

The Network Exchange



JANUARY 1993

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NEW YEAR'S GREETINGS FROM THE ICAI PRESIDENT

An eventful year has just ended. Change continues to accelerate and the balance of its effects is uncertain. Suffering in Somalia is at a respite thanks to the humanitarian intervention by U.N. forces. Europe appears in crisis and very far from unification. Yugoslavia is ravaged by the cruellest of civil wars. In the former USSR the ominous seeds of civil unrest have been sown. The spectre of recession continues to haunt most countries. In the USA there is a new president - a new birth of hope?

Environment and Development have become synonymous. As a result of UNCED people, and the media, are quicker to make the association. At last!, you may say.

The variety of events are confusing, but if nothing else they heighten our awareness that we have entered into a process where everyone of us is both important and responsible. Our conference in Prague certainly manifested this fact. It was a great event. Ours is a

mosaic of many positive visions and energetic endeavours.

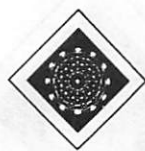
In Prague we breathed new life as we re-created a hopeful vision for the future. Follow up on this vision is already going on in the Czech Republic and in Russia. The spirit that animated our General Assembly needs to be concretised by putting into effect the proposals and plans we envisioned. Let us work together to make them happen.

It is my hope that we do not lose our courage to state and rehearse our values and positions, even though they may sometimes be uncomfortable, so that we can continue to advance our common task.

We can be glad to know each other and have confidence that we are not alone in this restless world - this is the source of my hope.

In 1993 let us strengthen our fine cooperation and deposit our trust in our common future.

Ursula Winteler



FROM RUSSIA WITH LOVE

Several ICA facilitators and colleagues have become engaged in the process of helping to build civil society in Eastern Europe and Russia. Below we print reports from David Dunn, Alan Atkisson and Linda Alton. First David Dunn.

The purpose of this report is to share the outline of my work (in Moscow and Siberia), the results, and the implications for further work in Russia. I would like to acknowledge my gratitude for all of you who have made it possible for me to work in Russia.

Throughout this report, I will refer to Alexey. Unless otherwise indicated, I will be referring to Alexey Kuzmin, my friend and colleague in Moscow, the president of Process Consulting Company (PCC), with whom I worked during my stay in Russia, and with whom I am developing a business partnership.

Background

Since meeting Russian refugees in Denver as early as 1988 and later attending the 1991 Family Camp organized by Denver psychologist Laura Dodson (Institute for International Connections) and her Russian associates with the Institute for Professional Development in Moscow, I had been developing the conviction that in working with Russian people, people of other nations might be moved to re-articulate some of the values of community and human care that are in jeopardy in today's society.

The connection with Laura Dodson and the IIC has allowed me make contacts inside Russia itself and to begin to test my hypothesis. Coincidentally, our colleague, Vaughn O'Halloran in New York City, has simultaneously and unknown to me, been developing a working relationship with Alexey Morozov from Moscow during the past year. I had actually met Morozov, who was present at the conference in Prague, at the 1991 Family Camp.

I had gone to the 1991 Family Camp to meet and explore relationships with Russians on behalf of ICA. Alexey Kuzmin and I met and experienced a strong affinity and interest in developing a working relationship. We began to think about some sort of joint project and have been corresponding regularly ever since.

Alexey's company, PCC is a small professional group of Organisational Development Consultants with engineering and later psychological training. They are young men in their 30's and 40's. Alexey and his team

had been consulting with the Siberian City of Nefteyugansk helping local people develop their social services, and specifically the city's first Family and Children's Counselling Service. (Nefteyugansk means "Yougan Oil" - the Yougan is a channel of the great Ob River). The city was open to paying, in local currency, for a Russian/American consulting team. I conceived the Human Services for the Global Village project for raising money for the international travel.

At the ICAI General Assembly in Prague Vaughn and I talked over strategy for service in Russia and the newly independent states. Vaughn and I will be communicating with a network of interested colleagues including people in Brussels, Hamburg, Rio de Janeiro, Tokyo and several cities in the U.S.

What I Actually did in Moscow and Siberia

I spent three weeks in Moscow and Siberia from September 10 to October 1, 1992. The following is a summary of my activities:

*Jean Watts joined me in conducting a Facilitation Methods I with twenty OD consultants priced at 500 Rbls (US \$2) including tea and lunch.

*Jean and I led a strategic planning workshop with Alexey's Nefteyugansk project team.

*Alexey and I held an initial conversation with the director of the Moscow Social Defense Committee about how PCC might help them deal with the 20,000 homeless people in Moscow.

*Alexey and I worked for a week in Siberia, helping leaders in Nefteyugansk create a city-wide social development strategy and specific projects directed at youth.

Practical Follow-up work in the Near and Long Range Future

First it is apparent that the Russian people are eager to learn the skills of "facilitation". They are not without skills and techniques of their own, but a methodology which comes from global experience and with the track record we have is of unique interest, not least because it is so practical. Alexey and I will work with others to launch what may be called the *International Facilitator Methods School*.

We are working toward a conference on *Facilitative Leadership for Societies in Transition* which will be held



in Moscow in February, 1993. Second we will follow up on and continue to assist Nefteyugansk's new Counselling Service. This will be done through strategic "letters of affirmation" and encouragement as well as by researching overseas short term experiences for members of the Counselling Service in communities outside Russia. I have let Alexey know about the *Leadership Options* program being held in Chicago during January 1993. Leadership Options might become a core component of a month-long visit to the U.S.

Finally a major city-wide consultation is planned for Nefteyugansk during the summer of 1993. Key city leaders will be joined by resource people from related areas of community life, leadership and services from communities outside Russia. The purpose of the two week program would be to get inside the context of a Siberian "oil city" and to explore and develop options for long-range socioeconomic development. The goal would be the creation of a long-range development plan that could assure permanent sustainability of the city by the time the oil runs out sometime in the second decade of the next century. *by David Dunn*

PRAGUE SOUTH TOWN: A CHALLENGING OPPORTUNITY

Prague South Town is a vast development at the end of a Prague Metro line. Designed as a bedroom community for Prague workers, its enormous apartment complexes - crowded onto two and one-half acres - are the home to 86,000 permanent residents. Temporary housing is also provided here, which brings the total population at any given time to somewhere between 100,000 and 120,000.

It is a place of enormous buildings and tiny people and little else. There are more cars than trees -- and few of either. The shoddy, Soviet-style, pre-fab concrete construction is already falling apart in some places. Apartments are small, and there are no common or meeting rooms -- any uninhabited space is generally converted into a shop.

Prague South Town is hardly an obvious place to begin planning the development of an ecological village. Yet that's what several visionary souls are doing. And one of them is the mayor!

He and his administration recently began negotiations with the Eco Terra Foundation, an architecture and planning group that is promoting ecological solutions to development problems in the Prague area. The Foundation recently designed and managed the

development of a small village of 500 one hour outside the city. The village is energy and water efficient, partially self-sufficient in food production, and a much more green and pleasant place. EcoTerra would like to repeat their small-scale success on the grand scale that Prague South Town represents.

But while thinking big, they're starting small. Constrained by a lack of funding and a rising tide of social cynicism, they have to. There were so many ersatz "community participation" programs under Communist Rule that the idea of "working together to improve our lot" makes most residents sneer in derision.

The planners and the administration hope to begin with the construction of a tree-lined Broadway, to replace the open and muddy tracks running down to the Metro station. Eventually, however, they would like to knock down and rebuild many of the buildings along more ecological and humane lines.

At the present the mayor and the EcoTerra team are looking for capital from outside the country, in three forms: financial, social and creative. It will take a large infusion of financial capital to rebuild Prague South Town, and a rebuilding of the social fabric to put it to work effectively. But it will also take many visions and good ideas to get people excited and working together.

Meeting with an international delegation of ICA conference attendees, the mayor, his senior staff, and an EcoTerra Foundation architect asked question after question about how things were done in other countries, from India to Germany. These questions were all variations on this theme: "What solutions have you found to big problems like ours".

Although it was generally agreed that nowhere had a housing complex as large as Prague South Town been redeveloped ecologically, successful experiences from around the world provide models and insights about how to proceed.

Many of the ICA visitors promised to help funnel ideas and contacts in the direction of the planners, and that process is already under way. If you have information to offer that would be helpful to planners, write Ivan Plicka, C.U. 168442021, KB, POB Praha 2, Vaclavske N. 42, Czechoslovakia. *by Alan AtKisson*

Eastern European reports cont. on page 4



THE PRAGUE LEAP GROUP

Over the weekend of 31 October, 16 residents of Prague joined 3 ICA Brussels facilitators for the first Prague LENS held at the MENT facilities in downtown Prague. Sixteen Czechoslovakians who were part of the *Multi-Sectoral Symposium* during the *Praha '92 Conference*, or their colleagues, were participants. They represented the economic, and education sectors, the emerging 'ngo' and the government service sectors.

The results on Sunday included the establishment of the LEAP Group - LEARNING AND EXPLORING ACTIVE PARTICIPATION, with 9 founding members: Olga Holubova, Zuzana Ambrosova, Jana Cervena, Katja Kozel, Libor Halman, Marek Vlastimil, Karin Menglerova, Margot Masin, Agnes Zaludova.

Zuzana and Katja 'pitched in' as team leaders, and each spent lots of extra time in training, facility prep and accommodation services for the facilitating team. The focus question was written in Czech by Katja, translated as 'What will it take to initiate the participatory workshop methods of the ICA in Prague?'

Katja Kozel of MENT was the recruitment coordinator, and MENT was the collaborating agency for the LENS. They have asked to be a collaborating partner in introducing the participative methods of the ICA in Prague, and therefore handled all of the phoning, mail, faxing and facility arrangements. Thirty persons indicated they would in attendance; at 9:15 a.m. on Saturday morning, 20 were around the table. The holiday weekend and family obligations took several away by Saturday afternoon, yet a smaller cohesive group continued and by 2 pm on Sunday celebrated the following thought-through actions:

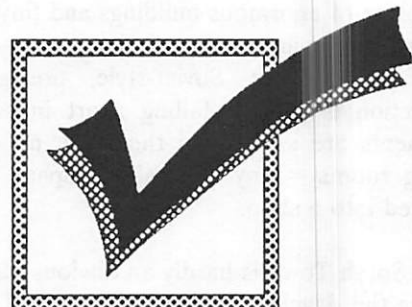
1. This group will become a group of trainers!
2. This group will keep in touch (including the facilitators from Brussels).
3. We will establish individual responsibility for disseminating information about facilitation.
4. We will pursue the marketing of facilitation skills.

THUS, the LEAP group was formed. The group will meet monthly, the first meeting was 12 November. They will study *Winning Through Participation*, and Margot Masin prepared a study plan for this. Margot will also use this study in her English classes with the Telecommunications Network in the Czech Republic, preliminary to a possible LENS with them later. Marek is organising the location for meetings. For those of you

that did not attend his workshop on 'Active Listening' he is a free-lance journalist, has a weekly radio show, and is a practitioner of Tibetan Bells. LEAP plans to visit Brussels for 4 - 5 days in Jan-Feb as a group to participate in a Facilitation I seminar and get to know the ICA better. Marek suggested he could present a programme here in Tibetan Bells for a broader Brussels audience to defray their on-site expenses. Katja is coordinating the completion of the Czech translation of the LENS document and will have it available soon, for use in broader funding submissions.

LEAP is determined to work on the translation of ICA training materials, possibly the Facilitation Level I participants book. However, they all agreed that professionals need professional reimbursement for such translation, and will pursue assistance at a translation school. The LEAP Group understood that ICA Brussels was offering this LENS as the beginning of a longer journey - and that Brussels was sponsoring the expenses of the trip and the course as its share of this new collaboration.

Possibilities to connect with this group have excited various folks. Already, the ICA Netherlands is excited about sending Dutch network members to Brussels to meet with the LEAP group. Ursula Winteler also hopes to make the trip to be here! *by Linda Alton*





NATIONAL AWARD FOR ICA JAPAN

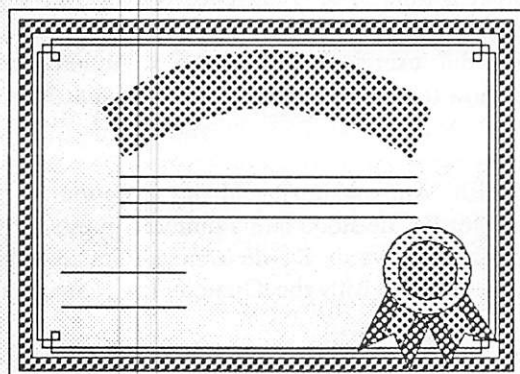
In recognition of joint collaboration between ICA Japan, ICA India, the Japanese Foreign Ministry and the people of the Malegaon project in India, the Foreign Ministry chose ICA from a field of forty other organizations as recipient of its annual Award for Outstanding Service by a Non Government Organization.

Michio Watanabe, Japan's Foreign Minister conferred the award on ICA Japan on 13 July of 1992. His Ministry and ICA have worked together for the three past years. These efforts imply strong support of ICA methods and approval of results in small scale and people-oriented projects.

ICA Japan has operated consistently with few resources and little public attention. Members of its Board of Directors expressed their feelings of deep honour for this government recognition. Paul Murayama reflected that, "It has taken us twenty years of effort to get here."

ICA Japan staff members, Shizuyo Sato and Wayne Ellsworth, remain occupied with more proposals to submit, documentation of current project work and recruitment of volunteer technicians for field action. Their tasks may be facilitated by this award.

by *Don Hinckelman*



SMALL FARM LOANS FOR KENYA

Given its scant natural resources Kenya is relying on agriculture to provide for the welfare of its people. The government has initiated a decentralisation process towards sustainable local development. ICA Kenya's track record and expertise at the village level are very much in demand.

Intensification of agricultural production by irrigation and drainage is an important component of a government strategy to increase the income of the rural population and to provide substantial employment. Then too, agricultural exports to Europe and other African countries can also improve the foreign exchange position of the country.

Although the Ministry of Agriculture has been involved in smallholder development since the early 60s, progress has been slow in coming due to an inadequate capacity to design and implement projects.

By creating and decentralizing the Irrigation and Drainage Branch (IDB) - of the Ministry of Agriculture - the government is helping to put the development potential in the hands of the local people.

Up to now all smallholder irrigating and drainage projects have been implemented with donor grants. With little official support further development stopped at the expiry of donor project agreements.

The question arises as to how these grant funds can be made to have a larger and more lasting impact. Donor assistance has gone far in aiding the implementation of these projects, but their presence cannot be relied upon forever. Therefore there is need to explore avenues leading to the continuation of irrigation and drainage development with locally generated resources.

The MOA has investigated the opportunities for a more commercial approach toward self-help development and has come up with a proposed loan scheme in support of smallholder irrigated horticulture. The scheme is administered by a new non-governmental organization named SISDO (Smallholder Irrigation Scheme Development Organization). Its main goal is to ensure financing smallholder horticultural crop production, thus to uplift the economic status of farmers.

From the beginning of 1988 until June 1991, the MOA has engaged ICA Kenya as consultants in facilitating farmers' organization. These contracts have expired. The ICA was fortunate in having its 12 professionals engaged



DR. DE BONO COMES TO GUATEMALA

During the second half of the month of October 1992, ICA Guatemala was honoured to host world renowned thinker and author Dr. Edward de Bono.

Dr. de Bono is perhaps most famous for his coinage of the term "lateral thinking" to describe the mind's creative process in devising novel solutions to difficult problems. The term, created in the 60s is now included in the Oxford dictionary.

In fact Dr. de Bono is a prolific writer with a large collection of book titles to his name.

Dr. de Bono conceived of a new method of group dynamics called "The Six Thinking Hats", which has become very popular with the international business community. IBM alone has trained 40,000 managers in this method.

More recently Dr. de Bono has been involved with a think tank of the world's leading corporations to do some serious thinking about the future of the planet. It is called the International Creative Forum.

Educationwise he has also created a more comprehensive system of thinking skills called CoRT - Cognitive Research Trust. It is a program of six strategies, each containing ten different thinking approaches or "instruments". Many of these instruments were translated and published in Spanish in the early 1980s during the time of Dr. Luis Alberto Machado's Ministry for the Development of Intelligence in Venezuela.

Dr. de Bono's visit to Guatemala was made possible because he was willing to forgo his usual \$20,000 per day honorarium. In order to bring him to Guatemala ICA collaborated actively with the "Asociación de Gerentes of Guatemala", the most prestigious management association in Central America. Dr. de Bono agreed to do a day and a half conference, free of charge, for people in education and development. This was followed by three days of a business conference with the Management Association.

Coming from a business conference in Chile, Dr. de Bono arrived in Guatemala on 14 October. Beatriz Capdevielle, a long-time friend, and John Lawton, president of ICA Venezuela, joined us to meet him at the airport. The next day, Dr. Rudolfo Paiz, a close ICA colleague, flew Dr. de Bono by helicopter to his residence on the beautiful volcanic lake, Atitlan.

The conference on education and development began 26 October in Guatemala City's Hotel Camino Real. Dr. de Bono sat at the front of the room facing the audience, next to an overhead projector. Everyone wore headsets to hear the simultaneous translation. He had a set of coloured grease pens in his hand and he put an entire roll of transparencies on the overhead projector.

His conference covered the Six Thinking Tools, the Six Thinking Hats, the Six Thinking Shoes, creativity and provocations to stimulate creativity.

He told us that the human brain is not designed to be creative because it is intended to create patterns, not cross-patterns. This is why children have the creativity of innocence. They do not know the usual approach so they may approach something in a fresh way. Adults have already established patterns, which he calls "vertical thinking". On the other hand rebels who are often thought to be creative are people who push against something, not toward something. Creativity, however, is a movement towards something.

Dr. de Bono's thinking tools are like games which liberate the mind to become more creative. He had us try various exercises of "provocation" or "PO" (provocative operations). This is not a judgment that says if a new idea does not fit your mental pattern you reject it. It is to come to a new idea and see where it can take you, without any judgment on the idea.

He had the audience design new umbrellas, chairs with only two legs, new types of telephones. He had us experiment with the Six Thinking Hats, teaching us not to wear different hats at the same time, but to put on one hat at a time. The experience allows a group to analyze together, criticize together and create together. We also did exercises with the Six Action Shoes, learning how to combine them when special actions are needed.

The British Ambassador held a reception at his residence for Dr. de Bono and a hundred guests of ICA Guatemala. Afterwards, Dr. de Bono continued with his scheduled seminar with the Guatemalan Management Association.

Before he left we gave Dr. de Bono a tour of the cultural sights of Guatemala City. He is one of the finest communicators we have ever known. With him, one can only gain -- in new understanding, new methods of creativity and new confidence that, indeed, we are all intelligent. *by Bill Alerding*



FIFTH CITY PRESCHOOL INTRODUCES "PARENTS AS FIRST TEACHERS" PROGRAM

Fifth City is the site of ICA's first "Human Development Project" and the Fifth City Preschool was that project's original focus. At the Preschool innovation continues.

In 1973 the Fifth City Preschool, FCP, entered into an evaluation program conducted by High/Scope Educational Research Foundation that led to the school being rated as one of the top ten preschools in the nation.

This year the administrative staff was introduced to the "Wings Intelegy Corporation Program" that has developed some 150 colorful and imaginal games for ages 3-6 years that match individual student's learning strengths and deficiencies.

Keith Packard, ICA Chicago faculty member, and Letty Lyn Malloney, Wings distributor and one of the Ecumenical Institute's preschool teachers in the 60s, demonstrated this revolutionary curriculum to the FCP staff and parents. Money to purchase the full program was developed from Chicago corporations and foundations. This past June, all of the 3-6 year old students were individually tested in the arenas of: Comprehensive Information, Memory Development, Finding Solutions, Making Decisions and Thinking Creatively. These test records guide the teachers in choosing the starting games for each child's journey and in recording progress in their Journey Chart. These three days of testing were videotaped and the tape is being edited for review and demonstration.

The quality and imaginal construction of the games is well engineered. The revolutionary challenge for the school is in assisting the parents to participate in becoming self-conscious teachers through play with their own children. Each child has a "desk" or playing board that has the appearance of a brief case. Having purchased enough games, the school will encourage the parents to check them out as they would library books. Some of the parents have already indicated their interest in working together in each other's homes.

ICA Chicago gives its thanks to those who helped launch this venture. *by Ruth Carter and Audrey Ayres*

Kenya Small Farm Loans *cont.*

in community training programmes in various districts namely, Machakos, Meru Embu, Nyeri, Baringo, Samburu, Uasin-Gishu and Kisumu.

The first experiment started with Nyanza Schemes - Ahero, Kisumu District. ICA staff delivered these programs with confidence since we have acquired much expertise in facilitating local people's self-reliance and self-sufficiency through planning and participation. Then too, given our approach of integrated efforts to accelerate community development, we had available and ready to implement effective programmes at all levels of engagement.

The MOA did not forget the services rendered by ICA over the years. Our efforts and sacrifices have paid off. Recently MOA decided to engage ICA Kenya in the second part of its approach, the "Loan Scheme for Group-Based Smallholder Irrigation Projects". This experiment is being developed in two districts concurrently: in Makueni, as the Kwakayi Irrigation Scheme, and in Meru, as the Ngare Ndare Irrigation Scheme.

SISDO has employed two members of ICA Kenya in its field staff of six. The ICA people started with the Makueni project - the "Kwa Kyai Scheme". Where they will work under contract with SISDO for six months.

Here are some elements of SISDO's programme:

To invigorate the will and motivation of the people through grassroots participation so that with adequate help they will find ways to feed their children, educate their families and boost income for the future.

To put Community participation at the centre of the scheme and change the image that it is a low priority subservient to "hard" macro projects and "more trouble than it is worth".

SISDO, with the assistance of ICA, is now ready to engage in serious project implementation.
by German Gituma

THE NETWORK EXCHANGE

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Editors: Dick Seacord & Tony Beltrán
Reporter: John Burbidge

Address all inquiries and comments to the Institute of Cultural Affairs International, rue Amédeé Lynen 8, B-1030 Brussels Belgium



PRACTISING THE DISCIPLINE OF FACILITATION

A common language and one point of dialogue within our network is the use of ToP methodology. Every time people discover its elegance and effectiveness we gain new colleagues. Below testimony from some old and new practitioners.

Ask Jo Nelson what's the most exciting thing happening in ICA circles in Toronto these days and you'll get a quick reply. No it's not the first ICA Canada Rite of Passage program completed last quarter, although that would make an interesting article too.

It's the Facilitator Core which has grown out of the increasing number of grads from facilitation courses which she has taught across Canada, primarily in Ontario and Saskatchewan. For four years, Jo has been teaching eight to ten public courses a year which have catalysed further in-house planning and training events. Among her clients are the renowned Hudson's Bay Company, the Toronto Public Health Department and the Ontario Association of Immigrant-Serving Agencies.

As in other places where ICA has been consistently teaching its facilitation methods, course grads in Toronto wanted to share their experiences with the methods, practice their skills in a safe environment, receive feedback on their own style of leadership and be helped to design further applications. The result? For over a year and a half, a committed core of five to seven facilitation enthusiasts, out of a wider pool of about 25, have been meeting on the first Thursday of every month, from noon till three to do these things.

For the first few months, Jo played a lead role with the group but "follow the leader" didn't sit well with this bunch of people. Indeed, one person declared: "What I really like about this group is its 'leaderless' quality. It's the only one of its kind I know and a great demonstration for the future!" Now the roles are shared, with one person donating a problem or issue, another facilitating its resolution and a third documenting the process.

While the Core is an open group, it does have its standards. To be a member, you must have completed the first Facilitation Skills course, be an ICA member and have a copy of *Winning Through Participation*. Not only have participants helped one another design applications of the methods for their specific situations, they also worked as a group to create the "focus question" page in the Facilitation Skills manual.

Other spin-offs continue to happen. One member, Anita Wolfe, attended ICA: Chicago's *Leadership Options* program last January and came home eager to share her new-found skills with the group. Several core members have been aggressively marketing ICA Canada's Facilitation Skills Seminars and some have been involved in larger facilitation contracts, including one of the Canadian Constitutional Conferences held earlier this year, which required bilingual facilitators.

The fact that Toronto's Facilitator Core continues to thrive, is a reflection of the timeliness, appropriateness and sustaining quality of ICA's facilitation methods. According to Jo, the skills courses are always high energy events which quite literally change people's lives. Or, as one participant remarked: "What you have to teach people is not a set of techniques, but a discipline."
by John Burbidge

TOP IN MALI

The National Centre for Health Information, Education and Communication in Bamako, Mali, is a technical unit of the country's Ministry of Health. The Centre produces educational support materials such as flip charts for health talks, creates radio programs on health, provides training to health workers, organizes seminars and serves as a resource centre for health issues. Its target areas presently are AIDS and family planning, nutrition, water and sanitation, also guinea worm and activities reaching into many other areas. CНИЕCS collaborates with other government services, NGOs and outside funding bodies to execute many of its programmes.

The Peace Corps in Mali provides a volunteer to work with CНИЕCS as a general counsellor on many different aspects of the Centre's work. Rachel Stoler is the third volunteer to hold this position. Rachel has spent two years as a volunteer in Douentza, Mali, doing wells and other water-related work such as guinea worm education. Before going to Mali in 1990, she participated in the Institute of Cultural Affairs Foundation Course in Brussels during September 1989. She has worked several months with ICA Chicago, helping with the 2020 Center. She has also worked with the YMCA in Kenya, Sweden, Taiwan, Hong Kong and Japan as group leader for international youth exchange programmes, and in Botswana with Operation Crossroads Africa. Her current role at CНИЕCS includes working on radio programs, the establishment of a documentation system, involvement in a nutritional communication project and institution-building exercises using ICA methods. She has been in Mali for three years and is extending her contract for the fourth year.

Mali cont. p. 9



The last thing the staff of Mali's National Centre for Health Education (CNIECS) expected was to do a five-part strategic planning workshop. The Centre Director, Dr. Mamadou Kante, paved the way by suggesting we hold bi-weekly "technical meetings". I threw out the idea of the workshop methods I had learned through work with ICA Chicago, Foundation Course '89 and Winning Through Participation - to see if anyone would pick up on it. The director did, and then continued to remind me until I actually had to do something about it. So I scheduled Session Number 1, Practical Vision.

My first step was asking everyone to imagine what he or she would like to be able to say about CNIECS in five years. Of what would we be proud? We had to be creative ... to try to go beyond what we normally hope for (in the case of Malian government agencies the scope of creativity is pretty limited). I reminded the group that all ideas were valuable, even those that might seem far out or impossible -- usually those are the best ones!

This first session went well. I had sparked people's interest, but they were still not sure where all of this was supposed to go. A few people complained about the amount of time it had taken. But they agreed to continue on to the next session which occurred the following week.

Session Number 2, the Underlying Contradictions, began with a review of what we had done the previous week. I asked everyone to think about what it was blocking the achievement of these visions. We worked hard and long and by the end of the session we had a pretty discouraging sight in front of us: all those obstacles staring down at us like a big wall. No wonder the next session was poorly attended.

Only five people showed up for Session 3, Strategic Directions. I was a bit disappointed. At this point however, Dr. Kante decided to make the workshop "official". He suggested that we accord two full working days to their completion. There were to be no other commitments or interruptions. I was thrilled by the proposal and by how well it was accepted. We scheduled our two days for the 23rd and 24th of September.

The third session was by far the most arduous but also, in my opinion, the most interesting. Each participant had to try to propose two solutions for each group of obstacles. I participated in this session not only as facilitator but as staff member as well, contributing my ideas along with everyone else. This may seem a little unorthodox in the realm of consulting, but I do work full time at this centre and am implicated in the everyday

programming, so I wanted to get in my two cents worth. No one seemed to be bothered by this.

I encouraged everyone to be as daring as possible in their suggestions, and they were. Incredibly so. By the time we finished we were all exhausted. I promised that the next day would be easier.

Session 4, the Systematic Actions, flowed quite easily. We started the session in teams, each team responsible for three strategic directions from the previous day. The group did not have much trouble citing specific actions to address each direction.

The Implementation Timeline, came up against a block. It had not been difficult to decide what activities we wanted to tackle in the next three months. We had decided on: a) the selection of an exterior relations agent from among the staff to facilitate our activities which are so often impeded by bureaucratic red tape; b) the establishment of a system of motivation, namely the "Employee of the Month" award; and c) the organization of the 1993 operating plan. But when it came time for everyone to volunteer for the activity that interested him or her, everyone balked. "We can't do that", they said. "The director has to assign us our tasks." At that point the director had stepped out for a moment. I stressed that the whole point of this exercise was to follow it through to the end to see what the outcome would be. The director had given the go ahead and he would not say no to the volunteer system. It was no use. Fortunately when the director came back he affirmed what I had been saying. He said that he wanted to see the staff take more responsibility for decisions and that in fact rather than him assigning them their tasks they should volunteer.

At the end of the workshop, I asked everyone what they thought of the process. Everyone gave their thumbs up and said they were really pleased to have been exposed to such a tool. What struck me even more were the unsolicited positive comments I received over the course of the next few days. The director was particularly pleased and asked me to write up a report for all the participants which would include not only the charts drawn up at each session, but a description of the process as well. He also agreed to print certificates of participation for each staff member who took part in the workshop. So it seems as though my efforts to "sell" the process paid off. Not only did the CNIECS "buy" it, they are interested in becoming regular customers.

By Rachel Stoler, Bamako, Mali, 17 October 1992

ICA EVENTS FROM AROUND THE WORLD



Continent

WHEN	EVENT	WHERE	RE
Africa:			
AUG.30/SEPT.4	ICA AFRICA MENA STRAT. PLANNING	ZAMBIA	BI-CONT.
Asia:			
FEB.14/20	ASIA O.T. MEETING	LONAVALA	INDIA
Eurasia:			
JAN.27	MEMBERS MTG.	ROTTERDAM	ICA NETHERLANDS
FEB.	LEADERSHIP CONF.	MOSCOW	KUZMIN/DUNN
APRIL 30/MAY 2	EX. COMM. MTG	BRUSSELS	ICAI MTG.
SUMMER	CITY CONSULTATION	NEFTEYOUGANSK (SIBERIA)	KUZMIN/DUNN
JUL.26/AUG.8	WORK PRACTICUM	MEZIO	ICA PORTUGAL
AUG.12-27	INT. DEV. INTER- CHANGE	MEZIO	ICA PORTUGAL
L. America			
JAN.27/MAR.1	TIPP	GUATEMALA CITY	ICA GUATEMALA
MAY 5/JUN.27	(BUSINESS SKILLS)	" "	" "
OCT.6/NOV.19	" "	" "	" "
JUL.21/SEP.2	ADVANCED TIPP	" "	" "
N. America:			
JAN.8/10	MEMBERS MTG.	PHOENIX	ICA WEST
JAN.8/24	LEADERSHIP OPTIONS	CHICAGO	PACKARD
JAN.15/18	NETWORK MEETING	PHOENIX	ICA O.T.

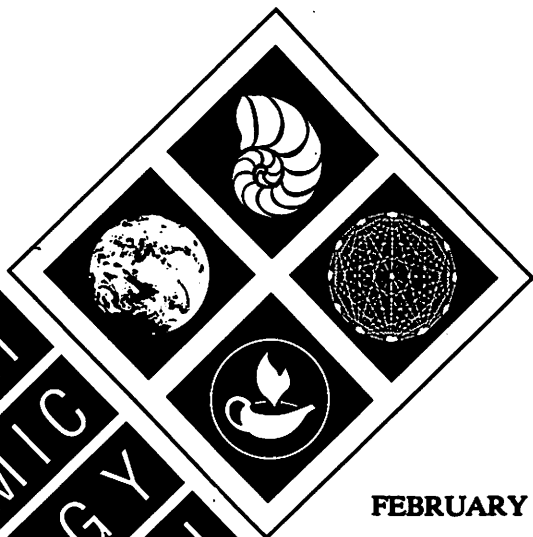


ICA International
Rue Amédée Lynen 8
B-1030 Brussels, Belgium

James Troxel
 Sheridan Rd.
 Illinois 60640

The Network Exchange

DEVELOPMENT
ECONOMIC
ECOLOGICAL
EDUCATION



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VISION AND MISSION IN BRAZIL

As ICAs follow up on the General Assembly Vision Workshop ICA Brazil explains how it utilized the data produced in Prague to reflect on their broader mission, serve and incorporate their "Galaxy" clients, and pick up two new companies. by Bill Grow

ICA Brazil does not presume to have designed a vision appropriate for all the local branches. We have, however, worked on the insights of the General Assembly meeting in Prague, and have defined for ourselves a mission for the next five years.

Our process was to take the chart produced in Prague and list on it what we are doing in Brazil, and what we feel is crucial for the future. We compared this with a list of the social contradictions which we had prepared earlier. The results suggested that there are five arenas of passionate concern for us:

1) To strengthen futuristic structures - We are clear in Brazil that it will be necessary to change the structures of companies, communities and governments if there is to be a "human" future available to all people. At the moment very few structures support justice and equality. Therefore we are committed to transforming existing

structures to be as participative and responsive as possible to the needs of the constituents.

2) To nourish the human spirit. We have determined that a major contradiction in Brazil is victim-ism resulting from a low self-image. We are committed to encouraging creativity, compassion, self-consciousness and corporateness by enabling people to live out of their depth resources and not out of immediacies.

3) to develop sustainable communities - Lack of trust is endemic in Brazilian society. We are committed to building teams within companies and communities that can learn, from working together, to take responsibility for each other beyond family lines.

4) To heal the earth. We recognize that each of us is responsible for the health of this planet. We are committed to individually and collectively acting to protect the planet from pollution, maltreatment and careless destruction.

5) To foster life-long learning. We have seen the results of individuals and communities becoming locked into a limited wisdom or know-how. In these days of rapid change, we are committed to learn and to enable others to learn and change as situations demand, while maintaining basic values. *cont. p. 9*



A JOURNEY OF A 1,000 MILES BEGINS WITH THE FIRST 100

ICA alignment and attunement used to involve drawn out planning meetings in smoky ashtray cluttered rooms. No more. With Ecology and Holistic lifestyles at the fore the honourable principle of team synchrony has taken up aerobics and moved to the Great Outdoors. The following article from the Hong Kong explains how to keep fit and raise thousands of HK\$ towards worthy causes. Stuart Hampton reports:

For those readers whose only images of Hong Kong are of hustle and bustle, of noise, construction and congestion, pay attention. You too can have access to one of Hong Kong's best kept secrets - 100 kilometres of mountain path and trail running East to West across the New Territories (the part of Hong Kong that is on the mainland of China - across from Hong Kong island).

Every autumn since 1981 the 100 kilometre-long Maclehoose Trail has been the site of a race: The Trailwalker. Originally a military race since 1985 it has become a major charitable function as well as a race, with dozens, then hundreds and now thousands of civilians participating to raise money for Oxfam and other charities.

The Challenge

During a convivial conversation involving the Pattersons, the Nagys, the Oberg, the Hoff, the Hamptons, the Greenwalds and a few other colleagues, some of us began to reflect humorously on the graphic scenes we saw in the Sunday newspapers, of the pain and suffering of the struggling walkers from the Trailwalker 91 version.

A few minutes later, some puffing of chests, some scoffing and bragging and a commitment was formed. We would tackle the MacLehose Trail in 1992.

What followed was a series of occasional weekend walks, as the Oberg, Pattersons, Hamptons, Greenwalds and other friends got together to walk the various stages of the Trail.

And while our spirits soared with each encounter with Hong Kong's open spaces, and our legs grew stronger with each outing, our minds slowly came to terms with the inescapable fact that this was a Long, Long March which we had committed ourselves to.

Decimated by heat during one late August practice walk a summit of determined walkers (Philip Chatting, Stuart Hampton, John Patterson, and Larry Greenwald) as well as their logistics and support staff (Jim and Sue Oberg,

Dianne and Darcy Greenwald, Mary and Chris Hampton, Thea and David Patterson, Cleo Chatting and Sumit Parekh) decided that only gruelling training and an intensive two month preparation would do the trick; i.e. three 8-12 hour walks, plus an 18 hour walk over the first half of the trail and a 10 hour walk over the last half.

What followed was a Trail of Tears. Black toes, bruised knees, slipping and sliding, breathless stops on the hillsides, nausea and the incredible weariness that comes from overnight walking, were part of this journey. But the team grew as well. We began to sense what our strengths and weaknesses were both as individuals and as a team. Slowly, almost imperceptibly, our stamina and our strength grew by the week.

The Omens Look Good

The first clues that we were ready came just two weeks before the Trailwalker event. At the orientation sponsored by the organizers, and attended by Jim, Phil, Stuart, John and Larry, we were not overawed by the fact that we without doubt were the oldest team in the auditorium. On the contrary we were positively encouraged.

Another clue. We seemed to be the only team all present in the entire auditorium. Another omen. Our team number, designated by the Trailwalker organizers, was No. 472. The average age of our team: 47.2 years.

The Celebration Before the Victory

We knew we were ready and wanted to celebrate the event before we stepped out on the Trail. Gathering at the Pattersons, The Walkers and the Support and Logistics team gathered to reflect on the Journey thus far. Darcy led us all in a reflection on what the year had meant to us - a conversation which revealed the deep gratitude that we all experienced for being part of this adventure - for the trail had become both a focus and metaphor for something far greater than a simple walk.

It was learned that we as a team were well on the way to raising some HK\$80,000 for various causes - including the Trailwalker Trust, ICA I membership dues, and the Centre for Transformational Resources, New Delhi. It was clear that we had caught the imagination of people around the world with funds and letters of support coming from as far away as Delhi and Kansas. Suitably inspired the team lifted its glasses to "The Trailwalker and The Human Journey".

The Event is Upon Us

Team 472, "Journey To The East", was ready to go. Over 1500 people had already set out on the 11 am start by our 3 pm take off (the Trailwalker had two start



times to prevent congestion). We were surrounded by the flower of youth - Chinese, Brits, Americans, Canadians, Japanese, Nepalese. All looked younger and fitter but we were not intimidated. For 472 had a secret weapon - we had done our homework.

Under the inspired pacesetting of designated stage leader Philip Chatting we passed one third of the pack before we had gone 10 kilometres. And like men possessed with a higher purpose we looked neither right or left nor, more dangerously, to the nearest inn. Already some novice walkers were stopping to attend to blistered feet.

We marched steadily on through Stages I and II. Under the pull of Larry's stage leadership (Stage III) freight train 472 chugged steadily up and up and up a testing hill, passing people on the left and the right. The pitiful sight of a young man crying because he could go no further, at the very spot where Captain Hampton had collapsed on an earlier training walk, showed us how far we had progressed. We were not unsympathetic - but we did not stop.

Into the chaos of Checkpoint 3 an hour and a quarter early! But Jim Oberg, displaying the animal instincts of a fellow walker, had sensed the urgency and was there early and, with Sue, David, Sumit and Chris, gave us a taste of the street party atmosphere that support teams gave to their walkers.

Onward and upward our team marched on into the wee hours of the morning - up and over the mighty Ma O Shan peak with but a fleeting pause to take stock of our remarkable achievements. For we were surging past other teams and going faster than we had ever been before.

After 11 hours of walking our team caught up with and passed a team from Stuart and Philip's company with walkers half their age, who were now physically in trouble. While empathy and commiseration were in our hearts so was a certain amount of unabashed glee. Anyone over 40 knows that moments like this are rare and unexpectedly pleasing.

On through the night we marched like well oiled diesel engines who are used to travelling at high speeds. At our second support team station a military tent hospital alleviated exhausted walkers with huddled bodies wrapped in heat-conserving blankets and blistered feet. It looked like some refugee camp or some war-torn village.



But we were on a mission and were quickly on the road again. Early the following day we marched down the Shatin Pass Road, up and around Lion Rock and found ourselves in good shape and strong heart cresting Beacon Hill as dawn broke. A concept undreamed of in our earlier planning. Greeted by the support team at the next checkpoint we took a relaxed break for breakfast with Jim and company. At this point we were on track for a 26 hour finish. But with the sun rising and Needle Hill looming, we were aware that a long day lay ahead of us.

Over Heartbreak Hill, On To Victory

While victory was in sight we knew that the trail would make us work for it. As we climbed steadily over Grassy Hill, the hot and windless day was beginning to drain our energy and slow us down. John was getting a severe attack of drowsiness, Larry was suffering from a painful rash on the nether cheeks which could only get worse, Philip's knees were giving way, and Stuart's constant verbal optimism was beginning to grate on everyone's nerves.

A testing time. At Checkpoint Seven, at the foot of the mighty shadeless Tai Mo Shan, John collapsed unconscious. But with time, a couple of pills, some Gurkha soup and water John was as good as the rest of us. We were ready for the final Assault. Up the testing and relentless slopes of Hong Kong's highest mountain!

This was our finest hour - the heat and the hurt were all chewed up by this team of MEN as we climbed and climbed and conquered - in the noon day sun - the mighty Tai Mo Shan. It was all downhill from here. Literally.

Nevertheless it wasn't until dusk that we walked our last mile and crossed (to the cheers of the entire support team) the finish line. We arrived in the glorious time of 27 hours and 36 minutes - nearly two and a half hours ahead of our most optimistic time. And in pretty good shape!

