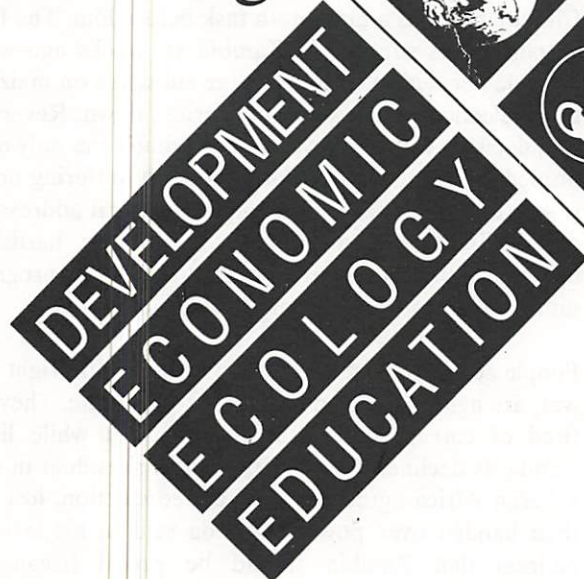


The Network Exchange



FEBRUARY 1992

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WHAT 30 YEARS OF DEVELOPMENT HAS TAUGHT US

When former Tanzanian president Julius Nyerere was in New York recently, he addressed a group of sixteen CEOs from InterAction member agencies. He spoke about the work of the South Commission, which he headed, and the role of NGOs in the South. ICA was represented at the meeting by Vaughn O'Halloran who reports on some of the key reflections made by this senior African statesman.

Four years ago, the South Commission was set up as a high-level, independent group to review the experience of development over the past thirty years. For many of the commission's 28 members, this time corresponded to the whole period of their country's independence.

The commissioners began their work by defining development as something that engenders self-reliance, is people-centered, and is sustainable. Their report has a three-part agenda. The first part concerns itself with domestic policy. It calls for the development of self-reliance through programs which give first priority to meeting basic human needs. At a minimum, this includes undertaking realistic, gender-equitable programs to make food, security, primary health services, basic education, and literacy universal.

The second part of the agenda addresses the need to increase South-South Cooperation. The report sees Southern solidarity as crucial for negotiations with the North. It recommends the creation of opportunities for building a wider constituency of South-South cooperation embracing the business community, professions, women's organizations, trade unions, and other social groups. It underscores the value of "people-to-people contacts" . . . through professional and non-governmental organizations, cultural and sporting exchanges, and tourism.

The third and last part of the agenda deals with North-South relations and the international system. The commission believes that there must be a fundamental restructuring of the international economic system. Last year there was a net flow of \$40 billion from the South to the North. Coupled with this, the collapse of commodity prices and growing protectionism of the North have confirmed that the present relationships between North and South are inimical to the progress of the South.

continued on page 2



MULTI-PARTY ELECTIONS IN ZAMBIA

Terry Bergdall wrote to us in the month of November wondering if the rest of the world was following the peaceful transition of power in Zambia; the first since its independence in 1964. Here is Terry's report:

As we write, exuberant celebrations are taking place across Zambia. Kenneth Kaunda, president of the nation since independence in 1964, has been defeated in the first multi-party election to take place in nearly twenty years. We are curious about how this event is being covered in the press around the world. Here, it is an earth shaking event: a peaceful transition of power through democratic means. Along with the rest of the country, we are basking in the afterglow.

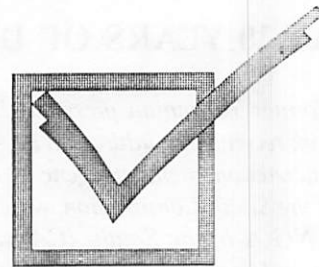
This festive mood needs to be seen in the light of pre-election jitters. On the streets of Lusaka, it was obvious that popular opinion favoured change, but the ability of the newly formed opposition to turn out the vote was very much in question. Only half of all voting age Zambians were eligible to cast a ballot since the registration rolls were a carry-over from the days of one-party "participatory democracy". Elections understandably commanded little interest then. If defeated, would the impatient, supercharged supporters of the opposition abide with the results? Food riots a year ago gave good reason to think not.

Zambia like the rest of Africa, has little democratic tradition. Fears of vote rigging and intimidation were rampant. Others thought that even if defeated, the ruling party might not relinquish power. No one was sure about the army. Doubting that law and order could be maintained, many people we know arranged to be out of the country during the elections. We confess that we, too, thought about leaving but decided instead to stay and keep a low profile. The chaos and violence next door in Zaire during the past few weeks did a lot to feed everyone's anxieties: it was easy to imagine yourself on the television screen when watching refugees flee across the border.

Come election day, no one predicted that it would go as well as it did. It was exemplary! International observer teams headed by Jimmy Carter were a helpful reassurance to voters as they went to the polls in a quiet and orderly fashion. Without a single instance of violence or voting fraud they chose Frederick Chiluba, head of Zambia's trade unions, by a 3-to-1 majority. When the results became obvious, Kaunda conceded defeat. Within forty-eight hours of the closing of the polls, Chiluba was sworn in as the new president of Zambia's "Third Republic". Given the fears, it was remarkable.

Chiluba now has a mammoth task before him. The IMF suspended its support to Zambia six weeks ago when Kaunda decided to continue large subsidies on maize in a pre-election bid to keep food prices down. Reversing that decision will be unavoidable. Chiluba can only offer immediate pain to a population already suffering under severe economic hardships. In his inaugural address, he urged discipline and patience to see the hardships through. Expectations are extremely high but progress, unfortunately, will be excruciatingly slow.

People across Africa, where not involved in outright civil war, are agitating for an end to one-party rule. They are tired of corruption and mismanagement while living standards decline. For the first time a president in sub-Saharan Africa agreed to hold a free election, lost and then handed over power. Kaunda said in his farewell address that Zambia should be proud because it "established a standard for other nations contemplating a shift to multi-party democracy". He is absolutely correct. Kaunda may have had many faults, but he should be honoured for the courage and commitment of his final hours. His example will be a most unwelcome intrusion for those holding power elsewhere in the one-party states of Africa.



30 YEARS *continued*

President Nyerere's advice to the NGOs present at the meeting was twofold. First as Northern NGOs we have an obligation to educate our constituencies and the population as a whole about the realities of North-South issues and development. Secondly, we must work in partnership with Southern NGOs to strengthen their capacity to reach their own populations.

ICA's history of development in a variety of countries and our approach of working with "the four Communities" gives us an excellent standing point from which to further the ideas of the South Commission and help to rectify the massive imbalances which continue to divide our world.

by Vaughn O'Halloran and John Burbidge



THE WORLD'S BIOSPHERE RESERVE NETWORK

The Biosphere is a comparatively new concept of conservation pioneered by UNESCO 20 years ago when it launched its "Man and the Biosphere Programme". In its present form the Biosphere differs from its 19th century ancestor the National Park in that it does not exclude indigenous people from the conservation equation. Rather it seeks to regulate encroaching civilization in the so called "buffer zones", exclude it altogether from the "core zones", and as the situation requires, educate native peoples living in these ecologically representative areas, so that a proper balance between their needs and the preservation of the environment can be maintained. The following article published by UNESCO'S "Sources" magazine (Nov. 1991) seeks to educate the public of the existence and function of the world's "Biosphere Reserve Network".

The credit for sparking off and sustaining public concern for the global environment must go to 1) the landmark Biosphere Conference, organised by UNESCO in 1968 2) to the United Nations Conference on Human Environment, held nearly 20 years ago in Stockholm, and 3) to the World Commission on Environment and Development initiated by the United Nations in 1983, whose report, "Our Common Future" was published in April 1988.

The Stockholm Conference was also preceded by the launching, in 1971 of UNESCO's Man and the Biosphere (MAB) Programme whose general objective was defined as "... to develop within the natural and social sciences a basis for the rational use and conservation of the resources of the biosphere and for the improvement of the relationship between man and the environment; to predict the consequences of today's actions on tomorrow's world and thereby to increase man's ability to manage efficiently the natural resources of the biosphere".

One of the tools devised by MAB for the furtherance of its objectives was the establishment of a network of "biosphere reserves" for the "conservation of natural areas and the genetic material they contain".

The biosphere reserve concept added an important new dimension to the much older system of National Parks (the first National Park, Yellowstone, was established in 1872). National Parks were traditionally established to protect sites selected for their beauty, their uniqueness

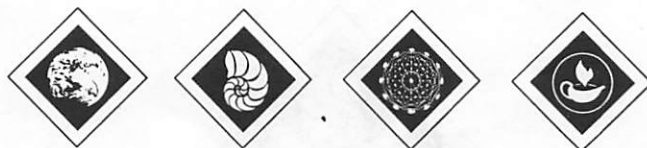
and the recreational facilities they could afford, whereas biosphere reserves are first and foremost representative ecological areas (in which human beings are an integral element) and include examples of many of the great biogeographical provinces of the world. They also combine nature conservation with research, environmental monitoring, training, demonstration and local participation.

There are now 300 biosphere reserves in 76 countries, covering an area of over one and a half million square kilometres - three times the size of France. Several million people, moreover, live in the reserves which are visited by tens of millions more each year.

As the network has grown over the years, so its objectives have been redefined. With more and more plant and animal species threatened with extinction, preservation of bio-diversity has been given greater emphasis. The central areas of a biosphere (the "core areas") are meant to remain largely untouched. The "buffer zones" are devoted to monitoring environmental change and traditional land use. Local participation has been encouraged by the introduction of cooperative development projects and the teaching of conservation in the transition zones and adjacent areas where the research work of the reserve is directly applied to the needs of local communities.

Sustainable development combined with conservation are the keynotes of these projects, of which the UNESCO/UNDP now under way in the Mananara Nord Biosphere Reserve, in Madagascar, is a typical example. Local rice is produced in mini-barrages on rivers in the area. This means that there is no longer any need to increase the size of the land under cultivation by clearing further areas of forest. The watchword of the scheme can be summed up as "rice and forest, not rice or forest".

With the recent additions of biosphere reserves in arid and semi-arid regions the network now covers well over two-thirds of the biogeographical provinces defined by Udvardy in 1975. They range in scope and size from the 300 million-hectare biosphere reserve in the Amazon Forest, Brazil, to the 70 million-hectare Northeast Greenland reserve.



PRESIDENTIAL LATIN TOUR

Recently ICAI's president, Ursula Winteler, made a tour of 4 "Latin" countries. Ursula was pleasantly surprised by the warm reception she received as well as the many facets and degrees of development of both the countries and their respective ICAs. Next month we'll cover Guatemala and Mexico. Below her reflections on what she saw and experienced in Spain and Portugal.

My trip began in Brussels in September where I made plans to spend 4 days in Spain and 4 days in Portugal.

My motivation in visiting these locations was to strengthen the links between ICAI and the national ICA; to build people to people relationships with our colleagues and their partners; to experience personally some of their problems and concerns; to inform them of the Prague conference; and to let them know that we as an organization appreciate the work they are doing. Let me share some aspects of my journey.

SPAIN

ICA Spain is in a phase of re-creation. I sensed much enthusiasm and heard many plans. Three staunch colleagues Franco Voli, Antonio Macias, and Francisco Pavon all give courses related either to education or management at the Madrid Chamber of Commerce.

Antonio Macias is the Technical Editor of a monthly newsletter for the Spanish private sector called "Sintesis". It is a journal on innovation. He also helped the Carvajal Company in Colombia to successfully adapt the acclaimed Spanish model of local Savings and Loan Associations for financing small businesses.

With Global Advisory Board member Mr. Fernando de Elzaburu I talked about what it would mean to do a village project in Spain. But principally all our Spanish colleagues wanted to know more about ToP and LENS methodology. They are very curious about how other colleagues are doing in their O D consultancies. They wanted to know about the copyright for translating Winning Through Participation to Spanish. I said I would help them get more information.

Then too there is Catalina Quiroz. Just before coming to Spain from Peru to finish her university studies, 7 years ago, Catalina ran into ICA Peru. When Catalina came to Spain she looked up the ICA and went to live in the former "Madrid House". Even though this "house" no longer exists, Catalina is a colleague and stakeholder. She would like to offer special Spanish language courses in Madrid. Courses would be open to the international public including young ICA volunteers who plan to work in Spanish speaking countries.

For these folk Catalina would offer a design that included ICA methods and sessions in intercultural sensitivity. Already both Guatemala and Brussels have indicated to me an interest in these courses.

People in Spain are very interested in the Praha conference. There is a standing invitation to other ICA network colleagues to come to Spain either before or after the conference. Those interested should write to Franco Voli c/o ICA Spain.

PORTUGAL

Returning to Portugal for the second time in five years, I was astonished by all the new constructions.

One impressive new addition is a Conference Centre. It is a two story construction with the second floor tastefully built on top of a traditional grey stone dwelling. On the outside it is pure tradition yet wide windows offer a delightful view and modern wood panelling (on the inside) keep it warm and fashionably elegant. Aside from the many ICA sponsored seminars other national and international groups are beginning to use this service. We want to encourage them to do so. During my stay I was very pleased to see Germans from Wittlich using the facility. Apparently this vine growing area has much to share with Portuguese wine growers.

The womens' projects which involve the manufacture of traditional handicrafts are doing very well. The products are excellent, no doubt due to the fact that the whole process - from growing the raw material (be it flax or wool), to its transformation into thread, and the subsequent manufacture of linen or cloth - is done by experienced local artisans with centuries of tradition to back them up.

The goods are sold in Portugal itself or abroad to socially conscious consumers. Some interesting contacts have been made in Sweden and Germany. I myself brought home some handicrafts and put them on display in my house. Visitors are free to purchase them. I also wrote a promotional piece accompanied by some photographs. Very soon I found an interested church group. Others can join in this promotional effort. Please write to ICA, Rua Central 28, Mezio PORTUGAL.

Walking around Mezio I met many of the women I remembered from my first visit. I also encountered volunteers I had first seen in Brussels. There were going about their work diligently and responsibly. As they explained to me how flax is grown and processed I was grateful and respectful. I felt deeply enriched. I am sure the feeling was mutual.

by Ursula Winteler



GIRA LATINA DE LA PRESIDENTE

Recientemente la presidente de ICA Internacional, la señora Ursula Winteler, hizo una gira de cuatro países "latinos". Ursula tuvo muchas placenteras sorpresas por la gran hospitalidad con que fue recibida, así como por las muchas facetas que queda país, y cada proyecto ICA, demuestra. En nuestra próxima edición reportaremos sobre su viaje a México y Guatemala. Por el momento sus reflexiones sobre sus experiencias en España y Portugal.

Mi viaje se inició en Bruselas en Septiembre. Hice planes para pasar 4 días en España y 4 días en Portugal.

Mis objetivos eran fortalecer los nexos entre ICA I y los ICA nacionales; establecer relaciones de persona a persona; conocer las inquietudes y problemas de nuestros colegas; promover la conferencia en Praga; y demostrar que ICA como organización aprecia el trabajo de su gente. Quisiera compartir algunos aspectos de mis visitas.

ESPAÑA

ICA España está en una fase de re-creación. Pude captar un gran entusiasmo y escuche muchos planes.

Tres importantes colegas Franco Voli, Antonio Macías y Francisco Pavón todos dictan cursos, ya sea en educación o en gerencia, en la Cámara de Comercio de Madrid. Antonio Macías es el editor técnico de un boletín mensual dirigido al sector privado llamado "Síntesis". Antonio también ayudó a la compañía Colombiana Carvajal a adaptar el modelo Español de Cajas de Ahorro Popular que tanto éxito ha tenido en beneficio de la pequeña empresa.

Tuve una larga conversación con el Sr. Fernando Elzaburu miembro de la Junta de Asesoría Global de ICA I. Tocamos sobre las implicaciones de lanzar un proyecto de desarrollo comunitario en España. Pero el tema que más interesa a nuestros colegas Españoles es el de la metodología ToP y el LENS. Tenían muchas preguntas y mucha curiosidad sobre las asesorías que se realizan en el sector privado. Querían saber también acerca de los derechos de autor para traducir el libro Winning Through Participation. Yo les dije que trataría de suministrarles información.

También conocí a Catalina Quiroz. Justo antes de trasladarse a España de su país hace 7 años para terminar sus estudios universitarios, Catalina conoció a ICA Perú. Cuando Catalina llegó a España se puso nuevamente en contacto y se fue a vivir en la "Casa ICA" en Madrid. Aunque esta "casa" ya no existe Catalina es colega y simpatizante. A ella le gustaría ofrecer cursos de Español en Madrid. Los cursos estarían abiertos al público Europeo en general

incluyendo a aquellos voluntarios de ICA I que piensan trabajar en países de habla hispana. Para estas personas Catalina diseñaría un curso de métodos ICA junto con otro de cultura latina. Guatemala y Bruselas me han indicado que están interesados.

La gente en España está muy interesada por la conferencia en Praga. Hay una invitación abierta a colegas de la red ICA para que visiten a España antes o después de la conferencia. Los interesados deben dirigir sus cartas a Franco Voli c/o ICA España.

PORTUGAL

Siendo la segunda vez en 5 años que paso por Portugal quede sorprendida por toda la construcción que se ha llevado a cabo ultimamente.

Una de las nuevas construcciones es un Centro de Conferencias. Es un edificio de dos pisos siendo el primer piso una vivienda tradicional hecha de piedras grises. En parte el edificio guarda la apariencia de pura tradición. Por otra parte sus amplias ventanas y terminado interno de madera pulida guardan el calor y le dan mucha elegancia. ICA Portugal utiliza este centro para sus funciones pero también lo alquila. Hay varios grupos que comienzan a utilizar este servicio y queremos promoverlo mucho más. Durante mi estadía me agrado mucho ver un grupo de alemanes de Wittlich haciendo uso de él.

Los proyectos de artesanía local (tejidos de lana y de lino) tienen mucho éxito. Los productos son excelentes sin duda porque cada paso del proceso desde la producción de la materia prima (sea la oveja o la mata que produce el lino), a su transformación en hilo, a su elaboración final (en tejidos) es llevado a cabo por artesanos inmersos en una larga tradición. Los productos son vendidos en Portugal o en el exterior a grupos de consumidores con conciencia social. Hemos hecho algunos contactos interesantes en Alemania y Suecia. Yo misma me traje a casa algunas artesanías. Los visitantes pueden comprarlas. También escribí un artículo promocional con algunas fotografías. Pronto un grupo de iglesia mostró su interés y ahora apoyan activamente al proyecto. Otras personas que quieran ayudar la promoción pueden dirigir su cartas a ICA, Rua Central 28, Portugal, Mezio.

Caminando por Mezio di con algunos voluntarios que había conocido en Bruselas. Se desenvolvían con responsabilidad y diligencia. Cuando ellos me explicaron el proceso para obtener lino sentí respeto, agradecimiento y una profunda satisfacción. Espero que el sentimiento haya sido mutuo.

por Ursula Winteler



ON TOP DOWN UNDER: Winning With Participation in the Antipodes

While Bruce Robertson and I were holidaying our way across Australia from east to west recently, Kevin Balm and Laura Spencer were on a trek with a different mission in the opposite direction. Beginning in Perth and ending in Sydney, with stops in Adelaide, Melbourne and Brisbane, this ace facilitation duo conducted a highly successful series of five one-day marketing events to promote the book Winning Through Participation and the ICA methods associated with it.

Set up with the help of colleagues in each city, the series attracted more than 70 participants, many of whom came from governments and public sector agencies. It built on the work Kevin has done over the last two and a half years with resource management personnel in four Australian states. He was keen to expand his client base beyond this group, and at the same time, set up opportunities for ICA Associates around the country to become involved, which a number did.

Each day began with introductions, followed by Laura's overview of the Technology of Participation as laid out in the book. Then Kevin would lead a demonstration vision workshop, followed by simplified versions of the other steps of the strategic planning process, some of which were led by the local host and volunteer participants.

According to Laura, people really came alive in the vision workshop. "Although a number were facilitators and human resource personnel, a lot of them had not had the experience of just sitting with a group and envisioning the future."

Not surprisingly, many participants struggled with the naming process in each workshop especially in the contradictions session. In the midst of this, they experienced the critical nature of this step in forging consensus and learned the importance of continually moving the group along by asking questions that pushed their thinking.

The focus question which drove the method - How can we equip our organizations to manage change effectively? - proved to be right on target. It revealed the massive changes taking place in organizations in Australia today, such as moving from being policy-driven

to client-driven and from being centralized to regionalized operations. "Not only did the question strike a chord in participants," reflected Kevin, "the insights it generated often came close to subverting the process we were out to demonstrate."

A lot of interest centered around the issue of developing participative organizational cultures which are responsive not only to changes occurring within the organization but within society as a whole. However, this job cannot be done until the bigger question is answered: "How do you occasion change in the leadership paradigm?" A lot of managers still equate participation with a loss of power and control and until this mindset begins to shift, all other changes are somewhat cosmetic.

Looking ahead, both Laura and Kevin are optimistic that their Australian campaign will produce requests for further training and consultation. Each participant left the seminar with a copy of the book and expressed interest in being part of ongoing "facilitation guilds" to explore the application of ToP methods in their work situations. One of these action-research learning labs is already underway in Perth, where Kevin is based.

Sales of Winning Through Participation in Australia will no doubt continue to do well and add to the growing demand for the book around the world. As it goes into its fourth printing, over 5,000 copies have already been sold.

Naturally, Laura Spencer and all ICA members and friends are excited by the success of the publication to date. But its potential has only just begun to be tapped, and that mostly within our own network market. Pointing to the job that remains to be done, Laura commented:

"What Kevin is doing is exactly what the intent of the book was - to use it as a tool to promote ICA methods and programs. There is no set formula to follow. It just takes the kind of courage and creativity he exhibited to do this. Now the book has become a kind of handle or glue for ICA, I hope others will take advantage of it to further the work of human development."

by John Burbidge



JAPANESE ASK FOR DEVELOPMENT PROPOSALS

Currently, and in the past, charges have been levelled at the Japanese accusing them, amongst other things of: insularity, unfair trade practices, miserliness in foreign aid and, in general, a lack of concern for world issues that is unbecoming of a world economic giant. ICA Japan says all of that is a thing of the past and invites national ICAs to find out for themselves by submitting proposals.

Wayne Elsworth (ICA Japan) informs us that he is being besieged by numerous Japanese Government Ministries who are looking for projects to fund in the developing world.

Such is the demand that Wayne has gone from being principally a private sector consultant to becoming a development project researcher and supplier "extraordinaire" in the space of one short year.

Already ICA locations in Mexico, the Philippines and Kenya have benefited from Japan's newly found interest in Project Funding. The former two have received Japanese grants for reforestation projects whereas, in the latter, moneys have been available for an "Integrated Health and Energy Program" which has included a latrine building program, health care training plus the introduction of solar cookers in rural villages.

Meanwhile Elsworth and other ICA Japan staff are asked regularly to give presentations on the theory and practice of development to eager Japanese academics, technicians and bureaucrats.

Wayne informs us that once again his council has been sought by the Japanese. **We advise all ICA locations engaged in Development to take note:** ICA Japan is looking for 1, 2 or 3 locations with which to work in the developing world. They are requesting short proposals in English (they should only be 2-3 pages as translation into Japanese is not only complicated but also quite expensive) in any one of the following arenas:

1. Agriculture (this can be specialized, organic or otherwise; such as tree nurseries and cattle farming). This project would be funded by the nippon Postal Office Ministry. Local matching funds of US \$.50 for each \$ 1.00 are required.

2. A General Development Proposal that could include a training component but should also include some concrete or "hard" results that can be positively quantified (or photographed) in a project evaluation. Matching money, as above, is required. The Japanese Foreign Ministry is the interested party.

3. A General Development Proposal that could include a training component but should also include some concrete or "hard" results that can be easily quantified (or photographed) in a project evaluation. Matching money is not necessary. A sub-agency of the Agricultural Ministry is the interested party.

4. An Architectural design for any type of construction. A Japanese expert would be sent for 60 to 120 days. Local ICA would receive some money for simply having (hosting) the expert besides the benefit of his work. Matching money is not necessary.

In each case Japanese specialist would be on hand to provide expertise to the projects. A further requirement is that the selected locations be sufficiently responsive so that at a moment's notice they could send back to ICA Japan written information on the state of the project. Wayne Elsworth emphasizes this point as the ministries in question may ask for reports, for reasons of accountability or of Public Relations, without previous warning. A prompt response is a must.

As proposals must be submitted in March you are asked to try to get your proposals in to ICA Japan as early as possible.

Write to Wayne Ellsworth, ICA Japan Seijo 2-38-4-102, Setagaya-ku, Tokyo 157, Japan. Tel. 81-33-416-3994, fax 81-33-416-0499.

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EDUCATION



EDUCATION

CHICAGO'S DARWIN SCHOOL: More Revolution than Evolution

Big, white welcome mats down a full year and still clean white. Lively bulletin boards announcing new activities taking place. Approving neighbours who comment on the positive change in student behavior. These are only three of the many noticeable signs marking eighteen months of cooperation between Chicago's 1400-student Darwin Elementary School and the Chicago ICA.

In March 1990, ICA staff assisted the Local School Council, Administration and Teachers to develop their required school improvement plan. A year later, in a follow-up reflection with the same group, visible accomplishments encouraged development of a year-round schooling task force, one day a month teacher training, diversity-integrated learning and self-esteem workshops.

Other eye-catching developments include a large "Darwin" sign outside the school, several student murals in the hallways, a Parent Center, a Discipline Room, and banners announcing the "best" halls of the week. New carpeting and furnishings have transformed the library, fresh coats of paint adorn all classrooms and a lighter, more open book arrangement makes it easier for children to read quietly.

Over the year, many teachers took staff development programs including writing, computer literacy, cooperative learning, whole language approach and management systems. Kindergarten teachers report most children learned to read and write before entering first grade. Using computer programs, a number of seventh graders improved two to three years in reading ability.

First graders love the IBM "Write to Read Program" which encourages them to write something everyday. All these developments have given teachers the incentive to try new strategies and programs.

Audrey Donaldson, Darwin's Principal, observes that people are talking more with one another than they used to, which breaks down much of the isolation and helps ideas to catch faster. Parents are more involved in training programs and volunteering to be in school during the day. Higher expectations produce higher standards, which in turn improve student discipline. Increased school pride is evident in a new school song, pledge and ritual developed by the teachers.

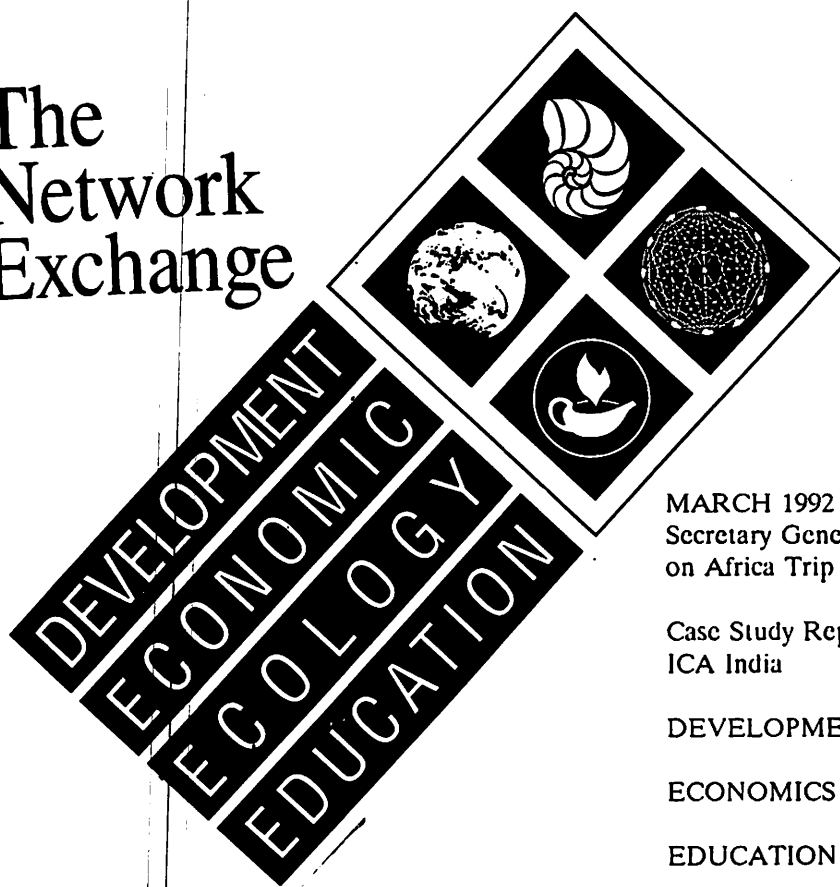
While it would be presumptuous to conclude that all these changes at Darwin Elementary School are attributable to the work of ICA, there is definitely a relationship between the two. Several other schools have also approached the ICA for help, especially in training parents to deal with many of the issues with which they find themselves confronted. Their questions include: How can I support school policies? How can I be most helpful to my child? and What should I do at a parent-teacher conference?

In responding to these requests, ICA staff in Chicago are drawing on a generation of experience and learnings in community-based education to address some of the most fundamental needs in today's seriously-deficient school system.

by Joyce Reese & John Burbidge

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The Network Exchange



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ICA Kenya

Art and Jean Smith leave Kenya this April. This symbolizes a key marking point on the long journey of the restructuring of ICA Kenya. Although they are leaving, the Smiths will continue to work with ICA Kenya, making yearly visits to refine their administrative system. Together, we met with the Kenya Catholic Secretariat to set up a two week regional workshop on participatory methods as a follow-up for participants in the International Training for Development Practitioners programme (ITP Brussels).

ICA Zambia

I attended a Board Meeting focused on staff policies. Ruth Lukona, new Administrative Director of ICA Zambia, has been working with the staff to upgrade salaries, set up housing loans, arrange payment of national health benefits, as well as general personnel policy. The quote of the day from a board member during discussions on staff evaluations: "we never invited anyone to come or anyone to leave".

Then I spent a day with Hans Hedlund, Director of the Swedish rural project with which ICA Zambia has been working for a year and a half. Later made a visit to the

Catholic Secretariat to gain support for a proposed gathering of all ICA organizations in Africa, including Egypt, for interchange and strategic thinking about ICA's role in Africa. Talk of a small world! While I was in Zambia, I found there also Wayne Nelson of ICA Canada and Shizuyo Sato and Wayne Ellsworth of ICA Japan. The Bergdalls are also in the country. Terry is about to publish a new book.

ICA Egypt

Here I had a great time observing the staff (18 around the table) doing their yearly planning. Yes, they do sessions on vision, contradictions, strategies and implementaries. The work ended with dinner on the Nile.

ICA Egypt has three programme arms: Village Demonstration Laboratory headed by Mohammed Yasin (married to Nagwa who is expecting); Media and Publications headed by Hala El-Kholy who is putting out the great magazine called AL-RU'YA, also preparing a video; and Training and Consultancies headed by Susan Yates, another Aussie with a family and lots of experience.

continued on page 3



CASE STUDY REPORT ON ICA INDIA

The author is a PhD candidate researching voluntary agencies and development in rural India

In the context of growing interest in the activities of the indigenous voluntary agency sector and the role voluntary agencies might play in the process of rural development, a larger number of case studies of such agencies working in rural India has been undertaken. However, many of these studies, while often containing a wealth of interesting material, have not been able to make the contribution they could have to the more general debate concerning the role of voluntary agencies in this process. Among the reasons for this are:

- 1) many of these studies have been prepared by, or on behalf of, the voluntary agencies concerned or their funding agencies and thus have often been less than objective in the presentation of both the nature of the agencies and their achievements;
- 2) in many of these studies, the distinction between what the agency is now (at the time of the study) and what it has been in the past has been lost. As a result, past activities have been presented as though they were current activities, and occasional activities as if they were constant activities of the agencies involved;
- 3) finally, even when these problems have not existed, or have not been particularly acute, there has rarely been any attempt to place the agency into the wider context of the indigenous voluntary agency sector.

For the past year I have been involved in a research project aimed to present a set of cases attempting to remedy many of these problems. The nine agencies selected represent differences in location, origin, history, organisation, participants, recipients, activities, methods, relationships and achievements. I have attempted to make a "snapshot" of the nature of the agency at the time of the study, then to trace the processes by which it reached that point. Also, I have attempted to understand and describe how each fits into the greater voluntary agency sector.

One agency selected is the Institute of Cultural Affairs - India. I felt that it was a classic example of what has been termed a semi-indigenous voluntary agency sector: that is, an agency registered in India with a predominantly Indian staff, nonetheless with origins outside the country. This paper aims to provide an account of my experiences in visits to the projects they run from one of their four offices, namely Panvel in the Raigad district of Maharashtra. The visits required seven days.

I spent the first day at the main office in Panvel, speaking to the staff and observing normal operations. The second morning involved accompanying an ICA staff member on visits in Panvel Town to organise a one day health camp scheduled later that month. These included the office of the Block Development Officer, that of the Integrated Child Development Scheme, and that of the Sub-Divisional Officer of the District to inform them of the event and invite their attendance and participation. We also visited the person charged with arranging decorations, such as banners for the camp, and a local businessman promising some financial support.

The second afternoon, with the same partner, we visited the Adivasis Ashram Shala run by ICA India in the village of Nere, some 5 kilometres away. This is a residential school for children of tribal communities in the surrounding villages. Many students were away on the Diwali holidays, so I was shown around the village and introduced to various leaders of its opinions. Most important of these were the village Sarpanch and members of the Panchayat.

On the third day I spoke with the Ashram staff and met some of the teachers and again the village leaders. I returned to the Panvel office on the fourth day to discuss with ICA staff the education project being undertaken by them with teachers and students in four Talukas of the Raigad District.

The following morning I headed out with one of the field officers to visit Derrange, a tribal village ten more kilometres inland from Nere. Here we met various community heads and particularly members of the youth association which had been set up with help and guidance from ICA. I was introduced to the Youth Organisation that night. I told them about my work and questioned them about their activities. Then I answered some of their questions about Australia.

After breakfast the next day, we walked about six kilometres to the nearest bus stop, stopping while on the way in a number of villages for tea and discussions. Then I returned to the Ashram by bus before departing for Bombay.

Three days later I was back in the Raigad District to observe, with two members of the educational team, their training sessions with a group of seventh to ninth standard students. The sessions were part of a program which began with two days of teacher training and was aimed at producing more effective teachers and students. On the day of my visit, the students introduced



themselves to me (having prepared themselves the day before in an exercise in which they introduced themselves to each other). Then the teachers engaged them in a session of organising their time for the week. They drew up a timetable which took into account sleeping, eating, attending school, entertainment, play and study. A later session involved games to enhance memory - primarily through a game entitled "suitcase". The final session involved learning a number of songs. This trip ended with my return to Bombay on the same evening.

What did I learn from this experience? What had I observed?

The first and most striking or positive feature was that the ICA team did truly seem to be non-hierarchical and to operate in a democratic fashion. There seemed to be no definite 'leaders' or 'followers'. This, despite many claims to the contrary, is quite unusual in the voluntary agency sector in India. There, most agencies have a very clear and definite hierarchy and chain of command. The second positive feature was that all of the team whom I saw interacting with the programme recipients, whether staff at the Ashram, field officers in the villages or the education team, interacted with the recipients extremely well. They were straightforward, direct and friendly - never patronising or paternalistic. The third feature had to do with the aim of the projects undertaken in this district. Clearly, there had been an attempt by the team to examine the situation in which they had chosen to work and to try to locate the gaps. There was no attempt to replicate what the government was doing. The one project in which they operated which might have been considered to be within the government ambit was clearly seen to be an experiment rather than the first of a large number of Adivasis Ashram Shalas.

AFRICA TRIP *continued*

There, we spent time with the Ford Foundation to discuss how we might set up a Middle East Practical Modes of Cooperation seminar (PMOC) for Egypt, Jordan and the Sudan.

Unfortunately, Anne Yallop could not be present during my visit. She was at the home of her seriously ill father.

This summary report is from Richard Alton.

Finally, it was clear that ICA India was attempting to ensure the widest possible involvement of local people in their projects, be they members of government staff (BDO, ICDS staff, Deputy Divisional Officer), members of the business community (who would help with funding or in-kind assistance), other voluntary agencies (collaborators in programmes like the health care camp). ICA people stuck to what they did well - educational training and motivation. For tasks they could not do, they tried to get assistance from other agencies rather than trying to do everything themselves.

There did appear to be some problems. Most notable was the absence of new blood on the team. All the staff had originally joined the team over ten years ago. One new staff member was in fact a brother of an old timer, hardly constituting new blood. In part, this is due to a process of trimming down which has been taking place in ICA India generally. The lack of new people with new ideas was noticeable. One got the impression that the staff had been doing their type of work for a long time and could almost do it backward if required. Whilst undoubtedly doing well, one wondered whether it was still fresh and whether, even if the organisation took in new people, the staff - so fixed in the way of doing things the ICA way - would be able to learn from the experiences of these new people. Also whether the new people would just have to adhere to an old tried and trusted way of doing things. This was clearly, I felt, an issue ICA India in general needs to think about if it is going to grow, develop and meet the challenges of a rapidly changing context.

