

Peter Drucker on "The Third Sector"

Peter Drucker is one of the world's most distinguished writers on the principles and practices of management. His latest book, *The New Realities* (Harper & Row, 1989), explores what he sees as some of the most important changes reshaping today's world.

"The 'Third Sector' of non-profit, non-governmental institutions (with) their unpaid 'volunteers' (are) the largest single groups in the American workforce. And these Third Sector organisations have a distinct ethos and distinct values, and make a distinct contribution. They are creating active and effective citizenship.

"Non-profit, non-business, non-governmental are negatives. One cannot, however, define anything by what it is not. What then is at that all these institutions do? They all have in common - and this is a recent realization - that their purpose is to change human beings. The product of the hospital is a cured patient. The product of a church is a changed life. The 'product' of the Girl Scouts is a mature young woman who has values, skills and respect for herself. The purpose of the Red Cross in peacetime is to enable a community hit by natural disaster to regain its capacity to look after itself. It is to create human competence. Human Change Institutions would be the right name."

"The Third Sector has also grown fast, especially in the last ten or fifteen years. During the 1980's it has been the fastest growing part of American Society." One hears a good deal these days about the disintegration of community; the family, for instance, or the community of the small town...But in the Third Sector institution new bonds of community are being forged...(Our) knowledge society...with a social mobility that threatens to become rootlessness...needs community, freely chosen and yet a bond. It needs a sphere where the individual can become a master through serving. It needs a sphere where freedom is not passive, not just being left alone rather than being ordered around - a sphere that is active involvement and responsibility...This may be the most important contribution of the Third Sector."

LENS Methods Expansion

Two Organising meetings were held at the end of 1990 to create common strategies to expand the use of LENS methods in the Netherlands. Motivation has come from conversations among individuals eager to use LENS more extensively within their own companies and on a consultative basis for other organisations. Eighteen people are involved with the group. Many are part of the Netherlands Post and Communications Centre (PTT) which has been using LENS methods since 1985. Others, representing six organisations, are individuals who have participated as facilitators in various programmes.

Arenas of concern include facilitation quality and professionalism, product development, legal structures, acquiring new clients, coordination of programmes and resource sharing. The group will continue its work in 1991.

Human Capacities Academy

The Human Capacities Academy took place outside Bangalore at the Ecumenical Christian Centre from 12-20 January, 1991. Fifty participants attended from many parts of India, from the U.S., Australia, and Belgium. "India, Whole Systems and a New Story For the Planet" was the theme for this second gathering of the Human Capacities Academy in India. This was the third visit to India of Jean Houston and Peggy Nash Rubin at the invitation of ICA: India. As world events moved us closer to the beginning of warfare in the Gulf, the gathered group of professionals, counsellors, teachers, industry leaders, doctors, human resource people, and directors of rural programs found a deep yearning in the midst of individual and group practices to heal our lives and the life of the planet. As Jean said, "perhaps it was the state of the world, but it seemed to us that people were willing and able to go deeper than usual and at a remarkably accelerated pace."

It was an unforgettable eight days of exploring the inner and outer worlds, the "conceptual ocean", as one participant put it! We learned about fractals and the wave patterns of our lives. We dialogued with Gandhi as a model of human wholeness in thinking and action. We traveled with him on the train and were thrown off our journey. We marched on the Salt March and remembered all the "marches" of our own lives. We journeyed with Odysseus and experienced the "Aesculapian" healing centre, the Isle of Calypso, the Sirens and the Isle of Circe. We explored in depth the Triune Brain, left and right hemispheres, motor cortex, psychophysical exercises for the shoulders, spinal cord, hips and pelvis. We looked at the "thieves of energy: fear, worry and anger" and worked with healing meditation. Every morning we danced the "body poem" of 24 exercises to greet the day and practised the "5 Rites" which Brian Porter taught us to make us immortal!

Following the academy, Jean and Peggy left India to journey to Burma (Myanmar) where UNICEF director, Rolf Carriere, who attended Jean's seminar in New Delhi in 1989, orchestrated their visit brilliantly so that they were able to work intensively with a large group (150) of the leaders of the society -- ministers of culture, directors of many bureaus, educators, writers, heads of Buddhist orders. People found much that was original and refreshing in Jean and Peggy's work and saw many ways in which to apply it. They were able to meet with principals, professors, poets, abbots and directors of various ministries in continuous one-to-one consultations. They met with the Minister of Health, Education and Human Services and found him, like all the ministers they met, a vibrant intellect and mediation-seasoned mind, clothed in a military uniform in which he was clearly uncomfortable! Jean reports, "he was guileless and transparent in his desire to improve the terrible situation in Burma. Something is about to change there, something momentous and long-lasting."

— Hiranman Gavai, reporter

Japanese Professionals Tour

Mental Health Programs In The USA

Sixteen members of an ICA-sponsored traveling seminar returned to Japan in December after visiting innovative mental health programs in the USA. Led by Shirley and Wendell St. John, the participants spent two weeks discovering leading edge public and private organizations in California and sharing their experiences with their American counterparts as well.

Seminar members came from a variety of roles in the field of mental rehabilitation. Besides three psychiatrists, there were psychiatric workers, public health nurses, company nurses, a student, and two "consumers" (formerly known as patients). The nurses from corporate health staff indicate the growing interest by private companies in the mental health of their employees. Dr. Takeshi Nonaka, a director of a mental health center in the Tokyo area, served as the Japanese trip coordinator.

While in California, participants saw leading programs in case management, supported employment and social skills training. The high point of the tour was a visit in San Francisco to the Progress Foundation. This is a unique program which demonstrates how acute, short term care can be conducted in a home-like environment. Clients live in an old Victorian house where they cook their own meals and live in a normal community. Not only are there fewer problems of violence but the system has been found to operate much cheaper than hospital-type institutions.

Visits were also made to a job rehabilitation center, a veterans hospital, a day care center and self-help centers. The tour members found staff people taking different roles in the rehabilitation process. Instead of a psychiatric doctor functioning as director, many American centers have administrative specialists doing that job. Consumers not only receive care but often direct and manage it themselves. These kinds of new roles have been rare to non-existent in Japan.

Although most of the tour was hearing presentations, holding discussions and viewing sites, the members were also able to directly learn new methods of job coaching and role playing through practice exercises. The intensity of the whole experience meant an unforgettable awakening or strengthening of each member's commitment to creative change in their work. The ICA continues to keep this spirit alive by encouraging reunions of trip participants and monthly fax reports serve to connect people across organizational boundaries and raise up new leaders in the field.

This tour was the seventh such event organized by ICA:Japan during the past three years. Although study tours have become a common practice for Japanese corporate managers, few have been organized for social welfare agencies. As Japan enters a time of social and cultural change to match its economic development, the ICA in Japan finds its mission in connecting these social change agents with similar people in other nations. This has led to one revision of the ICA motto to now say, "concerned with the global factor in human development".

— Don Hinkelman, reporter

Mr. August Vanistendael and Mrs. Paula Smout will celebrate their fiftieth wedding anniversary on 21 April 1991

Mr. Vanistendael has been on the board of the Institute since its beginning in Belgium and also on the ICAI board for many years. He has been a constant and ever helpful supporter of our work

If you would like to join us in preparing a document to send them please send cards, letters, or whatever to Brussels before 20 March 1991.

Letter from Shirley Heckman, Nigeria

Do you remember we did a program last year, in which Jim Troxel from Chicago and Dick West, and Mangla Gavai from India came as part of the team? We are doing another this year in Bendel State from 11 February through 22 March. Titus Wamaini is coming from Kenya and Mangla Gavai again from India. We will go with those two and the three NIRADO staff, Elina, Owo and me.

We drove 2300 kilometers in the two weeks doing setup. We have 19 groups and with one more possible. The range comes from a group of women who first got together in order to get a loan from UBS to the Effurun Community Development Fund Committee. This group is one of the few that didn't mention money as an issue. That is because they have eight people working as tax collectors. Each day every stall operator in every market in Effurun pays a small sum to this committee. They have been able to do some things like building hospitals and other sizeable projects and are intrigued by the idea of planning with us about their future.

IF UNDELIVERABLE PLEASE RETURN TO P.O. BOX: 2750, 1000 CT AMSTERDAM PERMIS # 101 ASD

POSITION OPEN

Secretary General of the ICA International beginning 15, May 1991;

Please send your resume (cv) to the President of the ICA International at rue Amedee Lynen, 8, B-1030 Brussels, Belgium.

News from the ICAs in the USA:

They share their lists of accomplishments from the three major areas. During the past year, they included:

In the East, we focused on long-term structural impacts with

- Training, Inc. Partnerships in Newark, Pittsburgh and Washington D.C. which continue to excel in employment preparation of those on welfare.
- Mega-Cities Program, an international collaboration documenting urban innovation in the major cities of the world.
- North-South Development agencies that play a significant role increasing institutional capacity to assist third world or southern organizations through the United Nations Development Program (UNDP) and Inter-Action.
- Consultative contracts with organizations working with the homeless and mentally ill.

In the Central and Southeast, we focused on the urban and long-term structural impact through:

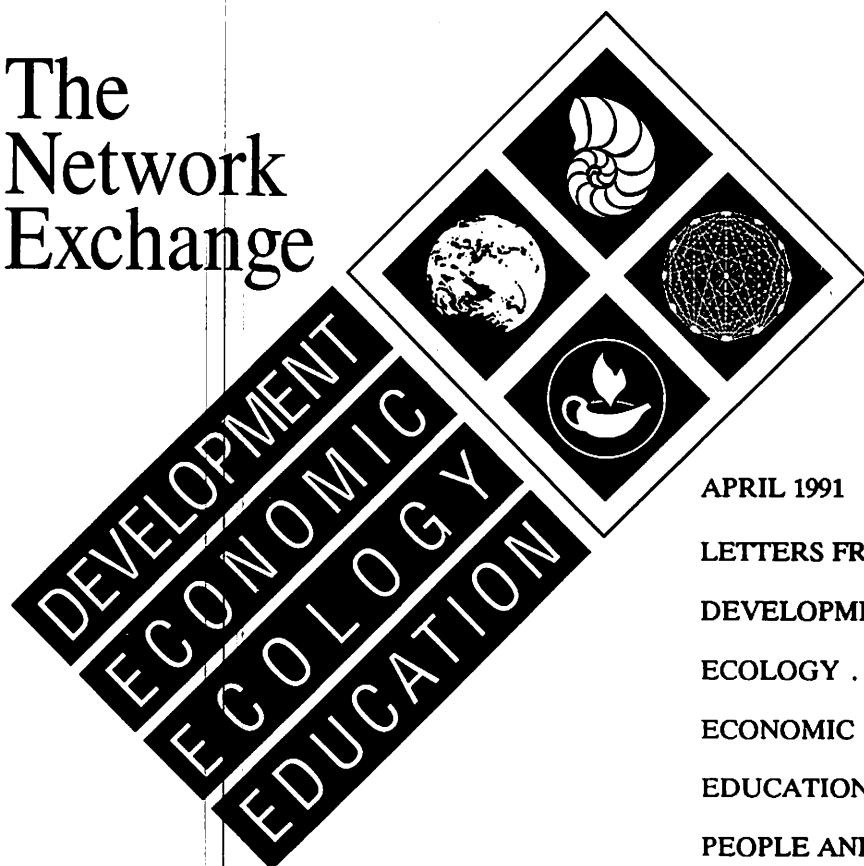
- Kemper Building Development as an International Demonstration model in urban reconstruction through: (1) a community resource center (2) international conference center and (3) urban co-housing community experiment.
- Chicago School Reform project where we are facilitating an innovative three year school improvement plan that begins to address national education issues.
- Technology of Participation methods delivery to municipal government, hospitals, service organizations, religious bodies, neighborhood groups and leading private sector companies.

In the West and Southwest, we supported pioneering partnership programs with communities and organizations working in human development such as:

- Initiating the Earthwise Learning Series, an innovative curriculum for educational systems that prepare people for the future. Modules have been operationally pre-tested and are now ready for market testing.
- Native American Program which has expanded from two states to seven this past year and involved some sixteen tribes.
- Facilitation and Training courses to a wide range of groups, from inner-city barrios to networks of school administrators.

ICA International
rue Amedee Lynen, 8
B-1030 Brussels, Belgium

The Network Exchange



APRIL 1991

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Our Common Work

This month we feature letters that come from various places in the globe.

Sign Of Hope In The Slums

After ICA facilitated a conference on health and population activities in 1988, training of Village Healthcare Workers (VHCW) was identified as one of the major needs in the urban slum sectors.

Three training courses were held launching the programme in 1988. Later, supplemental funding was secured from Basaid (Switzerland) and Sida (Swedish Development Aid), to facilitate some courses in 1990. Two hundred health caretakers have been trained in this programme in 1990.

The curriculum foundation stones were created by ICA, the Nairobi City Commission and the National Council for Population and Development. The first two weeks participants are trained in practical health lessons, including nutrition, emergency care, sexually transmitted diseases, AIDS, and child spacing. The third week they go on field trips to acquaint themselves with community health problems by talking to community leaders.

The NGOs working in slums who send participants to the training are Crescent Medical Aid, the National Council of Churches and the City Commission.

Three rounds of follow-up have been done in each community by ICA staff. They discovered that, in each

continued on page 3

Toward Self-reliance

The Kenya Grassroots Leadership Training Programme (KGLTP), including Phases I and II has been conducted by the ICA in partnership with the Catholic Diocese of Murangia and groups in Western Kenya for approximately three years. Phase III will involve previous groups in our additional two year program of income generation support, and initiate selected new groups into the strategic planning and facilitator training, followed by income generation projects. The intent will be to continue the process of building strong self-reliant local groups which, because of their solidarity and skills, will have a significant effect on local development in their own villages.

In 1984 the ICA launched a programme with the Kenya National Council of Social Services to identify successful grassroots projects. During a 2 year period, 31 projects were identified and documented in "Sharing Approaches That Work" (SATW). This evolved into the KGLTP programme today.

The goal is to use women and men groups of self-help groups as a major vehicle to promote local rural development. The purpose will be to equip the women and men with skills to be self-sustainable in doing and managing their own projects.

The outputs are long term plans for effective projects, to train facilitator teams, do two documentations for



The ICA's Growing Pains

The ICA: Zambia (ICAZ) has gone through hard "transference" growing pains since 1987. Some of the changes included acquiring an office in town, the recruitment of the Executive Secretary, the utilization of both full-time and part-time staff, having a volunteer embarking on an agriculture programme, and the expansion of ongoing programmes.

Current Activities:

ICAZ conducts Ward and Branch Development programmes which is a phased approach to participatory development, occurring at the grassroots level. At present, we are working in the Eastern Province and the Northern Province. We are facilitating Branch Maintenance Seminars, Ward Development Committee Seminars, Ward Planning Events and Women Development Seminars.

Lusaka Office:

Operating from Kapini posed a critical communication problem for us. The clients would want a programme with the us, but it was extremely difficult to reach us in Kapini. After a great amount of pain, we started looking for an office in town. Finally we got something on a temporary basis, and are still looking for a permanent place. At this moment this has made our work and communication much easier. The clients are able to reach us and even visit us without thinking of experiencing the difficulties of transportation to Kapini.

Recruitment Of The Executive Secretary:

At this time, the ICAZ Board of Directors, management and staff thought of recruiting an Executive Secretary who is the overall boss of the staff to make things much easier. It took until October 1990 when she was finally employed and started work in December 1990. Since then things are moving smoothly, everybody is working very hard and everyone is motivated.

New Full Time Staff:

The ICAZ now has 9 full time staff and has just added 11 part time staff. The ICAZ has a new British volunteer working on the agriculture project whose primary aim is to develop and quantify a methodology of conservation agriculture suited to village farmers that achieve self-sufficiency and sustainable growth according to an environmentally closed cycle approach.

Florence Chikatula, Zambia

Toward Self-reliance continued

each group, do functional income generation projects and two quarterly implementation plans. 30 from Muranga, 20 from Kakamega and 20 from Kiliti will be involved.

The inputs of the first year will be project documentation labs in each group, planning seminars, facilitator training, follow-ups, advanced facilitator seminar and then then an exchange forum conference. Second year will be baseline documentation of income generation

Maintain Our Own Projects (MOOP)

MOOP aims at maintaining on-going and resuscitating passive village projects through activating people's own initiatives and creativity to carry out development work in their own communities.

MOOP began in 1986 in Central Province, Serenje District where it was known as the District Catalytic Programme (DICAPRD), with similar aims. Its successes were envied by other districts and they called upon the ICA to do the same in their districts. Thus from 1987 to date the Institute has worked in Petauke, Chadiza, Chama, Chipata and Kasama in Northern Province. The focus districts for 1991 are Chipata, Kasama Chama and Luangwa, a new district. MOOP involves everyone in the implementation of plans, from the district down to the last unit in the village. MOOP believes in locally sustainable development programmes.

MOOP is a four phase approach to development. Phase I is a Branch Planning Event. People in the village make concrete implementation plans with assignments. Local resources are identified and put to use.

Phase II is a Ward Seminar. Branch plans (of 3 or more villages) are integrated and pulled into a Ward Plan (of 3 or more branches). The integrated Ward Plans are then incorporated into the general implementation local government plan. Government officers participate at every level of this approach.

Phase III is a Branch Follow-up, where Branch plans are evaluated and new suggestions are made.

Phase IV is a Ward Seminar Follow-up, where Ward Plans and events are evaluated, new problems identified, and solutions are found. At every phase people are taught how to facilitate development programmes on their own.

We have so far been working with British Overseas Development Assistance, Swedish Integrated Rural Development Project (IRDP) and soon with Norwegian Agency for International Development (NORAD). We are negotiating a new contract with Swedish International Development Agency (SIDA).

Voice Vingo, Zambia

training which involves project identification and start-up, follow-ups and an exchange conference. The third year will include business skills training, more follow-ups and then an exchange forum.