Our particular excursion is over but the Trail and the Journey remain - waiting for the next bold steps of human adventurers. *by Stuart Hampton*





CHICAGO'S LEARNING LAB: PROGRAM OR PARTY? *by John Burbidge*

"A learning community can be as lively and full of surprises as a party," said one exited participant in the Learning Lab for Teams of Educators conducted recently by ICA Chicago. This person was one of 32 Chicago teachers who joined 36 other educators from across the Midwest, Atlanta, New Orleans and Brussels to form a 2-week learning community designed to refresh and inspire.

The intent of the Lab was to address major blocks to learning in schools today, specifically:

- *Teacher burn-out
- *Loss of purpose in education
- *Fragmented approaches to teaching and learning
- *Isolation and wasteful competition among teachers and students

To tackle these issues, the program was built around five emphases - team building, the Kaleidoscope Teaching Strategy, innovative teaching approaches, reflective methods and individual and team projects. In addition, two days were devoted to a personal retreat and reflection. A central focus throughout was Imaginal Education, an approach to teaching and learning which has long formed the backbone of ICA's training programs.

The modus operandi of the Learning Lab was that of a Learning Community, Based on the work of Malcolm Knowles, this approach creates an environment that promotes interactive learning. One participant caught a whiff of this the moment she waked into the room. "When I saw the fresh flowers and bright table cloths, I knew this was going to be a different kind of seminar," she said.

Key to creating an affirmative, interactive environment was launching the program with an expansive guide team of 21 teachers who have many years of experience with Imaginal Education in classroom settings. In the second week of the program, the guide team expanded to include everyone in the learning community, as leadership was shared among all participants. These included two graduates from Chicago's Leadership Options program and a new intern with ICA also in Chicago.

Variety was one of the hall marks of the two weeks. There was time for study, exploration of Chicago's ethnic neighbourhoods, personal reflection by the lake, "power lunches" and team projects. Guest presenters



brought additional resources to the learning community, including Tim Dove and his teaching team from the Worthington School District, Ohio, and Denver colleague, OliveAnn Slotta, winner of the American Math Teacher of the Year Award (1991), who presented the project approach to learning.

Reconnecting learning to life through Imaginal Education helped people appreciate the critical role educators play in our society. This was reflected in the kinds of action projects participants developed - Recovering Teacher Self-Esteem, creating a School-Wide Global, Multicultural Environment and Anticipating High-Tech Approaches in Classroom Learning.

For ICA, the Learning Lab provided an excellent opportunity to deepen its work in education. Presentations were interactive and multimodal and demonstrated techniques of teaching to multiple intelligences. The curriculum was a meshing of the RS 1 course, Earthwise Learning Series modules, image theory and methods training. Activities included mind mapping, lesson planning, poetry writing and Dances of Universal Peace.

An important product of the two weeks was an outline for a Series on Imaginal Education which will include a book, a set of workbooks and videos to make Imaginal Education available to a much broader public.

Finally, the Learning Lab was another opportunity for ICA to contribute its experience to making quality education possible. Twenty-three schools and teaching programs were represented in the program. At the conclusion, Continuing Education credits were issued and accreditation processes were initiated with the Chicago Board of Education and Chicago area universities.

Looking forward to a year that rides on the momentum of the Learning Lab, ICA Chicago plans to repeat the program in the summer of 1993. With teachers from Zambia, Malaysia, India and Hong Kong already expressing interest, the program seems destined to take on more of a global dimension as it evolves and matures.

SURVEY

TO: All ICAs and Interested Parties

From: the ICA I Secretariat

Re: Ascertaining the need/demand for a new ICA International Program Report

Please bring the questions in this survey to the attention of your decision making meetings. Responses will be reviewed at the ICAI Executive Committee meeting April 30 - May 2 1993.

Context: At the ICA I General Assembly in Prague a new International Program Report was proposed. This survey will begin clarifying where our interest lies. Your responses will inform the Executive Committee at their upcoming meeting at the end of April in Brussels.

Our Current Brochure: The last ICA International brochure was printed in 1990. It is the "blue brochure". It was the product of a world wide consultative process coordinated by Dorcas Rose out of Troy, New York. Printing costs were partially defrayed through Ray Caruso's advertising firm's contacts. The brochure is written in both Spanish and English. It is seven typed pages long : 4 pages front and back plus 3 more pages of text counting the inside covers (front and back) and the back cover.

The "blue brochure" includes a) A list of the Global Advisory Board B) A letter from the ICAI president C) General information on the ICAI indentifying it as a membership driven international organization with U.N. consultative status D) A list of the ICAI Board of Directors E) An explanation of the work of ICA given through four categories, plus a case study exemplifying each category, and an accompanying photograph G) a listing of the addresses fax and tel. numbers of 30 ICA offices (back cover).

The four categories or titles and case studies around which the text of the blue brochure is organized are: 1) "The ICA Enables Sustainable Development"(Case Study: Rio Bonito builds its Dream) 2)"ICA Facilitates Organizational Transformation" (Case Study: Indian Businesses Develop the Human Factor) 3)"ICA Advances Life-Changing Learning (Case Study: Training Inc.) 4)"ICA Promotes International Dialogue" (Case Study: Our Common Future, Oaxtepec).

The final cost of this brochure was US \$ 1.00/copy. Inkind donations made it more economical than normal. Shipping costs varied from approx. US \$ 100 to US \$ 300 for a box of 200-300 depending on destination outside the U.S. (often we defrayed this cost by distributing them at global gatherings or by getting people to carry them as luggage).

Our questions are:

Name: _____

Has your location put our brochure to good use? If so how has it been used?

Is there a need for a new ICA International Program Report?

The Prague recommendation was that the brochure be paid for by its beneficiaries.

How many brochures is your organization (or you) willing to purchase at the price quoted above?

How much money is your location (or you) willing to upfront for the production of a new ICAI brochure?

What commentaries, observations, affirmations or cautions would you or your location give on the subject of a new ICAI Program Brochure?

Should a decision be made in favor of a new Brochure the following would be very helpful. Please let us know:

What stories have you heard from other countries that we should include in this brochure?

What stories from your geography should we consider writing up for this brochure?

Do you have any photos?

CANTILEVERING IN RUSSIA

In search of a word that would accurately describe his working relation with the Russians David Dunn introduces us to the concept of cantilevering: "In bridge building the cantilever bridge exists on both shores. Construction begins from each side of a river and meets in the center. In a cantilevered approach to global development, both parties contribute financial and technical support to the enterprise." Heeding a call from January's Network Exchange for readers to write to us about their programs Dunn communicated the following:

The Russian people are eager to learn and share. They are eager to develop structures of human care. Despite their sophistication, erudition and technical know-how (and it is plentiful) they need the support of partnerships if their complex society is to weather the storm of transformation. Perhaps the same might be said of our own society as it approaches the turn of the century. People need to become more than pen pals or students of each other's history and culture. We need to become partners on the journey of transformation.

Opportunities to Participate in Social Innovation with the Russians

1) In Moscow in late February 1993, we will hold the first **Moscow International Facilitator Methods School**. The week will be an opportunity to explore facilitative leadership with Russian businessmen, educators, and organizational development consultants. We will teach courses in the ICA's Facilitator Methods Series: Basic Group Facilitation Methods, Basic Strategic Process, and the Philosophy of Participation. I hope that 10 international guests might attend this training in order to share their practical experience with facilitative leadership in business, human services, government, and education. Cost for the week, including travel, will be about \$2,500.

2) Summer, 1993. A **two week consultation with the city of Nefteyugansk** will provide an opportunity for volunteer service in Siberia. The focus will be helping city leaders build a comprehensive, long-term social-economic development plan. We need resource people with practical experience in economic diversification, infrastructure development, educational reform, imaginal education, community development, municipal government, police-community relations, juvenile delinquency prevention, environmental care, sustainable use of natural resources, housing, construction, international trade, etc.. We need your



help in inviting such people to consider this volunteer resource role.

People who are interested should contact me and send a letter of introduction with their Curriculum Vitae. I will coordinate international participation and travel. Alexey Kuzmin (my associate and C.E.O. of Process Consulting Company) will coordinate travel and arrangements in Russia. Cost for the two-weeks, including transportation, will be approximately \$ 3,500.

3) We hope that you will help us sustain a climate of support for social innovation in Russia. It will be invaluable to send letters of encouragement to the leaders with whom Alexey and his colleagues are working. Let us know if you would like to share such a "support through correspondance program". We will give you names and addresses and help getting the letter to Moscow. A corollary to the need for moral support is the need for information about your own experience in social innovation and transforming the quality of the human services. To the extent that you learn about Nefteyugansk or other Russian cities and are able to draw parallels or contrast with your own experience, we can give you the means to directly impact the success of the development of social programs in cities throughout Russia. **Please share information about this international effort with friends and colleagues** and let me know if you wish to develop a partnership relationship with a city, school system, administration or city council, police department, technical school, or counseling service.

4) We also hope that many readers will recognize the value of contributing financial resources to support international networking, communication, travel, training (in Moscow and Siberia), and the cost of research and program development. While we can be self-sufficient in rubles in Russia costs remain which are simply too great for the Russian economy to bear. Seed money to support training in facilitative leadership will lead to contacts with the international businesses and foundations interested in democratic development of the former Soviet Union. That can sustain the ICAs presence and service in the long term.

5) I am always interested in opportunities for speaking engagements; a slide show is available that tells the story of Nefteyugansk and the emerging facilitator network in Russia. A slide set with a written narrative is available. Call if you would like to show it to a group in your community. A color booklet with pictures from the September visit is also available for US \$10.

We want to invite Alexey and his colleagues to consult, train and speak in nations outside Russia. People working with communities, companies or organizations interested in the former Soviet Union should contact me for further discussion: *David Dunn, 1150 Galapago, #303 Denver, Co., 80204, USA. Tel. +1 303 534 8742. Fax. +1 303 571 5102. EcoNet: icadunn*

Network Exchange - **ESPAÑOL**

David Dunn de ICA Denver viene trabajando con colegas rusos dedicados a la transformación social desde agosto de 1991 (coincidentalmente se encontraba por primera vez en Moscú al tiempo del frustrado "golpe" contra Gorbachov). David trabaja en sociedad con Alexey Kuzmin director de la empresa rusa "Compañía de Procesos Consultivos". Juntos utilizan una serie de metodologías, incluyendo la metodología ICA de ToP, para ayudar a grupos locales y a gobiernos regionales (en particular la alcaldía de la ciudad petrolera de Nefteyugansk) a llevar a cabo sus proyectos de transformación social. En una invitación de participación y llamado de solidaridad David envió el informe a continuación:

Oportunidades para Participar en Innovación Social con los Rusos

1) En febrero de 1993 en Moscú realizaremos la primera "Escuela Internacional de Moscú de Metodología de Facilitación". Será una semana para explorar facilitación y liderazgo con consultores, educadores y hombres de empresa rusos. Dictaremos cursos de la serie de Metodologías de Facilitación ToP: Metodología Básica de Facilitación, Proceso Estratégico Básico, y la Filosofía de Participación. Espero que 10 huéspedes internacionales asistan a esta capacitación para poder compartir su experiencia práctica en facilitación empresarial, servicios humanos, gobierno y educación. El costo para los internacionales será alrededor de US \$2,500 incluyendo la tarifa aérea.

2) Verano de 1993. **Dos semanas de consulta con la ciudad de Nefteyugansk** proveera la oportunidad para trabajo voluntario en Siberia. La tarea central será ayudar a las autoridades de la ciudad a construir

un plan socio-económico de desarrollo a largo plazo. Necesitamos personas con experiencia práctica en diversificación económica, desarrollo de infraestructura, reforma educativa, educación imaginaria, desarrollo comunitario, gobierno municipal, relaciones comunidad/policía, prevención de delincuencia, cuidado del medio ambiente, uso sostenible de recursos, vivienda, construcción, intercambio internacional, etc. Necesitamos su ayuda para invitar a tales personas y proponerles su ayuda voluntaria.

Los interesados deberían contactarme y enviar una carta de auto-presentación junto con su Curriculum Vitae. Yo co-ordinare los viajes internacionales. Alexey Kuzmin, mi socio, coordinará los viajes y demás arreglos en Rusia.

3) Esperamos que Uds. nos ayuden a mantener un clima de apoyo para las innovaciones sociales en Rusia. Sus cartas de apoyo serán indispensables para las autoridades cívicas con quienes se proponen trabajar Alexey y sus colegas. Favor comuniquen si tienen interés en mantener este tipo de correspondencia. Su propia experiencia en áreas de trabajo social será muy valiosa a la hora de prestar apoyo moral mediante la palabra escrita. **Por favor compartan esta información con sus amigos y colegas** y escribanme si quieren desarrollar un "partnership" (solidaridad activa) con una ciudad, sistema escolar, ayuntamiento, departamento de policía, escuela técnica, o servicio social.

4) Esperamos también que los lectores reconozcan la necesidad de apoyo financiero a la coordinación de estas actividades. La coordinación es autosuficiente en relación a sus gastos dentro de Rusia pero algunos gastos de tipo internacional son más de lo que se puede con rublos. Dinero por adelantado para apoyar cursos de facilitación puede llevar a contactos que harán sostenible a largo plazo la presencia de ICA en Rusia.

5) Yo tengo mucho interés por presentaciones con diapositivas sobre el trabajo que adelantamos. Hay un "show" que cuenta la historia de Nefteyugansk y la emergente red de facilitadores en Rusia. Contáctenme si quieren mostrarla a su comunidad. Un pequeño recuento con fotos a todo color del trabajo en septiembre de 1992 también está disponible por \$ 10.

Yo quiero invitar a Alexey y sus colegas a hacer consultorías, capacitarse y hablar fuera de Rusia. Las personas con comunidades, compañías o organizaciones interesadas en Rusia me deberían contactar para explorar posibilidades. *David Dunn, 1150 Galapago, #303 Denver, CO 80204 USA. Tel +1 303 534 8742, Fax +1 303 571 5102. EcoNet: IcaDunn*

MEMO



TO/PARA: Readership/Lectores NX
 From/DE: Editors/Editores Network Exchange
 Re:ICA Network Calendar of Events from
 Around the World./Calendario de Eventos ICA alrededor del mundo

Dear ICA network colleague. WE WANT YOU TO PARTICIPATE. We want to print your key activities for 1993 in the Network Exchange (see last page in this issue). Please fill out the chart below and send it to the: Network Exchange editors, Rue Amedee Lynen no. 8, Brussels 1030 Belgium.

Estimado colega de la Red ICA. SOLICITAMOS SU PARTICIPACION: Queremos publicar las actividades claves que Ud. tiene programadas para 1993 en el Network Exchange (ver la última página de esta edición). Por favor llene el esquema a continuación y envíelo a los Editores el Network Exchange, Rue Amédée Lynen no. 8, Bruselas 1030, Belgica.

Event/Evento:	When/Cuando:	Where/Donde:	Re:contact or responsible group/ contacto o grupo responsable
Moscow International Facilitator Methods School	last week Feb. 1993	Moscow	"Process Consulting Company" Alexey Kuzmin/David Dunn

Please send to: Network Exchange
 Favor enviar a: Rue Amédée Lynen # 8
 B0russels 1030



Editor's note: Over the years Leadership Effectiveness New Strategies (LENS) has been a popular packet for ICA's Technology of Participation. Currently it has become something more, a multi-centred dialogue on personal development plus community and corporate leadership for modern times. The ultimate aim of this dialogue is a more desirable and more ethical future through people empowerment and attitudes of greater social responsibility. Acknowledging our long tradition of innovative thinking in the field, and hoping to highlight the lively interchange currently taking place, the Network Exchange opens a new column under the name of LENS RESEARCH. We will print pertinent ideas and findings generated by ICAs (through their letters and publications) and by our readership at large. The purpose of the column is to promote, re-enforce and give greater diffusion to our particular body of knowledge. We encourage you to write to us your thoughts and experiences on topical "leadership and strategy" related themes. In this issue LENS RESEARCH focuses on the eternal and challenging theme of IMPLEMENTATION. We have drawn on the writings of LENS International in Malaysia and the IMAGE Journal printed in India.

LENS RESEARCH: IMPLEMENTATION

LENS METHODS REVIEW: Indirect Action - Sun Tzu's Ancient Secret (from LENS Malaysia November '92 mailing)

"The direct method may be used for joining battle, but indirect methods will be needed in order to secure victory. Indirect tactics, efficiently applied, are inexhaustible, unending as the flow of rivers and streams; like the sun and moon, they end but to begin anew."

According to SunTzu's ART OF WAR indirect action is greatly preferable to direct action. It provides surprise, generates momentum and ensures victory.

So How Does it Work?

- 1) First develop the direct action plan, ie the specific steps necessary to reach the objective.
- 2) Second identify the critical point in the plan, ie., the point at which the project could be halted for lack of approval either from the top or "buy in" from those whom you hope help carry out the task.
- 3) Thirdly, build in several indirect approaches to ensure victory:

-Identify the Advantage to the other party for approving your proposal or participating in the project, and find ways of presenting those advantages indirectly before submitting the request for approval/buy in.

-Use third party advocates who are highly regarded by the one(s) with power to refuse your request.

-Highlight and demonstrate the fun of supporting the project; keep an enthusiastic confident style. If one indirect tactic does not work as anticipated, use another, but be sure to avoid the all-or-nothing decision until you are certain of approval.

-Direct praise for the project both to the one(s) who approve the project as well as to those who implemented the action. Do not neglect the wisdom behind the saying: "You can do anything, if you don't mind who gets the credit."

THE TRANS-SPIRIT OF LEADERSHIP (excerpt from "The Dynamics of Implementation", *IMAGE An Action Research Journal, Lens International and Asian Network*, issue no. eight June 1990)

There are two "spirits" or forces present in all organizations. They are neither good nor bad - there just there. One spirit is related to the structure as it has presently evolved. It is embedded in the policies, the present organisational chart, the standards and values. I call it the "conserving spirit" It's there. Most of us are hired to make sure that all those parts of the establishment are maintained. But there is another force - and I don't want to convey that this is everyone else - because this is a dynamic. It is an undercurrent for a sense that things need to change. I call it the "venturing spirit". Everyone finds themselves at moments being part of both these spirits. Even the CEO of the company finds himself on both poles. There is a barrier between people in the two different camps, having little way to relate. When these are the only two forces, war breaks out the interface. Even if you succeed in establishing a "truce", war will break out again. What is needed in the organisation for change to take place is a third spirit. I want to call that the "Trans-spirit". People who embody this spirit see the needs of both sides of this barrier. They have a foot in each camp and are willing to live in this tension to catalyse change. This "Spirit" appears or disappears as the need for change becomes acute. Their loyalty? The power of the Trans-Spirit does not reside in this circle (the immediate circumstances). Most people's loyalty is inside the circle. For Trans-Spirit people, loyalty lies outside the circle - it lies in the future. These people mentally reside in the future. What does India need, or the world need? That's their loyalty.

For Greater Information contact:

*LENS International Malaysia Sdn. Bhd., Kuala Lumpur, P.O. Box 10564, 50718, Kuala Lumpur, MALAYSIA
IMAGE (An Action Research Journal on Personal and Organisational Transformation), Bombay, 13 Sankli St., 2nd Floor, Byculla, Bombay 400 008 INDIA*



ICAI AND THE INTERNATIONAL COMMUNITY: Two Reports from the Secretary General

Report # 1. The International Council of Voluntary Agencies Meeting, 5-7 October 1992.

Part of the function of ICAI is to maintain our global links with other like minded bodies. The one organization we pay dues to is the International Council of Voluntary Agencies (ICVA) in Geneva. ICVA is the only global NGO network. The intent of ICVA is to provide liaison, co-ordinating information exchange and developing common positions among its membership. Seventy-seven of the leading NGOs from around the world belong to ICVA.

ICAI is a member of the working group on "Institution Development of NGOs" which meets once a year with the committees on sustainable development and refugees, displaced persons and migrants.

I. Sustainable Development Committees

A majority of the day was spent reviewing the follow-up to the Rio UNCED meeting. The United Nations will be meeting in December to decide the process of setting up a "Commission on Sustainable Development". A strong position was made that unless NGOs (and therefore a citizen's movement) are behind 'Agenda 21' nothing will come of UNCED and the Government Commitment for protecting the long term future of the planet. It was pointed out that 'Rio' was a turning point in world affairs in that a massive part of the earth's population saw the need for caring for the planet.

There has also been formed an 'Earth Council' in Costa Rica headed by Maurice Strong to continue the earth dialogue. The 'Earth Council' sees 'social movement' as the key to the whole process and not Governments.

A big theme for 'sustainable development' as we looked at the future was three focus points, development, democracy and human rights (some pushed hard that democracy implies a 'free market' system).

II. Commission on 'Institution Building'

Most of the time was spent on a proposed conference on strengthening the capacity of NGOs in 1994 which UNDP has agreed to co-sponsor. We also reviewed all the global conferences and the ones that we need to seriously plan for are:

1. Egypt is to host the 'International Conference on Population and Development' in Cairo, from 5-13 September 1994. Dr Nafis Sadik, Executive Director of the UN Population Fund (UNFPA), said the

forthcoming conference would give the world's Governments an opportunity to review the many links between population and development and to establish a specific agenda for effective action in the 21st century.

2. The Society for International Development (SID) will have their 21st world conference on "How do we achieve sustainable Development" through three key themes: cultural identity; governance and institutional development; equity and human development. This will be held in Mexico City, Mexico, 4-9 April 1994.

3. The United Nations Fourth World Conference on Women is to be held September 4-15, 1995 in Beijing, China. The conference will have as its subtitle: "Action for Equality, Development and Peace". As in Nairobi, Kenya in 1985 there will be a parallel conference for NGOs. The Chinese Government has agreed that the forum will be open to all.

As a reminder, ICA had a large group participants in the Nairobi Meeting and has run workshops as well as participated in many of the SID global conferences.
by Dick Alton

Report # 2. United Nations Centre for Human Settlement (Habitat) Conference 1-6 Nov. 1992

Meeting on Government - Non-Governmental cooperation in the field of human settlement.

With Rob Work's new position in UNDP, New York, we were able to arrange ICAI's participation in this conference held in The Hague, The Netherlands.

As in the ICVA conference the month before, there were present many friends of the Institute from the last twenty years of development activities. In the ICVA Board Meeting I sat next to Rev. Cannon Burgess Carr, Episcopal, who was the president of the All-African Council of Churches, when the Institute started its work in Africa and gave the Institute's original invitation to work in Africa. Ben Thoolen, Head, International Federation of Red Cross and Red Crescent Society (formerly of the World Bank) remembers us from our presentation to the Bank during the IERD. In the HABITAT meeting, Michael Edwards, Save the Children, UK worked with us in Zambia and Pam Mboya, the Kenya representative to HABITAT, 'oh, the Kawangware ICA'. Amazing how many friends we have made over these 20 years.

This HABITAT conference was the first official UN conferences after the Rio meeting (the earth summit) and reflected the new decision of the UN to recognize NGOs as a social partner. The conference represented just the beginning of the new dialogue, collaboration between Governments and NGOs. *by Dick Alton*



Editor's Note - The Prague ICA International General Assembly saw the gathering of the ICA Board of Directors. Prior to Prague each national ICA received communication, from the existing Executive Committee, requesting that they elect from their ranks one person and an alternate to represent that ICA on the Board. True to intent the current ICA International board is fully representative of its 30 statutory members. In most cases ICAs were able to comply with the Executive Committee's request and did in fact elect and send either their Board representative and her/his alternate to the Prague Global Conference and General Assembly. In fact 26 out of 30 ICAs were represented at the Prague Global Conference with only Korea, Jamaica, Philippines and Malaysia missing. The General Assembly gathered 22 ICAs (minus the above and U.K., Spain, Hong Kong and Chile). The Board meeting included 20 ICAs (minus the above plus Portugal and Chile).

At the General Assembly the assembled Board elected a new Executive Committee. There are 6 executive committee members. One in representation of each continent or global region. The role of the Executive Committee is to make sure that the general directions, decisions and needs of ICA International are represented, honoured, and competently dealt with. To do its job the Executive committee relies upon (a) the ICA I Statutes (b) the will and minutes of the General Assembly (c) input from the locations (d) input from the Secretariat. The current Executive Committee is made up of President - Ursula Winteler (ICA Germany representing Europe), V. President - Inga Bessin (ICA Guatemala/Latin America), V. President Shizuyo Sato (ICA Japan/Asia), V. President John Walmsley (ICA Australia/Seapac), V. President Ray Caruso (ICA USA/North America), Treasurer - Anne Yallop (ICA Egypt/Africa). The next Ex. Committee meeting will be held in Brussels April 30 - May 2.

ICAI BOARD MEMBER'S PROFILE: Shizuyo Sato

The Secretariat has written to all Board Members requesting a reference on themselves. These will be published in the Network Exchange as a means of putting a human face on ICAI and becoming better acquainted with each other. We begin with members of the Executive Committee members. In responding to Secretary General Dick Alton's request for a brief V. President Shizuyo Sato Ellsworth wrote: "your fax caused me to do a lot of reflecting. Wayne (Ellsworth) asked me if I was writing an article or a book. Now I have him helping me condense the six pages that I wrote!"

I was born in 1944 in Hokkaido Japan. My mother died when I was six months old, leaving seven children at home. Later my father remarried and this added five

more children to the family! To handle such a large family, we lived in three houses: one for farming, one for fishing, and one where the younger children stayed during the school season. The neighbours said that we looked very harmonious, but we were all really struggling inside ourselves on how to live together in this "early cluster experiment".

In 1963 I graduated from high school and went to Yokohama to study typing and English conversation at the YMCA. To support myself I got a job at a trading company which I kept for three years. When my father died in 1966, I quit the trading company and sought out a more spiritual life. A minister got me interested in Bible study and soon I went the Lutheran Bible college and studied there for two years. From there, I got a job at the Lutheran University where I taught Japanese to a missionary family, typed theological papers for students, and taught children's Sunday school. I believed the power of the mystery was really working with us, and was responding to our needs and the mutterings of our hearts.

In 1973, through the experience of my first marriage, I went to an entirely new life. Since I was 29 years old, my sister rushed me into this arranged marriage. Soon I had two children and my husband was doing many unusual things. Suddenly my fortune was beginning to decline and I hovered in darkness as this person cheated me out of my money, possessions and peace of mind. I really felt "marriage swindled". After four years, I suddenly decided to start my life all over again.

My two children and I moved back to Hokkaido and I began work at the Catholic church. Two years later, ICA staff from the Yubari Human development project introduced the project to our church, and so I visited this intriguing project for a week. I really came back to life when I met the ICA staff in Yubari. I could say that was the real turning point in my life. It was so unusual, I left several times. Pam and Terry Bergdall kept pulling me back and soon I was busy translating and we were organizing the village people to make a success of this project.

From Yubari, my life with ICA took me on a journey to Sapporo, Memphis, Chicago, Fukuoka, Osaka, and finally Tokyo. Along the way, I went to the Academy, learned to facilitate Town Meetings and LENS programs in spite of my extreme shyness. Many people gave me encouragement and help: Jan Sanders taught me facilitation methods and style, the Shaws and Zahrts helped with my young family in Memphis, Joan Shirley and Wendell supported me as stretched out my wings in Tokyo.

cont. p. 8



In 1987 I attended the "New Age Academy" in Taipei led by Larry Ward. It was there that I decided to find another husband, this time without my sister's help. About this time another single foreigner arrived in Japan, and I became interested in the many new opportunities that were coming my way. One year later I was married, and Wayne and I spent our "honeymoon" facilitating LENS seminar with the Tokyo City government at a beautiful mountain resort.

It was in a midnight staff meeting during another LENS seminar that we decided to create LENS International in Japan, which was officially launched on May 13, 1989. We spent a couple of intense years struggling to expand this work so that we could become self-sufficient as a family and deliver programs to a large variety of interesting clients. The emergence of the Asian Organizational Transformation network became a wonderful and close community which encouraged our work and kept us in touch with the newest information in this arena.

It was also in 1989 that the first opportunity for NGOs to receive grants from Japan's national government became possible. We applied and won a grant to assist the Miisi reforestation project (in the Philippines) with tree planting technical assistance. Gradually other agencies offered us grant opportunities and this has led to partnerships with seven projects across four continents in 1992.

Receiving an award from Japan's Foreign Ministry for outstanding work in the field of development brought great consciousness to the extent and depth of my work in this new arena. And then the people and events in Praha gave me a chance to meet many people and to begin deepening my ties with people from many ICA locations. Suddenly much to my surprise, I was nominated and elected to the ICAI board.

I have begun thinking about my expectations for my journey as a board member. I would like to:

- become sensitive to other people's pain and joy and find strength in the connectedness with many people and networks.
- gain deeper awareness of the social issues and to listen global mutterings and to discern strategic collaborative opportunities
- brood with many ICA members regarding ICA's long term directions.
- learn more about the self-reliance factor within the scope of collaborative efforts.
- accept my own destiny and to enjoy living with each new opportunity.

I anticipate 1993 will be another turning point in my life. It feels like things are stabilizing but I suspect that is the "eye of the storm" and that strong winds will soon be blowing in our faces. I really hope that we can keep in touch with warm hearts and leap forward together.

Shizuyo Sato Ellsworth

LETTERS TO ICA INTERNATIONAL

The Importance of Population Issues

14 December 1992

Dear Ms. Winteler
ICAI President

This is to acknowledge with appreciation your letter of 6 November 1992 in which you had kindly attached the results of the Conference in Prague.

I read with interest the various articles in the Network Exchange and I am pleased to see some discussions on sustainable development in the conference. However, if we were to follow the spirit and letter of the Rio Declaration on Sustainable Development, the international community should accord particular attention to the importance of population issues in ensuring sustainable development patterns. The concerns on global poverty, security and peace, and environmental degradation are in one way or another related to population issues. What we saw at Rio was a unanimous affirmation that concerted action on sustainable development should take population issues into account. At the human and personal level, population programmes also enable individuals to take full responsibility for their own and their family's health and well-being, a concern shared deeply by people who attended your conference.

I would like to extend my congratulations to the Institute of Cultural Affairs for holding the Prague Conference.

With my best wishes for the holidays and the New Year!

Sincerely yours,

Joseph Van Arendonk
Deputy Executive Director
United Nations Population Fund

Letters cont. p. 9



Brazil cont. from p. 1

We shared our resulting five arenas of mission with the Galaxy, (the top officials of the companies with which we are working) and asked them to list under each one, what they saw to be the basic need that needed to be addressed. The result of this exercise is that the staff have committed themselves to five arenas and the galaxy to three, as the following chart indicates:

ARENAS OF COMMITMENT

<u>ICA Brazil</u>	<u>Galaxy Companies</u>
1. Strengthen Futuristic Structures	Idem: "breaking up all types of barriers"
2. Nourish the Human Spirit	-
3. Develop Sustainable Communities	-
4. Heal the Earth	Idem: "preventing waste and destruction"
5. Fostering Life Long Learning	Idem: Management Training Institute

After listing the contradictions which confront this mission, we articulated our purpose as follows:

ICA Brazil Mission Statement

To use the perception of fundamental obstacles to feed and develop the human spirit in order to discover sustainable structures and improve the quality of life.

ICA Brazil's Invitation to other ICAs

We invite you to comment on our work and to share your own struggles to articulate the mission and purpose of the Institute of Cultural Affairs for our local situations in these global days.

Incidentally, this work has opened doors for us with two new clients.

Exactly What We Are Doing In Each of the Arenas:

- I. Strengthen Futuristic Structures
 - Training in participative management
 - Developing small business
 - Working with basic community structures (education, residents' groups, etc.)
 - valuing human life
2. Nourish the Human Spirit
 - Raising consciousness
 - enabling self-knowledge
 - combating victim-ism, immediate-ism
 - retreats on the interior life
 - requiring profundity

3. Develop Sustainable Communities
 - Rio Bonito rural development project
 - Galaxy
 - Self-confident, self-sufficient groups and companies
4. Heal the Earth
 - Changing consumer habits
 - Programs with NGOs
 - Reforestation project
 - personal consciousness(i.e. pollution and waste awareness and conscious "greening of the earth")
5. Foster Lifelong Learning
 - Seminar-facilitator training
 - Changing paradigm
 - Practice of reflection
 - Saturday night study group
 - Study and thinking exercises

Letters cont. from p. 8

Rosabeth Moss Kanter Acknowledgements
Dear NX Editors,

It occurred to me that you could disseminate to colleagues from around the world the Rosabeth Moss Kanter condition on using her name as author of the foreword to Winning Through Participation, since there have been a couple of breaches on this condition in recent months. The condition as stated in her letter of permission to use the foreword follows:

"Whenever the line 'Foreword by Rosabeth Moss Kanter' appears - on the book jacket or front cover, title page, table of contents, and by-line of the Foreword, in brochures or advertisements, or in other uses - it will be immediately followed by the line 'Author of When Giants Learn to Dance and The Change Masters' in type at least 2/3's the size of the preceding line."

I don't want to scare people away from using her name, but just ensure that they follow proper protocol. Best Wishes, Laura Spencer.

THE NETWORK EXCHANGE
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Editors: Tony Beltran and Dick Seacord
Reporter: John Burbidge
Address all inquiries and comments to ICA International, rue Amédé Lynen, 8, B-1030 Brussels, Belgium

ICA EVENTS FROM AROUND THE WORLD



Continent

WHEN	EVENT	WHERE	RE
Africa:			
AUG.30/SEPT.4	ICA AFRICA MENA STRAT. PLANNING	ZAMBIA	BI-CONT.
Asia:			
FEB.14/20	ASIA O.T. MEETING	LONAVALA	INDIA
Australia:			
JUNE 20/22	JEAN HOUSTON SEMINARS	PERTH	ICA AUSTRALIA
JUNE 24	" "	SYDNEY	" "
JUNE 25/27	" "	MELBOURNE	" "
JULE 29/JULY 7	" "	SYDNEY	" "
Eurasia:			
FEB.	LEADERSHIP CONF.	MOSCOW	KUZMIN/DUNN
APRIL 30/MAY 2	EX. COMM. MTG	BRUSSELS	ICAI MTG.
SUMMER	CITY CONSULTATION	NEFTEYOUGANSK (SIBERIA)	KUZMIN/DUNN
JUL.26/AUG.8	WORK PRACTICUM	MEZIO	ICA PORTUGAL
AUG.12-27	INT. DEV. INTER- CHANGE	MEZIO	ICA PORTUGAL
L. America			
JAN. 27/MAR. 1	<p style="text-align: center;"> IF FILED UNDELIVERED PLEASE RETURN TO P.O.BOX:2750 ADVANCED TPT. AMSTERDAM IMPRIME PERMIS # 101 ASD </p>	GUATEMALA CITY	ICA GUATEMALA
MAY 5/JUN. 27		" "	" "
OCT.6/NOV.19		" "	" SAL
JUL.21/SEP.2		" "	11-02-1993
N. America:			
FEB 3 - 26	12 WTP-1, 2-DAY COURSES (BASIC STRATEGIC PLAN)	12 DIFFERENT "WESTERN" CITIES	ICA WEST NETWORK-183989
FEB 23/24	WTP-2	PHOENIX	ICA WEST

PLEASE TAKE NOTE! WE MISTAKENLY PRINTED A WRONG TEL. NUMBER FOR ICA WEST (PHOENIX) IN OUR JANUARY INSERT OF ICA LOCATIONS. THE CORRECT NO. IS (+602-954-0563).

ICA International
Rue Amédée Lynen 8
B-1030 Brussels, Belgium

Institute
 4750 North
 Chicago
 USA

The Network Exchange



MARCH 1993

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THE ICA WEST TRIBE GATHERS IN PHOENIX

by John Burbidge

"Tribalism is a valid way of living, of organizing and being in community"

David Lester
Executive Director
Council of Energy Resource Tribes

It looked like one. It felt like one. It really was one! The annual gathering of ICA West members in Phoenix in early January had all the hallmarks of a tribal gathering. People came from near and far, old and new, young and old, to acknowledge one another, to celebrate their year and to commit to the future.

Under the banner of "Equipping People for Social Change through the Technology of Participation," the weekend spotlighted the diversity of situations in which people are using their ICA participation skills, often in collaboration with other kindred methodologies, such as conflict resolution and cross-cultural training.

A focal point for the gathering was an inspiring address by David Lester, Executive Director of ICA West's partner organization, the Council of Energy Resource Tribes (CERT). Speaking candidly as though addressing family members, David reflected on the three years since CERT began using ICA's methods. He spoke of the healing and balance they bring to a group and the sense of intimacy they engender among those using them, which calls for delicate handling.

But his remarks also contained several notes of caution. He underscored that the process of transformation CERT has undertaken is a high-risk venture which can sometimes be overwhelming. He pointed out that consensus building is a time-consuming process and the initial enthusiasm of participation needs support mechanisms over the long haul. He also called on ICA to be more open about the spiritual nature of the work it does, since this is where the power of its methods finally lie.

Continued.....page 2

2



"Without spirituality, you can have no vision. Visioning is essentially a spiritual experience, not a scientific one," David said. "The spiritual dimension is probably the most powerful thing you have going for you but your literature does not acknowledge it."

David's talk set the stage for the heart of the weekend, the National ICA Stakeholder Dialogue. Prompted by a decision of the ICA:US board to hold such meetings across the country, ICA West chose to do a pilot session with the forty people gathered in Phoenix. Executive Director John Oyler began the dialogue by posing three questions:

- * What are changes going on in society that ICA needs to include in its planning?
- * What represents the strategic capital of our organization?
- * What creative opportunities or doorways are opening up for us?

Kim Epley picked up on the threads of this conversation by leading a workshop on the question: What does ICA need to do to respond to these items? David Dunn then honed in with a conversation on the implications of the workshop results for ICA West. The weekend concluded with an Action Planning session in which members identified where they were willing to invest themselves in implementing proposals.

Responses to the questions asked were rich and varied. With the new Clinton Administration advocating a participatory, consensus-building approach to dealing with issues, members sensed the climat is ripe for ICA to share its skills with an ever-widening array of audiences. Indeed, the potential application of ICA's expertise in these times is so vast, the question of where to strategically put our energy, both individually and as an organization, has become all the more important.



Networking the ICA Way

by John Burbidge

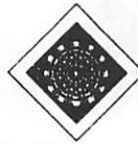
Anticipations were running high as registrations kept pouring in for the fifth annual ICA Network Meeting at the Embassy Suites Camelhead Hotel in Phoenix. When the last count was taken, 140 people had signed up, some from as far away as Nigeria, South Africa, India and Malaysia. Over a quarter of participants were attending an ICA event for the first time.

The tone of meeting was one of fun and festivity, mingled with intense conversations and peer-to-peer exchanges, with an accent on shared responsibility for everything that happened. Doug Druckenmiller, masquerading as a Norwegian hick from North Dakota, made sure nobody took themselves too seriously throughout the weekend. Daily free drinks at the hotel's cocktail lounge and a sizable outdoor whirlpool were helpful liquid additions to keeping the mood light.

Breaking the ice with a round of "ICA Bingo", participants soon began to discover the wealth of experience, culture, skill and talent represented at the event. Everyone was identified by blue, green and yellow dots on their name tags, indicating their length of association with ICA methods. This identification system was used during the Southwest Celebration, when participants grouped together to present skits. The novice "Yellow Dots" stole the show with their rousing rap rendition of the O-R-I-D method, clearly a hot contender for the ICA song-of-the-year award. [See end of article.]

The core of the gathering were the 23 workshops offered by participants. Several popular sessions were repeated, including Kim Epley's "Beyond Methods: Insight from Native American Ways of Honoring and Inviting Participation" and Doug Druckenmiller and Larry Brown's presentation on the use of computers to support group process methods. Others included Roger Harrison's "A Learning-Oriented Approach to Organizational consulting", Jan Sander's "Facilitation as a Spiritual Practice" and Sharon Miller's "Healthy Communities" based on her work in Saskatoon, Canada.

Other highlights of the meeting were a session devoted to *Sharing Methods and Approaches* in which people gave capsule presentations of their processes and wrote single page hand-out descriptions; a *Focused Market Interchange* in which participants huddled in groups of similar interest, such as business, community, education and government; and a workshop entitled *ICA Network*



Organizational Dialogue, which allowed people to articulate their vision for the future of this burgeoning movement.

When attendees headed for the airport on Sunday afternoon, there was a sense of excitement about the next gathering, scheduled for Washington D.C. about a year from now. But there was also a sense of needing to harass this animal called "the Network Exchange", to give it at least some minimal structure and direction now it is attracting a lot of new riders.

Clearly, another phase in the ICA evolutionary journey is underway and if numbers are any indication, it isn't likely to go out of existence in the near future. As one person exclaimed: "I can't believe I only heard about this group last week! Where have you been all this time?"

For Your O-R-I-D-ification

Yo! You're lookin' for participation
Gettin' folks to talk without hesitation
Tune in dudes to what we say
'Bout the methods of the ICA!

First, you ask what's happenin' now
What's the jive? What's the wow?
If you get the facts in the conversation
You've got the step called observation.

Now all that data ain't near enough
You've got to get into the feelin' stuff
What's the notion behind the emotion
Reflection questions will make it spoken.

This facilitation has got you yearnin'
To figure out what they've been learnin'
If you wanna sound like an ICA native
Gotta ask a question that's interpretative.