Simon Combe - via Hiranman Gavai

The Network Exchange

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AGRICULTURAL SECTOR PLANNING PROCESS IN ZAMBIA

As a spin off of the IERD Process, the German Bi-Lateral Aid Organization asked ICAI to sponsor a series of workshops between Donors-Southern Governments and Southern NGO's called Practical Modes of Co-operation. People's response to ICA methods has been outstanding. One of the PMOC participants asked ICAI to help design and facilitate a different approach to sector planning. Terry Bergdall reports:

The Swedish International Development Authority (SIDA) oversees bilateral development assistance from the Swedish government to third world governments. For a long time SIDA has been disappointed with its support programmes for agriculture in Zambia. "Don't worry," a Zambian official at the Ministry of Agriculture once told a SIDA officer, "we are going to do everything possible to help you do your project." This is the problem. Zambians seem to have little sense of ownership for the activities supported by the Swedes.

This should not come as a big surprise when most assistance programmes are designed by Swedish consultants and managed by Swedish technicians. The International Rural Development Centre (IRDC) at the Swedish University of Agricultural Sciences in Uppsala wanted to reverse this trend. IRDC proposed a "process approach to project planning" whereby Zambians would design future programmes, rather than Swedish consultants. Alan Berresford, Pamela, and I were asked by IRDC to assist in facilitating this process over a six month period from January through June 1991.

The local SIDA office determined that future funding for agriculture would be in three arenas: 1) agriculture research and the development of seeds 2) marketing and input supply, and 3) institution building. The permanent secretary for the Ministry named about thirty people in each arena who would be responsible for designing the future programmes. A series of three workshops brought these groups together for two or three days at a time.

Between workshops, individuals were assigned to undertake specific studies assigned by the larger groups.

The first workshops on "problem identification" took place in January and the second workshops on "future directions" were held in April. The groups met individually during these first two workshops (which means we facilitated a total of six). All three groups then met together for a final workshop on "programme priorities" in June. As expected, people thoroughly enjoyed the participatory process and were surprised by the quality of the results. They were particularly pleased with their ability to reach a firm consensus on the priorities since they originally feared that every group would merely defend its own self interest.

In August, IRDC invited me to attend a seminar in Sweden where the results of this planning process were presented to officials from the central SIDA office in Stockholm. Flush with success from Zambia, I experienced this meeting to be disappointing. It seems that SIDA was far less prepared to turn over decision making to Zambians than they had led IRDC to believe. As I write, the proposals from Zambia are now scheduled to undergo close scrutiny by teams of expert Swedish consultants before they will be funded, if in fact they are ever funded at all.

This says something about the need to carefully involve senior decision makers in "the process" before launching into work with others. Had this been done more thoroughly, I don't think the prospect of renegeed promises would now emerge. If they are not careful, SIDA will be right back where they started: no sense of Zambian ownership for development programmes funded from Sweden.

from Terry Bergdall



OUTDOOR ROPE EXERCISES BUILD TEAM IN TAIWAN

Management trainers from ICA Taiwan and 3M Taiwan collaborated in a joint "Management Communication Seminar" on 25-28 January using a unique combination of round-the-table workshops and outdoor rope exercises. Eleven members of the 3M Management Committee attended. The group included the General Manager and all division heads. The 3M Asian Training Manager from their headquarters in Saint Paul, USA, led the first two days of work. Then Dick West and Gordon Harper of ICA Taiwan followed with two days of workshops on Corporate Journey, Current Standing Point, Personal Styles, Vision and Issues.

Designed for building team self-consciousness, the rope exercises derive from mountain climbing where teamwork is obviously critical. These included a Trust Circle. In this, persons standing with eyes closed within a circle of other people fall toward the floor in any direction while depending on the team members to catch them. More complex ones required the team to talk through a joint strategy for accomplishing an objective or solving a puzzle involving ropes. Team reflections after each exercise helped people to understand the real dynamics of their team, how leadership emerged in different situations, how the group decided to adopt a particular approach, and what approach was successful. Rules established at the beginning of an exercise were sometimes changed in mid-stream, so the group had regularly to adapt to new realities.

In one game, team members were carefully lifted through a rope network about the height of a volleyball net. They were received by members on the other side and gently returned to a standing position. Another had each person connected by rope to a container labelled "hazardous waste" in the center of the group. The team mission was to transport this container safely and empty it into another container. The complex design of the rope arrangement required a good deal of team effort to manipulate.

Gordon Harper reports that the combination of indoor and outdoor group exercises was quite powerful. The setting of trees and grass opened people up to work together in a fresh way on the conceptual topics discussed later in the seminar. At work, the 3M team

faces ambitious growth targets for the next year. It needed to find a way toward better internal cooperation.

For several years, 3M has been a sponsor of ICA Taiwan. However, this event was its first consultation. Frank Soderlind, working with Sumitomo 3M in Japan, had circulated there Harper's book on leadership. Later, the Japanese company provided its management team with twenty copies for study. It also recommended ICA to the company in Taiwan. This resulted in close collaboration between a highly professional 3M in-house trainer and ICA, with its innovative approach. In Gordon Harper's words, "...we all saw some different ways of doing familiar things and learned some new tricks from each other. We are looking forward to future collaborations of this sort."

by Don Hinkelman



ICA BOOTH AT UNCED

ICA Brazil has reserved a booth to distribute materials during the 12 days of the UN Conference on Environment and Development. The booth will be located within the site of the Global Forum, which is expected to attract about 10,000 "Independent Sector" participants from all over the world. We see this as a great opportunity to promote our work and the activities of the ICA network as a whole.

If you have materials (brochures, annual reports, periodicals or other publications) that you would like us to distribute, please let us know soon and then send the materials to the following address by 15 May:

Instituto de Assuntos Culturais
Av. Graca Aranha, 416 - Sala 1116
20030 Rio de Janeiro, RJ
BRAZIL

from Kit Krauss



TOP METHODS PROFESSIONAL ASSOCIATION PROPOSAL

One of the products of the Minneapolis Economic Network meeting (in December of 1991) is the idea of forming an ICA methods Professional Association that would promote and regulate the use of ToP and related ICA techniques. It is a proposal that would "recognize and honor the ownership of the Technology of Participation as expressed in the book Winning Through Participation published by the ICA " while at the same time honoring "the significant contribution by the members of the ICA Network in the creation and development of the Technology of Participation". Currently active discussion is taking place as to the "Basic Understandings" that must be agreed to by both the ICA and the ICA Network. The "Code of Ethics" that must be in place before any such Association can be realized is also a matter of concern. Below is a letter from Beret Griffith, Roger Marsh, Kerry Ross and Jim Troxel explaining the background for the idea as well as the process it must undergo before it becomes a reality.

December 1991,

Dear Colleagues,

For four years, groups of colleagues with some relationship to the ICA have met in various cities across the U.S.. We have met to share and discuss what has been working for us in facilitating, consulting, teaching, and other efforts. We have also come together to nurture and support each other and to facilitate our continued learning and growth in our individual and mutual journeys.

This year's meeting in Minneapolis seems to have been a turning point in this journey. The weekend event clearly led to a continued discussion on how the work of individual facilitators and consultants could be enriched and extended through ongoing structured interchange with each other and with ICA. After the scheduled weekend meeting, a group of around 20 people met Sunday afternoon to continue discussing what shape this group of people might take.

That evening, this group gathered in a Post Conference Think Tank on Advanced Facilitator Training. However, the energy, interest, and excitement from the Conference and the Sunday afternoon discussions turned the focus back to the continued discussion on the formation of a more formal "network" of facilitating and consulting practitioners who use ICA related processes.

The enclosed materials ("memo of Understanding between ICA and ICA Network", "Code of Ethics" and "Proposed Consensus Flow") represent the results of this group's work and a trial balloon for this year. This is

certainly not considered to be a finished product, but rather the best thinking of the group on that Sunday afternoon and evening. It is also a call for input, discussion, comments and involvement.

It is definitely the concern of this group that anything we do be:

a) Thoroughly compatible with the mission and operation of ICA;

b) open to the broadest possible base of people using ICA methods; and

c) moving toward a powerful and long term foundation for the tremendous facilitation skills and technologies that we have worked with over the years in order to heal and empower the institutions and communities of the Planet Earth.

We hope to hear from you.

Sincerely,

Beret Griffith Roger Marsh Kerry Ross Jim Troxel

Note: the Proposed Consensus Flow is as follows:

Quarter I, 1992 Individual comments, reactions, thoughts, suggestions, recommendations

Quarter II, 1992 Missional consensus, first corporate revision

Quarter III, 1992 Planning, task forces develop strategic business plan

Quarter IV, 1992 Structural consensus, second corporate revision

Quarter I, 1993 Launch, ICANetwork Meeting, Phoenix, January 1993

For feedback and communication procedures contact ICANetwork

c/o Ms. Beret Griffith
10 Butternut Lane
San Carlos CA 94070





A SPIRAL TOWARD THE CENTRE

The time between February and August 1991 has been, perhaps, the most rewarding for me. I learned that I had been accepted to go for an International Training Programme in January after coming from Kasama where I was facilitating Ward Development programmes. The question that came to me at the time was: Do I really deserve it? You see, I am in the group of people who think they do not really deserve anything. Not that I am sort of pessimistic, it is just that most things come to me as surprises. This was a real damn surprise! And gosh, I like it that way. Things that seem to be all well worked out usually do not match my style.

The training programme was very intriguing. I liked the atmosphere around it. This was characterised by people of different cultural backgrounds. The experience of cultural diversity was not new to me but this was very different. I liked living with this diversity and difference. Six months of being a participant and of being myself in the midst of an experience which was new and different was, to me, life providing. The curriculum itself was very succinct. It was directly related to the task I perform here in Zambia because it was focused on organisational development and sharpening my skills in delivering development programmes.

During this time, I learned to be patient. I have been quite impatient in the past, especially with people who were slow at understanding the importance of things and the process involved. In six months of training, I found out that I was not learning everything. Most of what was, perhaps, exciting to my fellow participants was not that exciting to me. Partly because, here and there, I already had either taught or encountered what we were learning. So at first I thought I was not going to learn much. But I was wrong.

As I began to explain certain aspects of the training to my fellow participants, I started to understand things from a different angle. I think it was from an angle of depth. I was being absorbed in after-class explanations. I was, in fact, going through an annealing process myself - being more patient first with myself, then with the situation and with other people. Every day I was feeling refreshed. Every single day I was turning out to be more confident and analytic. I was patiently becoming a much sharper facilitator.

One more thing I want to share. It is the experience of being the very first participant to arrive in Brussels for the programme. What made this more of an experience is that I had to wait for one month before my fellow participants came. I happened to be the only one who had no problem in obtaining a visa. My time there, as you can imagine, began with clouds of despair and loneliness. At first it appeared as if no training was going to take place. Added to that, I was the only black person in this somewhat big ICA house. Thus I had to learn and to study people's lines of dialogue and to analyze what keeps their discussions going. However, this was not the hurdle. The hurdle was orienting myself to everything on my own. I mean that after this, other participants could share their "cultural shock", talk about it and feel better.

Well, I shared with myself, thought about it and at first felt out of place. But by the second and third week I had already become accustomed. I was all set to decide my way. I began playing with the computer and typewriter. I visited parks and other interesting places. Although the weather was very, very cold, I managed to feel at home.

One month in Belgium was less of a shock compared with my first month back in my own country. ICA Zambia had moved from the office I had known to a new one, forcing me to find it. Once I found it, I was confused about which desk in the office to occupy. Things had changed so much that I did not know which role to play.

The organic farming project for which I had so much passion and for which I had submitted the initial idea was on my mind. I was wondering how I was going to share what I sensed were the concerns of the donors to the programme. The political campaign (which when I was leaving Zambia was filled with ambiguity) had now reached its climax. I did not know which party to belong to. Most people with whom I talked seemed to be clear about where to belong. In the second week after my return, I moved my home and tried to get acquainted with a new home environment.

Nothing was as I had left it. I decided to "let go" and accept the way things were. I am now getting used to the situation. I do believe that all this has been a good lesson for me. This is what life is about.

from Voice Vingo



GUATEMALAN CONGRESS USES LENS

Everything in life is connected with everything else. This is especially true in a small country like Guatemala with only nine million people. In the 14 years of ICA's work in this country, we have become well known and respected in both the rural and urban areas. During the past five years, we have been doing various conferences in New Methods of Learning, Thinking Skills courses for more than 1,800 participants in companies and organizations, numerous workshops for teachers, accelerated English for businesses, six cycles of Training Inc. for companies and a few LENS thrown in. All of this has created a great network of clients for us. For example, we did 14 Thinking Skills courses for the Ministry of Finances when Dr. Rudolfo Paiz Andrade was the Minister. When he returned to private business as head of Meta-centros, the new project planning arm of the Paiz Organization (the largest food chain throughout Guatemala), he invited us to do a course for all his staff. They were all so animated by the thinking skills course that we followed this up with a full scale LENS in October 1991. LENS proved to be a solid winner and established ICA as their special Professional trainer with a contract to do a large event for them every six months.

Dr. Paiz is also president of an organization whose objective is to improve the effectivity of the National Congress through training and other programs. This organization is called Asociacion Novadora de Sistemas Legislativos and they receive funding for their work from USAID. Dr. Paiz had his organization hire ICA to do a LENS for the heads of the various Congressional Committees. The LENS was held in the Hotel Camino Real, the most prestigious hotel in Guatemala, from 22 to 24 January 1992.

The LENS was timely because the new Board and Commissions had just been elected for the year. Although 46 members of Congress signed up for the LENS, actually between 20 and 25 of them remained consistently throughout the process. In the sessions, the politicians were one moment sitting around the table and in the next were standing in front of a TV camera being interviewed. Or they were off to a special meeting some place for a few hours. TV cameras and photographers seem to follow politicians faster than fleas follow dogs. But the ICA staff (Inga Bessin, Manuel and Joaquina Samayoa, and Bill Alerding) flexed to the real situation, realizing that this was not a business LENS where everybody participates all the time. Politicians are not beholden to any structure except to their own constituents.

However, we did accomplish a great deal by staying "steady at the wheel". The teams, newly formed at every

session, worked arduously and attentively. The participants who had been absent from one session were able to become effectively engaged in the next session's teamwork. We published the full document of their work and gave it to each one of them at the closing. We gave extra copies to USAID who were simply ecstatic that Congress was getting organized and they were full of congratulations for the Ica methods. We helped the Congressional committees organize the work of their committees with implementaries for the next 90 days. We joyfully listened to their raving comments about the LENS process. The newly elected President of the Congress, Lic. Eduardo Mulet, remarked on how pleasantly surprised he was that it was possible to work so effectively in teams. During the LENS, he personally drew a special placard in colors which said "Thank you, ICA, from the Deputies of Congress" and hung it publicly for all to see. Another said that the Congress attends many courses and listens to the experts spew forth lots of abstract data. But this was the first time they had participated in a process which actually got them focused and organized to really accomplish something. Others said that they come from different political parties and their modus operandi is constantly to argue with other. They appreciated the fact that the LENS process allowed them to see, without any arguments, the many points they do have in common.

The ICA staff will follow up this program with the Congress over the next few months to evaluate their progress with their plan. Some of the congresspersons were so appreciative of the method that they will be talking to their own political parties about doing a LENS. Maybe, just maybe, ICA Guatemala will be influential in getting some political structures organized to more effectively serve the people. The future looks pregnant with possibilities!

We learned once again to trust the wisdom of our methods. They do work with any group of people. In fact, the wider the differences among the participants, the more effective the whole process is. We also learned to flex to the style of the group more effectively. Work within the system which is there. Fighting it is a losing battle, with the only winner being total frustration. It takes only a few serious people to help catalyze change in any organization or community. Working with them effects this change just as much as working with 100% participation. It was an interesting and rewarding experience for all of us. Now we can report that we have worked with all the sectors of Guatemalan society.

from Barbara and Bill Alerding.



LEADERSHIP OPTIONS: Thinking Globally, Acting Locally

"Our whole approach to the Earthwise Learning Series (ELS) is to create living models based on testing the curriculum ideas with actual populations. This course, however, even more than the summer LIFE OPTIONS program, tested our mettle in marketing."

This was how George Packard summed up the LEADERSHIP OPTIONS program just concluded in Chicago. The 16 day course, which was another instalment in the OPTIONS SERIES, is designed to develop deep resolve and global vision in the lives of participants.

While all 14 of this year's participants were in the midst of transition in their personal or professional lives, eight of them experienced ICA curricula for the first time. Two young entrepreneurs starting up a graphics business attended to learn about leadership. A woman whose children had recently fled the nest was sharpening her skills to enter the workforce for the first time. Others included a consultant expanding her constituency into environmentally concerned agencies and a publisher with a concern for global education.

The body of the course was a set of spiralling modules of varying lengths, built around four basic themes. While these reflected the introductory modules of the ELS, they accented strongly the application of the modules in the context of developing leadership. They included:

The LEARNING COMMUNITY - which developed the concept of "image change" as the basis of learning and expanded the notion of "team learning"

The GLOBAL SOCIAL PARADIGM - which explored the metaphor of the "global brain" and the notion of the self-organizing universe as well as it introduced affirmative ethics and the existential understanding of freedom

PERSONAL AND PROFESSIONAL MASTERY - which presented the personal use of corporate methods and raised the question of effectiveness in one's personal and professional life

TRANSFORMATIONAL COMMUNITY AND CATALYSIS - which served as the framework for ToP (Techniques of Participation) facilitation methods training and an introduction to the dynamics of organizational transformation.

Each of the five revolutions of the spiral curriculum included a personal and team laboratory research experiment and a personal spiritual retreat. Participants

spent one personal retreat day at the botanical gardens and another working on their "Life Composition". These were times of silence and expanded space, listening to one's own thinking, spiritual motivation and resolves. As starters, questions were provided, but the outcome of the retreat was left to individuals. Dialogue in pairs and small group sharing were encouraged as trust levels increased.

Each day began with a discussion on leadership which allowed for the integration of the previous day's material. Participants led a conversation on excerpts from Joseph Rost's book "Leadership for the Twenty First Century", which distinguishes leadership from roles such as president, manager or supervisor. Also used were other books helpful in expanding the definition of leadership - Harrison Owen's "Leadership Is..." and Peter Senge's "The Fifth Discipline". Stephen Covey's "Seven Habits of Highly Effective People" contributed much to understanding the dilemmas and potential of leadership.

Participants brought with them a question from their own areas of interest on which they followed through with both library research and interviews. They were assisted by staff mentors. As they shared this information in reports, individuals revealed how each was experiencing transformation in their own lives. One person exclaimed in introducing his report: "This project is about me!"

To close the leadership experience, participants presented a cabaret to members and guests at the Kemper Residential Community. In this, song, dance and story portrayed the journey of Dorothy Quest down the "yellow brick road less travelled", a journey which included encounters with the Uptown University Chorus, the Global Brain and the yin-yang witches, "Orid and Horrid".

At the end of the course, all participants acknowledged personal growth and confidence, with new ways to "think globally and act locally". The ICA staff, reflecting on the experience, considered accreditation and marketing of this program. In Packard's words: "One residue of our efforts is ten colleagues interested in some collaborative venture for the January term. We pursue also accreditation for the summer Life Options program which we hope to focus on educators. This should complement our investment in reform of the public education system, and of Chicago's own in particular.

from John Burbidge



I DID THE FOUNDATIONS COURSE IN BRUSSELS

Ten months later and I find myself back in the ICA house in Bombay. Here is a brief account of my time in India as an ICA volunteer coming out to a rural non-ICA project. Marc, the tall Dutch man with a broken arm, and I arrived last March at the small town of Mukli on the coast of Karnataka, South India, to join Mr. Aikal's project. The project has not ended, yet still does not exist. As often, an individual did not have the ability to put his great ideas into action (always men).

We managed to persevere for four months during which we initiated two programmes: a child day care programme for the 60 children of the Andhra Pradesh shift workers who build the Konkan railway line; also environmental awareness workshops and tree planting with local schools and colleges. Fortunately, we had enough free time to visit a variety of successful rural development projects, pilgrimage places, interior villages and to attend functions where we gave a few talks. We spent an odd long weekend at a tourist spot in order to keep sane.

After these months by the beach, we took up the invitation of Dr. Shivamurthy Mahaswamiji to work with his Taralbalu Rural Development Foundation in the small village of Sirigere, about 5 hours bus ride from Bangalore - no beaches nearby! Here we found structured work for us to do with material and physical support from most people. We worked with two residential hostels and two high schools (boys and girls separately) on environmental awareness, mass tree planting, nutrition education, fruit tree planting and handicraft training. Linda Alton has a copy of our report.

Consistent with Indian bureaucracy, we had to get new visas after six months. Once in Nepal for that purpose, we discovered that only five-day transit visas could be issued by the Indian Embassy. Following Cathy Henwood's advice, I arranged my visa by courier via a friend in London and later found my new 6 months visa waiting in Kathmandu.

After returning to Karnataka where I found people, places and the languages I know, my health declined rapidly. I returned then to Sirigere. After two weeks, I accepted the fact that, as a foreign woman, I could not live and work alone in an Indian village. I found myself jobless, homeless, feeling ill and all alone. Pretty fed up,

I searched for other possibilities with agricultural projects and with one for handicapped persons. Neither were suitable.

I spent two weeks in a Nature Cure Hospital before deciding to go home to Ireland. Before doing so, I spent two months with my sister who lives and studies in a Tibetan settlement. Then I returned via our original workplace to give tearful farewells. There I found Marc, back from Nepal, trying to get me to change my mind. However, here I am, with rucksack full of Christmas presents and my little heart about to burst with emotion, waiting to land at Heathrow.

By Urs Murry via Hiranman Gavai. Urs promises a book version of her adventures sometime next year.

PRESIDENT REQUESTS INPUT FOR UNCED

I am planning to attend the U.N.C.E.D. conference in June in Rio in representation of ICAI. To this end I am deeply involved with the German NGO Women's Forum. This is a preparatory group for the UNCED. We are related to similar women's groups around the world. One of our members was present at the Miami World Women's Conference. In the paper, we worked out that the growth of the population is not the most important ecological issue, as it is sometimes said to justify a lot of population control programs. Some of the issues we are discussing are:

1. Waste Avoidance (i.e. - how to produce less waste)
2. New Orientation of Values
3. A Basic Need Only Oriented Economy
4. Keeping a Careful Watch on Bio and Gene Technology
5. Industrial Production Line Analysis to eliminate pollution generating systems

I would like to know who, in the ICA Network in the U.S. or otherwise, is excited about or planning to go to Rio. What are the issues that are driving them? How can we collaborate with them? Are you yourself involved in the UNCED? What should the ICA's position be on UNCED from your perspective working as U.N. liason? I would like to establish a dialogue about the meaning of UNCED for ICA. I appreciate and look forward to your response.

Best Wishes --- Ursula Winteler
Boeckholtzstr. 30,
D-W-2000 Wedel, Germany



PRESIDENTIAL LATIN TOUR

Last month we reported on the visit to Portugal and Spain of Ursula Winteler, ICAI's President. The following article recounts her experiences in Guatemala and Mexico.

In my travels through Guatemala I made a point of announcing the Praha conference wherever I went. On my first full day in the country I had breakfast with the ICA Board (which includes Roberto Betancourt and Inga Bessin). As I talked about preparations being made for Praha people became very excited.

The excitement was repeated over and over again as I visited different NGOs and project sites and told the conference story. One supportive person was Mr. Paiz, the former Minister of Finances of Guatemala. After having contracted a LENS seminar, facilitated by Manuel, Joaquina, Bill and Inga, Mr. Paiz is now an enthusiastic colleague. He insists that his large architectural firm continue to use LENS and he encourages staff members to become involved in village work. Outside Guatemala City the real highlight of my trip were the visits to the various projects associated with ICA Guatemala.

*In Llanos de Morales ICA has been instrumental in providing for a pre-school and a health centre. I visited there with ICA's Jesusa Aburto in a support visit to the project managers.

*In Conacaste the big irrigation project continues to provide for the village. Arriving during the best season of the year, I found the village growing, almost blooming, in its lovely countryside. I thought about how much work went into this amazing project. I realized that the people of Conacaste had taken responsibility for the project and it will continue to grow. Passing a big centre for fertilizer and pest control chemicals, I asked farmers about their experience with biological methods of pest control. They had none. I promised to put them in contact with ecological farming projects in Mexico and Africa.

*In San Antonio on the lovely Atitlan lake Joaquina, Vivian, Ernestina and I saw piñatas that had been filled with mandarines instead of sweets by earnest health care workers.

*In Guatemala City, weavers have started their own micro-enterprise. Their cloth is beautiful and they are looking for customers. If you are interested in Guatemalan crafts don't hesitate to contact ICA Guatemala.

*Also in Guatemala City I attended an excellent commercial math course taught by Barbara Alerding in "Training Inc". Companies pay for people to attend these classes of professional upgrading. The dream of Training Inc. is to serve the 60% or more of Guatemala's population who are unemployed or underemployed.

*While in the capital I was introduced to ASINDES, the NGO umbrella in Guatemala. I was taken to an impressive ten year old housing project where a virtual slum has been transformed, through the locals own initiative, into a clean, healthy and desirable place to live. As I left Guatemala I reflected on its green mountains and rich colourful vegetation. It seemed to me that the atmosphere and communication at the ICA house was as rich and blooming as the countryside itself.

MEXICO

In Mexico I was treated to both development projects and ancient celebrations which put me in touch with the people and gave me many insights into their culture. I went to Sancturum with ICA Mexico president Rogelio Cova. It is a town I shall never forget. Near Sancturum ecological farmers are able to harvest six times as much as in the past. A tremendous success! At the training centre in Sancturum courses range from Peace-Questions to reforestation. Children plant trees; a seed that is sown three times - in the ground, in the child, and in the teacher. Then too in Sancturum there is a women's project where fine embroideries are made. A lady seeing my deep interest generously offered me a piece. We were both deeply touched. But the most memorable thing about Sancturum was the celebration of "El Dia de los Muertos", the "Day of the Dead".

This event is thousands of years old. One of its artforms is the decoration of graves with hundreds of flowers; an activity practiced with passion by young and old, men and women. Its religiosity deeply impressed me. Village people showed me the different altars within each of their houses decorated in memory of dead relatives. It is their belief that the deceased need the possibility of both entering and leaving the house during this day of silence and reflection. On "El Dia de los Muertos" people keep their doors open. It reminded me that life and death belong together. Something we often ignore in the West.

Near Puebla Rod Worden, Margo and I went to a village reforestation project. It is a project funded by Japanese money through the auspices of ICA Japan. After their normal working week, villagers trained by Japanese experts devote weekends to planting and watering trees. The system of irrigation is primitive but effective: A donkey with two large water jars ferries water from a pond to the tree plantation.

As I think back on my trip to Latin America I want to thank all the colleagues who became my friends, as well as all others who bid me welcome and made this trip so special.

by Ursula Winteler



GIRA LATINA DE LA PRESIDENTE

El mes pasado informamos de la visita de nuestra presidente, Ursula Winteler, a Portugal y España. El siguiente artículo cubre sus experiencias en Guatemala y Méjico.

Durante mi viaje a Guatemala siempre hice hincapié sobre la conferencia en Praga. El primer día en el país desayuné con miembros de la Junta Directiva de ICA Guatemala (incluidos Roberto Betancourt e Inga Bessin). Ellos recibieron la noticia de los preparativos para Praga con mucha emoción.

Dicha emoción volvió a repetirse una y otra vez a medida que visitaba diferentes proyectos y ONGs y relataba el motivo de Praga. Un caballero muy receptivo fue el Sr. Paiz. El Sr. Paiz fue Ministro de Finanzas de Guatemala. A partir de un seminario LENS, que fue facilitado por Manuel, Joaquina, Bill y Inga, el Sr. Paiz se ha convertido en entusiasta colega. El insiste que su enorme compañía de arquitectos continúe usando el LENS y promueve entre sus empleados el voluntariado social en los caseríos. Pero lo más interesante de mi viaje fueron mis visitas a los proyectos asociados de alguna forma con ICA Guatemala.

*En Los Llanos de Morales ICA ha tenido participación en la construcción y funcionamiento de un pre-escolar y de un centro de salud. Visite este caserío con Jesusa Aburto quien continúa brindándole apoyo técnico a dicho caserío.

*En Conacaste el proyecto de irrigación continúa dándole sustento a esa población. Llegue en la mejor época del año y encontré al pueblo tan floreciente como la campiña que lo rodea. Pensé cuanto trabajo había costado este increíble y prodigioso proyecto. Me di cuenta que la gente de Conacaste había tomado responsabilidad por él y que seguiría hacia adelante. Al pasar un gran centro de almacenamiento de insecticidas pregunté a los campesinos si conocían métodos biológicos de control de insectos. No los conocían. Prometí que los pondría en contacto con agrónomos ecológicos en Méjico y África.

*En San Antonio, cerca del hermoso lago Atlitlan, Joaquina, Vivian, Ernestina y yo vimos piñatas que habían sido llenadas con mandarinas en vez de dulces por trabajadores de la salud con mucha consciencia.

*En la Ciudad de Guatemala, algunas tejedoras han iniciado su propia micro-empresa. Sus tejidos son bellos y buscan clientes. Si Ud. está interesado en artesanía de Guatemala pongase en contacto con ICA Guatemala.

*También en la ciudad de Guatemala asistí a un excelente curso de matemática comercial dictado en los "Talleres Intensivos de Preparación Profesional" por Barbara Alerding. El sector privado paga para que se

ofrescan estos cursos. El sueño de los talleres es servirle al 60% de la población que están sin trabajo o en condiciones de sub-empleo.

*También conocí a ASINDES, el consorcio ONG de Guatemala. Me llevaron a ver un sorprendente proyecto de rehabilitación urbana en el cual una villa miseria ha sido convertida, con el esfuerzo de sus moradores, en una urbanización limpia y agradable para vivir. Al prepararme para salir de Guatemala recordaba sus verdes montañas y hermosa vegetación. No menos hermoso y vibrante es el ambiente que se respira en la Casa ICA de Guatemala.

MEJICO

En Méjico pude ver ambos proyectos de desarrollo y antiguas ceremonias. Sentí de cerca tanto a la cultura como a la gente del país. Fui a Sanctorem con el presidente de ICA Méjico Rogelio Cova. Es un pequeño pueblo que creo que jamás olvidaré. Cerca de Sanctorem la agricultura utilizando técnicas ecológicas han podido aumentar el rendimiento de sus tierras por un factor de 6. Un tremendo éxito! En el centro de capacitación del pueblo los cursos van de los Estudios de Paz a la Reforestación. Los niños siembran árboles; una semilla que se siembra tres veces - en la tierra, en los niños, y en los maestros. También en Sanctorem visité un proyecto de mujeres donde se producen finos bordados. Una señora captando mi interés me ofreció una pieza. Ambas nos sentimos conmovidas. Pero lo más memorable de Sanctorem fue la celebración del "Día de los Muertos".

Este evento tiene miles de años. Una de sus manifestaciones artísticas es la decoración con miles de flores de las tumbas de los parientes y antepasados. Es una actividad practicada con gran dedicación por hombres y mujeres, ancianos y niños. Dentro de sus casas la gente me mostró los altares en conmemoración de sus parientes muertos. Su creencia es que las almas de los muertos deben poder entrar y salir libremente de la casa durante este día de silencio y reflexión. El Día de los Muertos las puertas permanecen abiertas. Las creencias me hicieron recordar que a la vida y a la muerte hay que considerarlas como una unidad. Algo que en Occidente a menudo olvidamos.

Cerca de Puebla Margo, Rod y yo visitamos un proyecto de reforestación. Es financiado por los Japoneses mediante los servicios de ICA Japón. Al terminar su semana normal de trabajo la gente local y sus asesores Japoneses se dedican a sembrar y regar reservas forestales. El sistema de irrigación es primitivo pero efectivo: Un burro carga dos grandes jarras de agua del río a los sembríos.

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A ROYAL PERFORMANCE Phoenix - January 1992

"Right now, I feel like I am at the end of a great old Ecumenical Institute course. It feels like there is an arrow in my stomach, but it feels good!" - Long-time ICA member

"I experienced a belonging and a commitment to ICA I did not imagine possible. - Brand new ICA member

Two reflections from two very different people, on the second annual ICA West's Members Meeting, just concluded in Phoenix. As the details fade, people will remember it as a time of high celebration, like the party after a grand opening night, and the grand opening night itself, all in one. Lots of new actors were on stage, bringing freshness and vitality to the performance. But actors and audience kept changing places, as the audience kept changing seats. If ICA ever wanted to become a member-driven organization, it suddenly found that it had!

From Salem to New Orleans, Santa Barbara to Santa Fe, over 75 people converged on the ICA Center in Phoenix for the weekend. A welcoming mood was set on Friday night as Jim Wiegel hosted the "Planetary Audit Game", inviting people to take their places around one of the nine tables and immerse themselves in the life of that particularly geo-social continent represented by the table. Before the evening was over, one whole wall was covered with a kaleidoscopic montage of images portraying the rich diversity of our planet.

By 0900 on Saturday morning, there was standing room only in the house. Four panellists had been invited to spark our thinking and expand our imaginations on each of the strategies which guide the work of ICA West:

- Facilitating a new consensus in education
- Developing leadership for a multicultural society
- Transforming the quality of human services
- Inspiring the next generation of social innovators.

A board member and community professional, Anne Doshier, led off the panel with a passionate presentation of the gaps in human services which are crying out to be filled. As participants were picking themselves off the floor, Alan Atkinson, the 31 year young editor of IN CONTEXT magazine, cast a spell over the group as he became the living embodiment of his theme, "inspiring the next generation of social innovators".

Not to be outdone, Denver colleague and winner of the American Math Teacher of the Year award, OliveAnn Slotta, used words and visual images to get people inside of some of the innovative educational programs in which

she is engaged. Finally, as if to calm spirits and bring people back to earth, Crow tribal member, Lesley Jackson of the Council of Energy Resource Tribes, reminded the assembly of the need to honor "the sacred" at the center of all things.

People spent the afternoon meeting in groups related to the four strategies. This was a chance to connect the morning's mind-stretching presentations to the everyday situations from which people had come to the meeting. Saturday night was a gala affair, with skits and singing late into the night. Alan Atkinson, whose talent with a guitar could put a lot of others singers out of business, scored top points with his own "Dead Planet Blues".

A strong sense of ritual permeated the entire weekend. Seattle colleague, Ted Lew, led the gathering in experimenting with Indian mudras and Native American incantations. Our own "poet laureate", David Dunn, scintillated the group with some of his gems of imagery derived from his recent trip to Russia and Czechoslovakia. A small group created a dragon myth to encapsulate the experience of the weekend. Ann Stewart, a Phoenix colleague, led the closing reflection using readings from Catherine Bateson, accompanied by Celtic harp music.

After the curtain was drawn and the theater had emptied, a small group made several points of evaluation:

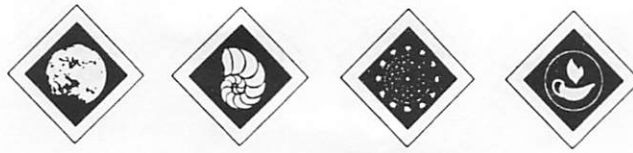
- The notion of ICA West being a member-driven organization has become more real, but it is also more confusing because of the depths of passion this is releasing. Should "the staff" be mentors and managers of this new movement?

- The ICA West team is real. For example, Beret Griffith and Sandra True took responsibility for conducting the Advanced Facilitator Training the day following the meeting, while Phoenix colleagues, Linda Vogel song and David Wayne took charge of the discussions on submitting a proposal for "The New American School"

- The regional identity of ICA is emerging, with strong representation from New Mexico, New Orleans and southern California

- The ICA corporate culture was declared as one which is open and inviting, in which differences are valued, in which one practices what it preaches and makes strong use of reflection in all activities. However, we need to find ways of "inducting" new members into this culture.