Major grants for this programme come from Misereor and Swiss Caritas with the initiation of the project through the Ford Foundation.

John Momanya, Kenya



From A Calcutta Volunteer

Madan, Sidattah, Samiran and I from ICA :Calcutta have teamed up with 4 people from Gunna Unnayan Parshad (GVP). The organisation we are appraising- and practically every week some of us are travelling off to Bihar, Onssa, or in W.Bengal, looking at how GVPs projects operate human change in target groups. Their blocks, victories and plans for the future. The whole process involves a lot of questioning and listening, usually in mass village bustee meetings.

Generally, the combination of Calcutta and the project has been sometimes an overwhelming experience. I really could not have hoped for a better project to be part of ICA's very human rather than technocratic method of evaluation, means that insights into regional cultures and the complexity of caste/ political/ religious and gender issues are continuous.

At the moment I am still stained in bright colour from " holy" yesterday- which in some places was like street warfare from above and from groups of people who throw colour bombs at you- meanwhile, today is a moslem festival to provide "the dead with good sleep", according to my friend. Although, now, smoke bombs are going off left, right and centre!

Here in the house things are quiet - Madan has been ill with malaria and stomach problems; Sidattah has moved out; so presently Pratidan is staying for a few days. I think the house will be closed from May '91 onwards, with Madan moving on to do some business projects.

Please give my best wishes to anyone who remembers me at the house, or my sadly-missed dreadlocks. I am now a reformed presentable character! And I would come to hear what '90 Foundation Course people are doing. Hope all is well with you !

Love, Nick Pahl

Sign Of Hope continued

community, there have formed health committees which meet either once or twice a week. Recruitment for the community participants has been done through the local administration, the local City Commission as well as heads of Departments.

The Institute in the next three years plans to extend the project to other slums in other cities, namely Mombasa and Kisumu.

Edward Mutiso, Kenya

The Jungle Path

Soon you are lost in reverie amidst deceptive tranquillity and you find yourself quiet in the silent bombast of the jungle. No space is empty; no time spare, and no life is secure. Vitality in the jungle is continuous and you intrude into its milieu with trepidation. It's a place where life and death are continually vying for preeminence and where the boundaries between them merge. Without care, one could become a participant rather than an observer in this cosmic contention.

To enter is to be enchanted, to visit a place where only images can approximate description:

*multiple hues of green and brown ripple in the shadows and shade of the pulsating backdrop;
webs, insects and butterflies sparkle as a glistening leaf makes its swirling dive to a ground where life and death coalesce into pure fertility;
to be still is to elicit the luxuriant life timidly concealed as you pass; squirrel-like rodents scurry up the tree where nondescript birds chirp out their manifesto to the unseen creatures below;
trees are entwined with suffocating plants whose tendrils reach down to the trail; orchids parasitically cling for position in the sun; shapeless nests form dark clots blocking the flow of limbs and trunk;
the damp green smell of fern and loam and moss and wet and rot assault the nostrils;
the mossey, springy loamy path has varicose roots forming irregular staircases for ascent and descent;
the distant gurgle of an unmistakable creek is concealed beneath profuse foliage as we stumble across slick damp logs loosely laid over the veiled gully;
the wildly waving fern exaggerates a negligible draft into occasion for hyperbole;
cicadas fiddle their undercurrent vitality to the atmosphere;
spiney moss and feathery ferns provide visual static to the forest view;
ominous holes under stumps and beneath the sod and cut into the hillside give mute evidence of unseen beings.*

They say there are rare hornbills and huge butterflies and mountain vistas and roaring waterfalls. And gigantic flowers and huge snakes, even perhaps tigers and monkeys. They say the Orang Asli hunt in these jungles with blowpipes. They say that people have disappeared here. They say that wars have been fought in jungles like this. But today is for passing through the mysterious play of the earth without too much more than observation and appreciation of its rare beauty.

John Epps

The symbols used in this month's Network Exchange were suggested by Ilona Staples for our consideration.
The **shell** representing Development as an evolutionary process, a journey.
The **planet** representing Ecology as comprehensive systems thinking.
The **network** representing the Economic as participatory management (each point connected to the other).
The **lamp** representing illumination and wisdom as the goal of education.



New Style Vocation

Work is going well and we have made further progress relative to future ICA:India scenario in Panvel-Pune. It is now pretty sure that we will get recognition and a 75% grant from the Central Government to run the Vocational Courses Centre at Nere Village. The Directorate of Vocational Training has asked us to take up this project. We start this in June. One year of running the centre at our cost (which will be reimbursed) including building, then it's all a government grant. The scheme is extended by the government to encourage 10th grade students to take this two year course and receive an academic certificate for 11th and 12th grade and a 2 year diploma in a particular trade.

We have selected 4 trades to begin with: 1) building and construction, 2) storekeeping and purchasing, 3) horticulture, and 4) electronics. Earlier we had planned to do this out of the Chikhale Centre, but since the course is an extension of 10th grade schooling, we thought it wise to attach it to existing high school at Nere. This high school is part of our 5 year model high school experiment, so it fits right in the experiment.

We decided to make the Chikhale Centre into a well equipped rural hospital and expanding the health programmes (awareness modules, training, etc.) in the whole district on a regular basis. ICA:India will appoint a committee, with Dr. and Mrs. Shah in charge of it. They are extremely pleased about this. Last evening we (Gavai, Shankar, Mahesh, Kokame, Lakshmi, Lokhande, Monu, and Avnil) had good 3 hours' time at the Shah residence. The evening brought back the great old times.

All of these, the Tribal School, Vocational Centre, Rural Health Project, Education Programmes, and the Maval HDP, have tremendous potential and are long term activities. We are pleased with what we are doing.

Vijay Lokhande and I visited with Shankar and Malagoan again and made the final plans for the well. Vijay made the blueprint design and costing, while Shankar has located a contractor. The actual work begins day after tomorrow. In the meantime a three day Village Leadership Module was held at Lonavala for 31 leaders from Malegaon Cluster (8 villages). It was a very good event. Ghandi from Termaax spent the whole day there and was extremely pleased. Gavai, Lakshmi and myself went for the first day, then Kokane, the Jadhavs and Ravi facilitated the other two days.

Tenth Trip to Malawi

In seven weeks I packed and moved eleven times! Mr. Voice Vingo and I conducted a staff Training Workshop with Save the Children Fund Malawi, two Basic Training of Trainers seminars (T.O.T.), an evaluation and follow-up of a course we did in 1989 with World Vision, and a One Day Consultation for NGOs. We also set up two courses for March and April 1991 and another for November 1991. In the middle of this work we went to the Eastern Province of Zambia to participate in a meeting concerning the future of ICA's work there.

The follow-up with World Vision was revealing and encouraging. Although people were not convinced when we did the training that the material was helpful or applicable to their work, they have since found it to be critically important and are using the methods daily. We were pleased to learn this because it means that there has been a major change in the staff's basic relationship to local people. Staff now approach community residents as "authors and problem-solvers" rather than "recipients" in need of someone else's solutions.

One of the T.O.T.s was for 14 people from 7 different organisations. The other was for 18 from one organisation. Sometimes it was like pulling teeth to get people to try anything new. After the last one, which ended on Sunday nite, I told Voice that perhaps I was getting too old for this. I just hope that I'll become one of those senior citizens who get more "mellow" with age. I don't think either my colleagues or I could stand it otherwise.

Pam Bergdall

New Style Vocation *continued*

All these great potentials bring before us the immediate challenge for seed capital. We are planning to send Lakshmi and Hiranman Kokane to Europe sometime the third week of March for three weeks. The teachers from Norway and a couple from Denmark have already invited us and will help us with fund raising. Jane Abbott who volunteered with us has returned to England, taking materials to explore sponsorships for tribal children. The team plans to spend a few days with her, also. We are preparing hand-out materials, slides and possibly a video cassette.

Monu Bhattacharia, India

1992 GLOBAL CONFERENCE UPDATE

As we are moving toward the 1992 meeting, Sabine Winteler entices us to visit her homeland "as long as we're in the neighborhood".

Germany: More Than Lederhosen And Sauerkraut

When you think about Germany, what comes to your mind? Mountains?, the Black Forest?, Sauerkraut and sausages?, Leather shorts?, Oktoberfest? waltzes?.....

These all are images of the south. We would like to show you that Germany is also something else. We would like to introduce you to the north German culture. So we will have a look at Schleswig-Holstein and Hamburg. We want to show you our own cultural roots, the connection between nature and culture. Why culture within this environment developed as it did.

We would like you to experience how it feels to live in a country like this. How do people fight and live with such a lot of water around as there is in the north.

Schleswig-Holstein

The region north of Hamburg is called Schleswig-Holstein. It's about 180 km long and 80 km wide. But even in this small area there are a lot of different landscapes and four different languages are spoken. The biggest impact on Schleswig-Holstein has to do with water: surrounded by the North Sea in the west and the Baltic Sea in the east.

From the geological point of view Schleswig-Holstein is very young. All sediments you can see on the surface are not older than 300,000 years. Everybody learns at school that Schleswig-Holstein is divided into three parts:

The part in the west bordering on the North Sea consists of marshes. The very flat area is hardly higher than sea level. Due to land reclamation from the North Sea it does still grow. The westcoast and the islands are part of the Wadden Sea, which means that the ground is flooded with the high tide and nearly dry with the low tide. In this



area only specialized animals and plants can live. This incredible natural park is unique in the whole world with its salt marshes (vegetation), birds and water-animals. There is nothing to compare it with.

The hilly land in the east (highest rise about 168 metres) is formed by glaciers during the last ice-age. The landscape consisting of glacier sediments is various and there are a lot of lakes. The soil is very nutritious. The foundation of the middle part was built by the second last ice-age and was flooded by the melting water of the youngest glaciers. So this area is less hilly and the soils are poor in nutrients. It's called "sandy heath-land".

Because Schleswig-Holstein is so influenced by water there are different kinds of peats all over the country: high peats and low peats.

HAMBURG

Hamburg (1.65 million inhabitants) is called "Tor Zur Welt", ("Gate to the World"). The city is situated at the river Alster, forming two lakes in the city centre and the river

Elbe. Throughout history it was influenced by the harbour, which is one of the biggest in the world. Did you know that there are more bridges in Hamburg than in Amsterdam and Venice?

The following are our initial thoughts about what we could do and how it might be organized.

Hamburg:

- * Sight-seeing tour through the city with St. Michaelis church, television tower, city hall, multicultural districts, different kinds of housing and living and different social life.
- * Alternative harbour tour on a boat, which specializes in ecology or developing countries problems (also visit of the granary town.)
- * Cultural event: theatre, movie or concert.

Schleswig-Holstein:

- * History of the area where we'll stay.
- * The Wadden Sea including salt marshes, walking in the wat ("Wattlaufen"), the fisher's harbour and information centre in Busum, etc.
- * Land reclamation projects, dikeforming, marshes
- * The island Sylt (dunes and land loss through erosion and storm tides)
- * The sandy heath-land
- * The islands Helgoland or Hallig Hooge (at least we'll go by boat)
- * Baltic Sea with Steepcoast
- * Agricultural museum of Meldorf
- * Friedrichstadt (a town built by Dutch immigrants)
- * Typical and different kinds of villages (determined by culture and environment)





- * Typical and different kinds of village houses and farms (e.g. ecological farming, estates)
 - * Looking at landfarming systems and crops
 - * We will have a look at birds living at the coast and in open fields
 - * Nolde Museum in Seebull (Nolde is a famous painter from Schleswig-Holstein)
 - * The North Sea, the Baltic Sea, canal
 - * Some of the towns we will see are Lubeck, Heide, Rendsburg, Eckernforde, Haitabu (stone age village)
 - * open air museum (nearby Kiel)
 - * peats (includes peats, drainage, peat cultivation)
 - * stork village Bergenhusen
 - * Typical celebration or music festival
 - * Typical North German food and music.
 - * There will be time to go swimming, etc.
- Probably there won't be time enough to do all of this. We'll see what you would be most interested in doing.

Organization:

Time: 8 days at the end of August (5 days in Schleswig-Holstein and 3 days in Hamburg). If people are interested it'll be possible to stay two more days in Schleswig-Holstein.

Meeting Point: Hamburg: each person is responsible for his/her own trip to Hamburg. Afterwards we can go together to the global meeting.

Target Group: Adults (at least 18 years old); people who like to see a lot. We will get up early. So it'll be nothing for people who just want to sleep and relax.

Costs: 500 DM, this includes everything: transportation, meals, accommodation, celebrations and entry fees (at this moment: \$1 = 1.48DM, 100FF = 29.35DM, but it can change quickly).

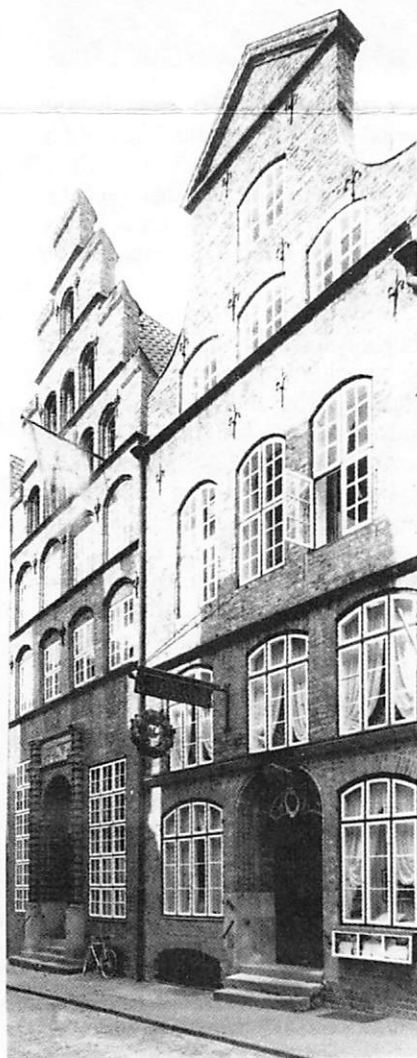
Accommodation: It will be private and simple (There will be the pos-

sibility to stay at a small hotel, but people need to pay extra for this). Meals: Vegetarian and typically northern German. We are planning to eat sometimes in a restaurant, where you can eat fish and meat also.

Guides: Hella Pomarius, geographer, who has led several excursions in Germany. Sabine Winteler, ecologist, who has held a number of seminars on environmental protection. Both were born and raised in Hamburg.

If there are people who would like to experience Hamburg, its environment and life on their own, we could arrange for you to stay there with a German family for around 3 days.

For further information write:
Sabine Winteler,
 Okopol: Institut für Ökologie und Politik GmbH,
 Nernstweg 32-34,
 D-2000 Hamburg 50,
 Federal Republic of Germany,
 Telephone 0049 / 040 - 39 16 28,



Suggestions & Questions

Dear Ursula,

I am already anticipating the 1992 conference in Europe. I have jotted down my thoughts about it below:

Already the dates for the conference need to be in the minds of the potential speakers and participants - are we considering the President of Czechoslovakia, Brundtland from Norway, Bill Moyers (Jesse and Molly Clements can contact him from Indianapolis) and Sarah Lightfoot from Harvard University?

What morning spirit exercises will be appropriate in Europe to objectively experience the corporate energy of the conference in the spirit dimension as we experienced the Tai Chi in Taiwan?

Maybe we should expand the network coordinators to include representatives from each continent in each network (remembering to maintain a healthy male/female balance!).

I hope that we find ways to visually represent the speakers talks in the space to occasion more dialogue after they are presented and find ways to involve the speakers in our deliberations about the future throughout the conference. The outline of each talk could be written on flip charts; individuals could draw an image of the talk after they heard it given to post next to the outline. Having a wall filled with the speakers' presentations would allow people who had not heard the talk to become more familiar with what was said and relationships between the speakers would be more visible. We also need to explore new ways of hearing more in depth from each other in our work - beyond the displays and informal conversations in order to deepen the reflection on learnings and assessing possible areas of replicability.

The conferences in Mexico and Taiwan were occasions to deepen our relationships in nations we are working in. I anticipate a conference in Eastern Europe will also be a sign of our growing as we move to work in new nations.
 Peace, Karen Troxel



Planetary Ecology Network Letter

The Our Common Future conference in Taiwan was full of energy and ecological consciousness. It provided an excellent basis for developing our thinking on the Planetary Ecology Network, P.E.N. It was clear from the beginning that planetary ecology is a unifying thread among all ICA-related activities. The speakers at the beginning of the conference included planetary ecology from a variety of perspectives: Taoism, Confucianism, economic development, energy efficiency, education, changes in eastern Europe, and social changes.

We had a core of 7 people around the P.E.N. table with a continual flux of people from the other networks and discussion groups. Jan Sanders was an active participant via Eiconet from Toronto, Canada. Her enthusiasm was typical of the high positive energy level we experienced during the conference. We realized that there was a broad interest in planetary ecology as a component of other activities. Likewise the existence of a broad base of ecological expertise exists in and around the ICA and a roster of these people would be valuable.

The crux of the P.E.N. effort was discovering a basis for the network and a way to implement it that fits with the evolving spiritual and environmental components in our ecological consciousness. Thus most of the time was spent exploring the network context. The result is the attached Context Discussion Paper. The title is purposefully open-ended because the consensus was that the network and our ecological consciousness are all evolving even as life evolves on the planet.

This perspective identifies the P.E.N. as operating at a fundamental level within all the networks and activities. It is particularly important in rebuilding our ethical framework. It is also interactive with the other networks and thus will be changing as new awareness and understanding emerge. This led to an evolving operational form for the network. It is conceived as a truly distributed network. No one person or location is a center for the P.E.N.

There are three possibilities for network communication, with the ICAI Network Exchange as the main instrument. The Network Exchange includes all the other networks, and is easily accessed by all locations. It is published 10 times per year and articles can be

submitted by anyone. Editing by ICAI will be limited to quantity only. The ICAI maintains a file of all P.E.N. articles sent in and a list of contributors. This list will be available upon request.