What's this mean that we should do?
What's for me and what's for you?
Ask some questions with great precision
And you will get a group decision.

O-R-I-D it'll make consensus
Defuse tension, bring down fences
So join with your sisters and your brothers
Now you know how to facilitate others.

ANOTHER BOOK IN THE MAKING

by John Burbidge

Ask most people what "corporate writing" means and you'll usually receive a blank stare. When ICA made the term part of its in-house lexicon, corporate writing was often used to refer to massive writing projects in which hundreds of people pooled their writing skills, or lack thereof, into volumes of fairly bland, lifeless prose.

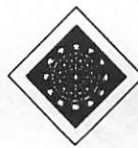
No more. With the advent of the *IERD Series and Winning Through Participation*, we have broken through the old barriers and begun to show it's possible to have a number of people working together on a publication and still produce an exciting, readable product.

Such is the case with the book Jim Troxel, of *ICA:Chicago*, is pulling together. Focused on the role of participative methods in organizational transformation, the book has moved from idea to reality in a remarkably short time. Initially conceived as a part of Jim's Masters Degree program, the book has attracted over a dozen case studies from ICA Network members around the world. Indeed, with current manuscripts in hand and others anticipated, we now realize that we may have two books, instead of one.

A key factor in the evolution of the book has been the highly collegial relationship established with the book's potential publisher, Miles River Press. Based in Alexandria, Virginia, USA, this small publishing house specializes in books dealing with organizational development and education. Three of the firm's principals -- the president, project editor and marketing coordinator -- came to Phoenix to join 25 of the book's contributors for two days prior to the recent ICA Network Meeting.

This face-to-face encounter between writers and publishers was a crucial step in the publication process. The whole group reviewed and critiqued current chapters, pooled insights on marketing approaches and brainstormed other possible ICA-related books. The company editor also sat down with individual authors and discussed how to improve their particular chapters.

The meeting in Phoenix helped to create a strong degree of mutual trust and respect among all involved in this enterprise. The plan is to have the book off the press in the fall of this year, with the possibility of another to follow in the spring of 1994. Who knows how many more "ICA books" there are just waiting to be written?



UPDATE ON NEW BOOK

To: ICA Colleagues and Offices, US and the world
From: Jim Troxel, ICA, Chicago

- RE: 1. Two new ICA books will be published
 2. Miles River Press to publish for ICA
 3. Linking promotion with ICA regional mailings.

1. I am serving as general editor for two books describing the results organizations have benefitted from participatory approaches. The current title for both is *Participation Works*. The first book will include 10 international business cases and will be available in the Fall of '93. Another book highlighting examples from the public and human service sector is planned for the Spring of '94. We are still soliciting case studies of human and public agencies that we have worked with over an extended period of time who have put into place a culture of participation. If you know of such cases, please contact me.

2. Miles River Press (MRP) of Alexandria, VA, is our publisher. MRP is providing us with complete services from preliminary book plan work (their top three staff members attended a two-day meeting of the first book's contributors in Phoenix prior to the recent ICA Network meeting) to printing, marketing and book fulfilment. The firm, with nine years of organizational transformational niche publishing experience with its *Transforming Leaders* and *Transforming Work* books, is recognized around the world as the leading edge publisher in this area. Kendall Hunt, the vanity press printer for *Winning Through Participation*, provided only printing services and you were counted upon to do its selling, marketing and delivery. This makes sense given the nature of "Winning". However, with the new book(s), we are trying to reach a much broader market and will rely on MRP's capacities to take us into a new orbit. Therefore, the price we will be paying for our copies of this new series will be slightly higher to cover this marketing cost. We have yet to determine this amount but it might be about \$15.00 (List price: about \$24.)

3. Promotion for the upcoming books will begin in the early summer. In order for our members and colleagues to find out about the offerings, Miles River Press would like to be able to piggyback on upcoming ICA mailings when possible, or possibly buy mailing labels from you. There will be a pre-publication discount offer that we will begin promoting in this summer.

Please contact me with information which of your mailings would be the most appropriate for this. MRP would have an 8 1/2 "X11" flier (and return postcard if weight permits). They also need to get a handle on the numbers involved (both number of people on your mailing list as well as cost-sharing for a coop mailing if

you prefer that mode). I would also like to know the 1993 schedule of your regional mailings. Any other marketing suggestions or questions you might have would be appreciated.

Here is the Table of Contents of the First Book:
PARTICIPATION WORKS - Business Cases from Around the World

Foreword: (Peter Senge has been asked)

Introduction: How this book came about

Chapter 1: This is the Time of Participation

Chapter 2: The Results of Using Participative Approaches in Business**

A. Increased Performance and Productivity

* "Excellence is a Journey," Great Eastern Life Assurance Ltd. (Singapore and Malaysia).

* "Value- Driven Transformation," Widia Engineering, Limited (India)

B. Focused Business Mission

* "Transforming Swords into Ploughshares "Research and Development Division, Lockheed Missiles and Space Co., California.

C. Empowered Team Implementation

* Metacentros, "A Guatemalan Company of the Future"

* "Crisis: The Alley of Participation," The Mills Group, Brazil

D. Motivated Workplace Environment

* Household Mortgage Services, Chicago

* Shell Petroleum, Singapore

Chapter 3: The Critical Factors in Creating Cultures of Participation

* The Central Role of Leadership

* The Style of the Facilitator

* Other Variables for Success

Conclusion

Afterword:(Roger Harrison has been asked)

Endnotes

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About the Contributors

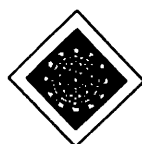
About the ICA



** Case studies being drafted but whose placement in chapter 2 is not yet determined:

Dupont, Southeast Asia; Hamilton Ins., UK; J.K. Synthetics, India.

Contributors include: Bill and Barbara Alerding, Alan Berresford, John Burbidge, Ray Caruso, Cyprian and Mary D'Sousa, John and Ann Epps, Nan Grow, Gordon Harper, Judy Gilles, Cristian Nacht, T.A. Sadasivan, Eunice and Sherwood Shankland, Roy Stansbury, Pat Tuecke, Bob Vance. General Editor: Jim Troxel for the ICA.



ICA AUSTRALIA LOOKS TO THE WORLD

With the recent publication of new brochure, the articulation of its mission Statement and the return of Jean Houston with seminars scheduled in Perth, Sydney and Melbourne in June and July, ICA Australia is demonstrating unusual vitality and drive as a member driven organization.

ICA Australia Mission Statement:

The ICA in Australia is a network among many other groups and individuals around the world who share concern for the planet, its systems, its rhythms, its stories, and its beings.

We are especially called to create and deliver the means for eliciting the potential of humankind for taking full responsibility for co-creating the future.

We do this by -

- * creating an environment of co-operation
- * providing opportunities for development of participation skills
- * and nurturing depth human awareness in order to release individual and corporate spirit creativity.



With this statement and a committed crew of 16 individuals anchoring different networks across the continent's geography, ICA Australia is poised to take an enlarged role Down Under.

Membership

Membership is the magic word behind ICA Australia's new momentum. Australians from many walks of life have had contact with ICA over the years but it wasn't until its reorganization in 1991 that a workable system for expanding membership evolved. According to ICA consultant Maria Maguire, "We simply decided to invite people to become members of the ICA and that has resulted in about 50 new members in the past year!"

Means of Alignment

Membership across such a wide swath of geography is heavily dependent on both the communications media and seminars featuring leading speakers and presenters. Laura Spencer's visit in 1991 to promote her book *Winning Through Participation* as well as ICA's ToP methodology was a notable success. Likewise Jean Houston's 3rd tour de force of Australia in June of this year promises to be every bit as scintillating as the previous ones.

Helping to hold ICA Australia together from her home in Queensland, Julie Miesen publishes the quarterly news letter *Pacific Waves*. *Pacific Waves* offers a wide selection of topics that focus with equal relish on philosophy and leadership as they do on news from ICA "units" both in Australia and around the world. As human resource consultants Janet Hughes and Betty McGee of Brisbane readily agree "insights gleaned from *Pacific Waves* and other network publications keep us equipped and enlivened. These resources enable us to contribute toward total system change for our world."

A Common Context

From Sydney other media ties that bind include tapes, books and videos. The offering, under the care of Maria and Richard Maguire, includes mainstream ICA issues such as *Winning Through Participation*, *IMAGE* magazine (Pacific O.T. Network), and *The Best of Edges*. Beyond these staples certain works of our wider network have struck a cord with Australians and are equally available. These include books by Harrison Owen (*Spirit, Leadership Is, Riding the Tiger*), Joe Dominguez (*Your Money or Your Life*), Douglas Harding (*On Having No Head, The Little Book of Death, Head Off Stress*), Jean Houston (*The Possible Human, The Search for the Beloved, The Godseed, and The Hero and the Goddess*), and Peter Russels (the video *The Global Brain*).

Consulting

As membership has grown, "facilitation guilds" have been formed and consultancy activities have increased tremendously. Clients include government departments (the Commonwealth and several states), companies in the field of computing, advertising, manufacturing, and banking, as well as, hospitals, schools and universities, service associations, Aboriginal communities and organisations, religious and other voluntary bodies.

Reaching Out

A final factor driving ICA Australia is the Aussies traditional interest in connecting up with the rest of the world. Participating in a Global Network holds a great deal of appeal. As Maria Maguire points out "ICA Australia has taken on renewed vitality and one important symbol of the change has been the decision of a few people to raise money for an overseas ICA project (the project is for women's development in a tribal area of India, the Indian equivalent of Native Americans or Aboriginals). Welcome back Australia!"



UPTOWN AT KEMPER

The Kemper Building, ICA Chicago headquarters, is a bubbling cauldron of activity for the different cultures and ethnic groups which tipify Uptown Chicago. To stand at the corner of North Sheridan Road is to watch a lively and colorful procession at number 4750. Streaming in and out of its doors are just about every conceivable ethnic group that populates the planet - Indian, Mexican, Afgani, Ethiopian, Colombian, Yougoslavian, Iranian, Irish, Lebanese, Polish, Vietnamese, Chinese, Thai, Polish, Greek, native American and more. Last year the building accomodated for activities involving thousands of people representing tens, if not hundreds, of nationalities and ethnic groups from all over the world.

In 1986 a team from the Chicago ICA staff began a project to develop a Community Resource Center through leasing space in the buiding to not-for-profit agencies serving a variety of needs of people living on the northside of Chicago. A shrewd move both from a community service and a self-sufficiency standpoint. The Kemper Building is conveniently located in an area of rich diversity packed with community groups and their respective service organizations.

Utilizing the building to serve other not for profit community service agencies is directly related to the ICA's task of economic and community development in a multi-cultural neighborhood. It is a continuation by different means of the work carried on in Fifth City and in numerous ICA projects in villages across the globe. The essence and the effect of the work is Human Development: social action, interaction, exchange, and sharing. In a word "participation".

There are currently 20 community agency offices in the building. They represent a combination of direct social services and self-help initiatives. They serve a client population of over 100,000. Services provided include job placement, housing inquiries, free music lessons, emergency clothing, language classes, after school tutoring, planning and training sessions. A much sought after service is the building's International Conference Center. Last year 131 different client groups (several came more than once) used the facilities.

Comments from tenants are very encouraging and reflect positively upon values of inclusiveness, attention to detail and flexibility that the ICA has cultivated over the years : Says Rita Simo, Director of THE PEOPLE'S MUSIC SCHOOL: "What I like about being in this building is the sense of belonging;

people come here from all over the world and no one feels unwelcome. According to Virginia Kock, Administrator of the Regugee Services of TRAVELERS AND IMMIGRANTS AID: "When we first moved into this building, we liked being able to design the large space we use for our own needs as well as the needs of our clients." And Krisna Abbay, Director of THE LAO SERVICE CENTER, observes: "The management's flexibility allowed us to meet the special needs of our unique services. We are especially pleased with the security of the space".

Efforts at making the building even more accomodating is an on-going process. In 1992 new services were added. A 60 person conference space is open on the fourth floor with two person and dorm rooms, a meeting room, lounge and snack kitchenette. Meal hosting capacity on the sixth floor was increased through an additional dining room for 24 persons. For 1993 a new first floor conference meeting space will be built. Arrangements for site visits and work projects in the Uptown area will be offered to those interested in studying the urban development experience of ICA. In January the ICC had four three-week programs utilizing the facility as a base with easy access to the Uptown neighborhood and other urban sites around Chicago. Thus its interns were able to make the most out of their urban studies. The ICC was sponsored by Bethel and Sioux Falls Colleges, the Wesleyan Urban Coalition, the Associated Mennoite Biblical Seminaries and the Institute of Cultural Affairs.

With this kind of projection and its steady presence the building represents a symbol of stability in the community. Its safe secure and well cared for apppearance is a demonstration of the ICA's commitment and responsibility to the Uptown neighborhood.





GLOBAL ACTION PLAN

Seven months after the UNCED conference in Rio, Ursula Winteler, ICAI President, continues to receive a deluge of information on sustainable development. She filed this report about a workbook for the ecologically minded which captured her attention.

The Global Action group is an international network which originated around the ecological consciousness raising events of the 80's such as "Earth Day". In the acknowledgements of the German edition I was happy to identify the name of Hazel Henderson.

With the backing of organizations such as Unicef and on the momentum of the UNCED conference Global Action provides a forum more palatable to the common person than the "Green Party". By avoiding extremist positions it appeals more directly to the common sense of the man in the street. It is powerfully positioned to be influential.

The Global Action Plan for the Earth is a practical "how to" hand book that begins to lay out the kind of general overall knowledge necessary to be a responsible global citizen at the end of the 20th century. It does this by pin pointing not only the general societal goals that we, the citizens of the earth, must begin to demand from our governments but also, and in my opinion more importantly, how we can act within our very own households to help save the earth.

The hand book outlines a 5 point plan with 15 targets. The easier ones of these are a household 6 month action plan. The more difficult ones are in the arena of a 10 year citizen's agenda. For the household variety targets, the handbook suggests that you work with a team of friends envisioning how to make your household more ecologically friendly. In other words you and your friends can organize around a "central project". Things like usage of water, garbage disposal, environmentally friendly car driving, how to buy ecologically sound products, how to communicate the message to others. You and your "task force of friends" can then do periodic visits to each other's households to offer support and provide feedback. Below a look at the "Action Plan".

Agenda Point 1. CLIMATE AND ATMOSPHERE:

Target 1. (10 yr. citizens agenda and household effort) - Reduce carbon dioxide (green house effect) emissions to 20% of the actual amount.

Target 2. (10 yr. citizen's agenda and household effort) - Total stop to ozone depleting emissions.

Target 3. (10 yr. citizen's agenda) - Reduce acid rain producing emissions to 10% the actual amount.

Target 4. (10 yr. citizen's agenda and 6 month household effort) - reduce automobile emissions by 50%.

Agenda Point 2. BIO-DIVERSITY:

Target 5. (10 yr. citizen's agenda) - Three times more Biosphere reserves than we currently have world wide.

Target 6. (10 yr. citizen's agenda) - Slow down rain forest destruction by 50%.

Target 7. (10 yr. citizen's agenda and 6 month household effort) Plant 100 million new trees (in Germany alone).

Target 8. (10 yr. citizen's agenda) - a 75% reduction of the use of pesticides. 50% of food production organically grown.

Agenda Point 3. GARBAGE:

Target 9. (10 yr. citizen's agenda and 6 month household effort) - Produce only 25% the garbage produced currently. Recycling is only a temporary means towards less garbage production. Recycling in itself consumes energy and water resources. Much can be done in the household in this category.

Target 10. (10 yr. citizen's agenda and 6 month household effort) - Produce only 20% as much hazardous waste. This is also a means of preservation for ground water. Much can be done in the household or small business including how to dispose of medicine, refrigerators, car batteries etc.

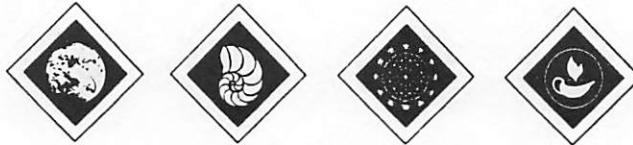
Target 11. (10 yr. citizen's agenda) - Re-develop garbage disposal sites. This includes everything from land-fills and garbage dumps to nuclear disposal sites.

Agenda Point 4. WATER RESOURCE USE:

Target 12. (10 yr. citizen's agenda and 6 month household effort) - Reduce water usage by 1/3.

Target 13. (10 yr. citizen's agenda and household effort) - Healthy drinking water for everyone and control of water pollution.





Agenda Point 5. STABILIZING HUMANKIND:

Target 14 (10 yr. citizen's agenda and family responsibility) - No more than 50% growth over what we now have. Population growth must be stabilized at 8 - 11 billion. It is estimated we have about 5.3 billion currently.

Target 15 (10 yr. citizen's agenda) - Everyone has enough to eat.

The hand book ends with two admonitions 1. Everyone must become aware of the problems we are facing 2. We need to move very fast.



**ICAI BOARD MEMBER'S PROFILE:
URSULA WINTELER**

Dear Colleagues,

A lot of you know me, a lot of you do not. I am happy to work with you in our great team committed to global service. I take delight in the trust you have placed in me as ICAI Board President. Let me tell you something about my life experience.

I was born in the lovely city of Hamburg, which has around its big harbour lots of commerce and lots of green space. Since my youth I have been interested in relationships between human beings. I studied psychology and nutrition, but I consider these studies to be too theoretical. People have said that I am a good listener and I have taught oral communications professionally. I hope I will hear what you are saying to me as well when we get the chance to communicate. We should also state things as simply and clearly as possible because English is a foreign language for most of us, including me.

I became a widow very early in my life and lived alone with my two children. They are my best friends and partners too. My daughter, Sabine, worked for Service Ventures for a while in Frankfurt. Many visitors from ICA to my house may also remember my son, Frank, who was studying theology, while his sister studied physics. Frank practises the healing art without prescribing drugs. Perhaps some of you know them.

They say "yes" strongly to what I am doing now in my life.

By the way, I encountered the ICA first when a friend of mine and Maria and Richard Maguire asked me to visit the Fortnight in Brussels. And so it started.....

My thinking about feminism and women's social values has developed over a long period. I have been deeply impressed with the great dimension these give to our lives of both men and women. Let us talk some more about this, not just we women. Perhaps we could study something together to get started.

We have a new opportunity for action for peace. People have taken down the barriers between east and west. In this dialogue, let us not forget to care about the poorest of the poor who inhabit all corners of the earth. We have the end of the Cold War and look forward to the end of all wars and using armaments money for the most important purposes in the survival of humanity.

I want to be in touch with as many of you as possible. I welcome any form of communication.

With my warmest regards,

Ursula Winteler
Boockholtzstrasse 30, D-2000 Wedel, F.R.G.



November 20, 1992

Mr. Dick Alton
rue Amedee Lynen, 8
B-1030 Brussels
Belgium

Dear Dick:

I am pleased to share with you the Council of Energy Resource Tribes' Annual Report. David Lester mentions the ICA/CERT Partnership in his letter on page two.

I wish I could adequately communicate the power of ICA's work with American Indian Tribes. The participatory methods are assisting Tribes in the strengthening of their governance structures, involving the Tribal community in economic development and in providing opportunities to create plans that honour the cultural perspective of the Tribe.

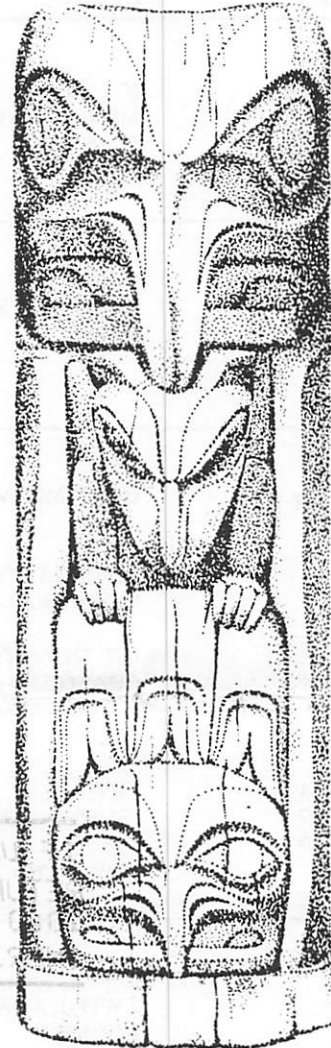
We have been able to reach Tribes and Indian organizations which would not have been accessible to us without the relationship with CERT. Unlike most Indian organizations, CERT is run by its member Tribes. Each of its 57 (the 57th Tribe was

accepted in the Board meeting last month) board members is the highest elected official (chief, chairman, governor, president) of the Tribe. These Tribal leaders direct the work and development of the organization.

Since their introduction to ICA's methods in 1990, the CERT Member Tribes have used, requested and recommended ICA facilitation on a regular basis. This past year was one of building credibility for the methods; it was a time when we experienced an explosion in the numbers of facilitated events with Tribes. We look to 1993 as a year of building the facilitation and training team. We expect an explosion in the numbers of Native American facilitators.

I hope that you enjoy this report and the unique perspective on Indian America that it presents. We value and appreciate the continued support of the ICA National Board and welcome any questions you might have.

Kim Alire Epley.



THE NETWORK EXCHANGE
Is a monthly publication of
the Institute of Cultural
Affairs International
(excluding July and
December)
Editors: Tony Beltran and
Dick Seacord
Reporter: John Burbidge
Address all inquiries and
comments to ICA
International Rue Amédée
Lynen 8, B-1030 Brussels
Belgium

ICA EVENTS FROM AROUND THE WORLD



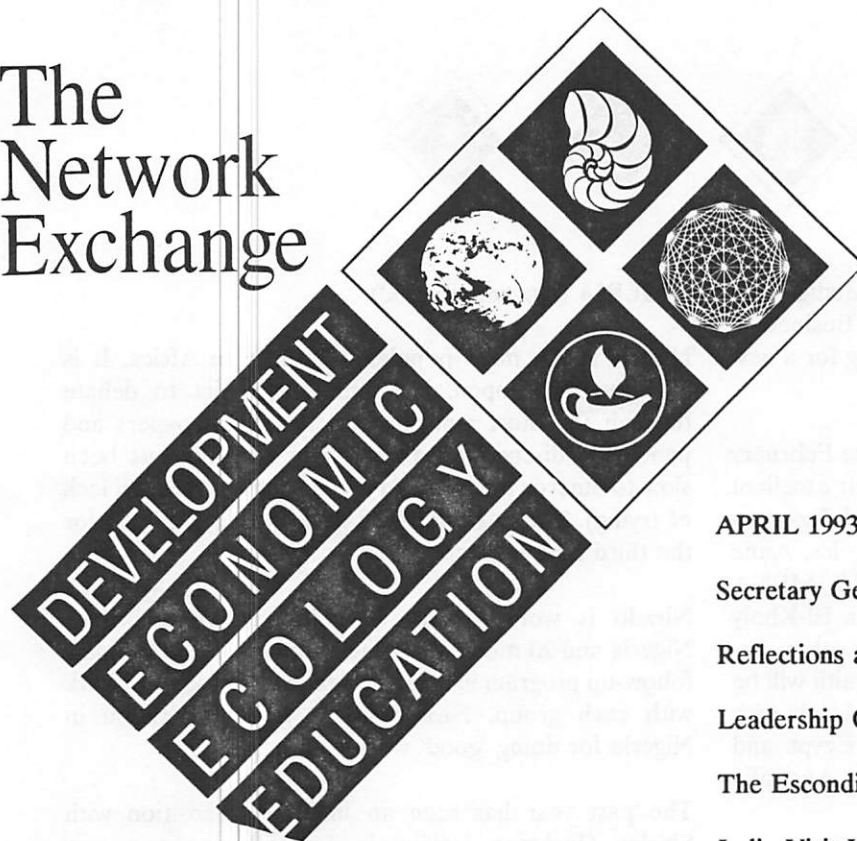
Continent

WHEN	EVENT	WHERE	RE
Africa:			
AUG.30/SEPT.4	ICA AFRICA MENA STRAT. PLANNING	ZAMBIA	BI-CONT.
Australia:			
JUNE 20/22	J.HOUSTON SEMI- NARS	PERTH	ICA AUSTRALIA
JUNE 24		SYDNEY	.
JUNE 25/27		MELBOURNE	.
JUNE 29/JULY 7		SYDNEY	.
Eurasia			
APRIL 30/MAY 3	EX. COMM. MTG	BRUSSELS	ICAI MTG.
SUMMER	CITY CONSULTATION WORK PRAKTICUM	NEFTEYOUGANSK (SIBERIA)	KUZMIN/DUNN
JUL.26/AUG.8		MEZIO	ICA PORTUGAL
AUG.12-27		INT. DEV. INTER- CHANGE	MEZIO
L. America			
JAN.27/MAR.1	TIPP	GUATEMALA CITY	ICA GUATEMALA
MAY 5/JUN.27	(BUSINESS SKILLS)	.	.
OCT.6/NOV.19	IF UNDELIVERABLE PLEASE	S. A. L.	PORT PAYE
JUL.21/SEP.2	ADVANCED TIPP	RETURN TO P.O. BOX: 2750	25-02-1993
		1000 ST AMSTERDAM	PAYS BAS
N. America			
MARCH	7 WTP-1, 2-DAY COURSES	12 DIFFERENT "WESTERN" CITIES	ICA WEST NETWORK 32-ESC/99/183781.
FALL'93	2 WTP-2	PHOENIX	ICA WEST
	"PARTICIPATION WORKS" PUBLISHED	US	TROXEL (EDITOR) MILES RIVER PRESS (PUBLISHER)

ICA International
Rue Amédée Lynen 8
B-1030 Brussels, Belgium

James Troxel
 4750 N. Sheridan Rd.
 Chicago, Illinois 60640
 USA

The Network Exchange



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SECRETARY GENERAL VISITS AFRICA

January of 1993, Secretary General Dick Alton received confirmation from Misereor that they would help fund a two year proposal to implement strategic planning in Africa. To set up this work, Dick travelled to Africa in November 1992 and then again, after Misereor approved the proposal, in January 1993. Dick visited all ICA locations on the continent, namely, Egypt, Cote d'Ivoire, Kenya, Nigeria and Zambia. He filed this report of his trip.



EGYPT (January 1993)

Egypt is experiencing a rash of Muslim extremist outbursts that has been focused on tourism, the country's number 1 foreign exchange earner.

The fundamentalists are alarmed by the throngs of predominately Western tourists in Egypt. They are threatened by their ways and see them as unclean. They are upset by the liberal consumption of alcoholic beverages and the scantily dressed women. Thankfully, from the standpoint of revenues, it is unlikely that their violent action can reverse the tide. This year the number of tourists to gaze in admiration and wonder at the great Pyramids of Cheops has been the largest ever in history.

There are now three divisions in ICA Egypt: Village Development Demonstration, Training and Consultancy and Media & Publications.

The Media and Publications division has come out with a new video on the work of Bayad in the 9 programme Arenas.

Continued page 2



The Training and Consultancy and Media and Publications divisions are situated in Cairo. Business is booming and as they expand they are looking for a new office.

Three ICA Egypt people went to India for the February 1993 meeting of the Asian OT network. Their excellent magazine, *Al Ru'ya*, has hired a new top-notch Egyptian writer, Ahmed Badawi. In a re-shuffle of roles, Anne Yallop has become the president of ICA MENA (Middle, East and North Africa) while Hala El-Kholy has become ICA-Egypt co-director. The other co-directorship has yet to be filled. Martin Gilbraith will be moving to Cairo from Bayad to work more closely with finances. Anne plans to shuttle between Egypt and Australia spending the majority of her time in Australia on the advice of her doctor.

COTE D'IVOIRE (October 1992)

The country of Cote d'Ivoire has one of the strongest and oldest economies of West Africa. Its currency is tied to the French franc. But with its 92 year old president-for-life having to spend more time in French hospitals than his own country, the social and political fabric has begun to show signs of strain.

The ICA's program has focused on sustainable agriculture. For several years now it has managed a demonstration farm. More recently it is working with eight womens' co-operatives to take farm demonstrations out to the fields. Each group has a permanent vegetable garden instead of the traditional slash and burn field. Methods that support the soil, such as inter-cropping and mulching the soil, are employed. The eight fields are backed up by the support farm which provides the tree seedlings and new experiments. Eight Ivorians and a Belgium agronomist provide the support for the work.

Jann Barr is preparing a transition period as she leaves in April 1993. A Swedish Administrator, Lotta Backlund, joined the staff in January 1993 for the year. Jann has just hired an Ivorian assistant-director for 93-94. She has done a tremendous job stabilizing the staff and deepening the financial support of the project. She will continue to be part of the West Africa team as she moves to ICA Belgium in September 1993.

NIGERIA (November 1992)

Nigeria is the most populated country in Africa. It is also the most open. Everything is subject to debate through the most amazing variety of newspapers and panel TV discussions. Democracy however has been slow to emerge from military rule (but not through lack of trying). The new elections have been postponed for the third time to June.

Nirado is working with 60 self-help groups across Nigeria and 20 more will come on board in 1993. A new follow-up program is being designed to deepen the work with each group. Nirado has a good reputation in Nigeria for doing 'good' work.

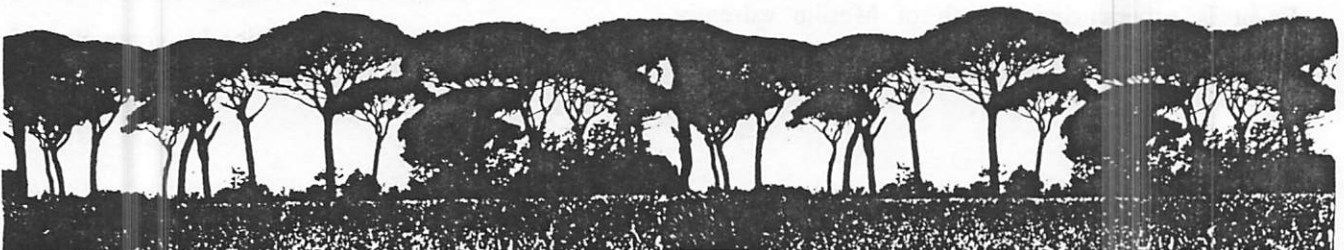
The past year has seen an immense transition with Shirley Heckman leaving in December and a new director, Dr. Abiodun Macauley Olagoke, taking her place. Nirado is housed in a new office staffed by a British volunteer, Debbie Sagar. Shirley has done a stunning job for the last few years building a strong programme base as well as constructing an organizational form that allows us to count Nirado as a strong ICA affiliate.

KENYA (January 1993)

Kenya has just shifted to the realities of multi-party politics. Although President Moi was re-elected against a split opposition, Kenya will never be the same. There is now a "legalized" opposition and a chastised president who received less than 50% of the vote.

Thanks to successful programs that donors are willing to fund, ICA-Kenya has been asked to re-structure itself in three ways:

- 1) A Board of trustees to whom the "New Management" will be directly and totally responsible. The following people are on the Board: German Gituma, Elizabeth Castiglioni, Janis Mwosa, Mary Wafula and Simeon Shitemi.





2) ICA-Kenya intends within the next six months to hire a qualified national director, a fund raising/secretary and a certified public accountant. The accountant has been hired and starts 1st March 1993.

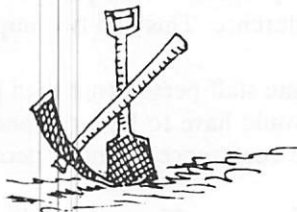
3) To avoid making mistakes, ICA-Kenya will seek the help of a "restructuring" consultant who will advise and put forward some key recommendations. They have asked USAID to provide them with the consultant.

Sandy Powell has moved to Texas to be with her mother after the death of her father. In July she will be moving to the new headquarters of Care in Atlanta to become the Director of Training globally.

ZAMBIA (February 1993)

Zambia has safely made its way through multi-party democratic election (even though our long time friend President Kaunda was thrown out). Zambia is now weaving its way through the process of liberalization. This means admitting that the government does not do well in economic ventures. As a result the government is being downsized to affordable dimensions.

Zambia has had rain which has signaled the end of a one year drought for Africa. This has meant plenty of activity for the 100 farmers involved in ICA's Sustainable Village Educators Programme (SAVE). There are 6 SAVE clubs that regularly meet to discuss organic farming methods (the soil needs as much care as the human body). Some of their German funders have asked them to help organize a Zambian conference in 1993 on sustainable agriculture.



ICA Zambia just had a visit with people from ICA India and ICA Japan as part of an "exchange" organized and funded by ICA Japan. Pamela Bergdall continues to service the country of Malawi with ICA methods through a Training Of Trainers (TOT) course she teaches in Malawi, Uganda and Zambia.





REFLECTIONS AND LEARNINGS THE FINANCIAL OPERATIONS OF THE 1992 GLOBAL CONFERENCE PRAHA'92

James M. Campbell

A few months after people returned from the 1990 conference in Taipei I was asked to manage the finances of the 1992 conference and take part in the European Coordinating Committee. I accepted as I am in charge of ICA finances in Belgium and because I felt that I had learned a lot working on finances in Mexico in 1988. In writing this report I hope other ICAs will learn from our experience on what it takes to host a successful global conference.



A number of important decisions were made early in the conference planning process which had major implications for our financial operations. Some of these were:

1. It was decided that the conference's finances were to be conducted by the Institute of Cultural Affairs Belgium (not the ICA International nor any other legal body). This meant that the ICAB staff was taking responsibility for the financial success of the conference. Structurally we did this in the following way:

We established a separate bank account called, "ICA-Global Conference" and created a set of accounts for the conference within the ICAB treating it as one more programme division.

2. We decided that the fundamental operating currency of the conference would be the Belgian Franc. While the conference itself would not be in Belgium, we operate in BF. It is one of the steadier currencies in Europe and is completely convertible. We were concerned to not lose major sums of money to currency exchange rate fluctuations or to have to build a major sum into the budget to cover such a possibility.

3. Work was begun immediately on a budget--even before we knew where the conference was going to be. It was a rough estimate but we felt that we had to have a framework in which we could make financial decisions and commitments from the start. This was very freeing and our early work proved to be quite accurate (early in 1991 we estimated a conference fee between 12.000 and 14.000 BF--it was 12.500 BF).

4. We decided to operate like other major international organisations which stage large conferences. A primary concern was that with a limited staff and a limited budget we wanted to focus on the actual event and not on the practical details of its happening. In addition we were staging the conference in a country and a city with no ICA presence which meant that we had no "local guides."

This had two implications:

A. We would secure the assistance of a conferencing agency to handle many of the practical details of the conference. This greatly reduced the numbers of staff and the time required to actually stage the conference.

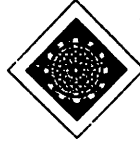
B. We would not be responsible for housing or meal arrangements for the participants. We asked the conferencing agency to facilitate these arrangements and deal directly with people. This greatly simplified our financial operations and did away with a major "headache" and consumer of staff time.

5. Since everyone in Brussels was fully engaged in their programme work (meeting their financial obligations), we did not feel we could do any more than give "volunteer time" (as people in other parts of the globe did also) to the conference. This had two implications:

A. A full-time staff person (not then present in Brussels) would have to be hired and paid for through the conference finance operations.

B. A conference office would have to be created. This would involve renting space, purchasing equipment (everything from paperclips to a computer), etc. Again these costs would have to be met through the conference finance operations. It should be noted that after the conference the office equipment, computer, etc. were sold to other programme divisions of ICAB. Thus a considerable portion of this money was recovered.





6. Finally we decided to make an interest free "loan" available to the conference programme division to meet its cost until we started receiving registration fees. This took the form of a series of advances based on need from the beginning of 1991 until March of 1992. We advanced nearly US\$30,000 to the conference before we received the first registration fee. We were fortunate to have this kind of reserve available for up-fronting the costs of the conference and any local organisation staging such an event will need similar financial resources and flexibility.

In addition we did a number of practical things which helped ensure the financial success of the conference. Among them were the following:

There was no registration without payment of the FULL registration fee at the time of registration which had to be done in advance. We made a few exceptions to this rule, one of which we are still waiting to collect.

We were able to sign up with two of the three major world-wide credit-card companies so that we could receive mail order charges (the third does not accept those charges in Belgium). A majority of the registration fees were paid in this manner. This had several advantages.

A. We received the full registration fee in BF. The participants paid the difference for any change in the currency exchange rate.



B. Participants were able to pay the fees over a period of time but we received the full fee immediately (i.e. we were not financing their participation, the credit card company was).

Since we were operating in BFs and paying a major portion of the expenses in BFs, we decided to insist on BFs being the conference currency. We published the conference registration fee in BFs and asked people to pay us in BFs.

There were a lot of complaints about this from people who still think that the US\$ is the only global currency. We did receive a few checks in dollars and inevitably had to bill the person for an additional amount when the US\$ check did not change at a rate sufficient to cover the registration fee and the high banking charges for cashing US\$ checks. People who paid with BF checks, BF bank transfers or credit cards had no problems. This ensured that we received the full amount irrespective of the daily fluctuation in the exchange rate (it went up and down between 35 and 28 BF to the US dollar during 1991 and 1992).

The significance of this can be seen if you take the registration fee (BF 12,500) and divide it by 35 (US\$ 357) and by 28 (US\$ 446)--a difference of US\$ 89 for each registration. If you multiple this by 250 registrations (US\$ 22,250) you can see how important to the financial success of the conference it was for us to insist on putting the exchange rate costs on to the participant. Trying to predict the future of the currency markets is a "no-win situation" and anything you can do to eliminate that factor from your financial budgeting and operation is important to ensuring a self sustaining conference.

My role was that of bookkeeper and financial adviser. Once Alice Rose (the full time staff person) was here she started making the decisions. Jon Wenge (who was a member of the European Coordinating Committee) did a lot of detailed work on the budget and helped with local financial management once the team had a full time operation in Prague. Jackie Barnes (also on the European Coordinating Committee) was also a great help in the latter arena. What was important about this is that there was a dialogue going on about finances all of the time. No one person was alone with the financial responsibility for the conference, either in terms of its accountability or its meeting expenses. I think that it is important that more than one person have a grasp of the financial situation and operation of such an event.

By setting up a bank account, a system of accounts within the ICAB system and deciding on the practical operation of the financial system in January, 1991, we were able to control our financial operation from the very beginning. This enabled us to generate accurate financial reports at any point in the journey of preparing for the conference. It greatly facilitated our work with the budget and enabled us to make budgetary decisions with a clear picture of our situation.

It enabled us to design the conference data base so that it would enable the financial system (processing registrations, receipts, etc.). It required only a few hours a week (usually much less) to maintain and I did it as a "volunteer". Finally we had a comprehensive system for ensuring the full documentation of the conference's financial operations (including all the receipts, invoices, etc. so dearly loved by auditors).

Believing that the balance of BF 60,651 in the global conference account is for global conferences, the staff of ICA in Brussels has decided to make it available to India as start-up money for the 1994 meeting.





GLOBAL CONFERENCE
SUMMARY OF FINANCES: January, 1991 through January, 1993
UPDATE: 23/02/93

EXPENSES			USD1 = BF34	% of	
CONFERENCE SET-UP				TOTAL	
STAFF TRAVEL	318,527		9,368.44	14.52%	
OPERATING SUPPLIES	52,202		1,535.35	2.38%	
POSTAGE	167,608		4,929.65	7.64%	
PHONE	211,013		6,206.26	9.62%	
FOOD AND HOUSING	212,395		6,246.91	9.68%	
COPIES	43,598		1,282.29	1.99%	
EQUIPMENT	126,047		3,707.26	5.74%	
CELEBRATION AND GIFT	18,935		556.91	0.86%	
STAFF SUPPORT	453,900		13,350.00	20.69%	
BANK/CREDIT CD CH	59,660		1,754.71	2.72%	
OFFICE RENT	39,000		1,147.06	1.78%	
PUB'G (BROCHURES)	84,659		2,490	3.86%	
TOTAL		1,787,544		52,574.82	81.46%
CONFERENCE EXPENSES					
GUEST SPEAKER TRAVEL	74,426		2,189.00	3.39%	
PROGRAMME MATERIALS	45,413		1,335.68	2.07%	
CONF FACILITIES/OPTS	286,905		8,438.38	13.08%	
TOTAL		406,744		11,963.06	18.54%
TOTAL EXPENSES			2,194,288		64,537.88
INCOME					
INTEREST	2,439		71.74		
REGISTRATIONS	1,891,644		55,636.59		
SCHOLARSHIPS	373,256		10,978.12		
REFUND OF REG. FEE	(37,500)		(1,102.94)		
OTHER (IN/OUT)	25,100		738.24		
TOTAL INCOME			2,254,939		66,321.74
DIFF INC OVER EXP			60,651		1,783.85

NOTES:

1. STAFF SUPPORT includes stipend, health insurance, food, apartment rent, and house care funds for one full time staff. Also, it includes some housing costs for part time staff in Brussels (European volunteers). All costs were at the standard rates charged to staff in Brussels.
2. OFFICE RENT is the standard charge at ICA Brussels for a one person office BF3,000 X 13 months = BF 39,000. The office was set-up when the full time person joined the staff.
3. USD1 = BF34: The Belgian Franc is currently moving between BF33 and BF35 to the dollar.
4. FOOD AND HOUSING is for the staff on various trips to Prague and Eastern Europe and for the set up team before, during and after the conference.
5. All ICA staff and members of the European Coordinating Committee who enabled the conference paid the full registration fee.
6. STAFF TRAVEL includes all travel done in preparation for the conference. In addition it includes the round trip travel from USA for full time staff person.