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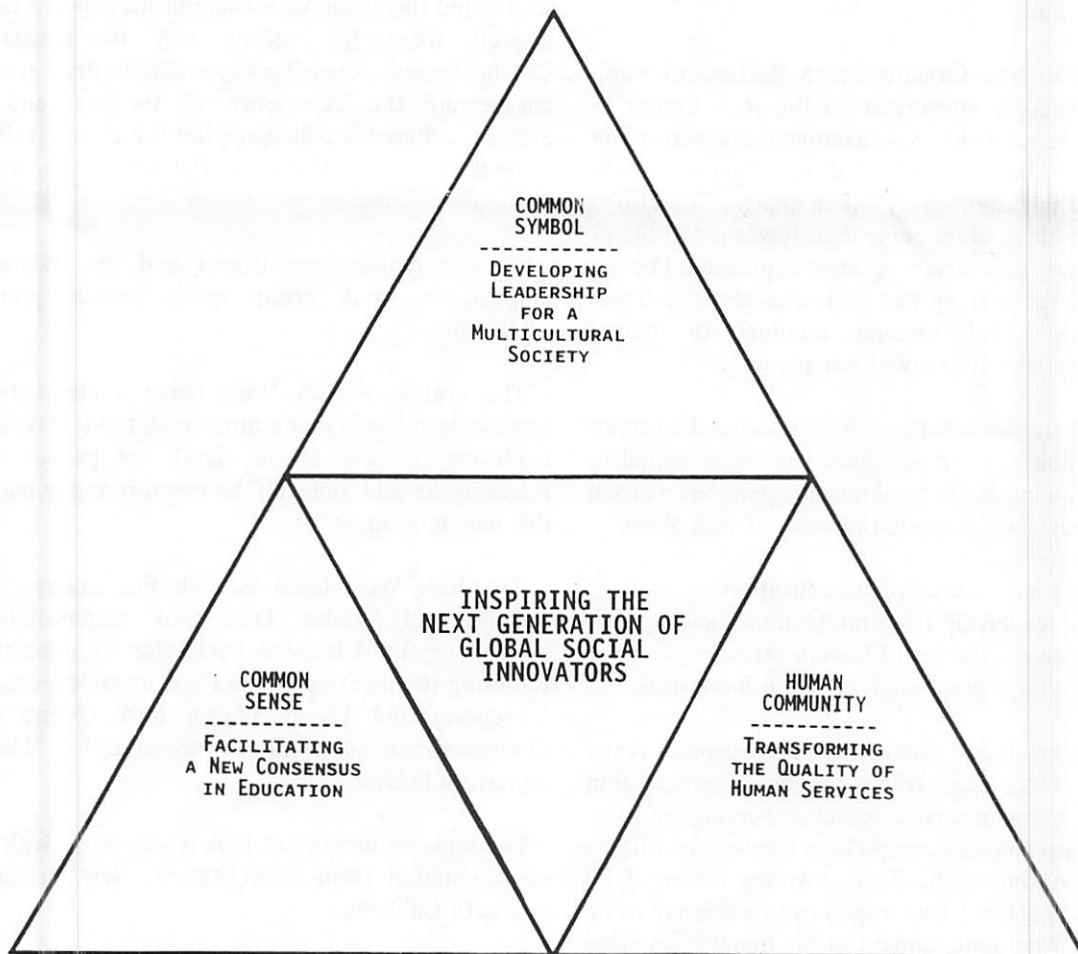


ROYAL PERFORMANCE *continued*

- The four strategies of ICA West reflect the cultural dynamics of our social process triangles. The lower left triangle is Facilitating a New Consensus in Education (Common Sense). The lower right one is Transforming the Quality of Human Services (Human Community). The top triangle is Developing Leadership for a Multicultural Society (Common Symbol). That in the center is Inspiring the Next Generation of Global Social Innovators (Common Commitment).

Pondering the insights from the weekend, questions tend to outnumber answers. One thing is clear, the movement of spirit is crying out to be given form. Was there ever a better time for an institute of cultural affairs?

from John Burbidge





ICA AUSTRALIA RESTRUCTURES AFTER SALE OF SYDNEY FACILITY

November 16th, 1991 marked the end of an era in ICA Australia's history as the last archives of the ICA office were moved out of the Bayley Street facility. The old ICA center was converted into eight apartments and put up for sale by a building company earlier this year. Many colleagues attended this moving day including international ICA guests such as Laura Spencer, giving the occasion a sense of global connectedness. This event caps a long term process by ICA colleagues to decentralize and restructure the ICA operations in Australia.

For several years already, a quarterly ICA newsletter, Pacific Waves, has been published out of Brisbane by Julie Miesen. Regular board meetings are planned every other month on the second saturday of the month in colleagues' homes. John Telford has been acting as chairman of the board and recently Charles Jago joined as the new ICA Secretary. For broad-based interchange, an ICA colleague weekend and Annual General Meeting is scheduled for May 29-31.

To support the ongoing administration and information exchange of ICA activities, a membership system collects annual fees from colleagues. Without full-time "directors", the ICA in Australia is described as a member-driven organisation. The mailing address remains G.P.O. Box 1792, Sydney NSW 2001. Phone (02) 896-3839. Fax (02) 631-3239. International subscriptions to Pacific Waves can be arranged with Julie Miesen, 23 Appel Street, Highgate Hill Q 4101.

One ICA colleague, Maria Maguire, sums up many network members' feelings with the words that "we are glad to have started a new chapter of our life as ICA and families, with many of us renting or buying a house, enjoying our own locations including gardens and the freedom to be creative, grounded and interdependent. Guests are welcome everywhere, and can be accommodated in many of our homes."

Another aspect of restructuring is the ICA Family Retreat held on January 24-27 in a beachside conference center north of Sydney. Coordinated by Elaine Richmond, a program of study, discussion, and recreating helped bind together the families who devote their time to ICA's work of human development. It is an example of how a network is not symbolized by the buildings it keeps but by the energy it shares.

from Don Hinkelman

INTERNATIONAL LIAISON ACTIVITIES REPORT - January 1992

1) Position open for training director, SE Asia/Pacific Salvation Army World Service Organization -

Through the InterAction network, a position was offered for someone to direct training programs for locations in Southeast Asia and the Pacific. I passed this information to the Philbrooks in Taiwan and discussed it with John Cock.

2) ICA Mexico participation in InterAction's Development Environment & Population program -

InterAction is conducting a special program as part of the UN Conference on Environment and Development (UNCED) in Brazil 1992. The program will bring together Northern and Southern NGO's to share what they have found to be effective approaches to the integration of environmental and population activities in development programs. I arranged for ICA Mexico to be a participant at the first regional seminar of the program which was held in Costa Rica 10 to 14 February. We would be one of the few agencies presenting a case study. funding for this was developed in New York.

3) National wildlife Federation and UNCED NGO Alternative Conference facilitation -

Barbara Bramble, Director International of the National Wildlife Federation, requested a meeting with someone from InterAction' Professional Organization Development Committee to discuss participatory methods. She is on the Organizing Committee for the NGO UNCED conference. UN conferences are essentially government to government programs and alternative concurrent conference are conducted for NGOs. The NGOs recently held a conference in Paris which was a disaster from a process and product point of view. She is very keen to devise participatory methods for at least part of the NGO conference in Brazil. We discussed various ways this might be done. She asked me to meet with the full committee meeting at the UN in February. I explained that we had staff in Brazil who might be able to assist with facilitator training. I will coordinate with Brazil and Brussels on this.

from Vaughn O'Halloran

INTERNATIONAL TRAINING PROGRAMME FOR DEVELOPMENT PRACTITIONERS

The third session of the ITP begins in April of this year. We have eight participants coming from Latin America, Africa, and the Middle East. There are six men and two women. Only three of them come from ICA offices.

Each year we are able to offer three or four full tuition and living expense scholarships to applicants from ICA offices. They, their supporting organizations, or both must meet travel and health insurance costs.

The application process for the 1993 session of the ITP will begin in March 1992. If you are interested in the 1993 session, please write to Jim Campbell in Brussels before the end of March in order to secure the application materials.

GIRA LATINA *continua*

Al reflexionar de mi viaje a la América Latina me doy cuenta la mucha ayuda que el poquito español que aprendi en la escuela. Al despedirme quiero agradecer a todos mis colegas que ahora son mis amigos y a todos aquellos quienes con sus multiples atenciones hicieron este viaje tan especial.

Por Ursula Winteler

ADDRESS CHANGES

ICA Mexico - Rod and Rose Worden
Apartado 43, 63732 Bucerias
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Rogelio Cova
Centro de Educacion Ambiental y
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Don and Manami Hinkelman
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Ruth and Ken Gilbert
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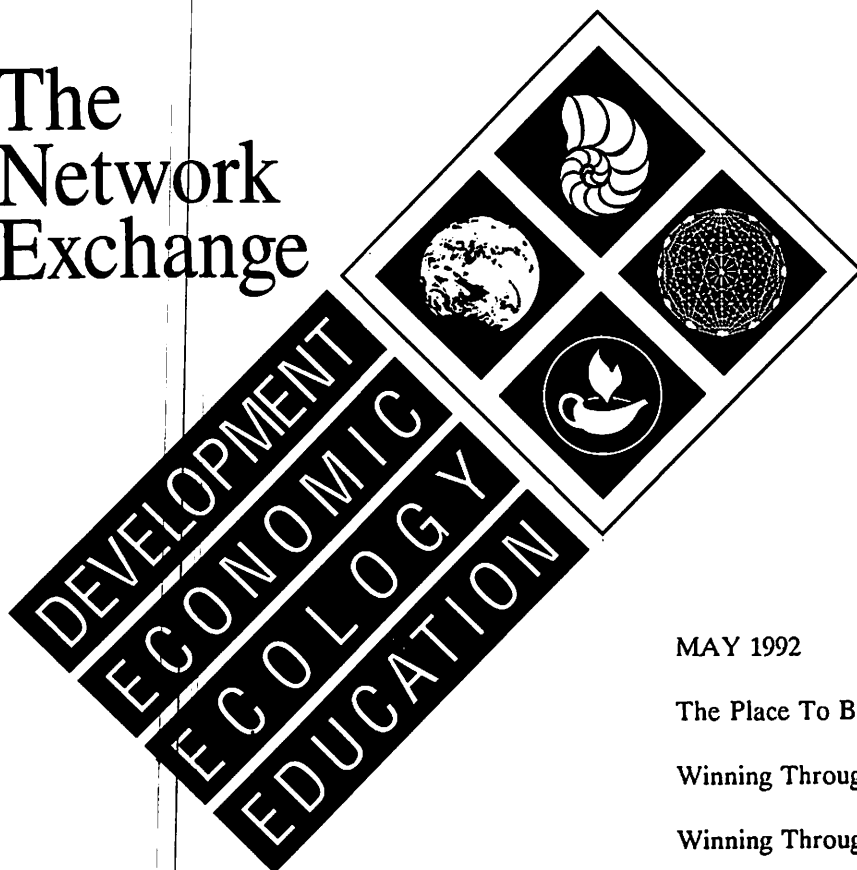
Teresa and Robert Lingafelter
522 La Verne #7
Redlands, CA 92373, USA

RETURN BOX 242
NEW HYDE PARK, NY
11042



ICA International
rue Amédée Lynen 8
B-1030 Brussels Belgium

The Network Exchange



MAY 1992

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THE PLACE TO BE

Historic Moment



Praha '92

1992 is Europe's year as twelve nations join together to form one community. At the same time the nations of Central and Eastern Europe are in a transition from a centralized economy to a competitive market environment. The Institute of Cultural Affairs International (ICAI) is recognizing the significance of these events as it holds its biennial conference this year at a facility of the Karlova University in Prague, Czechoslovakia, August 30 - September 6. This international conference follows ones held in Mexico in 1988 and Taiwan in 1990. Its overall focus will be on the great transition which Europe -- and especially Eastern Europe is presently making (Prague in the summer of '92 represents an historic moment). Prague has long been a city which has nurtured creative, insightful and generous spirits - Good King Wenceslas, Rabbi Low, Mozart, Kafka and Vaclav Havel to name a few. It is also one of the few European cities that escaped massive destruction during

World War II - preserved and honoured by both the Allies and the Axis armies.

Conference Focus

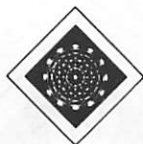
The conference will bring together global social innovators from the East, West and South. It features participatory symposia, workshops and presentations by some of the world's leading practical visionaries. This is neither a conference where papers are presented for dissemination nor a conference that focuses only on interchange. Instead this is a practitioners conference where over 30 workshops will be made available in eight arenas (see attached conference workshop descriptions)

Sample Conference Opportunities

***Private Sector Symposium**

One aspect of the conference is the private sector symposium presented by ICAI for managers of companies working in Czechoslovakia and Eastern Europe. We expect Chief Executive Officers and Senior Managers from Brazil, India, Taiwan, Nigeria, and North America as well as other countries to join Eastern and Western European managers in forming partner-

continued on page 2



THE PLACE TO BE *continued*

ships that can successfully meet the challenge of invigorating the private sector.

* Learning About Learning Think Tank

Innovators in the areas of education and training will gather in a think tank to interchange their learnings about learning. It's an opportunity to harvest understanding from our work globally with educational institutions, inside perspective, outside perspective, school level, institutional level, and classroom level. It's also an opportunity to expand this network across Central and Eastern Europe.

* Rio de Janeiro State of the Environment

Report and Workshop

The Earth Summit - also called the Rio Conference - will provide an unprecedented opportunity for ordinary citizens of the world to work together to find sustainable solutions to the enormous difficulties we face in achieving a secure and prosperous future. We will review the results of the earth summit, the global forum, the earth charter, and other new initiatives. The workshop will pull together a process for each participant to have a chance to support the summit's initiatives.

* Global Civil Society Workshop

As we move into the 21st century we are all being called upon to exercise leadership. NGO's have been called the Third or Value Driven Sector in Society. The values and approaches we have developed so far are one key to the future. Another key in "one world" is networking beyond national boundaries. In this workshop we will review our own capability as an institution to network and interlace between other broader networks like ICVA, Interaction etc. We will spend time discussing how this will be done in a time of all ICA's being indigenized. The benefits of belonging to ICAI will be defined and ways will be figured out to enhance them as we become significant players in the transformation of global civil society.

Advance Registration Information

Registration form available with official Praha Brochure

Conference Fee

-Registered before May 31 12,500 BF about US \$365*

-Registered after May 31 14,000 BF about US \$ 410*

*Price in US Dollars will vary with Exchange Rate

Payment Information

-Pay by credit card (American Express or Mastercard/Eurocard)

-or pay by Bank Transfer

-or pay by personal check (add 500 BF or approximately US \$ 15 to cover bank fees. Send cheque to Praha '92.

Food, Accommodations and Excursions are Extra

-Cost of food is approximately US \$10 per day

-Three star Hotel Krystal nearby, per person approximately US \$48 single, US \$ 66 double per night or four star Hotel International US \$58 single, US \$84 double or five star Hotel Atrium in center of Prague at US \$ 163 single, US \$ 182 double per night.

-Other housing accommodations available, Hostel at US \$8 per person or camping at US \$ 9 per person per night. Send your housing request directly to Agentura Carolina (address is on housing card)

-Public transportation in the city of Prague is very inexpensive (US \$ 3 for a five-day pass)

-Make your own travel arrangements; some side trip options during conference will be extra. Post conference side trip information will be available.

Official Registration Information Available in the United States from the following conference coordinators or local ICA offices

* East Dorcas Rose 518-273-6797

* Heartland Dorothy Hackman 402-466-5697

* West David Dunn 303-534-8742

IMPORTANT - Immediately following the Praha conference ICA I will hold its **General Assembly**, the second of its kind after the September 1989 event in Brussels. In response to a number of requests, The Executive Committee of ICA I, in its April 23-26 meeting, has recommended that the date be set to **September 7 - 9 1992** as opposed to the original suggestion of Sept. 8 - 10. Together with country designated Board Members and alternates **all wishing to attend are welcome**. Cost is **US \$ 85 (this is altogether different from Praha Conference fee)**. Send your checks (prior to 15th August 1992) payable to ICA International; Rue Amedee Lynen #8, 1030 Brussel, Belgium.





WINNING THROUGH PARTICIPATION's BOOK REVIEW

From the OD (Organizational Development) Practitioner, December 1991

Book review by Roger Harrison, head of Harrison Associates, Mountain View, California: *WINNING THROUGH PARTICIPATION*, by Laura Spencer.

"One of the reasons I believe it is important that this book be reviewed in a mainstream OD publication is that it has been written by someone from outside what we normally think of as our field. The ICA began as a grassroots community development effort, and moved relatively recently into working with business organizations. Most OD practitioners would probably never hear of the book if it were not reviewed in some such publication as yours. I do sincerely believe that would be a loss." - Roger Harrison

"How to" books on the practise of Organizational Development do not normally hold much interest for me, but from the outset I was compelled by the clarity and consummate practicality of *Winning Through Participation*. Here is a real step forward in the technology of structuring and facilitating the process of work groups in organizations.

The book belongs in the genre of Strauss and Doyle's book on the Interaction Method, but it goes beyond that or any subsequent technology of which I am aware. The ICA is a service organization with spiritual and community development roots which has developed its approach to organization development somewhat in isolation from the mainstream of OD. Out of ICA's vast international experience, Laura Spencer has distilled an approach which is simple and elegant, and at the same time permits the consultants to assist groups which are dealing with the most difficult business issues. At the outset, she demonstrates the method by taking the reader through a complex strategy planning session, showing how an ICA consultant used the approach to move the marketing arm of an oil company from discouragement, despair and ineffectiveness, to enthusiastic and confident commitment to a new strategy.

The book then moves to a detailed consideration of each element of the approach in turn. Each section is introduced by a case study illustrating how the approach is used, and what can be achieved. The rationale of the method is explained, and the steps are described. Each section closes with "Tips", a useful tour through the do's, don'ts and how-to's of the method.

The first method presented is the ToP (for Technology of Participation) Focused Conversation, to help people make sense of an experience, a situation, or an event in the life of the group or organization.

Net is the Top Workshop Method for making decisions, solving problems, or planning. These first two basic methods are the building blocks of the technology. They are combined and modified to address such diverse tasks as Strategic Planning, Action Planning, Team Building, Organizational Philosophy and Mission Development, Leadership Development, Consensus Building, and Organization Transformation. Lest this seem a bit grandiose, Ms. Spencer describes three of these applications in some detail in the last part of the book: Strategic Planning, Leadership Development, and the Philosophy and Mission Retreat.

After the ToP Workshop Method, the next section deals with Program Design Procedures for ToP event planning and with S.T.E.P.S. for orchestrating effective meetings. The author says that "mastering these skills equips the facilitator to custom design ToP events for almost any purpose." I did not find this claim difficult to accept, although such mastery may require more practice than is implied.

A solid benefit of this book for the OD practitioner is its use of "soft structure" (my term) to build trust and confidence in a client group. It is soft, in that each step gives clients control over the issues they address and the content of their discourse. At the same time, the ToP structures minimize client anxieties by providing clear direction as to what is to be done and in what order, and by asking only for "baby steps" in the direction of greater trust and openness. as described, the ToP Workshop method should give the facilitator more power to keep the discussion on track and to keep conflict under control than does the Interaction Method.

I found a further benefit in Laura Spencer's descriptions of how the approach can facilitate so many different business and organizational tasks, from workday meetings to top management strategic planning sessions. The versatility of the ICA designers is impressive, and bespeaks the decades of experience which have gone into the development of this work. It is more than a technology for managing the process of meetings - it is a way of doing business and living life in organizations that rests on and grows from bedrock values which

continued on page 4



ToP continued

animated our profession since the ground-breaking experiments in group participation of the 1950's.

In describing the Program Design Procedures, the author says that "ToP facilitators typically conduct a Design Conference with organization leaders responsible for the event." I took the Design Conference to be ICA's way of setting the client/consultant contract, and I was sorry that not much was said about it. Such meetings often determine success or failure in our work. Anything that would help us with the difficult task of building full involvement on the part of top managers would be well worth reading.

The orchestration of the team experience is described as a "journey toward consensus", followed by a "journey toward action". The first moves from individual concerns, to small team agreement, and then to consensus in the group as a whole. The treatment of the latter is a bit vague, but it is picked up again in the five S.T.E.P.S. for ToP events. These are *space, time, eventfulness, product, and style*. There is a lot of meat in this part of the book for both experienced and novice OD consultants, and it shows the wealth of experience which has been accumulated by the ICA facilitators in their work with both business and non-profit organizations. Each of the S.T.E.P.S. is well illustrated with convincing examples of how that aspect of event design can be crafted to achieve a desirable result.

The next section of the book takes the reader through the application of the basic ToP building blocks for strategic planning, leadership development, and organization mission and philosophy development.

The ToP approach to strategic planning appears to be very powerful. I found this method exciting because of the way it combines emotional, visionary elements with rational planning for implementation. As Spencer says, "Unlike some approaches that start by naming the problems facing the organization, ToP Strategic Planning assumes that a situation can only be interpreted in the light of a vision." The strategic planning process moves through five phases:

- .. Mapping out the "Practical Vision" (What will our organization look like in the future?)
- .. Analyzing the Underlying Contradictions (What stands in the way of our vision?)
- .. Setting the Strategic Directions (What arenas of activity will resolve the contradiction and release the practical vision to come into being?)
- .. Designing the Systematic Actions (What specific actions will implement the Strategic Directions?)

.. Drawing up the Implementation Timeline (What steps are required to implement the action? How will they get done? Where? By whom? By when?)

Thus, the method moves the group or organization from vision all the way through to planning for action, involving all members of the group at all phases of the operation.

To round out the description of ToP methods, a three day workshop for developing a philosophy and mission is described. Again, as with the approach to strategy formation, the strength of the approach is in its blending of "right brained" and "left brained" activities. It includes such activities as an "Environmental Analysis Workshop", a "Song, Story and Symbol Workshop", a "Purpose and Mission Statement Workshop", and an "Action Planning Workshop".

The final section considers and extols the benefits of the Technology of Participation (ToP), combining case examples with reasoned arguments. The combination is persuasive, though probably only to someone who wants to believe (as I do) that participative management may be the wave of the future.

I want to offer two caveats about *Winning Through Participation*. For the first, I found it unsatisfying that the examples Ms. Spencer used to illustrate the methods she describes are in every case successful, appropriate applications of the technology. They leave this reader wondering whether all the sessions turn out as well. We must suppose that they do not, but the author gives the reader guidelines for knowing whether a method will be appropriate for any given client. The implication is that the methods are good for any work group or situation, and I wished she had given me more information about where the methods don't work, or if there are any, those where the consultant must use all his or her skill to make the event successful.

I would make the same criticism of most books and articles about consulting. The writers often seem afraid that if they acknowledge any limitations to their methods, they will lose credibility. I suspect the reverse is true, that a sober consideration of the darker, more certain side of consulting and facilitating make the positive claims more believable. To Ms. Spencer's credit, she readily acknowledged in response to my correspondence that "she gave only positive examples and there have been some less than successful applications of the method and many in which the facilitators must use all their skill to bring about a successful outcome".

continued on page 5

UPDATED SCHEDULE OF PRAHA '92:

EXPLORING THE GREAT TRANSITION . . . OUR ONE WORLD

30 August through 6 September 1992

Faculty of Sports and Physical Education, Charles University
Prague, Czech and Slovak Federal Republic

- | | |
|---------------|--|
| 29-30 August | Women's Event scheduled before the start of the conference to facilitate networking and interchange amongst women participants. |
| 30 August | All day Registration. Evening opening celebration featuring a BBQ, traditional folk dancing, and other delights. |
| 31 August | In the morning, official opening of the Conference and keynote speeches from the ICA Global Advisory Board and an official from the CSFR Government. In the afternoon, participants can choose from different workshops to attend. |
| 1-2 September | The offerings of workshops continue with morning and afternoon sessions each day. In all 30 to 75 workshops will have been presented. |
| 3 September | A day in the Milieu of Praha. Participants will be able to choose from an offering of trips to become more familiar with Prague and her people, past and present. The trips vary from a bus trip to a XII Century library in a castle near Prague to a visit of a local environmental project in the city. |
| 4 September | Opening of the Self-Organising part of the conference and beginning of small group meetings. |
| 5 September | Small Group work continues. Closing Celebration that evening. |
| 6 September | Final Reports, Official Closing and Send Off from the conference. We will finish around 12 noon. |

Each Day throughout the event activities will be scheduled such as Meditation, Aerobics, Art tours, EarthDance, etc. We are still looking for volunteers who would like to lead some of these activities. Please contact PRAHA '92 if you are interested.

Conference Languages: The official languages of the conference are German, English, Czech, and Spanish. Simultaneous translation will be provided during the sessions when all participants are in one room (ie. Opening talks). Consecutive translation (in 1 or 2 languages) will be provided by students and volunteers during the workshops and small group work. We are still looking for volunteers willing to help with this. Please contact PRAHA '92. We especially need Czech or Slovak speakers.

Exhibition Space: There will be space for organisations to put up displays and information about their work during the conference. Contact PRAHA '92 for details.

ECONOMIC (OT, NEW SYSTEMS)

Economic systems

- The Role of Credit In Development
- Alternative Banking
- New, Emerging Economic Systems Beyond Capitalism and Communism

Organizational Transformation

- Systematic Management & the "Fifth Discipline"
- Forming Clients into a Movement with a Social Mission
- Learning Organisations
- Transformational processes

Challenges for an Organisation

- The Quality Touch
- Quality made by the People
- Challenges In Small Businesses and the Entrepreneur
- How to become an entrepreneur
- Financial Crisis as an Opportunity for Organisational Transformation
- Make people sensitive to the changes in their economic life

Specifics, e.g. Technologies

- Social Applications of Digital Delivery Services
- Appropriate Technology & Development
- Technology exchange for purposeful/satisfying mass employment
- New technologies with affect to communication/organized learnings of all skills

EMPOWERING LOCAL NGOs

"Civil Society"

- The new role for NGOs
- Civil Society
- Relationship between NGOs and other two Sectors

Sense and Goals of Development In General

- "How much is enough?"
- Development for what??? The Limits of Growth
- Relief vs Development - can they go together?
- Development towards peace--which should come first? Can they happen simultaneously?
- Human vs. Economic Development
- Influence of Industry on development process
- Human development - challenge or illusion?

NGOs (South)

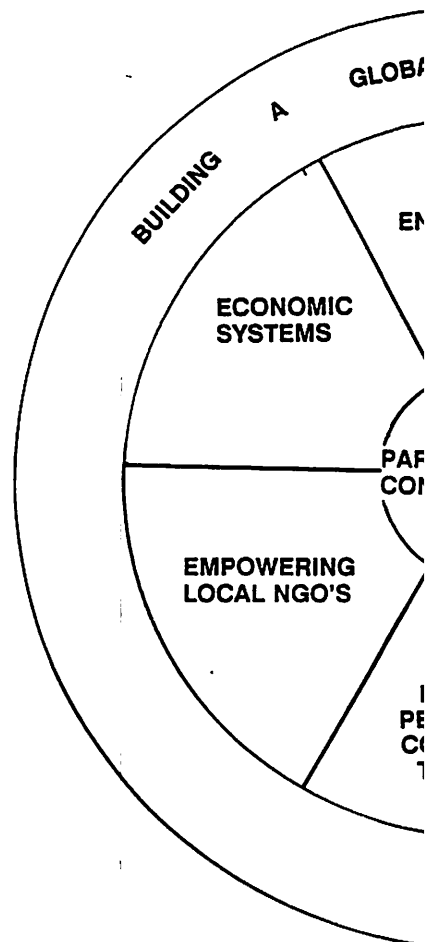
- NGO Institutional Development
- Perestroika & Glasnost In the ICA
- Training of NGO Management
- NGO Institutional Development
- NGOs In Africa
- Global/Local Analysis, looking for points of leverage
- Marketing Grassroots Programs
- Organizational growth
- Sustaining Client and Implementor Relationship
- "Case western study"
- Mackakos Game

Special questions of development

- Health & Nutrition
- Increased Vulnerability of Village Agriculture
- Global Food Security Issue
- Sustainable Systems i.e. Agriculture/Culture
- Some Approaches to the Challenge of Environmental Degradation

VISION

- Ethics & values for a planetary civilization
- Planetary society - a necessary paradigm shift
- Integrated brain ----> integrated world
- Depth Journey required for New Leadership
- Scenario of the year 2001
- Whole Systems Theory
- Holistic & ecological orientation in the modern world
- "Global Responsibility"--in search of a new world ethic"
- "The White Hole In Time"
- Different backgrounds/Common Words for Common Problems
- Do we speak the same language when we use the same words?



HOW DIFFERENT PEOPLE BUILD COMMUNITIES TOGETHER

Different parts of the world and their different views

- East/South/West dialogue
- Linkage of Environment/Lifestyle in the South with questions of Environment/Lifestyle in the North
- Learning from history - but what??
- Changes in Africa re. the 4 networks
- Development in Africa
- Impacting the Education system in India
- Role of the EC in ensuring social provision for everyone who lives within its borders (all Europe)
- Discrimination - rich western EC-countries vs. "poor eastern brothers"

"One Culture" towards change of consciousness, new perspective

- Universal Education as a means for world consciousness, citizenship & unity
- "Global Family" workshop

PARTNERSHIP & CONSULTATIONS

- Forming Effective Alliances
- Partnership
- Asia OT Proposal
- Brazil/Grow Follow-Up Suggestions
- CSFR Prisons(?)
- Possible Healthcare Partnership In CSFR

ENVIRONMENT (POLITICS, AWARENESS)

- Environmental Policy Development
- Ecology & Environment
- Environmental education
- Resource management
- Environmental Legislature on a worldwide
- Climate Change
- Training packets for the Canadian Ministry of the environment

SPIRIT, LIFESTYLE, AND HEALTH

Philosophy, Spiritual Movements

- Hero's Journey media presentation (+conversation afterwards)
- The Divine Goddess
- Deep Ecology
- Eastern & Western philosophy
- "Anti-New-Age"
- Creation Spirituality
- Implications of modern physics to life
- Theory of relatively and quantum physics

Men's/Women's Movement

- The Men's Movement
- Women's Movement

Healthcare Projects

- Mental Health Care In Japan
- Health Care (YS)
- New York State Mental Health System

PERSONAL DEVELOPMENT AND GROUP METHODS

Personal Growth and Education

- Methods of accelerated learning
- Women's education (legal illiteracy, different kinds of instruction in different countries)
- Neuro-Linguistic Programming
- Whole Brain Education
- Earth-wise Learning Community
- Super Learning

Wholistic Education

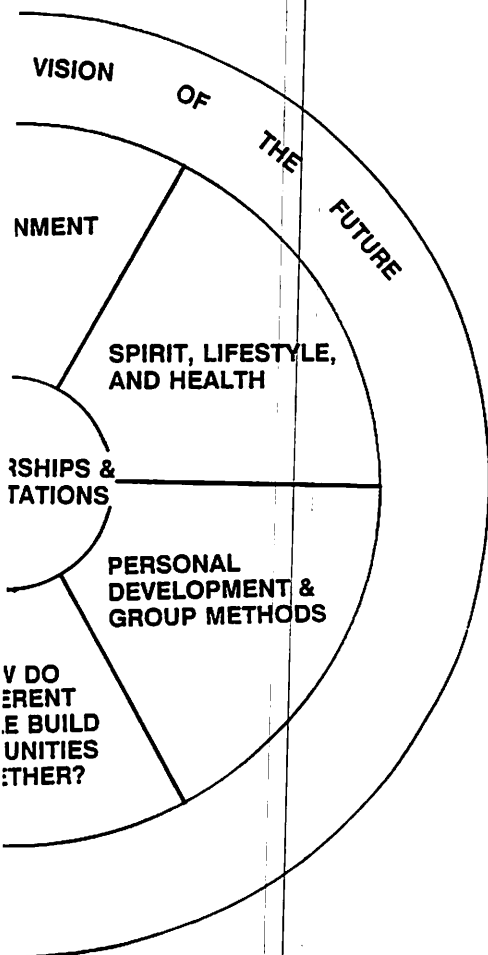
- Brain & Brain Transcendence
- Brain and Health
- Implications of the human capacities academy of India

Training Methods

- Participatory processes
- Training the great facilitator
- Participatory Principles session
- Power Vision Planning
- Art of Leadership
- Bringing Participatory Methods to Eastern Europe
- Developing positive participation
- Facilitator Training in the corporation
- Establishing Paradigmatic Teams

Personal Development

- Self-Esteem for Educators
- "Making it happen"/"Dynamic Questioning"/"Life Story"
- Spirit Exercises now & in the Future
- Archetypal Awareness /Developing personal potential
- Coping with change--how do get the info you need to move ahead?
- Social Filibrations--using whole systems theory to allow people to grasp changes in society



Different Cultures and Community

- Orchestrating cultural diversity
- Tensions between nationalities
- Migrations of nations
- The question about Nomadic populations
- Minorities esp. in Eastern Europe
- Minorities--how do different cultures live together in peace?
- Poor & Rich - a theme within each country?(vs just globally)

Uniqueness of different cultures

- Educational perspective of a multi-cultural environment
- Cultural Ecology, a strategy & program designing

Community "Insights"

- Positive Change Networking in the City
- Family & life development
- How do citizens self-organize?
- What is the meaning of political culture?
- Why is community important?
- Building Communities
- Emerging community patterns



Institute of Cultural Affairs

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Praha '92

SOME WORKSHOPS THAT WILL BE OFFERED DURING THE FIRST THREE DAYS OF THE CONFERENCE:

ROLE OF CREDIT IN DEVELOPMENT--Dr. Abiodun Macaulay Olagoke, Executive Director of NIRADO, Nigeria.

DEPTH JOURNEY REQUIRED FOR NEW LEADERSHIP--Bill Staples, Publisher of "EDGES" Magazine, Canada.

QUALITY MADE BY THE PEOPLE--Wiebe Fenstra, Management Consultant, The Netherlands.

MARKETING GRASSROOTS PROGRAMMES--Pam and Terry Bergdall, ICA Zambia.

ENVIRONMENTAL PROBLEMS IN EASTERN EUROPE--Milan Horacek, Heirich-Boll Foundation, CSFR.

SELF ESTEEM FOR EDUCATORS--Franco Voli, Consultant to the Madrid Chamber of Commerce, Spain.

FORMING CLIENTS WITH A SOCIAL MISSION--Bill Grow, ICA Brazil.

POSITIVE CHANGE NETWORKING IN THE CITY--John and Anita Gibson, ICA Heartland, USA.

INTEGRATED BRAIN . . . INTEGRATED WORLD--Saskia Bosman, Biologist (Odyssey Yantra), The Netherlands.

ETHICS AND VALUES FOR A PLANETARY CIVILIZATION--Lawrence Aurturo, BAHA'I International Community, USA.

BUILDING COMMUNITY--Ilona Vercseg, Centre for Community Development, Hungary.

INVIGORATING THE PRIVATE SECTOR--Gordon Harper, OT Network of the ICA, Asia.

EDGES IN NEW ECONOMIC SYSTEMS--Werner Resenberger, Association for a Natural Economic Order (INWO), Germany.

MAKING IT HAPPEN--Alan Atkinson, Editor of "In-Context" Magazine, USA.

CROSS-CULTURAL UNDERSTANDINGS--Linda Alton, ICA Belgium.

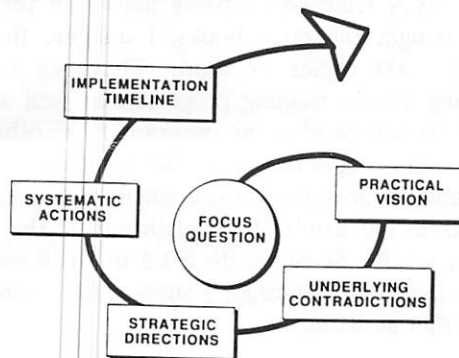
WE ARE STILL IN THE PROCESS OF CONFIRMING AND IDENTIFYING WORKSHOPS AND FACILITATORS. IF YOU HAVE A WORKSHOP WHICH YOU WOULD LIKE INCLUDED, PLEASE CONTACT US. SEE INSIDE FOR A LISTING OF THE TYPES OF WORKSHOPS BEING DEVELOPED.

See you in Prague in 1992 !



ToP continued

My second caveat is that I do not believe the methods described in *Winning Through Participation* are easy or simple to apply. It takes a lot of experience or hands-on training to turn several case studies and an outline of a method for working with groups into a successful practice. ICA offers training in the application of the methods in Ms. Spencer's book, and the methods are potentially beneficial and powerful enough to justify investment in such training. Those who choose just to jump in and "have a go" would be well advised to read carefully and give lots of advance thought and planning to the process. In response to my correspondence, Ms. Spencer said, "We agree that the applications of the methods described in the book, such as strategic planning, leadership development, philosophy and mission retreats, etc., should not be attempted without guided training, as we mentioned in the Epilogue. However, we do believe that the basic methods - the Focused Conversation Method and the ToP Workshop Method - can be learned from the book and applied in day-to-day problem solving or planning sessions."



I have another and more serious concern about the differences between the reality of living groups, and the apparent ease with which the ICA methods are successfully applied. Spencer, like many believers in participative methods, appears to me overly optimistic about the nature of people in groups and organizations. The underlying assumption appears to be that people respond willingly and constructively to well planned and structured opportunities to participate. In my experience, however, people in traditional organizations often respond to participation with fear, and will withhold cooperation until they are convinced of the credibility of their leadership. Organizations are places where people frequently use power to exploit one another, and where participative initiatives may be seen by employees as thinly veiled ways of management's getting more productivity for nothing.

Suspicion and mistrust are not limited to relationships between managers and managed. Relationships within top teams are frequently conflictual, competitive and political. In such climates, considerations of personal

advantage often outweigh cooperative impulses, and may make it extremely difficult to conduct successful mission development and strategic planning workshops. As a consultant, one must often be prepared to confront head-on the clash of conflicting interests. In fact, I believe that an essential element in developing a shared vision and the commitment to implement it is for participants to go through what I call the "crucible" where they are brought face-to-face with the consequences of continuing to pursue their separate individual interests, and where they develop interpersonal bonds as a fruit of the difficult struggle for consensus. As a consultant, I do not live in a world where the clash of selfish interests is overcome by elegant design and skilful facilitation. In the end, it must be overcome by the triumph of men's and women's hearts over their greed and egotism. It is in failing to address the darker side of participation that I feel Laura Spencer's book leads us down the sunny garden path. The reader is not well warned nor prepared to cope with the seamier side of organizational reality by mastering the material in *Winning Through Participation*.