There are three sections in the Network Exchange that are available for use. Basic information and announcements as well as appropriate articles should be submitted for inclusion in the Planetary Ecology Network Section. Short news items, about 1/3 to 1/2 page, may be submitted as a News Brief. If you want to write an article that has strong connections to other networks a lead article may be appropriate. This may be 2 to 3 pages long.

Edges magazine, printed at ICA Toronto, is another possibility. This however, is for information of a more public nature because Edges is a magazine offered to the general public. It operates on a theme basis in that each issue has a central theme. If you have an essay or article relating ecology to the theme then this would be a good forum. It can be poetry, prose, reviews, or artwork. It is important that all of these be part of the network because different perspectives, methods, and stimuli can help to forge new understandings and insights so desperately needed.

The third communications channel is simply communicating with each other. This can begin to happen just using existing contacts and discussing PEN issues. However, the Network Exchange, Edges and the PEN mailing list represent new information, contacts, and perspectives. It would be valuable to publish PEN activities regularly in the Network Exchange so that further interactions can take place.

Write to one of us for guidelines for submittals to the Network Exchange and to Edges. If you would like editing assistance you will need to send the articles to Jan or Lee 2 to 3 weeks in advance to allow for transit time, editing, and checking prior to submittal. We look forward to your communications and the evolution of the P.E.N.

Yours in caring for the Planet.

Lee Hatcher, 22421 39th Ave. S.E., Bothell, WA 98021, USA. Home Phone (206) 486-5164. FAX (emergency only) (206) 448-7994.

Jan Sanders, 2269 Queen Street E. #14. Toronto, Ontario M4E 1G5 Canada. Home Phone (416) 690-9223, FAX (416) 691-2491.



Economic Aid Offered From Japan

Three ministries of the Japanese government have requested ICA: Japan to submit proposals on development cooperation projects for fiscal year 1991-92. This new openness to cooperation with non governmental organizations (NGOs) is a turnaround from a total emphasis on government to government aid. Starting in 1989, the Japan government has worked with ICA:Japan on three projects in the Philippines and India. New proposals are being considered for Zambia, Kenya, Mexico, and India.

The Agriculture Ministry has been primarily supporting experts to assist NGO projects through Association for International Cooperation in Agriculture and Forestry (AICAF). They have sent three foresters to the Philippines in 1989 and two again in 1990. In 1991, they are supporting a cattle expert in the Malegaon tribal village project of ICA: India near Pune. Most of the AICAF's aid is directed toward supporting technical experts assisting projects on-site with small amounts of direct project funds.

The Ministry of Foreign Affairs is the main distributor of development funds through major aid channels. Concerning NGOs, some grant aid is allocated but is paid only after a project is nearly completed.

Posts and Telecommunications Ministry just requested ICA's participation in their health and sanitation campaign for the Third World. This Ministry operates thousands of small postal savings banks across every neighborhood in Japan. Putting small interest deductions into a special fund for development, the Ministry distributes this money to Japanese NGOs for use in developing nations. This is a new program aimed at breaking stereotypes of official development aid. Their image is to create a "people project" for global friendship. Although its intent is good, the request was received March 1st with an April 15th deadline for proposals. A flurry of phone calls helped find some possible connections.

It is difficult to obtain information on current ICA development projects and to meet the 1-2 month submission deadlines. Therefore, Wayne Ellsworth is asking those involved in the networks to think how this information can be collected, kept up to date, and made easily available to all ICA locations. Those with comments, ideas, or information should contact Shizuyo Sato and Wayne Ellsworth of ICA: Japan. Opportunities are growing but we need to grow as a network as well to meet them.

Don Hinkelman

Urban Planning in Japan

Local governments and community groups continue to call on Shizuyo Sato and Wayne Ellsworth to facilitate their events using technologies originating from the ICA Town Meetings in the '70s.

Just completed was a five hour workshop with the Fukuroi Shopping Center Promotion Group on March 2, 1991. A consortium of shopkeepers and local real estate developers in this small city of 50,000 near Mt. Fuji met together to create a new kind of shopping center with a hometown identity. Across Japan, large chain stores based in Tokyo have been wiping out small shops by putting in large super-stores with little respect for the culture or unique architecture of the town residents. To compete with these, Mr. Chojiro Ozawa called local businessmen to this meeting to accelerate cooperation for the shopping center's grand opening in May 1992. The original movement for a homegrown shopping center started from a "Town Meeting" held by Jaycees in Fukuroi about three years ago. That, along with an earlier town meeting held ten years ago, was responsible for generating action to set up the city's first university, which opens its doors this April.

Through a three step vision/contradiction/proposal methodology, the participants were able to become united in their plan for a shopping center with 1) a comprehensive mix of shops, 2) a spacious, open layout, 3) a natural environment and communication nodes, d) employees providing a friendly mood and quality service in high style, e) attractive goods for all ages, f) a sense of revitalizing the local area, g) integrated strategies making all shops profitable, and h) convenient parking for all the people.

Afterwards, when asked why he decided to use the LENS process, Mr. Ozawa commented that "a lecture gets people excited for a day, but after another day passes, 50% is lost. And after a month, no one remembers what happened. But with LENS the effect lasts for years."

News of the meeting spread to other groups with the Vice President of the Fukuroi Downtown Development Commission requesting ICA to do a series of town meetings, surveys, and hearings to involve over 500 residents and business people in a renovation project around the train station.

Don Hinkelman



What More Could Any Teacher Ask For?

Last week I returned from the states after spending a month in San Diego for my school. I was piloting a new project with my second year female students and I would have to say it was the most exciting teaching experience I have had in Japan. We were researching social issues in Japan then in America working on education, women, children and environmental protection. Everywhere we went they saw self-confident, attractive women executing important roles in the work place and in volunteering. This was a real learning for the girls.

We invited people to be interviewed about education in America. One of our host mothers (each of the students stay for a month with a host family) is an animal trainer and she came to our classroom with five rain forest animals to educate the girls about the rain forest and the wildlife there. The grand finale came with all 18 of our students and me sitting and lying on the floor petting a seven-foot boa constrictor.

We took a three day optional trip: flew to Phoenix, took a Grayline bus to Sedona for lunch and on to the Grand Canyon. The next day we drove along the south rim of the canyon, through the Navajo Indian Reservation, up to Lake Powell for lunch.

Imagine seeing this through the eyes of my students who have never seen desert, never driven anywhere where there wasn't lots of people, the Indian Reservation with their board stalls built along the highway for selling their wares to tourists, never seen a small town of 100 or so people - and you might be able to imagine the wonder and fascination and questions they experience, like "Ms. Knutson, where are all the people?" After each visit we did a debriefing and I was amazed at what they were really learning. One of the girls said in a session, "I used to envy American women for their freedom and being able to get a good job, but what I am learning is that they had to go out and get that for themselves."

The one story I must tell was about the wondrous, surprising day we spent at the high school in Tijuana. We had set up a pen-pal relationship last November. When we arrived at the school, the pen-pals were waiting for us as we got off the bus and they each spent the day with one of our students, serving as a friend and guide, so everyone got matched up and magic began. They were 16 or 17 years old, extremely attractive and well-groomed students who were very attentive to our students for the entire day. Our students were so impressed by them, that they could express their opinions

about so many things in English (also their second language), that they had dreams and ambitions for themselves that they could talk about and that they were so proud of their school and their nation.

First we went to the principal's office where he and other school officials, members of the PTA, several Japanese residents of the community all welcomed us. We presented them with books about Japan for their library. Then we all went to an art class. The art teacher demonstrated clever little techniques for drawing simple things to our girls speaking in Spanish. After the lesson we presented the teacher with origami paper and a book on origami, Japanese paper folding. He was delighted and mystified.

We next went to the school auditorium and were royally entertained by the Mexican students, who in traditional costumes danced Mexican dances and another group of girls who played guitars and sang. During the performance the lights went out several times but the young people went on as if nothing out of the usual was happening but this impressed our girls greatly that this in no way deterred their spirit and determination.

After lunch we adjourned to the school library for a round table discussion, where we asked each other questions about education and culture. We found out their students were very much against the Gulf War and had written letters to President Bush. Afterwards we went on a quick tour of the Tijuana culture center and shortly after left by bus to return to San Diego. The next day in our debriefing of the visit, some of the girls made these comments: "I have completely changed my image of Mexican people. I thought they would have an inferiority complex but they don't at all. They love and are proud of Mexico. Even though the dancers and singers couldn't speak English, they welcomed us very much. One of my reflections was this is the kind of stuff world understanding and peace is made of."

On the way home on the plane, some of my girls gathered around me and we talked for hours. They are graduating this month and going out to jobs in the business world, and they were so worried that they would lose those new ideas, perspectives, openness, courage that they had gained after entering their companies who would demand so much of them. They finally came up with the idea that this group would meet once a quarter and would be their support group to keep this experience and thinking alive for them. **WHAT MORE COULD ANY TEACHER ASK FOR, I ASK YOU!!!!!!**

Joan Knutson



THE OTHER PATH:

The Invisible Revolution in the Third World

By Hernando De Soto. Perennial Library; Harper & Row, Publishers, New York, 1990. \$10.95.

Reviewed by Jim Campbell

During the last decade Peru has spiralled deep into a whirlpool of social, political and economic chaos. Many people hoped that the recent presidential election would somehow reverse this spiral. But, if anything, the events surrounding the election and the time since then have hastened the descent.

Hernando De Soto's book *The Other Path* is an analysis of the complex relationship between the political and economic system of Peru that proposes to explain why Peru seems bound for chaos and why neither the political right or left are able to reverse this trend. While the empirical research which supports the theories in the book is entirely based in Peru the author indicates where he believes their work is true for all developing countries. Certainly my own experience throughout Latin America and Africa in the last thirty years would support this wider application of their theories.

Having completely called into question the political and economic establishment of both the right and left and all those who support them internationally it is not surprising that the book has been deeply controversial both in and outside Peru.

Basically he says that Peru does not have and never has had a true capitalist economy. Peru, he contends, never made the transition from a mercantilist economy to a capitalist economy such as Europe made in the 19th Century. In a mercantilist economy the purpose of the political structures are to intervene in order to maintain the existing wealth of the nation. When the political administration shifts you have a redistribution

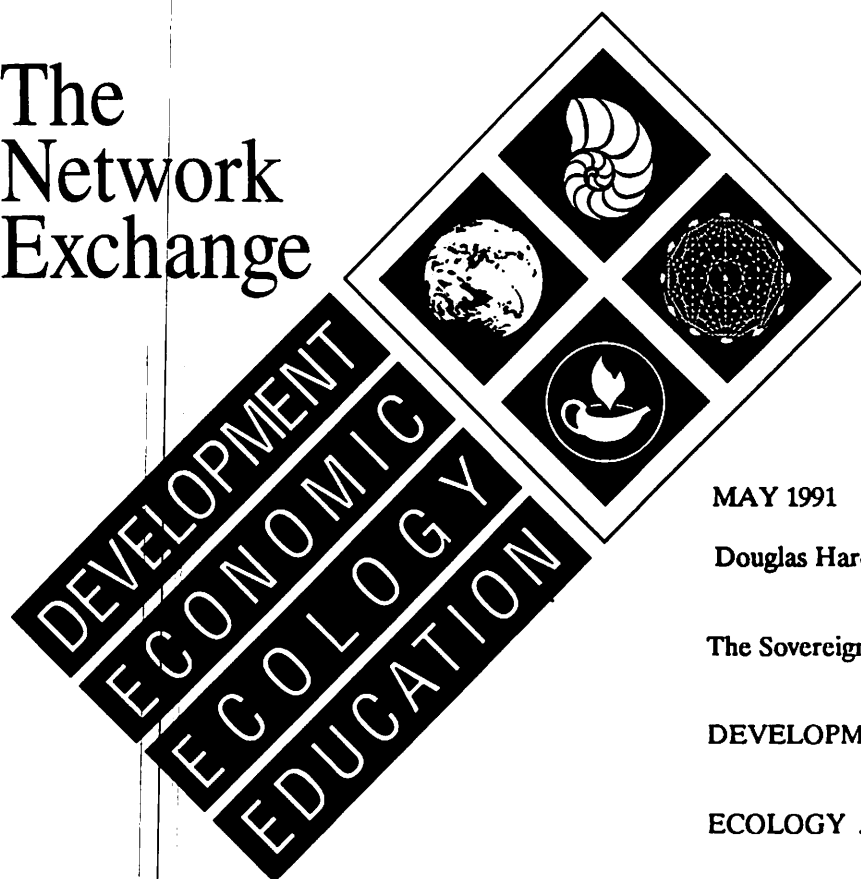
of wealth but always the emphasis is upon the maintenance and protection of existing wealth, not upon generating new wealth.

In order to carry out this task the government imposes detailed regulations upon every dimension of the economy. The author documents the incredible amount of time and money that is required if a business is to operate in a fully legal manner in Peru. They believe that this is why so many of the poor of the nation are shut out of the formal (legal) economy and move into the informal (illegal) economy which is where the real development is going on and where wealth is being created. He documents the journey of the informal economy in Lima in three arenas (housing, vending and transport). The informal economy has been the only route to economic and physical well-being for the poor of Peru and they have worked hard and been unbelievably successful at it.

It is this failure of the entwined formal political and economic system and the movement of more and more of the population to the informal system that is the engine driving Peru into social collapse. In response De Soto and his colleagues propose that the Peruvian legal system be radically reformed in order to enable the kind of economic growth and generation of wealth by the formal sector that is currently going on outside the law in the informal sector. This is, of course, a highly complex piece of social engineering which would involve a fundamental revolution in Peruvian society.

Can it be done? Should it be done? Hernando de Soto and a number of the people who have worked with him in recent years are currently serving in the administration of the new President of Peru--so perhaps we shall see.

The Network Exchange



MAY 1991

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Philosopher Douglas Harding Speaks on "Headlessness"

Empowering Creative Change in Individuals

A seminar by British educator and mystic, Douglas Harding, was organized by ICA: Australia on February 22-24 concerning the topic of losing one's head-bound self-consciousness. As part of the ICA: Australia's objective to "empower creative change in individuals", this event was intended to present a simple approach to self-discovery.

Over 250 people came to the lecture on the 22nd and 130 attended the follow-up weekend workshop. During his talk, Harding spoke of seeing who you are—not as something separate from the world, a head looking through two eyes—but as a boundless void. In the workshops, he applied this perception with practical insights concerning a stress-free living and new ways to face aging and death. Besides the Sydney event, his activities included a lecture tour of eight cities across Australia, an interview on national television, plus radio talk shows and numerous magazine articles. His books proved so popular that they sold out across Australia.

Harding, 82, is an intriguing practitioner of "the way of no-stress". Originally trained as an architect who worked in England and India, he had a life changing event which turned his attention to philosophy, education and writing. In his first book, *On Having No Head: Zen and the Rediscovery of the Obvious*, Douglas shares how he discovered that he was not a being inside a head, but a consciousness of all around him, the world itself. Subsequent writings, *The Little Book of Life and Death* and *Head Off Stress*, probed the task of preparing for one's death and dealing practically with everyday stress. Through all he applies the sense of headlessness to experience life not through ideas or feelings but on the simple perception that we have no boundary.

ICA staff members Maria and Richard Maguire coordinated his visit to Sydney. They were especially pleased to find that over 80% attending the event were new to ICA. Impressed with Harding, they commented that "what he brings will be very useful in our future work".

Don Hinkelman



The Sovereign Nations of Native America

The ICA has worked with Native American communities and organizations since the mid-1970s. Last year, this work took a quantum leap, as we found ourselves consulting with 16 tribes in 7 states. Much of this expansion was due to an exciting new partnership with CERT, the Council of Energy Resource Tribes, made up of 45 member tribes.

Recently, I interviewed three key people involved in this work: David Lester, Executive Director of CERT, Jess Sixkiller, Arizona State Director of ACTION and Evelyn James, Chairperson of the San Juan Southern Paiute Tribe. While discussing historical perspectives and current issues affecting Native America, I was also privileged to delve into their personal lives and the culture that sustains them in their commitment to work on behalf of their people.

"Native American tribes," says David Lester, "along with fifty states and the federal government form the triad of shared sovereignty of the U.S. federal system." While this is hardly news, it has certainly not always been the understanding out of which other Americans and American institutions have operated.

Jess Sixkiller and David Lester both belong to tribes we often associate with Oklahoma — Cherokee and Creek. These tribes were forcibly moved between the 1820s and the 1840s by the U.S. government from their traditional lands in the southeast of the country, in what has become known, sadly but aptly, as "the trail of tears." While most tribes suffered displacement and encroachment of their lands, many were able to negotiate through treaties, on the basis of being a sovereign entity.

But not all tribes have been so fortunate. In Northern Arizona, the 280-member San Juan Southern Paiute tribe succeeded in obtaining federal recognition only last December, after a ten-year battle involving anthropologists, lawyers and a courageous effort on the part of its chairperson, Evelyn James.

Their struggle for recognition goes back to the time of James' grandfather, Alfred Lehi, who now appears on the tribe's official seal. The federal government had mistakenly subsumed this Paiute tribe under the Navajo Nation.

According to James: "We have always been doing things separately from the Navajos. When my grandfather's parents were here, there were only Paiutes, no Navajos. We had our own contact with the U.S. government."

The desire for tribal sovereignty — the right of a tribe to determine its destiny in its own way — kept seeping through in my conversations. In the words of Lester: "Indian tribes are separate political, cultural and economic entities. Tribalism is not an inhibitor of achievement and diversity. It is the foundation for that."

One arena in which sovereignty has clearly manifested itself has been the struggle for control of natural resources on Indian land. While this had been a long-waged battle, it came to the fore during the energy crisis in 1973. Searching for a way of acting independently of the Bureau of Indian Affairs and the

Department of the Interior, resource-owning tribes banded together to form CERT, the Council of Energy Resource Tribes.