KENNETH BOULDING author and long time friend of the Institute of Cultural Affairs passed away on 18 March 1993 at the age of 83. Boulding's books, the IMAGE and THE MEANING OF THE TWENTIETH CENTURY, shaped the early thinking of the ICA and remain an inspiration for all of us to a better understanding of our collective mission

THANK YOU, KENNETH BOULDING

by John Burbidge

Last year ICA Denver held a reception in honour of Kenneth Boulding. On the occasion John Burbidge submitted this report.

The Denver ICA team really outdid itself this time. Kim Epley and her sister Laurie Alire, applied their artistic fingers to the decor and prepared a sumptuous "high tea". Martha Lee Sugg brought a gift of an emerald green glass sphere containing a bubble-filled liquid and especially inscribed for the occasion. Catherine Welch prepared a magnificent pictorial "Wall of Wonder" portraying the impact which *The Image* has had on the ICA's work. Linda Jones hosted the event, reliving fond memories of when she last met the man at the ICA in Indianapolis.

The occasion was a reception in honour of author, teacher and long-time ICA mentor, 82 year-old Kenneth Boulding. Held following an Imaginal Education workshop, the event took place in the exquisite drawing-room ambience of the Denver ICA Training and Events Center. It attracted not only members of the local ICA team, but special guests including Bea Romer, wife of the Colorado Governor and Pat Gilmore, a mutual friend of both ICA colleagues, OliveAnne and Jim Slotta, and Kenneth Boulding. Excited about OliveAnn winning the American Math Teacher of the Year Award, Pat had invited her to a Quaker meeting, which led to the reception being held.

According to several people present, Boulding was as overawed by the event as he was by the way his book *The Image* has had such a dramatic impact on ICA and its work around the world over the last 35 years. In a note of thanks which Boulding wrote to ICA, he said: "When I wrote *The Image*, nearly 37 years ago, I had no idea what the response would be. I feel you are making extraordinarily good use of the book and I am very grateful that this has happened."

At the reception, Boulding confessed to having "just whipped it out in protest against some of the prevailing attitudes of the economists of the day." Over lunch with Pat Gilmore after the event he admitted he went back

and reread the book to find out what he had said. "Not bad," he admitted after a short read.

In a fitting conclusion to a most memorable gathering, Boulding shared three sonnets he had written the previous week. I have chosen one to conclude this report.

Sonnet for the Noosphere

Our precious earth is made of many spheres,
Rocks, water, air, life, and the human race;
Each interacts with each, each has a place,
Endlessly changing with the passing years,
But now, something remarkable appears;
A sphere of knowledge, images that trace
Through human minds the patternings that lace
The real world; small? --large! and distant? -- near!

But knowledge, like all things, passes away,
As we forget, and as we ourselves die,
And must be born, in young minds, constantly,
By teaching, learning, thinking, testing, play.

And to extinction will frail knowledge go,
Unless they who know, teach, and who teach know.



LEADERSHIP OPTIONS

"I've gained more direction in relationship to my future in the last 16 days than I have in the past three years of college."

This was a comment from Karin Gribble, a participant in the January '93 Leadership Options course. Karin had participated in ICA programs for children, and Leadership Options gave her an opportunity to revisit her experience as an adult. Karin had just returned to the United States after spending a year in Indonesia teaching English. She was in the process of sorting out her next steps when her parents mentioned Leadership Options as a resource. She and her father, Chuck, decided to do the course together.

Leadership Options provides time and space for participants to engage in depth dialogue over topics of leadership, the changing times, and urgent social needs - while discovering personal strengths and opportunities to make a difference. Participants are introduced to methods of Imaginal Education throughout the program. Throughout the course Peter Senge (The Fifth Discipline), Steven Covey (Seven Habits of Highly Effective People and Principle Centered Leadership), Sally Helgelsen (The Female Advantage) and Richard Niebuhr (The Church as a Social Pioneer) become colleagues as they provide focus for study and dialogue. The "Global Brain" (Peter Russell) and "The Self-Organizing Universe" (Erik Jantsch) introduce new paradigms of thought. "The Next Epoch" (Jonah Salk) and "Weapons of the Spirit" (Bill Moyers) are all part of the experience -- as are the Social Process Triangles, interviews with leaders, and strategic planning. A highlight for many is a silent retreat at the Chicago Botanic Garden.

The Leadership Options experience is effective because the curriculum is a woven spiral that introduces the themes of Personal Mastery, Learning Community, Social Action and the Shifting Social Paradigm. The sixteen days provide expansive time to break away from immediate demands and to find a comfortable standing point. The experience of Learning Community provides a trust-filled environment for looking into the past and projecting the future. Stepping into the unfamiliar invites new perspective and personal vision.

So what do people gain by investing sixteen days in Leadership Options?

** Sherin Bowen (L.O. Jan'92) gained courage and confidence. She initiated a "Partner Cities Co-planning Project" between the Partners of the Americas cities of

Stevens Point, Wisconsin, and Esteli, Nicaragua. She travelled to Washington, D.C. to secure the grant, convinced her committee in Stevens Point to commit two weekends to planning in Stevens Point and travelled with other volunteers to Nicaragua to help organize the planning sessions there. She reported that over 40 people were involved in those sessions. . . both Contras and Sandinistas peacefully planned together.

** Bette Elwood (L.O. '92) gained vitality and vision for the future. She decided not to retire after twenty-three years in mission work in the Philippines, but rather to initiate a new project with street children in Brazil.

** Brady Melton (L.O. '92) gained valuable information on how to launch a socially-responsible small business and how to insure that he gained maximum input from his business partners, stakeholders and clients. On returning to Cleveland, he launched the graphics business with strategic planning, charting and the dialogue method. He recruited his business partner, Eric Green, to Leadership Options '93 and the two of them are demonstrating an innovative, principle-centred approach to business. They are also making money!"

How can Leadership Options be a resource to you?

If you are up to your ears in urgent issues and responsibilities, the course can provide you with renewed perspective, colleagues and resources BEFORE you burn out.

If BURNED OUT is how you feel; the experience of a learning community and personal retreats can provide a "retreading" of soul.

If you have completed a chapter in your life and are looking for clues to your next focus as an individual, as a business, an organization or a family; the individual inquiry process within Leadership Options provides an opportunity to interview others who can provide vision, advice and direction.

"Leadership Options is a unique opportunity to experience personal growth and new leadership styles in a caring and supportive learning community. What better preparation for the 21st century?"

Tudy McLaine, L.O. '93



Registrations are being accepted now for Leadership Options, June 11-27, 1993, and January 7-23, 1994. Both courses will be held in Chicago. For further information contact George or Keith Packard, 4750 N. Sheridan Road., Chicago, IL 60640 USA. Tel. 312-769-6363



THE ESCONDIDO GANG PROJECT: A MODEL OF COMMUNITY EMPOWERMENT

by John Burbidge



Escondido, California, is a city proud of its 100-year history. Home to some of California's founding families, it is infused with a strong Hispanic influence and has a reputation for being a progressive and cohesive community. It is a well deserved reputation. In times that call out for bold new approaches to the problems of urban decay Escondido is a model of how a community can mobilize its human resources to deal more effectively with pervasive and debilitating problems such as youth gangs and violence. ICA West has been instrumental in helping Escondido take a pro-active approach in renewal.

Escondido went into rage and shock in May and June of 1991 when two gang-related killings took place - one, an 18 year old high school honor student and the other a five year-old boy waiting in a car for a pizza. Some people tried to lay the blame for the incidents on the police department and city hall, but others, more observant of the events, with cooler heads decided it was time to come up with grassroots solutions.

Building on a solid foundation which included a "Minority Roundtable" and a Community Relations Plan the city launched its Escondido Gang Project.

The idea originated with the "Community Congress" a leading agency in initiating community-based activities in the San Diego region. Executive Director John Adam obtained a two year grant for \$48,540 from the Department of Human Services (25% was supplied by the project as in-kind contributions and the remainder came from the federal government).

The intent of the Escondido Gang Project was to bring together a wide cross-section of the community to devise and implement an action plan to address the community's youth gang problems. Its goal was not to prevent or eliminate gangs but to help them feel part of the community so that the need for violence and drug-related activity would be diminished.

To get the project underway a broad coalition of city departments, professional agencies, community groups, churches, schools and individual citizens was formed. The key to the whole project was ensuring broad-based community participation. In order to secure this, the ICA was invited to join the coalition.

ICA trained a number of community people in its **Technology of Participation** so that they in turn could facilitate community events.

The process began with a series of six Town Meetings. At the meetings, which were in either English or Spanish, people were asked "What can we do to create a safe and unified community?"

Response to the encounter was enthusiastic. Reflecting back on the event, Leticia Aroyo, one of the facilitators and the principal of Felicita Elementary School, says:

"It was so revitalizing. New leaders emerged from that meeting, some with no education. But they were empowered. Parents started taking responsibility for things they wanted to organize, like sports programs and parent visitation days."

Following the six Town Meetings, an all-day community-wide meeting, with simultaneous translation, was held to bring together the input from the individual meetings and create a strategic plan of action for the future of youth in Escondido. Facilitated by ICA West's Executive Director, John Oyler, the day surpassed all expectations. Said Mario Espinoza an ex-gang member:

"I never thought I would be in a meeting like that. When the police chief came up to shake my hand and told me he liked what I said, I was amazed. That's never happened to me before in my life."

In all, three strategic directions, which now form the core of an implementation program, came out of this workshop:

- *Building awareness through communication and action
- *Breaking through the barriers
- *Activating the community

A year later, the work of those task forces has become more visible. Neighborhood Watch groups have increased within the Latino community. Meetings with parents of gang members have started to take place. A cultural awareness training program has expanded its focus from city officials to the community at large. And the City Council is initiating community-based council meetings at the neighborhood level.

Of special importance is the support of the City Council. Currently the council has approved \$46,000 to the Escondido Youth Encounter, part of which will go to the Gang Project.

Also advocating the project is U.S. Senator John Seymour who is proposing a \$30 million investment in locally-based empowerment programs that help parents, schools and communities fight gang activity and violence. Seymour intends to fund his bill by granting the Bureau



of Alcohol, Tobacco and Firearms authority to seize assets from those convicted of gang-related crime.

Convinced that one of the most effective ways to fight "the gang culture" is to empower community-based programs and organizations working at the grassroots level, Seymour is proposing that four communities in California receive initial funding under his plan. Escondido is one.

Perhaps the most effective way of sharing the experience of the Escondido Gang Project with other communities will be through a video which is being made by Judith Belanger, a resident of Escondido's neighboring city of Carlsbad. Judith had been wanting to make a video on gang issues for some time, but it wasn't until after the Los Angeles riots that she found people willing to invest in her project.

Targeted to children aged 10-19, the video is out to encourage self-esteem and social responsibility through one's own accomplishments. It will listen to children involved in the Escondido Gang Project, then compare their responses to those of professionals asked the same questions. The talk-show format will be mingled with music, dance and rap in an MTV-style video to appeal to a young audience.

Clearly, the Escondido Gang Project is still in its infancy and continues to evolve. Two years is a short time for any real change to occur. But it is not too short to step back and reflect on what has been learned from the experience to date. Indeed, as replication to other communities begins to happen, it is essential to do this exercise. The following points are some learnings gleaned from the project so far:

*The combination of widespread community involvement and community officials committed to empowering and working with the community is key.

*Widespread community involvement requires an open but structured approach to participation which honors, records and uses everyone's input.

*An outside facilitator is helpful but training local people in facilitation skills for ongoing use is an investment in the longer term.

*Always ask the question "What can I do?" not "What should they do?"

*The community's problems are everyone's problems.

*Go with what works; don't persist with what doesn't. Its time may not yet have come.

*Work collaboratively and share the credit.

*A project such as this can pull together a number of related activities in the community which results in enhanced coordination, less overlap, more shared information and greater synergy of ideas and action.

*Involving all the players in the game from the planning phase onwards, although complex and often tedious, makes for more lasting and effective results.

*Now a city-wide framework has been put in place and people's consciousness has been raised, the next phase of the project requires a heavy focus on empowering people to come together and act at the neighborhood level, where they live and where they have invested their lives.

The success of the Escondido Gang Project in formulating a community's response to dealing with its own problems is difficult to gauge. If gang-related crime statistics are used as a measure, there is still a long way to go. Five gang-related deaths occurred in 1991 and another has happened in 1992, in addition to a number of non-fatal shootings.

But as Escondido Police Department Detective Martin Silva points out: "The Escondido Gang Project was not designed to tackle gang behavior directly. It was intended to help the community take responsibility for the gangs in its midst, through education and participation in designing solutions. In so doing, it has brought together a wide range of people, officials and citizens alike, to work on the problem. This is a major achievement by itself."

But in the longer-term, the real significance of the project may rest not in its accomplishments, important as they are, but in the contribution it is making to redefining human services. A new paradigm or understanding of human services is emerging today. A central feature of the paradigm is an ethic of inclusive responsibility for and inclusive participation in solving community and societal problems. The Escondido Gang project is an example of these twin principles in action.

At a period in the nation's history when people are yearning for new models of political, economic and social development, this project is most timely. As Senator Seymour reminded us, such models don't come from on high but from the mundane stuff of our life and work at the grassroots level.





INDIA VILLAGE VISIT REPORT FACILITATING THE TRANSFORMATION PROCESS

By Nelson Stover

The ICA India's partnership approach to grassroots development catalyzes change and cooperation among diverse sectors of society. Working from offices in Panvel and Pune, ICA staff are networking businesses, government officers and villagers in a process by which all are transformed. In January, 1993, this network hosted an 8-person delegation organized by the ICA at Greensboro, NC. The two-week inter-cultural dialogue showcased ICA India's work and provided a window of possibility for cooperation in any community.

Panvel, a town of over 100,000, is located on the eastern fringe of the Bombay metropolitan area and is experiencing an increasingly rapid change from a rural to an urban culture. The five-person ICA staff which lives in Panvel focuses on providing appropriate educational opportunities and on enhancing income generating options for women. The residential school for tribal children, Ashram Shalla, has now moved into the Chikhale Training Center and serves over 100 children in grades 1 through 5. An additional grade will be added each year until a complete high school education is available. The imaginal teaching methods, corporate living patterns and diversified funding base of the Ashram Shalla combine to make it a demonstration throughout the district. The team from Greensboro was especially impressed with the discipline of the children and their enthusiasm for maintaining their ancient dances while mastering the skills necessary for living in the 21st Century.



The villagers were also proud to point out that occurrences of the dreaded guinea worm have been eliminated in the village. When the ICA began its work with Chikhale Village in 1977, as many as 50% of the residents were infected with the guinea worm, a debilitating parasite which travels through the water systems and causes people to be bed-ridden for up to six months. After several unsuccessful attempts to eliminate the worms, a team of Rotarians who visited the village in the late '80's proposed putting a certain kind of small fish in the main wells. The fish eat the guinea worm larvae. Combined with an on-going chemical treatment provided by the government health department, the fish have eliminated the parasite from the village.

The three-person ICA staff in Pune is working with a remote cluster of villages displaced 50 years ago by a catchment area for a hydro-electric dam. Funding from the Japanese government, combined with volunteer labor from the villagers and technical expertise from private companies, has provided a year-round source of drinking water to three villages. A collaborative lobbying endeavour on the part of several Pune businesses, the villagers, and the ICA staff recently resulted in the villages obtaining permission to lift drinking water from the catchment lake. During a formal presentation of the permission letter, a representative of Bajaj Motors (the world's second largest producer of motorscooters) praised the ICA staff's skill and persistence in building cooperation among the various parties involved in the process.

Planting trees in the Indian villages, while commonly recognized as essential, is made complex by the widespread presence of free-grazing goats and cattle which tend to eat the sapling trees. The Thermax Company, a Pune-based steam boiler manufacturing company, has been a long-time supporter of the ICA's village development work and has taken a direct involvement in the Malegaon project. The company's Quality Circles (QC), in addition to striving to improve their in-house performance, have been encouraged to become involved in external social concerns; several work with the Malegaon Project. Workers in QC-301 realized that the scrap off-cuts from their assigned boiler manufacturing process could be fabricated into reusable tree guards suitable for village reforestation. The company sanctions the diversion from scrap iron sale to village beautification and provides a truck for transporting the material. Workers donate their time and expertise to construct and install the tree-guards and the villagers plant and care for the trees.

During 1992, members and friends of the ICA in the eastern part of the US contributed over \$7,000 to the grassroots development work of the ICA India. The majority of this came from the United Methodist Church of Galax, Virginia, who provided the financial resources for increasing the size of the Malegaon village school from 2 rooms to 3. This allows the school to add a fifth grade class in 1992 and a sixth grade class in 1993. The church also provided funds for making new school uniforms for all of the students -- these will be ready when the students return to school in June, 1993.

ICA at Greensboro



ICA Board Member's Profile:

Mary Wafula

I am a Kenyan, born in 1962 in Kakamega District, Western Province. My education reached form four. I am married and a mother of three children, two boys and one girl. My first born is six years old. He is going to start Primary Education Standard on this year

I started Primary School in 1970 at Chekalini Primary School. After Primary School I was admitted to join Bishop Njenga Secondary School in 1978. I sat for Kenya National Examination Council in 1981 where I managed to get a fourth Division.

After finishing form four, I married John Wafula. He had finished form four two years ahead of me and he was concentrating on farming. Both us of started seeking for employment. My father-in-law and I were struggling to get me to a Nursing Course, I had done an interview and was still waiting for result when my sister-in-law came asking us to go for an interview at ICA. My husband and I went to this interview and we were selected to go for Human Development Training Institute (HDTI) No 12 at Kamwelini in Machakos.

In ICA I was trained as a field educator on Health and Human Development and started working in Serem, Machakos, Mombasa and Murang'a training villagers and women's groups

At present I train women's group in Malava and Mumias on leadership, planning process, record keeping and time management. I invest much time and energy in order to fulfil my role as an effective facilitator. To do it effectively, I have gone through Refresher Courses of Training of Trainers, Curriculum Creation, Agricultural and Management Correspondence and Income-Generation.

My future interest is training in proposal writing, communication methodology and visiting other countries outside Kenya.

THE NETWORK EXCHANGE

is a monthly publication of the Institute of Cultural Affairs International (excluding July and September)

Editors: Tony Beltran and Dick Seacord

Reporter: John Burbidge

Address all inquiries and comments to ICA International rue Amédée Lynen, 8, B-1030 Brussels, Belgium

Letter J. van Arendonk (5 January 1993)

Dear Ms. Winteler,

Further to my letter dated 14 December 1992, I would like to thank you again for sending me the proceedings of the Conference in Prague. I am very impressed with both the statements of Mr. Atkinson and Mr. Goran Hyden. I also saw the numerous workshops you have covered in many interesting areas. I am very pleased to note that the Institute of Cultural Affairs International is still very much alive and at the cutting edge of world development. I think you are making a marvelous contribution in this area and I would like to be kept informed on a regular basis about your work and the organization.

With my very best wishes,
Joseph van Arendonk



New Video!

The white hole in time

by Peter Russell

With music by Vangelis

Following his highly acclaimed video THE GLOBAL BRAIN, Peter Russell, has now completed a new video based on the theme of his recent book THE WHITE HOLE IN TIME.

Using hundred of images that span the breadth of creation, he weaves physics, psychology, and the perennial wisdom of the ages together to paint a new picture of humanity and our role in the cosmos. Exploring our ever-accelerating rate of development, and the patterns behind our long evolutionary journey, he looks at how we have arrived at this critical moment in history, and asks why is it that a species in some ways so intelligent can also behave in ways so insane?

The video shows that the global crisis now facing is, at its root, a crisis of consciousness—a crisis in our perception and values. If we are to navigate our way safely through these critical times, we must let go of out-dated attitudes and beliefs, and live more in the present. The time has come to liberate our minds and awaken to our true spiritual inheritance. This is the next great frontier; not outer space, but inner space. We could, he concludes, be on the threshold of a moment towards which life has been building for billions of years—an evolutionary climax far more profound than most of us have ever dared imagine.

ICA EVENTS FROM AROUND THE WORLD



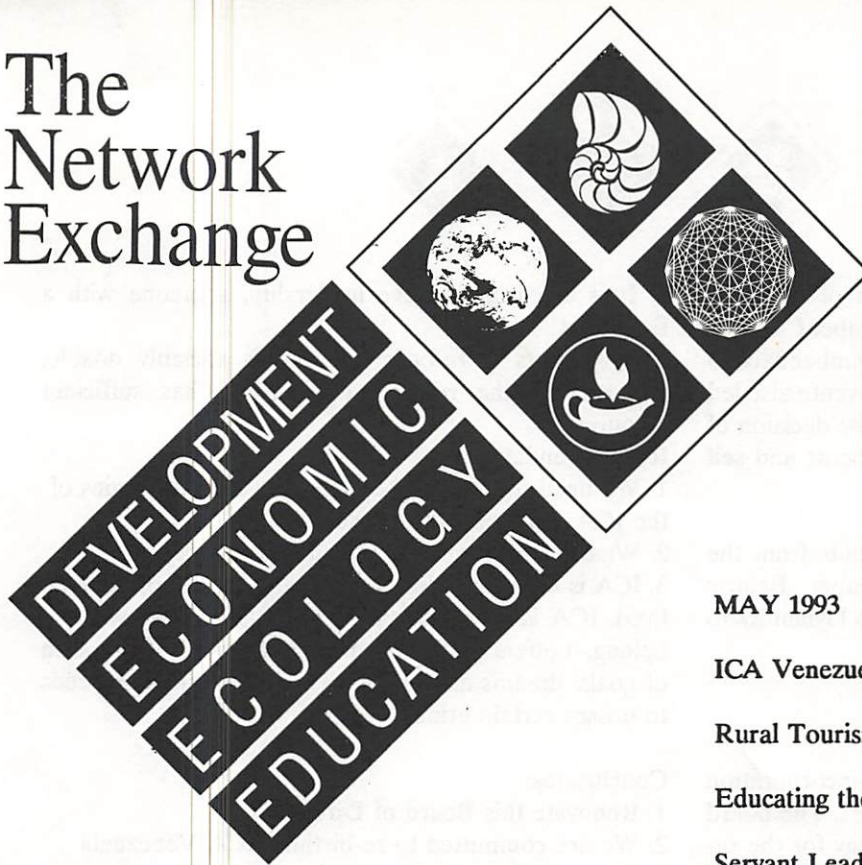
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Rue Amédée Lynen 8
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James Troxel
4750 N. Sheridan Rd.
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USA

The Network Exchange



MAY 1993

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ICA VENEZUELA 1992 REPORT AND EXPECTATIONS FOR 1993

by *Miriam Balbela, Executive Director*

In 1992 we were able to use high yield interests on our small savings (\$ 7,837.00) to pay for office maintenance expenses which included materials purchasing and the part time services of a secretary.

Unfortunately early in 1992 we had a break in at the office and lost most of our equipment including fax, fotocopier, typing machine, computer and printer. Fortunately we are now back up to par. You may telephone or fax any time at our old numbers (tel. + 58 2 261-5276, fax +58 2 261 5819)

Our open structure of incorporation of skilled people, aligned in general principles, has slowly begun to produce a new Board of Directors constituted by some old timers who have come back and some new folk who are joining us. Amongst the old timers are Teresa Sosa and Steve Hamje (now national manager for sales of Electrolux in Venezuela). The new folk include José Elías Graffé and Beatriz Aristiguetti. José Elias works directly with Alberto Krigier, a foremost Venezuelan business man and current president of the

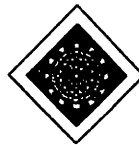
World Management Council - a worldwide federation of national councils of management (given his progressive ideas, Alberto Krigier has been written up in the *Edges issue of July-September 1992* "Alberto Krygier's Hyperconnections" by Brian Stanfied). Beatriz Aristiguetti is an old friend and associate of mine with her own expertise in Group Dynamics.

In 1992 we began offering Spanish lessons for people from North America and other continents interested in learning Spanish in Latin America. We arrange lodging and orientation. Interested parties are welcomed to contact our office in Caracas.

I myself was pleased to attend the First Seminar for Strategic Planning for NGOs of Latin America and the Caribbean which was held from June 1-6 in San Jose de Costa Rica which was hosted by the NGO office of the World Bank - Institute of Economic Development.

In June we were visited by George West and Judith Hamje of ICA Peru. We had a great meeting interchanging ideas of how to develop funds to finance ICA Venezuela projects.

Continued p.2



In Barlovento we began a new program of "Juvenile Promoters" under the charge of Board member Carmelo Perez in close collaboration with Board Member Jacobo Pacheco. Our renovated initiatives in Barlovento also led to two ToP workshops which resulted in the decision of locals to start up a business to store, process and sell cacao.

Also in 1992 ICA Venezuela received funds from the rental of office space to Board Member Beatriz Aristiguetti for use in her courses in Group Dynamics to young university graduates.

Expectations for 1993

We have great hopes for 1993 given the re-incorporation of Teresa Sosa into the Board of Directors. The board met earlier this year and laid out a strategy for the re-invention of ICA Venezuela in 1993. Our strategy is based on 5 points. These are 1. A Depth Understanding and Commitment to the ICA's Philosophy and Objectives 2. An Emphasis on Team Building based on point 1 and on concrete programmatic objectives 3. Greater Linkage and Cooperation with the ICAI and the ICA network worldwide 4. develop our unique capabilities that distinguish us from other organizations and which are useful to the country, i.e. our special leadership model, comprehension of the change process, Team Building, Community Empowerment, and education for the complexities of the post-modern age.

ICA VENEZUELA - Minutes of a Key Work Session of the Board of Directors on 27 March 1993.

Present: John Lawton, José Elias Graffé, Teresa Sosa, Steve Hamje, Miriam Balbela

Objectives: 1. Re-envision the Future or Perish
2. General Guidelines for a Comeback Strategy

Why the concern for a Comeback at this time?

Answers: 1. Because our philosophy is needed

2. Because of our capabilities

3. It is a critical moment, it is either:

- a) Be fully operative
- b) Cease to exist

4. Because we are beyond mere survival

5. Because we are an institution of growing effectivity; we are on the vanguard in our thinking; we are influential

6. Because Teresa and José Elias have been inspired through their experience and contacts abroad.

What is needed to comeback?

1. Dedicated People (Seattle took eight years to put together their team)

2. Methods that look to the future

3. It is essential to have leadership, someone with a flame in their heart

4. A process is re-born when it is sociably doable, responds to the realities of a place, has sufficient resources.

Recommendations:

1. We need to harvest the ideas and methodologies of the ICA experience worldwide.

2. Wealth is the capacity to generate wealth.

3. ICA is not something to explain, it is something to be lived. ICA is an organization to which people want to belong, it offers stability in order to allow the realization of goals, dreams and wishes. The ICA facilitator needs to possess certain ethical values.

Conclusions:

1. Renovate this Board of Directors

2. We are committed to re-birthing ICA Venezuela

3. We are a think-tank

4. We will propose Projects taking into account the social milieu.



Phillipine Volcano Update:

March 16, 1993 - Mayon volcano is still "calmly erupting". There is little damage to our reforestation project. The Miisci community has been relocated. Their move will be permanent. The government will not allow settlement within a six kilometer radius of the volcano. New farm lands will be distributed. We were lucky. Our reforestation project has just been turned over to the government. We are applying for another one in Bicol. Grace and Peace, Zenny Armas.



RURAL TOURISM ON THE MONTEMURO

by Jill Eglund

Having built up an infrastructure of facilities and contacts over the years, ICA Portugal is out to promote rural tourism. This brand of low environmental and high people impact tourism promises to be a source both of revenue and local self-help development. The article below, taken from a recent evaluation of the Montemuro Project, looks at how "alternative tourism" enhances ICA's development strategy in Portugal.

Two assumptions underscore the importance of the rural tourism program:

1. "Alternative" tourism respects both the physical and social environment of a region, and is the desired direction for rural tourism development.
2. For the Montemuro, it is not a question of whether rural tourism will happen, but rather, what form it will take.

In addition this evaluation explores the following factors:

1. To what extent does a consensus exist concerning appropriate rural tourism?
2. To what extent has an infrastructure developed that can coordinate individual rural tourism efforts?
3. To what extent are residents on the Montemuro directly (ie. fiscally) benefitting from this program?
4. To what extent is rural tourism complementing existing economic priorities and values?

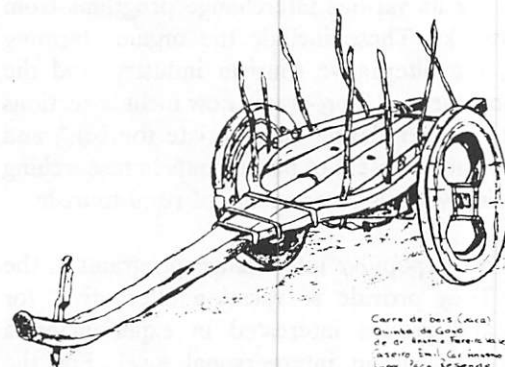
Currently three strategies are being developed by the ICA for rural tourism development in the Montemuro mountains: 1) strengthening individual entrepreneurship, 2) developing an alternative tourism network, and 3) providing local tourism opportunities.

1. Strengthening Local Entrepreneurism

At the core of the rural tourism program is a network of women who have a vision of how tourism could be creatively developed in their villages. The ICA is working with these women to develop their entrepreneurial skills. To illustrate how this process is proceeding, the case of Isabel Ramalho of Bigorne village follows.



Esboço de uma casa tradicional em Portugal



Carro de bois (caia)
Quinta de Góvil
de Sr. João Ramalho
Alentejo (Alentejo Alentejo)
Lugar: Fca. Alentejo
Alentejo 82
1990

The case of Bigorne

Bigorne village is considered by government criteria to be a dying village. The population has been steadily dropping over the last twenty years to its current count of sixteen year-round residents. Isabel Ramalho, twenty-four, has come to the conclusion that in order to save the village from going out of existence and in order to bring back the vitality that has been lost, rural tourism needs to be developed.

The ICA has also provided Isabel with ongoing opportunities for skill development. In 1989, she attended an administration course to strengthen her business skills. In 1990, Isabel participated in an ICA-sponsored field trip to Germany. When she returned, she began working on developing a plan for expanding the cafe into a restaurant and inn. In 1992, she commissioned an architect to develop blueprints, the first step in securing financing. The architect was impressed by the viability of her scheme and is now helping her to find the funding she needs. He has told her that she can pay him once her funding comes through. Isabel has a strong vision of what she wants to do: stay in her village, and have employment. "I can't fail," she explained. "I love to talk to people, I love to cook -- all I need is the money to get the renovations done."

2. Developing an Alternative Tourism Network

The Montemuro project exists within the context of village life. The ICA staff are all either individuals who have become residents of Mezio village, or Montemuro residents who work in several communities during the week, coming into Mezio for staff meetings and other administrative activities. This situation has made it possible for visitors to easily establish contact with residents. For visitors accustomed to foreign travel, this has come as a qualitatively different experience.

Continued p.4



This second aspect of ICA's rural tourism strategy builds directly upon the advantages of the Montemuro project office and training center location, as well as the ICA's international contacts. In 1991, the ICA began recruiting participants for its various interchange programs from specific networks. These include the organic farming community, the alternative tourism industry, and the women's movement. All programs now include sections that serve to further define "appropriate tourism", and that invite the involvement of participants in researching and developing various components of rural tourism.

One of the most popular interchange programs is the workcamp. They provide a "vacation alternative" for individuals and groups interested in experiencing a different culture on an interpersonal level. For the alternative tourism networks, they also are providing opportunities to experience the development process first-hand.

3. Providing Local Tourism Opportunities

In 1992, the ICA produced its first bi-lingual trail guide. This flyer is an example of how the ICA is working to develop a model of environmentally-friendly tourism in the Montemuro. The idea of creating local "attractions" was first explored following a 1987 German workcamp. The workcamp's focus was on construction, and the participants took to seeking out parts of the river suitable for swimming after each day's work. These swimming holes have become an institution of ICA's workcamps, as have the various trails created to reach them. In the fall of 1991, a volunteer began the process of marking out the trails and expanded the number to include several inter-village hikes. Other attractions are being developed, many of which build upon the entrepreneurship of local residents.

The most recent of these is found in Dornas, where a farmer offers horseback riding. Wildlife associations and hunting clubs are also developing as part of the region's recent preservation campaign.

In Summary

The ICA's implementation of its rural tourism strategy is unique in two ways. First, it builds on the momentum of the Montemuro project. This is particularly true in the case of the artisan groups. Rural tourism is providing additional economic opportunities for women in those communities and is also playing an important catalytic role in the organizational development of the groups.

Secondly, the strategy is unique in that it invites the participation of all perspectives involved in tourism. Residents are active in thinking through entrepreneurial possibilities, rather than merely part of the scenery. Today, there is a strong network of families in 12 villages who regularly host foreign guests. These families are establishing limits, and creating enterprises that take these limits into account. Visitors are working with residents to expand the vision locally of what is considered to be of interest, and providing critical feedback in the development of their enterprises. The ICA's involvement in the TERN network creates the possibility of Montemuro residents being directly involved in policy development at both a regional and trans-European level. The implications of this are far-reaching, and will no doubt influence the future direction of the rural tourism program. Because of the attention the ICA has paid to building local entrepreneurial strength, there is every reason to believe that these influences will be positive.





EDUCATING THE TOP WAY

by James Wiegel

The following report appeared in the Spring 1993 issue of the ICA West Initiatives. It looks at how and why "participative methods turn observers, cranks and irresponsible geniuses into participants with a vested interest in making things happen."

Last November, I sent out questionnaires to 138 individuals who are using ICA's participative methods in schools to find out what they were doing and learning. Forty people responded, a 29% return! These responses came from 18 American states and from all kinds of educators - - professional development personnel, preschool teachers, university professors, school principals, bureaucrats, volunteers, OD consultants and more. Respondents began using these methods as early as 1969 and as recently as June 1992. I was impressed by these statistics, but I was much more impressed as I read what people wrote.

About one-third of responses focused on the use of methods for school improvement and site planning, another third on classroom use and the remainder were concerned with using methods at district and state levels of the education system. Within them, there was a wide variety of applications and levels of experience in the use of these methods.

Those most frequently used were the Discussion Method (also known as ORID), Strategic and Action Planning and the Workshop Method, in that order. Applications of these ranged from school team planning retreats to students of communications analyzing current issues in the media. Other ICA methods employed included a range of Imaginal Education techniques such as event orchestration, charting study papers and image change processes.



In addition, many people facilitated programs with educators, including the total reorganization of a state education department and community forums for improving the public school system. Others trained educators in ICA's *Technology of Participation* for their ongoing use.

Across the board, respondents reported results in three areas:

- * A climate of collaboration, cooperation and care is created when ToP methods are used.
- * ToP methods build focus, structures and momentum toward change, achievement and specific accomplishments.
- * People are interested in methods and many,

including students, experiment with being facilitators themselves. As I looked over the responses, six learnings emerged for me:

1. **There is a need for system-wide, multilevel approaches to participative change.** Throughout the 38 responses, this theme was repeated over and over. As one person said, "People really like being part of the process, but feel cheated and betrayed when they are not supported by the administration or are blocked by budgetary restraints." From the perspective of the classroom, the effective use of multi-modal learning methods requires a whole-school approach.

2. **Top methods help in designing active, "real world" life learning.** Adolescents today are worried about how they will fit into society. By dealing with this directly, their academic

Continued p.6





learning improves. ToP methods engage students, particularly high school students, in deeply needed "real life" learning experiences which connect them to the changing world and evoke their creative powers to learn and to participate.

3. ToP methods promote continuous learning and training. Regular use of ToP methods inspires and encourages continuous learning and experimentation in the people who use them. One person commented, "I have so totally integrated what I have learned from ICA with other technologies that I can no longer separate out things that I have done that are specifically ICA-related." ICA facilitators become inveterate networkers in a continuing search for new methods and new applications.

4. ToP methods help produce a greater sense of responsibly shared leadership throughout the team. ToP trained leaders at school, classroom and system levels show high levels of confidence in and respect for the ability of their teams to be aligned, effective and productive. They have a lesser need to control decisions, directions and information flow. Consistent use of participative methods help the teacher to assume the role of visioner and guide for the class, for colleagues and for the school.

5. Top methods lead to an increased emphasis on the "output" end of participation, i.e. implemented plans and evaluation. ToP methods in schools set a participative process of planned change in motion. When focused on implementation of real participatively driven changes, these methods are even more powerful and integrative than when used for input and consensus building. They produce better results the more that people involved have access to and are on top of relevant quantitative and qualitative data about their situation.

6. There is a need to restructure both time use and the participative processes to find a good fit between the two. The quick fix mentality works against allowing time for participation to work. Finding, paying for and condensing the time it takes to use ToP methods for effective school planning is an important and creative contribution to school improvement, reform and restructuring.



SERVANT LEADER AS FACILITATOR

The ICA in the Heartland is pleased to announce that Jim Troxel and John Gibson have been invited to make a presentation on the topic "The Servant Leader as Facilitator" at this year's Servant Leadership Conference. The theme of the conference will be "Leadership Synergy". The annual conference is sponsored by the Greenleaf Center and will be held October 15-16, at Indianapolis, Indiana. Other featured speakers include Scott Peck, author of *The Road Less Travelled*, and Max De Pree, author of *Leadership is an Art*.

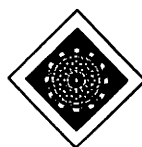
Robert K. Greenleaf is the author of the book "Servant Leadership" which Peter Senge declared at the last year's conference is the only book on leadership he recommends. The book was published in 1977 and describes the servant leader as "The First Among Equals". Greeleaf died in 1991.

Jim and John will introduce the conference participants to ICA's Technologies of Participation and share how they could become trained in them. Jim will also share the results of businesses who have created "Cultures of Participation" based on the case studies in the book he is editing, *Participation Works: Business Cases from Around the World*, to be published in September by Miles River Press.

For information about the conference or the Robert K. Greenleaf Center on Servant Leadership write to 1100 West 42nd Street, Suite 321, Indianapolis, Indiana 46208, or call 317-925-2677, or Fax 317-925-0466.

Or you may contact either Jim in Chicago or John in Indianapolis.





Information on the VOLUNTEER PLACEMENT PROGRAMME of the Institute of Cultural Affairs

by Linda Alton, Programme Coordinator,
ICA Belgium

The Institute of Cultural Affairs is an organisation operating in 30 countries with the effort of volunteers, with the focus primarily on participatory development and development education. In Europe the ICA is largely comprised of returned volunteers who worked in projects in Africa, The Americas, India, SEAPAC and Europe. Many are now pursuing development and environmental vocations because of their year of volunteering, and spend one or two weeks a year coordinating ICA training programmes to allow others to have the same experience. This is a small programme allowing for careful individual training and screening; an average of 15 to 20 persons are placed each year.

How do we find our prospective volunteers?

We advertise in various educational institutions and organisations for persons 20 years and older with work or university experience who would like to volunteer outside of their own country for one year. Many of our applicants come as personal referrals from returned volunteers, or from organisational referrals.

What requirements/training do we ask of the prospective volunteers?

- * Applicants attend an initial information event.
- * They begin a self-generated preparation phase, which includes raising their own financial support for the volunteer year (travel, all on site living expenses, medical insurance, etc.) Often the receiving project will be able to assist with some of this, but the volunteer must be prepared to cover all their expenses.
- * They attend an intensive training session held in August of each year in the mountains of northern Portugal, facilitated by the Portuguese ICA staff of the Montemuro Rural Development Project. Recently returned volunteers join the permanent ICA staff at their own expense, to add their perspectives to the training. The training includes participatory development methods, cross-cultural effectiveness, team-building and intra-personal skills.
- * They complete their preparations for departure by 15 September.

How do the placements selections occur?

The ICA in Brussels has contacts with 25 to 30 projects each year that would like to receive a volunteer. We ask the projects to send as much information as is possible about the nature of the project, a general job description for the volunteer,

and practical information such as visa requirements, possible accommodation, the average monthly amount for living. We expect the volunteer to live at a VERY basic level, with a family, for example, and certainly not in a privileged situation.

We then begin a three-way conversation between the applicant and the project. We will write our honest evaluation of the applicant and send this with the applicant's request letter. Often a project will have several applicants, and makes their selection among these. Based on this information, our advice and their communications and acceptance from your project leadership, the prospective volunteer selects a project. This process will happen during the training in August or early September.

The Institute of Cultural Affairs, attn:Linda Alton, rue Amédée Lynen 8, B-1030 Brussels, Tel (32-2) 219 0087, Fax (32-2) 219 0406



CENTRO DE EDUCACIÓN AMBIENTAL Y ACCIÓN ECOLÓGICA, A.C. Opportunities For Voluntary Service

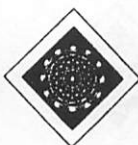
by Rogelio Cova

Rogelio Cova is the ICAI Board representative from Mexico. His Center for Environmental Education and Ecological Action accepts both Mexican and international volunteers. The following talks about Rogelio's center, what it is out to do and how volunteers may become involved.