Laura Spencer's response to this criticism is worth quoting. She writes, "While we do not deny that power plays, distrust, and personal motives are common in most organizations, we do not experience them surfacing in most programs that we conduct. In fact, many organizations have found ToP to be a highly reconciling process. We often talk about the 'magic' that occurs when a group comes together, often for the first time, and share their visions and concerns for the organization. People who thought they were on opposite sides of the fence often discover that they have more ideas in common than differences."

"One factor in creating this 'magic' is that most planning sessions begin with the group forging a consensus on their vision of the future. This common vision becomes the reference point for the rest of the session. It is over against this shared vision that obstacles, or contradictions, are recognized. While an individual may articulate a problem that is, in reality, based on his or her hidden agenda, the group typically refers back to the shared vision and accepts or rejects that individual's 'problem' in the light of the vision."

Having made my criticisms, I want to restate my great admiration for this book. It does very well what it sets out to do: it presents us with exciting and viable ways for facilitating participation in groups, and for designing participative events. This book will be a welcome addition to the tools of the trade for most consultants and trainers, both in business and in the not-for-profit worlds.



WINNING THROUGH PARTICIPATION SALES

As the public becomes more familiar with ICA methods through their description in Winning Through Participation the Network Exchange wrote to Laura Spencer for a more detailed information on the state of book sales and market penetration. Here is Laura's report.

The fourth printing of Winning Through Participation came out in February. As of the end of the third printing, 5,000 copies have been sold. Most of the sales have been to ICA Offices and associates, who use the book in marketing and in training programs. The publisher, Kendall/Hunt is primarily a college textbook publisher and conducted a marketing campaign to college professors in the business and community development fields. Unfortunately, there was not much response there. I think that unless they know what they're looking for, people don't just buy the book sight unseen. I do know of at least half a dozen people who have referenced the book in their Masters theses.



A few organizations are using the book extensively for internal training purposes. Those that I know of that have 20 or more copies circulating include PTT Netherlands, Monsanto in St. Louis, McDonald Douglas in California and North West Airlines in Minneapolis. The Minnesota Department of Management uses it extensively, thanks to the Sue Laxdal/Mirja Hanson/Doris Rettig connection. Unicef Burma bought 50 copies from ICA New Delhi.

There seems to be an increasing demand for training in ToP methods. Whether or not this is due to the book circulating and generating exposure for the ICA, it certainly means the book will continue to sell well. It does lend itself especially well to training programs.

Places and people that are regular and high volume buyers of the book include:

-ICA Seattle and ICA Phoenix. Both locations buy at least 20 copies per month.

-ICA Toronto. Tom Reemstma sells them through his bookstore and Jo Nelson uses them in her training programs. They order around 50 copies every few months.

-Sherwood and Eunice Shankland placed the first order for 100 copies in Oaxtepec even before the book was published. They continue to use a lot of them.

-Knowledge Systems, Inc, David Speicher's publishing and distribution company in Indianapolis sells them through their catalogue, Guidebook. They sell between 50-100 per year.

-ICA Chicago probably holds the record for having bought the most books. I imagine they have ordered 1,000 copies or more. They are used for marketing and in training programs, as well as being offered for sale at planning programs. The other night I was at a meeting of the local school council at my kids' school and the president of the council told me he'd seen the book in the hands of the chairman of the District school council. Since we do a lot of work with local school councils in Chicago, I suppose it is circulating around that network.

Also as a result of the Harvard Business Review article by Rosabeth Moss Kanter (see April Network Exchange) which reviews some of the applications of ToP, at least one contract, with a firm called Aetna Ins. Co., has already been won.

John Patterson in Hong Kong has published an edition for distribution in Asia, Africa and the Middle East. Wayne Ellsworth in Tokyo is working on getting a Japanese translation produced. Korea, Taiwan and Spain have indicated interest in a local translation and printing. Several places in Latin America have indicated an interest in a Spanish translation and some places have started on it (eg. Gerd Luders, Susan Vogeler etc.). Brazil too is working on a Portuguese translation. As a result of Roger Harrison's review in the OD Practitioner, I had a woman wanting to know if we do any work in French Africa. She works with the family planning program in Mali. If something develops there could be a move toward a French translation.

I'll keep my fingers crossed but will not hold my breath.
by Laura Spencer



WHO IS INTERESTED IN ICA's HUMAN DEVELOPMENT METHODS

We offer a sample taken from Network Exchange issues of 1991 - 1992.

N.G.O. Officers and Development Practitioners from Africa, Asia and Latin America (ITP - ICA Belgium)

Young European Volunteers (Foundation Course - ICA Portugal)

Village Mothers (Pre-School Experiment - ICA Guatemala)

National Congress (L.E.N.S. - ICA Guatemala)

O.D. Consultants and Theorists (Reviews by Elizabeth Moss Kanter, Roger Harrison)

PhD candidates (Simon Combe - ICA India evaluation)

Swedish International Aid Organization (Zambia Agricultural aid projects)

3M Taiwan (Management Communication Seminar - ICA Taiwan)

UNCED Steering Committee (ICA Brazil)

Concerned Citizens (ICA West's 400 + members)

Rotary International (3 H project in Portugal)

German International Aid Agency, GTZ (GTZ Conference on Social Security facilitated by ICAI consultants)

N.G.O. Funding Officers (ICA I Funding Practicum)

Resource Management Personnel in 4 Australian States (WTP promotion tour of Australia)

Nippon Postal Office Ministry, the Japanese Foreign Ministry, the Japanese Agricultural Ministry (Development Grants channelled through ICA Japan)

Chicago's Public Schools (ICA Chicago)

Hong Kong General Chamber of Commerce (Leadership for Young Managers Program - ICA Hong Kong)

Taiwanese Environmentalist (The Environmental Roundtable - ICA Taiwan)

Tribal Villagers in India (Malegaon Project - ICA India)

Mexican Villagers and Environmentalists (Tepeca Sustainable Development Project - ICA Mexico)

16 North American Indian Tribes - (Native American Project - ICA West)

Case Western Researchers (Social Innovations in Global Management Research program's review of ICA as a "Global Social Change Organization")

Street Children of Lima (ICA Peru program)

Tibet refugees (Tibet Economic Development Project - ICA New York)

Egyptian Micro-entrepreneurs - (The Bayad Small Loan program - ICA Egypt)

Esso Brazil (Quality Control Program - ICA Brazil)

University of Western Sydney Staff ("Managing the Journey" consultancy - ICA Australia)

Managers from Singapore, Malaysia and Thailand ("Managing the 90's" seminar - LENS International)

Concerned Global Citizens (The Space Between Program - ICA Peru)

Japanese Local Governments and Communities (Urban Planning L.E.N.S. - ICA Japan)

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A NEW ICA BOOK

METHODS FOR ACTIVE PARTICIPATION:
Experiences in Rural Development from East and
Central Africa by Terry D. Bergdall, Oxford University
Press, Nairobi, 200 pp. Ksh 450 (US \$ 18)

This book is the result of a six year collaboration with the Swedish Cooperative Centre (SCC) to adapt ICA methods for promoting grass-roots participation in co-ops and other rural development projects. It begins with a review of the current debate among academics and practitioners concerning rural participation and then compares ICA methods to several other popular approaches like "Rapid Rural Appraisal" and the "People's Participation Programme."

The bulk of the book documents five extensive adaptations of ICA methods in the "Cooperative Members' Participation Programme" (CMPP) in Kenya, Tanzania, and Zambia; the "Babati District Land Management Programme (LAMP) in Tanzania; and the "Integrated Rural Development Projects" (IRDP) in the Eastern Province of Zambia. These experiences highlight many subtle issues involved in designing a participation programme and illustrate the implications that accompany strategic decisions.

A strategy of "grass-roots mobilisation", for example, whereby local people plan self-help projects and organise themselves in fresh configurations to carry them out, is far different from a strategy of "institutional strengthening" that attempts to improve the efficiency and effectiveness of existing organisations (e.g. registered co-ops). The former strategy has often earned the ICA a reputation for creating "parallel structures" that potentially challenge existing authorities. CMPPP in

Kenya was suspended by the government for such reasons and was eventually redesigned to follow the latter strategy of "institutional strengthening." Though both these strategies are legitimate, they are not the same. Popular rhetoric, however, often fails to make the distinction in spite of the immense implications involved.

A major chapter in the book is devoted to the problems of monitoring and evaluating participation promotion activities. It reviews one carefully planned evaluation exercise on the social and economic impact of CMPP which then proved to be largely unsuccessful due to its bias for "quantitative" methods. This led to a subsequent two year evaluation using a more "qualitative" approach. Detailed case studies of CMPP impact in two Tanzanian villages are included in this chapter.

Another chapter examines the training of extension officers from government and parastatal organisations for animation work in the field. It describes ways to guide such raining through the different stages of a facilitator's journey: 1) orientation to the practice of participation and the underlying theory and principles, 2) on-the-job-training in facilitating planning workshops, and 3) advanced training for effectively sustaining self-reliant initiatives in rural villages.

Part Two of the book, a "Facilitators Handbook", combines insights from Winning Through Participation with practical lessons gleaned from CMPP experimentation into a simple, straight forward presentation of ICA planning methods for use in rural Africa. The "Handbook" was essentially written to serve as a basic tool for training animators. It has also been published under a separate cover by the Cooperative College in Lusaka.

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The Network Exchange

DEVELOPMENT
ECONOMIC
ECOLOGICAL
EDUCATION



AUGUST 1992

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SPECIAL ISSUE: From the Secretary General

One of the products of the Whole Systems Transition that has acted for some time within the ICA has been the creation of ICA International. At this stage, the particular features and implications that define ICAI and differentiate it from previous experiments at global coordination are becoming more and more apparent. The ICAI Secretary General's Programme Report, to which this issue of the Network Exchange is dedicated, looks at the challenges and decisions that the ICA (in its totality) has taken in formulating ICAI as it exists today. In a period of ever increasing autonomy and accelerated change there is still much room for innovation and fine tuning. This document to be presented at the General Assembly in Prague includes important understandings as well as questions of procedure, structure, policy, and accountability that are determining and will determine the future of ICA as a globally linked body. We are very pleased to publish it as we approach the global dialogue of Prague '92.

The Editors

From the Secretary General:

Dear Colleagues,

Following you will find the report of what has transpired with ICAI over the last three years.

The most common question that has been asked of the secretariat is "What do you do that justifies us paying our dues (especially since we are broke ourselves)?" Hopefully, this report will answer that question.

This question is only one side of the issue of accountability. With the structures now being put in place the second question can now appropriately be asked: "What have you done that justifies the use of the name ICA?"

I think the process of asking this second question has begun. This, for me, is the biggest accomplishment of the last four years.

I would like to applaud as well as thank the executive committee - Ursula Winteler, Tony Beltran, Ray Caruso, Mary Coggeshall, John Walmsley and Anne Yallop - for the tremendous amount of effort and time they have put into making the work of the ICAI possible.

Richard H. T. Alton.
Brussels, June 1992



INTRODUCTION

Although the ICA was conceived some twenty years ago, the programmatic and institutional form of the Institute of Cultural Affairs International (ICAI) was given form through the activities associated with the four-year International Exposition of Rural Development (IERD) programme, focused around the 1984 New Delhi Central Event Conference.

The IERD programme catalysed ICAI to form a Board, to appoint Global Advisors and have its accounts externally audited (in order to receive grants).

After the Delhi event a team spent two years producing the first two IERD books. In 1986, this team was dissolved and a new team was assigned to continue working with ICAI to finish Volume III of the IERD series, to work on international funding for ICAs, and to continue support for ICAI work with international organizations that had been started through the IERD.

This team of seven was given an initial grant and asked to become self-supporting through charging 10% of grants raised for local ICAs, charging fees for consultative work such as conferences with the Royal Tropical Institute, and promoting discussions between NGOs, Southern governments and donors for the German aid agency GTZ. All of this work was done in the name of ICAI.

At the 1988 Mexico Conference a new mandate and legal form was given to ICAI to render the ICA's global presence more effective. In 1989 a general assembly was held which gave physical expression to ICAI with the election of a Board. In 1990 the Executive Committee met for the first time, the first Secretary General was appointed, and the first Board meeting was held in Taiwan.

The three years since the first general assembly witnessed the appearance of the institutional form and the dues system to provide support for ICA's work around the globe. The next phase of development for the ICAI requires the honing of the system so that it functions with increased effectiveness and stability for future global effort.

The report of the activities of ICAI are split into two parts, dues- and non-dues-supported programmes. In the dues-supported activities, the report will follow the ICAI budget which was split into two sections, that having to do with the board implementaries and that having to do with members liaison services. After each section, will be noted the budget amount per year included in the total budget of \$54,708.

BOARD IMPLEMENTATION

(Total budget) \$45,784

LEGAL FRAMEWORK

\$12,000

General Assembly In September 1989, fifty-nine people gathered for six days to lay the groundwork for the ICAI. Seven functions were articulated, a board elected as well as an executive committee comprising six officers from the board. The executive committee agreed to meet every six months to give guidance to the operations of the ICAI as well as hiring a secretary-general in conjunction with setting up a secretariat in Brussels.

Executive Committee (Travel: \$10,000) For three days in April and September the six people of the executive meet to decide future activities as well as giving guidance to the secretariat. During the year each member takes on responsibilities to follow up after decisions taken by the Executive Committee. Most of this budget is contributed to ICAI by the Executive Committee.

The following is a set of notes of the four executive committee meetings:

Meeting 27-30 January 1990

Reaffirmed membership policy: "Statutory Members are national ICA organizations, Sustaining Members are supporting individuals who as part of membership responsibility contribute at least US\$100 annually toward ICAI support, and Supporting Organizations are those who contribute at least US\$500 annually."

Established the secretariat structure to carry out the functions decided by the General Assembly. Approved the 1990 budget to support the work of the secretariat.

Proposed statutory changes, to be decided by the next General Assembly, relating to the terms of office of Board Members and the frequency of Board Meetings, as well as General Assembly meetings. These changes aim to provide for a Working Board while fitting board meetings into the schedule of global gatherings determined by the General Assembly.

Called the attention of Board Members to the fact that the ICAI budget carried no provision for travel to board meetings. This burden reverts to the national member organizations and to individual board members.

Assigned each committee member an area of overview of ICAI activities.

Authorized Evelyn Philbrook to represent ICAI at the World Conference on Education for All sponsored by the UN, in Thailand March 1990.

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Meeting November 1990 immediately prior to full board meeting.

Confirmed agenda and arrangements for first full meeting of the Board of Directors of ICAI.

Meeting 12-14 April 1991

Reviewed contacts made by secretariat and committee members with member organizations and heard reports of the activities.

Explored the question of standards by which members may evaluate their own organisations and begin to enhance their strength. Emphasized the value of a common set of such standards for use throughout ICAI.

Approved the operating budget for the year 1991.

Estimated the expenses of a reinforced structure of ICAI more fully to pursue the mandates of the General Assembly. Examined possible sources for financing such a structure in view of the limited resources of member organizations.

Meeting 27-29 September 1991

Reviewed draft of revised statutes to submit to members for consideration and comment in advance of 1992 General Assembly.

Approved the ICAI operating budget for the year 1992. Undertook the task of reminding organizations and individuals of the advantages of membership, and of the urgency to support the ICAI through annual subscription.

Decided date for 1992 General Assembly immediately following the global gathering in Prague. Revised the essential elements of the agenda. Worked on Board and Executive Committee election process:

"A Board and Alternate Member will be elected by each statutory ICA. During the General Assembly (every second year) the Board will elect two new Executive Committee Members for four-year terms, ensuring both rotation and continuity."

Met with the European Coordinating Committee for the Prague event to hear its report of the current status and future plans.

Gratefully accepted the decisions of Dr. Joep van Arendonk, Deputy Director of the UNFPA, and of Jean-Pierre de Bandt, prominent Belgian lawyer, to serve as Global Advisors of ICAI.

Meeting 24-26 April 1992

Reviewed the current activities of the Secretariat. Studied the scope of planned activities at the coming Prague Conference and committed assistance in the field of fundraising and promotion.

Decided to advance the schedule of the General Assembly by one day, to commence 7 September 1992. Made a second review of the General Assembly budget, confirming the registration fee.

Accepted with pleasure the decision of Andreas Christian Nacht, President of the Mills Group of companies in Brazil, to serve as a Global Advisor.

Approved the establishment of an ICAI International Consultancy Group of qualified individuals proficient in ICA methods - the talents of this group to be offered to other international organizations including UN agencies, in the form of advisory services.

Proposed to recommend to the General Assembly a change in status for colleagues in Chile, Jamaica and Malaysia, from statutory to associate membership of ICA. These locations no longer retain permanent staff, or have office structures, and do not provide permanent communication centres for access to or from other ICA offices.

Acknowledged the UN accreditation of the ICAI President as an Observer at the UN Conference on Environment and Development in June 1992 in Rio de Janeiro.

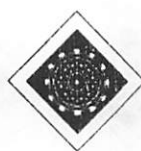
Board Meeting

In November 1990 during the Taiwan conference a two-day board meeting was held in which fifteen board members or alternates were present out of 20 members. The board reviewed the activities of ICAI and broke into working groups on: Global Advisory Board, ICA Brochure and board membership, statutes, budget, funding proposal, and global meeting/general assembly/board meeting dates.

Highlights of proposed changes in Statutes

- * Install current address of ICAI
- * Extend the name of the organization by adding the word INTERNATIONAL
- * Update the statement of aims to reflect the current mission of ICAI in support of its members and their activities in the field
- * Specify that the class of statutory members is limited to national ICA organizations
- * Assign a frequency of four years to General Assembly meetings

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- * Establish that decisions of the General Assembly are determined by the vote of a simple majority of statutory members, rather than by unanimous vote, unless otherwise specifically stated elsewhere in these statutes
- * Increase the upper limit of the number of members of the Board of Directors to accommodate one from each statutory member organization
- * Provide for three vice-presidents in the specification of officers of the Board. Extend the term of office of all officers to four years
- * Direct annual reports of the Treasurer to the Board of Directors rather than the General Assembly

Global Advisory Board (GAB) The GAB has been reviewed and has been expanded to include the following people:

M. Jean-Pierre de Bandt, Prominent Belgian lawyer. He fills a critical role in our Belgian frame.

Dr. Joep van Arendonk ("The People of the Question" fame), Deputy Executive Director of UNFPA (UN Fund for Population Activities). He provides us with clout in the UN system as well as being a European.

Mr. Andreas Christian Nacht, Director of the Mills group of companies, Rio de Janeiro. He has been involved with the ICA since the early 80s and has used ICA methods extensively in his companies.

President (Travel: \$2,000) The President of the ICA has a travel budget to support her visiting of ICAs. There have been visits to ICAs in Spain, Portugal, England, Belgium, New York, Chicago, Phoenix, India, Mexico, Guatemala, Brazil, Hong Kong, and Taiwan.

SECRETARIAT SERVICES (\$22,744)

In May of 1990 Betty Pesek accepted the position of secretary-general of the ICAI from the executive committee. During the same time Dick Alton was hired to coordinate international relations along with Vaughn O'Halloran in New York. Dick Seacord was accepted as a volunteer finance manager as well as assisting in the network exchange. Betty received \$14,400, Dick Alton \$4,800 and Beverly Gazarian \$3,544 (for Network Exchange word processing).

In May of 1991, Betty resigned her position, Dick Alton accepted her position and Tony Beltran (ICA Venezuela) agreed to join the secretariat as communications officer. Tony's job is to be the editor of the Network Exchange, publish the Yearly Location

Directory, be ICAI representative to the Prague Conference as well as covering general correspondence to the ICAI. Tony has also been asked to help build up the ICAI's relationships with Latin-American ICAs. Tony took Betty's salary of \$14,400 and Dick Alton stayed at \$4,800

It was hoped that Tony could begin finding other sources of income through the 10% on fundraising and in consultation work so that he might become self-supporting so that new people could be hired.

OPERATIONAL EXPENSES (\$11,040)

Rent, communications, mailing, supplies, computers, cars, faxes and xeroxing.

MEMBERS' LIAISON SERVICE (\$8,924) PUBLICATIONS

Network Exchange (\$3,854)

The Network Exchange has entered its 4th year as a regular monthly publication of the activities and strategic directions of the 4 networks of the ICA: Education, Economic, Development and Ecology. Currently it employs 3 reporters around the globe (Don Hinkelman in Japan, Hiranman Gavai in India and John Burbidge in Seattle USA), plus the editorial and production team in Brussels - Tony Beltran, Dick Seacord and Beverly Gazarian. Funding for the Network Exchange comes from ICAI membership dues. Distribution includes official ICAI locations plus a list of some 150 subscribers which includes many long-time colleagues and ICA supporters.

The policy of the Network Exchange is to highlight what member ICA organizations are doing in terms of mission, societal impact, programme development, methods promotion, consultancies, policy directions, organizational structure and organizational development.

The Network Exchange has been instrumental in communicating programme and funding opportunities to its subscribers, and has acted as a medium for the promotion of common ICA interests such as the book "Winning through Participation", and the Praha '92 conference.

International Programme Report \$2,500 (self-financed) During the General Assembly, ICA New York (Dorcas Rose) took responsibility for coordinating the writing of a Global Programme Report, and with help from Ray Caruso in its printing, accomplished this in mid-1990.

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Praha '92

Alan AtKisson is the former Executive Editor of *IN CONTEXT* magazine and a Coordinator for the Sustainable Seattle civic forum. In Prague Alan will be one of two keynote speakers together with Goren Hyden - ICA Global Adviser and Director of the World Hunger Program, Brown University. Alan will address the audience at the opening of the conference, Goren Hyden will speak at the start of the second half of the event. In order to provide Network Exchange readers with the scope and breadth of Alan's thinking we offer the transcript of a talk he gave at the ICA Pacific Northwest Members' Gathering at the Songaia community near Seattle, June 6, 1992.

Before proceeding (on the subject of Social Innovations), I'd like to draw your attention to a couple of books I've been living with lately. One of them is *Social Marketing* by Philip Kotler and Eduardo L. Roberto, Free Press 1989. It is subtitled "Strategies for Changing Public Behavior." It's the most complete text I've ever seen about how you market a new idea to a population. It covers everything from large programs like AIDS education and Headstart to smaller group activities. It's a very useful book for someone who's serious about how to think strategically in promoting social innovations.

My other key source is in French, *Innovations et Change Cultural* by Michel Bassand and others in Geneva, Switzerland, where a tremendous amount of work is being done in innovation and cultural change process. It documents several case histories about cultural aspects of social change, including such things as new dance groups that are boundary stretching and new ecology projects.

I'll share with you my translation of what they call "the four pillars of an environment that fosters social innovation." They all go under the general heading of "cultural democracy."

This mind-expanding term immediately makes one realize that many of our cultural forms are not democratic, in that there is no participatory process to change them. For example, a symphony. Do we vote about what symphonies do? No. Their point is that to foster innovation, you have to foster an environment where space is made for new things and for participation in the process.

* **Indigenous Local Development.** I refer to this as a "culture of place." Having roots in where you are, before you can innovate.

* **You have to have a Culture of Communication.** They talk about vertical, horizontal and circular communication. It really includes every kind of communication you can imagine, from broadcast media to a culture where conversation is encouraged. Communication happens when somebody tells you something and you realize: "That's an interesting idea. It doesn't fit my context at all but it makes me think of such." All new ideas seem to start with that kind of off-beat process. They show that in cultures where there is more rigidity, there is less innovation and less communication.

* **Permanent Education.** My colleague Dee Dickinson would call that "life-long learning". I would call it a culture that values discovery, the new.

See you in Prague in 1992 !

* A culture needs to be **Prospective**. There's no exact translation into English for this word. Close approximations might be "proactive, creative, looking for the future, having hope, believing a better world is possible." There are a lot of cultures that are fatalistic and don't believe that a better world is possible.

To quote from their book:

"The future is the home of what remains to be done. The home of a multiplicity of possibilities for which we are responsible. It is the home of freedom. Between the closed past and the open future, the present is the time of decision -- the time of humanity."

*

Now, I'm going to run through my recently devised list of ten key ways to support social innovation, based on these four pillars, in an attempt to explain how to help people like me and people half my age to become social innovators.

1. Introduce the Idea of Social Innovation. Introduce the possibility that new social forms can be created, that this is an acceptable thing. You might think that this is rather obvious but that's not the case.

I heard a wonderful story from my wife who is a massage therapist. She was telling a client about one of our friends, a woman who led bike tours through China. The client said: "I would like to have done that. I've had such a boring life. I'm just not creative enough." My wife said: "What do you mean?" The woman replied: "It's not that I would have been afraid to lead bike tours through China. I just never would have thought of it."

The idea that creativity -- going off the beaten path and doing something new -- is possible, is itself a new idea to many people's way of thinking. To an ICA audience, it's like the water you swim in, because you're that kind of fish. But to most people, innovation really is a novel thing.

2. Model Innovation. This is especially needed if you're working with kids. You have to show that you are someone who is willing to adopt an innovation. If they hear you saying "Do something creative" but they see you eating the same breakfast every morning for 20 years, and not really interested in the music they are listening to, they might get the idea that this is another instance of "do as I say and not as I do".

I'm going to toss in a little inspirational quote here from Gandhi, in terms of how to overcome the fear of adopting innovations:

"I believe it to be perfectly possible for an individual to adopt the way of life for the future, without waiting for others to do so. If an individual can observe a certain rule of conduct, cannot a group of individuals do the same? Cannot whole groups of people? Whole nations? No-one need wait for anyone else to adopt for a humane and enlightened course of action."

3. Model the Adoption of the Behavior. This and the previous point are two separate and different behaviors. One is to try something new yourself, which you just thought of. The other is to be willing to try something which someone else suggested as a new idea.



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Praha '92

4. **Embrace Pluralism.** By this, I don't simply mean "tolerating diversity" or simply embracing the concept of the post-modern self, like the person who tries on Hinduism like a sports jacket for a couple of years. I'm talking about being willing to accept the fact that one's own limited world view is one's own limited world view, that there are billions of other limited worldviews, and that they're most often not going to be in sync. That's the way of the world and that's good, rather than thinking that we always have to come together in oneness. It's getting beyond being "politically correct."

5. **Abandon Your Vision Once in a While.** If you're going to innovate or foster innovation, you have to be willing to let go of your sense of how the world needs to be. You need to be willing to step outside of that once in a while and say: "I've got this star I've been following and it's a beautiful star, I think it's the way the world ought to be. But what does the world look like if I look at it differently."

That's when you start reading the underground press and discover what the kids are reading and realize that the world you had in mind is probably not the same world they're busily constructing right now. It doesn't mean you let go of your vision. It means you are willing to set it aside. It's part of realizing there are other visions out there that are equally valid and maybe even ascendant at this time in history.

6. **Embrace Error.** This is a hard one for many of us because we are taught from day one in our schooling that any error is a blow to our self-esteem. I learned recently from a scientist friend of mine that in science, truth is not correctness. Truth lies in the possibility for error. This is the case in philosophy and mathematics also. Otherwise, you're in tautology -- there's no truth because it's a self referencing system. Error is possible when a system is open, when there is space to move.

In terms of inspiring young innovators, this means constantly reinforcing that it's OK. to make mistakes and even reward mistakes by saying "Wow, look what you've just discovered!" There's a current pop song about a woman who is an artist. She has a jar of paint on the cabinet and her husband accidentally knocks it off and spatters it all over her canvas. He says: "Oh my God, I'm so sorry" and rushes to clean it up. But she says: "No, it's perfect." *Leave It Like It Is* is the name of the song. It's that kind of wonderful embracing of error we need to begin to teach and model and foster. And that's 180 degrees from where our culture pushes us.

7. **Tell The Story.** I mean this on a couple of different levels. One is to tell the story of past innovators. If you are going to be an elder, be the one who tells the story of how we arrived at the idea of giving women the vote or emancipating slaves. These were social innovations in their day. These ideas went through very lengthy diffusion processes against reaction and resistance. They were pursued by brave souls who were trying to promote them to people in ways they might grasp and accept them. Inspiring people by telling the story of those who have modeled new progressive behavior is important.

See you in Prague in 1992 !

But on a more subtle level, it is telling the story of where we're going as a culture. If you're not innovating out of a context, you're just spinning cotton candy. This is part of the difficult dialectic between having the vision, telling the vision, mapping the vision and being able to step outside of it once in a while.

8. Visit the Margins. Take a young innovator to the margins. This is what creates a "polyvalent" person, as Bassand et al. call it in their book. Someone capable of communicating with a wide variety of people and collaborating in an increased number of contexts. One of the things we need to be constantly doing is awakening ourselves from the mechanistic concept we've been raised with, that humans and human society are like machines. Most of our imagery for how human society works is largely mechanistic. We need to begin to think in biological terms.

Innovation happens at the margins. The ICA is a margin. It's a creative edge. Either by reading or other media or in person, take people to the boundaries of mainstream acceptable experience and show them it's not an abyss. Programs such as the Rite of Passage Journeys are important examples of this.

9. Make Space. Be willing to step aside and let innovation happen. Part of what inspiring the next generation of social innovators involves is simply acknowledging that they're doing it already. Largely, what needs to happen is to create "cultural space" for their innovations to have ascendancy. A lot of us are locked into situations where, because of the work we are doing and the organizations we have been in for a long time, we have a lot invested in those organizations. It's very difficult, and often financially impossible, for us to consider stepping down. More subtly, it's harder to make psychological space for somebody younger than ourselves to show some leadership or to suggest an idea. We're quick to say it doesn't work or give lots of other reasons.

Without creating situations that are unsafe or relinquishing one's role as somebody who has wisdom, there's another tricky balancing act to allow the process to happen as it would naturally happen, getting out of the way of the innovation stream.

10. Inspire the Next Generation of Social Innovators. Just that - inspire them, using whatever skills you have. Turn your attention to doing what we're talking about, and make it a goal. Breathe energy into them as much as you can, through personal testimonial, encouragement, and providing opportunities.

As the poet Earl Pike said:

"I'm going to start shaking my fist at timidity,
rail and thrash against caution.
I'm going to jump into my brave skin
and stalk out into the world
I'm going to wear my heart out front
and leap onto the planet's curve,
And damn, I'm going to love it."

A PROBLEM IN THE KITCHEN

Just before going to press on this issue of the Network Exchange we received this letter from Voice Vingo informing us of the drought in Zambia and Southern Africa. In his letter Vingo, a first hand witness of the withering effects of the drought on farm crops, is alarmed by the possibility of widespread famine. An attached newspaper article from the TIMES OF ZAMBIA indicates that the situation is being monitored by the FAO, the Netherlands, Unicef and Zambia's Central Statistics Office (CSO). The CSO has appealed to the government to work out a programme to enable drought-stricken families to retain their livestock.

13th July, 1992

The Southern African drought is more than just human suffering. It has political and economic implications. For Zambia, it is the worst drought in 79 years, say the experts. Two months into the farming season Zambia had predicted a bumper harvest but before it was too long everyone was talking of drought and this time a severe one. The National Statistics office and Agriculture experts reported that 2/3 of the maize crop, the main staple food, had been destroyed by continued intense heat. The October-November rains had made people think that the 1990 minor drought was coming to an end. Everyone was kind of relaxed. But the traditional big rains of January and February didn't arrive. The months of January and February literally went without rain. The disaster could be seen in the dried out fields and hungry and desperate looking farmers. The Zambian Democracy of change with its people is now challenged. Although the government is reporting that farmers food stocks are running out this month. The ICA staff know that this started happening far back in January. The rural people have been on the brink since January and have now reached a point where outside aid would be more than necessary. Southern African democracies, including that of Zambia, are coming to grips with this situation as they have to work out the process of democratisation and at the same time respond to effects of drought. People ask of why early warning systems could not pick up the emerging crisis sooner. Experts say such systems exist in the Sahel and are not yet in place in Southern Africa. Other people think that the drought might undermine and destroy the democracies. Experts on Refugee issues and those who worked in refugee situations in Ethiopia say the situation will soon be as serious as the Ethiopian situation. An OFDA debriefing indicated US \$ 1.1 billion needed to combat drought if we were to subtract South Africa which is able to pay for its own imports and what the governments of Southern Africa will be able to throw in. Countries like Zimbabwe which have been major supplies of food have also been hit by drought right in the kitchen.

The Zimbabwean government is expected to import one million tonnes of grain to meet the national shortfall and is devising measures to respond to more vulnerable groups. The Zambian government is calling for help from non-governmental organisations and is also working out similar measures like Zimbabwe. Everyday meetings are held to discuss hunger related issues in Zambia. Meanwhile malnutrition is rising by un-imaginable levels. The prices of food have gone very high and are becoming unaffordable. High cases of malnutrition will mean cases of disease like pellagra and Kwashiorker.

Water supplies by the ministry of Water Affairs have been cut by 25 to 50% so we can make it to the end of the year. The water levels of major rivers

have been reduced considerably while 3/4 of the water points have dried up. Oxen die from both water shortage and disease.

So What? Well, the ICAZ and other non-governmental organisations are keen to seeing this democracy ascend the problems of drought. For example a bit of help from colleagues of the first world countries can make a big difference to the situation in Zambia. For instance if you know an organisation that is concerned about food why not contact ICAZ? See, we know how to put together food and aid and development. We can send you a proposal and you submit for us or which ever way. You see you (we) cannot just continue your work like that when other people are dying and you know you can help! Remember, together we can build and whatever looks like a local problem is these days a major global issue. Please write me and give me your ideas and intuitions. I'm writing from experience. I have been working on sustainable methods of market gardening and main fields cropping. I visit villagers and talk to them 3/4 of my time and I also have access to information relating to statistics from the University of Zambia, National statistics office and local news-papers. The problem of drought is for sure a double tragedy. But those with the zest to help can make a change and reverse the tragedy

Please write to me,

VOICE VINGO

Article from the TIMES OF ZAMBIA, July 13, 1992

FOOD STOCKS RUN OUT - Families Act Avert Hunger - By Times Reporter

Most households in Kalomo, Luangwa and Senanga districts have virtually run out of food stocks remaining with only enough to last a month as the drought continues to take its toll. This has forced families in the areas to sell livestock and household goods to make ends meet.

Central Statistical Office (CSO) director Mr. David Diangamo who painted the gloomy picture prevailing in the three districts said in Lusaka yesterday 85 percent of homes had run out of food and families had resorted to retail trading to earn a living.

Releasing results of the pilot survey by CSO in conjunction with the Food and Agriculture Organization (FAO), the Netherlands and UNICEF, he said 79 percent of households in Kalomo had no food and had stocks to last less than a month. Mr. Diangamo said 43 percent of homes in Senanga had "very little food" but present stocks would run for slightly over a month adding: "The situation here is not as dramatic as Luangwa because of the availability of drought resistant crops."

He regretted that present levels of malnutrition were expected to rise higher than the present 26 percent as the drought effects progressed hence the need to intensify food availability and distribution monitoring activities. "During the past four months more households than usual experienced increases in both number of disease incidence and livestock deaths believed to be associated with drought." Mr. Diangamo said.

The Central Statistical Office has appealed to government to immediately work out a programme to enable drought-stricken families to retain their livestock, specially draught animals for next season's crop.



ICA Brochure

This was published in late 1990 after the board had reviewed it.

INTERNATIONAL ORGANIZATION

IMPACT

(\$2,070)

To symbolize being part of the Global Community we decided to join one international NGO association. In 1990 we joined the International Council of Social Welfare, and participated in their 1990 global conference in Marrakesh, Morocco. After this conference, we reviewed our membership and felt we were much closer in philosophy and action to the International Council of Voluntary Agencies (ICVA), which the ICAI then joined. ICVA promotes the development of voluntary agencies through providing a permanent international liaison structure. ICVA also produces a magazine called "NGO Management" in which ICA has published a series of articles.

ICAI has also become a working partner with the Centre for Our Common Future located in Geneva Switzerland. The Centre has focused on the follow-up of the "Brundtland Report" (The book "Our Common Future") and lately has been the key for coordinating and following up the Brazilian Global Environment Conference (June 1992).

United Nations Liaison (\$3,000 - \$2,500 Vaughn O'Halloran, \$500 Dick Alton) The ICAI has renewed its Category II Consultancy Status with the United Nations Economic and Social Council (ECOSOC) as well as its working relationships with other UN agencies UNICEF, FAO, WHO & ILO.

For the last two years ICAI has been part of the International Fund for Agricultural Development (IFAD) NGO consultation process which involves an annual three-day meeting in Rome to review IFAD's policies and to discuss how individual NGOs could participate in country projects. Dick Alton has represented the ICAI on this committee.

Global Conferences

Education for All

"Education for All" in Thailand, March 1990 was sponsored by UNDP, UNESCO and the World Bank. Evelyn Philbrook was our representative, and gave the final NGO report to the assembly.