One of CERT's major accomplishments was the enactment of the Indian Mineral Development Act of 1982. This law gave tribes the right to negotiate directly with industry about the development of their own resources, rather than the federal government doing it on their behalf.

In their negotiations with private concerns, tribes have encountered a mixed reception. While there is an enlightened sense in business that "fair deals endure and unfair deals do not," there is also a you win/I lose mentality that often sets Indian interests against non-Indian interests. As Lester commented: "There's a very strong sense in the wider community that, if tribes are getting ahead, it must be at our expense."

To overcome this barrier, Lester and his colleagues spend a lot of time dialoguing with states, industry and other parties. The traditional Native American practice of talking things through to a consensus come in extremely handy. Underlying these skills is a strong ethic of respect and honoring of individual differences.

By 1988, CERT decided it was time to take stock of where it had come and redefine its future directions. To initiate this process, the management held discus-





sions with member tribes, which resulted in a severe case of "input overload." It was at this point they turned to the ICA to help them sort out their ideas and recast the vision of the organization.

The result was what Lester calls "a convergence of two movements that brings synergistic potential to each." On the one hand, there is a trend to more human-scale organization — social, political, economic and cultural — to which Lester sees Native Americans belong. The ICA, on the other hand, with its "technologies of participation," is part of another growing movement concerned with methods of people empowerment.

"We have the drive and the need for self-determination. You have contentless methodologies that bring it quickly to the surface and make it more efficient. The content of your processes comes from the people who have a real stake in the issues."

Furthermore, CERT wasn't interested in becoming dependent on the ICA. It sees its mission as technology transfer to its members, to enhance their ability to more effectively run their own affairs. It wants the ICA to train tribal members to become skilled in facilitation methods and has provided a structure for this. Ironically, this was precisely the ICA's dream since the inception of its Native American program.

Jess Sixkiller expressed similar sentiments. Having known the ICA since the early 1980s, he has noticed a certain maturation in the organization. He sees that the ICA has begun to let others carry the torch. He commented: "Perhaps my role is to help find ways in which Native Americans can get inside your processes and translate them into our philosophies and styles."

Another of Sixkiller's concerns is that the ICA help smaller, more struggling tribes, such as the San Juan Southern Paiute, to whom he introduced us just over a year ago. James was beginning to feel the effects of working single-handed on behalf of her people: "The hardest part was when my own people would get mad at me. 'When are we going to be recognized? are you lying about all this, Evelyn?' They would tell me I was crazy but I refused to pay attention. At the same time, I was looking for a way they might participate in what I was trying to do."

Then Kim Epley from ICA West facilitated a series of planning sessions and things began to change. "Everyone of the tribal members had a chance to say what they thought. We were all asked to write things down first, put them on the board, then talk about them and organize them. It made people feel related to their government."

In talking to these three Native Americans, I was struck by common threads that kept surfacing in our conversations. There was a strange but powerful combination of tenacity and drive, coupled with a quiet

patience that comes from thinking "seven generations ahead." I was compelled to ask each of them from where they derive their strength and perspective.

Family played a major role in their lives. In the case of James, it was her grandfather, then her mother, who were her mentors. For Lester, it was his grandmother who was active in Indian community affairs and instilled in him the need to love, honor and respect others.

But beyond family, there was a deeper grounding in the culture into which they were born.

Sixkiller talked about the medicine lodge into which he was adopted and where he was taught how to respond to life's challenges. James pointed to the eagle as her guiding spirit which gave her power and wisdom when she needed it.

In all three, there was an overwhelming sense of knowing where they came from and where they stood. That is an experience many people today yearn for. As Jess Sixkiller reminded me: "You are just there to complete a very small part of a whole circle. It's important that when you're gone, that part of the circle you're responsible for has strength to it and has furthered your own people. Because if it's furthered your people, then it's furthered all people."

Native American Study Tour

"Before we ever knew ICA, our family visited these Indian reservations and wrote them off as a desolate part of the country. But now having seen them through the eyes of our Navajo guide, I get a feeling of hope and see things moving in positive directions."

This was Mary Coggeshall's reflection after participating in the second Native American Study Tour in February. Mary was one of eight people who took part in the six-day encounter with the Navajo, Hopi and San Juan Southern Paiute tribes.

A feature of the trip was having Navajo artist and guide Sunny Dooley accompany the tour. Sunny was able to provide valuable background and answer a lot of probing questions. According to one participant: "Not only was she charming and enthusiastic, she loved the country and helped us all get inside the way Navajos think."

As participants reflected on their time together, it was clear they were becoming advocates for Native America. As Bayard Coggeshall said: "I live in a very sophisticated area where people are always saying what 'they' — Blacks, Indians, Hispanics — should do. But they themselves are afraid to inquire what other people feel and think. My job will be to help them overcome their fear and break down their cliches."

John Burbidge



Fifth City's Ruth Carter

The following is an excerpt from an article, *A Salute to 12: They redefine beauty with their deeds*, published in the Chicago Tribune January 1991. Ruth Carter, whose leadership of the Fifth City Preschool has been an inspiration to the children and the Fifth City community, was one of 12 women chosen from throughout the city of Chicago. Ruth Carter worked with the ICA for many years.

Neighborhood spirit is Ruth Carter's cause. the native of Mississippi came to Chicago with her husband in 1958 for a visit with relatives. The couple like it so much they never left.

Carter, now 54, became active in the West Side Fifth City neighborhood group, which founded a preschool as a first step toward solving the community's problems. A desire to teach in the new Fifth City Preschool, 3411 W. 5th Avenue, started in 1964, sent Carter back to school to complete her education. A widow, Carter has four children.

Carter, who became director in 1977, guides the management team that runs the school, helps raise money for the school and attends community meetings in the neighborhood. She is a constant presence in the lives of her students, who often now are children of former students.

"My most important contribution to the community is as a role model," she says. "We have a cleanup project every year. Sometimes we paint or work on the school. If I go out and start cleaning up, the kids on the street will come out of their houses and help."

Carter, who was nominated by community members and pupils, also has inspired other women to complete their educations: Most of the school staff of 15 went back to school in order to qualify to work there with children.

"Three or four thousand children have gone through this center and the majority of the older ones are in college or they are working," Carter says. "They still come back and visit our school and they're still concerned about the neighborhood. And we have parents who come back and want to help just because their children were here."

The Space Between or How To Avoid The Windshield-wiper Tour

When the government announced a cholera epidemic the day after she had departed from Peru, Myra Griffin was surprised to find herself not reverting to her old response "Why don't they do something about that?" Instead, she was much more sympathetic to the situation, having just spent two weeks participating in ICA: Peru's "The Space Between" program.

Taking a break from the Cincinnati restaurant she owns, Myra joined Wisconsin economics professor Anthony Pavlick and potter Elizabeth Berry from Alaska on a new kind of vacation. Guided by ICA staff, they tapped into part of urban and rural Peru which the average traveler never experiences.

In the capital city, Lima, where nearly half the population has been forced to eat out of community kitchens, the strains of survival are obvious. So too, is the strength of people in the midst of this crisis. Anthony commented: "These people are tough. They have a tenacity that is just amazing" Myra noticed the same quality in Lucy, the teacher they visited in the San Salvador barrio: "She was just retiring after working for twenty years in that poverty-stricken situation. I can't imagine how she did it."

Leaving the city, the group traveled to the village of Azpitia, the site of ICA's former Human Development Project. As he worked side by side with local farmers, Anthony was taken back to the farm where he grew up. Though separated by language differences, he felt a bonding that most visitors never come close to imagining is possible.

Stepping back into history, they visited that magnificent site of Inca and Pre-Inca culture, Machu Picchu. But unlike most tourists who take "the windshield-wiper tour" -- catch the train, go up the mountain and come back down again -- this group was privileged to make an overnight stop in a small town. As Myra noted, "It gave you much more of a feeling of being there, and not just passing through."

As I talked with each of the participants, I was struck by one recurring comment. They all acknowledged how well their hosts cared for them throughout their stay in Peru. Elizabeth put it very well: "Having George and Donna-Marie talk with us each night about how the day went was really helpful. It meant we didn't carry around a lot of negative or mixed feelings. We just cleared where we were and moved on."

John Burbidge

1992 GLOBAL CONFERENCE UPDATE

PRAGUE IN 1992 The Institute's Global Conference

Hope is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out.

V. Havel, 1985



Every great city has at least one landmark that symbolizes it to the rest of the world and usually to itself. Say "Prague" and for most western people nothing comes to mind. However, this is changing. Having been out of the western tour circuit for the last forty years, only in the last year has Prague Castle begun to have the symbolic power for most of us that it has always had for the people of Prague.

Prague Castle does not exactly brood over the city. In fact, it is not your classic grey stone, turrets, and draw bridge castle. Its outer "walls," as seen from the city, are pierced by hundreds of windows and the whole thing is painted a lively pinkish beige. Soaring from within the castle, indeed dwarfing the castle, is a great gothic church. I suppose we should not make too much of the Castle's being the heart of temporal power in the Czech and Slovak Republic while standing in its midst is a vast symbol of spiritual power and humanity's aspirations for meaningful existence.

What do you say about a city where a huge square, stretching for blocks down the hill from the National Museum, is named for good King Wenceslas who is remembered for the rather unkingly act of feeding the starving on the feast of St. Stephen? Appropriately, it was in this Square that the people gathered each night "to vote" with their presence for a change of government in 1989.

Or what to make of people who chose a playwright (who works in the modern absurdist style) as their president? A man who, to the United States Congress, spoke of Consciousness preceding Being (surely a first for the US Congress). A man who warned the people that achieving material well-being would be difficult, but more important and more difficult would be the achieving of a new individual and social spiritual ethos. What do you make of a people who chose as their leader a man who began the decade of the eighties in prison and ended it becoming their president?

One of the most poignant phrases of the last thirty years is, "The Prague Spring." The blossoming of the people of the Czech and Slovak Federal Republic that began in 1968 was brutally cut off in the spring of that year. It took more than 20 years for the irrepressible spirit of the people finally to assert itself. Today not even the greyest, wettest day can suppress the sense of freshness, newness and aliveness that seems to flow through the streets of Prague. Whether it is helping a visitor in the subway or sharing a table in a restaurant,

people are concerned for each other. A visitor finds him/herself sharing in a liveliness that is in the air and gives a sparkle to every encounter.

What DO you make of all this? I am not sure, but I know that to visit Prague at this time is both a deep pleasure and a deep honour. How often do you find yourself in a society that has, as a society, come together and done the impossible, defying all conventional wisdom about governments, power and the "way things work?" How often do you find yourself in a community that is reinventing itself in all dimensions, including the spiritual? Their problems are vast and their resources limited. However, their vision is vast, their self-confidence strong and their hope is grounded deep in their spirit. I don't think there is much of a contest. To quote President Havel, "...the salvation of this human world lies nowhere else than in the human heart, in the human power to reflect, in human meekness and in human responsibility."

There are many reasons to choose a particular place to hold a conference. Social transformation, with its accompanying ambiguity, political instability and economic uncertainty, is usually a reason not to go some place. The selection of Prague as a location for our quadrennial global conference was an intentional decision to put ourselves in such a place at such a time. As people who have always been concerned with the methods of social transformation and the spiritual awakening implicit in such transformations we are fortunate to have such an opportunity.

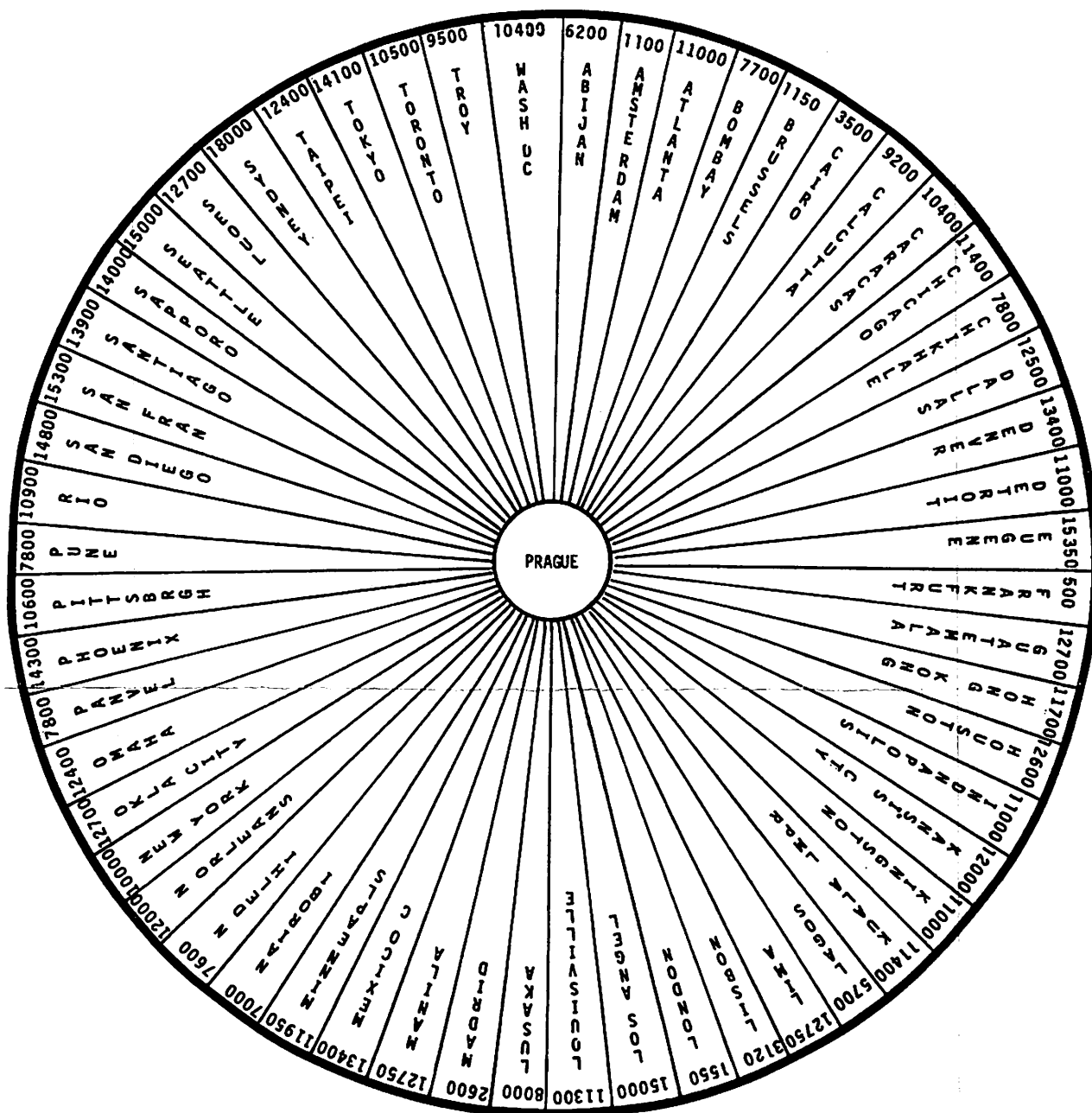
We in Europe intend to touch into the spirit of resurgence that is present in Central Europe and to bring that spirit into the conference. We intend that the conference be a great interchange across the four networks, between the East, North, South and West and between the four phases of the human community. We intend that the conference be both a learning experience and a teaching experience for every participant. We intend that every participant experience a renewal of commitment and a reimpowerment of intention during our days in Prague.

Prague is not a beautiful tropical location (Mexico was NICE) nor is it an idyllic Alpine setting nor a retreat centre deep in the timeless English countryside. But it is the place where just a few short months ago the human spirit burst forth and changed the direction of history, and where the spirit continues to hold sway. To hold our conference in such a place in order to reflect about the new century soon to be upon us seems to be entirely appropriate. Going to Prague is a decision to go to the source.

SEE YOU IN PRAGUE

Jim Campbell

How Many Kilometres to Go...?!



SEE YOU IN PRAGUE



What UNCED is All About

Excerpts from an article published by The Centre for Our Common Future on the Earth Summit in 1992 in Rio de Janeiro.

Much work is being done throughout the world to prepare for the Earth Summit in 1992, but what exactly can we expect from this conference? The secretariat set up to make sure the conference in Rio is a success knows what it wants from the meeting. . . In terms of expectations, UNCED foresees that the gathering in Rio will have six major outputs.

1. Conventions.

It is hoped that the conference will bring about global conventions on certain issues of global importance (i.e. climate change, biodiversity and the prospect has been raised about a possible global convention on forestry). These conventions would be presented and opened for signature in Rio, though they would be negotiated and formulated during the UNCED preparatory process. It is still not clear what connection the UNCED secretariat and the PrepCom will have to the various negotiating processes for these conventions. One such negotiating process, that for a climate convention, is already underway. An intergovernmental Negotiating Committee meeting was held in Washington D.C. from the 4th to the 14th of February to try to come up with a framework convention on climate change that could be signed in Rio.

2. Earth Charter

This is basically a document stating or declaring the principles by which people should conduct themselves in relation to each other and to the environment. This declaration is drawn up so that humans can develop sustainably to ensure our common future in both environmental and developmental terms. The UNCED secretariat is preparing a list of elements that they feel should be included in such a charter. PrepCom has yet to decide how such a charter will be formulated.

3. Agenda 21

This is supposed to be a "programme of action for the implementation of the principles in the Earth Charter." It is a way of saying this is what we must do to bring ourselves into the 21st century. It is a statement of goals and objectives as well as a list of strategies and actions that will be taken to meet those objectives. The structure of Agenda 21 has already been outlined in draft fashion but PrepCom is expected to modify this draft and come up with a more final way of working Agenda 21. UNCED hopes that their Agenda 21 will be a flexible and evolving document and that the Earth

Summit will be only the first step in the long process of its preparation.