The world in the present time has reached a level of development so inequitable that it has caused profound differences in the levels and life quality of its inhabitants.

According to the Commission for the Development of Latin America and the Caribbean, 204 million poor people live in the Southern region of the American Continent. 61 million of these persons live in extreme poverty.

Continued p.8



The Center for Environmental Education and Ecological Action, A.C. considers that it is necessary and just to promote a development with sustainable bases that can improve the quality of life in the marginated sectors.

To collaborate in this process, the Center postulates an action based environmental program in which the participation of the civil society positively influences the conduct of the political will in order to protect natural resources. It is our hope that together they can eradicate the causes that have deteriorated the environment, and the precarious conditions of life that the big masses of our population suffer.

From the realization of our action on the municipal level, through seminaries, courses, community work and other activities we hope to generate a work of popular ecological responsibility for nature's sake and for a better quality of life.

In this process, we find the participation of volunteers (nationals as well as foreigners) useful. During their service they increase the working capacity of the Center in the zones where it works. In return they gain knowledge and experience of the reality of our country and the world. They also learn how the environmental problems affect the equitable development so necessary for a more human and just world.

1) Office work:

- a) Selection and analysis of news from magazines and newspapers about environmental problems, political and social tendencies; to follow the development of the problems and collect interesting material in an "information bank".
- b) Preparation of proposal, and follow-ups on contacts with support agencies.
- c) Translations, help in the preparation of pedagogic material for use in projects.

2) Work in rural and urban Schools:

- a) Collaboration with teachers to include environmental activities in the classroom.
- b) Work with the School Committee of Rescue and Protection of the Environment:
 - Make exhibition boards
 - Education programs with videos, posters, etc.
 - Concrete actions: selection of garbage, recycling, forestry.

3) Work in rural and/or urban communities:

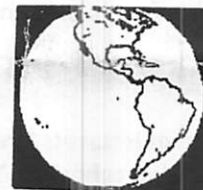
Support and follow up the processes in the Communities and in the Local Committees; the investigation, planning and carrying out of their programs for rescue and protection of the environment.

Requirements:

We need volunteers with an interest in Mexico and Latin America and the environmental situation of the world; These volunteers need to have the ability to work independently and with a sense of team work.

Facilities:

Lodging, kitchen facilities.



THE NETWORK EXCHANGE
 is a monthly publication of the Institute of Cultural Affairs International (excluding July and September)
 Editors: Tony Beltran and Dick Seacord
 Reporter: John Burbidge
 Address all inquiries and comments to ICA
 International rue Amédée Lynen, 8, B-1030
 Brussels, Belgium



ICA BOARD MEMBER'S PROFILE: NAN GROW *by Nan Grow*

Nearly every country I have lived in has a different way of asking that question. In Korea the question was "How old are you?". In Canada and the UK, "What's your surname?". In the US, "What do you do?" and in Brazil, "Don't you miss your family?". Perhaps a brief answer to these questions will give you the profile you ask for.

As far as age is concerned, the important thing is not the years but the events that have shaped my life: the frightening poverty of the great depression, the corporate sacrificing of the Second World War, the horrible destruction of the Korean War, the periods of global concern for the oppressed, the Civil Rights Movement, Vietnam, assassinations of major leaders, Green Peace and Eco 92, the post "ME Generation". I am a person who has seen the "breaking up of old forms by life itself" as Joyce Carol Oates puts it. I've learned that the important thing is to be dealing with the key issues at the appropriate time. That's how old I am.

What's my surname? Well, it was Cameron and it is Grow. That is to say, I'm a WASP, white, Anglo-Saxon, Protestant. I'm not always proud of this, but I believe I always recognize that I am responsible for the past and the future role of my people. I can't and don't particularly care to get out of my skin. It is a rich heritage I have, same as every other human being. I find a deep unity with those who dare to be themselves and global at the same time.

What do I do? Well, very little, in terms of the overwhelming needs of the world. At this point I have chosen to live in a foreign country to symbolize that there can be no barriers or frontiers in the future. I teach English only to those who need to know it. I consult with consultants and train Brazilians in the ICA methods. As a pastor, I coordinate a weekly House Church in our home. I walk a lot in the city, cook a lot, and spend the rest of my time writing, reading, meditating and tending flowers.

Do I miss my family? You'd better believe it! It isn't a new issue, of course. Long ago we decided, rightly or wrongly, that there could be no future for our kids if someone didn't risk some way-out experiments in creating a just and equitable future for all the kids of

the world to come. Travelling for the ICA and teaching in fourteen countries while the kids were growing up has left me (and them!) feeling a bit cheated out of the "good life". As soon as possible, we hope to move back to the States and be closer in touch. I hope for a more balanced life but not a less radical one in the future. I've learned a little humility about the importance of what I do and gained conviction that serving human need where we are is what life is all about. Facing the global contradiction, on behalf of all, makes any life worthwhile.

" NEW POPULAR VERSION" OF AGENDA 21

The Centre for our Common Future is pleased to present a plain language version of the mammoth Rio Text.

HOW DO WE ENSURE THAT THE ACTIONS TAKEN AT RIO ARE NOT FORGOTTEN?

The objective of this non-analytical version of Agenda 21 is to promote wide attention to, and understanding of, the critical ideas contained in the official Rio documents. Thus, the text, format, and layout will be designed to attract a broad audience including governments, the independent sectors, business groups, the education community and concerned individuals. Written by award winning environment author Michael Keating and published by the Centre for Our Common Future, the document will be produced in 2 colors on 100% recycled paper. The cover will be full cover and the text will be supplemented with photographs and graphics to make the document appealing and easy to read.

Descriptive Information

Pages: 72
Format: 19cm X 20cm
Prices: 1-19 copies: US\$10/copy
20-4,999 copies: US\$7.50/copy
5,000-10,000 copies: US\$5/copy
10,001+ copies: Negotiable
Words: Approximately 25,000
Publication date: 1st edition, April 30, 1993
Languages: Initially published in English, Russian, German, French and Italian, with additional language versions planned.

*For more information, please contact:
Centre for Our Common Future
Ellen Permato, Information Director
Palais Wilson, 52 Rue des Pâquis, CH-1201
Switzerland
Tel: (41 22) 732 7117*



ICA EVENTS FROM AROUND THE WORLD



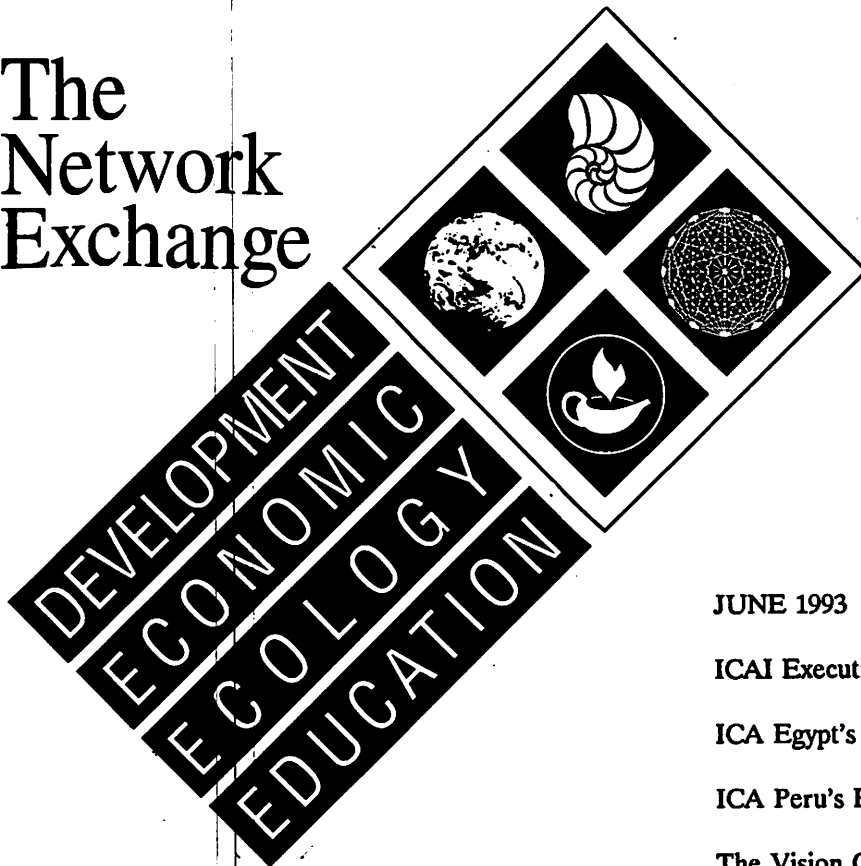
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AFRICA AUG.30/SEP.4	ICA AFRICA MENA STRAT. PLANNING	ZAMBIA	BI-CONT
AUSTRALIA JUNE 20/22 JUNE 24 JUNE 25/27 JUNE 29/JULY 7	J.HOUSTON SEMI- NARS . .	PERTH SYDNEY MELBOURNE SYDNEY	ICA AUSTRALIA . . .
EURASIA JUNE 1-12	WORK CAMP AMERICAN WOMEN	MEZIO	ICA PORTUGAL
SUMMER	CITY CONSULTATION	NEFTEYOUGANSK (SIBERIA)	KUZMIN/DUNN
JUL.26/AUG.8	WORK PRAKTICUM	MEZIO	ICA PORTUGAL
JUL.15 AUG.15	VISIT OF INT. ROTARIANS	MEZIO	ICA PORTUGAL
AUG.12-27	INT.DEV. INTER- CHANGE	MEZIO	ICA PORTUGAL
AUG.8-15	INT. WOMEN RETREAT	BRUSSELS	ICA BRUSSELS
LAMERICA MAY 5/JUN.27 OCT.6/NOV.19 JUL.21/SEP.2	TIPP (BUSINESS SKILLS) . ADVANCED TIPP	GUATEMALA CITY . .	ICA GUATEMALA . .
NAMERICA MAY	5 WTP-1, 2-DAY COURSES 3 WTP-2 . 1 WTP-3	5 DIFFERENT "WESTERN" CITIES PHOENIX ALBUQUERQUE, NM YAKIMA, WA PHOENIX	ICA WEST NETWORK ICA WEST ICA WEST
FALL '93	"PARTICIPATION WORKS" PUBLISHED	US	TROXEL (EDITOR) MILES RIVER PRESS (PUBLISHER)

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 USA

The Network Exchange



JUNE 1993

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MAY 1993 EXECUTIVE COMMITTEE MEETING

The new ICAI Executive Committee met for the first time since Prague (where it was elected) in Brussels from Friday, 30 April to Monday, 3 May. Present at the meeting were Ursula Winteler (President), John Walmsley (Secretary), Hala el-Kholy (in lieu of Anne Yallop - treasurer), Shizuyo Sato (V.P., Asia), Inga Bessin (V.P., Latin America), Ray Caruso (V.P., North America), Dick Alton (General Secretary ICAI), Dick Seacord (Financial Manager ICAI), Tony Beltran (Communications Officer ICAI). This article is taken from a complete report on the meeting sent out to the ICAI Board Member at each ICA office around the world.

After a report and a context by General Secretary Dick Alton the agenda of the meeting closely followed the work done by the General Assembly in Prague. Each of the 7 Working Group topics laid out in Prague was reviewed. That is: 1) Vision 2) Capacity Building 3) Extension 4) Interchange 5) Networking 6) Finances 7) Form.



Highlights from the Executive Committee's review of:

Vision and Capacity Building (led by Inga Bessin)

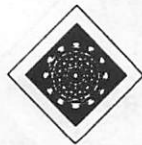
Highlights: Walked through the Prague document on Vision taking particular note of the 6 points of endeavour there presented and the 4 tasks outlined. Review of state of the ICA's in Africa, Latin America and Asia and links to Brussels and Japan. State of ICAs. In depth conversation on how to stimulate dialogue on Vision, Vision and Story of ICA. Decision to promote matrix presented at Prague as a basis for a ICAI database.

Extension (Ursula Winteler):

Highlights:

*Report (by Dick Alton) on the work on ICA Consulting Division. This work has advanced considerably. twelve consultants from around the world have sent in their C.V.s, paid their US \$75 fee. Eight case studies have been written up and sent in to date. These include: the Small Scale Irrigation Development Project in Kenya, work with the Department of Planning and Development in Chicago, the long standing relationship between ICA and the Swedish Cooperative Centre in Africa, programmes held under the auspices of UNDP/NGO division in Bangladesh and in Zimbabwe, the 21 year

cont. p 8



ICA EGYPT'S VISION IN RU'YA

by Susanne Chabara

The Network Exchange asked ICA Egypt's actual co-director, and until recently general editor, Hala el-Kholy for an article about Egypt's acclaimed development magazine Ru'ya. Rather than do a subjective piece on her own work Hala brought in an independent Egyptian writer Susanne Chabara to do the job. Below is Chabara's investigative reporting on ICA Egypt's Ru'ya (arabic for vision).



Ru'ya, the brainchild of two media amateurs, is well on its way towards establishing itself as the development magazine of the Middle East and North Africa.

Creating a magazine is tough. Creating a magazine that caters to the field of development is tougher. Creating a development-oriented magazine and establishing it in an entire region with limited resources is even tougher. Yet Hala el-Kholy and Ahmed Badawi, two people from outside the development world, are managing to do just that.

In a little less than two years, both were able to transform the initial Institute of Cultural Affairs (Middle East and North Africa) (ICA MENA) News from a four-page newsletter with a mere circulation of 500, to *Ru'ya*(vision), a well-established development magazine that reaches nearly 2000 people around the globe. A bilingual publication, *Ru'ya* was created to show how the print media can effectively be utilized to support and enhance social and economic development efforts.

When el-Kholy, meanwhile promoted to co-director of ICA MENA, and Badawi, currently head of ICA's Media and Publications department, were put in charge of developing a magazine that would act as a vehicle to exchange and inform people of different development projects, they only had a few contacts and resources, but many ideas.

"The first issue we produced was concerned with ICA's experiences and work in community development," says el-Kholy of *Ru'ya's* first issue published in June 1991. "The articles were mostly written by Ahmed (Badawi) and I. It was bilingual and not much effort or concern was given to design and layout. We noticed there was still a lot of work to be done."

Both, however, were not put off and immediately jumped back into the work pool, eager to use and show the effectiveness of media as a tool of development.

They knew that many people were not aware of the tremendous efforts, projects and organizations involved in development in Egypt and decided to make *Ru'ya* the viewing-glass of these different development projects.

"We wanted to make it a tool that helps increase awareness among those that are interested in development, but are not involved in it," says Badawi.

Their second issue focused on child development which automatically led to development of women, the theme of their spring 1992 issue.

"It was a topic that most people in development were interested in and there was a healthy exchange concerning women in /and development," says el-Kholy of the issue which included an article about women's rights in Egypt, excerpts which were later republished by WIN News, the U.S.-based Women's International Network Newsletter.

So far, *Ru'ya* issues have been thematic. "(Themes) gave us a chance to gain more in-depth knowledge in the fields concerned and a better understanding of the whole development endeavour," says Badawi.

"They (themes) have been serving us well because they gave us a chance to research something beyond the surface and allowed us to target a bigger group of people," says el-Kholy.

Recent plans to break away from theme issues have not just stemmed from the fact that *Ru'ya* might eventually become repetitive once all possible themes have been exhausted, but also because of their goals and objectives.

"We do not want people to think that we are feminists, environmentalists or whatever other (activists) because of the content of *Ru'ya*," says el-Kholy who has personally experienced this when their last two issues were published. "*Ru'ya* is a comprehensive development magazine, and it should be thought of as such."





While both still maintain a deep concern for the content and objective of the magazine, recruiting freelance writers and commissioning experts in the field to contribute articles and ideas has given them the opportunity to turn their attention to more pressing issues.

They are currently reconsidering their mailing list to articulate and target the people that are directly affected by development and will benefit most from the magazine. Although their first issue was funded by the Canadian International Development Agency, they are

now also trying to make the magazine self-sustainable, create two separate magazines - one in English and one in Arabic- targeted at people of different interests and backgrounds, break away from theme issues and give the magazine a more professional look.

" The quality of the magazine has improved tremendously, says Badawi," and for a specialized magazine we have managed to maintain the balance between specialization (articles) and articles that are fun to read."

Although they still consider *Ru'ya* to be an experimental magazine, it has definitely reached its primary goal in sending out the message that the media can be integrated with the more traditional practises of development. It can be utilized to help those concerned to be more involved in their own development and the development of their country.

Badawi has now set a new target for *Ru'ya*; namely, to see the magazine on international newsstands. "Not for money," he says, "but to have greater access to more people." At the speed that el-Kholy and Badawi have been working, it might not be long before they make *Ru'ya*, as Badawi believes, "the magazine of development in Egypt from the perspective of those involved."



**THE CHICAGO (EI/ICA/OE) GLOBAL ARCHIVES
Kemper - Chicago**

Lyn Edwards wrote to us to announce that:

- * **Started work February 8, 1993 on 131 five-drawer files plus an unexplored number in basement.**
- * **Chose 165 books to comprise the "Historical Memory" Library.**
- * **Prepared for move March 9 to renovate Archive space in basement.**
- * **Projected on August fortnight (10 days) for a colleague work gathering - watch for dates.**



Special attention to:
ICA West
ICA in the East
ICA:I
The Node





PROJECTS AND PEOPLE OF ICA PERU 1992 ANNUAL REPORT

by Judith Hamje

After 11 years service in ICA Peru Judith Hamje will shortly be leaving to be co-director together with Hala el-Kholy of ICA Egypt. Recently she sent us the following outline review of ICA Peru in 1992.

PROJECTS:

SOCIAL DEMONSTRATION PROJECTS are in full swing in the hands of the Peruvian staff with local people proving their willingness to take responsibility.

100 STREET CHILDREN were given daily nutritious meals, handicraft training workshops, and general education. Eighty malnourished children regained their health, 77 re-entered school. Cooking demonstrations and training in child care and education for 654 mothers. Six local people have been trained to continue the project as Luz Rios moves to initiate yet another program.

VILLAGE MEN AND WOMEN worked on Sundays with Esaud Caycho to build irrigation canals - 1.6 km. of ditches, 115 km of pipes and two cisterns in a potable water project in two communities of the valley of Cañete.

RURAL WOMEN'S DEVELOPMENT PROGRAM Launched in 5 communities with plans to expand to 20 in 1993. Nutrition and health education, family planning, small animal projects for income generation are the main foci of the project of Gloria Santos and Rocio Torres Caycho.

FIVE DAY TRAINING COURSES continued in Azpitia, a tour demonstration center. Director Rocio Torres Caycho.

CHEESE FACTORY transforms to a full-fledged corporation with the workers as share holders with intent to focus on multi-food processing. Projected opening is mid 1993.

PARTICIPATION IN MEXICO CREATIVITY CENTRE by Wests in order to plan, dream and start constructing.

TWELVE COURSES IN FIVE LATIN AMERICAN countries has expanded Judith Hamje's role. Peruvian staff participated in most of the courses for organizations such as Plan International, Save the Children, and CARE.

PERUVIAN STAFF MEMBER Luz Rios sent to Prague thanks to donations from Cincinnati ICA and other individuals.

"FACILIT" DIVISION OF ICA LIMA began exploration of options for service to business and government with training seminars with the World Bank, Ministry of Health, and a medium-sized Peruvian company.

PEOPLE

Esaud is 28 years old, one of 12 children, married to Rocio and has a 2 year old daughter. If you visit his home in the village, which is in a semi desert, you will find no bathroom or basic services. Four years ago he decided to do something for his village and designed a project which he received funding for to install 4 kilometres of irrigation canal. He got the village organized to do all the manual labour. Surrounding villages began to improve their canals also. The funding agency in Holland was so impressed with the work and reports that Esaud sent, that they asked him to submit another project for funding. So now he has a project to install drinking water in 2 shanty towns.

Both of his projects are 2 hours away from Lima with poor transportation. He goes back and forth lining up all kinds of materials, technical help and extra funding, but always with a local person to train them how to do it themselves. He has been taking evening courses to learn how to install electric systems, design canals and other architectural designs. He said in our meeting that our job is to change people's image that they have about themselves and not sit back because they are poor; we have to enable them to do things for themselves. At the end of the projects the people not only have water in a canal or to drink, they also have confidence that they can change their situation.

Rocio is 30 years old, married to Esaud and the mother of Lizbeth, our 2 year old charmer. She comes from a rural village and was raised by her grandparents. She was so timid, I had to hold her hand to get her to cross the street when she first arrived in Lima. She now is in charge of our finance books and works with Gloria on the women's training projects. She came to Bolivia alone to teach a program with me in October. She went out to villages leading a team of professionals with a lot of self confidence. She is working hard, she says, to be a good example for her daughter and for other people as we, the long term staff of ICA, have been to her. Her long range plan is to go back and live in a village with her family and to use all she has learned to be a catalyst within the community.



Gloria is 29 and has been part of our staff for almost 10 years. She comes from a rural family where she was the one, self chosen, to finish high school. She was embarrassed by her rural background so we didn't get to meet her family for several years. Now she is full of compassion and doing training programs for the women in 20 villages. She was the one who secured the funding for all our mother's clubs work in Bolivia for 3 years. She went on two weeks notice three years ago to the ICA International office in Brussels to participate in a 6 month training program in English, which she barely spoke at the time. She has been married for two years now to one of our Azpitia village men. She was very sad to have a miscarriage last year, but hopes 1993 will be the year for her first child. She has a very confident, open style and is learning a lot in the administration of the training project for women. In addition to the health classes they are training the women in the raising of guinea pigs, rabbits and bees.

Luz is 39 and the single mother of Antonio (16) and Christian (14). She was raised in an orphanage because her family was too poor to keep her. She was trained as an LPN and worked for the Ministry of Health in rural villages in the zone ICA worked in. She is a woman with a lot of passion and energy to work with the oppressed. She did the training in the community kitchens with me in the urban shanty town of Villa El Salvador a few years ago. She has been working for the last 3 years with

a project for street children. There are more than 15,000 children living or working in the streets of Lima. Luz's project is unique. Many of the children go to the tourist areas to beg, steal, wash cars etc. She began to go Friday evenings with chocolate, oatmeal and games and earned their confidence. Then she discovered what district they were from and organized a group in their neighbourhood to care for the children. She coordinated the setup of a soup kitchen and a school tutoring program and also training in carpentry and other skills. She always involved the family in the program. After one year the community was ready to continue the program so she moved to another shanty town. She has 100 children in the current program. She has people trained to take over directing and finding their own financing for this second project after a year of work with them. She says it is very important not to create a sense of dependency in people on an institution or project. She is now doing some of the training in the rural women's project with Gloria and Rocio and researching her next project.

Mitzi is from Oregon and took early retirement as a school teacher to work with us in Peru. She has been here for two and a half years. She says her mission is to help the "gringos and the Peruvians". She does a lot of house care, translations of reports and proposals, and driving (when we have a car). She also teaches English. We bought land together in Mexico at the ICA site.

Continued P.8





THE VISION QUEST: Crossing the Threshold to Adulthood

by John Burbidge

"There were nine of us. We all had different ideas about why we had come. One of our first assignments was to paint a picture of the life we were leaving behind. I drew myself, as a stick figure with no hands, no feet and no neck. I interpreted this to mean that I felt cut off from the world around me."

This was how Chris Wade began the three-week Vision Quest '92 held last summer in Washington state. In his mid-twenties, Chris was older than most of the high-school youth in the program. He went along to observe and record the experience as part of a radio program he was preparing. But like everybody else, staff included, he found himself very much the participant as well.

Conducted by the Institute of Cultural Affairs, the Vision Quest is modeled on indigenous community practices where young people are "set aside" for a time to envision their future, examine their own capacities and demonstrate self-reliance. Like most rites of passage, it is a time of learning, testing, ritual and celebration.

The program was divided into three parts. It began at the 4-H ROPES course at Bonny Lake, WA, in which participants were challenged both mentally and physically. How do you fit a whole group of people on a table-top? What is the best way to move a tire up and over a vertical log and back down again? As well as pushing the youth to explore their limits, these activities called for a high degree of trust and teamwork among the group.

After this breaking-in period, the group moved on to the Cowiche area north of Yakima for a pivotal part of the program, the three-day solo vigil and fast. This part of the program began with the Native American traditions of a medicine walk and a sweat lodge. The walk gave everyone a change to ask: "What's it really going to be like to be alone for three days and nights?"

The sweat lodge provided the occasion to begin to answer some of those questions. For staff member Dave Frankunas of Portland, the sweat was one of the turning points of the whole experience. "I'd done sweats before but this was quite different. Everyone really opened up. Emotions flowed. We stayed in the lodge for over an hour at a time, several times over.

Our guide encouraged us to give thanks for things and to pray for particular people"



During the vigil itself, participants fasted and used their journals to capture elements of their vision for their life. Occasional silent and distant visits from the staff to check on their safety and well-being provided a small measure of comfort. On the final night, they were asked to build a four-foot circle of stones around themselves and to stay awake until sunrise.

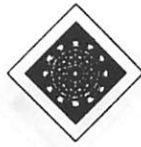
While boredom was a constant challenge to deal with, there were some magical moments, as well as some frightening ones. For Josh Whiteshirt, of Phoenix, AZ, one of these was his encounter with a rattlesnake. "As I was setting up my camp, it grew windy and I was becoming frustrated. I heard a hissing and turned around to see the snake just a couple of yards away. It struck out at me. I moved away very slowly, then I took off. I spent that night near the sweatlodge."

At the end of the vigil, seven solitary figures returned to base camp to share their experiences and celebrate their accomplishments. Each participant met with the staff in a Council of Elders. This was a chance to debrief their experiences and share insights that had come to them about their life and its future directions.

The third and final part of the Vision Quest was equally demanding-- a seven-day hike with heavy backpacks from Steheken on Lake Chelan to White Chuck, along the Pacific Crest Trail. The trek covered more than sixty miles and often at altitudes over 6,000 feet. A couple of short day hikes paved the way for the longer journey.

But it wasn't the physical burden alone that provided the challenge. Coming from three days of solitary existence, participants now faced over a week of intense community living. In the words of staff member Jane Glancy: "This was the most important part of the trip. People came away from the vigil with many ideals about how they were going to behave from now on. But when you're on a hike like this with the same people day and night, you experience the whole gamut of emotions with them. It called for a lot of reflective time along the way."

However, the hike was not all trials and tribulations. A soaking in the Kennedy Hot Springs provided a welcome rejuvenation. And joking and fun were always close to the surface, as when one of the team accidentally used a toilet brush to wash the dishes!



On completion of the trek, the group returned to their base in Bothell, WA, to evaluate and celebrate their rite of passage. Another Council of Elders allowed for private sharing between participants and staff, while an "affirmation circle" gave everyone the chance to acknowledge each other's participation as unique and significant.

As people shared their reflections, a number of comments rang true with the whole group. John Latham, of San Francisco, discovered that he didn't always have to be the leader: "I wanted to be in control the whole time. But I found I could let other people handle things. In the middle of the hike, I went from the front to the back of the line for a couple of days. In a way, I preferred it."

Like many of the participants, Nina Davis, of Seattle, was impressed with what she had accomplished: "The Vision Quest was a real departure for me. But now I feel I can stand on my own two feet. I'm a much stronger person, more like an adult and less like a child."

For each person, it was a time of self-discovery. For Ken Fogle, of Seattle, it had particular significance. Coming back from the vigil, he shared with the others that he was gay. Identifying his sexual orientation was something Ken had been struggling with for some time and only recently came to terms with.

While his announcement was liberating for him, it also had a deep effect on the rest of the group. Once initial fears and apprehensions were overcome, others began talking differently about their relationships. At a time when homosexuality is hitting the headlines in this country, it was a real gift for this group to have chance to talk about it face to face. In the closing circle, Ken received more affirmations than anyone else.

The openness with which Ken and others shared their lives with the group was one of the special features of the Vision Quest. With all its challenges, the program provided a safe environment for this to happen. As Dave Frankunas acknowledged, this kind of honesty is something you don't often run into in an adult world.

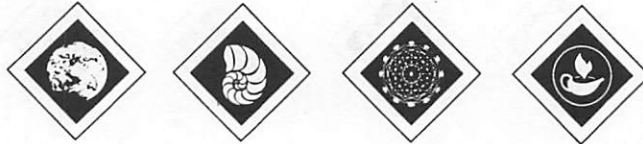
One of the unique aspects of the Vision Quest that marks it off from other similar programs is that it seeks a balance between personal growth and responsibility to the wider society. As he thought about what had happened to him some months after the experience, Chris Wade underscored the value of this aspect of the program.

"A couple of nights ago, I tried my hand at another self-portrait. This one had mountains and a lake, some sun overhead and some clouds. But the funny thing about it is that I'm not even in the picture. I'm here in front gazing out at the world and beyond. I learned on my trip that if I focus too much on my own problems and inadequacies, I miss so much of what life has to offer."

The Vision Quest is an experience that challenges the mind, body and spirit of its participants. Drawing on ancient wisdom, it addresses a real need of people in today's fast-paced global society. Program Director Stan Crow summed it up this way: "Traditional societies know what we are rediscovering--marking the significant passages of our life brings focus to the journey we are on and a realization that life is not one continuum but a series of meaningful steps."

While they will go on to experience other important passages in their lives, these young men and women are perhaps luckier than most in having had the chance to experiment with some tools to equip them to handle these transitions. The sooner we all learn effective ways of dealing with the turning points in our lives, the better off we will be.





Continued P.1

relation with the Swedish International Development Authority in Zambia, work with the Zambian Ministry of Agriculture, the Nairobi Urban initiative, and the work with the Management Analysis Division of the government of the state of Minnesota. Parties showing an interest in the ICA consultative division include Swedish S.I.D.A., who is considering starting a development bank and the U.N.D.P.(Rob Work).

*Listened to the talk Ursula gave in Nigeria (during her visit of April 1993) on the meaning of the UNCED follow up.

*Report on ICA's Japan funding of sustainable development projects in India, Zambia, Kenya, Mexico and Peru.

*Report on David Dunn, Alexei Kuzmin and Sheryl Caruso's work in strengthening civil society in Russia.

Interchange (Ray Caruso)

Highlights: Dick Alton's presentation of a design for alternating General Assembly/Board meetings. Review of situation with regards to the upcoming meetings in India (1994) and Nigeria (1996). Reports from Ursula Winteler's and Dick Alton's recent trips to Nigeria. Decision to affirm the India Networks' Meeting in '94 by holding, previous to that event, an ICAI Board Meeting (in India on "The Future of ICAI"). Affirmation of Nigeria's decision to sponsor a Global Conference '96.

Networking (Tony Beltran)

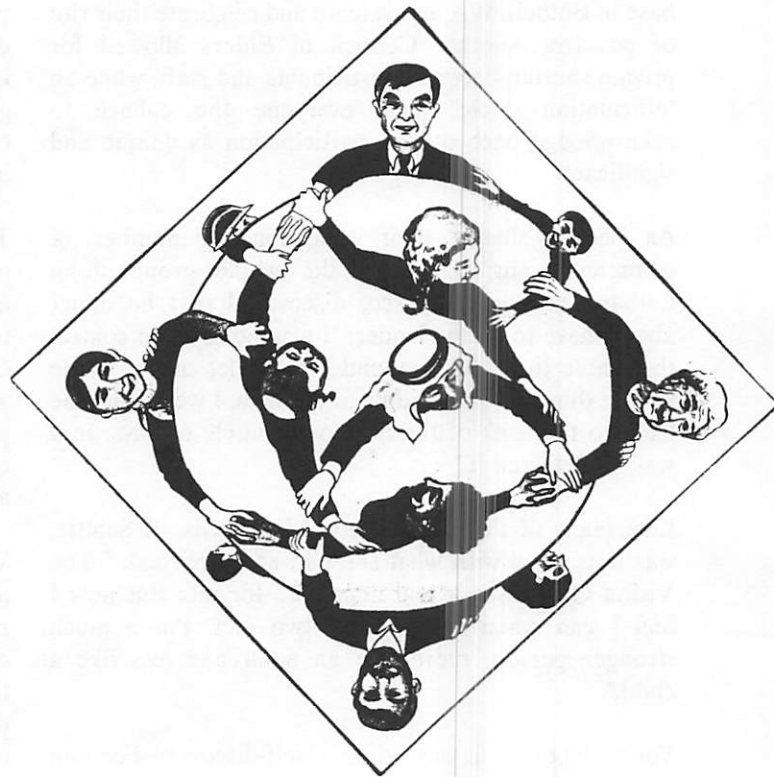
Highlights: Considerations on external P.R. for ICAs including new ICA books being published. Review of input from locations on an a new ICAI public articulation (including recommendations from Troy N.Y., ICA West, ICA Zambia and others). Decision to promote more work on the Vision, Mission and Story of ICAI towards consensus on the form of the public piece by the India meeting in '94. Decision to ask ICA's to update their Global Advisory Board. Decision to include Dr. Hans Hedland (Swedish S.I.D.A.) on the Global Advisory Board. Review of the Network Exchange.

Finances (Hala el Kholy)

Highlights: Presentation to the Executive Committee of a transparent Income and Expense statement for ICAI operations as requested at the General Assembly. Approval by the Executive Committee of the ICAI budget for 1993.

Form (John Walmsley)

Highlights: Announcement that changes to the statutes approved in Prague have been translated into French and will be registered officially. Approval of "Regulations for internal proceedings", presented by John Walmsley and requested at the General Assembly. Date of next Executive Committee meeting May 6-9, '94.



Continued P.5

George has been part of ICA for 28 years. He is our master trainer here. He is working to reopen the cheese factory in Villa El Salvador that closed down two years ago due to the recession here. We are also working together to market strategic planning and training courses to companies and development agencies.

Donnamarie, George's wife, is currently in Mexico building their house in the ICA Creativity Center near Puerta Vallarta. If anyone is interested in renting a cottage with 4 beds in Paradise for \$ 30 per night for the whole cottage let me know. There is a two week minimum I think. I was at the beach last year. It is an hour from the airport and has crystal clear water and dolphins and iguanas. She also directs programs of intercultural exchange for people to visit Peru, Guatemala and Mexico.

Judith is at a turning point in her life. After eleven years, including some of the most difficult and some of the best in my life, I will be leaving a country and a people I love. What happens here will always be a concern of mine. Nevertheless I have accepted the position of co-director of ICA Egypt and look forward with anticipation to the challenge and promise of working in that legendary land.



MEMBER'S PROFILE: Judith Hamje

8 March, 1993

International Day of Woman

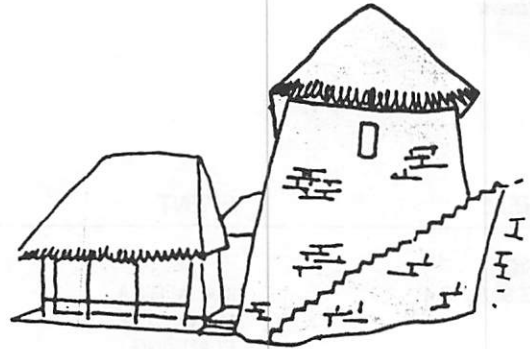
Dear Friends,

I invite you to celebrate with me a new adventure and challenge. After almost eleven wonderful years in Peru, which have included some of the most difficult years of my life and the best, I have today decided to accept the position as co-director of ICA Egypt with Hala El Kholy.

Anne Yallop has to return to Australia for health reasons. When I heard about the position my first response was NO. I did not want to work in the Arab world with the way women are treated and learn another language that in writing at least looks more impossible than Chinese. Besides I am bilingual in Spanish and have many program contacts for training which I love to do. I have always lived in community and this would be a position with my own apartment. I would be the only long term ICA member on the staff. But I could not get the idea out of my mind, so I wrote my concerns to Anne.

She sent a fax describing the situation with 35 Egyptian staff mostly professionals and changed my concept of the role of women in Egypt. In reality my task in Peru is finished. The Peruvian staff are all self supporting, writing, their own proposals for funding. I play more an advisors role for them. I had begun to expand to Bolivia for six months of the year.

Maybe it was time for a new challenge. Mitzi and some of my friends from my yoga group and the Union Church pastor encouraged me to go for it. So with fear and fascination I sent a fax to Egypt this morning accepting the position.



There will be many challenges and struggles to face in the coming years as well as many new learnings and friends to make.

I look to this as a big leap on my spirit journey to open previously blocked images and as I wrote to Hala a chance to share from a Latin American culture to the Egyptian one. I hope that my work will be a good follow up on what Anne has done.

I am proud of my Peruvian staff. One of our ICA principles has been to train the national staff to take over the work as soon as possible so that the results will be long lasting. The ICA Peruvian staff are dedicated to serving their nation and will continue that task.

I plan to wrap up my work in Peru by 1 May and be in Egypt around the 20th. My new address will be ICA Egypt.

Judith Hamje



ICA EVENTS FROM AROUND THE WORLD



Continent

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AUG.8-15	INT. WOMEN RETREAT	BRUSSELS	ICA BRUSSELS
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N.AMERICA JUNE	4 WTP-1, 2-DAY COURSES 2 WTP-2	4 DIFFERENT "WESTERN" CITIES SEATTLE, WA SAN DIEGO, CA	ICA WEST NETWORK ICA WEST
FALL '83	"PARTICIPATION WORKS" PUBLISHED	US	TROXEL (EDITOR). MILES RIVER PRESS (PUBLISHER)

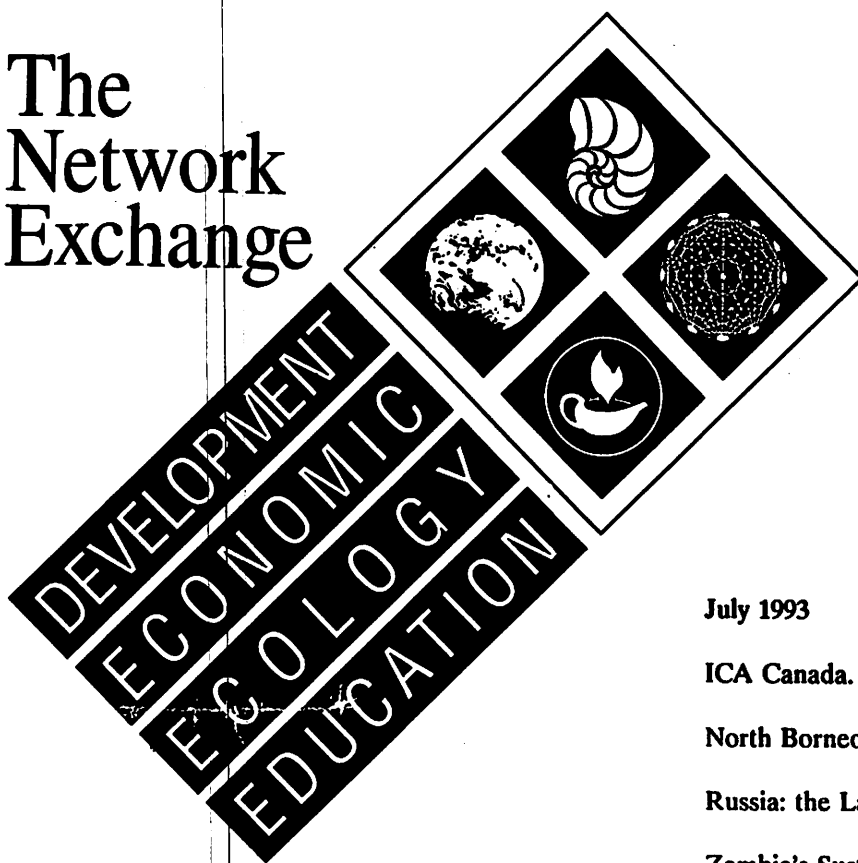
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ICA International
Rue Amédée Lynen, 8
B-1030 Brussels, Belgium

Mary M. Smith
4750 North Sheridan Road
Chicago, IL 60640
USA

The Network Exchange



July 1993

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ICA CANADA

by Bill Staples

ICA CANADA, has evolved an effective system for social change, even though it is practically limited to about one quarter of the geographic area of Canada's four million square miles. The system itself is composed of three major thrusts: training, consultation and publication.

After three years of hard work Jo Nelson runs both a two day course in Facilitation Skills at our expanded offices in Toronto and a course on Strategic Planning. The Strategic Planning course draws about 25 people a month. The clients are 1/3 consultants, 1/3 from non-profit groups and 1/3 from private and government departments. They all pay market rates of about US\$160 for the course. ICA Canada is the only place in Canada that people can get training in facilitation skills. These clients have been very good in referring us to new clients.

Last year we had about 50 client organizations with contracts ranging from \$1,000 to \$10,000. Duncan Holmes, Wayne Nelson and Jo Nelson are responsible for delivering the consultation programs. Nevertheless they are free and willing to call on the rest of the staff for help when necessary.

A new person, Vikash Jain, has been recently hired to help with marketing. This program team has developed an 8-16 page proposal template that can immediately be modified for any client who calls requesting a proposal. ICA traditional strategic planning is the basis of most of the contracts. In many cases a trained colleague will quote on a contract and bring in ICA for assistance and delivery.