United Nations Conference

United Nations Conference on "Popular Participation in Africa" was held in Tanzania in February 1990. Pam Bergdall and Dick Alton were our representatives. An ICAI display featured the IERD series and the ToP

(Technologies of Participation) book and the brochure. Pam worked with a procedure team to introduce more participatory methods to the conference.

UNCED

The United Nations Conference on the Environment and Development - popularly known as "the Earth Summit", and which included the '92 Global Forum - took place in Rio de Janeiro, Brazil in the first part of June 1992. Ursula Winteler and Kit Krauss represented ICAI at this conference, and set up an ICAI booth.

UN Agencies in New York

ICAI New York representative Vaughn O'Halloran participated in all activities required for information-gathering and documentation of the ICAI's presence to renew the ICAI's consultative status. This year activities have included:

- * UNICEF/NGO Committee annual planning session
- * The annual UNDP/NGO/Dept. of Public Information briefing.
- * The annual symposium for the UN Advocates for African Food Security. ICA is a founding member.

United Nations Development Program (UNDP)

Vaughn met regularly with Aliounne Sall and Sally Timpson to nurture their relationship to ICA. This relationship was reinforced by Aliounne's participation in the PMOC.

There is to be a reorganisation of the NGO Division, effective October. Sally Timpson will become the Deputy Assistant Administrator for the Bureau for Programme Policy and Evaluation (P.P.E.). This is in effect a major promotion for Sally and for the NGO Division. P.P.E. (Sally) will now be in charge of not only promoting the use of NGOs in all UN programmes, but in addition she will be in charge of other Divisions including: Policy, Technical Advisement, Women in Development, Evaluation, Documentation, and Management Development. Aliounne will be in charge of Poverty Alleviation Programmes (involving NGOs). Thierry LeMaresque, formally with NGLS Geneva, will head the NGO division. In the next twelve months, as the new operation gets established, there will hopefully be some consulting opportunities. Vaughn will keep everyone informed.

UNDP is about to initiate a new Micro-Grant Program for the environment. It will be similar to the Partners In Development Programme in that it will provide money directly to NGOs through the office of the Resident Representative in a given country. Brussels will be kept informed as new regulations are written and published.

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UNCED

Vaughn participated in most of the relevant meetings at the UNCED Prepcomm here in New York for March. The meetings tend to be extremely frustrating due to the attitude that NGOs finally aren't important, and the total lack of progress. Vaughn spoke with representatives of the Global Facilitation Committee for the NGO conference in Brazil. Some were interested in trying to have something practical come out of the sessions, and others didn't want any kind of structure. Vaughn reports that there is also a very strong fear of - and a resultant bias against - Northern NGOs running things, which makes it difficult. The ICA is perceived as a Northern NGO.

United Nations Fund for Population Activities (UNFPA)

Joep van Arendonk has been promoted to Assistant Executive Director of the agency. When Vaughn visited him he was curious to know "how ICA was making out", and was very pleased to hear that we were surviving, and that we were continuing to experiment with ourselves. Vaughn asked him if he would consider it possible and/or appropriate for him to serve as an Advisory Board member for ICAI or the ICA US, and to be publicly acknowledged as such. With the usual disclaimer that he was not acting as a representative of the UN he said he would be most pleased. Vaughn recommends the ICAI think carefully about how to use (and guard) his name.

Vaughn visited Joep van Arendonk to ask if he would give the keynote address in Prague. His schedule was such that we had probably waited too long to ask him - and he was committed to other things. However he did write a very nice letter - Joep remains a kindred spirit and a genuine colleague.

MEMBERS SUPPORT

The secretariat and executive committee have spent considerable time helping local ICAs either to find help during difficult times (for example, registration difficulties in Egypt), helping local ICAs work out how they can participate in the network (Spain, Hong Kong, Korea), and even recommending to particular ICAs that they change their status and relationship to the network (Malaysia, Chile, Jamaica) from Full Membership to Associate Membership, when it became clear that the financial resources and the institutional form (a phone, an office, regular programmes) were lacking.

Local ICA organizational strengthening has also been of key concern. Two Organizational Strengthening Grants have been secured for Nigeria and Kenya to hire a new Director (Nigeria) and to upgrade the training of staff (Kenya).

The ICAI has also placed emphasis on ICA methods training with staff members participating in the six-month International Training Programme (ITP) in Brussels. So far we have welcomed members from Peru, Brazil, Kenya, Zambia, Nigeria, Malaysia and Côte d'Ivoire.

Finally, the ICAI has been actively involved with the Conference sponsor (ICA Belgium) in helping to facilitate the ICA Global Conference in Prague. ICAI participation in the event has engaged Tony Beltran as assistant conference coordinator, who with Ursula Winteler and Dick Seacord are members of the European Coordinating Group. The Network Exchange has run regular articles on the conference and conference-related activities. The Executive Committee has monitored the event at its bi-annual Brussels meetings. All members have taken responsibility for conference promotion in their home countries. In addition Mary Coggeshall has helped mobilize patron support in the US through scholarships, participation and attendance. Ursula Winteler has used her visits overseas to promote enthusiasm for the event. Ray Caruso has offered his business resources in the design and printing of the official conference brochure. The Executive Committee devoted the bulk of its April 1992 meeting to the conference, focusing on issues such as new promotional material (see May 1992 Network Exchange), promotion coordination and securing keynote speakers.

NON-DUES CONSULTATION WORK FUNDRAISING

The ICAI has worked directly with India, the Philippines, Australia, Kenya, Nigeria, Portugal, Zambia, Japan, Brazil, Guatemala, Cote d'Ivoire, Egypt, Malaysia, Venezuela and the UK in fundraising. Tony Beltran, Adam Thomson, Aminah Mwamose and Dick Alton have spent time in this arena.

Two funding practicums have been held in Brussels to encourage local ICAs to spend time in Europe working on funding opportunities. In October 1989, directly after the General Assembly, one week was spent in strategizing and sharing information on donors, as well as listening to presentations by donor representatives. At this workshop, a second practicum was scheduled for October 1991. At the second event local ICAs were able to discuss funding techniques and strategies with each other and then go out and visit donors during the following two weeks in Europe. ICAs from Kenya, Guatemala, Nigeria, Cote d'Ivoire, the Philippines and Portugal participated.

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During the past year ICAI has worked with ICA USA to register with USAID so that local ICAs might participate in aid funding schemes. We have also worked with the ICA UK Board to create a process to allow ICAs to apply for British bilateral funds and to apply also for funds from the European Community.

CONSULTATIONS

Royal Tropical Institute (KIT)

In 1985 the ICAI provided the animators for KIT's "Golden Jubilee" conference on rural development. In 1988 KIT approached ICAI to help facilitate their subsequent major conference. John Stringham and Dick Alton helped them for a year and a half to design the global conference. Eventually it was decided to have a series of small conferences, the first of which was held in January 1991. Cathy Bayer of ICA Portugal joined us and chaired the conference on Women and Credit.

John Stringham continues to work with KIT on designing a series of mini-conferences, using ICA personnel where possible.

Practical Modes of Cooperation (PMOC)

Following the IERD conference, the German government aid organization GTZ asked ICAI to help them organize and sponsor a series of seminars on donors/southern government/NGO relations. The first seminar was held in 1985. Others followed in 1989, 1990 and 1991 in Germany. Alan Berresford, Sandy Powell, John Stringham, Eunice Shankland and Dick Alton, along with participants from ICAs in Malaysia, Zambia and Kenya have been involved in the work.

In October 1991 the ICAI facilitated a GTZ conference on Social Security Systems in Asia. This involved Mary D'Souza, Larry and Evelyn Philbrook, and Alan Berresford.

The ICAI has plans to work under UNDP sponsorship on regional PMOCs with a variety of funders in Africa.

The PMOC process has been a great way to build relationships with other development organizations and to give them first-hand experience of our Technologies of Participation methodology. As a result of a PMOC experience, the University of Uppsala in Sweden asked the ICAI to provide facilitators and designers to work with them to help Zambia develop a five-year programme toward agricultural self-sufficiency. Alan Berresford, with Pam and Terry Bergdall, worked on this project.

World Bank

One of the spinoffs of the PMOC has been the establishment of a relationship with the NGO office of the World Bank External Affairs Department. Chris Hennin, the officer in charge of Latin American NGOs, was present at the Maalof PMOC. His particular interest is introducing the concept of strategic planning to Latin American NGOs as a means of strengthening NGOs as institutions and as a sector. Mr. Hennin's aim is to endow the NGO sector with sufficient credibility that it can engage in meaningful dialogue with multi-lateral funders as well as governments. A number of ICA staff - including Dick Alton, Tony Beltran in Brussels, and Eunice Shankland in Washington, D.C. - have continued to have contact with Mr. Hennin.

In February 1992, Mr. Hennin invited Tony Beltran to a strategic planning seminar put on by Accion International (based in Washington, D.C.) for its Latin American network. The conference took place in Barranquilla, Colombia. Working together with Mr. Hennin and a number of other consultants (including KIT) from Europe and Latin America, Tony helped design and facilitate a conference on "NGOs and Strategic Planning" sponsored by the World Bank and ALOP, which took place 1-6 June 1992 in San José de Costa Rica. This conference brought together representatives of some 70 NGOs from all of Latin America and various funding organizations from Europe and the USA. The conference was considered a success and the Bank's NGO office will seek funding for other similar conferences. ICAI will continue to be attentive to the needs of the Bank in this, and any other arena where ICA expertise would be thought useful.

FINANCES

Presently we have a budget of US\$54,708 split between Executive Committee activities (\$12,000), office expenses (\$11,040), staff (\$22,600 - Tony 14,400, Dick 4,800, Bev 3,400) and Global Relations (\$8,924 - UN 3,000, international organizations 2,070, Network Exchange 3,854). We have ICA dues of \$39,924 and ICA Associate dues of \$9,351 for a total income of \$49,275, which gives us a deficit of \$5,433 (54,708 minus 49,275). The deficit has been eliminated by having only one Executive Committee meeting this year.



The Network Exchange

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REGISTER NOW!! for the GENERAL ASSEMBLY

In order to provide for preparatory costs to the ICAI General Assembly Meeting in Prague (September 7-9), we need your registration fee of US \$85 at this time. Your timely contribution will be much appreciated. Make you cheques payable to ICA (noting ICAI General Assembly) and send to ICAI, rue Amédée Lynen #8, B-1030 Brussels Belgium.

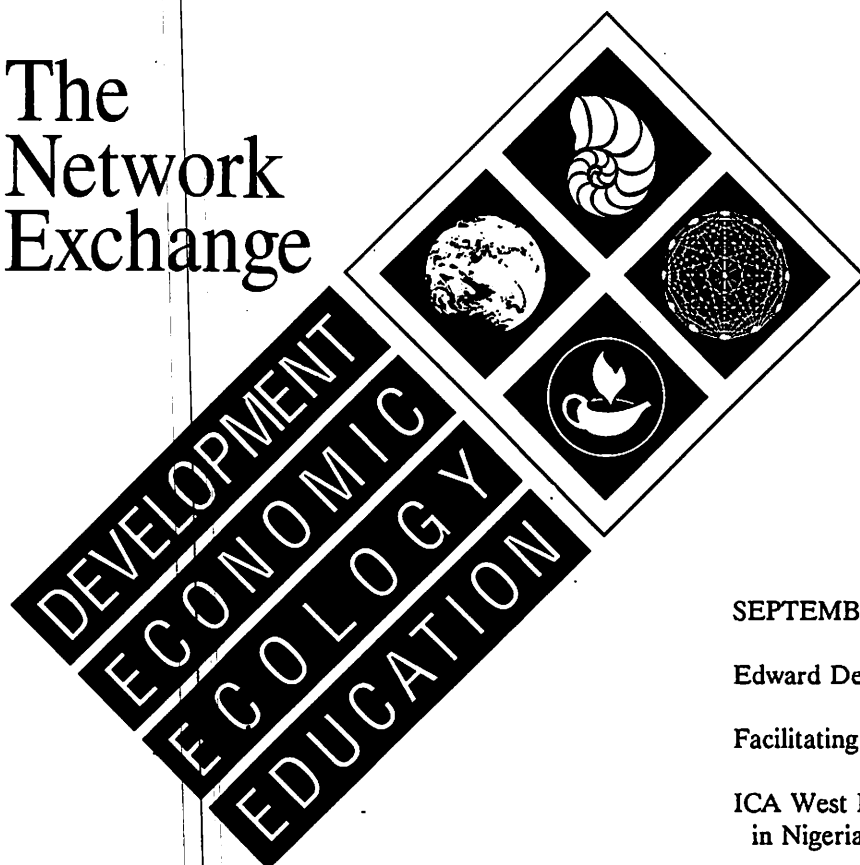
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The Network Exchange



SEPTEMBER 1992

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EDWARD DE BONO TO VISIT GUATEMALA

A special event will take place in Guatemala the last week of October 1992. Dr. Beatriz Capdevielle, an ICA Guatemala Board member, and Roberto Betancourt, president of ICA Guatemala, have convinced Dr. Edward de Bono to come and help the work of ICA. The basic reason for this is to celebrate the fifth anniversary of our very successful New Horizons in Learning Conference of 1987.

If Dr. Edward de Bono is unfamiliar to you, here is a brief description of his work. He is a medical doctor, psychologist, Rhodes scholar, had faculty appointments at Cambridge, London, Oxford and Harvard. He is the author of 35 books translated into 24 languages. He is the world's leading authority on creative thinking and has been invited to lecture in 45 countries. In 1989 he organized and chaired a meeting of Nobel Prize Laureates in Seoul, Korea. He was also the keynote speaker at the first congress of creative thinking held in China in 1990. He set up the international creative forum with membership restricted to leading world corporations in each business field. Its purpose is to focus directly on "serious creativity" and its use at different levels through an organization.

Dr. de Bono is the author of the CoRT Thinking Skills program containing 60 different thinking strategies. This is the most popular program of direct teaching of thinking in the world. Millions of people world-wide have participated in this program. CoRT has been translated into Spanish by ICA Guatemala and has been taught to some 2,000 people during the past three years.

Dr. de Bono is scheduled to do two major conferences here, one for business and another special one for people in education and development. He has generously offered to donate a major portion of his efforts. For the special conference, we have arranged a day and a half, Monday and Tuesday, October 26 and 27 for educators and community developers. We anticipate at least 200 participants at the Hotel Camino Real. The well-known Guatemalan Management Association has agreed to sponsor a two-day conference for the business community, Wednesday and Thursday, October 28-29.

On Tuesday, October 27, we are scheduling the entire afternoon for a special time between Dr. de Bono and members of ICA. If any members or affiliates anywhere

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FACILITATING A NEW CONSENSUS IN EDUCATION

Excerpts from an address by Dee Dickinson, founder and Chief Executive Officer of New Horizons for Learning, an organization dedicated to positive change in education. She was a keynote speaker at the 1987 ICA Guatemala conference on this subject. John Burbidge sent us this report.

I tell a story which is a metaphor for the state of education today. It begins six years ago in a large urban community school. There was a class of special education students who were called "learning disabled". Their teacher had been working with them for quite some years, was on the verge of retirement, and found it difficult to face the fact that these students no longer made progress, day after day, week after week, year after year.

Then a new principal came to the school with interesting ideas on ways to help all students be more successful. She talked about teaching thinking and intelligence skills, about multi-sensory programs to help students learn with their whole mind-body system, and various ways of teaching reading and math that include the entire range of human intelligences. She interested the teacher and they collaborated in creating a new way of working with these supposedly "learning disabled" students.

Within months, the principal and the teacher began to notice major changes in the students' behavior. They were more interested in their schoolwork. They took responsibility for their own learning. When they found themselves getting hyperactive, they would go to the back of the room to do some kinesthetic activities which refocused their attention. Moreover, their academic work began to show great improvement.

The teacher and the principal thought that more was going on than just academic progress so they invited a school psychologist to test these students for cognitive changes as well. The psychologist said he had never seen such improvement in any similar population of students before. He found a 10-15 point improvement in IQ with every single student in that class. He talked with the Special Education Department of his school district. Their response was: "We know it's not possible to change IQ".

The class continued and after three years there was an average improvement of 24 points in IQ in all those students. However, because it did not meet the criteria of having a certain number of students, the school was closed, the program discontinued, and no one in the district ever did any further investigation of what had happened. At that point, the teacher retired and the principal was transferred to another school.

Meanwhile, in the northern part of the state, in the little community of Anacortes, was a small elementary school named Fidalgo. This school's principal was interested to see what would happen if such a program was implemented, not just with the "disabled learners" but with the entire student body from kindergarten to grade six.

Naturally, the teachers needed new training, so they brought in the retired principal and the special education teacher to work with them. They decided to have more information on learning styles and wanted to work with an integrated, thematic curriculum. Furthermore, they wanted a multi-cultural, international context. Since their community had a fishing trading relationship with Japan, they decided to have a sister school relationship with Japan and exchange teachers. They started to teach Japanese in the classroom, not just to children but to adults as well. The school became a community learning center.

They then added a child-minding and day-care program that opened with the school early in the morning and continued late into the evening. Children could come back with their parents and take computer instruction or a large number of other topics offered by members of the community, the local community college and the education service district.

This whole program grew from the nub of the innovative approach adopted by the principal and the special education teacher. The integrated thematic curriculum is now implemented in a multiple-age grouping. There are no grades up to grade three, which means that if the child does not learn to read by the end of the first grade, he or she is not labelled forever as "stupid" in his or her mind or by everybody else. There is no one who cannot learn to read by the end of grade three, unless their self-esteem is so damaged that they already consider themselves to be an academic loser.



The program has been enormously successful but how do you get a whole faculty to retool their skills with all the necessary new strategies -- learning styles, teaching of intelligence, work with remediation through strengths rather than weaknesses, working collaboratively and thematically on an integrated curriculum, use of computer technology to expand students' intelligence and assist learning and exploration?

The principal did something very ingenious. He made a connection with Western Washington University which agreed to offer a Masters degree in return for all the training the teachers needed to take. Now, three years later, most teachers at that school have a Masters degree and each is equipped with the skills to handle what has become a true community learning center.

Back at the old urban school district, the school psychologist had followed with great interest the happenings at Fidalgo and decided to do his own study of the children in that original program who had been called "learning disabled" over five years. He compared that group with another larger one which had similar disabilities but had not had those opportunities. Of the original group, three were no longer labelled as "learning disabled". All had continued to improve academically, even after intervention had stopped. With the other group, the average difference in IQ was a three point drop, as happens generally with that population of students without mediation of the sort I have described.

This story is a metaphor for what is going on in education throughout our country today. I would like to spell out some components of such successful programs.

1. Collaborative Processes Involving All Stakeholders in the Community. All Parties involved in education, whether they be institutions of higher learning, parent groups or other parts of the education community need to collaborate and plan a new system from the ground up. Top-down approaches do not work, as if the same idea can be replicated exactly from one school to the next. Any good idea, implemented in a different setting will look different. We do not expect everyone to be clones.

2. Total Quality Management. This is a concept pervasive through the corporate community in recent years and now being implemented in these restructured schools. It looks at the needs of the consumer, in this case the student. What are the student's needs, how must we equip students for them to thrive in the world they will enter? To clearly assess those outcomes, you

feed back the results into the system. You avoid a closed hierarchical structure and find an open dynamic system which continues to evolve in response to the changing needs of the community and prior results.

3. Student-Centered, not Curriculum-Centered Schools. Teachers consider they are not teaching subject, they are teaching individual students with needs and differences in relation to perceptual styles, learning styles and kinds of intelligence. This approach is based on research on human development and cognitive studies which show that intelligence is not a static structure but an open, dynamic system that continues to change throughout life, if we are in a setting that allows us to learn through our strengths, as well as stretching into new areas we have not yet experienced.

4. Effective Teaching Strategies. These involve cooperative learning, integrated-thematic curriculum in a multi-cultural context, multiple-age groupings and the teaching of higher order thinking skills to focus not only on the mastery of basic skills but also the ability to learn them effectively, to apply them to other contexts and use them for analysis, synthesis, evaluation, logic, decision making -- the higher order thinking skills we need to apply in the world.

5. Use of Technology. This means not just workbooks put on computers but the use of computers to explore and expand intelligence, to access information from anywhere in the world and the ability to network with other people.

6. Arts in the Curriculum. As technology becomes more important, the arts in education are going to be more essential to humanize the environment in the classroom. The arts are languages that all people speak which can cut through individual differences and offer students an opportunity to not only express themselves creatively but to communicate their ideas in original and important ways.

7. Service Learning. This refers to the ability to break down the walls of the schools and go out into the community to do various kinds of projects. This offers a transition between school and the real world that gives students the opportunity to prepare for the workplace.

8. New Kinds of Assessments. Standardized tests are not the answer. When you have standardized tests that focus primarily on quick memorization and recall, teachers

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ICA WEST FORGES NEW PARTNERSHIP IN NIGERIA

In January and February the hot dry winds of the Harmattan season blow down from the Sahara into Nigeria, bringing dust and heat that make an Arizona summer seem mild by comparison.

But that did not deter ICA West's Executive Director, John Oyler, from choosing this time to spend eight weeks of his sabbatical in Nigeria at the request of ICA's local partner, the Nigerian Integrated Rural Accelerated Development Organization (NIRADO).

This organization, created by local delegates to the 1984 International Exposition of Rural Development, has become a highly significant group for indigenous development with a staff of volunteers in service to rural Nigeria. Among these are high ranking government officials, business people, academics and community representatives. Shirley Heckman of ICA US has been its interim Administrator for the last three years.

During this time, a major program has been a series of two-day planning sessions with village self-help groups, often called Community Development Associations. These sessions help the groups create a one year plan of action for their community development. Each village sends one of its group members to facilitator training provided by NIRADO so that this person can assist the village to carry out the plan.

John Oyler joined other ICA colleagues from India, Kenya and Nigeria, playing a leading role in training newly recruited village facilitators and assisting them with village meetings. Among the 25 trainees were old and young, skilled and unskilled, men and women. Most had embarked on a new adventure demanding a high degree of risk. One woman had never spoken to a white person nor stood in front to lead a group before. By the end of the program she was studying well, contributing her thoughts and supporting the views of other participants.

After one week of the course, teams of trainers and trainees conducted meetings over a four week period in 23 villages in the southern part of the state of Kaduna. John found the villagers to be enthusiastic. He says, "I was simply overwhelmed by the gratitude of these people for the opportunity to do this kind of planning together".

On conclusion of this series of meetings, the trainees gathered for a week of further training focused on action planning. Three months later, Owolola and Elina Olatunji conducted follow-up visits to review village progress, celebrate accomplishments and help villagers refine plans for the rest of the year. NIRADO Members Meetings have been planned for later this year to strengthen grass roots participation.

John Oyler and his family had spent three years in Nigeria during the 1970's as staff on the Ijede Human Development Project, across the lagoon from the capital, Lagos. While on the NIRADO training assignment, he revisited Ijede. "More change has happened here than in any place I have ever been", he stated. A major change was the huge electric power station built by the government with adjoining housing for workers.

John reviewed, with former members of the project management team, their 1977 planning document. Of the 120 elements for future action, 102 had been accomplished. He observed other, less reassuring changes in the nation. On the night of his arrival he was a victim of armed robbery. He also saw the carnage left by intertribal riots, signs of a more fragile nation. Food prices had risen to nine or ten times their level in 1980, date of his last departure.

He remarked, "People have the sense that it's almost impossible to live, even with two or more jobs. One hopeful sign is the emphasis on local self-help efforts such as the Community Development Associations. Once people get an idea that something like that is possible, they really go after it".

by John Burbidge





AUSTRALIA'S OWN POLLUTION PROBLEM

From the Australian Conservation Foundation reported in Pacific Waves

FACT

Every year in Australia, 400 million disposable nappies are bought, thrown into tips, sewerage systems or strewn across the countryside.

YOU CAN

Avoid disposable nappies. Use only cloth nappies.

FACT

Up to one tenth of the cost of your supermarket bill can be attributed to packaging alone. The average family accumulates up to 2000 plastic bags in one year and each Australian uses about 50 kg of plastic a year. Roughly 1/3 is immediately thrown away once the parcel is opened.

Plastics that end up in our waterways can be responsible for killing marine animals and birds.

YOU CAN

Avoid products that use excessive packaging. Kick the plastic bag habit. Use a string bag.

FACT

Each year cars release over 250,000 tonnes of lead into the air. Australians go through about 17 million tyres per year. These end up in landfills around the nation or burnt. Over 20% of greenhouse gases are produced by motor transport.

YOU CAN

Organise a car pool to get to work, take public transport, or ride a bicycle.

Use unleaded petrol - it causes less pollution.

Buy the most fuel efficient car you can and drive it efficiently. Use your car only when you have to.

FACT

1.2 kgs. of carbon dioxide, a major greenhouse gas, is produced to keep an average 100 watt light globe burning for ten hours.

YOU CAN

Use fluorescent lights where possible. Buy the new compact fluorescent globe - it uses half the energy of incandescent globes. If you properly insulate your home you'll use less energy. Install solar heaters wherever possible. Buy energy efficient appliances using the star system on the label. Turn lights off when they are not needed.

FACT

In Australia each year more than 200 million litres of oil enters the atmosphere and is disposed of on land or in waterways. This is nearly half the amount of oil spilled from the Exxon Valdez disaster in Alaska.

YOU CAN

Take motor oil to the local garage and ask them to get it collected for recycling

FACT

Even cleaners marked biodegradable can contain at least 20% of polluting substances, such as artificial perfumes or colours. These end up in the sea or in waterways.

YOU CAN

Keep a stock of cloudy ammonia, white vinegar, pure soap, and bicarbonate of soda - all safe cleaners. Use simple cleaning products

FACT

The amount of rubbish produced by the average household would fill most of the room in a house in 12 months. 80% of the 'waste' in the average household is recyclable. Making a new aluminium can uses 20 times the amount of energy needed to make a can by recycling.

The average office worker throws away more than his/her own weight in paper each year.

YOU CAN

Compost your food scraps. Recycling papers could save thousands of trees a week. Ask your Council to collect them. Start a recycling scheme at work.

Recycle your jars, bottles, cans (and plastic 2 litre milk bottles if you're in Victoria). IF we all do it, we'll save valuable resources and reduce our waste disposal problems by millions of tonnes a year.

REDUCE, REUSE, RECYCLE

FACT

Only 20% of our hazardous waste is disposed of correctly. The remainder is dumped at sea, incorrectly incinerated or enters the sewerage system

YOU CAN

Write to politicians, the media and polluting companies about your pollution concerns. Support the Australian Conservation Foundation's campaign against polluters by donating to our anti-pollution campaign.

Make your voice heard!



USING BASIC VALUES TO SHAPE SUCCESS

An article by Dr. Stephen Covey, author of 'The Seven Habits of Highly Effective People', from Pacific Waves.

Private victories precede public victories and lasting success cannot be achieved without self mastery. My book offers no fast formulas for success. Instead it offers a streamlined curriculum for those willing to undertake the difficult task of building character.

The unattractive alternative to this is a life dedicated to what I call the 'personality ethic' - the belief that good public image, personable behaviour, interactive skills and other 'techniques' will smooth interpersonal relations and win rewards. This is the public relations version of success; it looks good on the outside but has little to do with true happiness.

A lot of people accomplish their goals well on the personality ethic, but study their long term relationships and see how they last. They might make a lot of money because they know the techniques, but they are often emotionally impoverished inside. There is duplicity and manipulation of others, and the destruction of trust.

I see the devaluation of character - along with such values as compassion, integrity and honesty - as a problem affecting both personal and business life. The companies that come to my leadership centre are usually suffering from the effects of lack of character and are seeking some deep healing.

When a company comes to us it's usually hurting. The culture is often split apart, with no commitment to quality. It may not be serving the customer as well as the competition is or there may be an adversarial feeling (among colleagues) or negative synergy.

The Covey Leadership Centre tries to solve such dilemmas by teaching 'principle-centred leadership' to top executives and challenging them to spread the message through the company ranks. I hang my teachings on 7 interlocking 'habits' culled from my experiences as a consultant and as an adjunct professor of organisational behaviour and business management in Brigham Young University (Utah, USA).

These habits I believe, form the framework for personal and interpersonal effectiveness. They are:

1. Being 'proactive'

Each individual is the author of his own life and needs to actively shape it. Those who do not will be reactive - allowing others' perceptions and agendas to determine their fate.

2. Beginning with the end in mind

Once you have realised that you are in charge of your life, it's up to you to decide what you want to do with it. Carefully think through your mission and your goals for each of the roles in your life. Try to get a sense of what's important to you.

3. Putting first things first

Set priorities and stick by them. Develop discipline. Most people get bogged down in the minute details of their lives. They're run by their moods instead of their plans of action.

4. Thinking win/win or no deal

People who seek mutual benefits will reap better deals. However, negotiations also require the willingness to walk away from a bad deal. Unless 'no deal' is deep inside you as an option, you will be vulnerable to being manipulated or manipulating.

5. Seeking to understand, then being understood

Practise 'empathic' communication by listening closely to others' problems, then by explaining yours. When people understand each others' problems, anger dissipates and co-operation is fostered.

6. Synergising

Look for a third alternative that benefits all parties and moves beyond the original goals and mindsets.

7. Investing in your own development

I recommend that clients spend at least an hour each day renewing their physical, spiritual, social and mental dimensions. From this daily 'private victory' comes the mental toughness needed to discipline life around values. Most of these habits sound like lessons learned at a parent's knee. But although they encompass basic values, such lessons are ignored more often than embraced. Or else they are just partially embraced.



LEADING THE PARADE

From articles appearing in Wisconsin, USA, newspapers, the Gazette and the Clinton Topper on the US national day celebration in Shopiere, Tiffany and Turtle township.

Phil and Jean Holmes are not the flashy kind of couple you might expect to head a July 4 parade. The Holmes family history goes back a long way in the town of Turtle, all the way back to 1850 when Thomas Holmes was the town's clerk. Phil Holmes has kept those ties in his home town. He started farming on his own in 1941 and milked cows for 30 years. In 1945, he married Jean and brought her to the town of Turtle.

Phil is active in the Turtle Grange where he has held many offices including grange master. He served as state grange master from 1967 to 1991 and serves on the State Executive Committee. Jean is a certified medical assistant, in this work from 1966 to 1971 and from 1976 to 1984. She has been active in the Turtle 4-H and Grange. Not all their attention has been focused at home.

Together, the couple served in the Peace Corps in Peru from 1971 to 1973. From 1977 to 1983, they served in the Institute of Cultural Affairs in Venezuela, Italy, Peru, Guatemala and on an Indian reservation in Arizona.

They will lead the parade at noon Sunday through the communities of Tiffany and Shopiere.

Comments by Phil Holmes after the parade - -

Being Marshals of this event has been a rare honor for us. It has been terribly puzzling, though, since neither of us ever held a Township office. I am sure it is a tribute to our great uncle, Thomas Holmes, for his service as chairman of the board or as treasurer or for other contributions he made. But I suspect since we are frequently asked, "what on earth ever prompted you to join the Peace Corps", this may have something to do with it.

To answer that question: Each volunteer for Peace Corps has his or her own reason for doing so. However, once in, a volunteer gets to witness volunteerism on a universal scale. Also, if you should go with the Institute of Cultural Affairs, as we eventually did, we learned that the Institute frequently works with the Peace Corps.

Both outfits work for the same goal.

That goal is best exemplified as explained to me by a friend when he said, "Phil, the important thing here is not that we get the tallest corn growing, nor that we get the seed in the ground. What is important is that people become aware that the world has not passed them by, they have a real stake in the future of it and they indeed have a responsibility."

This was repeatedly demonstrated by volunteers of every nationality and from every continent on the globe.

Many times during celebrations similar to today here in Shopiere, I heard announcements like this, "Caño Negro (Venezuela) will never again be as it was. We now have a school for our children and for our adults as well. We have two wells for pure water. We have a road to our village. We hold title to the land on which we live, instead of, as we were, being descendants of the slaves of a former plantation. We will conduct training sessions in our village and send people to other villages to help them have similar experience."

Volunteers are the key to success. In 1978 El Bayad, a small community on the east bank of the Nile in Egypt acquired trickle irrigation, funded by a grant from General Electric. However, it could only have become a reality as a result of efforts of many volunteers.

Two years later Conacaste, Guatemala, acquired trickle irrigation funded by the Bank of Interamerican Development. Again through the efforts of volunteers, including several from both Caño Negro and El Bayad. The final engineering was done by a young lad from Canada who was not a graduate engineer but who did the job so that 39 farmers could have the benefit of irrigation. These were not 1000 acre farms like here at home. Probably not 1000 acres in all 39. The significance was that those 1000 acres provided a lion's share of income for 39 families.

Peace Corps was a demonstration of volunteerism. We accept this award by the folks of Tiffany, Shopiere and Turtle in celebration of volunteers wherever they are.



COMING EVENT *continued*

in the world are interested in participating in this and other events with him and can afford the trip to Guatemala, please let us know before 1 September. If you wish to attend the one and a half day special conference in education and the afternoon with Dr. de Bono, the total cost is only US\$100 (paid to Instituto de Asuntos Culturales). Since the ICA facilities are not large enough to house many international guests, we can make arrangements for you at a local hotel. First-class hotels cost about US\$120 per night for single and US\$132 for double occupancy. Medium-priced hotels run from \$34 to \$80 for a single and from \$38 to \$110 for a double. Lower-priced hotels and pozadas cost \$10 to \$20 per room. All these prices do not include the extra 17% tourist tax added to the cost.

If you are unable to attend but still are interested, please feel free to send us any suggestions or ideas about future relationships between ICA and Dr. de Bono that you want to see included in our session with him.

We are growing more excited each day as October nears and do hope some of you can come share this rare event with us.

CONSENSUS IN EDUCATION *continued*

going to teach toward that kind of test and focus on facts and knowledge, rather than the ability also to apply that kind of information.

While these kinds of developments are hopeful signs of the future, there are still some major gaps. We do not have an effective research and development system in education, as you find in business. We have plenty of research but very little development, the application of research. In an effective system, information would be used to drive teacher education so that the results of the research would show what teachers need to do. Technology will be used to connect teachers with support systems. Indeed, massive retraining of teachers cannot be done without the use of technology.

by John Burbidge

The Network Exchange

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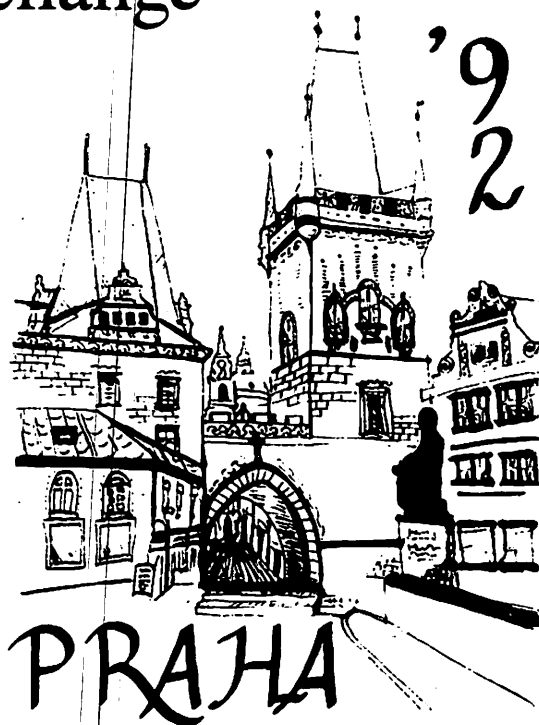
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The Network Exchange



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PRAHA '92: THE PLACE TO BE

ICA's quadrennial conference Praha '92 was definitely the place to be between August 30 and September 6. As we summarize the sequel of events in Prague the Network Exchange editors hope to capture some of the magic of that very special place and time.

"A conference not like any I've attended before. I know conferences I've been to enough. This is not a conference. It is a festival of ideas. With these words Slovakian change agent O. Herec, former advisor to the president of the Association of Towns and Cities of Slovakia, praised the 7 day interchange and experiential extravaganza otherwise called Praha '92 or "Exploring the Great Transition. . . . Our one World".

It didn't always feel like a festival. Days before the event a great void and nervous apprehension filled the global airwaves. Faxes from Australia, Russia, Asia, Africa and the Americas converged in waves over cluttered desktops in Brussels and Prague. Concerns about visa feasibility, travel schedules, registrations, workshop arrangements, and accommodations. Logical rational minds, with all their gifts and curse, were working overtime: Is it worth the money? What will I

get out of it? Why go? Sometimes practical considerations weighed mightily. Will I be able to use my credit cards? Will I have hot water? How will my laundry get done? What kind of food will I find? Other times nervousness was transmuted into action proposals: How can I help? What would you like me to do? Other times rationalist despair took over: How can it ever work if I am not there organizing it myself?

The void began to evaporate as it began to be filled. First beautiful skies, lovely architecture, fine transportation, 90 degrees plus weather. Then familiar faces and voices lining up check in and receive their bedroom keys. Surprise, laughter and the joy of recognition colleagues not seen since Oaxtepec.