4. Financial Resources

Since much of the output of the conference is expected to be in terms of recommendations for action or conventions which call for the adherence to certain costly principles, the conference itself is expected to consider ways of financing these activities, especially in developing countries. The UN believes the conference must "ensure access by developing countries to the additional financial resources they will require to integrate the environmental dimension into their own development policies and practices, as well as the incremental costs that will be incurred by complying to the international environmental conventions and protocols." Again, it is expected that PrepCom will deal with this issue, making suggestions and helping design the necessary financial mechanisms.

5. Technology Transfer

In the same way that some countries will need financial resources to undertake the actions and programmes that are required of them after the Earth Summit, the UNCED secretariat feels many countries will need access to technologies that allow them to take care of their environment. According to the secretariat, these technologies need to be provided to them on an equitable basis and they need to be able to use them fully (i.e. they need to be trained in their usage). The task of PrepCom, and ultimately of the UNCED itself, will be to come up with mechanisms and agreements that allow poorer countries to have access to environmentally sound technologies, while still taking into consideration the issues of intellectual property and encouraging further development of these technologies.

6. Institutions

As a final output to UNCED, the organizers of the conference hope that they will be able to strengthen existing institutions which deal with environment and development issues (eg UNEP, UNDP). Part of this strengthening will include ways of ensuring communication and collaboration between environment and development institutions. This institutional "overhaul" will presumably also include mechanisms which allow environment and development issues to be examined in light of other related issues such as: security, economics, humanitarian issues, etc. Institutional change has proved hard to manage for the UNCED secretariat and they are quick to point out that institutional issues can only be dealt with once the other "cross-sectoral" issues have been resolved; i.e. once the UN decides what it wants out of the new, improved institutions.



Korea Hosts Asian OT Meeting

The Asian Organization Transformation Network held a seven day research and interchange conference in Korea on April 7-13. Upon the invitation of ICA: Korea, eight networkers from Malaysia, Taiwan and Japan joined more than ten members of ICA: Korea in a week of in-depth study, sharing of resources, and discussions on program possibilities in Korea.

After morning exercises, the conference sessions began with a presentation on the first module of the Organization Transformation Lab. Ann Epps prepared a bound copy of the trainers manual for each network member and talked about how the event went in Malaysia. Much of the rest of the week centered on the study of the books *Powershift*, *The Fifth Discipline* and *Charting the Corporate Mind*. The Fifth Discipline was particularly helpful in defining what it means to be a learning community inside a business corporation. Follow-up study by each location will continue with exchange of chapter reports during the year.

Rev. Park Si Won was the host for the event. Larry and Diane Greenwald helped organize activities and the chairman of ICA: Korea, Rev. Kang Byung Hun, sponsored a dinner for the group. The enthusiasm of Korean ICA members impressed the visitors. Despite hearing the news that the Greenwalds will be moving to the United States in June, the ICA in Korea was determined to take a leap forward in programs this year.

This was particularly illustrated by the Kwang family, who had sojourned for several years in the Lorimor Human Development Project. Since then, they have received PhDs, returned to Seoul, and started a broad based consulting organization. After the start of the conference, Dr. Kwang faxed the Sae Maul Undong Central Training Institute (the largest training center in Korea) and set up a program with its training staff. For one day, the Network conducted a demonstration workshop to help break through some issues of that institute. For example, as Korea has just completed the first local elections in history, the Sae Maul Movement finds a new role in its mission. Now it must train people to be self-development managers. After seeing this and other program possibilities, Wayne Ellsworth from Japan remarked, "We may see more ICA work going on in Korea than anywhere else in Asia."

Besides Ellsworth, other members of the Network who attended this meeting were Jack Gilles (India), Gordon Harper (Taiwan), Dick & Gail West (Taiwan), and Ann & John Epps (Malaysia) Evelyn and Larry

The Partnership Way

Phones were ringing off the hook on every incoming line as registrations for The Partnership Way conference poured in ICA Canada was bringing Riane Eisler, author of *The Chalice and the Blade* and *The Partnership Way* to Toronto where she would deliver a public lecture and a weekend seminar. Would-be participants at first were slow to register but as the PR campaign built, there was a veritable explosion of interest in participating in the event.

As the weekend drew near, the venue for the public lecture had to be shifted to a larger space, no less than the University of Toronto's Convocation Hall. On the Friday evening, 715 people packed the Hall and listened with rapt attention as Riane delineated the historical journey of the dominator mode which is now passing over to the "partnership way".

Afterwards, a public reception and book-signing ceremony, beneath the Gothic arches of Knox College, was hosted by Harper Collins (Riane Eisler's publisher). A great crush of people sipped wine, nibbled cheese, reflected on Riane Eisler's presentation and lined up to get her signature on the book they had just purchased.

The weekend seminar, attended by 150 people, broke into groups to discuss 15 different applications of the partnership approach, shared their insights by mime, song, skit or verbal report; participated in a slide show of ancient artforms demonstrating the shift from the goddess religion to the dominator mode; saw a stunning dance illustrating the balance possible between the masculine and feminine; and filled the large blackboard with time and places for follow-up groups, events, and opportunities. A highlight of the weekend was a sparkling, one-woman performance of *Before Eve*, a play written and performed by Eleanor Prokop, and produced in the chapel of Knox College. The workshops were facilitated by a combination of ICA staff, Board, and members.

Participants left with a different perspective on history, a challenge to their life style, a new sense of hope in the capacity of men and women to work together as co-creators, and practical ways to carry the insights of the weekend into their own locus of responsibility.

John Burbidge

Philbrook also came from Taiwan. As staff of ICA/LENS: Malaysia, the Philbrooks may be operating from Taiwan in the future.

Don Hinkelman



Book Reviews

Two reviews of books from "Initiatives", published by ICA West which may be of interest to you, our readers.

Iron John: A Book About Men by Robert Bly. Addison-Wesley Publishing Co., New York, \$18.95.

Robert Bly has been busy growing a men's movement for some time. I have cast a reluctant eye on the effort because it seemed one-dimensional to me. With this book, now on top of the best-seller lists, we have the "Complete Bly." Now I say that every man should read this book and talk about it with other men.

What happens if we don't? We might just miss out on the opportunity to understand who we are when, in Bly's words, our hair turns gold; when we are on the road of ashes, descent and grief; when the hunger for the king strikes hard; or when we strive to bring the inner warrior back to life. What's worse, women might read this book and, believing they understand it, tell us what it is about, thus replaying the story of men seeing themselves through the eyes of "mother."

We owe it to ourselves to engage this book first. In the worlds of a mentor of mine, it may not be completely accurate but I believe it is entirely true. and if it isn't, then what story is?

Bruce Robertson

The Fifth Discipline: The Art and Practice of the Learning Organization by Peter M. Senge, Doubleday/Currency, New York, 1991. \$19.95

As organizations in our society fragment around us — sayings and loans, banks, health, schools, government agencies — we may agree with Peter Senge that "learning disabilities are tragic in children, but they are fatal in organizations."

In this book, Senge sets out ways to identify the crippling learning disabilities within the organizations in which we work, upon which we rely and through which our formal lives are mediated in frequently fragmented ways. He spells out a series of technologies which make up the five disciplines needed to build a learning organization. Three are individual practices and two are collective.

- * Personal Mastery that taps the vision of the inner self and requires constant clarification, commitment to the vision and learning how to see reality more clearly.

- * Building capability to work with Mental Models. the assumptions and implicit theories-in-use we bring to our personal and organizational worlds.

- * Evoking Personal Visions and creating the conditions that lead to the enrollment and commitment of

Learning Takes on a New Meaning

"The 'New Image of Learning' is a new image of how to operate as a human being," said Dorothea Jewell at the end of the action-research weekend just completed in Seattle. She was one of thirty participants who had the chance to add their own insights and experience to the development of the New Image of Learning Module of the Earthwise Learning Series (ELS).

Seven ICA staff, including Anita Gibson from Indianapolis and John Foss from the Philippines, helped ELS Coordinator, Jim Wiegel, facilitate the event for a broad cross-section of people connected with learning in the Puget Sound area.

In his presentation on learning styles, Stan Crow had participants divide up into groups with kindred learners and discuss the pros and cons of their particular approach to learning. Building on her work with Training Inc., Anita Gibson gave the group a taste of interactive learning which involved participants setting up different "interactive learning environments" appropriate to each of the four sessions of the module.

Parts of the weekend were laced together with poetry readings and exercises to keep people "on their toes."

Before concluding, members of the group decided to hold a follow-up event in April to keep working on the module. There was talk of setting up an ELS board and hiring an ELS fund-raiser. Stan Crow even mooted the idea of his getting a PhD to work further on the ELS in the Northwest. A New Image of Learning may indeed only be a euphemism for a new way of operating as a human being.

John Burbidge

Book Reviews continued

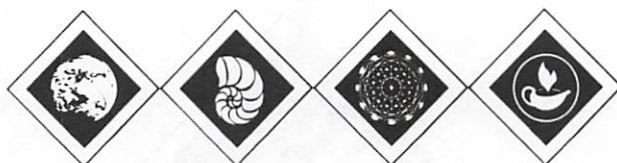
organizational members, answering the questions what (vision), why (purpose) and how (core values).

- * Practicing Team Learning in order to become "wisdom teams" rather than the usual teams that "operate below the lowest IQ in the group."

- * Systems Thinking, which requires that we acknowledge we are prisoners of our own thinking and that we must cease adding to the part/whole dilemmas our thinking creates.

Drawing upon science, spiritual wisdom, new ways of learning and cutting edge thought in administration and management, Senge calls for personal change and development and the building of self-renewing and learning organizations. Reading this book will be an experience of becoming a part of The Fifth Discipline.

Anne W. Doshier



ANNOUNCEMENTS

The Institute of Cultural Affairs International has been accepted for membership in the International Council of Voluntary Agencies (ICVA). ICVA is the world's largest association of voluntary agencies. It sponsors regional meetings throughout the globe. It also publishes the well-respected magazine NGO Management.

The activities of the ICAI were described in the Quadrennial Reports of the United Nations Economic and Social Council (ECOSOC). The full page report regarding the support the ICAI has given to the work of the UN was printed in the Jan.-Feb. bulletin. If you would like a copy of our entry in their report please write the ICAI Secretariat, Brussels, Belgium.

Position Open **CONFERENCE COORDINATOR**

Presenting a challenging opportunity to facilitate creative change in Europe and the world through the window of Central Europe.

Job Description: The Institute intends to secure the assistance of a person to fill the role of Conference Coordinator. This person:

- * will be someone who enjoys extensive travel and meeting people.
- * will not be intimidated by not knowing every language spoken in Europe.
- * is willing to work out details and make decisions on their own once the larger context has been set.
- * can work well with a multi-national team and is also a self-starter.

Job Responsibilities: 1) Coordinate and assist in organising the Institute's quadrennial global conference for 500 people to be held in August/September 1992 starting July 1991. 2) Coordinate and enable the securing of European participation including work on funding.

Please contact: James Campbell or Lin Wisman, Institute of Cultural Affairs, Brussels, Belgium.
Tel: 32-2 219-0087 FAX: 32-2 219-0406

PEOPLE

The following are changes and additions to the list of ICA offices. Please make these changes of names and addresses in your ICA Directory.

DALLAS ICA West John Rader & Nancy Trask, 10140 Eastwood Drive, Dallas, TX 75228 (1-214) 320-9096.

Change the **HOUSTON** Zipcode to read 77004.

A new field office has opened in New Mexico. **NAVAJO** ICA West, Cheryl Coan, P.O. Box 846, Toadlena, NM 87324, (1-505) 789-3289.

Change the fax number of the **Seattle Office** to read (1-206) 726-9629 ATTN: ICA.

ICA Phoenix's new fax number is (1-602) 954-0563.

ICA: India - Bombay's new phone number is 9-12-308-7751.

LENS International Malaysia sdn. bhd. has a new address as follows: 5th floor, 2nd block, Wisma MCIS, Jalan Barat, 46200 Petaling Jaya, P.O. Box 10564, 50718 Kuala Lumpur, Malaysia.

The Network Exchange

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

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The Network Exchange



JUNE 1991

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Celebrating A Twin Heritage

On May 25 this year, the Mexican village of San Pablo Oxtotipan will celebrate its four hundredth anniversary. On this day in 1591, Don Luis de Velasco, Viceroy of Spain, proclaimed an edict which gathered into communities the dispersed Indians who lived in the mountains. This community was one of those chosen to have two sections of land allotted to it.

A feature of the celebration will be a bell for the village church. In the words of a local song:

"The ringing of bells
Is the voice of the people
Across hill and valleys
it gives witness to lives and actions
of those who have gone before
and in a sequence of lovely vibrations
it forges the soul
of those who will be tomorrow!"

The celebration committee is also creating a beautiful flag for the occasion. It is made up of three bands with six colors. The bands represent the three levels in which we move - divine, nature and between them, the human level. The six colors depict the six neighborhoods which formed the first village of San Pablo Oxtotipac (now Oxtotipan). The red circle with its yellow

interior expresses the meaning of the village name - "over the cave" or "over the abyss."

The circle has four green points for the cardinal directions which are honored by all Otomi communities. Adding the red point in the middle gives five points, the number revered by the Aztecs. By adding two more blue points, you have the number seen, known by all Huichole tribes for its sense of totality. The middle black and white band represents duality, although the black being smaller than the white indicates movement and fluidity.

The use of this kind of flag has been an important part of traditional ceremonies through the history of San Pablo and its neighbors, who are descendants of the Nahuatl and Otomi Indians. This celebration is a signal event for communities all over Mexico which were formed during the pre-Hispanic era and evolved out of Spanish conquest and domination. In deciding to celebrate its history, which was formed out of the encounter of two civilizations, San Pablo Oxtotipan is demonstrating a new-found freedom as it moves into the 21st century.

John Burbidge



The Bayad Small Loans Program

The Bayad Small Loans Program is a program for income generation for the poor. The idea of the program came from the desire to establish productive activities, particularly for women, to strengthen the role of women and their effectiveness in the family, and to use their skills. Hence came the idea of giving loans for productive activities. The Institute devised a program with the following goals:

1. To help the poorest of the poor, particularly women, to use their skills to raise their income;
2. To promote community self-help development through an income generation program;
3. To devise a simple program that can easily be replicated.

Research for the program began in May, 1985 within the Bayad villages on the types of activities in which the villagers were interested. Research was also conducted within Egypt through visits to economic projects being implemented by other organizations.

Actual implementation of the program began in August, 1985, with pilot stages in two villages, Til Abu Narooz and El Alelma, with assistance from local leaders. Their participation was necessary due to villagers' fear and suspicion of taking loans, some not even knowing what a loan was. Questions such as, "Why do these people want to give us money?" were heard. These leaders, along with members of other social classes, play the role of loan coordinators, helping Institute staff to reach the poor, then giving them courage to participate in the program, monitoring their progress and collecting repayments. At this point no administrative fees were charged, until one of the village leaders recommended a 5% rate to ensure recipients' seriousness and to cover part of the Institute's program costs. Later the rate was increased to 8% to offset Egypt's rising inflation.

After success of the pilot phase, expansion to all the other villages of the local unit began in a graduated process. To date, over 450 loans have been given, of amounts up to LE.200 (\$80), with activities including small animal breeding (goats, sheep, poultry and rabbits), commercial activities such as vegetable selling and small stores, street food preparation, grain crushing, buying and repair fishing equipment and other activities.

Procedures for obtaining a loan are very simple. A social study, called the Candidate Data Sheet, is filled out after a candidate has presented herself or has been nominated by a local Institute coordinator. From this study the candidate's degree of need is concluded from three indicators: the type and size of house, the number of income-earners in the household and the property owned by the family. The candidate's situation falls into one of three levels; destitute, poor, or

secure. If her situation is of the first or second level a short feasibility study is conducted with her on her proposed activity. If the activity is judged feasible the contract procedures begin.

The contract is a written agreement between the Institute and the candidate, including an affidavit signed by the loan recipient stating her willingness to deal with the Institute and to bear responsibility for repayment. Another affidavit is signed by the guarantor who is to repay the loan if the recipient is unable to do so. A witness from the village and an Institute representative also sign the contract.

The procedures have been made simple to enable the poor to take loans while avoiding the normally complex conditions, such as legal and property documents. Repayments are made on monthly installments, with maturity normally not exceeding one year, with an 8% interest rate on the principal. Although there are some cases of late payments, there have been no defaults.

**These leaders...
play the role
of loan coordinators...
giving them the courage
to participate
in the program**

The program is now in its final stage of implementation, being run entirely by villagers, within the structure of the villages' Community Development Associations (CDAs). Loan coordinators, now the Economic Committees of the CDAs, had years of experience within the program. After receiving further training from Institute staff, they are now responsible for all functions from identifying potential recipients, through completing Candidate Data Sheets and Feasibility Studies, to distributing loans, collecting repayments, and maintaining all records.

The program has already reached over 330 of the poorest families of the Bayad villages, but its benefits are not confined to this area only. The simple but effective system developed in Bayad has been used as a model by a number of other small scale credit schemes in Egypt, and through conferences and training programs more than 15 development organizations and some 60 CDAs have already learned and benefitted from the Bayad experience.

continued on page 3



The Cultural Issue in Quality Control

When we began our motivation program in the ESSO (Brazil) Lubes department this month, we were asked to consider helping them with their quality control program at the same time. Not knowing anything about how a grease factory operates or about the technical side of production, we confessed to Julio Hernandez, the plant manager, that our expertise was limited to the cultural dimension of the corporate process.

When we asked him to list the concerns and issues related to the quality program, he quickly wrote down 10 items, which, to our surprise, are mainly in the cultural area. Here's what he wrote (in unedited form):

1. Resistance to change.
2. "The error is not mine...."
3. Nonexistence of inter-sectoral actions.
4. Ignorance (general)
5. Immediacy of vision
6. Administration following American parameters
7. Centralized administration
8. Non-participation of subordinate levels
9. Ignorance of the company's objectives.
10. Ignorance of the company's operating results.