Within this system of training and consultation Edges magazine constantly finds new market niches even as it fulfills its purpose of promoting social transformation. With a print run of 12,000, but with only 1,500 subscribers, the target audience of Edges is constantly in flux. Bill Staples finds established niche audiences who are interested in purchasing a high quality editorial package, and Brian Stanfield puts the entire package together, with input from a variety of international sources. Ilona Staples designs the magazine for maximum impact and appeal. All of the readers become familiar with ICA. A certain small percent will eventually become trainees or program clients.

There are several support systems to these three thrusts. Duncan and Wayne keep our international profile high through the 3-to-1 match scheme of CIDA (the Canadian International Development Agency).

Cont. p9



NORTH BORNEO - A PEOPLE IN TRANSITION

by V. Dharmalingam

The Network Exchange wrote to our colleague V. Dharmalingam to see how he was doing. Dharmalingam answered us in journalistic style with this report

Two shoe shine boys besiege us during our hurried lunch in a small Chinese restaurant in Kota Kinabalu, Capital of the East Malaysian state of Sabah. They are hardly more than nine years of age and in tattered clothes. I glance at my shoes, decide they need a shine, and nod. One boy with a lean emaciated face slips them off my feet. The other looks beseechingly at my wife who also relents. The children are illegal immigrants from southern Philippines, a few hours away by boat from northern Borneo where Sabah is located.

There is a tab on my feet. I look down at my newly shined shoes and put them on. We give each child the going rate of fifty cents a piece. The lean-faced boy looks offended and demands twice as much. Before we know it, the pair snatch some coins from our table and flee. Other diners give us a knowing look, so much as to say "That should teach you to patronise the illegals." I reproach myself for my liberalism and resolve to do my own shoes polishing in the future.

It's been a year and a half since I moved to this part of Malaysia. After seventeen years with the Institute of Cultural Affairs as a teacher, facilitator and rural development catalyst, I am now back at my earlier beat as a journalist. But it has not been a case of picking up where I left off. For one thing, my experiences with the ICA has given me a broader context for reporting the news. Living in mud huts in India, talking with villagers to help them to identify the causes of poverty and assisting them in getting bank loans for improving their farms and so on has made me more conscious of the rural world and the biases of my own urban conditioning.

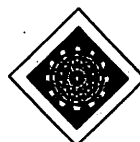
Another difference is that I am now working in a state unfamiliar to me and to many Malaysians. I had begun my career as a reporter for an afternoon paper in the national capital of Kuala Lumpur. Now, I am a correspondent for an international news magazine in Sabah, one of two states in Borneo that linked themselves to peninsular Malaya in 1963.

Separated by the South Chinese Sea, the two segments of the country are different in many ways. While the peninsula is well on its way towards industrialisation, East Malaysia remains an exporter of timber and other raw commodities. Sabah has the reputation of being the

"wild west" of Malaysia. One aspect of this is the presence of illegal immigrants from the Philippines. They came as refugees fleeing the fighting in Mindanao during the 1970's. Later waves came in search of jobs. The size of the community now matches the state's Malaysian population, according to some estimates. Its members live in huts built on sticks above the sea along the coast line. In some towns on the east coast, they outnumber the locals. The shanty towns harbour part-time guerillas fighting for Muslim Mindanao's autonomy. Many are involved in the smuggling of weapons and piracy. Locals regard the illegal immigrants with some anxiety but continue to employ the hard-working men in logging camps, plantations and for other menial tasks.

Another feature of Sabah that I find unique is its shamaans. While urbanisation and the consumer-culture has wiped out much of folk culture in West Malaysia, Sabah's mainly rural society still retains some of its traditions. Among them are the mainly female shamaans who play an important role as priest, teacher and doctor. They begin their vocation at an early age. Children who display a tendency to go into trances and seem sensitive to the spirit world are encouraged to become apprentices to a senior shamaan or "bobohizan" as they are known in the Kadazan community. Legends support the bobohizan's role in the vital economic activity of rice planting and harvesting.





Among the myths is a creation story concerning bambazon, the spirit of the rice seedling. Bambazon is the life force of the child of Kinoingan, the creator. She was sacrificed in order that people might have food. Out of her body grew rice and various edible and medicinal plants. After the harvest, however, she miraculously resurrected herself. The legend is rehearsed and celebrated during village wide harvest festivals each year.

Bobohizans demand great care and attention be paid to the spirit of the rice seedling during planting and harvesting. They must be summoned to chant prayers before ploughing begins. Impatient farmers who ignore such ceremonies may find that their plough breaks up when it is put to work. Those who omit certain observances before harvesting may find their body breaking out in rashes. The most important ritual is the magavau, which launches the harvest festival. During the ceremony, bobohizans search through fields for elements of the rice spirit that may have been hurt or lost during the harvesting. It involves chants in an ancient tongue and ends with food offerings to the rice spirit. It begins at sunset and goes on through the night with much imbibing of home brewed rice wine and merry making.

Bobohizans are also summoned to help those possessed by evil spirits. I had the honour of talking to an old bobohizan called Siguin Mojunal, who told me about how she and her associates performed these duties. Their spirits would travel out of their bodies, prowl around the house and go through padi fields getting the consent of the good spirits for their mission and looking out for the bad spirits. "Often we will chase the bad spirits all night long," she says. The bobohizans sleep during the day and continue the chase the following night. More bobohizans will be called in if the spirits are particularly difficult to catch.

Sometimes bobohizans must go into the world of the dead to rescue the spirit of a sick person. During the ceremony, they use the effigy of a boat or plane made of leaves to transport their spirits to the graveyard. Siguin says the stench of the dead is so strong that she sometimes vomits during the ceremony. The world of the dead is an eerie place, she says. "You cannot see the houses, only the roofs. You cannot see the faces of the people either although you can hear them speak. Sometimes you can see pots and pans inside the houses but you must not touch them in case their owners curse us. Those who have been dead a long time will come rushing out first. Some will recognise us and enquire about our welfare. But we have to ignore them and look for the living." That can be a difficult task. Often the bobohizan must call out each person by name in order to spot the living among the dead. If the spirit of the person she is looking for is still alive, his sickness is not

fatal. Then she will have to help it get into the boat/plane for the return journey. The world of the dead is a sad place with much crying, says Siguin. "Some are unwilling to let the living go and ask us why we are taking them away. There are dangers for the bobohizan as well as during the journey. Her spirit must not leave the boat during its travel and must withstand attempts by evil spirits to pull it out. Care must also be taken during the ceremony by participants not to let the bobohizan be disturbed or even touched during the trance as the shock could cost her life.

The bobohizan also serves as a medium for the recently bereaved and departed. The ceremony is held ten days after a funeral. After she goes into trance, a gunny sack is placed over her head. The bobohizan then begins speaking in the voice of the dead person. During such ceremonies, the dead become very distraught, says Siguin. "They always cry. They miss their work and are worried that there may be no one to finish it. The living will try to comfort them."

Among the bobohizan's equipment is the headdress, made of feathers from chickens and other birds sewn into a wide band of embroidered cloth, it signifies that the wearer is a mature bobohizan. Siguin also has a bundle of dried roots, shells, claws, bones and bells strung together for healing the sick, a long sword for warding away evil spirits and a metal chime for summoning the good spirits. To go into trances, she puts on a bead necklace, handed down over the generations.

The sad thing about bobohizans is that they are the last of their generation. Siguin has no young girls as apprentices. "Now they are all more interested in going to school," she says. The growth of Christianity and Islam has also alienated people from their animistic roots. Bobohizans often give up their vocation and convert when they marry, as animists are a very small minority. Urbanisation has also created a middle-class who have turned their rice fields into sites for country homes, changing the environment that gave the ceremonies relevance. Given all these changes, bobohizans do not have the prestige once accorded to them. "No one wants to call us any more," says Siguin. Since the shamanistic tradition is handed down from teacher to student, it will be lost forever when the last bobohizan dies. With it will go an understanding that man must cooperate with nature and not exploit it for a wholesome life.

I can consider myself fortunate to witness the simple but profound aspects of Sabah's native cultures. I do not know how long I shall be based here but during that time, I hope to be able to document this and other facets of a people in transition.



RUSSIA: THE LAND OF HEART AND SOUL *by Sheryl Nordin - Caruso*

As the plane breaks through the clouds above Sheremetyovo II, Moscow's International Airport, I see the first images of tall smokestacks, numerous tall apartment buildings, and snow covered ground. The day is overcast and, as the plane arrives at the gate, I experience the beginning of a great adventure.

As a guest of Process Consulting Company, a Russian organizational development firm based in Moscow, I was invited to participate in a 5-day school for the Russian Association of Social Work Managers. David Dunn/ICA and Alexey Kuzmin/Process Consulting Company, have had a relationship since 1991 and now have formed a partnership which has led to several joint consultations in Russia and Siberia. On this particular occasion, I had been invited to join the team because of my vocation as a Social Work Manager and my experience with the participatory methods of the ICA.

I was met at the airport by David Dunn and two new friends, Nadia and Nicolae, both members of the Process Consulting Team. They presented flowers to me and warm, smiling faces. Nadia immediately began speaking to me in fluent English. From this moment, until the moment I left the airport to return to the U.S., I was cared for by this Russian team and their friends.

THE MANY FACES OF MOSCOW



Driving into Moscow from the airport, I saw glimpses of the Kremlin; Red Square; the Bolshoi Theater; the KGB Building with the empty pedestal where Dzerzhinsky's statue once stood; Onion towers of churches; Women wearing babushka's. Photographs and stories that have depicted Russia for me, came alive as I saw these images. In the first few days I learned first hand of the very difficult economic struggles that Russia is facing. Inflation is out of control. In the two weeks that I was there, for example, the cost of butter raised by twenty percent.

New Russian friends guided me competently through the first few days as I say many sights in Moscow. Rita, a woman I had met in Prague in September, 1992, and Nadia, PCC staff, shared Russian history with me as I experienced the centre of the city. Nadia and Rita spoke of the special significance of the Kremlin and Red Square. Both of these women live in flats with their husbands, children, and a parent, which, I understand is typical of most families.

Life is not easy as all members of the family work out of the home in an effort to have money to buy the necessities for their families. The Kremlin and Red Square provide special meaning for these women. Red (meaning lovely, beautiful) Square and the historic architecture contained in the Kremlin cause Rita to say " I am very proud of this part of Russia. The buildings are very beautiful and powerful; the leaders have let us down but our culture has not." Nadia said as she reflected on Red Square " Sometimes when I think I have troubles I come down and look at Red Square. I think of all the people, who, for centuries have walked on this square and have survived more difficult days than we have right now. I feel better after I have been here." I believe I am only beginning to scratch the surface of struggle and pain of the people. Yet as I return to my flat and find food and companionship, I also begin to experience the strength, resilience, and hopefulness of these people. Rita was eager for me to experience some of the spirit of Russia as she guided me through the Tretyakov Gallery. Young children (ages 8, 9, and 10) were in the gallery, intently listening to earphones explaining the history of each painting. The paintings had many themes, but each one had depth of meaning and feelings.

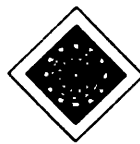


THE INITIATION OF A SCHOOL

The model for the school for Social Work Managers had been developed by Alexey and his team built around a demonstration of the ICA's strategic planning process. Forty-five people from twenty-nine cities in the Russian Federation attended the school which was held in a Ministry of Social Defense training center near Moscow. Most were government employees with responsibility for programs for the elderly, unemployed, disabled, youth and homeless persons. The salaries of these employees were paid by the government but there are no government structures to support social programs, the employees must find entrepreneurial approaches to funding.

One of the goals of the school was to demonstrate how a Russian and American team might work together. To symbolize this partnership, each participant was given a name tag with their American and Russian name. Also, in the front of the room were two maps - one of the Russian Federation and one of the United States. Each person then wrote the name of the city or town they were from on the map.

I learned that the Russian Federation of Social Workers is only 1 1/2 years old, with many participants attending after being employed by the Ministry of Social Defense for only six months.



I also learned that since Perestroika, people are now able to acknowledge that social problems do exist and as one participant stated " We are now free to care about people without being afraid of being arrested for trying to help someone."But there was also widespread acknowledgement that "we want to help people, help themselves."

The week began with presentations of a strategic planning process, the application of this planning process to a Child/ Adolescent Program in the U.S., and case studies. The week ended with participants reporting on their projects in their local community and how they would use the planning process. My role was to tell about the application of the planning process in initiating a new program in my setting and to present a sample budget. The response of the participants was overwhelming for me. They eagerly took notes, asked questions, and some even copied every item on a sample chart that I had brought with me. They were interested in marketing ideas. The formulation of a budget was a new experience for some of the participants. My observation of the participants was that they were bright, articulate, sophisticated, and eager to learn. In the evening at the end of the school, Alexey, who not only is a talented facilitator, is also a fine musician, and sang and played Russian folk songs on his guitar. The participants sat for over two hours listening to songs about nature, love, relationships, and history of their culture. I was struck by the intensity of the work during the week, but also by the deep significance of music and stories for these people.

On the last day of the school there was a "press conference" for the Russians to ask the Americans any questions they had yet to ask. One woman addressed a question to me. She told of the program she had started with children and families, how she had gone to businesses to get money, made a budget, created events for teachers and kids, and succeeded with her program. At the end of her statement she said with tears in her eyes "I realized while you were talking about your program, that it does not matter what continent you live on, if you have heart and decency, you can make a difference for people.

I was also told of an event that took place a few months after Perestroika when a group of Americans met with a group of Russians in Moscow for the purpose of sharing methods in participation and facilitation. At the end of the week the group formed two large circles, one circle of Russians and one circle of Americans to share the experience of this week.

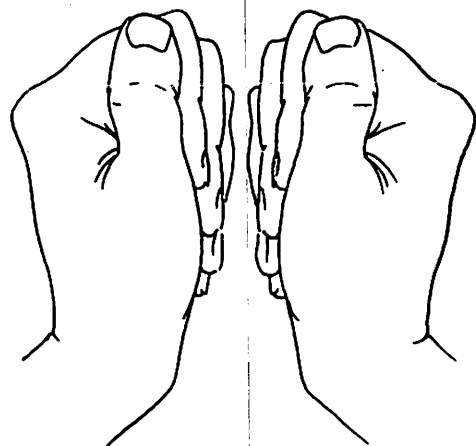
The Russian circle was full of emotion, some tearfully expressing their feelings about the week. The American circle began to plan. "Perhaps" the convener said, "we could put the Russian heart with the American mind."

IMPLICATIONS - NEXT STEPS

The visit I made to Russia is an example of a people to people movement as well as non-governmental organization (ICA) to private enterprise (PCC). One of the implications of the trip is the ICA and PCC, as well as volunteers like myself, are not waiting for governments to form a relationship before moving ahead to enter a relationship. What if others would volunteer 1, 2, 3, or 4 weeks to be part of a Russian/American team? The forty-five participants have returned to twenty-nine cities/towns. What if we see the twenty-nine locations as "incubators" where the energy and passion of the participants is already spreading? What is it going to be like in one year in these programs? How many lives will be touched by the planning methods?

What if this school could go on for a few years? What would be the implication for social services in Russia? What if groups of U.S. Social Work Managers interacted on a regular basis with social work managers in Russia?

And, finally, what are the gifts that Russia gave me that I am applying to my work here in the U.S.? I believe what I have received are gifts from the heart - singing, humour, and art - all sources of new energy.





ZAMBIA'S SUSTAINABLE AGRICULTURE

by Voice Vingo

In partnership with the Agricultural Ministry and the Swedish International Development Authority, ICA's main concern in Zambia is to help develop sustainable agricultural practices. Population pressures have made traditional Slash and Burn agriculture inadequate to meet production needs. Chemical fertilizers and large scale agriculture that have depleted soil fertility and while ruining the small farmer have ironically become prohibitively expensive. The new solution appears to be a conscientious mixture of ecologically sound and labor intensive techniques. Practices such as agro-forestry, water control, composting, green manuring, and intercropping are gaining ground. With its partners ICA is betting on small farmers to learn and utilize these new methods.

In contrast to last year's drought this year brings with it a promise for good rainfall. Farmers at the ICA SAVE project are not losing any time. They have been out in the fields planting tomatoes, rape and onions. Main field crops, cash crops, such as these are being emphasized this season. Nevertheless round the ICA compound lemon, orange, guava and small maize fields serve as reminder to not forget small garden plots.

The issue however is not garden plots vs field crops. The issue is sustainable agriculture (i.e. an agriculture that is appropriate to the needs and constraints of both the environment and small farmers). Farmers can supply their minimum needs through garden plots but everyone aspires to a little extra cash. To meet this aspiration in a sustainable way an experiment is underway. 100 farmers are intercropping as a means to maintain long term soil fertility. Expensive inorganic fertilizers are still being used but more moderately than in the past. Given the cost of these fertilizers and their long term effects it is the intelligent way to go. Out in the fields maize has been planted with sunhemp and soya beans. The amount inorganic fertilizers is being closely monitored. Record books to keep count of inputs used and their cost have been distributed to each farmer.

With pencil and calculators at their side these farmers bear little resemblance to yesteryear's Slash-Burners. What we see emerging is a new consciousness, a consciousness that links sustainable development to profitable agriculture.

100 farmers belonging to 6 "cropping" clubs are signed up. Each farmer offered 100 * 100 m of land and was accordingly provided with seeds and materials. Each farmer has divided his land into 4 equal pieces that serve as experimental and control plots. Not to be left behind the Kayosha Primary School has also offered itself to serve as a demonstration. The school intends to educate the parents about the sustainable agriculture idea. Students and teachers are combining learning with practice. Meanwhile "cropping" club sharing and learning continues. Recent council meetings involving the leadership of the six clubs are recommending diversification into other forms of agricultural production such as animal and poultry raising. Below the experience and learnings of three club farmers.

*MAGGIE NCUBE:

She is the secretary of the Kapila Women's Club. According to the records she now is careful to keep last seasons she grew K (Kwacha) 7,000 of Chinese cabbage, K 3,000 of tomatoes, and K 12,000 of rape. From this money she bought water melon seeds at K 12,000 and a 10 kg, bag of maize seed for main field cropping. This season her attention is centred on main-field cropping and she has sown maize and sunhemp, beans and okra. She says that her learnings about sustainable agriculture are lessening her dependance on artificial fertilisers. The result are more in the garden than in the main-fields.

*PHAOY HAMUNGOMO:

He is the secretary of the Kulima club. During the market gardening season according to Phaoy's records he had grown K 400 Chinese cabbage, K 20,00 tomatoes, K 4,500 onion, K 8,000 rape. In total Phaoy made K 33,800, His total expenditure for seeds and labour was K 5,000. *Cont. p9*





LENS METHODS REVIEW: PRACTISING EMPOWERMENT

I think our business educational system has been literally overwhelmed with ideas and concepts that say to people, "Never mind your own beliefs. If you do these things you are going to succeed." I do not know that anyone has spent much time trying to bring the sense of self out in people. -- Jack MacAllister, CEO, US West

As Lens Malaysia continues its active research into activating the spirit, their latest import include the following hints:

FIVE HINTS IN EMPOWERING EMPLOYEES:

1. PROMOTE PARTICIPATION

Provide employees frequent, regular opportunities to generate ideas on:

- how to improve customer satisfaction
- how to increase market share and sales
- how to improve their particular department/job
- how to make company products and services better through constant innovation and change

2. CHAMPION PROJECT TEAMS

Initiate, train, support and reward team efforts.

- set up results-oriented teams
- train facilitators who can guide them
- set specific team objectives
- establish short-term project deadlines
- review progress regularly

3. COMMUNICATE

Talk to everyone in the organisation frequently about significant events, changes, financial statements, products, etc.

- train first-line supervisors and managers to talk and listen on a regular, periodic basis to all staff
- communicate relevant details of the strategic plan down the line
- involve as many staff as possible in contributing details that affect their department

4. RECOGNISE AND CELEBRATE

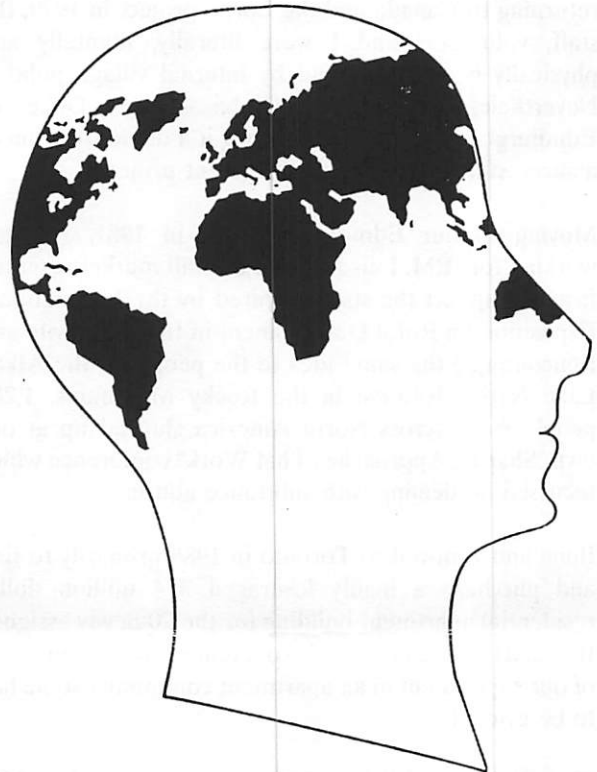
Make sure you and your supervisors give attention to informal recognition efforts as only about 25% of what an employee regards as recognition involves year-end performance appraisals and bonuses or promotions.

- honour personal and business anniversaries
- provide occasions for departmental retreats
- encourage company family outings
- promote innovation without fear of failure

5. MAKE CHANGE VISIBLE

Tackle a problematic structure or process deemed as detrimental to staff morale and motivation.

- streamline some red-tape process that irritates many staff and communicate this change as widely as possible
- implement a significant change quickly and visibly that staff have identified as important to improving customer satisfaction





ICA BOARD MEMBER'S PROFILE: BILL STAPLES *by Bill Staples*

I was brought up in a small tourist town in Canada, and went to University in Toronto, about two hours away. I had a good relationship with my parents, who were both teachers, and with four brothers and sisters. I also had a very good imagination and would ponder about the floods in Bangladesh, Tibetan refugees and the science stories in the National Geographic magazine. At sixteen I went to a weekend course by the Ecumenical Institute and was immediately interested by the global vision, the religious thinking and the compassion.

In 1976 after two years in Calcutta with ICA, I joined the Village Replication Project and saw it through to the end: Three years, three thousand volunteers and about three hundred thousand kilometres later. A year after returning to Canada and the Lorne project in 1979, the staff, volunteers and I were literally, mentally and physically bounced around by internal village politics. Nevertheless His Royal Highness, the Duke of Edinburgh, visited Lorne deeming it a demonstration of a successful community development project.

Moving to our Edmonton Office in 1981, I began working for IBM. I also started a small market research firm to support the staff. Inspired by the International Exposition on Rural Development in India, my wife and I encouraged the same idea to the people of the Alkali Lake Native Reserve in the Rocky Mountains. 1,200 people from across North America showed up at our own "Sharing Approaches That Work" conference which focussed on dealing with substance abuse.

Ilona and I moved to Toronto in 1986 primarily to find and purchase a highly leveraged 3/4 million dollar residential apartment building for the 20 newly assigned ICA staff. While most of the old tenants were supportive of our experiment in an apartment community some had to be evicted.

Since 1988, as publisher of Edges magazine and working full time for ICA Canada, much of my effort has gone into keeping Edges magazine afloat in a recession. The magazine itself is a unique blend of ICA philosophy and private sector sophistication.

I have a romantic streak. Making a special trip to Rome in 1982 I proposed marriage to Ilona Jeszenszky on the steps of the Vatican. We managed a storybook, whirlwind wedding six months later and have lived happily since then. Ilona, who is an artist with a studio in our apartment, is constantly educating me in the sensitivities of art, emotion and the psyche.

I have cherished my association with the Global Order, having joined when I was 19 in 1972 and continued until its symbolic devolution in 1988. I constantly run into extraordinary people who are passionate about expanding consciousness, improving people's lives and healing the planet. I would like to give back to them a part measure of the inspiration they provide me. Whenever I think of all that the ICA leadership has accomplished over the decades, and then reflect on my own age of 40, I know that the miracle years are still ahead.



THE NETWORK EXCHANGE

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Editors: Tony Beltran and Dick Seacord

Reporter: John Burbidge

Address all inquiries and comments to ICA International rue Amédée Lynen, 8, B-1030 Brussels, Belgium



ICA: Canada Cont.

ICA India and ICA Zambia are current beneficiaries of this scheme. Jeanette Stanfield provides almost all of the financial and accounting expertise for all ICA Canada operations. The Board of Directors, which meets quarterly, with monthly committee meetings, constantly thinks about long term breakthroughs and problem solving. Jim Patterson, a professional fund-raising consultant, regularly submits proposals to churches and individuals to fund the overseas component of our program work: Principally in India and Africa.

We are working on several new edges. 1) By establishing formal agreements with members and colleagues in other provinces, we are keeping program potential in those places open. 2) Jeanette Stanfield is developing a three week Vocational Engagement Workshop for unemployed people to be piloted this year. 3) The Board of Directors has proposed formal agreements with trainers and facilitators of non-ICA programs so that we can expand our program target audiences. 4) The rites of Passage Journey for youth is in its second year 5) Edges is establishing formal distribution links with Canada-wide organizations to ensure circulation and advertising income for our three year adventures in Learning editorial thrust. 6) Our international partners in India and Africa are taking on active fundraising in Canada. 7) All of our long term investment income is locked up in an apartment building that we are trying to sell.

ICA Canada is the only place that the not-for-profit sector, and increasingly the private and public sector, can go to get high-quality, tested methods for team building, and consensus based leadership. Because of the thousands of people who are going to be affected by our training, consultation, I believe we are having a direct and positive effect on the mood of the country.



Zambia's Sustainable Agriculture Cont.

He managed to cut down on his expenses by using kraal manure and compost. From his income he bought a cow, clothes for the family and food. He says that he feels more confident now about doing market-gardening using sustainable methods. Also, he has been able to open his first bank account. For the main field cropping, Phaoy made his field plan back in September. He wants to experiment with sunnhemp, maize and other leguminous plants.

***CHARLES HAMUNGOMO:**

He is a member of the Lubanga club. He had grown K 8,000 of Chinese cabbage, K 20,000 of peas, K 20,000 of green maize and onions but they gave him no revenue because he did not supply them with water. Charles spent K 7,000 on labour and seed. Although he is a cripple, he managed to work just as well as others. From his income he bought 20kg of maize seed for main-field cropping and some more pea seeds. He says, he feels that he is able to teach other farmers about sustainable agriculture. A club is dynamic and the synergy of its corporate effort has been a very motivating factor for him.

Almost all farmers say they have learned a lot about composting, crop rotation and natural pest controls. They now realize that sustainable development is a more efficient way of agriculture.

ICA EVENTS FROM AROUND THE WORLD

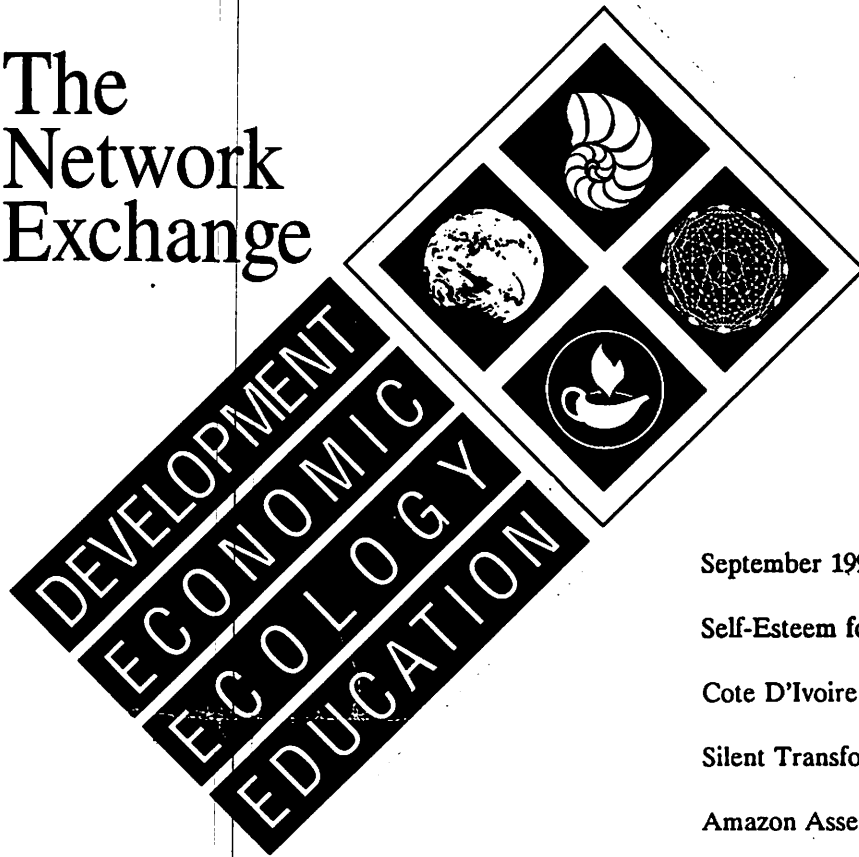


Continent

WHEN	EVENT	WHERE	RE
AFRICA AUG.30/SEP.4	ICA AFRICA MENA STRAT. PLANNING	ZAMBIA	BI-CONT
EURASIA APR.5-SEP.17	INT. TRAINING PROG.	BRUSSELS	ICA BRUSSELS
SUMMER	CITY CONSULTATION	NEFTEYOUGANSK (SIBERIA)	KUZMIN/DUNN
JUL.26/AUG.8	WORK PRAKTIKUM	MEZIO	ICA PORTUGAL
JUL.15 AUG.15	VISIT OF INT. ROTARIANS	MEZIO	ICA PORTUGAL
AUG.12-27	INT.DEV.INTER- CHANGE	MEZIO	ICA PORTUGAL
AUG.8-15	INT. WOMEN RETREAT	BRUSSELS	ICA BRUSSELS
LAMERICA OCT.6/NOV.19 JUL.21/SEP.2	TIPP (BUSINESS SKILLS) ADVANCED TIPP	GUATEMALA CITY " "	ICA GUATEMALA " "
SEP. 3-10	COMMUNITY DEVELOPMENT	AZPITIA TRAINING CENTRE	ICA PERU
SEP. 20	FACILITATION METHODS	UNIV. OF LIMA	ICA PERU
NOV. 21-26	PROJECT MANAGEMENT	AZPITIA TRAINING CENTRE	ICA PERU
N.AMERICA FALL'93	"PARTICIPATION WORKS" PUBLISHED	US	TROXEL (EDITOR) MILES RIVER PRESS (PUBLISHER)

ICA International
Rue Amédée Lynen, 8
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The Network Exchange



September 1993

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SELF-ESTEEM FOR THE EDUCATOR.

The latest network book comes to us from Spain. Author Franco Voli, director of ICA Spain, delves deeply into the theme of empowerment and self-image and how individuals and teachers in particular may enhance these in themselves and in others.

La Autoestima del Profesor, (Self-esteem and the Educator) is a 220 page tour de force through the interior landscape of self-esteem and how its enhancement in teachers and children can enrich society.

In putting together this "Manual of Reflection-Action" Franco Voli (of ICA Spain) draws inspiration from principles akin to those of "Imaginal Education". The list of bibliographical material at the end of the book includes over one hundred titles.

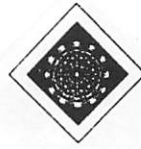
Included are contemporary popular psychology classics of the 60's, 70's and 80's such as: *The Silva Mind Control Method*, *Psychocibernetics*, *The Games People Play*, and *Your Erroneous Zones*; books dealing explicitly with the subject of education - *The One Minute Professor*, *Problems in the Formation of the New Generations*, *Psychology Applied to Teaching*, *Self Concept Development and Education*, *Piaget and the Theory of Intellectual Development*, *Thinking in the Classroom* (F. and C. Chernow); New Age Self Mastery books:

Education and Ecstasy (G. Leonard), *Letters to Schools* (Krishnamurt) and practical implementation books such as; *Getting Things Done*, *Learning How to Learn*, *Lifeskills Teaching*, and *Winning Through Participation* (L. Spencer).

From these sources a highly readable and informative book arises. Beginning with the idea that quality instruction and guidance can make a difference, Voli devotes the first part of his book looking more closely at the question of self-esteem for educators. Self awareness on this issue is key if education is to catch up with the times and if educators are to be anything more than sanctioned controllers of youth in a society that rewards immediacy and disregards the future. Only educators with good self-esteem and a through understanding of their role will be capable of reaching out and modeling new forms of needed behaviour. The ideal professor is a learning individual that in growing allows his own students to grow.

What is needed is an in depth transformation of the teacher. Only by first securing his own self esteem can the professor hope to escape his/her own limited/limiting conditioned behaviour. Until then

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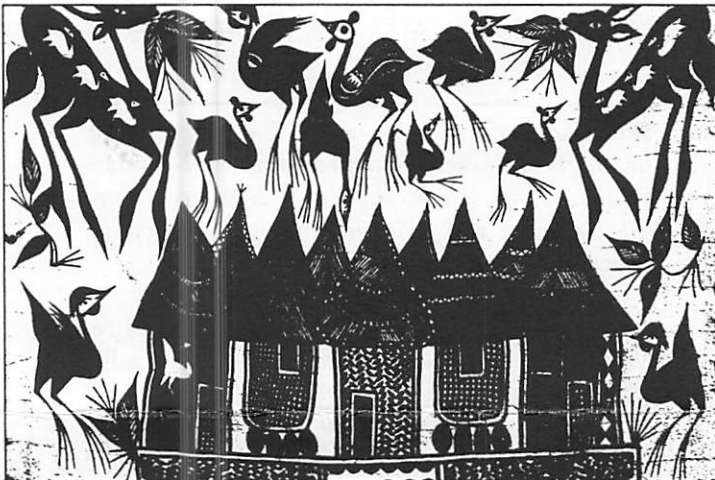


PRESIDENT URSULA WINTELER'S TRIP TO COTE D'IVOIRE AND NIGERIA

From the 16th of March to 6th of April ICAI President Ursula Winteler visited Africa for the first time. Her schedule took her to Cote D'Ivoire and Nigeria. This is her report.

During his ITP (International Training Programme) stay in Brussels, Abiodun Macauley Olegoke invited me to come to Nigeria. In particular Macauley wanted me to see the fine locations available in Nigeria for the 1996 global ICA conference. Macauley is Nirado's (ICA in Nigeria) new Executive Director who took over after Shirley Heckman's departure in 1992. He is not just a University Graduate but actually holds a PhD in tropical agriculture.

Having visited Portugal and Spain in 1991 and Guatemala, Mexico and Brazil in 1992 and having been invited by Jann Barr in Prague to travel to Cote D'Ivoire. I was pleased to take up Mr. Olegoke's suggestion and begin planning a trip to West Africa.



Cote D'Ivoire

My first stop was in fact Cote d'Ivoire. Besides Jann I had also met in Brussels two young extranationals currently working there; a Belgian agricultural engineer - Henri Maindiaux, and a Swedish economist Lotta Backlund. Henri is doing 1 year of community work in lieu of his military service. Lotta, who was originally born in Liberia but left Africa when she was 7 years old, became intrigued with going back to do development work during a six month stage in Brussels when she stayed in the ICA facility there. Lotta is using her professional skills to help set up ICA Cote D'Ivoire's accounting system. In Abidjan itself I also had the

pleasure of meeting K.P. Alli, a dynamic and competent young Ivoirian who has substituted for Jann Barr as the new Executive Director.

It was actually during my 1 week visit to Cote D'Ivoire that Jann Barr left the country after 5 years if service there. But Jann did her homework before leaving and I believe the project has been left in very fine hands.

My personal recollections of Cote D'Ivoire include images of Abidjan, a city lying alongside an attractive green ocean with a very modern Church on a hill. Although ICA's work is in the village of Brobo rather than in Abidjan we maintain close contacts in the capital for reasons of official authorization. In Brobo our projects include a Women's Project including nutrition, health and agriculture. I had the pleasure of walking in the shaded fields of our demonstration low input farm which included intercropping of beans, peas and maize.

Before I left Cote d'Ivoire I was sure to buy some typical batik which can be purchased in the city or on the beach. I also took with me some Baule wood carvings which are often taken to be local art but are also linked to animistic religions and magic practices.

Nigeria:

My 2 week visit to Nigeria was more formal. I did not visit the ICA project but I did visit the countryside. This was because I had a busy social calendar and in the countryside I visited several tribal kings. In preparation for the ICA Global Conference, Nirado is working hard at becoming better known. My visit was given high public exposure. One destination was the city of Abuja which has been built in the middle of the country and is to be the capital someday in the not too distant future. There I did a lot of visits for Nirado. I also visited Lagos and met the governor of that large city. In fact I appeared on television giving a lecture. There was a great deal of interest in what I had to say. The room filled up with people one hour before I ever started and when I had finished there were a great many questions. Later in the city of Benin I was met and hosted by Felix Akpe, Nirado's Chairman and an important Nigerian banker. There again followed many visits meant to raise Nirado's profile. Thinking back on the visit special, thanks to Felix Akpe and Ngosi who were my gracious hosts and who were attentive to my every need. Thanks to Debbie Segar (an English volunteer) and Macauley who took me around and to my guide Owolola Olatunji. Special thanks to Mrs. Teresa who shared her beautiful house with me in Abuja.



THE SILENT TRANSFORMATION IN GUATEMALAN EDUCATION

by Bill Alerding

High in the eastern mountains of Guatemala lies the village of Vegona where coffee farmers ply their trade along the mountain slopes in a cool and misty climate. Every day, thirty children aged between three and six trek to the local primary school. There they are met by their preschool teachers-- Ana Mercedes Vasquez Garcia, Gilmas Lissette Escalante and Mayra de Escalante--young village women who have volunteered to teach preschool. These women have permission to use the school after regular classes have finished, from 2:00 to 4:00 pm.

The idea of a preschool in Vegona began as a dream of Mayra's after she attended a week-long village training course in San Miguel Conacaste. Facilitated by staff of ICA:Guatemala, the course taught Mayra how to start a preschool. Later, she brought the two other young village women with her to Conacaste for a course on *New Methods of Preschool Education*. Determined to pursue their vision, they spent six months enrolling preschool-age children from the families of their village.

The Vegona preschool is the latest in a series of nine such projects across the states of El Progreso and Zacapa. The model preschool in Conacaste started twelve years ago as part of the Conacaste Human Development Project. It began in the homes of the first five teachers. Today, Conacaste proudly boasts a three-room preschool built by Foster Parents Plan International.

About five years ago, Conacaste teachers and parents requested ICA's help to experiment with state-of-the-art educational methods. They replaced their earlier format (Basic, Relational, Psychological and Imaginal) with new insights from the work of Drs. Bernice McCarthy and Howard Gardner. The teachers selected one theme for each day and taught it in four different ways to cater to different learning styles and multiple intelligences.

The new format proved so popular with the children that the teachers decided to adopt it permanently. They eventually wrote two manuals to help other women to set up and run preschools in their villages. Today, ICA staff assist 24 village teachers and 410 children in nine preschools.

These pioneering efforts were finally granted recognition in 1992 when USAID awarded a grant for the first five preschools. The money covers school materials, meals



and refreshments, teachers' and cooks' salaries, furniture, supplies and teacher training. Foster Parents Plan International is now constructing classrooms in three more villages.

But perhaps most importantly, eleven preschool teachers are continuing their own studies by attending weekend classes. The significance of this development should not be underestimated, especially since Guatemala has the dubious distinction of having the highest illiteracy rate in Latin America--nearly 70 %

Although it is still on a limited scale, ICA's work with village preschools in Guatemala is making an important difference. Its strategy of working at the grassroots level has many advantages--few bureaucratic regulations to tangle with; villagers can be trained without needing a university degree; any place can be used without meeting exacting standards; it does not cost much when using local materials. Most of all, village people have more concern for their own people than outside teachers usually do. The result is greater care and concern on the part of teachers and more effective and lasting learning by the children. Slowly but surely, a silent transformation is occurring in education across this Central American country.

THE NETWORK EXCHANGE

is a monthly publication of the Institute of Cultural Affairs International (excluding August and December)

Editors: Tony Beltran and Dick Seacord
Reporter: John Burbidge

Address all inquiries and comments to ICA International rue Amédée Lynen, 8, B-1030 Brussels, Belgium



AMAZON ASSESSMENT

Going far beyond its traditional geographic territory ICA Brazil has begun consulting for the World Bank in the Amazon Jungle. The following article is from ICA Brazil's July '93 newsletter "People and Projects".

A late Friday afternoon phone call and an invitation to prepare an over-the-weekend proposal has led to the possibility for rapid engagement in three of ICA's five Brazilian missional objectives.

The call came to Kit Krauss, ICA Brazil's executive director, in late March. Involved is a pre-funding assessment of management capacities in four Brazilian extractive reserves. The proposal was approved, and as a consequence ICA Brazil will assess needs for management strengthening as well as make recommendations for training and physical infrastructure (offices, equipment, etc.).