Intermingled with old friends were new faces from the South, the East and the West. Youthful faces, fresh faces with wildly different experiences and the spark of enthusiasm in their eyes heralded the excitement of coming days. Never mind that the accommodations check-in was slow and communication with the Czech speaking concierge next to impossible.

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THE PLACE TO BE *continued*

A look around the grounds quickly revealed that The Karlova Sports Facility was more friendly than imposing. Built in the classic dictatorial style of the 50s with mile wide corridors and right angles everywhere it sported a slightly tattered look reminiscent of the fate of the former Soviet block. In fact it used to be a training centre for the Communist Party and was jokingly referred to as the Communist Sorbonne. Now a Sports facility we witnessed Soft Ball and full gear American Football being played with a vengeance on its athletic fields.

Inside its too large dining room and too small snack bar, its no frills menu served in bulk with unmemorable tableware plus its maddening cold showers in the morning, made it both mysteriously endearing and uncomfortable. Add to it all the unwieldiness of its administration, the restrictive use of its space, the arrangement of its rooms and the having to ask frequently for permission and it began to feel like a return to high school, without the bells.

In a class by itself, but illustrative nonetheless, was the main conference hall where the plenaries were to take place. Here some 30 long rows of set tables squarely faced an elevated stage from which 3 equally long rows of set tables stared down and back. It looked and felt rigid much like what a Czech politburo must have been like.

To be fair our facility was not a bad place to spend a week or two but decidedly not a place to lounge around in. Not with the city of Prague just waiting to be explored.

The excitement of Prague lay just outside the wide glass doors of the Sports Faculty. The strip of grass and trees, which covered the hill just opposite the building, immediately sharpened the senses. Never mind that just on top of this grassy knoll lay a 6 lane avenue with an elevated tram rail running down its centre.

On the other side of the avenue a rocky path amid modest two apartment buildings showed the way to a placid lake incongruously placed among non-descript city surroundings. Older men and women together with children splashed in the water or lay on their towels and took in some sun around its earthen edges. An unusual and unexpected oasis so close to the noisy tram avenue and the row upon row of low apartment buildings it services!

The restaurants and pubs walking distance from the conference facility provided the much needed ambience which the facility lacked. Right from day one, in small

or large groups participants began discovering the multiple charms of the city's outskirts. Far from the historic and majestic city centre our particular suburb offered earthy neighbourhood joints full of noise and smoke. Here men and women in plain working clothes with rugged handsome faces met after hours on sturdy wooden tables. Half litre of beer costing only 11 Czech crowns (45 cents) are the staple and were consumed joyfully by young and old. The doors were open to the locals, foreigners, strangers, conference goers and the occasional stray dog, no questions asked. Throughout the conference old friends and new acquaintances found these pubs ideal for plain socializing as well as cementing deals.

Ethnic was not the only style. The neighbourhood also offered trendy new restaurants with stylish posters, mirrors, bars, upholstered seats and background rock music. Here the new entrepreneurial spirit caters to the international standards of the tourists of many nationalities - German, Italian, Spanish, French, and American - that are flocking to Prague.

But the greatest attraction of the conference, the magnet that brought us all together and fired our imagination was the city centre itself. In the hours before the conference got underway many walked the fabulous stretch between the Old Town Square (Staromestske Namesti) and the Prague Castle. Etched in our minds is the visual richness and beauty of Praha. Elegant 4 story buildings painted in yellow with uniformly high arched windows and sloped brick red roofs framed our field of vision vertically. Above them the cone spires of ancient fortified towers and the onion domes of cathedrals and temples. A pre-20th century skyline inclusive of the rich tapestry of European history.

Closer to the ground heavy wood doorways, adorned with pillars often in the shape of gigantic human or animal figures. These opened onto the city's cobble streets and led, alternatively, into now grandiose now intimate museums, theatres, and shops. Walking along narrow streets we were frequently surprised to come upon wide plazas with sweeping vistas dominating a majestic building or monument. Our eyes delighting and adjusting rapidly from the vertical to the horizontal. Such was the backdrop within which the "Great Transition Conference" took place.

Back at the conference site itself a busy crew of some 20 young European business and language students worked overtime to assure the ambience would match that of the city: Decor was created, materials secured, and space set up. Activity was intense as participants filled out slips which informed the conference computer which



THE PLACE TO BE *continued*

the many workshops they planned to attend and which languages they felt comfortable with. Even as the centrepiece of the conference decor (a giant quilt banner depicting Prague's famous clock tower) went up in the main conference hall, computerized printouts matched translators to each workshop's needs.

The conference itself was launched with a celebrative event held in the open courtyard which separated the conference rooms from the participants' dormitories. Over 200 of us were treated to the exquisite strains of a choral concert of Czech medieval and renaissance music. It was put on by the nationally famous "Byzantine" group. The official announcing each piece spoke not one word of English. His introductions followed by our earnest if spotty three tiered translations (Official announcer to translator 1, translator 1 to official English announcer, official English announcer to audience) provided moments of sympathetic humour and mutual recognition between the foreign audience and the Czech choir.

The concert was followed by a buffet of typical Czech food - Beer, bromborak (a Czech hashbrown), sausages and sour kraut - and dancing: a lively duo consisting of one accordion player and a female singer belted out lively polkas and waltzes.

At the opening speech excitement was high and mounting. It was a crescendo that Alan Atkisson, former IN CONTEXT editor, knew how to conduct. His performance/ opening speech with its guitar strummed songs and vivid imagery of our "One World" stirred the heart. The nascent corporate creativity now began to erupt.

When it rained, it poured. There were thirty nine prepared workshops drawn from people's own life work and many years experience. The problem was too much choice. Too many interesting things going on at one time. The topics were as diverse as the imagination would allow: community development, organizational transformation, the healing arts, societal change, alternative education, new educational disciplines, spirit disciplines, ecology, Transpersonal Psychology, and on.

Old staples such as Imaginal Education and T.O.P. consulting revealed their full potential as we found out how they are impacting such institutions as the Chicago School System or the State government of Minnesota. Likewise the Multi-Sector Symposium, a demonstration participatory seminar, aroused the interest of the Eastern Europeans to the point that the Czechoslovak airport authority decided to do a L.E.N.S. in November. Just one of four Eastern European initiatives crystallised

in Prague: the other three included a programme in the Soviet Union coordinated by David Dunn, one in Prague coordinated by Linda Alton, and yet a third in Budapest under the charge of Hannerl Golda.

But theory and methods exchange were a two way street. If our trusted ways impressed our new found friends, their issues and the approaches of people such as Slovakia's Ondrej Herec (Eastern European NGOs), Russia's Rita Budanova (Re-emergence into Power), and Spain's Manuel Almendro (Transpersonal Psychology) blew some of us away.

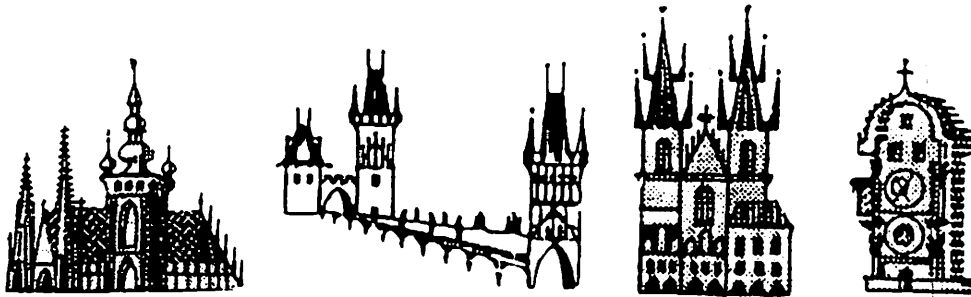
After a three day overdose of workshops we welcomed the chance provided by the conference organizers for a one day visit to some 15 previously selected sites of special interest in the Czech Republic. Once again the young European business and language students came to our rescue. Having previously made a trip out to the sites they had worked out the intricate details of timing, transportation and venue which allowed us to visit such places as a) the Hlubos Community development programme an innovative project two hours from Prague that utilizes, amongst many other methods, local peoples' drawings of the community in order to identify issues, establish consensus and determine priorities b) the Country Life Restaurant the first vegetarian restaurant in Prague set up by the 7th Day Adventists which combines entrepreneurial energy with the missional objective of promoting Wellness c) the Civic Forum the political party borne out of the movement which created the Velvet Revolution and took Vavlec Havel to the presidency d) the Prague South Town project an architectural project designed to humanize the ambience in Pragues' ubiquitous high rise developments, and e) the Business School of Prague amongst others.

Next came Göran Hydén's keynote address to initiate the second half of the conference. As Alan Atkisson's speech came from the heart, Hydén's speech came from the brain. It was a useful reminder of human frailty and of the ghosts, as he put it, that we need to watch out for as we make our way into the new century.

From pre-designed workshop Mirja Hansen (Keys of Trasformation Workshop) led us into Open Space and the Market Place dynamic.

Here people were free to promote and to try to sell their enthusiam for a certain issue or topic to their fellow participants. The momentum of the first half of the conference provided the substance of what followed. The new workshops were more in depth and more

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MAKING THE GREAT TRANSITION: OUR ONE WORLD

by Alan AtKisson

Alan Atkisson was Praha '92's opening speaker. Alan has a way with words and a fluidity of expression which flows from prose to poetry and song. While constrained by space allowances we trust that our edited version of his speech retains not only the breadth and scope of his message but also some of its passion.

I would like to open with an invocation, a reading of some fierce words from that tiger of humanism and social change, the late George Bernard Shaw:

"This is the true joy in life: the being used for a purpose recognized by yourself as a mighty one; the being a force of nature instead of a feverish, selfish little cold of ailments and grievances, complaining that the world will not devote itself to making you happy. I am of the opinion that my life belongs to the whole community and as long as I live it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work, the more I love. I rejoice in life for its own sake. Life is no "brief candle" to me. It is sort of a splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations."

It is a great pleasure, and a humbling challenge, to present this keynote address on the theme of this conference: "Making the Great Transition: Our One World." I was asked to step in as opening speaker when Prof. Wangari Maathai of Kenya, one of the people I most admire in this world, reported that she would be unable to attend due to conditions in her country. I agreed to be her stand-in; but her shoes are impossible to fill, and I will not attempt to fill them.

For while I believe Prof. Maathai and I to be working for the same cause, the contrast between our worlds could hardly be more great. The contrast is instructive, and relevant to our theme...

Wangari's work involves empowering village women of small economic means to heal the Earth and elevate themselves, and she does this in the context of an authoritarian and male dominated society that is violently opposed to her actions and principles. My task, in stark contrast, involves trying to empower the

comfortable to confront some very uncomfortable realities, and I perform this work in one of the most liberal, egalitarian, environmentally aware cities in the United States (Seattle).

Wangari is routinely rewarded for her efforts by personal attacks, government censures, and even physical violence. The only serious attack I face with regularity is that of my own fear, anxiety, and insecurity, along with the inevitable occasional computer failure...

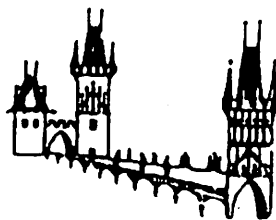
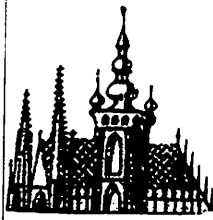
I spell out these differences because I believe that part of making the great transition to a non-world, global society involves an ever-increasing sensitivity to the many different worlds, the many different spheres of culture and experience in which we are all struggling to create a better life for ourselves and our descendants.

Out of a deep respect the creative, interdisciplinary nature of these ...times I have decided to approach them wearing several different guises: as a storyteller, trend analyst, social innovator, and even songwriter. First the story. It is a story rich with allegory, yet I assure you, every word of it is true.

Ten years ago I boarded a bus in Malaysia to travel from the capital city of Kuala Lumpur to the smaller city of Ipoh, where I was working at the time. The crowded bus drove off into the gathering dusk, down a two-lane highway that was soon flanked by a solid wall of jungle on either side.

Driving in Malaysia was always hazardous at best, but I had gotten used to it. The nation's highways were de facto raceways, and most cars made a point of passing the vehicles in front of them at any and every opportunity. This "go faster" ethic made the highways an effective, if brutal, training ground: the skill of most drivers was such that Malaysia was reputed in those years to have the lowest accident rate of fatal accidents. And many of those fatal accidents seemed to involve head-on collisions with buses.

It was with that knowledge that I settled into my seat and began chatting - rather nervously - with my travelling companions. The shadows of the trees



THE GREAT TRANSITION *continued*

lengthened and finally disappeared, and the headlamps of oncoming vehicles lit up the highway. Once in a while an old Mercedes taxi would speed around another vehicle, or two, or three, finally squeezing back into its lane with just seconds to spare. It was a little unsettling, but as I say, I was used to it.

Suddenly, however, the headlamps on our bus went dark. The bus driver immediately pulled over, but whatever it was, he couldn't fix it. There wasn't much of a shoulder to the road, so the bus was sticking out into heavy traffic. The driver took the unusual step of asking the passengers what they wanted to do. They were almost unanimous in their immediate reply: They shouted "Jalan! Jalan!", which in Malay means "Go on! Go on!"

I should have said, "We shouted," for in my reckless exuberance, I added my voice to that chorus. All of us in that bus just wanted to get home -- and the sense of excitement and adventure was very contagious. So with the whole bus cheering him on, the driver restarted the engine and cautiously drove forward into the deepening twilight. He steered by staring straight ahead and judging our position relative to the headlights of the oncoming traffic.

Of course, it got darker. Once or twice the driver seemed to lose his nerve and start to pull over, but instantly the other passengers would begin again to yell "Jalan! Jalan!", more as a command than an encouragement. And so into the night we went, until the sky became totally black.

Then it started to rain. It was just a drizzle, which the windshield wipers took care of -- until they, too, suddenly went dead. Again the driver stopped, again he couldn't fix the problem and again the passengers shouted -- with even more fervor than before-- "Jalan! Jalan!" And once again, the driver did "jalan".

So there we were, on an old bus, without headlamps or windshield wipers, driving through the jungle, at night through a drizzle of rain, which grew to a shower, and finally into a tropical downpour. The driver, by now resigned to fate, was doing a good 30 kilometres per hour, guiding the bus solely by the glow of oncoming headlamps - a smear of blurry light distorted by the sheets of water running down the windshield.

No longer were any of us shouting "Jalan, jalan". The whole bus was silent. I looked around me, and nearly all the passengers were sitting bolt upright, frozen in their seats. However, in the feeble glow from the cars behind

us, I could see as much exhilaration as fear in the faces around me. People's eyes gleamed with attention and anticipation. Whatever the outcome, there was no stopping now. I felt terribly afraid, and began to prepare myself for death or, worse, for death one among many mangled bodies.

The ensuing minutes were among the longest of my life. Once, the bus swerved and almost spun across the road, but somehow recovered. More than once, an oncoming car pulled into the lane ahead of us to pass another vehicle, and only pulled back at the last second, when presumably the horrified driver noticed our bus silhouetted by the headlamps of vehicles stacked up behind us -- who were themselves passing us as often and as rapidly as they could. Soon, I was simply beyond terror. I began to understand perhaps for the first time, that however much my American schooling might have led me to believe otherwise, there might indeed be such a thing as "fate". I offered up my soul to the care of whatever divinity might eventually receive it, and I sat back to await the inevitable.

Today, all of us on planet Earth are on a similar bus.

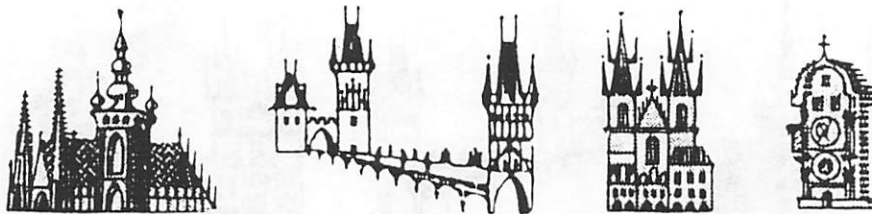
We are riding along in the enormous vehicle of our technology - wonderful in some ways, tattered and dangerous in others. The highway on which we're driving has split the natural world in two. It's increasingly dark and dangerous. There is no safe place to stop. Those sitting in the driver's seat cannot see where they are going. They do not even have their hands on the steering wheel, and tell us to trust the "invisible hand" of free market economics. And all around us a chorus of voices is shouting, "Jalan! Jalan" "Go on! Go on!"

My Malaysian bus story has a happy ending. Somehow the bus made it to the next town without a scratch. We all cheered, though somewhat halfheartedly. We were too exhausted to celebrate the miracle of our survival.

...As for the larger story of industrial civilization, the likelihood of a happy ending is far from certain. We do not know whether any reprieve lies ahead and we certainly can't count on it. As far as we know, we are travelling this road alone, and we have only ourselves to count on.

...it is hard to paint an optimistic picture of our world's future. Any coolly rational analysis of current global

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THE GREAT TRANSITION *continued*

trends leads to a mixed outlook at best, an apocalyptic nightmare at worst. I will not recite to you ...the chronicle of the problems we face.

...The original Limits of Growth, published twenty years ago by the Club of Rome, was the first computer analysis of world population, pollution, and resource trends... In 1991 the team responsible for The Limits to Growth reconvened, updated their computer models, and ran their study again. The results were published this year in a new book called Beyond the Limits: Confronting Global Collapse, Envisioning a Sustainable Future. Their conclusions were surprising even to them. In 1971 the models had predicted that the physical limits to the growth of human civilization were many decades ahead. In 1991, however, despite significant advances in awareness, technology, and environmental protection, authors Donella Meadows, Dennis Meadows, and Jorgen Randers were forced to conclude that human civilization had already surpassed several of the planet's limits to growth...

...(First Song: DEAD PLANET BLUES)

The question is not whether the Earth will survive this "great transition", but whether we will... We face tremendous challenges, absolutely unprecedented in our history. But I believe firmly that an optimistic and creative response to these challenges is not only possible - it is an absolute necessity. As American industrialist Henry Ford said, "Those who believe they can do something and those who believe they can't are both right."...Let me offer you my analysis of the four key challenges, four imperatives, facing us in these transitional decades, and invite you to consider your work in relation to them.

CHALLENGE # 1: The Technology-Weds-Nature Imperative

"Human technology is of kindergarten magnitude compared with the Universe's technology, which we in our ignorance call Nature." So wrote Buckminster Fuller in his masterwork, Synergetics. Among some environmentalists, however, it has become fashionable to identify technology as inherently evil, the force responsible for destroying the Earth. Extremists even call for the abandonment of technology, and a reduction of humanity to prehistoric levels of population.

Entertaining such notions may satisfy a certain nostalgia. But to dismiss technology in such terms - often through the agency of telephones, computers, photocopiers, etc. - is a dangerous denial of our situation. Pandora's box is

open. Prometheus cannot give back the fire. The fate of Nature's technology and of human technology are now inextricably linked. Our responsibility to future generations is not to abandon technology, but to completely transform it in Nature's image.

Much current science and technology is built on a foundation of anti-Nature philosophy - the result, perhaps, of thousands of years of struggle against the elements. Francis Bacon, father of the scientific method, declared that we must torture Mother nature for her secrets. A Stalinist slogan asserted, "We cannot expect charity from Nature. We must tear it from her." We have succeeded in such designs all too well: Nature is crying out in pain. We must come back to her now on bended knee, carrying a bouquet of healing, ecologically sound technologies - and a proposal of marriage.

One chilling example proves the point. We are currently celebrating the end of the Cold War and the reduction of nuclear arsenals in both East and West. It is a wonderful thing to be celebrating, unexpected just a few years ago, now practically a given. But it too has its dark side. Inside each of the many thousands of missiles to be destroyed is a grapefruit-sized glob of plutonium, a human created element named for the farthest coldest planet in our solar system, which in turn was named for the Greek god of death. Plutonium is the most toxic substance in the known universe: a single molecule is enough to kill a human being. A single handful could render significant portions of the planet uninhabitable. Plutonium remains toxic for some 250,000 years. And while we have the technology to create it and detonate it, we have no idea how to neutralize it or store it safely for so many millennia.

We absolutely have no choice but to support the development of increasingly sophisticated technologies - both scientific and social - to ensure that our enormous stockpiles of plutonium and other substances are either rendered harmless or kept out of Nature's way for a span of time far longer than all of recorded history. Such a responsibility argues not for the abandonment of our nuclear installations, but for their conversion into long-term storage sites and centres of intensive research. Joanna Macy and others have suggested that they must eventually become places of guardianship, contemplation, and inter-generational teaching on right relationship to technology.

Other aspects of the technological challenge are less daunting but no less necessary. In many cases the task is to facilitate implementation rather than invention. Solar energy is now readily convertible into usable

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THE GREAT TRANSITION *continued*

power at reasonable prices, most elegantly by conversion into hydrogen fuel (by the photovoltaic splitting of water molecules). Systems for waste water treatment that use only living things like plants, fish and snails have been available for years. Similar strides have been made in energy efficiency, materials recycling, and a host of other areas, and more strides must both be made and spread evenly about the globe. Even biotechnology and genetic engineering, currently raising very serious and troubling questions about the ethics of scientific endeavour, must continue to be developed for the promise they hold out in areas such as AIDS research and cleaning up toxic waste - two of the many legacies we cannot afford to bequeath to the future.

It is often said that technology alone is not enough to solve our problems. But it is equally true that without a commitment to creating a technology that links us with Nature in true symbiosis, no amount of social change or moral awakening will suffice. We must press forward, but we are overdue to replace Bacon's philosophy of scientific domination with humbler words such as these, again from Vaclav Havel: "The world is knitted from a highly complicated and secret fabric of which we know very little and which we must treat with a deep respect."

CHALLENGE # 2: The Global-Unity-Through-Disintegration Imperative

In an episode of the *Outer Limits*, an old American TV show, a space alien appears in front of a bickering United Nations Security Council and threatens to destroy the planet. The sudden appearance of a common enemy brings these antagonistic nations together in cooperation for the first time. The good-hearted alien then informs them that his threat was merely a ruse, designed to save them from destroying themselves by forcing them to work together.

If only the "great transition" could happen so neatly. Despite a rash of bizarre UFO stories in recent years, we had better not wait for the arrival of space aliens to scare us into loving each other. Instead, we are passing through a time of accelerating division into ever-smaller national, ethnic, and cultural entities, all desiring sovereignty and self-determination and willing to fight to get it. As a recent issue of *Mad Magazine* joked, we should not be surprised if early in the next century, everybody in the former Soviet Union is living in New York and representing some new little country's delegation to a greatly expanded United Nations.

Despite the horrifying and unnecessary violence now happening in places like Bosnia, Afghanistan, or Sri

Lanka, I would argue that the world's increasing Balkanization is - paradoxically - a necessary, or at least an inevitable, step toward global unity. In other words, in order to become one world, we may first have to split into smaller pieces.

Most places in the world experiencing spasms of ethnic nationalism have long been subject to imperialist and statist domination. Whether they are Estonians, Palestinians, Quebecois or Native Americans, these are peoples who feel they've not had the chance to determine for themselves who they are in relation to the rest of the modern world. By supporting them in their quest for autonomy and a peaceful self-identity, even if that means the creation of dozens of new sovereign nations, we increase the chances that a true global community of cooperative, independent, high-self-esteem peoples can develop. Political unity among differing peoples cannot be forced or it will never be authentic, as the break-up of the former Soviet empire is demonstrating vividly.

In the world's older democracies, many are looking increasingly to both local and international arenas as their locus of political meaning, and decreasingly at the nation-state. Their loyalties are defined more by values than by borders. They are spontaneously assuming roles as local authorities and global diplomats, crafting policy statements, and even drawing up "treaties" with each other. They increasingly feel themselves to be citizens not of their country, but of their community and their planet. And the international linking of economies through vehicles such as Europe's Maastricht Treaty or the North American Free Trade Agreement will only accelerate that process by diluting the centrality of the nation-state still further.

CHALLENGE # 3: The Economic - Therapy Imperative

A tremendous amount of visible damage to both human and natural communities has been done by the so-called "invisible hand" of the free market. Ironically, however, the awesome power of free-market economics in human society is cresting just at the moment when many of its basic assumptions are being revealed as essentially insane. Economics is in critical need of therapeutic intervention.

Consider, for example, the primary oracle of this cult of economics: the Gross National Product, a measure of all the monetized economic productivity in a country. People are waking up to the fact that the GNP sometimes does best when things are at their worst.

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PRE-ORGANIZED WORKSHOPS

Contexts for a Paradigm Shift

(Workshops)

- Cosmic Life Story (Basil Sharp)
- The Evolution of Consciousness (Margie Tomlinson)
- The Council of All Beings (Boris Merhaut)
- Hero's Journey (Bill Staples)
- Towards Transpersonal Ecology (Boris Merhaut)
- UNCED '92 Report and Discussion (Krauss, Winteler)

The Challenge of Transformation

(Workshops)

- Keys to Organizational Transformation (Hansen, Laxdall, Shankland)
- The Learning Organization (J. Gilles)
- Multi-Sector Symposium (Bill Grow)
- Empowering Whole Systems - Can it be Done? (Ludmila Melchar)
- How to Manage the Transformation of Societies in Transition (Alexei Morozov)
- Galaxy Workshop (Bill Grow)
- Images for 21st Century Education (Ames, Dunn, Troxel)
- Spirit Maintenance in Times of Company Crisis (Demier, Grow)
- Meyers-Briggs Type Indicator (Vaughn O'Halloran)

Models and Tools for Individuation

(Workshops)

- Self Esteem for the Educator (Franco Voli)
- Beyond Stress (Lynne Larsen)
- Body Therapy (Marjorie Grisdale-Segato)
- Lifestyle Simplification Lab (Elaine Stover)
- The Art of Listening (Vlastimil Marek)
- Tools for Creative Thinking (Bessin, Samayoa)
- Cross-Cultural Understandings (Alton, Beltran)
- Transpersonal Dynamics and the New Science (Manuel Almendro)

The Way of Leadership

(Workshops)

- Commitment Factor in Leadership Development for Social Change (Anita and John Gibson)
- Organizing for Global Citizenship: The Global Integrity Ethic (Pam Johnson)
- Politics for Life (Gilbraith, Pickering)
- Making it Happen (Alan AtKisson)
- Inspiring the Next Generation of Social Innovators (Marilyn Oiler)
- Planetary Citizenship (Bill Staples)
- Local Democracy in the New Europe (Ondrej Herec)

- Human Service Agencies and Social Innovation (David Dunn)
- NGOs in Czechoslovakia (Ondrej Herec)

Stepping Stones Along the Path

(Workshops)

- Causes and Solutions to World Hunger (Bud Ames)
- The Gabcikova-Nagymaros Dams and Environment (Milan Horacek)
- Credit in Development (Abiodun Olagoke)
- Green Consumerism (Fraser Goodwin)
- Who can Heal Healthcare (Yvonne Stringham)
- Wise Use of Wetlands (Gilbraith, Pickering)



Two hundred seven people
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PARTICIPANTS REFLECTIONS ON PRAHA '92

Finally the value of an event such as Praha depends on the impression it makes on our psyche and consequently on our lives. So, one may ask, What Happened? and What does it matter? We posed these very questions to some of the participants.

The Quadrennia¹ Global Conference of the Institute of Cultural Affairs 1992, "Exploring the Great Transition . . . Our One World" gave me an opportunity in a life time to expand my understanding of global issues and concerns. I had the rare opportunity to meet and make lasting contacts from around the globe during workshops and informally. I learned much from the different events and workshops. For example from Alan AtKisson's opening address I experienced the urgency for LOVE among human kind in these times of transition; the Sustainable Development workshop showed me that even though we have no "experts" much valuable and useful information can be had through individuals sharing from their own personal experience; I was amazed and inspired by how ICA style strategic planning has been applied successfully with international corporations in United States, United Kingdom and Australia; finally I was impacted by the WISDOM of the group as participants at the plenary created powerful images and formulated articulate statements of where we need to concentrate our efforts towards a better world.

*Charles Kiragu
Educator*

Catholic Diocese of Kenya

One of the highlight of the conference for me was the speech by Prof. Hydén which revealed, among other things, that the vision for "Our One World" would only be realized if we paid sufficient attention to five critical issues, which he called "ghosts", and which so menacingly threaten our dreams. These ghosts according to him are: The New Sovereignty, The New Racism, The New Individualism, The New Politics, and The New Economics. Another highlight was the way Alan Atkisson utilized his guitar and composed his own songs in order to communicate the imperatives of the "Great Transition". As an African and as an Agricultural Economist I listened closely to the video presentation "Causes and Solution to World Hunger".

I found the self-organizing sessions really "different" but highly rewarding in terms of human inventiveness.

*Abiodun Olagoke
Executive Director
NIRADO
Nigeria*

One of the highlights of the conference was the site seeing visits. A day was set aside for the visits to the different places. I went to a village called Hlubos. We

were taken around the village to see the projects undertaken by the villagers. We were also shown a video on the village festival and the revival of Czech traditional culture after being under communist rule for decades.

The conference was an eye opener for me. I was exposed to the international ICA community and its culture. I had an opportunity of meeting and discussing with people from different ICAs from around the world. I learned a great deal from the exhibitions put up by the different offices. The conference was really a forum of learning for me.

*Ruth Lukona
Executive Secretary
ICA Zambia*

I wrote down several phrases I picked up which for me conveyed important insights: "People want to act but they do not know how to move and where to move"; "Change is holistic, it is one. It is about learning how to make a beer and setting about immediately to improve it". "Never doubt that a small group of thoughtful committed citizens can change the world. Indeed it's the only thing that ever has" (Margaret Mead).

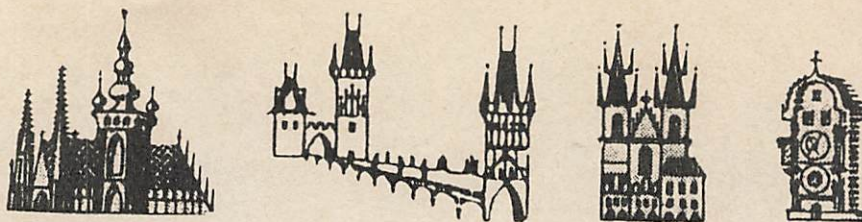
Praha '92 transmitted some special energy. I don't know how to explain it, but I had a good feeling being there. Perhaps it is because I think PRAGUE is the most beautiful city in Europe. Everything is beautiful!!!

*Nira Fialho
ICA Brazil*

The symposium program was developed as we went along, in response to what we heard from stake holders and participants. It could be best summed up in Gyorgy Maurer's comment at the end, "This was the first program I ever attended in which the name changed three times in one day!"

*Bill Grow
ICA Brazil*

Meeting the ICA International organization, learning it's methods, "spirit" was for me a deep experience. I am sure it will be helpful in my foundation and editorial work. I am also planning to share these skills. I have an invitation to organize a workshop for Hungarian



NGO leaders, the best opportunity to share the five step method of the Multi Sector Symposium.

György Maurer

Third Shore Cultural Foundation, Budapest

Praha was fun!

- Fun! to arrive alone in the Praha airport and find 15 friends and colleagues from the U.S. and a bus no less.
- Fun! to sense the shadows of history in the St. Vitus Cathedral; started in the 10th century and finished in 1925.
- Fun! to gaze at a picture book countryside filled with fruit trees and an abundance of flowers.
- Fun! to be overwhelmed by the diversity and number of workshops.
- Fun! to discover the steps beyond participation in the workshop of "Learning Organization".
- Fun! to be impacted with the human drive to create and recreate sacred space as the history of a monastery recounted the many times it had been destroyed and rebuilt.
- Fun! to create our own working groups to state future directions
- Fun! to be confronted by a radical mime theatre piece expressing that the power is within one's self to create the action that is to give hope to the future.
- Fun! (with some tears) to leave Praha airport with about 15 friends and colleagues on 3 different flights.

Jann Barr

ICA Côte d'Ivoire

Seen: Beside the beautiful Moldau river, the serene and lovely architecture of Prague buildings. The streets seemed to whisper of history: from Charles IV, Holy Roman Emperor - to Mozart - to thousands of citizens armed only with lighted candles and courage (November, 1989).

Heard: "Under the enormous pressure of dictatorship, every social structure was destroyed except those which contributed to the power of the party. Perhaps the worst thing the communist dictatorship did was to destroy such a beautifully-complex system of social structures. You had only one choice - to become a

party member or not. Now we must build every social structure. Many truly voluntary organizations are being born. In November, 1989 (date of the Velvet Revolution), there were none. Then, explosive activity. One year later, there were about 200 organizations registered with the Czechoslovak Council of Humanitarian Organizations." (Ondrej Herec, Senior Research Fellow, Institute of Labour and Social Affairs, Bratislava)

"There is a window of opportunity now in eastern Europe which may not be open long. Others will come in - some to exploit. Later we might have to do rape counselling before we could start. But now people are just so open..." (Jack Gilles, ICA India). Some excited East European Symposium participants decided to gather back together October 31 and November 1 in Prague for more methods training with staff from ICA Belgium.

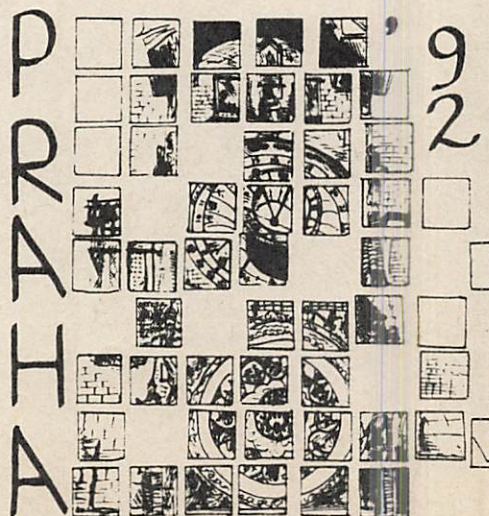
Delighted by: The professionalism of the young people - Europeans and Americans - who coordinated the conference. Working with old hands, they handled its practices, guarded its spirit, and waged valiant battles against the bureaucratic modes of operation left over from tight controls in the Czech past.

Alan AtKisson's keynote address. The zinging humor of "Dead Planet Blues" - and the truth in his trends - especially the need for nations (and individuals) to find their unique strength and roots. This may mean first splitting into smaller pieces before coalescing in new ways in a global context. (That's not only eastern Europe - it's also what ICA has been experiencing!)

Jan Ulanga

ICA Network

New York



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- 1) You may support the work of the Institute of Cultural Affairs International (and receive the Network Exchange as a Patron). We request a minimum donation of US\$ 100 per year.

OR

- 2) You may subscribe to the Network Exchange for one year.

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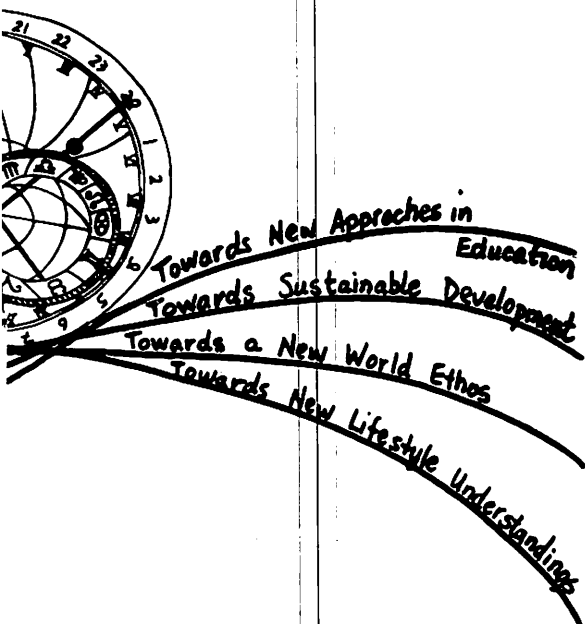
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attended from 34 countries.
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OPEN SPACE

Towards New Approaches in Education

(Open Space Encounters)

- How Can We Transform Education? (Bergdall, Coggeshall)
- Re-Emergence into Power (Budanova, Dunn)

Towards Sustainable Development

(Open Space Encounters)

- Where do We Go from Rio? (Goodwin, Worden, Yost)
- Sustainable Rural Development (Terry Thomas)
- International Conference on Village-Based Development (Albertson, Shinn)
- Simple Low Cost Waste Water Treatment Development (Maurice Albertson)
- Waters of Life (video, Simon Pickering)

Towards a New World Ethos

(Open Space Encounters)

- Sharing the Wealth of the World (Don Johnson)
- Cross Generational Dialogue (Janice May)
- Basic Spirit Methods (Nan Grow)
- Global Culture (Karl Hess)

Towards New Lifestyle Understandings

(Open Space Encounters)

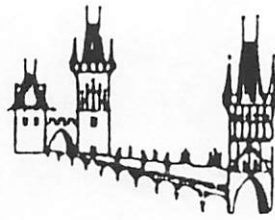
- Women's Event (Yvonne Stringham)
- Brainstorm of a Multicultural Definition of the Family (Yvonne Stringham)
- Lifestyle Simplification Lab and Applications (Elaine Stover)

ICA Meetings

- Documentation of this Conference and Other ICA Events (Dorcas Rose)
- ICAI General Assembly Meeting (Alton, Troxel, Winteler)
- Reunión Latina (Manuel Samayoa)

Other Meetings

- Multisectoral Symposium (Gilles, Grow)



THE GREAT TRANSITION *continued*

Walk to work for your health, and your contribution to the GNP stays flat, which is supposedly bad. Drive a car to work in rush hour and GNP rises - supposedly a good sign despite the fact that the world is more polluted and you're all stressed out. But to make the GNP really look good, have an accident. You'll spend thousands of dollars on medical bills and auto repairs, and send our primary signal of economic health soaring.