Would you have guessed that this list was a diagnosis of a quality control problem? . . . Julio was clear about it. Well, I guess we're also doing the quality control program in ESSO this year.

Bill Grow

Small Loans *continued*

The Institute is now launching a new Small Industries program aiming to broaden the economic base of the villages by encouraging new types of larger productive enterprise. Fifteen loans of LE200 - 10,000 will be secured from Egypt's Industrial Development Bank in the first year, and the Institute will be providing business training and extension services to young entrepreneurs. It is hoped that the first loans will be approved by July of this year.

From Martin Galbraith ICA: Cairo NETWORKS conversation with Sandy Powell April 4, 1991.



Seoul Roundtable Plans Reorganization

ICA: Korea is considering plans to reorganize and strengthen itself during the coming year. During the past few years the main ICA program in Korea has been a weekly roundtable of colleagues which studied edge books and articles. Due to the coming departure of Diane and Larry Greenwald and with the encouragement by the Asian Organisation Transformation Network, a group of roundtable members, former ICA staff, and colleagues interested in LENS International met to discuss reorganizing ICA: Korea.

During the workshop held on April 15th, the following concerns were listed by those present:

1. Need for fulltime local coordinator
2. Global staff available for visits and programs (especially from Taiwan)
3. Development of local staff in Korea and as participants in global programs
4. Continuation of roundtable studies
5. A local gathering place--node
6. New local address or addresses
7. Interchange of news: Korean Newsletter to globe
8. Econet connection
9. Colleagues in Korea exploring network relationships
10. ICAI relationship

These have no finalized plans but are concerns to be dealt with in the next 3 months. The Greenwalds are moving to Hong Kong in September with Larry assuming a regional role with Aetna Life Insurance. Diane has been coordinating roundtable studies so new leadership will be required.

The Korea Roundtable has met every week for the past 3 years. At times 3 separate roundtables met in Seoul and Incheon. Currently members from all three groups are meeting together on Monday evenings. Some of the studies have included: *The Wellness Workbook*, *Global Mindchange*, *Getting to Yes*, *Unconditional Love and Forgiveness*, excerpts from Edges magazine, exercises from Jean Houston and Starhawk, readings from Linda Goodman's *Star Signs*, and Tarot card readings.

Besides the current members of the roundtable, ICA: Korea has a large base of colleagues. An estimated 100 Koreans have been to ICA Academy programs and several hundred to International Training Institutes. Fifty families have been involved in the ICA movement over the years. Three hundred town meetings were held in Korea along with Human Development Training Schools and LENS courses. Pastors have continued teaching Religious Studies-1 Seminars in their churches. Despite this past activity, ICA: Korea currently feels left out of the ICA global communication loop. The new energy generated from the Asian Organizational Transformation Network Conference is playing a key role in sparking the reorganizing process.

Don Hinkelman



Developing ICA Associated Projects

Over the past 14 years the ICA has made great strides at becoming a national organization in Venezuela. For example, we have achieved certain name recognition, developed a network, instituted fiscal and legal systems and instituted a prestigious Board. For all of this work the critical but perilous step of indigenizing the management had not been taken. Today, as the original ICA International presence stands at a minimum, this has become our greatest challenge.

As Elejandro J. Lara, our President of the past 5 years retires, and long time advisor and colleague John Lawton takes over the post, our thinking is that a profit-sharing scheme in conjunction with development "entrepreneurs" might be what is required.

The idea on the table is that the ICA assets and positioning acquired over the years might be a compelling attraction to people with good project ideas and talent. These people would submit their project proposals to the Board for approval. If accepted, ICA will back them up, providing the necessary infra-

structure, while receiving a percentage of the income generated. Should the project succeed, the basis for a longer term relationship will have been established.

Given our long history in the country, our fully equipped office, auditable books, and international contacts development, entrepreneurs stand much to gain.

In addition, ICA: Venezuela is fortunate to have highly trained social developers on its Board, including Carmelo Perez, Maria Antoinetta Oyarzabal, and Miriam Balbela. Both of the latter two were present at Oaxtepec.

So far the Board has received and approved two projects. The first is a grant from the Ministry of Family to be given to ICA:Venezuela for training in the Barlavento area. Miriam Balbela wrote the grant and is the project director.

continued on page 8

ICA VENEZUELA					
ORGANIZATIONAL IMAGE	ORGANIZATIONAL STRUCTURE	PROGRAMME ACTIVITIES	FINANCIAL STABILITY	PUBLIC IDENTITY	ICA STANDARDS & RELATIONSHIPS
Development Agency	ICA Board President Vice President	1990 1 County Symposium documented in 1990	1990 Budget US \$12,000	Monthly Board Meetings	Executive Director on ICA Board
				Statutes	
Human Resource Development	ICA Staff Executive Director Messenger Boy Rural Center Caretaker	1990 Aided in Open Space Seminar	1991 If launching platform works US \$25,000, if not, US \$12,000	Yearly Assembly	Receive: EDGES, Network Exchange, The Node
				Auditable books	
				Fully equipped office	
New Age	2 Program Directors coming on board	Anticipating Ldrshp Training Program sub-contract with Ministry of Family	SOURCES High interest rate on US \$6,000. Small donations US \$4,000 Program \$6-20,000	Prestigious Board	ICA methods very limited
				Donated office in uptown sector	
MEMBERSHIP ICA Board Executive Director	Very strong advisor network A. Lara Ivan Lansberg Clive Bashleigh	Anticipating profit sharing facilitation course to be done on Saturday	Precarious cash flow	Fancy Color Brochure	Have not paid dues but hope to do so in the future
				At least one yearly publication to donors	



Social Security Conferences In Asia

For some time now, ICAI has had a working relationship with the German Agency for Technical Assistance (G.T.Z.), the project arm of the German bilateral aid system.

the G.T.Z. is now entering into a new field of development aid, advising countries on the setting up and administration of social security systems. To initiate this programme in Asia, they are holding a series of workshops. The first will take place in Thailand, September 30 to October 4. The next will take place in India sometime in 1992.

I have been asked to coordinate the events through the ICAI, with ICA members being responsible for logistics, travel arrangements and moderation. The team who have agreed to do the first of these workshops, in Thailand is Mary d'Souza, Alan Berresford, and Evelyn Philbook.

The GTZ has also asked ICAs to propose people who we think would be helpful participants, especially from the NGO/PVO scene and from private business. Participants might be people they serve with basic social security schemes, whether these are some form of guaranteed health care, old age insurance, crop loss insurance, etc.

The intent of the workshops is to explore all aspects of social security looking for solutions appropriate to the actual situations of the focus countries: India, Indonesia, Malaysia, Philippines, Thailand and Sri Lanka.

If you cannot think of any persons yourselves, perhaps you could consult members of your board or of the Global Advisory Board. If you need more detailed information of the concept, I can send it to you.

We are asked to propose names only, the GTZ will make the final selection. They hope to finalize the list by the end of June.

Our effectiveness in this arena, as well as in running the first workshop, will determine whether the GTZ wishes to employ ICAs further in this work. Please reply either by FAX to Brussels or to John Stringham by mail at Franz-von-Sickingen-Strasse 51, D-Ludwigshafen, Germany. Telephone 49-621-678.484.

ICA: Tokyo Promotes Wellness

East-west exchanges continue in the field of mental health rehabilitation. As a follow-up to the ICA: Japan-sponsored trips of innovative programs in the United States, Mr. Mark Glickman, director of in-house training at Fountain House: New York, visited Japan on a speaking tour. From March 15-26 over six hundred professions and clients attended talks and workshops by Glickman on the theory and practices of the clubhouse model in mental rehabilitation. In Tokyo itself, one event had over 100 participants which included mentally handicapped people, their family members, counselors and caseworkers.

The psycho-social clubhouse model is a recent trend in which mentally ill people are members rather than clients. They work alongside other mentally ill people and professional people as partners in a team. This is based on the principle that patients or "consumers" can direct the recovery process themselves. Although Fountain House has a director and the members do see outside professionals including caseworkers, social workers, and psychiatrists, everyone in the clubhouse is equally responsible for the maintenance and care of the facility and activities. Glickman himself was a former mental health consumer who became a member and then a staff member of Fountain House. In his speeches and workshops, he used slides and shared his experiences to illustrate this philosophy.

In Japan, mental health rehabilitation is very much based on an institutional, authoritative approach where the doctor is the director of all activities. The ICA in Japan has started a global exchange program coordinated by Wendell and Shirley St. John to open up this traditional mindset to alternate ideas. Besides inviting speakers to Japan, they have led seven Traveling Seminars to the United States to view creative self-help programs in action. The response has been enthusiastic with leading professionals and the Japan Mental Health Association encouraging these trips.

After the trip, Mark wrote back to say, "My trip to Japan was such a powerful and emotional experience for me. I think Japan is in a tremendous state of evolution around the development of a more community based system of help for former psychiatric patients. I saw in my own trip to Japan, a very vivid example of the potential for building bridges between countries.

Don Hinkelman



University of Western Sydney Takes A Journey

The University of Western Sydney recently underwent a 5 month transformation process involving key staff to chart the future journey of the institution. Mr. Brian W. Smith, Vice-Chancellor of UWS, invited ICA: Australia to facilitate this one year process of staff development called "Managing the Journey". In his words, the purpose of this program was to "provide a supportive work environment which encourages a co-operative spirit and is both challenging and rewarding." Mr. Smith was impressed with the results. He has read the ICA book, *Winning Through Participation*, and successfully used the "objective, reflective, interpretive, decisional" discussion methodology in his daily work.

The design of the consultancy was done by Maria and Richard Maguire in cooperation with the staff development officers of UWS. It proved difficult since it was intended to support UWS staff as they underwent a restructuring from 3 former colleges into a 1 university with 3 campuses. It was necessary to carefully plan preparatory conversations, and questionnaires as well as context methods continually. ICA staff member, Maria Maguire commented that "sometimes it is not easy going, since our approaches meet with different belief systems, touchy expertism, individualistic management styles and the fears of the institution."

What emerged from the design phase was a two part process to be implemented over six months. Part One of the consultation was a series of five workshops held for internal networks within the university which pulled staff from across all three campuses. These five workshop themes and the principle audience of each network were as follows:

1. Procedures and Systems (finance, administration, resource center supervisors)
2. Community Link (public affairs personnel, course information officers, etc.)
3. Research (academic staff involved in research)
4. Student Services (student administrators, counselors, resource center personnel)
5. Post-graduate Students (academic staff educating post-grad students)

Each workshop was two and a half days long and used a five step LENS process with modifications. One workshop per month was from July to October 1990.

Part Two included a methods training seminar and a celebrative event in November for members of all five workshops. The training event, titled *"Skills for Analysis and Planning"*, provided an opportunity for participants to explore and practice the approach used by ICA

facilitators. Two weeks later, the consultancy was completed with a "Community Celebration". Sixty people who had attended workshops over the year met to celebrate achievements and create future plans.

The major difficulty had been working with several distinct cultures at once. The historical and organizational identities of 3 campuses meant each staff development officer and CEO held not only a different vision of the university but also a different image of the planning process itself. Yet the final results of the year were promising. On March 14th 1991 year a final report on the consultancy was published by the university. Excerpts from the report are as follows:

"The mood at the end of the sessions was affirmation of being part of a dynamic new venture, and a sense of cheerfulness even in the face of the pains and uncertainties that are part of this phase of the University's life. People felt committed to the success of this new institution, and glad that they could play a part in solving some of the problems. They felt they were needed for the final outcome rather than acting as observers or pawns in someone else's hands. They felt empowered to take action. . .and had a sense of being in a community of concern, not simply an isolated individual."

"Another significant benefit was the widespread shift in perception of one's own position. Many who came had a feeling that the UWS was something that had been created and was being implemented by someone else. . . In the course of the program, they began to get a sense of being co-creators of this new venture."

"They also learned that finding such creativity and colleagues was not a one off experience in the exceptional circumstances of a workshop, but could be created again . . . by taking initiative and using the methods which had been taught . . . the feedback sheets, personal conversations, reports from senior managers and CEOs all indicate that there was a widespread and noticeable shift among participants in [their] daily life. . ."

Such a response suggests a true organizational transformation has taken place. The staff of UWS indeed were able to "manage their journey". While there are no instance recipes for replicating this process in other situations, ICA: Australia would attest that careful attention to the unique history and needs of a client are the keys to creating an appropriate consultancy design that achieves self-empowering change.

Don Hinkelman



Managing Stress Guatemalan Style

When ICA: Guatemala launched its Training Inc. program, it didn't know quite what to expect. It was the first time this innovative educational venture had been tried outside the United States. Obviously, it was going to have to be adapted to the peculiar challenges facing this Central American country.

But if the response of graduates to the program to date is any indication, ICA: Guatemala has added a very successful item to its program repertoire. With an average age of around 30, participants have come from a variety of Guatemalan companies, whose products range from pharmaceuticals to tractors to cement. Of all courses offered in the thirteen week cycles, Development of Intelligence, which draws on the work of DeBono, Feuerstein and others, has been given consistently high ratings by participants.

One of the strongest endorsements of the program has come from graduate Ruben Eduardo Maldonado Sandoval of the Cementos Progreso Company. With a passion that only Latin Americans seem to be able to deliver in an address, he spoke on behalf of participants at the recent graduation ceremony of Cycle III:

"In February of this year, we began one of the most satisfactory experiences which has changed the direction of our lives. I want to acknowledge not only the successful transmission of skills, but the magnificent treatment we received from the staff, which was an ideal demonstration of applied human relations.

We did many participatory exercises during our training, but one I especially remember was a game we played during the Stress Workshop. Our instructor gave us a sheet of paper on which we were asked to list all our negative thoughts at that moment. He then asked us to stand up and with great gusto and shouts of joy, tear up the paper into small pieces. But one of our colleagues demonstrated a little more euphoria than the rest, and with high emotion, tore up his course notes and let them fly. What good luck he has such a great memory!"

Building on the success of the program, ICA: Guatemala is offering two more cycles in 1991. A number of new companies are already keen to participate. The impressive results of this experiment augurs well for other ICAs which have been contemplating setting up Training Inc. in their countries.

John Burbidge



BOUQUETS FOR BETTY

On the 15th of May the ICAI Secretariat said goodbye to Betty Pesek as she completed her one-year term as Secretary General and returned to her home in Lake Forest, Illinois USA.

All of us who worked with Betty saw her radiate an enthusiasm which was wonderfully infectious. Her concern for the symbolic was seen as she decorated the Secretariat office and the ICA house as well, with pictures and charts which still remind us of our task. A foundation has been laid by her presence here which will carry on into the future.

When all of us worked on building the foundation of the ICAI, we sometimes felt that she gave much, sometimes, too much. We hope she will be refreshed so we can see her and have her advice for many years to come.

We will miss Betty, but we are looking forward to working with the new personnel in shaping the future of the Secretariat and how it works with the member ICAs.

Ursula Winteler and all of Betty's colleagues.



ANNOUNCEMENT

The Executive Committee of the Board of Directors of ICA International wishes to announce the appointment of Richard Alton to the post of Secretary General.

Also joining the ICAI Secretariat will be Tony Beltran who will be coming to Brussels from Venezuela.

The Executive Committee of
The Board of Directors of
ICAI International

CHANGE OF ADDRESS

The ICA: India Pune Office has moved into a new office-cum-residence located at: D-2, Vidhyamrut Co-operative Housing Society, Behind Mira Society, Shankarshet Road, Pune - 411 037 INDIA, Phone: (91-212) 65 29 06.

LENS: International in Malaysia

LENS International of Malaysia completed module one of a three phase series of seminars designed to develop leadership potential. The first module, "Management in the 90s: Welcoming Change", was held on March 6-9 in Awana, Malaysia. Thirteen managers attended from Singapore, Malaysia and Thailand.

Later modules will be held in Malaysia on 2-5 July with a focus on "Individual and Team Empowerment and 11-14 September with the theme of "Assisting Organisations with Change".

ICA Associated Projects *continued*

The second proposal was submitted by Beatriz Aris-tegui, a close associate of Miriam Balbela. It requests use of our office space on Saturdays to teach a variety of facilitation and group dynamic methods (not necessarily ICA methods) to students wishing to gain accreditation from the Venezuelan Association of Facilitators Guild. In both cases, ICA Venezuela would retain 20% of the total income. The Board would act as guide and supervisor.

So far these experiments are at an embryonic stage, but we are hopeful that they constitute a viable way for the future.

The Network Exchange

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The Network Exchange



*too early -
what are they going to be
learning?
Old title*

OCTOBER 1991

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Third Year Of Environmental Roundtable In Taiwan

The Environmental Roundtable, now in its third year, continues as an interactive forum for individuals and organizations deeply concerned about the care and protection of Taiwan's environment. Organized by the ICA and primarily funded by donations from private corporations in the Taipei area, the Roundtable has been one of the ICA's most public and well-known programs in this island country.

Speakers earlier this year included Councilwoman Font Ting-ya, who highlighted Earth Day 1991 preparations. Mr. H.C. Tsai, from Taiwan Power, talked about the controversy surrounding the construction of a new nuclear power plant. Professor C.S. Liao, National Taiwan Ocean University, explained many of the issues involving marine ecology security. Mr. Donald Grogan of Environmental Resources Management Inc. informed the group on current Taiwan environmental facts. This monthly gathering is intended to strengthen cooperation between members of the environmental community, contribute to greater citizen understanding and participation and to catalyze collaborative demonstration projects.

One successful collaboration was on Earth Day '91 last April. This was a big day for sharing information on Taiwan's environment and how people can protect it. Hundreds of people visited the activities and crowded the booths lining the National Taiwan University playing field.