The three-month pre-funding assessment is being financed through The World Bank. It's part of a larger project called the Pilot Project for the Protection of Brazilian Tropical Forests. It is funded by the "G-7": Britain, Canada, France, Germany, Italy, Japan and the United States. Today the Pilot Project is "one of the most important things going on in the Amazon", Kit said.

The challenge in assessing management in the reserves involves sorting out the complex of community and non-governmental organizations (NGOs) related to each. The aim is to strengthen local organizations that will have concessionary control from the government to manage the preserve.

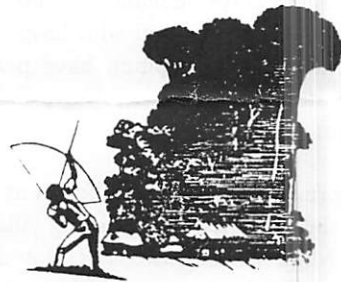
Kit Krauss and Nira Fialho are making trips to the remote Brazilian states of Acre, Rondonia and Amapa during May and June. Visitations necessitate boat trips on Amazon forest rivers. From the assessments may emerge a role in training on the four reserves as well as other involvement in the Pilot Project.

The Brazilian government established eight extractive reserves between 1990 and 1992. They range in size from 700 to 4,000 square miles. Objectives within the reserves are to protect and promote the sustainable use of forest products such as rubber and Brazil nuts, and to strengthen and improve education, nutrition and transportation.

Population within each reserve ranges from 3,400 to 7,500. Planning includes drawing up forest/land use contracts with families.

ICA Brazil was selected to submit a proposal because of its successful work with participatory methods, Kit said. He added: "We are beginning to be known for our organizational strengthening work."

ICA Brazil is one of 14 consulting agencies engaged in preliminary assessment work. ICA's Amazon work relates to missional objectives of Healing the Earth, Development of Sustainable Communities, and Strengthening Futuristic Structures.



BRAZIL'S ECOLOGICAL NGOS

The following text is by Thierry Verheist, editor of "Quid Pro Quo" the bulletin of Cultures and Development, a Belgian NGO devoted to research on the question of the meaning and potentialities of human cultures.

In her exhaustive review of Brazilian NGOs sociologist Leilah Landim points out that there are 447 entities that define themselves "at the service of local groups and movements", 565 that are struggling for the rights of Blacks, 196 engaged on the question of feminism and 402 linked to the ecology. This last group is so unexpectedly high that Leilah asks whether this is not a new type of NGO complementing the more traditional types. One point in their favor is that these NGOs interpret the social question in terms of a crisis of modernity. They introduce into the debate (often political) a different paradigm which goes beyond simplistic conceptions of oppressed/oppressors, exploited/exploiters, women/men, Black/White. They hold that the relationship Humanity/Nature must be balanced or dire consequences must be faced. They go as far as to question the whole idea of "development", an idea dear to many NGOs. That is they reject the notion of man as "homo economicus" dominated by material needs. To that the progressive NGOs will counter by pointing to calamities such as hunger or infra-human poverty which demand clear thought and political action. Surely these two currents of "political" and "ecological" NGOs have everything needed to dialogue profitably in the 90's and beyond. In this sense the assassinated Brazilian leader Chico Mendes is a powerful symbol who embodied and reconciled the tensions between the demands of progressive labor unions and the ecological concerns of the inhabitants of the Amazon forest.



RIO FOLLOW UP

Key points of the talk given by ICAI president Ursula Winteler at an auditorium and televised during her visit to Nigeria.

The Global Conference in Rio in June of 1992 was an important opportunity for communication between Governments/NGOs on the subject of Environment and Development.

There are many Ecological and Development problems in the world and it has become clear that these issues belong together. This is the greatest gift from the Conference in Rio. The key word is now "Sustainable Development" a term that brings attention to the fact that "development" devoid of balance with the environment is a concept empty of meaning. As "sustainability" implies maintenance in time it is a phrase applicable to both the "developed North" and the "developing South".

In fact we have become aware that development is as necessary in the countries of the North as to those in the South. Development in this sense is a process of "becoming and overcoming" rather than one of "arriving". We are all and always in a process of development. The question is development towards what and for what. These are the questions that we must answer. The conference in Rio has made this clear.

Clear also is that development is a sociological process too important and urgent to be left to the politicians. Traditional politics is too slow in addressing the problems that we are facing. People at all levels are responsible for the environment and for improving and focusing the process of development. Everyone is responsible for development within their particular sphere of influence everyday. To do this we need to change our thinking. Even if we don't know what we ought to be doing, we can ask each other "Do you have any ideas?". Participation is key.

Some things are apparent:

It is wrong that:

- a. 20% of the world's population uses 80% of the world's resources
- b. 80 % of the world's population uses 20% of the world's resources

To change this disequilibrium we need to go from the attitude of "Will it sell?" to "Do we need this?"

Another fallacy that we need to get away from is the idea that a breakthrough will save us. Breakthroughs for a new society are not one off events concocted by

governments or clever scientists but rather the result of a sustained and continued effort which suddenly becomes visible. Therefore awareness of change and insistent action on this awareness are essential.

Pursuing this awareness relentlessly in the context of the development and environment, here are some things to think about:

Product Line Analysis

What does the manufacture of this product involve (in terms of resource use, energy consumed to produce it, ecological disruption its manufacture produced, process of manufacture ecologically vs economically sound?

- Can we repair things?
- Can we do more recycling?
- Can we refit things that are faulty rather than replacing them entirely?
- Can we use things for as long as possible?
- Can we give things away when we no longer need them?

One noteworthy statistic: In 1989 Germany had a population of 60 million people and 35 million cars. Each car is only used for one hour each day.

Main Points:

- 1) Think whether we need it, not whether we can sell it.
- 2) Participation: We all need to learn from each other how to manage in environmental/development matters
- 3) Dialogue: North/South & South/North is essential.



A GUIDE TO PROBLEM SOLVING

by Bill Grow

The following article appeared in ICA Brazil's June 1993 issue of the EchoNet, a Consulting Services newsletter.

The question of problem-solving has come up so much in our consulting that we decided to compile this little guide for our clients. They have found it so helpful that we wanted to share it with you.

I. IDENTIFYING THE PROBLEM

1. Distinguish the underlying problem from its symptoms.
2. Recognize your own complicity (if any) in the problem.

II. APPROACHING THE SOLUTION

3. Create a concrete image of the desired result.
4. Recognize the opportunities the problem affords.
5. Know your advantages and disadvantages in the situation.
6. Use a person's gifts to leverage a solution.
7. Expand your options before narrowing them.
8. Think in terms of scenarios (series of actions) instead of isolated steps.
9. Use yourself as a guinea pig to test approaches.

III. SELECTING TYPES OF ACTION

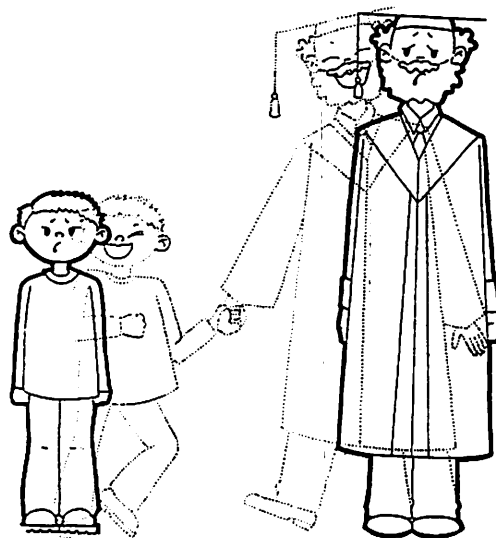
10. Indirect actions are usually more effective than direct actions.
11. Use of a group or 3rd party medium is usually preferable to one-on-one actions.
12. You are not limited to personal actions (actions that affect behaviour). There are also actions that alter structures that support the problem.
13. Behaviour is modified by changing self-images.
14. Simple actions are preferable to complex actions.
15. You need a mix of actions that include the short sword and the long sword.

IV. STYLING YOUR RESPONSE

16. Flex your style to meet the situation.
17. Get distance on the problem to provide yourself brooding space.
18. Check with your colleagues.
19. Maintain serious nonchalance.
20. Consider humour.
21. Exercise waitfulness and then act decisively.
22. Give credit to others in the solution.

LA AUTOESTIMA DEL PROFESOR

Manual de
Reflexión y Acción



Centro Internacional
de Investigación Pedagógica
de la Autoestima

teachers will only partially be able to communicate what future generations require most: values, and character. Voli looks at such components of self esteem as: Security, Self-Concept, Belonging, and Competence. He explores the causes of low Self-Esteem; unsuitable personal references such as Inappropriate Paradigms, overwrought Mechanisms of Survival and Defense, Victim Image, Shame, Guilt, Insecurity and Resentment.

From here follows an exhaustive look at the meaning of growth, fulfilment, and interdependence: Concepts such as unconditional love, interior and exterior conversation, creative thinking, enthusiasm, visualization and positive attitudes.

Finally Voli looks at methods to bring about change in teacher and students. He reviews New Paradigms disciplines and practices such as Reflection, Affirmations, Mental Maps, Visualization, Imagination and others whose specific aim is to empower people.

"Self-Esteem and the Professor" is enjoying a degree of success in Spain. Proceeds from sales will help strengthen ICA Spain. Voli hopes to publish his next book under the name of ICA Spain. For more information write to Franco Voli, La Institución de Asuntos Culturales, Calle San Telmo 83, Madrid 28016, Spain. Tel. no. (34-1) 350 00 88.



**ICA BOARD MEMBERS PROFILE:
ROSE WORDEN**

Born in La Paz, Bolivia and educated in Peru. My parents were Methodist missionaries. Came to Washington State and attended the University of Washington with dreams of returning to Latin America "as a missionary". Married in 1957 to Rod Worden, a physicist engineer for the Boeing Company and settled down to teaching and a suburban life style. (Missionary dream on the "back burner"). After three children and a house built on Puget Sound, the Wordens joined the Order Ecumenical in 1970. Assignments included Seattle, New York, Caracas, Orlando, Atlanta and finally Mexico in 1984. The dream of returning to Latin America came true!

At present I continue to be the Director of the Institute of Cultural Affairs-Mexico and also do short term consultancies and training programs with other institutes. Rod and I are also involved in a new project to create a Center for an association of nine families with ICA history on the Pacific Coast in the State of Nayarit. We have just completed our own residence as well as two other family houses and working on the fourth.

Passions (what keeps me going): life styles - both community and individual: Latin American history and culture, especially pre-Columbian culture: sharing in partnership with my husband and three children: being part of a catalytic transformation of people's lives, organizations, communities; ecological models which will enable the future of our planetary society; women's participation in community and society.



**ICA BOARD MEMBERS PROFILE:
ANDREA DE SURAY**

After 6 years working in the ICA I have had a chance to meet a lot of ICA members. Some call me Andrea "de Bruxelles", much easier than "de Suray".

I was born in Belgium along the North Sea, in Oostend, only a few miles across The Channel from the South of England. As you may know Belgium has 3 official languages. The North of Belgium (72%) speaks Dutch (in Belgium called Flemish), the South speaks French and the Eastern part speaks German. This is why, after 6 years of elementary school in Flemish, my parents decided to send me to a Boarding School in the French speaking part of Belgium - where the teaching was in French. Besides French, I had my first lesson in English and German. Finally today I speak, read and write 4 languages: French, Dutch, German and English.

My marriage took me to Brussels. I have one daughter, a charming son in law and a delightful grandson with the beautiful name of Maximilian.

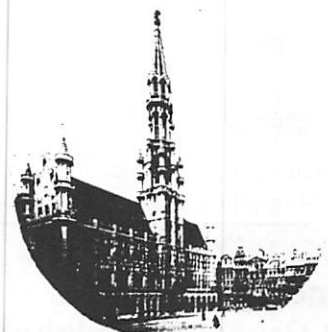
I was widowed very young and worked 27 years in the Headquarters of an American multinational, located in Brussels. There is a time to come, there is a time to go. I spent my last months before retirement working in the Public Affairs Department.

This multinational happened to support ICA financially. As I wanted to work as volunteer I was very interested in ICA. My first contacts were John Burbidge and Sandy Powell. Now 6 years later I am not only a member of ICA International but also ICA Belgium. My work mostly consists in doing free translations, fundraising calls, computer work and all kind of secretarial work.

I was an enthusiast down hill skier but now I am limited to cross country skiing. I also enjoy swimming and tennis.

I hope I have a chance to meet many of you again, if not in Brussels somewhere in the wide world - who knows.

With love,
Andrea de Suray



ICA EVENTS FROM AROUND THE WORLD



Continent

WHEN	EVENT	WHERE	RE
AFRICA			
AUG.30/SEP.4	ICA AFRICA MENA STRAT. PLANNING	ZAMBIA	BI-CONT
OCT. 10-22	INT. DEV. FIELD WORKER PROGRAMME	BAYAD	ICA MENA
ASIA			
OCT 4-7	ASIA ORG. TRANSF. MEETING	HONG KONG	ASIA ORG. TRANS. NETWORK
EURASIA			
APR.5-SEP.17	INT. TRAINING PROG.	BRUSSELS	ICA BRUSSELS
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FALL'93	"PARTICIPATION WORKS" PUBLISHED	US	TROXEL (EDITOR) MILES RIVER PRESS (PUBLISHER)
JULY/SEPT	12 "BASIC GROUP FACILITATION METHODS"	10 WESTERN AMERICAN CITIES	ICA WEST
JULY/SEPT	4 "BASIC STRATEGIC PLANNING PROCESSES	DENVER, PHOENIX, SAN DIEGO, SEATTLE	ICA WEST
SEPT 14-15	EARTHWISE LEARNING SERIES	PHOENIX	ICA WEST
SEPT 22-23	PHILOSOPHY OF PARTICIPATION	PHOENIX	ICA WEST
SEPT 4-5	ECO CULTURAL TOUR #2	A TAIWAN VILLAGE	ICA TAIWAN
SEPT 19	AMERICAN CABARET: CELEBRATING CHANGE	INDIANAPOLIS	INDIANAPOLIS

ICA International
Rue Amédée Lynen, 8
B-1030 Brussels, Belgium

September 8, 1993

Dear Colleagues,

The Institute of Cultural Affairs : India is very pleased to host the next ICA global gathering in India and invite you to it. We have scheduled this event for October 3 to 9, 1994. With this advance notice we hope you will be able to attend this conference.

The conference theme is "Culture In the Transformation Process". We are suggesting that this gathering be a research event to deepen our understanding of the cultural dynamic and harvest our know how of facilitating cultural processes that are shaping our collective future.

The conference will be conducted in three parts: part one will focus on exploring the depth of our understanding of the subject; part two will be documenting our discoveries and during the part three, participants will articulate the Implications for each of the engagement networks.

We would like your feed back on the proposed theme and send us a list of "what ifs" on both the focus and the process of the conference. Some of the "what ifs" we working with:

- What if we worked on the role of social arts in the transformation process?
- What if we discovered, from one another, how we are approaching the area of myth, rites and rituals?

We wish to hear from you. We will write to you again later in the year.

B. Tupe

Bhimrao Tupe
Plot 7, Road 10
Sector 1, New Parvel
410 217

H. Gaval

Hiraman Gaval
13 Sankli Street
Byculla, Bombay
400 008

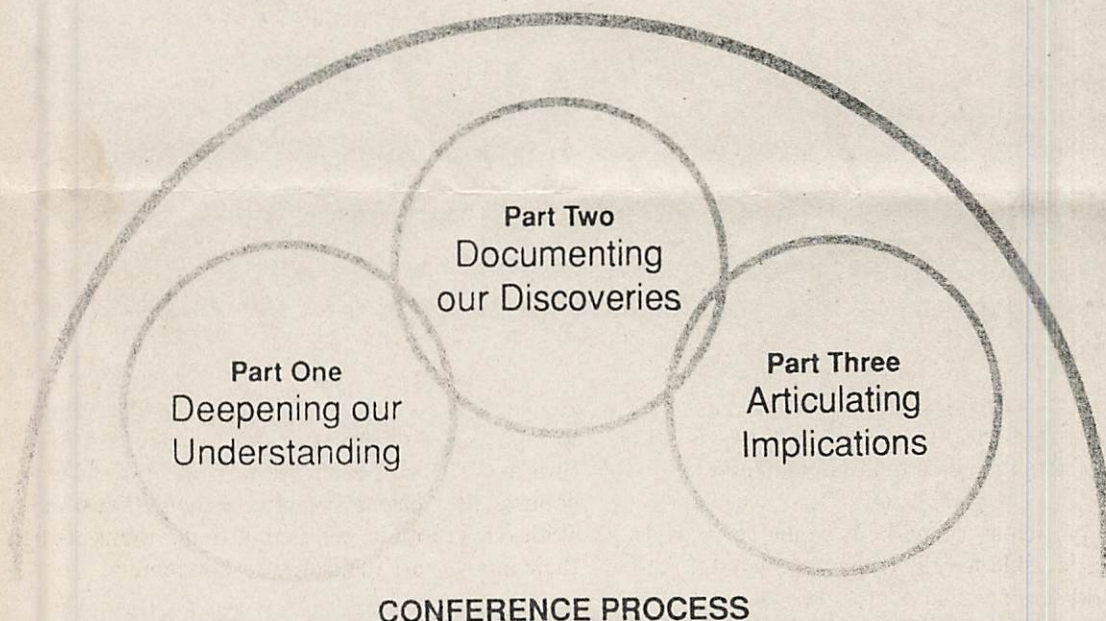
Mary D'Souza

Mary D'Souza
25 Navjivan Vihar
New Delhi
110 017

CULTURE IN THE TRANSFORMATION PROCESS

A Research Conference Organised by
the Institute of Cultural Affairs
for Those Engaged in
Shaping a Humane Future

OCTOBER 3 TO 9, 1994



Location: Fariyas Holiday Resort, Lonavala, Maharashtra, India

Conference Fee: US\$ 300 per person to cover conference facilities and materials

Room and Board: Facilities are available at US\$ 30 or US\$ 50 or US\$ 60 per person per day

Registration: Register with full amount by **May 1, 1994**

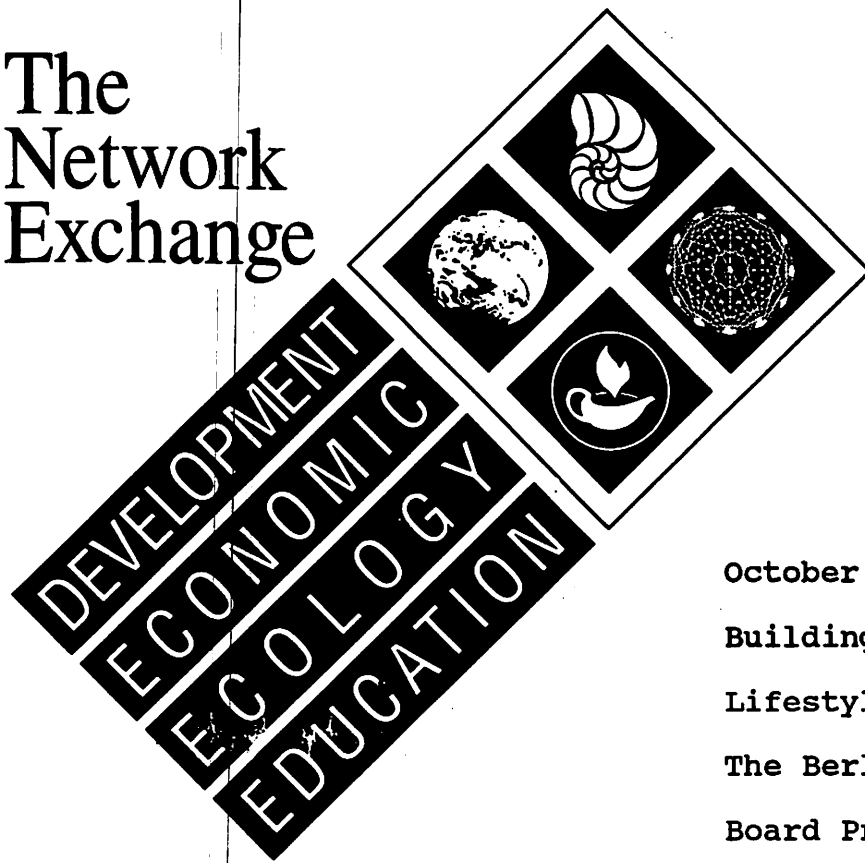
Please pay by **cheque** to Institute of Cultural Affairs: India

Registrations with name, organisation, complete address, telephone and fax numbers to be sent to

Mr. Hiranman Gavai
Institute of Cultural Affairs: India
13 Sankli Street, Robinson Memorial, Second Floor,
Byculla, Bombay 400 008
Telephone: 308 7751

This is the first mailing

The Network Exchange



October 1993

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BUILDING UPON THE PAST

Dick Alton

Many of us who were involved in our early village work have wondered what has happened since the heavy village mobilization - in Kenya it was called the 'New Village Movement'.

Here is one eye witness report for you. I spent 10 days visiting Catholic women's groups in Murang'a to assess the ICA Kenya's impact on 7 (randomly chosen) of 50 groups to see the ability of these women (mostly illiterate) to use strategic planning and income generation training. I and a non-ICA translator visited for once day with each group. The morning was spent doing a self-evaluation by the total group and the afternoon was spent interviewing the group lader and the ICA trained facilitator. Some groups had worked one year, some two and some three years with ICA methods.

The Gathmgaini Catholic Women's Association was a new group (1 year). They had built a year and a half strategic plan of action (vision, contradictions, proposals, tactical objectives, timeline and quarter implementation steps) and had two leaders through facilitation training.

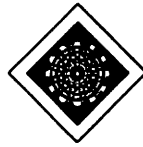
I didn't expect too much to be accomplished since I had seen so many villages build wish lists. I knew something was wrong when we discovered in an hour and a half review that they had finished 12 of the 18 tactical objectives, started another one which was to be done the last quarter of the year and were ready to start the last 5 as soon as they finished constructing two buildings. I was amazed - no complaining about lack of money as the block.

After the morning session we met with the group leader, Mary Wanjiku (64 years old) and the trained facilitator, Elizabeth Wariga (50 years old). I started by saying I was astonished at how much they had accomplished. The groups leader said they actually have known the ICA since 1982 when they were part of the 'New Village Movement' (NVM). She then took out of her purse a brochure about the NVM and the 1982 Cluster Consultation Village Leaders Document with the songs and designs. That was 11 years ago and she was still carrying them around with her and they were in terrific shape. Mary had been a stake leader along with Elizabeth.

We spent the next 15 minutes singing 'Harambee' and the other songs of the NVM. They said their Catholic women's group sang the songs and they were successful as a group because they had learned so much from doing 'doop' - Doing Our Own Projects - during their village work. I asked them what was harder to do stakes or a women's group - "stakes because there is more solidarity in a women's group".

This revelation of their background began to make sense of some of the earlier comments. I had asked the group what was different now that you worked with the ICA. They said "Better relations with husbands. Before we just talked but now not just talk but action." The difference between women in this group and women not in the group is that we make sure our husbands are clean (sic) and ready each day...[we have] learned to go slowly by slowly and not hit the wall with bare hands but find ways to go around obstacles slowly."

When I suggested the group break-up into



continued from page 1 ...

small groups Mary jumped up and had them number off by four. Then she had the ones stand up and assigned them one corner of the room, the 2s, the 3s and the 4s. I could have not done it better myself. But I guess you get pretty good after 10 years.

If you have wondered what those 1,000s of village leaders we trained are now doing – I now have a good idea. They are still being village leaders.

As we drove off with the group singing 'Harmabee' (Let's Work Together), one of the women in the village asked if she could go with us to the town since her daughter was having a baby. Sure. Half way there she turned and asked how is Kamwelene (the ICA Training Centre)? In 1984 she went there for 3 weeks of training. How many people are there like her?

The following article appeared in ICA Brazil's June 1993 issue of the EchoNet, a Consulting Services newsletter:

The question of problem-solving has come up so much in our consulting that we decided to compile this little guide for our clients. They have found it so helpful that we wanted to share it with you.

I. IDENTIFYING THE PROBLEM

1. Distinguish the underlying problem from its symptoms.
2. Recognize your own complicity (if any) in the problem.

II. APPROACHING THE SOLUTION

3. Create a concrete image of the desired result.
4. Recognize the opportunities the problem affords.
5. Know your advantages and disadvantages in the situation.
6. Use a person's gifts to leverage a solution.
7. Expand your options before narrowing them.
8. Think in terms of scenarios (series of actions) instead of isolated steps.
9. Use yourself as a guinea pig to test approaches.

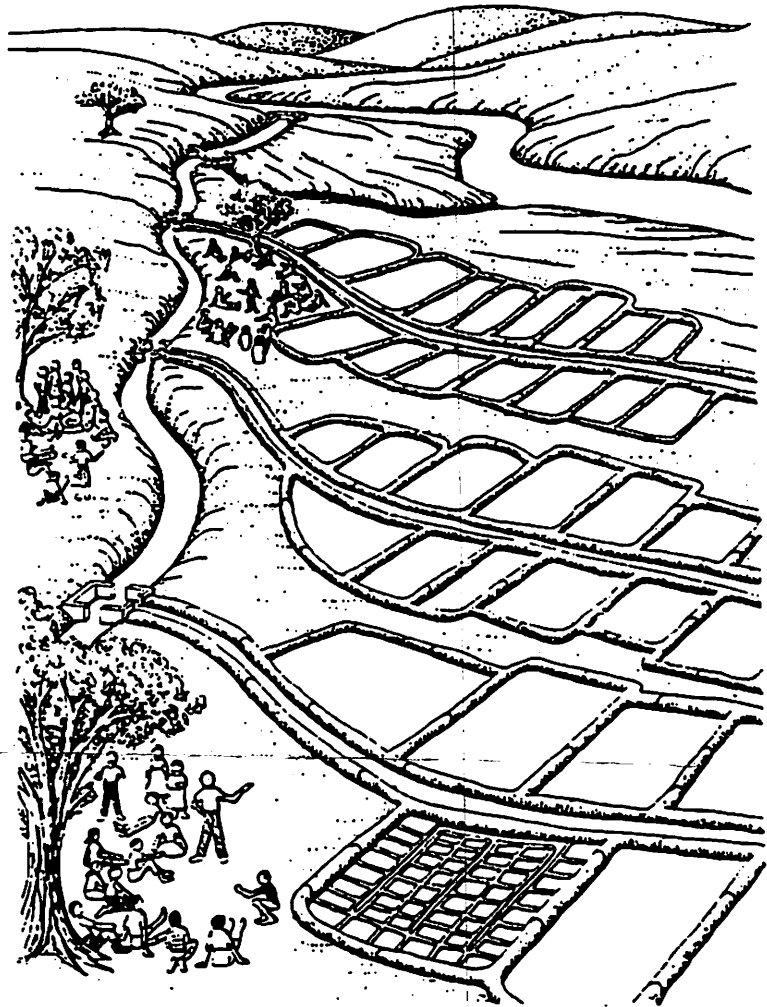
III. SELECTING TYPES OF ACTION

10. Indirect actions are usually more effective than direct actions.
11. Use of a group or 3rd party medium is usually preferable to one-on-one actions.
12. You are not limited to personal actions (actions that affect behaviour). There are also actions that alter structures that support the problem.
13. Behaviour is modified by changing self-images.

14. Simple actions are preferable to complex actions.
15. You need a mix of actions that include the short sword and the long sword.

IV. STYLING YOUR RESPONSE

16. Flex your style to meet the situation.
17. Get distance on the problem to provide yourself brooding space.
18. Check with your colleagues.
19. Maintain serious nonchalance.
20. Consider humour.
21. Exercise waitfulness and then act decisively.
22. Give credit to others in the solution.



THE NETWORK EXCHANGE

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

Editors: Tony Beltran and Dick Seacord

Reporter: John Burbidge

Address all inquiries and comments to ICA International rue Amédée Lynen, 8, B-1030 Brussels, Belgium



THE INTERNATIONAL TRAINING PROGRAMME FOR DEVELOPMENT PRACTITIONERS

THE 1993 ITP

The fourth International Training Programme for Development Practitioners (ITP) finished 10 September, 1993. Their motivation was strong when they arrived and increased as the course progressed and they sensed its usefulness to their development work.

Several people had to change their plans at the last minute so we only had four participants this year. The following is a brief sketch of each participant.

Florence Chikatula is from Zambia and is returning to continue her work in rural development. She works with ICA Zambia. Her special concern is in the field of training. She hopes to provide better training programmes for the staff of her organisation and to carry that over into her field work especially with women in rural villages.

Carlos Cal is from the mountains of northeast Portugal. He works with ICA Portugal. After working for a number of years in Lisbon as a carpenter he has returned to his small home village to work for its development and the development of the region. He is especially concerned with the youth and finding ways to enable them to stay in the rural villages. His current work is focused on rural theatre as a way to teach the traditions and values of rural life in Portugal.

Khalaf Alla Ibrahim is from the Sudan where he has worked for over ten years in rural development. He works with the Islamic African Relief Agency. His work has focused on helping refugees from war both inside and outside the Sudan. He is returning to work on projects that seek to enable refugees to become self-sustaining farmers.

Alex Shaibu from Malawi works at the national level helping the churches in Malawi to plan and implement projects in rural development. He works with the Christian Service Committee of the Churches in Malawi. He is returning to continue this work and intends to provide training to help local groups further their development work.

FORMER PARTICIPANTS WRITE ABOUT THEIR WORK

Ruth Lukona, a 1992 ITP participant from Zambia writes: "A week after returning from the ITP I went to the Northern Province of Zambia to conduct Women's Development Workshops...The workshops were held in the villages and 900 women from 36 women's clubs participated. I have also conducted a two day staff planning workshop to plan for 1993. We developed a 12 month schedule. I have been doing marketing of programmes, proposal writing and general administration of our organisation...ITP has transformed me into a better administrator...my facilitation, administration and planning skills have greatly improved."

Charles Kiragu, also in the 1992 ITP, writes from Kenya. "There is no doubt whatsoever that the ITP has been helpful to me. First and foremost is the recognition that I have undertaken international training. It has enhanced my public relations skills. The strategic planning process makes my work a lot easier. My facilitation skills acquired through the ITP are key to my programme work. Proposal writing is another major and helpful skill I acquired through the ITP and I am using it with confidence."

Nira Fialho writes from Brazil. "Since I returned from the ITP..I've done consultancy services with ecological organisations and writing proposals for projects in Rio Bonito. At the moment I am setting up a consultancy programme in community development to offer organisations in Brazil. My understanding about community organisational development has increased a lot and it enables me to become an important and useful human resource in social promotion work in Brazil."

FUTURE PLANS

We hope to have eight or nine participants in the 1994 ITP with participants from Asia joining a strong group from the Middle East and Africa. In addition we have received funding to do our first regional training programme based on the ITP. This will be conducted in Kenya for people from development organisations in East Africa. Former ITP participants will help to staff this programme. We hope that this will be the first in a series of regional training programmes to take the ITP to the field.

- by *James Campbell*

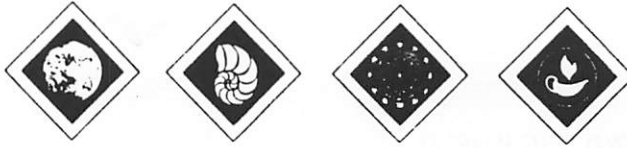
ICA EVENTS FROM AROUND THE WORLD



Continent

WHEN	EVENT	WHERE	RE
L. AMERICA			
OCT 6/NOV 19	TIPP (BUSINESS SKILLS)	GUATEMALA CITY	ICA GUATEMALA
NOV	GLOBAL CITIZENS HOSTING	CONACASTE	ICA GUATEMALA
NOV 15-17	5 INTERNATIONAL QUALITY CONF.	MONTERREY, MEXICO	LAURA SPENCER W.T.P. (speaker)
NOV 21-26	PROJECT MANAGEMENT	AZPITIA TRAINING CENTRE	ICA PERU
N. AMERICA			
FALL '93	"PARTICIPATION WORKS" PUBLISHED	US	TROXEL (EDITOR) MILES RIVER PRESS (PUBLISHER)
JAN 14-17 1994	ICA NETWORK CONFERENCE	ALEXANDRIA VIRGINIA	ICA NETWORK CONFERENCE TASK FORCE

**ICA International
Rue Amédée Lynen, 8
B-1030 Brussels, Belgium**



REMINDER : SUBSCRIPTIONS EXPIRE

This is our last issue for the year 1993

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

OR

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

Send your order with your contribution to ICA International, rue Amédée Lynen 8, B-1030 Brussels, Belgium. Checks or traveler's checks may be made payable to the Institute of Cultural Affairs.

YES - I wish to support the work of ICA International as a patron.

Enclosed is my (traveler's) check for US\$ ____.

YES - I wish to subscribe to the Network Exchange for one year. Enclosed are my traveler's checks for US\$ 25 (or my personal check for US\$ 45 - note: subscription price US\$ 25 plus US\$ 20 to cover bank charges. It really costs us that much to cash a small check!)

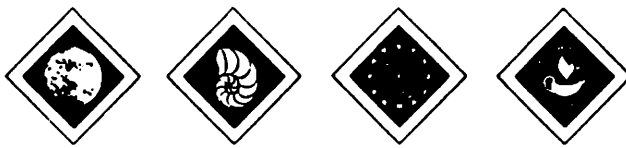
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PERDU LOVES YOU





INVITATION TO NETWORK CONFERENCE

Greetings from Virginia, USA, and the ICA Network.

It is time to plan your participation in the next Network Conference, coming up in Washington, DC on 14 January (evening) to 17 (noon), 1994. You won't want to miss this one!

The theme is "Creating the Culture of Participation", with a sub theme of "Multiple Modes of Dialogue". The planning task force invites your immediate input on these areas:

* Topics, activities and other things you would like to see or participate in at the conference. Please return registration form by 1 October so we can allocate time and space for workshops.

* Who else needs to be invited? - name, address, phone, fax, e-mail and some info on the person (i.e. recent Winning Through Participation method grad, client, business partner, interested colleague, etc.)

LOCATION

The conference will be held at the Old Colony Inn (Best Western) in Alexandria, VA, two miles from Washington National Airport. The hotel has a conference center that will accommodate more than 200 people. It has free indoor parking (unusual for DC), an indoor swimming pool, exercise room, and free shuttle bus service from National Airport and Braddock Metro stop (yellow or blue lines), and easy access to Washington, DC.

ACCOMMODATIONS

The hotel has blocked out rooms for our group at a discount if you reserve your room by 15 December. The charge is per room, whether single or double occupancy. For us, the charge will be \$75 a night for the main hotel rooms or \$55 a night for a limited number of courtyard rooms. Triple occupancy is possible in a few rooms, available for \$90 per night, by using a rollaway bed.

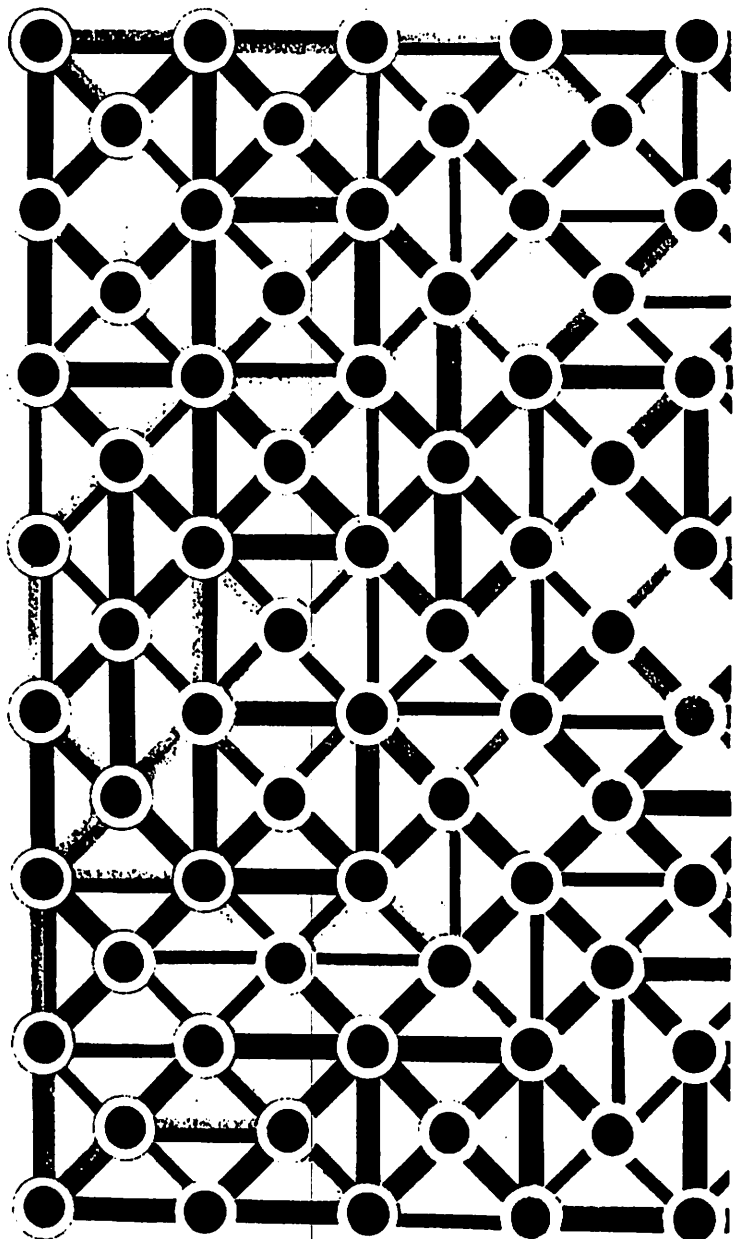
RESERVATIONS

You will need to make your own reservations with the Old Colony Inn, telephone (703) 548 6300 or fax (703) 548 8032. Mention the ICA Network Conference to get the discount rate. If you desire to room with one or two others, please make the arrangements and have one of you make your reservations. On the second registration blank, be sure to indicate to us if you are sharing or wish to share a room. Remember: Cut off date for discounted rooms is 15 December.

FEES

The conference registration fee is \$185. This covers six meals, coffee breaks, celebration, materials and supplies. A \$75 pre-registration fee must be sent with your registration form and the balance of \$110 must be paid on or before 15 December. The Old Colony Inn requires contract payments shortly after that date. Registrations received after 15 December or at the conference site will be \$225.

Details on conference workshops, agenda and Washington area tour options will be mailed at a later date. We look forward to seeing you at the conference!





ICA BRUSSELS LAUNCHES FACILITATION WORKSHOP SERIES FOR NGOs

Over the weekend of October 2-3, members from NGOs in Prague, Holland and Belgium gathered for the inauguration of the Facilitation Methods series of courses. These are designed to result in Facilitation Guilds.

Nine participants from Prague drove all night October 1, arrived by lunch, toured Brussels on foot until 5pm and were then ready to begin the course at 6pm! Their driver unexpectedly asked to participate, so the Czech total came to ten. Many of you will remember Libor Halman and Olga Holobova from the ICAI Prague conference in August, 1993, who organized the trip for this group.

Six Dutch participants, two British NGO representatives from Brussels (one with the World Wildlife Fund), ICAI President Ursula Winteler and five ICA Belgium staff attended the opening dinner and conversation with Dutch and Czech translation. The weekend proceeded with a joyous 'rumble' of continuous translation, exploration of ideas with noisy affirmations and exhortations to practice, practice, practice!

Certain sections of the workshop became extremely challenging as contexts changed with translation. Should we have omitted them? Obviously not, because they were evaluated as the most valuable sections at the end of the course. Working through the "walls" of the culture and language of four nationalities in a participatory mode illustrated the real gifts and strengths of the method. All participants, especially the facilitators, were amazed at the new approach taken to these methods, about which we think we know all.

After the event, the Belgium and Netherlands group decided to begin a Facilitators' Guild which will meet on five days to be selected from November through June in order to practice the facilitation course modules and thus begin to embody the methods themselves. The intent is to provide peer learning support to each other and make suggestions for applications. World Wildlife Fund Belgium will join the Dutch and Belgian ICA participants in this guild. The group from Prague is pondering its next step.

Czech participation in the October weekend was sponsored fully by ICA Belgium. Both Olga and Libor are doing research on sources of funding to continue our collaboration.

- by *Lin Wisman*

FM1 AND FM2 COME TO EGYPT

Twenty ICA staff people and members of ten outside organizations, among them VSO, CARE, Near East Foundation, Save the Children and Community Development Service, spent five days in August of this year learning Basic Group Facilitation Methods (FM1) and Basic Strategic Planning Methods (FM2).

The highlight of the five days was a participant lead workshop on "What To Do On A Blind Date", delivered in Arabic. The bottom fell out during the contradiction session on defining the blocks to promoting participation in organizations and communities in Egypt. Some real dragons were found here.

Jim Wiegel carried the weight (both symbolic and physical) of the course with background support from Judith Hamje and Dick Alton.

A facilitators guild is to be formed and many of the outside organizations discussed further work with the ICA.

- by *Dick Alton*

KENYA GOES THROUGH WEEK OF FACILITATION (SEPTEMBER '93)

Thirty staff of ICA Kenya did a review of Basic Facilitation Methods directed by Jim Wiegel and Dick Alton. The highlight was the study every morning of Terry Bergdall's new book, Methods of Participation.