All of this happens because certain costs of doing business in our society - the cost in environmental degradation and human quality of life - are not counted. They are called "externals", which means they are not experienced as real by our accounting systems. Under this scheme, a clear-cut forest is not an environmental cost - it is just a liquidated asset, the cashing in of which makes the GNP go up. The GNP is evidence of an insanity hard-wired directly into our economic system.

The GNP also expresses most clearly our faith that human well-being is dependent on the ever-greater consumption of stuff, as measured by the spending of money. What passes for culture in America is of course built around this doctrine. But one need only look at the Indian State of Kerala, on the subcontinent's southwest coast, for a paradigm-shifting viewpoint. If Kerala were a separate nation, its GNP would rank it as the world's 9th poorest country. Yet Kerala is almost as rich as a so-called "developed country" in terms of such basic quality-of-life measures as life expectancy, access to health care, and literacy - and probably richer in terms of people's sense of community and satisfaction. True, people have fewer things; but Kerala's mere existence disproves the economic dogma that consumption equals happiness.

Given its craziness, economics needs the attention not just of social innovators, but of therapists and revolutionaries. Change is happening, but our economics should not be considered sane until the following reforms have been instituted: 1) turn the invisible hand into an "intelligent hand", by promoting the judicious use of regulatory incentives to ensure sustainable practices with the free market; 2) internalize the externals, so that reality is more accurately represented in our accounting statements; and 3) promote the philosophy and practice of prosperity through material frugality.

CHALLENGE # 4: The Human-Transformation Imperative

Recently Edward Demming, the elderly dean of consultants and an architect of Japan's post-war success, appeared on a Seattle TV talk show. It was reported to me that Demming, now in his 90s, was a terrible

interview subject, refusing to engage in the requisite chit-chat; Instead, he wanted simply to proclaim the following three truths about the 1990s, in a rather oracular fashion. According to Demming: 1) survival is not necessary; 2) transformation is imperative and 3) change is discontinuous.

Demming may have been talking about businesses or the entire human race - or both. But in any case, he is right on all counts. We would like to believe that the Universe would not give birth to a self-conscious life-form only to let it "develop" itself into oblivion, but there is no known cosmic law ensuring our survival. We clearly must transform ourselves into an environmentally-friendly, equitable, and sustainable society. And transformational change - the letting go of one way of life, the taking up of another - is always sudden and discontinuous at the level of decision and action, though it may sometimes look gradual from a distance.

Demming's words could be summed up this way "Evolve or die." and they point to a fundamental evolutionary challenge: the need for a transformation of the human heart and mind. I am not being fuzzy and mystical here; by "transformation" I mean making deliberate, conscious choices to make a "discontinuous change" in the way we relate to the Earth, each other, future generations, and our own lives. That change involves expanding our capacities in ways we already know to be possible - in creativity, learning, visioning, communicating, telling the truth, being wise. We know we have the capacity: As Nobel-prize winning economist Jan Tinbergen writes in his foreword to *Beyond the Limits*, "Two things are unlimited: the number of generations we should feel responsible for and our inventiveness."

I would add at least one more, sometimes taboo word to Tinbergen's list of unlimited things. The word is "love." It's not surprising that an economist, no matter how farsighted, might overlook this under-appreciated force in history. For centuries, Westernized humanity has defined itself not by the power of love - the self-in-relation - but by the power of thought, or self-isolation. We have yet to give love a fair trial as a major evolutionary strategy - yet it is the key to the entire agenda of cultural transformation. "People don't change their lives based on data", notes consultant Peter Block. "They change it based on an experience, an intimate contact they have with somebody that they trust." In other words, love.

(Second Song: I LOVE, THEREFORE I AM)

continued on page 11



THE GREAT TRANSITION *continued*

The coming years may well feel like a wild ride on a broken -down bus. The odds of getting through it may sometimes look very long. But it's not dark yet. The rain hasn't gotten too heavy. Our headlights are still working. We have so many choices, and so many things going for us: Our vibrant creativity. Our incredible endurance. Our long history of survival and adaptation. And most importantly, our capacity to reach out lovingly to one another, to work together to create a positive and collaborative future.

For "The future," as the French writer Garaudy reminds us, "is the home of what remains to be done, the home of a multiplicity of possibilities, of which we are responsible. It is the home of freedom. Between the closed past and the open future, the present is the time of decision -- the time of humanity."

Will we make the great transition to "one world" ? Will we meet the challenge of the four imperatives It is my unshakeable conviction that we will. While we ought not to count on miracles, I believe we should expect them - and help make them happen. Hope is to be found not in the day-to-day drama, but in the larger sweep of history - the great evolutionary unfolding of creation. Time and again humanity has faced wrenching changes, large-scale mega-crises, and overcome them. Faced with the historical imperative, "Evolve or die," we rise to the occasion every time. As Oliver Goldsmith wrote over a century ago, "Our greatest glory is not in never falling, but in rising every time we Fall." We rise, and we rise and we rise again.

(Final Song: AND WE RISE)

PRAHA '92 wishes to thank all those who contributed time, money, and materials to make this event happen. Special thanks to:

*Honeywell European Distribution Center
DELL Computer Czechoslovakia
HEAO Utrecht
Česká Pojišťovna
USIS Prague*

THE PLACE TO BE *continued*

focused. These included issues such as "Where do we go from Rio? ", "How can we transform Education? ", and "Brainstorm of a Multi-Cultural Definition of the Family".

By Saturday night, on the eve of the closing ceremony and 6 days after the start of the conference, we gathered to celebrate our time together across town in the Belmondo Club, a converted theatre. There we were treated to a provocative and baffling performance entitled "The In-Between-River Run Dry" by Hester Reeve a British performance artist living and working in Prague. Afterwards we listened and danced the night away to all imaginable kinds of music.

The next morning we gathered once more and for the last time in the conference room. Divided into small teams we conducted a reflection on the meaning for the future of the days we had just experienced. Our reflections were at once sobering and optimistic as we acknowledged the magnitude of our vision, the difficult nature of the challenges ahead and our willingness to meet the future.

Translating these reflections into graphic form on flip chart paper we paraded around the conference hall holding our drawings high. By this time the once forbidding conference hall with its stern authoritative look had taken on a friendly face. We held hands in a great circle all around the room and sang a chorus of the song "Believe"; Believe that the time has come, this world is going to live as one It was a fitting song for the "festival of ideas". As we looked around the circle at the nationalities and ethnic groups present belief seemed one with reality.

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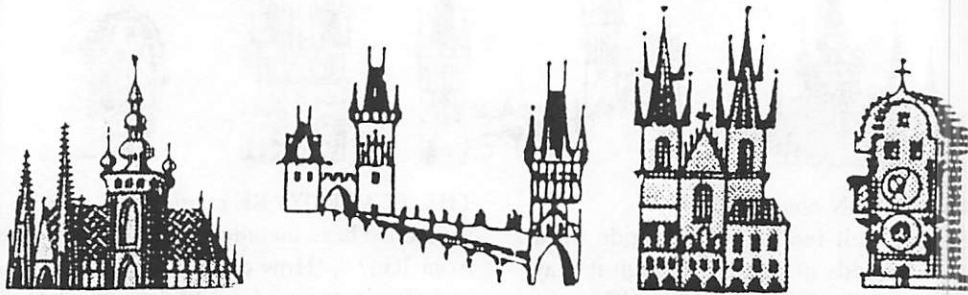
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THE GHOSTS IN OUR CLOSET: THREATS TO A NEW WORLD ORDER

By Göran Hydén

On the morning of 4 September, to provide a keynote to the second half of the conference, Professor Goran Hyden gave us his global perspective of the political environment in which we are Exploring the Great Transition - - Our One New World. He gave his speech the title: THE GHOSTS IN OUR CLOSET: THREATS TO A NEW WORLD ORDER. Here are extracts from his address:

Politicians are probably at their worst -- at least in the eyes of outside observers -- when performing at party conventions. Speaking to the already converted is not particularly demanding. They can afford to bathe in the public limelight in all their ideological nakedness; to show their true colors. The result are simplistic and one-sided tirades against opponents interjected with nostalgic references to the party's greatness in leading the country forward. I suppose one should not read too much into what is being said at these party meetings -- after all, politics is also being pursued in other more respectable fora -- but it is hard to ignore them because they often tell us more about individual politicians and parties than what can be discerned from their behavior in other settings. Views are being expressed in a candid fashion. The intellectual roots of specific party positions are being excavated. In short, we are being told a fuller story about our principal political actors than anywhere else. We can more easily perceive not only the strength but also the weakness of each actor. Why pick only on Republicans, if these qualities associated with party conventions are universal? Isn't this just another example of academic snobbism typical of "progressive" intellectuals? There may be those who think so, but my interest in examining the Republicans transcends any partisan preferences that I have. After all, it is their party and its counterparts in other countries that have been particularly successful in the last twelve or so years. It is their ideas that have been allowed to dominate the global agenda. Hegemonic ideas come and go, but there is little doubt that the dominant political religion in recent years comes closer to conservative Republicans than to liberal Democrats, leave alone socialists and other radicals on the left. Kishore Mahbubani, a columnist in Family Mirror (No. 83 August 1992), one of Tanzania's most respected privately owned newspapers, recently summarized this

belief system into ten commandments that seem to guide development thinking today:

The Ten Commandments

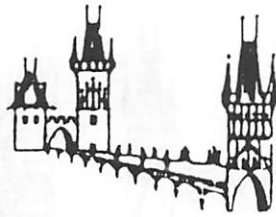
1. Thou shall blame only thyself for thine failures in development.
2. Thou shall acknowledge that corruption is the single most important cause for failures in development.
3. Thou shall not subsidize any products, nor punish the farmer to favor the city-dweller.
4. Thou shall abandon state control for free markets and have faith in thine own population.
5. Thou shall borrow no more, only get foreign investment that pays for itself.
6. Thou shall not reinvent the wheel, only take the well-travelled roads.
7. Thou shall scrub the ideas of Karl Marx out of thine mind and system and replace them with the ideas of Adam Smith.
8. Thou shall be humble when developing and not lecture the developed countries on their sins.
9. Thou shall abandon all North-South fora as they only encourage hypocritical speeches and token gestures.
10. Thou shall not abandon hope because people are the same the world over.

Such is the conventional wisdom that emerged in the 1980s and came to dominate political platforms in different parts of the world.

The Peculiarity of Western Thought

When partisan perspectives are turned into conventional wisdom it is easy to lose sight of the whole width of values that our civilization stands for. For example, in recent years it has been commonplace to associate "western" values only with those of the political

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THE GHOSTS IN OUR CLOSET *continued*

right. Although (Pat) Buchanan may be extreme in his interpretation of what constitutes the core of the Judeo-Christian civilization, there has been a distinct tendency, especially in America, to deny that anything socialist is part of it. Yet, Marxism, the ideology that Lenin and his successors used to build the Soviet system, is a product of a long line of ideas closely associated with the core of our civilization. This interpretation is not difficult for Europeans to accept because they have lived with Communists in their midst throughout this century. In the U.S., on the other hand, Communism has always been foreign and thus easier to deny as part of our own legacy.

This point is important because "western values" are not just what its protagonists and enemies want them to be, but a complex web that draws its strength not from being simplistically propagated but from being constantly problematized and thus subject to critical examination. It is the combination of aspired universality and self-criticism that gives "western values" an edge over others. As Paul Ricoeur, the French philosopher, noted recently, it is interesting but also worrisome that no other continent has been able to produce anything that can be compared to the European philosophy. Even the revolutionary political movements in Africa, Asia and Latin America have been dependent on Marxist ideas which in turn had their roots in German idealism. This sequence in Western thought all started with Hegel when he attended the seminary in Tübingen.

A potential rival to the globalization of Western values is Islam, but cultures built on the latter have to prove that they are capable of harboring their own self-criticism in the way Christianity has. It is from its handling of the tension between universal values and cultural specificity that the West has been able to gain its strength and dominance. The universality requires an ability to transcend the particular, which translated into practical action means that people can afford to engage in a mutual pardoning because they accept a set of underlying rules as applicable to all regardless of their peculiar circumstance. Western values have spread across the world most effectively not when they have been propagated in blind faith but when people have been encouraged to internalize them with the help of their own experience. It is not a coincidence that Communism, as an outgrowth of absolute positivism, collapsed, because it failed in blending self-criticism with its strong universalist aspirations.

I believe that the demise of Communism also shakes the foundation of the Western civilizations a whole....In fact, the discrediting of the Communist ghost has given all others renewed self-confidence and they are now

planning strategies to fill the lacunae left in our mind by the departure of Communism. What I am referring to here is the fact that other strands of Western thinking are being reactivated, many of which pose a threat to our ability to make the great transition. I see at least five such threats that I wish to discuss in brief below.

The Five Threats to the Great Transition

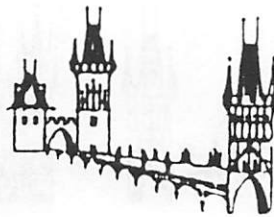
1. The New Sovereignty

The presence of strong and active Communist (and socialist) movements during most of this century had the effect of making us think of social class as the principal divider in society... Social cleavages were horizontal -- between rich and poor -- and as such congenial to a positive-sum game in which it was possible for all parties to feel that they were making gains. The civil rights movement in the US and the political administrations that acted in response to its challenges in the 1960s were fuelled by a similar notion: racial and other minorities must be integrated into the economy and polity on terms that make entitlements available regardless of social origin. The aspiration here was to overcome the vertical cleavages based on race, ethnicity or gender, that had survived in American society in spite of its rhetorical commitment to a form of democracy that emphasized the freedom and equality of all individuals.

With the demise of Communism and the general crisis of socialism, class as a social collectivity has lost much of its power of attraction. The last few years have witnessed a remarkably swift revival of social consciousness that fosters vertical cleavages. It is most apparent in the former Soviet Union and Eastern Europe that has been held together by an integrating ideology. Ethnic groups are demanding their own sovereignty in the name of nationalism. These demands are difficult to handle in a positive-sum fashion. Instead, they tend to take on the character of zero-sum games in which the winner takes all, the loser gets nothing. Not surprisingly, diplomacy proves ineffective, warfare the most expedient way of settling the issue.

The substitution of integration with sovereignty as the lead concept of our time is apparent also in the European Community. Being a child of the era of integration, it has succeeded in overcoming many deep-seated hostilities by creating a set of institutions that are now capable of mitigating past vertical cleavages among European nation-states. But the concept of integration

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THE GHOSTS IN OUR CLOSETS

is now being challenged by new aspiring sovereignties in the form of sub-national groups. It is most apparent in countries like Belgium and Spain where such loyalties have always been strong, but they are growing in significance also in places like Great Britain and Italy. Even the Danish referendum on the Maastricht Treaty had a clear regional dimension; The people on Jutland, which is closest to the continent, voted in favor, while those in Copenhagen (with its face to the east and with high unemployment) voted against.

To be sure, this new sovereignty also has another side to it. It fosters a sense of self-esteem among people who before may have been treated as second-class citizens. It also provides incentives for individual members of these collectivities to take joint action. The problem with this new sovereignty is not that it is all bad, but that after decades of emphasis on integration, our minds and institutions are not ready for a world in which exclusivity is being preferred. As the sad experiences of many countries in Europe and Asia suggest, we lack the constitutional mechanisms for handling sovereignty claims in plural societies.

It is in this perspective that one cannot help asking if Western insistence that African countries adopt multi-party democracy is so well founded. These countries, almost as multi-ethnic and multi-religious, are being asked to adopt a democratic formula that is being increasingly challenged in the West by the growing strength of grievance groups, based on ethnicity, gender, race, region, or religion, demanding their own sovereignty. It smacks of being the wrong medicine to help Africa out of its predicament. Or, is it in fact the right recipe because we have tended to exaggerate the significance of ethnicity and other plural features of African societies? After all, in the light of what has been happening in Europe and Asia in the wake of the dissolution of Communist states, ethnicity in Africa (where it has always been rather malleable) appears far less threatening to political stability than it does in these other two continents where primordial cleavages have been deeper in popular consciousness.

2. The New Racism

This is a ghost with some affinity to the first in that both share an interest in exclusivity. It is more sinister, however, that it attributes superiority to one race over others. It adds to the notion of sovereignty a differential component, implying that some are worth more than others. While exclusivity based on race is by no means

a Western phenomenon alone, it is only there that racism has been elevated to scientific status. It is important to remember that racial discrimination and genocide based on racial criteria did not start with Adolph Hitler. Racism evolved as an acceptable ideology in Europe in the middle of the last century, influenced by such scientists as Darwin and Spencer. The racial differentiation was often dressed up in such language as "civilized people and barbarians", but underlying these concepts was an acceptable notion that one race -- the white -- was genetically superior and that killing members of other races did not carry any punishment.

Those of us who work as development promoters today do not want to be reminded of this shameful legacy in European thought any more than Germans want to be told of what they did to the Jews and Slavs during the Nazi period.....But why do we find a reemergence of racism in the 1990s? Why are political parties in Europe winning popularity by preaching hatred against Arab and African immigrants? Why do we find a growing tension between whites and blacks in the US. It is easy to satisfy oneself by arguing that these tensions are temporal, caused primarily by worsening economic conditions. Blood is thicker than water and it is only to be expected that we wish to favor our own kith and kin in a difficult situation.....I think we cannot stop there. We have to acknowledge the possibility that the new expressions of racism are more deep-rooted; that they actually grow out of the same philosophical heritage that gave birth to imperialism and Nazism...We are today living at a juncture when sovereignty and exclusivity are honored principles much the same as they were when imperialism and Nazism took hold of Western minds.

I cannot let the ghosts come out of their closet and dance before us without warning of their presence. At a time when the African people are battling with survival amongst internal wars and widespread epidemics and whites in both Europe and North America are growing increasingly impatient with the minorities in their midst, the new racism constitutes a major threat to a harmonious and peaceful world order. That is why the concept of sovereignty has its limits and must be handled with particular care. It is very easy to turn it into an excuse for racism.

3. The New Individualism

"Freedom of the individual" has become a rallying call for politicians around the world in recent years. From the "velvet revolution" in Czechoslovakia to the "second

continued on page 15



THE GHOSTS IN OUR CLOSET *continued*

liberation" in Africa, the emphasis is on a restoration of the rights of individuals, a far cry from the demand for peoples' rights that dominated in the past. Ironically, even social movements with names like Solidarity in Poland have stressed freedom of the individual as their ultimate objective. What has transpired in all these countries in the last few years is no less than a revolution. It draws its inspiration from a very long liberal tradition in Western thought. But this new individualism is emerging in circumstances that are very different from those that prevailed when the bourgeoisie secured these rights in Europe and North America some hundred years or so ago.

Their revolution was aimed at expanding entitlements to increasing numbers of citizens, making rights and status less dependent on land ownership. Theirs was a genuine class struggle that fostered solidarity among the emerging industrialist and financial entrepreneurs, pulling along in its wake a rapidly growing working-class. It was accomplished by an accelerated economic growth and expansion that signalled the event of a new era. The new individualism that we are witnessing around the globe today is not a revolution against a precapitalist order but against the failures of state-managed collective entitlements. While the bourgeoisie a hundred years ago was operating on the principle of the "minimalist state", they did so on the assumption that it was their tool. The latter had legitimacy in the eyes of the rulers. Among the ruled, notably peasants and workers, it was an acceptable target of conquest. Today, the call for a minimalist state rests on other grounds, notably its failure to provide and dispense rights and benefits on an equal and efficient basis. Neither rich nor poor trust it. The result is that privatization is often allowed to go too far. It manifests itself in terms not only of demands for change in ownership but also of measures to misappropriate public resources for private ends. While the calls for privatization in Western Europe in the 19th century led to the emergence of a stronger state, the opposite seems to take place in Eastern Europe, Africa and Latin America today. Physical security and many other basic features of a stable society are at stake in these countries because public authority, as personified by disciplined and professional state officials, is being questioned.

The collapse of Communism has provided a free-for-all competition in which outdated values are being dusted off and presented as fresh. The significance of the new individualism in all this is that it encourages an attitude

of each individual-onto-himself, an orientation that diminishes an interest in solidary actions. Unlike leftist revolutions that bring people together in collective pursuits, rightist ones increase the distance between them. As experience from all regions of the world indicates, the result is that selfishness tends to go unpunished and civic action is hard to sustain.

4. The New Politics

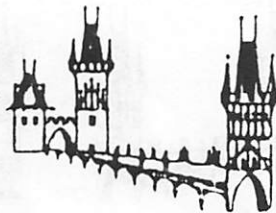
Often forgotten today is the fact that societies have always been heavily reliant on civic action to propel themselves forward and ensure their security. The common -- the public space in which people would meet to exchange ideas about their problems -- was always the breeding-ground for such action and the energizer of political decisions. Ever since Aristotle first noted its significance, public space has been treated as the birthplace of civic virtues. It was in politics that human beings were able to realize their best qualities.

Today, the common -- especially in industrial countries -- is characterized by social amnesia more than public vitality. In our ambition to make our cities serve the functional needs of our industrial and commercial civilization, we have relegated public space, and thus civic action as the energizer of politics, to the margins of society. These modernist ambitions of ours have left little physical space for spontaneous social interactions.

We have become captives of a technology that draws its inspiration from functionalist ideals associated with the growth of our civilization in this century. The result is that politics is increasingly separated from the lives and concerns of ordinary citizens....It has become one functional activity, to which a small group of individuals devote their careers. The spontaneous interaction between governors and governed has been largely replaced by one-way political commercials and political action committees that ensure that enough common resources -- money and votes -- are being mobilized to keep the political enterprise going. As long as politicians deliver, citizens seem to accept this separation and do not want to be bothered. The politician is no different from the mailman.

5. The New Economics

The conventional wisdom in economics throughout most of this century has been that the state is a necessary complement to the market; that both need each other. Such is the basic premise of the many mixed economies that evolved in the wake of the great market failures of



THE GHOSTS IN OUR CLOSET *continued*

the early part of the century. The state was an effective corrective mechanism that helped restore the vitality of the marketplace, as the Swedish Finance Minister, Ernst Wigforss, and later the British economist, John Maynard Keynes, learned and came to argue after the Great Depression. Keynesian economics remained in fashion for almost fifty years until it was dethroned by the re-emergence of neo-classical economics in the early 1980s.

Reaganomics, as this new economics has been called is more Adam Smith than he himself ever was. After all, Adam Smith placed his liberal economics in its broadest political context and argued the need for institutions that helped "civilize" individuals in the marketplace. He was aware of the negative sides of free-for-all competition and saw politics as a midwife of the new economic order. Today, neo-classical economists treat not only the state but politics as a whole with disdain.

Among the many dangers that the neo-classical ghost exposes us to, two are of special significance here. The first is the erosion of the public realm. Unlike the Keynesians who strengthened the state in the course of correcting market failures, today's economists insist on weakening it....Nobody has yet done any study of the long term consequences of cutting budgets for education, health and other vital activities to levels where they cannot be sustained at satisfactory levels even when cost-sharing is being practised. This is an increasingly serious issue not only in Third World countries but also in industrial countries both in Europe and America. The new economics is in the process of breaking the backbone of many countries with effects that will take generations to overcome.

The other danger is the shortsighted emphasis on growth at the expense of equity and sustainability. Most societies have been allowed to run up social differentials between rich and poor that would have been unthinkable only a decade ago.

To press on with growth strategies becomes particularly tempting in a period of extended recession. It is easy to argue that we must save jobs rather than trees....One of the strongest components of Western thought has been the idea of gaining control over the forces of nature. Rationality has been measured in terms of our ability to become masters of our own destiny, typically at the expense of our own environment...It is already becoming evident that with the damage we have already done we can no longer afford to allow the same approach to continue; we must combine control and exploitation of natural resources with social responsibility for future generations....The new economics, however stands in the way of such a change by insisting that we cannot afford to bring ecology into economic analysis because the costs of doing so are prohibitive.

Some conclusions

What is needed (for the future) may be no less than a complete turnaround from the ideals that have dominated world leaders in recent years. The grassroots can set such a process in motion by insisting on the need for investments in social capital. This means paying attention to the resource potential that is contained in relations of reciprocity among people....Social capital thrives on trust and on reliable moral commitments. An individual helping someone in need does not expect an immediate quid pro quo response. The former knows that the latter will be ready to come to his assistance at some future point....These are the kind of investments we must be making more of....in relations that transcend their boundaries and build bridges between diverse communities. Such investments are not going to prove easy but greater levels of social capital may prove necessary to ward off the ghosts among us and ensure a safer ride until there is dawn again.

DON'T MISS THE NOVEMBER ISSUE OF THE NETWORK EXCHANGE where there will be more reporting on the conference in Prague!!

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The Network Exchange



NOVEMBER 1992

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PRAHA '92: WORKSHOPS AND OPEN SPACE

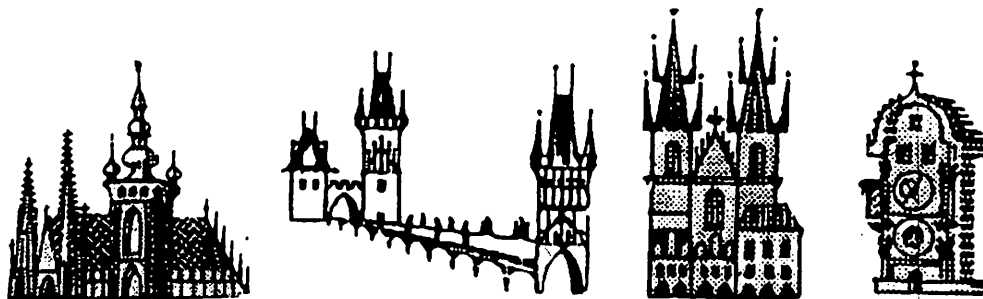
The November issue of the Network Exchange continues the work of reporting on Praha '92. The October issue provided a general context of our quadrennial Global Conference. It was meant to remind us what it felt like to be in Prague, how the conference was conducted, and what the general themes as expressed through the workshops were. It also reported fully on the speeches and challenges placed before us by our two keynote speakers; University of Florida's professor Goren Hyden and ex-IN CONTEXT magazine editor Alan AtKisson.

In this issue we will present the material we were able to compile from the workshops themselves. The material received is not complete but it does inform more fully what went on at particular workshops, the manner in which they were designed and conducted and their general tone. Also included are some of the major issues our conference participants are struggling with. In that sense the reports begin to inform us about ourselves, what we are talking about as well as what we are actually doing locally as well as globally.

If it is difficult to understand just who we are after so much transformation and what is particular about "our approach" then what transpired at Praha '92 is helpful in

demonstrating what our broadest aspirations are. Demonstrated in the following pages are not only some of the latest of "our methods" but also our "universal" values and inclinations. They remind us that while our actions are rooted in the local our concerns go beyond and these concerns we take very seriously. The workshops at Praha '92 created a global space in which "planetary" locals from many parts of the world met. Thus our readership will appreciate all that was said and done at workshops such as "The Council of All Beings", "Making it Happen" (Social Change), "The Multi-sectoral Symposium and "The Gabcikova - Nagumaros Dams and Environment" (to name only a few).

Finally we hope this issue communicates how in a very real way Praha '92 demonstrated the principle that "the media is the message". Our particular media/message is "participation": or rather the acquisition of knowledge, values and a life stance through participation. That is why all participants were invited to be workshop leaders and workshop leaders encouraged to participate beyond their individual area of expertise. In late August of 92 our "learning community" was global and was located in Prague. It is still going on. The following pages are a reflection of where we are focused.



PRAHA '92 PRE-ORGANIZED WORKSHOPS AND OPEN SPACE

In our previous issue of the Network Exchange (Oct. '92) we presented a 9 category Summary of the Pre-Organized workshops and Open Space Encounters held at Praha '92. Below is the data from the conference included in this issue.

PRE-ORGANIZED WORKSHOPS

Category I. Contexts for a Paradigm Shift

1. The Council of All Beings (Boris Merhaut)
2. Unced '92 Report (Krauss, Winteler)
3. The Evolution of Consciousness - Its Implications for Group Methods (Margie Tomlinson)

Category II. The Challenge of Transformation

1. Spirit Maintenance in Times of Company Crisis (Demier, Grow)
2. How to Manage Transformation of Societies in Transition (A. Morozov)
3. Images for 21st Century Education (Ames, Dunn, Troxel)
4. Multi-Sector Symposium (Bill Grow)

Category III. Models and Tools for Individuation

1. Cross-Cultural Understandings (Alton, Beltran)
2. Tools for Creative Thinking (Bessin, Samayoa)

Category IV. The Way of Leadership

1. Inspiring the Next Generation of Social Innovators (Marilyn Oiler)

2. Making it Happen (Alan AtKisson)

3. The Commitment Factor in Leadership Development for Social Change (Gibson)
4. Planetary Citizen Workshop (Bill Staples)

Category V. Stepping Stones Along the Path

1. Causes and Solutions to World Hunger (Bud Ames)
2. The Role of Credit in Development (Abiodun Olagoke)
3. A Statement from Workshop on the Gabcikovo-Nagymaros Dams (Lacinova, Babej, Sibl)

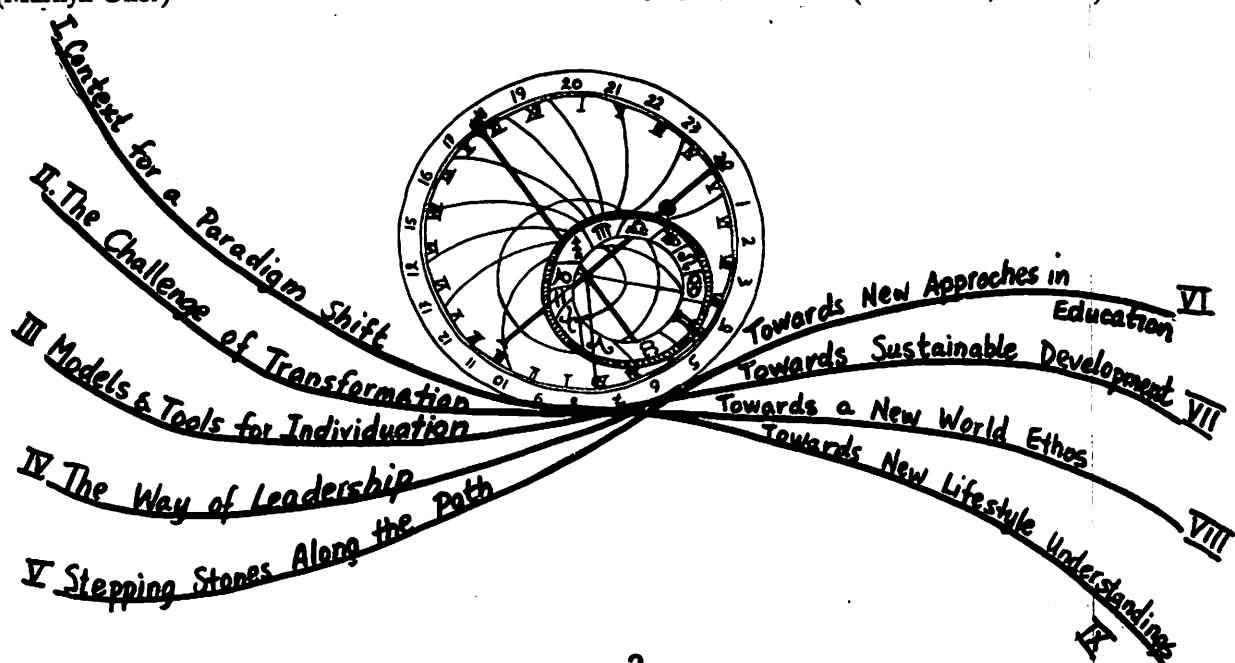
OPEN SPACE ENCOUNTERS

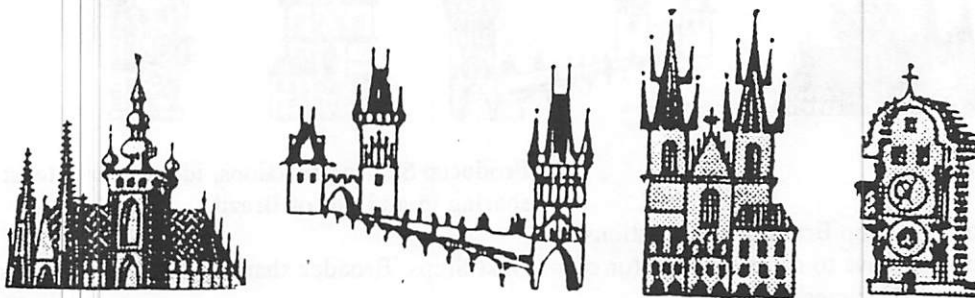
Category VII. Towards Sustainable Development

1. International Conference on Village Based Development (Albertson, Shinn)

Category VIII. Towards a New World Ethos

1. The Cross Generational Dialogue (Janice May)
2. Sharing the Wealth of the World (Pickering, D. Johnson)
3. Global Culture (P. Johnson, K. Hess)





PRE-ORGANIZED WORKSHOPS

CATEGORY I: CONTEXTS FOR A PARADIGM SHIFT

#1. THE COUNCIL OF ALL BEINGS

Facilitator: Boris Merhaut

Participants: Ursula Winteler, Dianne Greenwald, Joe Ayres, Ethel Bauer, Hannerl Golda, Norman Lindblad, Gyorgy Maurer, Bill Staples, Julie Thonon, Margie Tomlinson, Ruthe Yost, Nina Walmsley, Ludmila Melichar, Elisabeth Castiglioni, Sally Gilbraith, Shankar Jadhav, Janice May, Pdokova Alima

Objective: To sensitize participants to the concept that humankind is not apart from Nature but a "species thread" in the Web of Life. The ritual has 3 parts:

a) mourning for the misdeeds Man has committed against Mother-Earth b) identification with different endangered species, and c) remembrance - making peace with one's parents, grandparents, distant ancestors back in history who did not lose their identification with Nature.

Facilitator's Observations: The frame gives plenty of room for individual self-expression. Identification with a species of bacteria responsible for rainfall was new to me, as was speaking in the name of humankind, all the children of the world, and on behalf of garbage collectors and other workers doing dirty but necessary jobs.

Products: Several artifacts and pictures of cooperation

Next Steps: After a methodological demonstration the ritual should be performed on a special weekend workshop outdoors in a secluded place (a la the mountain lodge in Rychory - the Ecological Education Center in the giant Krkonose Mountains. For a group of 20, one facilitator will do. For a maximum of 40, two facilitators are necessary. For children it can be enhanced by making masks of animals, birds, fish, localities, etc. in the name of which they speak during the council of All Beings.



#2. UNCED '92 IN RIO - REPORT AND DISCUSSION

Facilitators: Ursula Winteler, Kit Krauss

Participants: Mary Coggeshall, Donald Elliott, Marileen Johnson, Margie Tomlinson, Ruthe Yost, Wendy Dominick, Nina Walmsley, Abe Ulanga, Audrey Ayres, Judy Lindblad, Frazer Simon Goodwin, Shirley Nelson, Tracey Dominick, Hester Reeve, Edwin F Shinn, Dagmar Berndorff

Objective: Report the process up to and including UNCED and the 92 Global Forum. Discuss its significance and implications for the future.

Approach and Workshop Design: Participatory presentation, small group study and reports on:

1) The Outcome of Rio. 2) NGO Strategies on the Road from Rio. 3) Bio-diversity after the Earth Summit.

Workshop Products: The tree of life - personal pledges to contribute toward a healthy planet in some specific way written on paper "leaves" and taped to a drawing of a tree.

Next Steps: Mary Coggeshall volunteered to convene a meeting to plan a "market place" workshop on one or more themes from this session.

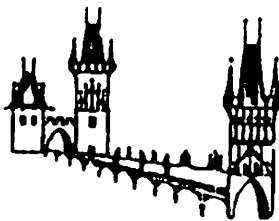
3. THE EVOLUTION OF CONSCIOUSNESS -- ITS IMPLICATIONS FOR GROUP METHODS

Facilitator: Margie Tomlinson

Objective: To discern the implications for group methods of the current evolution of consciousness.*

Approach and Workshop Design: a) Conversation - What occupies your spirit? b) Presentation - "The Evolution of Consciousness in the 90's" c) Workshop Brainstorms - What are you doing in group methods in response to the Consciousness Age?

Facilitator's Observations: The group was not clear how the evolution of consciousness is not just right brain intuition, living a holistic rational life, etc..