ICA's exhibit drew people interested in obtaining more current information, sharing news about their activities with our staff and seeking ways to make a contribution for Taiwan's environment. Many took copies of ICA's "Fact Sheets" on environmental issues, some requesting additional copies. They also received details on "Friends of the Environment" seminars, "Our Common Future" tee-shirts and colorful earthrise stickers. Some new people asked to have their names added to the Taiwan Environmental Roundtable mailing list. Earth Day '91 was an occasion for renewing old friendships, making new ones and sharing practical ways we can all work together to make a positive difference in the local environment.

In addition to the Roundtable, ICA Taiwan directly promotes environmental action in corporations through its "Friends of the Environment Seminar". This is a one-day seminar for environmentally proactive organizations. The seminar emphasizes participatory planning and input by your people to increase their involvement in practical environmental activities. The current seminar design includes: 1) a slide presentation of Taiwan's environmental situation - The Good the Bad and the Ugly; 2) a presentation on changing lifestyles - Reduce, Reuse, Recycle; and 3) a workshop on immediate steps to take in the office and community - Simple, Yet Practical Actions.

from Don Hinkelman



INSTITUTIONAL DEVELOPMENT FOR NGDOs A RESPONSE

"By participating in the ITP I consider that I have become another person."....Urbain Kouassi, Ivory Coast.

At noon on Friday, August 23, 1991 some sixty people gathered in the dining room of the Institute's training centre in Brussels to celebrate the completion of the second International Training Programme for Development Practitioners (ITP).

The five men and two women who completed the six month programme are all returning to their homes and development organizations to continue their work in local development. They came from the Ivory Coast, Ghana, Kenya and Zambia. They represented ICA offices in three of these nations (Ivory Coast, Kenya and Zambia) and Friends of the Earth: Ghana. All but one of them are in their mid-twenties or early thirties. The one exception is Regina Mativo who is forty-six and the mother of six children. She has worked for a number of years with a well known women's development project in a rural district of Kenya. Lucien Kpanghan and Urbain Kouassi, from the Ivory Coast, are graduates of an agricultural technical school and have been working in agricultural training for village women and in a reforestation project. Lambert Okrah is a project officer for Friends of the Earth: Ghana. Edwin Ndonde and Grace Muia come from ICA Kenya and have been working in fund raising and staff development. Finally, Voice Vingo comes from ICA Zambia where he has been working in training and facilitating planning with other development organizations across the nation.

Reflections On Institutional Development

"The number of NGOs is steadily increasing throughout the world and many administer large-scale programmes. Faced with limited resources and heavy demands on their services, NGO managers do not always have the necessary expertise or time to develop sound management practices. Although the importance of management is generally accepted, there is, at present, no consensus concerning the nature of NGO management principles and practices."

This quote from an article on NGO (non-governmental organization) management by Piers Campbell best summarizes the challenge that the ITP is seeking to meet. While not claiming to have "the answers" to the many questions raised by this challenge we feel that only by daring to create programmes and moving ahead will we begin to understand what Institutional Development (ID) for NGDOs (non-governmental development organizations) truly means. The ITP as a response to this challenge is based on a number of presuppositions about the nature of authentic ID.

They are:

1. First and foremost is development of the human resources. There is a debate about which is most critical in ID--the development of the human resources or the creation of sound organizational and management systems. While many feel that this is a little like the chicken and egg debate we feel that the soundness of the systems depends upon the skill and capacity of the people designing and implementing the systems.

2. Participation in ID by the people living and working through the Institution is critical. The best way to insure that a management system is adequate for the needs of an organization and is fully implemented is to involve the people responsible in designing the system. This immediately answers the question of relevance and ensures that the system is enabling rather than a bureaucratic imposition. It also ensures that the system reflects the cultural and social realities of the people in the organization rather than being a foreign import.

3. ID must be seen as a dynamic process that is never completed. As an organization grows, as its mission and task change and as its self-understanding matures it will face new challenges and demands upon every dimension of its life. An evolving system of management and staff training that does not become frozen in any particular pattern is necessary for the long term well-being of any organization.

4. ID must flow from the self-understanding of the organization. This means that relevant ID depends upon clarity about the intentions of the organization and the means it intends to employ to accomplish those objectives. This requires that the staff share and articulate a common vision and have a commitment to the short and long range plans to achieve their vision. This ensures that the development of the organization's systems and patterns of operation are always in step with the expectations of the staff.

5. ID must enable action--that is, programme and project implementation. The key here is compatibility between the work of the organization and the systems created to support that work. A system that hinders rather than enables people's work will quickly become, at best, something people avoid whenever possible or, at worst, something that destroys motivity and commitment to the task.

6. ID must be inclusive of the organization's total situation. When an organization considers its future and the nature of its development the staff must consider every dimension of their work and all of the relationships and obligations that the organization has entered into or is likely to enter into. Relations with



donors, government bodies, other NGOs, local groups and communities, and legal requirements are only a few of the arenas that must be considered when thinking about an adequate ID plan.

7. ID is an evolutionary process. This is not to say that on occasion there will not be radical or even revolutionary change. However, even a radical change must have authentic roots in the organization's history and culture. It must be inclusive of the past, reflective of the present situation and anticipatory of the future if it is going to be a creative, enabling dynamic.

8. ID is both a matter of "substance and organizational "culture." ID must deal with the skills and capabilities of the organization's staff. It must forge enabling management systems and guidelines. However, if it stops there it is failing to deal with the deeper issues facing any NGDO. The key to motivity and commitment, to successful programmes and a staff with a sense of purpose and confidence in their abilities is to be found not in the management system (a management system can destroy these things but not create them) but rather in the "culture" of the organization. The "spirit" of an organization is crucial to its success and creative ID enables a staff to understand and sustain the appropriate "spirit" or "culture."

demonstrations of methods and techniques, tutorials and project actuation. These three labs focus on (1) Human Resource Development, (2) Strategic Planning and (3) Public Relations including fund raising.

The second major component is the Practicum. This is a three week period where the participants leave the seminar room and engage in a variety of activities related to the NGO community in Europe. The participants in the last ITP visited and worked with NGOs in Belgium, the Netherlands, Germany and the United Kingdom.

Finally, the participants return to the seminar room for three two week intensives. These are two week projects done in small teams which require them to use the knowledge and skills learned in the first two components. The projects seeks to simulate real situations and challenges they will encounter in working in a NGDO. While given guidance and support it is essentially up to the participants to work through the project using the appropriate methods and skills. In addition to this formal work they are given training in using the computer, particularly in word processing. Also during this last ITP we tested their ability in composition and had three groups working at different levels to improve their composition skills.

ITP BRUSSELS, 1991 THE ITP CONSTRUCT								
INTRODTN	THE TRAINING MODULES			THE PRACTICUM	THE INTENSIFICATION			THE CLOSING
	ARENA 1	ARENA 2	ARENA 3		ARENA 1	ARENA 2	ARENA 3	
THE WORLD WE LIVE IN	ORGANAL STRUCTURES AND FUNCTIONS	GUIDING ORGANAL DEVELOPT	ORGANAL PROFILE	PRACTICAL ENGAGE'T WITH THE DEVELOPT COMMUNITY IN EUROPE	HUMAN RESOURCE DEVELOPT PLAN	CURRICULUM FOR HUMAN RESOURCE DEVELOPT	FACILITATING DEVELOPT	EVALUATION AND ASSESST
	DEVELOPING HUMAN RESOURCES LABORATORY	FACILITATING STRATEGIC PLANNING LABORATORY	ENSURING PUBLIC RELATIONS LABORATORY					
	MANAGING FINANCIAL RESOURCES	TRAINING DESIGNS AND METHODS	GLOBAL DEVELOPT COMMUNITY					
1 WEEK	4 WEEKS	4 WEEKS	4 WEEKS	3 WEEKS	2 WEEKS	2 WEEKS	2 WEEKS	1 WEEK

A Response: The ITP

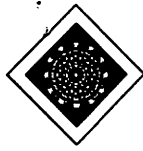
Since the construct of the ITP has been reviewed in an earlier edition of the Network Exchange we will not go into any great detail here. Suffice it to say that there are three major components orchestrated to create a journey of increasing challenge and developing self-confidence

The first major component is a twelve week period in which we deal with nine modules. These modules are the heart of the curriculum and are designed to introduce the participants to all of the key dimensions of ID for a NGDO. Three of the nine modules are considered key and are therefore presented as two week laboratories where participants experience

During the ITP's final week the participants charted their journey through the time of the ITP. They finally divided their time into four major categories. They were:

1. The first three or four weeks were seen as a time of getting to know each other and getting acquainted with what it means to live in the Institute's training centre and in Brussels. They entitled this time, "Understanding my new Environment," or "Having a new Place."

2. The second period was for four or five weeks and was focused upon the experience of becoming a team and what it meant for them to trust each other and to



work together. They entitled this time, "Learning to be a Team," or "I am because we are."

3. The third period was some ten weeks long and was a time of assimilating new experiences, new ideas and new possibilities. It was a time of pushing back the limits of their imagination and of daring to try new things. They entitled this time, "Building self-confidence," or "Finding my way."

4. Finally the last six weeks they talked about as a time of realizing their own power and seeing the potential they had for a new creativity and commitment to the development task. They entitled this time, "Mastering the new Approach," or "Clearing the journey to the Peak."

What does all this effort and an investment of over US\$60,000 produce? Does it really make a difference? Does it address any of the presuppositions mentioned above? Can we really expect these people to think and act differently once they are back in their home countries and organizations? Only time will answer these questions but feedback from the participants and our observations of their journey through the ITP indicates that the following are some of the shifts that they experience.

1. By leaving their nation, their culture and their organization for an extended period of time they become conscious of their own cultural and personal modes and patterns of behaviour. A lot of this is accomplished informally by just being in Brussels, reading "foreign" newspapers (especially when they read about their own country) and having to deal with the other participants and staff. The curriculum draws upon many sources and continually asks the participants to understand methods and material first and then reflect upon its relevance to their local situation and task. This globalization of their imaginations and new consciousness of the world opens up new horizons for the participants and instills a self-confidence that we believe can not be accomplished in any other way.

2. New motivity and commitment to the development task is released as they come to realize the significance of the work they are doing. It is also sustaining to them to know that many others are engaged in similar tasks and encountering the same problems. They begin to see new possibilities and develop a willingness to at least examine other people's solutions that might be useful to them and their work.

3. The time frame that they are able to conceptualize and use in practical planning is expanded. A greater expanse of the future is susceptible to management and the ability to anticipate activities and orchestrate them is enhanced.

4. In most cases the participants become aware of the global development community for the first time. They become aware of the debate and issues facing the whole development effort and of the trends in the thinking and action of the major groups and organizations. They begin to see how the decisions, often made at a global level, influence the direction of work going on at the grassroots level. The importance of this to their own work and to the general development effort at the grassroots level is seen for the first time. They also come to see that as representatives of grassroots development groups they have a contribution to make to the discussion and the resulting decisions. This sense of responsibility for the total development effort engenders a renewed commitment and a greatly enlarged vision of their development task.

5. Finally, the participants all express a new self-confidence in their ability and the skills they have acquired to deal with the challenges awaiting them as they return home. This confidence is key to their willingness to assume a leadership role in their organizations.

The value of the ITP will only be known in the longer term and we are not claiming to have solved the problem of ID for NGOs. However, we feel that the ITP is making a contribution to this task and is, at the same time, enabling us to learn a great deal about NGO management, the nature of ID and to explore what "training" means in this context.

We feel that the construct (Modules, Practicum, Intensives) is generally "right" and that we now need to work on the refinement of the methods and focusing the content of the Modules and Intensives to more adequately reflect the learnings of the last two years.

The next ITP will start in April, 1992. We have nine people who are in the final stages of the application process (from Africa, the Middle East and South America). We have begun to receive inquiries about 1993. Based on the ITP experience we have tentative approval from a European funding agency for a training programme for NGO leaders from across East Africa. This will be done in Kenya and will focus on facilitation of participatory methods. We are talking with several other funding sources about such regional programmes in other parts of the globe.

The emergence of thousands of grassroots organizations committed to development is a deeply encouraging sign for the future of our world. The resurgence of local people, taking control of their own destiny, is embodied in this world-wide phenomenon. How it is nurtured, enabled and sustained is a worthy challenge for anyone concerned with the alleviation of innocent human suffering as we move into the 21st. century.

Jim Campbell



Tribal Village Development In India

An interview with Shakuntala Jadhav

Shakuntala Jadhav of ICA India has just completed a three-month staff exchange with ICA West in the United States. During a visit to Seattle, John Burbidge interviewed her about the work she and her colleagues are doing with tribal villages near Pune, India. Here are some excerpts from their conversation.

JB: What made you choose Malegaon and the other villages in the cluster?

SJ: After the Mexico conference in 1988, some of us in Pune decided to continue doing rural development, but with a different emphasis from that of our earlier work. We were looking for a tribal village that was fairly isolated and had few facilities, in contrast to our earlier project villages which had been chosen because they were easily accessible as demonstration sites. We went to five or six talukas and talked to Block Development Officers for advice. We finally settled on Malegaon, 75 km northwest of Pune. It is very remote, water was scarce and it is 100% tribal.

JB: What approach did you use in working with the Malegaon villages?

SJ: First we did a village meeting in Malegaon and the six other villages to get basic information. We decided to make Malegaon a "teaching" village. Then we had all seven villages come together in a consult to review what had happened and decide which priorities people wanted to work on.

JB: What was the initial response of the villagers?

SJ: When we first went there, less than twenty people showed up for the village meeting. And those who came could hardly sit down for an hour before getting up and leaving. They had lost hope. They said so many people come to do this and that, but they did not see any changes in their village. We took this as a challenge to try and change that attitude.

JB: Have you succeeded in doing that?

SJ: After one year, we did an evaluation of the project to date. Over 150 people showed up for two days. They went back to the action chart they had created and found they had done 75% of the things on their five-year plan.

JB: What has been the most dramatic change there in the past two years?

SJ: The drinking water project. In summer, the village had no water and women had to walk several kilometers to collect it. Thanks to our colleagues, Wayne and Shizuyo Ellsworth, who helped us to obtain a grant from the Japanese government, Malegaon now has water. We dug a huge well and installed a pipeline connecting the well to a water storage tank in the village.

JB: What has been responsible for the turnaround in the villagers' attitudes?

SJ: We decided to focus a lot of our efforts on leadership development. With the help of Duncan Holmes in Toronto, we received a grant from the Canadian International Development Agency to do this training. About 35 people from the seven cluster villages participated.

JB: One of the things you now do that is in stark contrast to ICA's earlier approach to village development is that you live outside the community, rather than in it. How effective has this been?

SJ: We decided to live in Pune and not in Malegaon because we thought it would help the villagers understand that they are the only ones who can develop their village. We spend about half our time outside the village, helping organize resources, doing training programs and so forth. If we were to live there, the villagers would only become dependent on us. Now that we are not there, they take responsibility for themselves. We work on building action plans together and assign people to be responsible for different things. It's working very well.

JB: You and your colleagues seem to be doing excellent work. What sustains you to keep on doing it?

SJ: Working as a team is a big help. We have three people - my husband Shankar, Mukesh Taksande and myself. We're all very different but we make a good team. We have a lot of experience in working with different communities. I do not know what makes my husband and Mukesh go to Malegaon so often, but they say they always enjoy being there more than in Pune. The villagers are so open with us that we feel we are part of their community.

from John Burbidge



Sustainable Seattle

Early in August, I had the opportunity to meet with Alan Atkinson, editor of IN CONTEXT magazine, for a discussion about a newly formed group called SUSTAINABLE SEATTLE. Alan is one of the prime movers of the group, which consists of writers, engineers, city planners and administrators, business representatives and various transformers that defy categorization. Alan invited me to SUSTAINABLE SEATTLE's first annual picnic.

The picnic included a short business meeting followed by lively discussions, meeting new people and even live entertainment. Discussion revolved around the definition of sustainability and the need for a specific geographic reference (Seattle).

The question of geography was surprisingly more difficult to grasp. The overarching issue was the connection between global perception and personal action. In particular, at what level does SUSTAINABLE SEATTLE begin, how does it evolve, and what is the nature of its connections with similar groups in surrounding communities? The geographic area of concern ranged from Western Washington, approximately 7,500 sq. miles (19,200 sq.km) to the city of Seattle, approximately 80 sq. miles (204 sq.km). Generally, we edged towards the lower end. The main concern was not to be locked in by existing artificial political boundaries and to maintain a regional perspective. However, the need to start at the neighborhood level and the business level was also recognized.

SUSTAINABLE SEATTLE's main project is devising a set of parameters to measure the 'sustainability index'. I have selected those which I think are most important. This is a rough first draft. There are a number of groups involved in similar activities. SUSTAINABLE SEATTLE is waiting to interface with them. Your comments would be most welcome regarding any or all of the items. Input on measuring methods, presentation and significance are all important.

Economic:

- * Personal income per household
- * Business start, bankruptcies and failures ratio
- * Real average purchasing power
- * Equity of income and savings distribution

Public Safety

- * Index of crimes against property; ratio to population

- * Index of crimes against person; ratio to population
- * Motor vehicle accidents ratio to population

Education

- * Public school expenditures per student
- * Public school enrolment, ratio to school age population
- * Number of schools with environmental education activities

Natural Environment

- * Percentage of people living in areas where air meets standards
- * Contaminant level of bottom fish in Puget Sound
- * Ratio of open space to population
- * Total pounds of pesticide used
- * Number of households committed to not use pesticides
- * Estimates of soil erosion

Human Resource Consumption

- * Electricity per capita and per employee
- * Natural gas per capita and per employee
- * Water use per capita and per employee
- * Waste generated per capita and per employee
- * Recycled materials recovered per capita and per employee

Transportation

- * Miles of bicycle routes
- * Number of employees using carpools
- * Average commute miles
- * Passenger miles on mass transit
- * Gasoline consumption per capita

Government/Politics

- * Percentage of population registered to vote
- * Percentage of registered voters voting
- * Percentage of city budgets directed to sustainability

Culture/Recreation

- * Ratio of park and recreational acreage to population
- * Ratio of public library materials and circulation to population
- * Expenditures of major arts organizations

Social Environment

- * Number of homeless
- * Ratio of average home prices to median income
- * Infant mortality rate
- * Unemployment: total, minorities, teenage
- * Case loads for abuse and neglect
- * Divorce rate

from Lee Hatcher

A PARTIR DE UNA TRADICION - UNA NUEVA DIRECCION

Praga, alguna vez conocida como la "Ciudad Dorada", La Ciudad de La Cultura, busca restablecer nuevamente el sitio que le corresponde en el mundo. Este esfuerzo, tan evidente en los diferentes sectores que componen la ciudad, nos recuerda al famoso ave Fenix cuyo renacimiento se daba a partir de sus propias cenizas. Para nosotros su ejemplo puede ser revitalizador ya que demuestra nueva energía hacia el próximo siglo sin dejar de señalar que podemos preservar lo valioso del pasado mientras nos adaptamos a nuevas ideas que puedan asegurar "Nuestro Futuro Común".