Together, the ICA staff have 290 years of facilitation experience. They have done more facilitation training in the last three years than ICA West (which has done a lot in this period). All the work done with them by Keith Packard on the AAMMEE (pronounce Ahh-May) method of training made them an extremely professional audience with which to work.

One of the newest persons, Julia Odhiambo, had just been hired for a public relations position. She was voted the most enthusiastic participant.

ICA's capacity for local development is alive and well in this part of the world. The skills developed here in the past decade are astonishing.

- by *Dick Alton*



STRATEGIC DIRECTIONS - continued

be the form of the Institute?" What does this vision mean for our boards, financing (both external and internal), organizational structures and personnel needs?

Although these consultations are intended to be basically self analyses, we have used David Korten's Getting to the 21st Century as a reference.

Particularly his reflections on the job of re-visioning for NGOs and the globe:

"Working with NGOs to create and embrace a new vision for themselves consistent with the challenges that currently face global society has led to a mutual realization that the need for a new vision extends way beyond defining new directions for their individual organisations. More fundamental is the need to define an alternative vision of development itself to serve as a collective guiding beacon for voluntary action by countless individuals and organizations. The formulation of this vision is itself a collective, evolving process that must be grounded in grassroots experience." (Korten, p. xiii)

PLAN OF THE DOCUMENT. This report follows the rough form of the work done each day during the consultation. Monday was spent on reports from each location. Briefs from each location, plus summary points from the reports are Section One. Tuesday was spent looking at the broad historical situation in Africa and the Middle East. Participants identified eleven underlying challenges facing development. These are reported in Section Two. Section Three reports Wednesday's work -- the identification of four major strategic directions and nine action arenas for the development community in responding to the challenges it is facing. Thursday's work was the selection and prioritization of 15 actions which seemed to the participants to have the potential to make the greatest difference in development. These are Section Four. Section Five contains Friday's work: short lists in brief bullet form of implications for action and further work for each ICA location. The appendix contains backup information and notes from the consultation including a descriptions of the procedures used during the week.

EXECUTIVE SUMMARY

The nations of Africa and the Middle East are experiencing a great upheaval in development patterns. Structural adjustment (privatisation, liberalization, constricting services), democratisation (multi-partyism, open elections, free press) and a dramatic increase in societal conflicts (tribal clashes, crime, internal wars) have become common

experiences across the bi-continent. Underneath this general condition lies a global community that no longer supports an old approach. We are observing the demise of a development system that was set up in the bi-continent in response to the end of colonialism and in the context of cold war competitiveness.

The ICAs in Africa and the Middle East, in reviewing this situation, saw the challenges to lie in the following four arenas:

1. Governments, NGOs, and the private sector have become dependent on donors, a top down mentality, and unrealistic policy mechanisms.
2. At the local level, there has developed a dependence on outside initiatives, pervasive disbelief in viable local economics, and poorly coordinated local development.
3. At the cultural level, the marginalisation of women, conflicting traditional and economic values, and self-serving patterns of leadership continue to hamper development efforts.
4. The final challenge arena has to do with particular focus on two sectorial areas, growing natural resource abuse and unrealistic health practices.

The participants recommended four interrelated strategic directions for the development community to meet these challenges in Africa and the Middle East:

Formulating Pragmatic Policies

by influencing policy through NGO / Government dialogue, complementing government efforts, and harmonising social and cultural realities

Promoting Local Sustainable Initiatives

by initiating environmental projects, and promoting a sustainable development approach

Establishing Local Institutional Capacity

by strengthening the capacity of local organisations and promoting interchange

Developing a Sustainable Financial Structure

by developing local economies and regional financial security

Participants also described 15 priority actions which organizations working in development in the region could take to meet these challenges. Each ICA then chose 9-15 implications for their own situations.



PLANNING PROCESSES IN ZAMBIA - continued

for all to clarify the objectives and schedule of the planning process, to present and discuss the structure and qualitative aspects of the first part of a good project document, i.e. the project description, to have each team plan a review of documents and collect important data relevant to their assigned area.

Special working sessions to examine strategic alternatives and agree upon innovative approaches to education development through an analysis of needs, a clarification of objectives and the formulation of project components.

Plan of operations workshop to present and discuss the structure and qualitative aspects of the second part of a good project document, i.e. the plan of operations, then to prepare a plan for completing their own project documents.

The working teams would be composed of five people, each familiar with the topic assigned, a combination of ministry planners and senior field implementors.

An expert in participatory methods would serve as facilitator, responsible for the design and conduct of workshops and seminars. The facilitator would prepare presentations relevant to the structure of a good project document and also moderate discussions among participants regarding the preparation of proposals.

The facilitator must avoid the role of an educational expert suggesting specific ideas pertinent to good content - the team members themselves are the experts. The facilitator would ask probing questions to enable the teams to consider deeply and reflect upon the nature of the problem. Content would arise out of consensus of team members.

If needed, an outside educational expert could be engaged on the advice of the steering committee. This expert would share the task of conducting working sessions in which such expertise would enrich content.

The venue of the agricultural sessions, Lilayi Lodge outside Lusaka, allowed the team members to devote two full days to the process without interruption from other business or personal concerns. Similar logistics are highly recommended if the educational undertaking is decided.

GUATEMALA FAREWELL TO THE ALERDINGS

It seems like yesterday that they arrived here in Guatemala, their bags filled with their tools, their hearts with a desire to make a difference. Nine years have passed since Barbara and Bill Aldering came here, intending to stay for two or three years. So intensely did their ideas and enthusiasm evolve, that they hardly noticed the passage of time.

Many have been the programs in which they have participated. We will especially remember them for the passion, energy and dedication with which they pushed and impelled the "New Horizons in Learning" conference, held in Guatemala in 1987; the De Bono courses and the Training Incorporated program (Talleres Intensivos de Preparacion Profesional - TIPP). They are a very dynamic couple, both strong-minded and marvellously able to set up a great program or a great event.

But everyone proceeds to continue on his or her journey. Bill and Barbara have decided to make a new turn in their lives, to return to work in their own country after having been more than 20 years abroad. With our gratitude, we cannot thank them enough for their many years dedicated to Guatemala.

May they have a good trip and not forget us, as we will certainly never forget them because of all their positive input and their human and material dedication to service.

We dedicated a song in Spanish to them - El Camino del Servir (the serving journey).

from ICA Guatemala NEWSLETTER

New Aldering address:
Mr. and Mrs. William Aldering
2625 North Meridian Street
Apart. 604
Indianapolis, IN 46206, USA





PLANNING PROCESSES IN ZAMBIA

Excerpts from a report submitted by Terry Bergdall, ICA Consultant, from Lusaka.

In June a planning process for future Swedish support to agricultural development in Zambia was finally completed, resulting in the submission of a funding proposal from the Ministry of Agriculture, Food and Fisheries (MAFF) to SIDA.

The steering committee, chaired by the MAFF Permanent Secretary and including a representative from SIDA, commissioned six special technical working teams, each responsible for producing a project document in an assigned priority area of agricultural development. Each working team was composed of five or six people intimately familiar with their assigned topic. Some were ministry planners, while others were field implementors. The private sector was also included with representatives from the Zambia National Farmers Union.

A series of workshops and seminars were held with these working teams, each session conducted by outside facilitators.

It should be noted that the planning process for the agriculture submission was unusually long due to changing government agricultural policies and a complex history of Swedish support to the agricultural sector.

THE WORKSHOPS

Initial preparation workshop for steering committee and team leaders to review the general picture regarding the pre-implementation planning process and design the "Terms of Reference" workshop.

Terms of reference workshop to review objectives of the pre-implementation planning process, to receive an overview of SIDA expectations, to create detailed terms of reference for each of the six teams including a detailed plan for carrying out the work.

Planning techniques seminar for two representatives from each team to familiarize them with a common format for preparing a project document and to clarify the intentions and objectives of the document.

Special team working sessions for all members of each working team to establish firmly one working session to serve as a focal point and an interim deadline for other planning and preparation activities undertaken by team members.

Mid-term review workshop to review progress of work in relationship to the terms of reference and to appraise remaining tasks, also to create a new schedule for work completion.

Special plan of operations workshop for two representatives from each team to review contents of the plan of operation and, especially, to agree upon budgeting procedures for presentation in the final document.

Final draft workshop to review status of draft reports from the six teams, to finalize any remaining work required by terms of reference, identify any remaining gaps and to plan necessary remedies, as well as to make last alterations to the final document prior to submission to SIDA. It was after this workshop that MAFF made its submission to SIDA headquarters in Stockholm.

A similar planning process might be useful in preparing an educational submission. A possible adaptation of the process to prepare project documents for the educational sector follows.

Suggested major objectives of a planning process for education:

- 1) to identify innovative approaches to the development of the education sector in Zambia through an in-depth examination of needs in priority areas and a consideration of the strengths and weaknesses of different alternatives within those areas;
- 2) to ensure the creation of a high quality submission to SIDA that includes clearly defined objectives, well argued justifications and carefully presented budgets with implementation schedules which are both consistent and convincing;
- 3) to strengthen the long-term capabilities of professional educators within the ministry for preparing future funding proposals and for more effective monitoring and evaluation of programmes resulting from such planning.

These objectives might be realized through a more focused and condensed planning process than that used for agriculture. After a steering committee had named members to different working teams (one team for each priority area), the following workshops might be held to complement the team-determined working schedules.

Process orientation and project description seminar
- continued on page 7



EXPLOSION OF POTENTIAL IN THE AMAZON

Our World Bank contract to assess the management needs and propose a plan to strengthen the management of "Extractive Reserves", and our continuing work with World Wildlife Fund have generated an explosion of potential work in the Amazon for 1994 and beyond. As a result, we are beginning to wonder if we can handle it alone. Just the leadership and community development training that may come our way would probably require more skilled rural development troops than we can muster locally. All Portuguese-speaking colleagues who have (or have not yet) dreamed of working in the Amazon, please take note! The chance may come next year.

Our World Bank contract is part of the pre-investment phase of a \$9 million Extraction Reserve Project scheduled to begin next year. The reserves are areas of Amazon forest where rubber, brazil nuts and other forest products have been extracted in a sustainable way in the past by rural workers employed by large landowners. As these areas began to be threatened by expanding cattle ranching and other activities in the early 1980s, Chico Mendes, the rubber tappers and other groups organized to try to stop the devastation and gain control of the lands. The Extractive Reserves are their results. These lands have been claimed by the federal government. The existing residents will be given occupation licenses and the mandate to manage each reserve through their own local organization. The joint World Bank-Brazilian government project aims to enable the first four reserves to become fully established and self-sustaining within three years.

Nira and I spent four weeks visiting the reserves in the states of Acre, Rondonia and Amapá. At each reserve we met with the local association and supporting groups. In three of the four we visited the interior of the reserve. One thing became clear very quickly - the local leadership core tends to be strong, but the level of organization and leadership development within the reserves tends to be very weak. If the local associations are to manage the reserves in a democratic and participative way, basic organization and leadership training are badly needed. We will propose this along with other more technical recommendations. This could start as early as March or April 1994.

Our work with WWF took an interesting turn in August when Nira and I were asked to form a team with another consultant to do institutional diagnostic and strategic planning with GTA (The Amazon Planning Group), a network of 280 NGOs and grassroots organizations from the entire Amazon

region. The five day program was organized by WWF and funded by the World Bank to help finalize the GTA's three year proposal. The event took place in Managua and brought together twenty seven representatives of key groups throughout the region. There will probably be a follow-up in February. We expect other work with them as well.

All in all, this adds up to a pretty exciting prospect for 1994 which might give some of you other colleagues a chance to contribute to sustainable development in the Amazon as well.

- by Kit Krauss





WHOM THE COWS KEEP HOME

A major program of ICA:India is its work with a cluster of seven tribal villages in an arid area northwest of Pune. Working in cooperation with other voluntary organizations and with strong support from the Pune-based company, Thermax Private Limited, Shaunktala and Shankar Jadhav and Mukesh Taksande have enabled local people to transform the social and economic life of their communities. The following account, which Shaunktala shared on her recent visit to the United States, is one small but significant example of the value of their work.

* * *

Dairy cows were never an option in Malegaon because the lack of a summer water supply meant there was no grass for the animals to feed on. When a 67 year-old Japanese agricultural advisor came to the village, he introduced the idea of silage bins. At first, this meant digging a hole in the ground and covering it with plastic. But Malegaon farmers soon discovered this was not adequate and they erected more elaborate structures.

Taking a leap of faith, seven farmers agreed to buy cows, four paying for them themselves and three with a \$50 start-up grant from the New York based Trickle Up program. Along with ICA:Pune staff, they all attended the government's training program to learn the essentials of dairy farming.

With a little help from the artificial insemination services, the seven cows had seven calves. Encouraged by this, the farmers decided to buy seven more. The result is 21 healthy cows housed in a community shed. The village dairy association monitors the milk from each farmer and assists in its collection by truck from the Pune government dairy. If the truck fails to come, the extra milk is distributed to the children in school.

Two men working in the dairy now earn 1,200 rupees a month, a reasonable wage compared to that of many Indian farmers but not quite the 2,000 rupees they were earning before in Bombay. Why do they stay in Malegaon? Their answer was quite clear: "We feel more like human beings here in our village. We see our families and we tend our cows. In this way, 1,200 rupees is worth a lot more to us than 2,000."

- by John Burbidge

MAHARASHTRA AFTER THE QUAKE

Fax received from ICA Bombay 5 October 1993

Dear Ursula,

Thank you very much for your fax. It was in southeastern, southern and western Maharashtra. We felt the tremor in Bombay for 20 seconds in the early morning of 30 September. But in Latur and Usmanabad District in Maharashtra State, the death toll was nearly 35,000 - many injured and might be the same number are still under the debris caused by the devastating earthquake, where more than 60 villages are badly affected. The rescue operation is still going on.

You may remember that of Maharashtra's 232 Taluka projects, we had a project near Ausha taluka called Budhoda. That is one of the affected villages. We do not know exactly how badly.

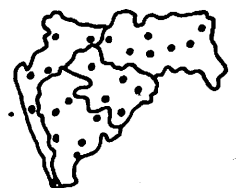
The rescue operation goes on day and night. A lot of help is pouring in from all directions and all aspects from villages, Districts, States, the Central Government and internationally. In fact, the government had to stop the help for some time. All routes were blocked leading to Latur and Usmanabad. Everybody does something in their own ways. Even we collected some clothes and other necessities and sent them.

We are grateful for your concerns and prayers. This shows how closely related we are.

In peace,

Hiraman Gavai

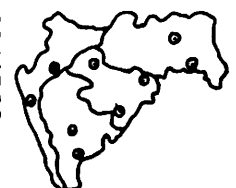
DECEMBER 1978: With the graduates of 5 two-month Training Institutes in Maliwada, projects were launched in all of the districts of Maharashtra. Graduates (200-250/quarter) accepted a two year assignment with the Maharashtra Village Development Project (Nava Gram Praysa). By June 1978, a total of 44 villages in Maharashtra and 1 in Andhra Pradesh were initiated. In September 1978, 25 additional villages were launched.

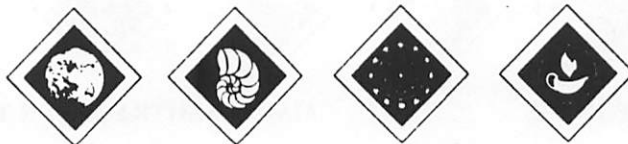


DECEMBER 1980: The Central Government approved ICA:India as an agency through which private sector companies could secure a 100% tax deduction for their donations toward village development. This promoted the cooperation of the public and private sectors an essential feature of village project replication in the 232 talukas. Government assistance enabled development the following areas: Drinking water wells, bunding, irrigation, electricity, model houses, employment, contracts, agricultural support, roads and dairy schemes. Private businesses provided financial support, donated materials, marketing and consultancy services.



DECEMBER 1982: The "cluster" approach was an experiment to complement the efforts of the Government's Block (Taluka) Development Schemes. ICA:India initiated 9 cluster projects across the 4 divisions of Maharashtra. Each project began with a focal village in which training and coordination of activities occurred. The 9-10 villages surrounding the focal village made up the "cluster."





PARLIAMENT continued

were the Presidents of the World Council of Churches and the National Council of Churches, the National Conference of Christians and Jews and the General Secretary of the International Association for Religious Freedom. Several lesser known groups were represented, including neo-pagans such as Covenant of the Goddess.

Were there difficulties in operation of the Parliament? The Greek Orthodox sponsoring organization withdrew their support when the neo-pagans of several traditions were given permission to attend. Several main line denominations of the Protestant tradition were part of the Protestant host committee. However, there was little evidence of the more conservative, sometimes considered to be fundamentalist, Protestant groups. There was one point in a total Parliament session on "Voices of the Dispossessed" at which the situation moved towards confrontation when representatives of two perspectives of one situation told their stories. The hostess of this session and the audience present called on spirit to restore dialogue through song, restating the context of story telling, and drumming by Original peoples of the Americas.

What is the significance of this Parliament? Particularly in the Parliament of the People it was evident that people wanted to talk with others who were from a different faith tradition. In this exchange they discovered that the differences were not as important as the common ground. In the opening and closing sessions it was amazing to listen to the care which very different traditions' leadership took to avoid offending other traditions as they stated a blessing or recited a prayer. People listened deeply. As David Steindl-Rast said at the end of a three hour session on Monastic Interreligious Dialogue, "There are three questions we have to keep asking in listening to each other across traditions: What do you really mean? How do you know this? Why is it so important to talk about this?" People went away determined to continue inter-religious dialogue and action. The trustees of the Parliament of the World's Religions are planning an on-going organization. For those of you who would like procedures to adapt for use with your local inter-religious group, contact ICA in Chicago.

- by Margie Tomlinson

NEW PHONE INFO FROM ICA PHILIPPINES

Tel:(63 2) 532 6341 Fax:(63 2) 532 6345
Cellular:(63 2) 304 9637

ICA BOARD MEMBERS PROFILE: DIANNE GREENWALD

I grew up on a small farm in the sandhills of Nebraska, the eldest of six children. I always knew I would be a teacher and that I would live in far away places. Of course, what you believe comes true. So it was that I became a teacher in more than the conventional sense and have spent most of my adult life living outside my home country of the USA.

My husband and I became full time staff with the ICA in 1972 and supported that work in Kansas City, Milwaukee, Denver, the UK, and Korea until 1985. I also taught in the local schools in most of those locations. In 1985 my family decided to change our relationship to the ICA. We continued to provide a facility and training for two weekly round tables until 1991 when we relocated from Seoul to Hong Kong. Most of the energy and creativity of my life has been in the development of curriculum both within ICA in-house structures and the middle school systems of international schools.

Since coming to Hong Kong, I have done some part time facilitation of ToP methodology with ICA Associates, now Kambay Resources, headed by John Patterson. In addition, I have taken two years off from teaching to finish a master's degree and to explore first hand some of the edge spirit seminars offered in Hong Kong. These include inner child work, deep tissue massage and rebirthing broadened by breath awareness work in Tibetan Tantric Buddhism.

I consider myself to be profoundly guided and deeply blessed by both the outward social depth of my work in the ICA community and the inner connections of spirit depth in my present kundalini energy breathwork. I shall return to full time teaching this fall 1993, in Hong Kong International Middle School where I am looking forward to further development of models for empowering the next generation with human values.

THE NETWORK EXCHANGE

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Editors: Tony Beltran and Dick Seacord
Reporter: John Burbidge

Address all inquiries and comments to ICA International rue Amédée Lynen, 8, B-1030 Brussels, Belgium



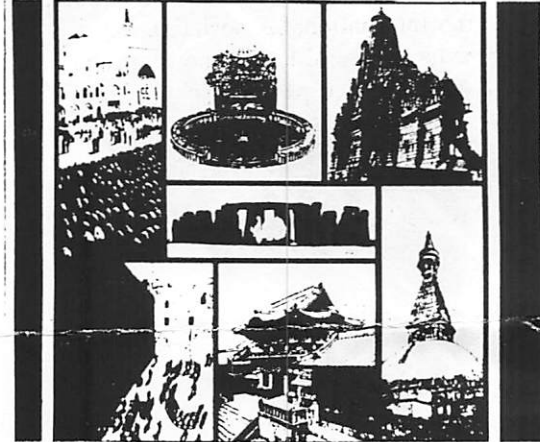
PARLIAMENT OF THE WORLD'S RELIGIONS

The Parliament of the World's Religions was held at the Palmer House hotel in Chicago August 28-September 4, 1993. The first Parliament of the World's Religions occurred in 1893 in conjunction with the Columbian Exposition in Chicago. A committee of trustees worked for five years to organize the event. The present Parliament brought together 6,000 people from across the world who represented some 150 different religious traditions. There were fourteen Chicago based host committees, thirty-seven trustees and a staff of eighteen. Much of the work was done by many volunteers including about 40 facilitators. The first two and one-half days were spent in ceremony and setting the context. For the next four and a half days there were a multitude of options for each of three time slots each day. In addition there were options for the Parliament of the People and reflection groups during the two hour lunch break. Dr. Gerald Barney of the Millennium Institute reminded the group that the critical issues of the 21st century involve at the root a spiritual crisis. To resolve the crisis the planet must choose sustainability of a growing human community without destroying the planet, must choose progress that is for the whole planet, not for its particular parts, must choose non-violence in resolving differences and must choose "truth" from new understandings or revelations and let go of assumptions that no longer work. Robert Mueller of the UN Peace University challenged the traditions to look for the common ground and work from the strengths.

In April 1993, the Program Director, Ms. Barbara Bernstein, had called the ICA in Chicago to request three pro bono facilitators for the Parliament. Because of financial constraints, it was necessary to get a grant in order to do this work. The Kellogg Foundation responded with a \$5,000 grant. Judy Lindbiad and Ellen Howie, members of the ICA USA Board, agreed to be on the facilitation team without pay. This team included Betty Dyson, Jon Jenkins and Tim Casswell, all of whom are deeply capable in the basic methods of the ICA.

The ICA tasks included facilitating four sessions of inter-faith, multi-cultural, skill building techniques and facilitating a Parliament of the People which was held for four days. The foci of the Parliament of the People were: What is your vision for inter-religious dialogue? What are the challenges to inter-religious cooperation? What are your proposals for inter-religious action? What is your personal commitment to on-going inter-religious work? The synthesis of the first two days was put together in charts and displayed in an area where most

participants could easily see the results. A journal, "Your Voice", also published the results. Tim Casswell took responsibility for the synthesis. To anyone who asked, Tim said, "This is a process of the Institute of Cultural Affairs."

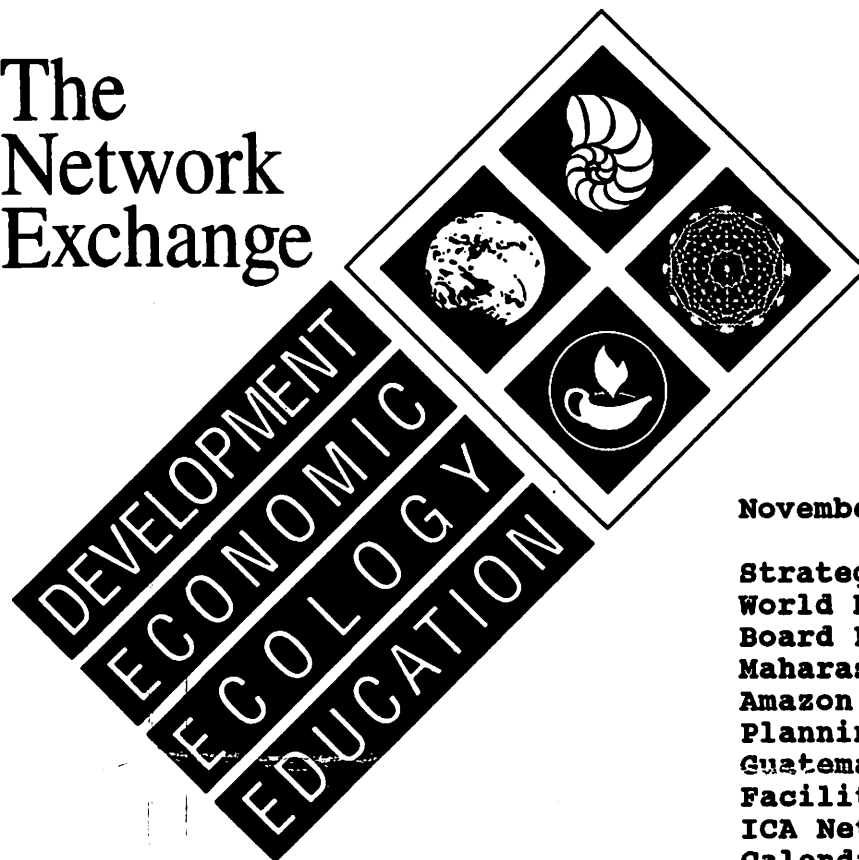


In the inter-faith, multi-cultural skill building techniques the ICA had the opportunity to share with participants the ToP conversation, ToP study and ToP workshop methods, appreciative inquiry method, and use of artistic expression in change. Appreciative inquiry was lead by Mary Finney of Case Western University. Some of you will remember this process from the work done with the ICA globally in 1989-90. ICA facilitated a workshop on "Sharing Approaches that Work in Multi-Cultural Inter-Religious Situations". Jon Jenkins worked with the ICA team. The many workshops offered for choice numbered about 1500.

For a global dialogue among religious leadership, there were three sessions (nine hours total over three days) of Assembly of Religious Leaders. Invited to this closed session were 215 religious leaders, 26 trustees of the Parliament and 26 facilitators to take notes. These meetings had three foci: coming to know each other in ways which could support future collaboration; considering the Declaration of Global Ethics that had been created by the Trustees of the Parliament for endorsement; and sharing common values and ways to implement them. A Global Ethic paper can be obtained by contacting ICA in Chicago. This group included: the Dalai Lama of the Tibetan Buddhists; Louis Farrakhan, national representative of the Nation of Islam; Pravrajika Amralaprana, senior Hindu nun under Swami Vivekananda; Singh Sahib Jathedar Manjit Singh, spiritual Head of the Sikhs in Amritsar, India; Bishops Joseph Gerry, Placido Rodriguez and Francesco Gioia of the Roman Catholic Inter-religious Dialogue in Rome; and several Native American spiritual leaders. Academic scholars included Hans Kung of Germany, Masao Abe of Japan and Israr Ahmed of Pakistan. Also present

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The Network Exchange



November 1993

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STRATEGIC DIRECTIONS CONSULTATION

Elements of a report presented by the Secretary General, Dick Alton, on the consultation of ICA organizations in Africa and the Middle East.

The Institute of Cultural Affairs (ICA) has been working in Africa and the Middle East for the past twenty-five years. Presently ICA has offices and projects in Egypt, Kenya, Cote d'Ivoire, Nigeria and Zambia and has done work in Jordan, Sudan, Uganda, Ethiopia, Malawi, Zimbabwe, Botswana, Ghana and Mauritius. ICAs in Africa and the Middle East have over 100 full and part time staff with a combined budget of over a half million dollars. Each ICA is a locally run indigenous organisation with boards made up of prominent individuals.

This was the third time that ICAs from this part of the world have gathered. The first in 1982 was for the African Assembly for Local Development in Kenya, an opportunity to interchange on local development programme strategy, then a 1986 meeting in Lusaka to work on more autonomous and sustainable organisational forms. This third consultation was held at the Natural Resource Development College (NRDC) In Service Training Centre, Lusaka, Zambia from 30 August to the 3rd of September 1993. The following people attended:

Egypt: Hala El Kholy, Mohamed Yasin Ahmad, Azza Shafic
 Cote d'Ivoire: K. P. Alli, Jann Barr
 Zambia: Ruth Lukona, Ackim Chimusanya, Voice Vingo

Kenya: Ibrahim Muriuki, Beatrice Imali, German Gituma
 Nigeria: Dr. Abiodun Macauley Olagoke, Elina Olatunji
 ICAI: (facilitating) Dick Alton, Jim Wiegel

This Consultation on Strategic Directions for Africa and the Middle East is part of a two year consultation process. Year one serves to look carefully at the historical and social context to discern both the present realities and underlying trends of Africa and the Middle East. During a period that is producing massive changes as well as social conflict, to be effective an organisation must choose wisely which of the present needs underly the root problems and are not just symptomatic irritations. To allow Africa and the Middle East to move creatively into the future, NGOs must focus on how to unblock basic structural causes of poverty and environmental stress.

The consultation provided an opportunity to pull back from day to day project work in the five countries to reconsider why ICA is presently in Africa and the Middle East. What has our ongoing work taught us about the role we can play in Africa? In this sense, the consultation asked individual ICAs to stand above all of Africa and the Middle East and discern what is going on as well as standing in their local work to see what they would recommend for the future.

The second year of the consultation (1994) will build on the 1993 analysis. The second consultation will use the ICA's Strategic Directions to ask the question: "If these are the directions we need to move, what should
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ICA EVENTS FROM AROUND THE WORLD



Continent

WHEN	EVENT	WHERE	RE
AFRICA OCT 10-22	INT. DEV. FIELD WORKER PROGRAMME	BAYAD	ICA MENA
ASIA OCT 4-7	ASIA ORG. TRANSF. MEETING	HONG KONG	ASIA ORG. TRANS. NETWORK
EURASIA OCT 1-3	LEAP (PRAGUE FOLLOW UP)	BRUSSELS	ICA BELGIUM
L. AMERICA OCT	PRE-SCHOOL METHODS COURSE	GUATEMALA VILLAGES	ICA GUATEMALA
OCT	LENS (CEMENTOS PROGRESO)	GUATEMALA CITY	ICA GUATEMALA
OCT 6/NOV 19	TIPP (BUSINESS SKILLS)	GUATEMALA CITY	ICA GUATEMALA
NOV	GLOBAL CITIZENS HOSTING	CONACASTE	ICA GUATEMALA
NOV 15-17	5 INTERNATIONAL QUALITY CONF.	MONTERREY, MEXICO	LAURA SPENCER W.T.P. (speaker)
NOV 21-26	PROJECT MANAGEMENT	AZPITIA TRAINING CENTRE	ICA PERU
N. AMERICA FALL '93	"PARTICIPATION WORKS" PUBLISHED	US	TROXEL (EDITOR) MILES RIVER PRESS (PUBLISHER)
JAN 14-17 1994	ICA NETWORK CONFERENCE	ALEXANDRIA VIRGINIA	ICA NETWORK CONFERENCE TASK FORCE

ICA International
Rue Amédée Lynen, 8
B-1030 Brussels, Belgium



ICA BOARD MEMBERS PROFILE: INGA BESSIN

Capturing various aspects of my life, I might describe myself as a transnational citizen with roots and ties along the North-South axis, though Latin America is the area of my choice. That's not too surprising, since my mother's family came from Hamburg-Germany, which as a global port was early impacted and attracted by distant lands, and saw many sail for other continents. In our case it was South America, specifically Venezuela, where my great-great-grandfather settled in the port town of La Guaira in the early 1830's and started developing trade between the two countries. My father's family of its part originated in France (years back). My parents met on the Atlantic ocean, where my father, upon completion of his medical studies and prior to residency in surgery, was doing two years service with the Hamburg-America ocean line.

My early childhood memories are of Hamburg during the war and post-war period. In 1948 we were happily able to join our uncles and cousins living in Venezuela. There I was at once introduced to two cultures new to me. Knowing some broken English, I was accepted at the American School. Venezuela became known to me through extra-curricular activities and numerous vacations spent in the Andean countryside, where my father was working at the Trujillo State Hospital.

Right after graduating from Goucher College, Baltimore, Md. with a major in Sociology and Anthropology, I started working in a Clinic in Caracas. Though primarily focused on administrative tasks and the coordination of medical and para medical services, my job entailed a great deal of variety and continuously grew as the Clinic expanded from a general medical office to a major out-patient and hospitalization complex with extensive diagnostic and health care facilities. The atmosphere was very challenging, humanly positive, the job most exciting. There I worked for a total of 17 years, interrupted by a two-year furlough in which I acquired further business experience in the Export Department of the BMW factory in Munich, Germany.

I first became acquainted with the ICA through RS-1 courses given in Venezuela in the late 1960's, and I soon spent evenings and weekends helping set-up and facilitate Int'l. Training Institutes, Town Meetings, and finally the Caño Negro HDP. As the latter was launched, I joined the Project auxiliary and have since made ample use of all skills, aptitudes and talents at my disposal, first in Venezuela and since 1979 in Guatemala and Central America, working in health

programs, all sorts of construction projects, finances and fund-raising, training community groups and facilitating conferences, to name a few. The last few years most of my emphasis has been on LENS Seminars, DeBono courses, and as Instructor in Human Relations in the Guatemalan Training Inc. program.

While I've lived in Latin America most of my life, our family ties have extended to other places. My sister, two of my brothers, and their families are living in the USA, and two of their daughters have recently established themselves in Asia (one in Japan, the other in Indonesia). Praha '92 marked also my first trip to Europe, and even outside the Americas, in over 25 years. I feel honored to have been elected a member of the ICAI Executive Committee, and hope that my background may in some ways be helpful and enable an effective participation on my part.





-Fit programmes into the wider local agenda and priorities of the partners

F. Campaigning

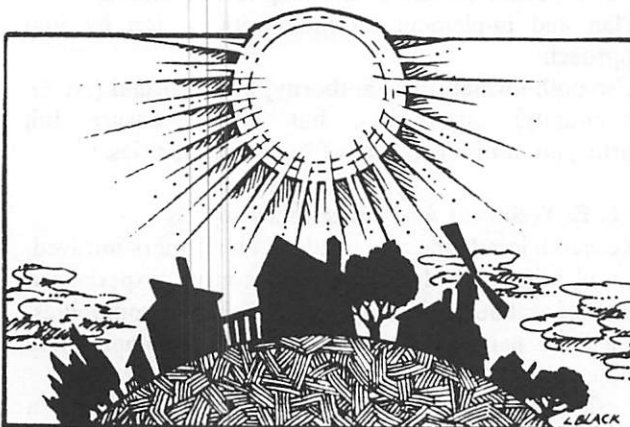
- Plan jointly with local authority, community groups' and NGO involvement and approaches to lobby for structural change in the economic and social order
- Use coming UN 'years' e.g. Human Rights and Population, and 50th anniversary of UN as focuses for ongoing campaigns as well as current NGO campaigns
- Include Southern participation in Northern campaigning activities where appropriate
- Set up anti-discrimination projects

G. Networking

- Local fora should include wider social groups (industry, commerce, women, youth, churches, trade unions) and formulate together with local authorities local plans for sustainable development
- Ensure regular and effective dissemination of relevant information about local, national and regional activities and about plans and concerns of partners
- Seek structural and institutional support for Southern community level actions
- International networks of local authorities, NGO's and community groups should work together to facilitate the democratisation processes directed at local level

H. Fair Trading

- Encourage local authorities and NGOs to adopt 'fair trade' networks
- Analyze/investigate North South development policy and activities of local businesses
- Contact local firms with export/import interests and use their contacts and know-how
- Educate producer and consumer about need for Fair Trade



COLLABORATIVE SMARTS

As North/South dialogue on sustainable development intensifies Brazilian sociologist Leilah Landim looks at the extended context needed to overcome cross-cultural blind spots. Taken from "Quid Pro Quo" the bulletin of Cultures and Development a Belgian NGO devoted to research on the question of the meaning and potentialities of human cultures. Issue 03/1992.

Leilah has just completed an impassioned inventory of NGOs in Brazil. She questions the blindness which leads militants to only see in local people only moral qualities (with the accompanying risks of idealization) and sufferings due to the CV of material goods (with the ensuing risk of focusing only their poverty and materialistic reductionism)."

NGO analysis are usually limited to "problems dealing with work, production, exploitation, and economic activities". However more often than not they "ignore the social and symbolic universe of the people they aim to mobilize. . . the afro-brazilian cults and supernatural entities that nevertheless are present in the daily life of people are absent from NGO analysis. The same can be said of popular Catholic religiosity, the veneration of saints and pilgrimages. Carnival is equally absent from social analysis even though it is a major focus in people's life over much of the year". This Leilah maintains is to the complete oversight of an important reality.

"The egalitarian and collectivist ideology which motivates many NGOs (for example liberation theology) doesn't naturally make sense of a social system based on the family and hierarchical traditions. The notion of citizenship and law is opposed by the law of the "favela" (Brazilian shantytown). The dualistic notion of "Whites" and "Blacks" runs counter to the deep mixing of races in Brazil. The feminist discourse, of Anglo-Saxon inspiration, comes up against a totally different conception. There is a tension between a Cartesian ideology that aspires to be "universal" and (intellectually) "rigorous" and the local logic which is syncretic, mixed, hierarchical, and ambiguous. How to establish bridges between those two worlds? It is not a matter of admiring naively all that is not Western but recognizing that each local culture has incorporated and re-interpreted, in its own way, outside influences so that today there is neither pure native tradition nor an unequivocal Western outlook but an ambiguous and complex pluralistic mix. The 90s will demand of NGOs that they acquire a different approach and different methods, so that the deep vitality of the society can be unveiled and nurtured in all of its diverse forms (which will often leave us perplexed).



BERLIN CHARTER & ACTION AGENDA

The European Ecological Consciousness and subsequent action is advancing very rapidly. In 1992 Germany put in place the world's most advanced trash reclamation system. The system relies on businesses and manufacturers to voluntarily agree on "cradle to grave" responsibility for the products they sell. Environmental awareness is also being promoted at the city, neighbourhood and even household level. The following information submitted by ICAI president Ursula Winteler points at European efforts to promote sustainable development at the municipal level and in partnership with local authorities in other parts of the world.

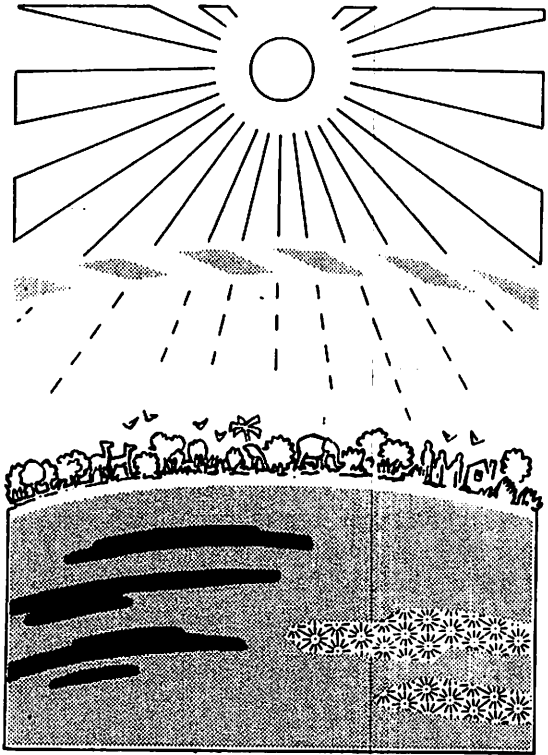
A spirit of ecological self-determination lay behind the recent International North/South Conference: "Local Initiatives for Sustainable Development" organized by Towns and Development, a European development agency. Held under the auspices of the German Bundestag and the European Council, the conference was attended by most major European funding agencies including Miserior, Nabib, Oxfam and Terre Des Hommes. In sharp contrast with 70's vintage North/South Dialogue NGOs are now as important as governments at these meetings. This North/South conference produced the "Berlin Charter" and an "Action Agenda" which draws from the experience of the German ecological movement while advocating partnerships with developing nations towards Sustainable Development. Below are the main points of the Action Agenda which begin to give form to commonly heard ecological slogans:

A. Sustainable Behaviour

- Encourage individuals to recognise their contribution to change as global citizens and to commit themselves to attain sustainable development
- Establish a Local Agenda '21 (post UNCED) to call a halt to the further degradation of the human condition and the environment
- Plan all projects and activities with consideration for any environmental impact
- Initiate environmental activities within community linking and twinning programmes.

B. Awareness Raising

- Promote and implement surveys of local South-North, North-South and North-South-East political, historical, social, cultural and educational links and use this survey for awareness purposes (exhibitions, school projects, etc.)
- Promote educational programmes which enable citizens to connect global issues to individual and local activities
- Introduce North South and North-South-East agenda with special attention for human rights and democracy



personnel, youth groups, women's groups, trade union groups etc., and set up courses and seminars for local teachers

-Utilise existing charters, declarations, guidelines and manuals to encourage active citizenship, human rights and anti-racist educational programmes.

C. Twinning/Linking

- Identify, analyze and build on existing local links(North-South, South-South and South-East-West) where possible
- Ground all twinings and linkages in good human relationships that are characterized by careful planning, ongoing communication, and long-term planning
- Plan and implement all links with a step by step approach
- Use both formal (local authority) and informal (NGO, community) approaches, but always ensure full participation of all sectors of both communities.

D & E. Technical Assistance and Projects

- Research jointly the real needs of all partners involved, use clearly defined criteria and consult experienced NGOs, local authorities and other linking communities.
- Facilitate partners' participation int the planning and implementation of all programmes
- Design technical assistance programmes with a maximum commitment to the empowerment of disadvantaged groups and the involvement of women