CATEGORY I *cont.*

Sample responses to Workshop Brainstorm Questions:
Question 1 - What do you have to do as a facilitator of group methods now that the times have shifted? -

Responses: 1. Be more open to new experiences and try to imagine vividly the position of the other person. 2. Be more flexible in thinking and in goals. 3. Learn to accept and appreciate new perspectives. 4. Distinguish between dialogue and discussion and what the rules are: Dialogue is listening to hear completely and understand when there is no solution and the group is trying to come up with a solution. Discussion is when each is listening for the values in each solution in order to determine which of the several possible solutions is the one for the group to affirm and follow.

Question 2 - What are you doing in group methods in response to The Consciousness Age? (As facilitator I shared my experience of inviting people to a meal, allowing a conversation to develop and from there starting a group.) Responses to this question included:
1. More open reference to spirit as basis of love.
2. The use of music and non-verbal communication.
3. Creating events with the purpose of eliciting strong emotion as a lever to work at a deeper spiritual level. 4. The use of relaxation exercises and visualization
5. Drawing on science fiction to context and reflect.

Next Steps: Participants were interested in the video "The White Hole in Time". With the video persons can grasp more clearly what the consciousness age is and how they can participate and be moulded by the imagination that comes from the spiritual level.

** editor's note: This workshop reflects the work Margie Tomlinson does with religious communities (priests and nuns) in the Chicago area.*

CATEGORY II: THE CHALLENGE OF TRANSFORMATION

#1. SPIRIT MAINTENANCE IN TIMES OF COMPANY CRISIS

Facilitators: Nancy Grow, Nadira Demier

Participants: Jackie Barnes, Jack Gilles, Connie Miller, Sheryl Nordin Caruso

Objective: To share spirit tools developed in Brazil with private sector companies.

Approach: Participative presentation, dance, individual listing, symbol design & art form.

Products: Sharing reactions, ideas. Next Steps: Broader sharing in and out of Brazil.

Next Steps: Broader sharing in and out of Brazil.

2. HOW TO MANAGE THE TRANSFORMATION OF SOCIETIES IN TRANSITION

Facilitator: Alexei Morozov

Participants: David Blanchard, John E. Burbidge, Dianne Greenwald, Dr. Shirley J. Heckman, Norman Lindblad, Marilyn Oyler, Ariane von Rümker, Wendell St. John, Bill Staples, Lin Wisman, Richard Seacord, Don Johnson, John Oyler, Mirja Hanson, Maria Maguire, George W. Yost

Objective: Dialogue on what the nature of the transformation of Russian Society is and what the keys are to enabling it.

Approach and Workshop Design: Participatory presentation. Small group workshop - on "force field" of forces supporting and/or restraining transformation of Russian society.

Products: Small group work on "force fields".

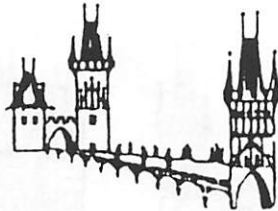
3. IMAGES FOR 21ST CENTURY EDUCATION

Facilitators: Karen Troxel, Jan Ames, Burna Dunn

Participants: Shizuyo Sato, Jay Antenen, Ethel Bauer, Pam Bergdall, Mary Coggeshall, Donald Elliott, Hannerl Golda, Marileen Johnson, Aline King, Margaret Krauss, Sir James Lindsay, Manuel Samayoa, Wendell St. John, Yvonne Stringham, Wendy Dominick, Ronald Bauer, Marie Sharp, Nadira Demier, Nancy Grow, Shirley St. John, Elisabeth Castiglioni, Edward 'Bud' Ames, Luz Rios Silverio, Manuel Almendro, Hiram V. Kokane, Tracey Dominick, Franco Voli, Shirley Heckman, Janice Ulanga, Edward Mutiso, Gerry Evans, Ruth Burk, Louise Albright, Katerina Kozel, Ed Shinn.

Objective: to discern what is known by this group about new methods of education, highlighting ICA USA and asking the group to name future directions.

Approach and Workshop Design: 1) Names of participants on world map as they arrived. 2) Conversation on New Paradigm of Education. 3) Reports on ICA education projects in the US including: Olive Ann Slotta's math approach, Learning Lab, Leadership Options, Chicago Public Schools.



CATEGORY II *cont.*

Facilitator's Observations: We had more planned than was feasible for translation and large group purposes. Next time would like to be more interactive.

Products: Reflections on new paradigm in education and list of global educational leaders.

Next Steps: Will send product results to Brussels via Econet.

4 REPORT ON MULTI-SECTOR SYMPOSIUM IN PRAGUE

The symposium consisted of two events, the focus session on Sept. 1 and the symposium proper on Sept. 4-5.

The total direct participation was 40, including 18 Czechs, 2 Hungarians, 1 Russian, the balance from West Europe, Australia and North America. Local participants represented business, government, NGO and educational sectors.

The facilitators included Vaughn O'Halloran, Sherwood Shankland, Marguerite Theophil-Adnani, Jack Gilles, Mary D'Souza, Kit Krauss, Linda Alton and Bill Grow. The support group included Bill Staples (documentation), David Dunn (logistics and recruitment), Abe Ulangca (materials), and Judy Gilles (recruitment). Several others, unable to attend, played a crucial role in the preparation phase.

In the focus session there were three underlying elements of the brainstorm: (1) things are not working, (2) a desire to change, and (3) how can we do it? The emphases in the concerns were a need for partnerships and a desire to change values and attitudes and a serious moral vision, also an expressed longing for

engagement to touch the spirit level. From the results of the focus session, we made the symposium a simple demonstration of the basic conversation and workshop methods, using themes introduced by the local participants in the focus session.

The symposium began with an introductory conversation, then a demonstration workshop based on the focus question: "What practical actions can we take to improve our environment?" Friday afternoon we did a methods review and planned three practice workshops for the next day. On Saturday morning, the participants divided into five study groups corresponding to the principal areas of concern. After some "hands on" experience and at least 1 practical assignment for each participant we regrouped into the three workshops.

Workshop 1 - a small business issue, "How to guarantee a year's supply of livestock for a Czech meat distribution company." Two of the company's partners were in the workshop.

Workshop 2 - an issue regarding office attitudes, "How to improve communications between different levels in the organization."

Workshop 3 - creating a problemat as the basis for a proposal to promote awareness of unsafe products, "What are the problems caused by and related to unsafe products?"

The workshops continued with outstanding leadership by people facilitating for the first time in their second or third language. Each workshop gave a report in the plenary, then a reflection/evaluation by participants of their facilitation performance ("Even though I learned something new I didn't feel like a student"). They appreciated the process of structuring the mind, and expressed gratitude for the ICA team.

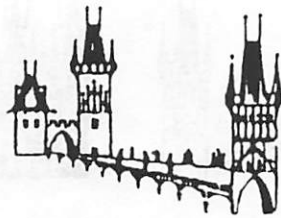
A closing spirit exercise on "sustaining art forms" revealed how important landscapes and architecture are in the selfconsciousness of the local participants. (After spending two weeks in this beautiful country, this response was not surprising).

Next steps: 1. The local participants requested the ICA to return to Prague to do more methods training on the weekend of 31 Oct. -1 Nov. Katja Kozel volunteered to find a location. Linda Alton returned to lead the program on those dates. 2. A Czech participant, Jana Dudackova, convinced her husband, a Director of the CSFR federal aviation authority to ask for a proposal to do a LENS for the nation's airport managers. 3. Use office space offered to set up ICA centres in Prague and Budapest. 4. Our Russian participant, Alexey Morozov will collaborate in Moscow with Vaughn O'Halloran on a concrete project.

5. Zuzana Ambrosava is arranging to send 35 of her students to visit Brussels in the spring of 1993. Her aim is to create a demonstration high school in Prague with the support of ICA methods.

6. Lin Wisman (Brussels) and Hannerl Golda (Vienna) to visit Budapest at the behest of the two Hungarian participants, Gyorgy Maurer and Erzsebet Kovacs.

7. The partners in the Czech meat packing company, Libor Halman, Lubomir Lampir and Jana Bohackova, will repeat their symposium workshop with their employees and asked ICA to help in facilitating.



CATEGORY III: MODELS AND TOOLS FOR INDIVIDUATION

1. CROSS CULTURAL UNDERSTANDINGS

Facilitators: Antonio Beltran, Linda Alton and Lynne Larson

Participants: Aline King, Sir James Lindsay, Dorcas Rose, Silke Tollmien, Kay Townley, Janice Ulangca, John Oyler, Lynne Larsen, George Kawai, Russel Fouts, Judy Lindblad, Johannes Rox, Patrika Sheehan, Audrey Faulkner, Marilyn Johnson, Rita Budanova.

Objective: The objective was to dialogue in order to gain knowledge and insights about deep cultural differences and also similarities between peoples. The workshop also provided some practical methods of "cultural deconditioning" to enable greater flexibility in dealing with the "other". The participants' own multicultural background and extensive experience, as well as two theoretical models of cultural behaviour formed the backbone of the morning session. The afternoon session's focus included an exercise in personal reflection on where the person has felt him/herself misunderstood and a second inter-active exercise in perceiving the "other"

Approach and Workshop Design: The morning session included: a) The participants' introduction and explanation about their personal interest on the theme; b) A brainstorm on the meaning of Cultural Commonality; c) A model showing four different levels of Cultural Commonality; d) A model of cultural difference based on the work of anthropologist Edward T.Hall.; e) Exchange of stories reflecting the participants' own reflections.

The afternoon began with an exercise of reflection on where/when the person has experienced being misunderstood, ignored or unheard. A reflection followed. Concepts from the book "The Art of Crossing Cultures" were introduced. Next there was an interactive exercise of observation and acknowledgement of a previously unknown partner.

Products: The two models presented were - a) Levels of Cultural Commonality Model including: 1) shared knowledge 2) shared emotions and shared experience 3) shared interpretations and meanings 4) underlying beliefs: assumptions of interpersonal relations, assumptions of Time, assumptions of Space, and other unconsciously held values. b) Edward T. Hall Model including: 1) high context vs low context cultures. 2) communications: fast vs slow messages. 3) polychronic and monochronic cultures.

2. TOOLS FOR CREATIVE THINKING

Facilitators: Inga Bessin, Manuel Samayoa

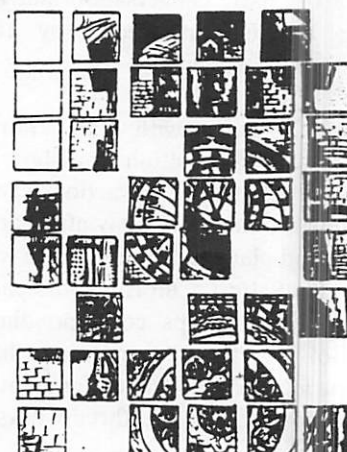
Participants: Catherine Bayer, Pam Bergdall, Eduardo Christensen, Anita Gibson, Hannerl Golda, William Grow, Margaret Krauss, D.Antonio Macias Martinez, Vaughn O'Halloran, Dorcas Rose, Sabine Winteler, Rogelio Cova, Fialho Dejanira De Carvalho, Marie Sharp, Manfred Golda, Karen Troxel, George Kawai, Elisabeth Castiglioni, Luz Rios Silverio, Hala El-Kholy, Hiranman V.Kokane

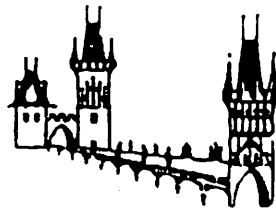
Objective: To communicate the fact that everyone's brain has a much larger potential than is normally tapped. To have participants understand the use of "lateral thinking" as a way of breaking through habitually established thought patterns, to draw on our brain's potential and to trigger creativity. To see and experience the application of some lateral thinking tools, and discern the possibility of using these on a personal level and in education.

Approach and Workshop Design: Brief outline of the latest brain research and development of educational tools to broaden thinking skills, particularly the work of Dr Edward de Bono. Demonstration of three sample lateral thinking tools developed by de Bono, so that participants can experience their effectiveness. Reflection after each workshop demonstration for participants to see their applicability in different settings.

Products: Understanding of the use and effectiveness of Dr. de Bono's thinking tools and their usefulness in training and educational programmes, as well as on a personal level.

Next Steps: Broader use of some of de Bono's thinking tools in training programmes (vocational, such as Training Inc., or company training programmes) in other parts of the world. (They are currently used in only a few ICA locations).





CATEGORY IV: THE WAY OF LEADERSHIP

1. INSPIRING THE NEXT GENERATION OF SOCIAL INNOVATORS

Facilitator: Marilyn Oyler

Participants: Wayne Ellsworth, Ken Gilbert, Hannerl Golda, Marileen Johnson, Ruth Kloepper, Margaret Krauss, D. Antonio Macias Martinez, Peter Marquis, John McAdam, Vaughn O'Halloran, Manuel Samayoa, Basil Sharp, Uta Simon, Abiodun Macaulay Olagoke, Abe B. Ulangca, Shizuyo Sato, Marie Sharp, Ludmilla Melichar, Elisabeth Castiglioni, Luz Rios Silverio, Hala El-Kholy, Hiranman H. Kokane, Erzsébet Kovács, Edwin F. Shinn Jr

Objective: To share methods, techniques and images of inviting the next generation to participate as social innovators.

Approach and Workshop Design: The workshop had three parts. (Introductions, ICA West Facilitation Methods sharing, small group work on what's working in their locations).

Next Steps: Several national ICA's have requested ICA West's training materials and beginning partnerships are being formed.

2. MAKING IT HAPPEN

Facilitator: Alan Atkisson

Participants: Jan Ames, Jann Barr, Antonio Beltran, Ray Caruso, Dorothy Hackman, Jane Hatfield, Karl W. Hess, Ruth Kloepper, Ruth Lukona, Peter Marquis, György Maurer, Sherwood Shankland, Basil Sharp, Elaine K. Stover, Silke Tollmien, Kay Townley, Janice E. Ulangca, Franco Voli, John Charles Walmsley, Emad Mouris, Charles Kiragu, Thea Emmerling, Russel Fouts, Thierry van Cauwenberg, Sally Gilbraith, Judy Gilles, John Gibson, Patrika Sheehan, Maurice Albertson

Objective: Empower people to act more effectively as agents of positive change (or resisters of negative change).

Approach and Workshop Design: Presentation and Simulation exercise, briefing.

Products: Hopefully some insight and inspiration.

Next Steps: Individuals to apply the learnings in their own change efforts. *editor's note: Alan Atkisson's approach advocates 10 practical suggestions: 1. Spread the*

idea that innovation is possible. 2. Tell the great social stories. 3. Model innovation yourself. 4. Try out other people's innovations. 5. Embrace the inevitability of error. 6. Abandon your vision once in a while. 7. Embrace diversity. 8. Visit the margins. 9. Step aside and let things happen. 10. Be inspirational and optimistic. The "Making It Happen" workshop is a powerful legally patented game or group dynamic akin in its impact ("awakening" value) to the ICA's RS1 workshop. It can be purchased by mail.

3. THE COMMITMENT FACTOR IN LEADER DEVELOPMENT FOR SOCIAL CHANGE - a learning exchange

Facilitators: Anita and John Gibson (USA)

Participants: Audrey Faulkner (USA), Aline King (USA), Marileen Johnson (USA), Marguerite Theophil Adnani (India), Joan Knutson (Japan), Ruth Lukona (Zambia), William Grow (Brazil), Hiranman Kokane (India), Erzsébet Kovacs (Hungary), Ludmila Milichar (Canada), Lisel Burns (USA), Jorge Lamy (Basque Country-Spain).

Workshop design:

Telling about the life experience(s) that launched their own personal commitment to a life of service. Reflection on several common aspects of our individual initiation into a life commitment such as: * Family Stories, * Role Models, * Challenging Speakers, * Reading Books, * Being called into question, * Experience of community, * Fire-in-the belly, * Challenging situation, * Awareness of Oppression, * Opportunity to do something, * Seeing the difference between what I was taught and the way life is, * Satisfaction in engagement, * Woundedness, * Resistance to social justice

Brainstorm our questions about the commitment factor and our personal learnings which partly release and sustain more commitment in all our communities. Examples:

What does commitment look like today?
What are the elements of commitment?
Does someone else's commitment need to look mine?
What are the levels of commitment?
Does the capacity for commitment reside in everyone?
How to discover latent commitment?
How do we move from commitment to home, family, clubs or gangs to those of the larger community - state, country and world issues?
How do we induce people into vocational commitment?
How does one build loyalty to anything?
How does individual commitment coalesce into a large enough mass to promote change?



CATEGORY IV cont.

How can the commitment factor be put into developed countries to replace the consumption mentality?

How to get people in power to risk the quantum leap toward a service ethic?

In which ways should organizations commit to social change?

Proposed objectives:

Appreciate what others are doing; training in listening skills; a balanced lifestyle; enter with people into a values - based culture where all are respected and challenged without the old cultural biases; helping

someone in a personal crisis; affirm the self-worth of others; move toward ethic of self-fulfilment from that of self-sacrifice; demonstrate your own commitment to your goals in all arenas of your life to create the fire-in-the-belly in others; get others to act toward solving issues; use a cultural approach to our world limitation of economic resources; give people a chance to be involved in social justice issues; create reflection on commitment around a devastating event; draw out the commitment of others in the face of a tense situation.

Reflection:

Several workshop participants expressed appreciation for this experience of interactive communication on the topic of profound life commitments. They said it is a subject of great importance to the future of their organizations, nations or projects. And they told how the experience of recalling their own journey of commitment produced a renewed personal energy.

4. PLANETARY CITIZEN WORKSHOP

Facilitator: Bill Staples

Participants: 30 people from 12 countries and 5 continents.

Objective: To explore the meaning of the concept of Planetary Citizen; to help define the idea; to inquire about the mental shift necessary to promote such a concept, the benefits to be gained and the cautions to be had.

Approach: The workshop included the following conversations: a) Criteria for defining the concept. b) Other possible names towards the same meaning. c) Possible symbols and ways of symbolizing the concept. d) Brainstorm of ideas towards writing a concept paper (i.e. -images needed, rights and obligations of Planetary Citizens). e) Discussion over timing and places where idea could be introduced successfully.

Cautions: It was agreed by everyone that any discussion on the meaning of Planetary Citizen must not crystallize the meaning. It may take several years to come to any sort of consensus on what it really means. There is concern that the term Planetary Citizen could be misrepresented by groups and individuals that have a political or other ulterior agenda. Great caution must be exercised.

CATEGORY V: STEPPING STONES ALONG THE PATH

1. CAUSES AND SOLUTIONS TO WORLD HUNGER

Facilitator: Edward "Bud" Ames

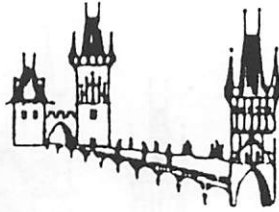
Participants: John Rupert Barnes, Jann Barr, Jane Hatfield, Karl W.Hess, Eleanor Smithies, Julie Thonon, Ruthe F. Yost, Abiodun Macaulay Olagoke, Wendy Dominick, Bayard Coggeshall, Thierry van Cauwenberg, Shankar S. Jadhav, Tracey Dominick, Michael Hydén, Aspasia Dassios, Don Elliott, Ariane von Rumker

Objective: To share information as a learning community on the situation for food on the planet; the distinction between famine and chronic hunger; the causes and possible solutions for helping people end their own hunger. The participants had depth experience in rural development in 32 countries.

Approach and Workshop Design: 1. Shared info and beliefs. 2. Used a video to provide further information and images. 3. Time for further sharing and reflection.

Workshop Products: Four brainstorm sheets produced by participants and one list of questions and concerns. The participants left with a broader understanding of the situation, causes and opportunities that exist. Some shared promises concerning their future action. There was a suggestion to continue the dialogue during the "Open Space" time and we were informed of an international conference on this same topic to be held in the fall of 1993 in Fort Collins, Colorado, USA which will be attended by Dr. Maury Albertson.

Next Steps: 1. We agreed to become better informed on chronic persistent hunger and rural development (causes-solutions). 2. Most agreed to join and support organizations like "Food for All", "Heifer Project", "Oxfam", "The Hunger Project" and/or one of many other organizations active in education, political action, rural development, etc.. 3. Some of us will support and participate in an international conference on rural development in the next couple of years.



CATEGORY V *cont.*

2. THE ROLE OF CREDIT IN DEVELOPMENT

Facilitator: Abiodun Macaulay Olagoke

Participants: Martin Gilbraith, Eleanor Smithies,

Julie Thonon, Terry Thomas, Michael Hydén

Objective: To lead the group to develop a common understanding of "credit" and "development" and through sharing of experiences, develop workable strategies to ensure that credit "achieves" the development it is intended to achieve.

Approach and Workshop Design: Mainly the Strategic Planning Process. Every decision was made through the process of individual and group brainstorming as well as reaching a consensus.

Facilitator's Observations: All six participants had very different backgrounds thus providing a forum to share experiences from various perspectives. It was acknowledged that credit will achieve development only when the appropriate intermediaries of rural people are identified and incorporated into the development plan. Also small scale projects tend to be more successful. The rural people should be sufficiently involved in project design and execution. We all need more relevant training.

Next Steps: 1. We all exchanged addresses to facilitate relevant information sharing. 2. Martin will invite all participants to a relevant workshop held in Egypt every Oct. for 2 weeks. 3. Martin will also notify participants of the ICAI programme for Africa at the appropriate time. 4. Terry Thomas, during the "open space" time of this conference, would coordinate plans for another workshop to continue and expand on this one.

3. A STATEMENT FROM THE WORKSHOP ON THE GABCIKOVO-NAGYMAROS DAM

A challenge to participants of ICA Conference.

The Gabčíkovo Dam Complex is in the final phase of construction. All the Governments involved have systematically ignored or have forcibly suppressed all warnings and protests from experts and citizens effected by the project. We would like to again bring to the attention of the world the following points:

1) The construction of the Dam complex will cause serious deterioration of the environment over many

thousands of hectares of Slovakia and Hungary. It endangers the potable ground water supplies of both countries (40% of Slovak ground water supplies come from the area effected).

2) There is a threat of worsening of relations between both nations which could form a focus of international tension in a strategic location in central Europe.

3) It will make impossible the formation of an internationally important 'Podunaj' park, a protected unique inland delta in the centre of Europe.

4) It is putting the tax payers into a position where their money is being squandered on technocrats and the concrete lobby close to the Government (The director of the company constructing the Dam is the brother of the ex-leader of Slovakia).

5) Bringing the Dam into operation would place pressure on the Hungarian Government to complete their part of Nagymaros Dam Complex which would have further catastrophic consequences on the environment.

This is why we request your support for:

I) Speeding up the initiation of talks of the Czech and Hungarian Governments together with experts to draw up the best possible solutions for the Dam system.

II) Our request to the Slovak Government to either release or make available true information to the Slovak public about all consequences of construction (the average citizen does not have easy access to the information).

III) Support our efforts to create an international 'Podunaj' Park.

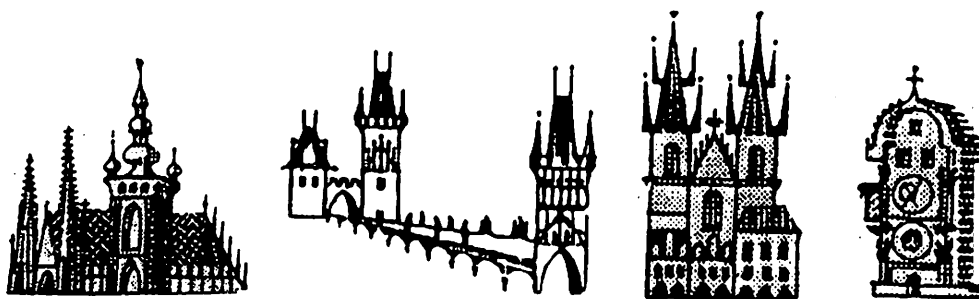
Our collective interest is to connect the Dunaj region nations and not divide them.

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OPEN SPACE ENCOUNTERS

CATEGORY VII: TOWARDS SUSTAINABLE DEVELOPMENT

1. INTERNATIONAL CONFERENCE ON VILLAGE BASED DEVELOPMENT

Some 35 participants took part in three half day sessions devoted to rural development issues, needs, and prospects.

The Challenge - There are some 3 billion people living in poverty, with little or no health care, who are malnourished much of the time. They live, for the most part, in 2 million rural villages. How can we help them help themselves end their own poverty and hunger, and begin journeys toward what they see as progress and development?

The Key Issues/Needs - 1) training, 2) economic development, 3) clean water, 4) appropriate sanitation systems, 5) a re-definition of wealth and resources, empowerment of women, 6) access to credit, 7) most of all they need opportunity... to participate, to gain access to resources and all of the above.

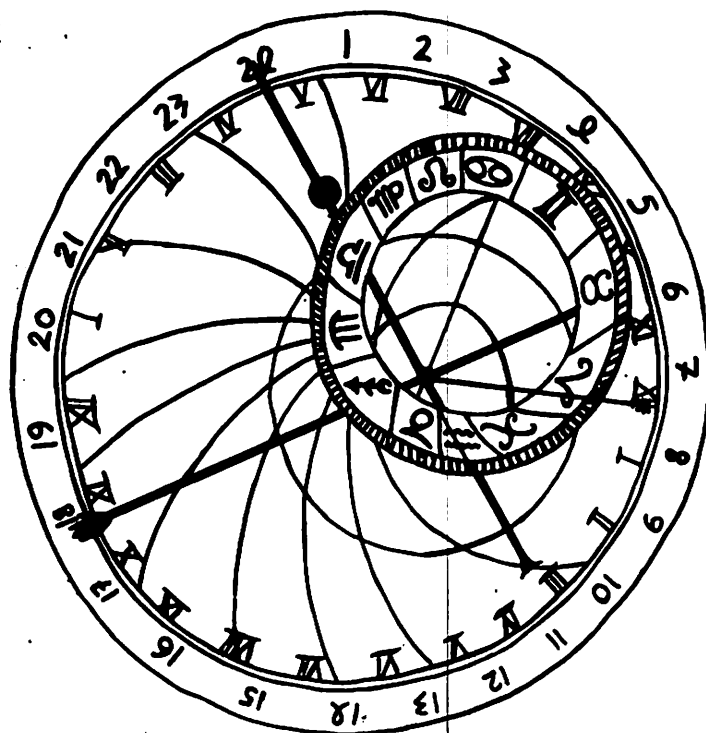
The Situation - For the most part government directed development programs have not helped the bottom 80% - 90% of the population in developing countries. The trickle down approach hasn't worked. On the other hand Global Social Change Organizations/NGOs, including ICA, have often been highly successful with development approaches that work by emphasizing grassroots participation, local leadership development, etc., and a trickle up economics. The approaches in place now do not promise to substantially improve the condition of the 3 billion people in our opinion; hence, the following proposals were discussed. They are being developed further by Shinn, Albertson and Faulkner,

The Pilot Project - A demonstration project involving 1 million people in about 666 villages is visualized. Each cluster of 25-40 villages that logically fit together would have a Service Centre to help coordinate resources, training, etc.. The Service Centre is seen as necessary because of the difficulty individual villages, and smaller units often have with resource development, access, and

management. Important design, support and implementation considerations are being formulated by the project leaders for subsequent scrutiny and development by others.

The importance of training and the integration of hard science and social action/cultural sensitivity was emphasized. Participants with substantial experience in the field offered suggestions and ideas on how the Pilot plan could be improved, and particular pit falls that should be avoided. It was a rich interchange. Development must have individual, economic and institutional dimensions, and it must be sustainable, which means villages must eventually make it without outside subsidy and expatriate staff; operate within the current economy; be ecologically appropriate; and self-perpetuating.

International Conference - An international conference is set for the fall of 1993 in Fort Collins, Colorado USA. It will bring together experts and practitioners to exchange information and motivation, refine and possibly endorse the Pilot programme, and to promote the best in rural development for the planet.





CATEGORY VIII. TOWARDS A NEW WORLD ETHOS

1 THE CROSS-GENERATIONAL DIALOGUE

Facilitator: Janice May

Participants: Emad Morris, Alice Rose, Rose Worden Russell Fouts, Wendell St, John, Nira Fialho, Thierry Van Cauwenberg, Bill Staples, John Gibson, Shirley Nelson, Cathy Henwood, Sally Gilbraith, Ken Gilbert, Connie Miller.

First we did a go-round of sharing and listening intently. Each person answered 3 questions:

1. What is your name and what's any personal information you'd like to share?
2. Why did you come to this workshop? . . . interests, wants, needs, questions.
3. Tell us about young persons and older persons you admire.

Then we numbered off by 3's. In small groups the following questions were used to start conversation:

1. Where I've personally felt entrusted in this dialogue?
2. What I want, need/or desire in this dialogue?
3. What's 1 thing (event or action) that can be done to make this dialogue flow better?
4. Then we shared as a whole group and wrote notes on the flip chart.

2. SHARING THE WEALTH OF THE WORLD

Facilitators: Simon Pickering and Don Johnson

Participants: Jean Watts, Nicky Melichar, Elaine Stover, Sue Laxdahl, Myra Hanson, Elias Fox, Connie Miller, Manfred Golda, Goren Hyden, Joe Ayres, Wayne Nelson, Ray Caruso, Ken Gilbert, Dorothy Hackman, Eugenia Koblyanskaya, Karl Hess, Martin Galbraith, Jim Lindsay, Aline King, Sherlie Steele, Sabine Winteler, Bill Wang, David Blanchard.

Simon Pickering began by outlining a suggested agenda. The format of the session was each one introducing themselves, where they lived and where they held their investments.

David Blanchard gave a brief history of the World Council of Churches' attempt to create a document on

economic policy whose emphasis has radically changed since the breaking up of the Eastern Block countries. In their policy statement the W.C.C. emphasize a) issues of world debt b) distribution of resources c) absolute poverty d) the role of women. They are trying to match biblical text to an economic position. There are two extremes - "Every day he opens doors and thinks how glorious is God's creation" and "Everyday I open the door and step over a beggar". The question being: Is it God's creation which needs to be glorified? or, Is it flawed and needs to be fixed?

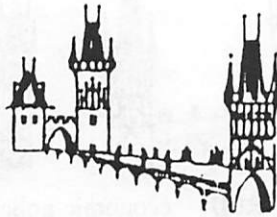
A request to make a brief presentation about alternative economic systems was made by Ken Gilbert. The alternative economic system was to have a parallel local economy along with the international economy with the effect of keeping local money for local investment. This resonated with several others in the workshop. Several experiments are being currently practised in this direction, 6 in England and 11 in North America. It has also been officially encouraged by the New Zealand government and there were experiments of this type in Germany before the war.

The following is brainstorm material on the question of forces pushing towards more sharing (of the world's wealth) and forces steering against.

Forces pushing towards greater sharing: Migration from south to Europe is raising questions of development and trade equity, increasing range of education and training offers options, corporate contributions to development efforts, historical opportunities and timing of alternative actions, ecological movement (concern for the long term), increase of manufacturing in southern nations, home based businesses.

Forces steering against: Dumping cheap food on southern markets in name of relief, unwillingness of north to lower living standards, uncertainty over future with hoarding of wealth, declining levels of trust, reluctance to invest in collaborative efforts, U.S. foreign policy fragmented or slanted towards Europe or east Asia, corporate takeover of small enterprises, sense of denial and hopelessness, no way to really make a difference, no recognition of non-material wealth.

Goren Hyden commented on the brainstorms of the workshops and pointed to the dominance of the sovereignty pole ("ghost") he mentioned in his presentation to the general assembly. The capacity of western society to criticize itself allows it to take corrective action. There is a mass of people who might buy into racism and other sovereignty aspects but the self critical capacity of the western world must stand alert and oppose them.



CATEGORY VIII *cont.*

It was observed that military expenditure throughout the world was not mentioned during the course of the workshops. Trillions of dollars could well be directed to various needs in the world.

National tax systems and financial systems do not allow the world to have access to resources that insure the quality for any given community. Local systems are more likely to bring quality of life.

"Sharing the wealth" has a very negative meaning to those of Russian heritage who have had seventy years of authoritarian style leadership telling people to share the wealth and receiving the same remuneration as professionals or window washers. There is no justice in this kind of "sharing the wealth". Another kind of "sharing the wealth" would be incentives for excellence.

The workshop ended by everyone writing one practical deed they would do after leaving this conference to contribute toward "sharing the wealth" of the world.

3. GLOBAL CULTURE

Facilitation by Pam Johnson and Karl Hess.

Participants: Norman Lindblad, Judy Lindblad, Burna Dunn, Marileen Johnson, Wendell St. John, George Kawai, Basil Sharp, Ronald Bauer, Johannes Rox, Bayard Coggeshall, M.D., Ruthe Yost, Charlie Steele, Jean Watts, Ludmilla (Nicky) Melichar, Emad Morris, Louise Albright, Ruthe Burk, Hala El-Kholy, Bill Staples, Goren Hyden.

The purpose of this workshop was to further our understanding of the cultural shifts necessary for the new world order. We dealt with the question of what comes after Think Globally, Act Locally, and Commit Personally. Our exploration was of the possibility of "Influence Globally", which we see as feedback to Think Globally.

This vital question of understanding global culture was approached from two related directions:

First, we discussed the various processes we experience which are producing the imperative for multi-cultural interaction.

1. Economic and political disruptions have resulted in substantial dislocation of persons. Our communities have become multicultural as a result of the refugees created by this process. Individuals experience the multi-cultural environment as a routine of life in own communities.

2. Economic differentiation within the societies have resulted in different cultural experience within different economic strata.

3. Globalization of market results in mingling of cultural images and symbols, as commodities.

4. Relocation of industries either to obtain lowered production costs or to relieve economic pressures within "poorer" nations.

Second, we discussed various actions people in the group were connected to that were addressing some of the issues resulting from the above.

1. Identify areas in which political or multicultural conflict appear to exist and assist those groups in problem solving and communication:

a. identify or establish common goal

b. develop common understanding of language and vocabulary

c. teach listening, communication skills

d. educate people in understanding they do not have to give up own culture to interact effectively with others from a different culture.

e. Provide experiential lessons for people to see the reality of other cultural experience.

2. Use existing transactional relationships (e.g. business, market, bureaucratic) as basis of building humanized relationships:

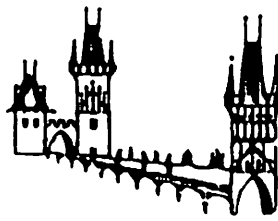
a. business consulting frequently using cultural change model

b. consider the various cultures in an enterprise, such as management, labour, etc.

3. Experience of an enterprise in eastern Germany where business was unable to manufacture product due to financial constraints. Worked with NGO to develop marketing process to generate orders and revenues to begin production of environmentally sound technology.

We concluded that the content of the new global culture was the following: 1) Deep Respect for local/global cultures, 2) Dance of eco-systems, 3) Empowering everyone to be part of decision-making, 4) We can influence but not control global culture, 5) Education facilitates genuine appreciation and connection, 6) Our diversity is the richness of our unity and power, and 7) Creating just and equal systems.





CATEGORY VIII *cont.*

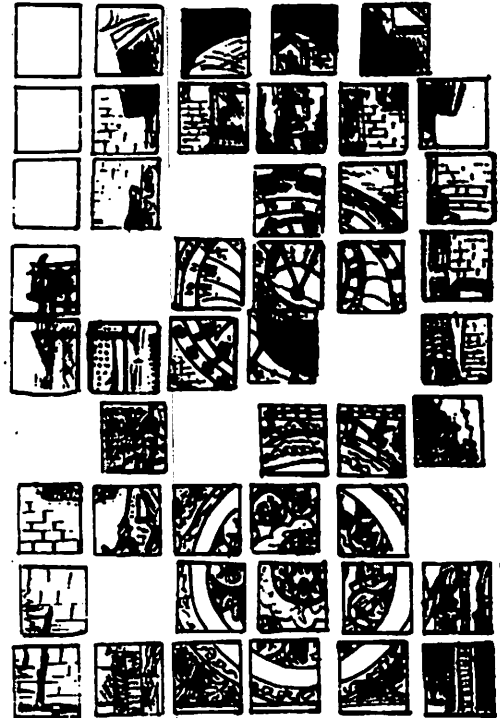
We formed 3 groups which dealt with tools for the new global culture. 1. What things are going on we that are connected to that are moving us in this direction? 2. What structures do we need to work through? - what are the entry points? 3. What tools will help me as an individual?

The conclusions were as follows:

Connected to - Areas in which multicultural conflict exists include poor communication and lack of experience of other cultures. Teaching of problem-solving skills would enable people to deal with this conflict. We can also humanize our regular relationships and utilize these to foster cultural change and inter-cultural understanding.

Structures Needed - Institutions will have to be created to allow us to act corporately to have influence on a global level. One idea of how to do this is to create a large fund, perhaps administered by the UN as is the UN University. This could fund local projects to foster cultural understanding.-

Individual Tools - 1) Story-telling, e.g. "City of Joy" for Calcutta. 2) Reflection beyond the emotional response. 3) Educational exposure through actual problem-solving.



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CALENDAR OF EVENTS

Beginning in January of 1993 the NETWORK EXCHANGE will print a Calendar of upcoming events from ICAs from all different continents. Please send us notice of your scheduled events in 1993 as they come up. We will be happy to help you advertise.

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