Queremos dialogar con personas de diferentes partes del mundo pero particularmente con personas del Este de Europa. Allí han transcurrido cambios dramáticos y trascendentes. De suma importancia será el análisis de las revoluciones pacíficas en países como Checoslovaquia, Alemania Oriental, y Polonia. Al tiempo que sentimos los embates de nuestra propia transformación sus ejemplos nos pueden servir de mucho.

Necesitamos mayor comunicación. Algo mas que la presentación de trabajos por escrito. Necesitamos visitar los sitios donde la historia aún está fresca. Necesitamos intercambiar con las personas cuyas vidas han significado el cambio. Necesitamos insistir sobre nuestras metodologías y talleres vivenciales. En la medida en que vivamos y participemos de la "Ciudad Dorada", necesitamos:

1. Estar altamente conscientes de la ciudad y sus lugares históricos. Dónde y cómo sus conceptos y espíritu se fraguaron ?, cuáles han sido sus luchas ?, y cómo pudo mantenerse viva su esperanza?.
2. Estar atentos a los informes de personas que estuvieron involucradas en la revolución pacífica para aprender de su experiencia.
3. Y, por supuesto, comunicar nuestra propia historia mediante una exhibición de los proyectos de ICA y otras organizaciones afines.

Pero los cambios sociales que transcurren no estan solamente relacionados con Europa del Este. Son manifestaciones de la gran incertidumbre social de nuestros tiempos que tiene implicaciones para todo el mundo. En nuestro mundo moderno, tan lleno de opciones y aparatos de alta tecnología, tenemos pocas oportunidades para conocer plenamente lo que ocurre fuera de nuestros universos personales. Sin embargo en esta era de transformaciones sin precedentes, necesitamos no solo mirar al presente sino lanzar una larga mirada al pasado si es que queremos construir un futuro digno y esperanzado. Queremos utilizar esta conferencia para "ubicarnos" a nosotros mismos y analizar nuestra situación. Queremos:

1. Mirar nuevos aprendizajes por medio de nuestras 4 referencias (Ambiente, Educación, Economía y Desarrollo)

2. Discernir nuevas relaciones y conexiones y a partir de allí desarrollar nuevas posiciones y significados. Será muy satisfactorio iniciar algo nuevo pero también es muy triste que transcurran cambios no deseados y la gente se vea forzada a abandonar derechos alguna vez fueron garantizados. Hay que tomar todo esto en cuenta para desarrollar una nueva orientación.

Pienso que este tipo de conferencia la necesitamos en la coyuntura social actual y espero que algún día podamos orgullosamente proclamar "Esa fue La Conferencia en Praga del '92"

Algunas Palabras sobre el Lugar de la Conferencia:

Para mucha gente en Europa Praga sigue siendo la "Ciudad Dorada", el Corazón de Europa. Hoy en día Praga es nuevamente una metrópolis de relevancia internacional. Inmersa en antiguas tradiciones la ciudad acomoda fácilmente nuevos diseños al lado de su arquitectura tradicional. La mezcla de antiguo y moderno fascina al visitante.

Praga está situada en el centro geográfico de Europa lo que ayuda a explicar por que su cultura y estilo trascienden las fronteras de Checoslovaquia. Su influencia se combina con los estilos de sus vecinos y ayuda a enlazar las culturas de Polonia, Austria y Hungría.

Praga es una ciudad con una larga tradición musical e importantes compositores como Smetana cuya obra, "Mi Patria", basada en el río Moldau, ha influenciado por mucho tiempo la imagen de la ciudad. Cuando el mejor talento no era local la aristocracia Checa se encargaba de importar los mejores músicos y compositores; tal como lo demuestran los años que pasó Mozart en Praga.

En tiempos más recientes Dvorak, quien reside en USA, obtuvo reconocimiento por su sinfonía "Del Nuevo Mundo". En el ámbito literario se destaca Kafka a quien nunca se le siente más vividamente que al recorrer las calles de su ciudad nativa en la lluvia con uno de sus libros en mano.

Actualmente un núcleo científico para la Europa central, Praga estuvo por muchos años en el epicentro de conflictos religiosos. Ha sido una ciudad de guerra y paz. El malestar de los protestantes dio lugar a 30 años de guerra entre 1618 y 1648. La paz de Praga firmada en 1866 dio fin a este conflicto. Siglos antes Friedrich von Prussia y María Teresa de Austria enfrentaron sus ejércitos aquí.

Praga es una ciudad que conocí y aun conoce de rebelión y revolución. El flujo fuerte y seguro del Moldau le da a la ciudad su carácter. No obstante este mismo Moldau, al seguir su curso al río Elba, através de Alemania y hasta el Mar Báltico, une a la ciudad con muchos lugares y pueblos estableciendo nexos que pueden ser la mejor esperanza para la paz y la prosperidad.

Ursula Winteler



Reforestation Nursery In Mexico

ICA Cluster Project Aided by Japanese Foresters

ICA Mexico and ICA Japan began direct cooperation by initiating a 'Forest and Fruit Tree Nursery Project' to serve all 13 villages in the Tepeca Sustainable Development Project. With the help of two Japanese resource persons, a nursery was opened with 2000 trees in the newest cluster village, Vicente Guerrero.

Vicente Guerrero became the latest village project with a five day consult in March. The first two days were spent on a needs and resources analysis followed by a three day strategic and operational planning process. The consult participants planted trees around the school to symbolize their commitment to sustainable development. A major effort has been made to build a nursery in Vicente to provide trees for all the communities in the project. The nursery is on the land of Jorge Benitez, one of the local promoters, who will manage it. The nursery will provide trees for reforestation, fruit trees for diversified agriculture, also ornamental plants, and is expected to be self-sufficient. The construction of the nursery was assisted by Mr. Mankichi Miyana, a forester who had worked with ICA Philippines on a similar project, and by Ms. Ruri Kitadai who is a specialist in organic farming and development aid. They arrived from Tokyo on June 21 for eight weeks of project work.

They spent their first week in Mexico travelling across five states researching forestry projects. The team was joined by ICA Mexico staff member, Rod Worden and project volunteers. After visiting botanical gardens, nurseries, reforestation projects and university experiment stations in Puebla, Veracruz, Tlaxcala, Oaxaca and Mexico states, the team determined that a mixture of trees including fast growing pines from Puebla and local varieties would be best for reforestation. Agricultural strategies for providing small animal feed were also determined to ease the pressure on reforested lands.



LATE ICAI DIRECTORY ENTRY

As we finished mailing the 1991 Global Directory we received new addresses for ICA Netherlands. Please substitute these for the Amsterdam and the Netherlands PO Box found in your new directory.

Bert Verdies
Kleine Drift 122
NL1221 KC Hilversum
The Netherlands
Tel: 0031-35-871-472

Albert & Lettie Boumeestre
Weberstraat 48a
NL-3816 V6 Amersfoort
The Netherlands
Tel: 0031-33-756-257

Then the team spread out around Puebla state to obtain the seed, seedlings, cuttings and equipment for the nursery. Within a few weeks and with a lot of hard work, the nursery was built within an 875 sq. meter cyclone fenced area. Tools, supplies and a 16 sq. meter storeroom were added as well. The Japanese Agency for International Cooperation - Agriculture and Forestry (AICAF) provided funding for the nursery.

Soon the nursery will stock over 50,000 trees. These will be distributed to the primary school, church and other public spaces. Different varieties of fruit trees will be planted in each villager's house as well. Although the visit provided a motivating event to propel reforestation in the minds of the Vicente villagers, the key was insuring that a complete system was started. Securing land, fencing and storage to ensure a continuous local supply of trees for years and years was the breakthrough strategy in this project.

Future needs of the nursery and reforestation efforts include an enclosed seed bed or greenhouse and a cistern to collect rain water during village water system repairs and occasional droughts (a 50 day period of no rain this summer almost doomed the first cuttings). There are more experiments needed to determine the best way to increase soil fertility using organic matter. The nursery needs more seeds of the fast growing pines and local trees, also of fruit trees, mainly apple and peach.

The Mexican villagers gave an enthusiastic reaction. They have requested the Japanese to return and work with more varieties. Mr. Miyana and Ms. Kitadai both were surprised at what could be accomplished and felt the trip was a wonderful experience, despite a shock on their return trip to Japan. While waiting in the lobby of the Quality Inn near Los Angeles airport, they were robbed of all their bags, money and passports. What an introduction to the "developed" world! Every locale on the planet obviously needs sustainable development.

from Don Hinkelman

The Network Exchange

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Bed And Breakfast Hotel - Montemuro Style

Since the Portuguese government is promoting a tourism program and ICA Portugal could use the money to tide us through the delays in grant funding, we decided to open up our facilities to the clamoring northern European public to see if rural tourism could provide an income source. This is an idea that has been trying to bloom for over 5 years since we first accepted groups who were ready to meet the rigors of rural life in the Montemuro. A lot has happened along the way.



Our first group to arrive this year was a mixture of neighborhood women activists from the U.S.A. and American school youth from Brussels. They arrived at Easter, amidst cold and rain, to sleep on thin mattresses in unheated rustic sheds. No number of blankets could warm them. They received both a physical and cultural shock from the surroundings. Although the group had come together to explore a mutual exchange between community workers, our newly-born tourism business became a source of much conversation. Such issues as why the ICA staff did not keep their wood-burning stoves going more often (because we did not feel the cold and were used to unheated housing), and why were the participants sleeping on the floor in the freezing cold (because we did not have enough beds) led us to the conclusion that we needed to flex a little bit in the direction of ease for our guests and to invest some capital resources in physical comfort.

The beginning of July brought a group of American and British high school students on holiday from Brussels to our inn. Although they were a "roll with the flow" group, it soon became evident that they were drinking more beverages and making more international phone calls than our financial system could manage. Thus arose the need for fiscal controls, with the advent of car logs, barkeepers, assigned car drivers to keep records of kilometers - all of the structures we were reluctant to impose up to the moment we wished to make a profit at hostelry.

The next group to arrive was the American Rotarian dentists. They wanted to know why they couldn't have a hot shower before breakfast every day (the farmers were irrigating their fields and taking all the water at that time) why ice cubes could not be served with cocktails after working hours (we did not own any trays) and why we could not change bedsheets and towels more frequently (our laundry conditions and staff available were insufficient). We set our village seamstress to making sheets and pillowcases and we put a staff member on laundry and cleaning duty daily. This to alleviate everyone's innocent human suffering.

By the time the dentists had left we had purchased 14 bunk beds, installed hot water heaters in two new bathrooms, and developed a daily cleaning schedule. At that point, the county of Castro Daire blessed us with garbage dumpsters and a truck that empties waste once a week. We felt we were all set for the Germans who came next week.

With the Germans, we found that we needed a full-time cook. Our ICA staff could no longer keep up with the tons of food required to feed the hearty eaters, buy the quantities of beer imbibed daily and keep track of the local bread truck's schedule in order to rush to the street at the moment it honked its horn so that we could buy 200 servings per day. Even Rosa's work as full-time cook proved insufficient. On the weekends Rosa went home. Then all the staff, except for Jutta and Cathy, fell ill, leaving just the two of them to manage hikes, programs, food preparation, cleaning, laundry and translation.

We have established some strange rules in our fledgling hotel, like no fires on the front patio. People camping outside must be quiet after midnight for the sake of sanity of the neighbors, toilet paper must be burned daily in hot weather, no eating from the refrigerator between midnight and seven A.M. We limit the number of people being stuffed into cars and jeeps to avoid frequent vehicle repairs. Also, we allow no nude sun bathing in farmers' fields.

We are still learning to figure out what we make as profit, what expenses really are. We enjoy immensely the creativity that happens when groups come to stay with us.

from Cathy Bayer



The Foundation Course

Sixteen participants from the U.K., Germany, Holland and the U.S.A. came to train in Mezio for volunteer work abroad. It was the first time we had held the course here. We did quite a lot of curriculum revision to include village site visits, three days of total immersion with a Portuguese family in a village and work groups who attacked issues of building repair, women's coop marketing systems, plus environmental and tourist trails.

Besides the ICA Portuguese staff, 15 other Portuguese participated by hosting events, giving contextual talks and showing off the sites, unique to the Montemuro. We managed to publish a Methods Manual which was the basic tool used in the villages on action research days.

On the first evening of the course, a gigantic forest fire broke out in the mountains behind Mezio. All of the participants were called by numerous peals of the church bells to gather hoes and fire fighting equipment, then head out to fight the blaze alongside the villagers. Back in class after the emergency, we spent mornings in theoretical sessions and afternoons out in the villages trying out the morning's theories. In the evenings, participant-led sessions, simulation games, informal question and answer sessions, family visits and trips to the mini mercado and other local haunts kept everyone busy. The time flew past,

highlighted by a water shortage from the drought. It became necessary to haul all of our water in by buckets for meal preparation, cleaning, washing dishes and flushing toilets. Everyone felt that this gave more of a flavor as to what actual volunteering was going to be like, so there were few complaints.

Everyone managed to either wound themselves, get a blazing case of sunburn, or become sick with diarrhea at one point or another, giving a picture of the downside of the great adventure. This was also welcomed by the enthusiastic volunteers. In all, time flew quickly, thanks to the wonderful addition of staff on hand for the occasion - Louise Garner, Lofty Hoy, Jane Hatfield, Linda and Dick Alton with Kay also - who lightened the load and filled our hours with countless pleasure.

By the end of the course, some of the participants had nailed down slots in Phoenix, India and Africa. Others were still searching. It is our opinion that, amidst fires, myriads of flies, endless heat and lack of water, the hospitality which the local people extended to the visitors and the boundless opportunities everyone had to ground the rigors of rural development, the good far outweighed the bad here on the Montemuro. As proud hosts, we would not have missed a minute of it.

from Cathy Bayer

DEVELOPMENT NETWORK *continued*

Tribal Government By Consensus

ICA West has been working with the Hopi Tribe for several years but 1991 has seen a major shift in its relationship with this dynamic Native American Nation.

In a unique approach to revitalizing tribal government, ICA West staff have conducted strategic planning sessions with each arm of tribal government - the executive, legislative and judicial. In April and May, they held a combined event which brought together the three plans for common scrutiny. The result was an elaborate 21 page document which looked at cross-tribal implications of the total planning process.

Following that, the Budget and Finance Committee and the Government Operations Committee made a decision that nothing was going to go through their committee if it was not in the strategic plan. The Administration then decided to go back through all

resolutions passed since 1985 to insure that decisions made were incorporated into the plan.

"They put the entire tribe on a massive research quest", said ICA Native American coordinator Kim Epley. "They used the strategic plan as a blueprint for creating their 1992 fiscal year budget. If something was not in the plan, they just added it to it."

Because so many people participated in the creation of the plan and the research effort that followed, the Hopi Tribe now has a product that is thoroughly comprehensive and has depth.

Reflected Epley: "I gauge the comprehensiveness of a strategic plan by looking at the titles across the top, and the profundity of it by looking down the columns. The depth of this plan comes from the Tribe's decision to invest it's time and energy in doing back-up research and making it a living document. It's one of the most powerful uses of our methods I have ever seen."

from John Burbidge



EUROPEAN COORDINATING GROUP MEETING



1990. The group has been meeting quarterly and while every meeting has had new people there is a core group that have perfect attendance records.

The group worked in three areas concerning the conference.

The first was to take the next steps with the budget. This continued work begun at the June meeting in Prague. Further refinement was done and we are pushing hard to get actual costs for the conference and to make the budget as real as possible. We want to cut costs in order to hold the conference fee down to the lowest possible figure. We intend to finalize the budget and the conference fees in order to include them in the conference brochure to be published at the beginning of the new year.

The second area was to work on a timeline for the preparation of the conference. Now that we have several full time people working on conference preparation, the Coordinating Group felt ready to begin to think about the scope of their work. A timeline was created that shows when work must be done on all of the major areas that have to be covered in order to ensure a successful conference.

The third area was that of European participation. The exciting thing in this area was the extent and diversity of our contacts across Europe. As a matter of fact we were almost overwhelmed with the numbers and the possibility they offer us. We are in touch with a great many people who are part of numerous national and continental networks and organizations. Many of them have already expressed interest in the conference and are waiting for us to develop further plans in order to see how best they can participate in the event.

The presence of our two full time conference coordinators and an open house in their newly decorated office were special highlights of the meeting. If you call Brussels about the conference ask for extension 26--there they are!

Sunday morning the Coordinating Group met with the Executive Committee of the ICAI Board of Directors. We were able to review our work and to receive their input concerning the conference.

In the next few months we will be meeting a number of critical deadlines concerning the conference--deciding the theme, designing and publishing the brochure, finalizing the budget and fees, beginning to give form to the actual programme, etc. **NOW IS THE TIME FOR INPUT IN ALL OF THESE AREAS!!** Our next meeting is November 30, 1991. Let us hear from you sooner rather than later.

SEE YOU IN PRAGUE IN 1992.

ICA International
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